

The City Council of the City of Charlotte, North Carolina convened for an Action Review Meeting on Monday, December 9, 2019, at 5:01 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Pro Tem Julie Eiselt presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, Malcolm Graham, Renee Johnson, James Mitchell, Greg Phipps Victoria Watlington, and Braxton Winston II.

ABSENT: Mayor Vi Lyles and Councilmember Newton

* * * * *

Mayor Pro Tem Eiselt said welcome to the December Meeting of the City Council, and we are welcoming three new Councilmembers this evening, so that is very exciting. We will start with our Consent Agenda items.

ITEM NO. 1: MAYOR AND COUNCIL CONSENT ITEM QUESTIONS

Mayor Pro Tem Eiselt said I know that we have one item that has been pulled and has a speaker, Item No. 43.

Councilmember Winston said I would like a separate vote on Item No. 20.

Marie Harris, Strategy and Budget said you have before you are the written out if everyone wants to look over what they have asked and fellow Councilmembers have asked. I have had a chance to sit down with most of you to go over the questions you've ask, but please let me know if you have any additional questions or need any more clarifications.

* * * * *

ITEM NO. 2: AGENDA OVERVIEW

Marcus Jones, City Manager said tonight we have two items and both are really follow-ups. One is an update on our CBI Program and the procurement process. As you may remember, there was a supply contract that was pulled and you asked that we come back with additional information and we will do that tonight.

Also, we have Transit Operations Update to give you additional information about some of the neat things that are occurring with CATS and an opportunity for us to better understand some of the ridership patterns and we would like to give you an update on that. Then we have two items for Closed Session.

Mayor Pro Tem Eiselt said we will go into closed session as soon as we are done with Item No. 4 of the Dinner Briefing.

* * * * *

ITEM NO. 3: CHARLOTTE BUSINESS INCLUSION PROGRAM AND PROCUREMENT PROCESS

Phil Reiger, Director of General Services said my name is Phil Reiger, and I am the Director of General Services now; that is the first time I've ever introduced myself that way. Today, it is my pleasure to introduce to you Kay Elmore, Chief Procurement Officer. She has been doing City procurement for Charlotte for 20-years, and she has been in the Chief role for 13-years, and she is going to bring forward an update about our City Procurement Practices and specifically, our INCLUSION efforts around City contracting.

Of course, I will remind you that on October 28th during your consideration of an office supplies contract, you raised some questions about those practices and our INCLUSION efforts so tonight that item is back on your agenda for consideration, and before you contemplate that, Ms. Elmore is going to come and give you the update.

Kay Elmore, Chief Procurement Officer said I think it is incredibly important for us to be able to talk about the number of connections synergies that exist between procurement and inclusion. Public procurement, which is statutorily governed must be legal, open, and fair and inclusion must also be transparent and equitable. The two are inherently tied together, because inclusion is most successful where equity-driven procurement is the standard. The City is committed to an equal playing field for MWSBEs; we do this for a number of collaborative programs. Our Charlotte Business INCLUSION Program, we use an outreach certification, business resources, compliance, advocacy and a number of other initiatives including capacity building for entities already doing business with the City. Our collaborative partners in the office of equity, mobility and immigrant integration and the Department of Economic Development play a major role in business development and capacity building. These two approaches, collaborative partnering together ensure that we are focused on MWSBE wins. So, over the past year, we've had a number of wins that I think are important to highlight. We are incredibly excited about our increase of a new certification which are up across all certification types. We are especially excited to see nearly 50% growth in our minority business enterprise and certifications.

We've been able to successfully reduce our business certification process from 45-days to 7-days, and we've had thousands of staff interactions with MWSBEs where we can sit down and work together with them on outreach, networking, and helping them understand how to do business with the City. We've also provided \$450,000 in financial support through a number of loans, grants, and scholarships and finally, we have increased our spending with prime certified businesses by \$8 million-plus. We are expecting that to continue to grow.

You might ask, how did we do that? We've been focused on continuous improvement. Over the past year, we have been intentional about every change that we are making. We are focused on optimizing and streamlining certification; we are proactively seeking recertification. We are not waiting for them to call us; we are calling them. We are identifying niche and capacity building opportunities. The office supply contract that we will talk about later tonight; that is a niche opportunity. We are increasing our outreach, communication and education to MWSBEs, and we are doing early inclusion planning and mandatory goal setting. In those cases when we start projects and we come in with low or no goals, we are going to have a mandatory committee who sits down and looks at those to make a decision how we go forward so that we don't end up at Council with questions about goal setting. We are working on improving ease of use and transparency with our new on-line diversity management system. Some of you have heard that called B to G now, that is also as Inclusion CLT. We've brought on-line certification module, and we are doing robust reporting, and we are working through compliance.

Finally, our team is working on getting really creative around digital forecasting applications. We call that EarlyBird; that gives us an opportunity to talk to MWSBEs very in the process and include them as early as possible, so they can prepare for the next level of opportunities.

Many of these same improvements we've utilized in the Citywide Office Supply Strategy. That was a multi-part strategy to maximize MWSBE opportunities. We sought to create more subcontracting and right-sized prime opportunities; we actually came up with three different opportunities to award. We increased awareness and exposure of certified firms throughout the entire process. We connected with more than 26 MWSBE firms and talked to them consistently throughout that process. Then we worked on providing education and support to increase certified firm's growth and success. They are focused on learning how to do business with the City, and it is our job to help them.

So, utilizing those strategies and those improvements going into the Citywide Office Supplies we had some major results. We set a 10% subcontracting goal that has never been done here at the City, not in the 20-years that I've been here. We were never able to actually go out and locate a firm capable of doing that, but our team hit the streets running to go out and find businesses that could actually do this. We quickly got them certified, focused on training and working with them and networking them with primes for that outcome. Ultimately, we were able to work with Staples Contract and Commercial

LLC for the first ever subcontracting commitment on the city's office supplies contract. Originally, Stables came to the table at just over six percent, but our staff said you know what, that is not good enough. So, we brought them to the negotiation table and worked really hard to get them up to the goal and beyond the goal and they did an amazing job working with us on that. That actually resulted in two subcontractor awards, both to minority firms. S&B Computer and Office Supplies is an NBA and Delivery and Distribution, LLC is an MSBE. What we think is really impactful about this story is that one of the firms, S&B Computer owned by Reena Powers and her family, she is a 2019 graduate of AmpUP. That is our capacity building program. We were able to actually see that program turn into an action-oriented plan for success for this MWSBE, so we are incredibly excited for Reena and the entire team at S&B. Those are the types of initiatives that we are trying to put in place, be more proactive and leading with these excellent opportunities for MWSBEs.

I want to make sure that you understand our commitment to MWSBE growth and economic mobility. We are working every day shoulder to shoulder with a number of people across the City, our procurement and inclusion folks, our economic development folks all coming together to identify areas of need and creating niche opportunities for business development. We are collaborating with community partners in training so that we can go ahead and create a pipeline of qualified MWSBE firms so that when an opportunity comes available we can engage them. We are also creating the next level training programs, like AmpUP, that are designed to fast track our MWSBE firms through a growth and development phase so that they can be more successful in opportunities here at the City. Finally, we also working to connect City Departments, our financial partners and our mentors to make sure that MWSBEs have a robust economic habitat to learn and grown in.

In closing, what I want to make sure that I share with you is the commitment that this team has to economic mobility and growth. We are committed to capacity building; we are committed to economic mobility and next level growth for MWSBE firms. Our focus is on continuous improvement. We want to meet firms where they are and we are prioritizing inclusion and equity. I'm incredibly proud of the work that this team is doing and we are going to continue to push the envelope. We are not going to stop, and we need your support more than even.

Mayor Pro Tem Eiselt said thank you very much Ms. Elmore for all the hard work that your team has done on that issue which has been discussed a lot in Councilmember Mitchell's Committee, and it has been a high priority for the Council.

Councilmember Winston said thank you for this very informative, and I would like an update, not today but on a future date around our efforts around capacity building. I do think that is probably our greatest opportunity for building equity, not just equality, but equity where it doesn't exist within how we do business. I know it has probably been about 18-months since we started down this road, especially with the new Council as we go into our Retreat. I would like to see that as priority, but I would like to give all my colleagues to weigh in as well where we are with that.

Councilmember Ajmera said great work by your team. I actually received feedback on MWSBE certification process that they were able to get the certification within three to four days. I know as folks reach out to me as they are starting their businesses; it is great to hear how we have streamlined the process from multiple days to within five to seven days. I think that is historic. So, I applaud your work on that and I know Eric Nelson has been very supportive of reaching out to community and helping them go through the bidding opportunities so I really appreciate that. Are we tracking if any of this 218 firms that resulted in a bid, are we tracking once they go through the process are they getting any contract opportunities?

Ms. Elmore said thank you for that question. We are actually implementing a new protocol that at the point where MWSBEs come into our system we are working on being able to do a better job of bringing forward that data of exactly what is happening and bringing that good news back to you more regularly than we have in the past. We do think it is

important to not only certify firms and not only important to just get them to the table and get through a process, but to actually help them win contracts that are meaningful. That is something that we are going to work on; we are already working on that sort of tracking mechanism so that we can report out those success.

Ms. Ajmera said I remember there was feedback that I had received around financing, So, as these new businesses are getting City contracts and opportunities what is the timeline in terms of their getting the payment from the City? Is it monthly, or what is the timeline like, because the concerns were that they had to wait longer to get payment and then they had to pay the employees on their payroll? I was wondering if that was addressed or if it has already been addressed in the new process.

Ms. Elmore said that is a little bit of a tricky question. If we are talking about MWSBE firms who are primes, the standard payment term for the City is 30-days. I see Kelly Flannery back here, our Chief Financial Officer and I'm sure she would be happy to assist me with this answer, but 30-days is the City's standard payment terms. Now, in those instances where projects are performed over a longer period of time and you are moving away from a prime payment to a subcontractor payment, there is additional time that is normally added into that process. Now, we've had a number of instances, I just recently did this with Mr. Mitchell and others where when we know something is not working, and it is broken down somewhere we are happy to bring our finance team, our procurement teams, our inclusion teams into the departments together to try and make sure that we can work through that payment process, because we do understand that MWSBEs, particularly those that are getting started. They may issues with capital to make the payroll and other things like that. We will continue to work on that; I think this last instance we had on a vendor with Mr. Mitchell, we talked about getting back around the table to try and understand how to approach that more effectively. So, I believe that is an opportunity for us.

Ms. Ajmera said I think if we can look at the timeline; let's say if employees are getting paid that the subcontractor or prime contractor has hired, if they are getting paid every two weeks; however, if the prime is not getting paid from the City for almost a month, I think that creates a challenge. If we can look at that process and if we just get feedback from the ones that are participating, whether it is prime or subcontracting, that could be a process improvement for us.

Ms. Elmore said I agree and thank you for that. I will tell you that our diversity management software is designed to be able to do a much better process of tracking payment. What we actually do is, we give them an opportunity to be able to see exactly what they are owed and get into that system and tell us whether or not that is accurate or not so that we can work through any payment issues that they might be having. So, payment performance related to subs is something that is absolutely in front of us and something we are going to be working on.

Councilmember Mitchell said Kay, thank you so much. I want to give you kudos; you mentioned it earlier about a small business who had an issue of payment, and you got staff together and came up with a nice remedy. City Manager, here is the problem I have with staff, when they do good work, they don't announce it enough. I know they kind of reflect demeanor, we just work. We don't them to brag but that second bullet point is very important, certifying businesses from 45-days down to seven. That was one knock about the program; we were not certifying people quickly enough, and so Kay and to your Department, thank you. That along right there has built a lot of confidence among the minority small business community. And to Staples, thank you. I think we had a lot of conversation in one City Council meeting about that contract and City Manager said let us go away and come back and then you had a chart up there that said the first time ever a subcontractor, so kudos to staff for working so hard and continuing to build the program of CBI, because it is very important to our small business folks out there.

Braxton, you are right; about 18-months ago we started talking about capacity building, because we figured in order to raise the participation goal we needed to see where there was gaps, and I want to apologize that in our meeting in November we were going to

have that topic, and someone got sick, had the flu, and I didn't want to spread the germs to everyone. So, I'll make sure that in our first meeting in January we tackle that issue of capacity building.

Kay, I'm going to apologize. I think the last meeting we had we said a lot of things about the program. and I did not want you to take them personally. I think my passion comes from just trying to make the best program we had. and I appreciate your leadership.

Ms. Elmore said I will say I do sort of take this personally. I think we should all take it personally, but I will tell you we have an amazing team of folks who are working together, and the CBI Team are very small, 10 folks, but now through their efforts to bring them into city procurement, we've got 70-people strong, and we are reaching out, tethering across the City. So, every one of those resources, as well as those who are in economic development and other offices, will be bringing this work to bear. This is an amazing work that is happening. We are not going to get it right all the time, but this team is working harder than they have ever worked. They are working shoulder to shoulder, and when you go out and tell people that I can certify in an hour, that really makes us move a little bit faster because we want to be able to do that, but something like being able to see the impact with F&B like being able to get them in quickly, get them certified and make that connection with Stables so that just within a matter of days they are there negotiating, that is so impactful for our team to be able to see. I appreciate your comments.

Councilmember Graham said Ms. Ajmera asked my question in reference to the processing of invoices, and certainly that is something I'll be taking a look at as well, making sure that not only the prime, but the subcontractors, those are the guys who are waiting 45 and 60-days to get paid, and so if we can somehow work with our prime contractors to ensure that when they get their check they are mindful about turning those things around to their subcontractors.

Mayor Pro Tem Eiselt said I will just add a comment in here as well; I appreciate all the hard work you all have done. Your team is very passionate about this. I wonder if in the process of that capacity building we could really take a look at breaking out minority women-owned businesses from the number of women-owned businesses. I've seen those numbers once, but we don't break that out on a regular basis, and I think that is an area that we really have to focus on from a capacity-building standpoint, and I've seen that the successes aren't there really for minority women-owned businesses as they are for others. So, how can we help them from a capacity standpoint?

Ms. Elmore said absolutely, and I think with our diversity management software we will have access to more data and we will be able to see those numbers more easily and target opportunities and see the trends. So, we will have our team begin to break those down and look for opportunities.

Mayor Pro Tem Eiselt said thank you, I appreciate that.

* * * * *

ITEM NO. 4: TRANSIT OPERATIONS UPDATE

John Lewis, Transportation Director said I'm pleased to be here with you this evening to give you an update on our bus-network plan. This is a plan that we've been working on for several years and while over the last several months and years, you've heard quite a bit about our rail-improvement plan and how we are moving that forward I want to remind everyone that while our rail program has done an incredible job of providing support for this community, both from a mobility standpoint but also supporting the economic development goals of this community. Our bus network is what is the real workhorse from a mobility standpoint. We will move today about 85,000 people throughout our system, and more than 60,000 of them will get from their origin and destination on board a bus today.

As we've been looking to improve in parallel, our bus network along with our rail program, the conversation started three-years ago. It was launched in 2016 after a study was released and not the study that everyone is thinking about, that ranked top cities and access to public transit. While the Charlotte Area Transit System was ranked pretty high in terms of accessibility, citizens of this community can get almost anywhere within Mecklenburg County utilizing CATS service. One area which was highlighted in the study which absolutely brought attention to a growing problem, was that if you needed to take more than one bus to get your origin to your destination the average trip was 90-minutes. So, imagine your average trip being 90-minutes in your morning commute and 90-minutes in your evening commute, many of us would either find a new place to live or a new place to work, and so many of our customers don't have that option and spending three to four hours just in transport from your home to your job or wherever else you were going was unacceptable from our standpoint. Our Board of Directors of the Metropolitan Transit Commission agreed with that and asked us to take a look and launch this Envision My Ride Initiative.

So, what we were doing, and we found that structurally our bus system was not meeting the needs of our community. We were operating over the last several decades an inefficient and ineffective hub and spoke system that was better utilized when people lives in the suburbs and worked in the city, and too many of our passengers were having to get on one bus, come into the uptown, generally at the Transit Center, get off one bus, cross the center and get onto another bus and head right back out of town. So, what we wanted to do was restructure our bus system so that we didn't require people to come into uptown so in essence move from the hub and spoke to a grid system.

We started this in 2016; there was quite a bit of work that staff did in redesigning this system. It was an awful lot of outreach coming up with alternatives to routes, different options for the citizens and our riders to evaluate. We had several iterations of here is the design, going back out to the public; what do you think of this? We heard from our customers and came back with a new redesign of our system. In essence, we came up with a three-prong approached to this. Number one was getting the structure of our system right, so again, moving from that hub and spoke to more of a grid system that allowed more direct connects without coming into uptown.

Two, the second phase of that was dealing with the frequency issue which is a major impediment to effective transportation. To this day, more than half of our routes have headways of 45-minutes or greater. When I use the term, headways that means bus number one comes to a location, leaves; it is 45-minutes or greater before that second bus comes and so if you are standing on that bus corner and have the misfortune of missing that bus and have to stand at that bus stop for 45-minutes or an hour, you probably have a different thought about the effectiveness of our system. So, the second phase of that plan was to address the frequency challenges that we have in our system and then third is how do we improve reliability?

So, Phase 1 was implemented March 18, 2018, with the opening of the Blue Line Extension; 22 routes were adjusted to better serve the enhancements that were brought about by the Extension of the Blue Line. Nine new routes were established and four cross-town routes, again, starting to build on that grid system rather than the hub and spoke model.

Phase 2, I'm sorry; there is a typo there. It was implemented October 2, 2018, where we redesigned the rest of our system; over 24 additional routes were adjusted. Again, the goal was to minimize the requirement for routes and passengers to come into uptown to our Transit Center to then leave uptown once again. We implemented that and over a year's worth of information that we've received; we've increased the next phase was focusing on frequency and so a number of our routes has been invested in, added an additional million dollars to our budget this year so that we can start to address the frequency issue and then finally we will move forward with the Bus Priority Study next year, which will look for additional corridors for us to make enhancements and frequency and also service priority and then continue to invest in additional frequency of our service.

After a year of that implementation, just a couple of an anecdotal evidence on what has happened as a result of that. So, our No. 2, Ashley Road route, we saw an eight percent increase in ridership, again, after making those structural adjustments that allowed direct cross-country access rather than coming into uptown. So, eight percent resulted in a pre-environment my ride ridership of 16,500 riders per month; that increased to almost 18,000 riders per month. The No. 3, Plaza Road saw a five percent increase in ridership and monthly went from 38,000 riders to over 40,000 riders. Those that we improved travel time, where we made adjustments so that we straightened out routes, made them more direct; the No. 16, South Tryon for example, ridership increased from 43,000 riders to 52,000 riders, a 19% increase. The No. 21, Statesville, again in terms of improved travel time we saw a significant ridership increase, almost 80% increase in ridership that went from a monthly ridership of 19,000 rider to over 38,000. Then, as we mentioned the third phase is moving into an enhanced frequency, one of the examples of that, that have already been implemented, the No. 19, Park Road saw a 22% increase in ridership, moving from 28,000 riders per month to 34,000. Now, that is just in what we've resulted over the last year since this plan was implemented. We still have a good way to go. We've had conversations with Council about what it would take to move our entire system to no greater than 15-minute frequencies. That is probably a \$32 million additional operating investment and \$50 million to \$60 million in capital as we continue to acquire buses.

The third phase of that plan as I mentioned, again, first phase in terms of structures; second phase in terms of frequency. Third phase is about reliability. Now, even if we finish phase 1 and phase 2, have the structure or our routes right, we have more frequency. It is the reliability that is also a key achievement for us, and we have to get creative in that. One of the areas that we are working on is identifying corridors where we can have bus-priority lanes, bus-only lanes. We are pleased to announce with our partners at C-DOT that beginning next Monday we will be moving forward with our first bus-only lane pilot. That pilot will take place on Fourth Street between McDowell Street and the Transit Center. It just over a half-mile, but for the first time in our community, we will have bus only lanes that will allow that bus to have more reliable service, because we will not be impacted by the vagaries of traffic as everyone else will.

Now, once we implement this pilot, we will have interaction with the community, come back to Council with the results of that, what that does in terms of time savings and reliability for those routes that will be using that and then begin to apply that as we study other corridors that we could implement this kind of service enhancement in the future. We could imagine corridors like Central Avenue or Providence Road or South Boulevard that could be candidates for bus priority into the future.

What that project will look like, as I mentioned from McDowell Street to the Transit Center, the far-right lane will be restricted, will be striped by C-DOT; the only vehicles that can use that will be CATS transit vehicles, bicycles, scooters, school buses and of course emergency vehicles. The far-right lane will be striped and will be marked as a bike and bus only lane. Again, that will begin on this coming Monday. As I mentioned, we will be evaluating the impact of that service in terms of ridership, frequency, and reliability and then begin to apply that information to other corridors over the next year as we continue to look at enhancements to our system.

With that Mayor Pro Tem, if there are any questions, thank you for the time this evening, and I would be happy to engage any questions or comments.

Councilmember Egleston said thank you, John, this looks encouraging. I'm looking at slide #7 where you've got the increases. A couple questions on this slide one, where you said how many routes we had modified, were there somewhere there was no increase of were there somewhere there was a decrease, and have we done a total compilation of with this wholesale new look at our system what the total impact was overall?

Mr. Lewis said over the last three years and it has been well covered, and we have seen three plus years of declining bus ridership. As a matter of fact, we reached our highest point in 2017, where bus ridership was down 17% over the previous years decreased ridership. I will say, I just wanted to highlight some of winners in this in some areas where

we have certainly seen better service and that is resulted in increased ridership. Across the board, we have certainly stemmed the tide of ridership decreases; in the last month, we were down by two percent, still not above water, but we are no longer seeing the double-digit in decreases in ridership. So, across the board, I would say we've gotten the structure right in the areas where we've added an enhanced service. We've seen the resulting ridership increases, but we still have a long way to go. As I mentioned earlier, to do it across the system, that would be \$32 million operating investment.

Mr. Egleston said if we determine what sort of performance output we would need to balance the cost inputs, obviously, if we are increasing frequency there is an increased operating cost to that. Do we know where the breakeven point is where we can- And again, I know that our transit system is not set up to be a big money maker for the City. We want to move people around the City, but in terms of a return on investment case for us to make to the public, while we would want to invest more money into making these kinds of changes, have we done an analysis of where that breakeven point is where we can say by investing this money we actually generate more revenue in the system and kind of offsets it?

Mr. Lewis said when you say breakeven point, are you saying where we are no longer subsidizing?

Mr. Egleston said no, I know we don't get there.

Mr. Lewis said our farebox recovery, that is the amount of money that we get from patrons paying for their fares, we are pretty high from a transit standpoint. We are about that 26; it fluctuates between 26% and 28%. I would love to get to one-third farebox recovery, but if we are talking breakeven being where we are actually no longer requiring a subsidy, we have a long way to go in that. I think there are other measures of success in this, increased ridership but also reliability. I think no matter how many more vehicles, how many more route frequency changes we make, if that bus is stuck in the same traffic that everyone else is, we are still going to have the same issues, and so this bus only lane pilot is a huge step forward for us in terms of reliability. While I've been focusing on the bus network, over the last couple of years, we have continued to see growth in our rail ridership. Last month was seven percent over last year's increase. Why? It is because of reliability. Your trip on board the Blue Line is the same last week as it will be tomorrow, as it will be five years from now, and what we have seen from our customers is that reliable service is what drives their decision making.

Mr. Egleston said the new apartments aren't hurting either along the Blue Line, but I am glad to see the bike-lane pilot, and I want to see us piloting more stuff like this to see what works, to have some data to justify it to the public if we want to expand it. The Fourth Street pilot will be really useful, particularly in the morning. Have we looked at Third Street or another street that whatever as an outbound in the afternoon that we could do something similar to this?

Mr. Lewis said if I could have waved my magic wane, we would have done a lot more, but I think we are going to crawl before we walk in this, and I think as we continue to evaluate with real data and come back and give you the results of that we will continue to evaluate other corridors for the next phase of this hopefully.

Councilmember Driggs said when you look at this, there are 300 square miles in Charlotte. We are a pretty extensive City which means creating the kind of density a lot of people would like to see and the frequency starts to get kind of unreasonable to expect. Have you analyzed how many people live within a half-mile of a bus stop?

Mr. Lewis said that is not something that we have done at CATS, and I don't want to speak for the Planning Department, but if it is not something we have done as a City. Certainly, it is something that we can look into moving forward. I don't know Taiwo if you have a comment on that.

Taiwo Jaiyeoba, Assistant City Manager said typically we associate transit to enter development with permanent fixture, such as light rail, and we typically don't do that for bus services, but that is not to say that we would not do it. Again, because when people live around bus stations, the likelihood is that they will move, but when they invest in our transit stations, like the rail-transit stations, the likelihood is that they will stay there for the foreseeable future. So, that is an easier measure than if you were to do it on bus transit services, but that is not to say it cannot be done. For bus transit services, you usually want to go beyond the half-mile to do that type of thing, but we can look into that if you want.

Mr. Driggs said what I'm getting at is you mentioned the \$32 million number; that is a single data point. If we were going to try and be as productive as possible in terms of improving bus service, we might benefit from a more analytical framework, in terms of how many people would actually consider a bus. Your target population is probably within a certain radius of a bus stop and then you have the other issues they raised about what their experience is traveling on the bus. I would like to think there were points between zero and \$32 million that might improve the situation; we would just have to identify how additional money would best be spent. Is that a fair comment?

Mr. Lewis said I think again, I'm piggybacking on what Taiwo was saying; we can certainly work with our partners to find what are the corridors that have the highest densities, the highest potential for ridership, but I think there are other things, not just in terms of residential densities but there are also destination points, major employers as an example. We have done a prioritization of what corridors would be the most likely candidates for higher frequency service based on a range of things. What I don't know is whether or not residential density was a part of that measure, and if not, we can certainly work towards that.

Mr. Driggs said I kind of mean the same thing; if a person has to walk more than a mile in total to get to the stop and then to get from the stop, at some point they are going to start looking around for some other way to travel before you even get into the question of what is the experience riding the bus. I just think it would be interesting, as we gage a level of investment, to see what those tradeoffs look like.

Councilmember Watlington said much of what Mr. Driggs already mentioned was where I was going with it. As I think about Steele Creek, I think about your South Tryon route. I'd be very interested to understand how increased ridership correlates to travel time, and I would also be interested, and I know that the City Manager and I have had a little bit of discussion in regard to this.

I would also be interested in how do you get folks to want to ride the bus; who is your target market right now? Is it specifically residents who don't have other means of transportation, or are we trying to convert drivers to riders, and if so, what is it going to take to do that? I would be interested to understand a little bit more about your thought process.

Mr. Lewis said I would say all of the above. Now, riders are changing as our City changes, and so we have our transit-dependent riders, who are the category of those who either don't have other options, access to a car or maybe there is one car in the household and one individual may take and the other may depend on transit. We are dealing with a phenomenal of disbursement of the transit-dependent population, but at the same time, we are seeing people who are moving into the City because of proximity to transit and what we are hearing from those folks, particularly are reliability is what is their deciding point. Again, if your trip is going to be even though you live next door or within close walking distance to a bus stop, if that trip is going to require you to make multiple transfers and take 90-minutes, you are going to look for other options. Why our rail system continues to be all ridership expectations is because of the reliability of that. So, we want to bring that reliability to our bus system by piloting some of these innovative means and methods that will then provide better service for our transit-dependent population but also provide the levels of reliability that we can compete with a single occupant vehicle.

Ms. Watlington said a follow-up to that if I may, when you think about again Steele Creek and even to a lesser extent the airport, because I know there is some work there that we would like to do to enable people to be able to get to the airport in off-peak hours so that they can work there. I know that is a gateway to economic mobility, but as you think about our commuters coming in from South Carolina, particularly along South Tryon Street, can you talk a little bit about what that partnership looks like, because we understand that much of the travel on that road is from out of state driving?

Mr. Lewis said if you look at our I-485 park and ride lot, it is full by probably 7:30 in the morning. So, a large number of those license plates are South Carolina residents, and so what is happening is they continue to move further and further down South Tryon Street to find a parking spot that they can then get onto the train, and so we are seeing that parking challenge. That is a good problem to have, because our trains are full, but at some point, it starts to deter ridership growth, and so we are looking at those issues as we consider our extension of the Blue Line to Pineville and to Ballantyne, how that investment may change the travel patterns, but beyond that in terms of partnership, it is a challenge. It is a benefit that we are close to the South Carolina line, and a lot of South Carolinians come to Charlotte for work opportunities, but they are not participating other than the fare that they pay.

Councilmember Winston said how are we talking about Envision my Ride? Is this something that has happened in the past? You had mentioned two years ago when we talked that this would be a living breathing thing.

Mr. Lewis said this is a three-stage plan that continues to go. The first phase was the structure, revamping our bus structure from that hub and spoke to more of a grid system. That happened in October of 2018; now we are in the second phase of adding additional frequency. The MTC has added incremental; we took some of the savings from the initial Envision my Ride changes and invested it in some additional frequency. The MTC added an additional million dollars to this year's budget, but the top goal is \$32 million. A million here and a million there would take some time. So, Phase 2 of frequency is an ongoing issue.

Mr. Winston said I asked that because Envision my Ride has been something tangible. I get a lot of feedback and questions from constituents about our bus system and changing it and how it doesn't work for them. I used to send towards the website and everything; that was something very tangible. Is that a place that I should be continuing to push people to get involved with?

Mr. Lewis said I think we continue to evaluate not only the current performance but new initiatives like the bus only lane. So yes, we are looking for input from our customers, not only in our bus route changes but also our new initiatives. So, to our website absolutely would be one avenue.

Mr. Winston said the public-input part of Envision my Ride is done.

Mr. Lewis said from Phase 1 of the structure yes, but as we continue to add additional routes and makes changes there are always opportunities for input. The next big one will be on this bus-only lane pilot, and so we will be very actively soliciting input from our riders on that.

Mr. Winston said what can you tell me about bus-rapid transit? I feel like when we sat down and had a conversation about Envision my Ride and connecting east and west about two years ago, honestly, where I came out at was I guess hoping perhaps that at this point in time we would be discussing an option towards bus rapid transit.

Mr. Lewis said bus-rapid transit is the next phase of this, but you can't have bus-rapid transit unless you have bus only lanes. The only way to get the rapid portion of it is to have buses in their own right-of-way, and so I think this pilot is the first stage of that as we will continue to take the information from the pilot to inform the next level of study. What are those corridors that we could implement utilizing as bus only lanes, but that is really bus-rapid transit?

Mr. Winston said we were going to use the toll lanes on I-77.

Mr. Lewis said yes, those toll lanes are open now, and our express buses are utilizing those lanes today. In our February service change, we will change our routes and so right now we have express service that serves multiple park and ride lots along the corridor and then utilize the I-77 toll lanes. Beginning in February, each park and ride lot will have its own route, and so there won't be the multiple stops; that is where we get the real benefit of the I-77 toll lanes. That will go into effect in February.

Mr. Winston said what I'm hearing you saying is that at particular exits there will be a park and ride; you can park your car there. You get on the bus and take you right into town.

Mr. Lewis said take the toll lane right into uptown, one stop.

Mr. Winston said how does the TOD realignment or TOD zoning, how does that influence or change how we think about the future of bus routes? Does it at all?

Mr. Lewis said I think they go hand in hand and our departments have been working very closely together over the last year to make sure that we are in alignment with that, not only in the service we provide but also in the structure of the TOD to make sure that the densities and other aspects of the rezoning complement our mobility plans and vice versa.

Mr. Winston said I guess what I'm asking, I would love to hear Taiwo's input on this, but when we started Envision my Ride and started systemically changing our bus routes, we did not have this zoning in place. We did not have this land use; we did not have this kind prescribed potential development and where we want our residences, but this does exist now. Being that is a reality, did CATS, as the process was carrying on, did you say we have to look at these areas, these centers of residences and potential census of work in a way that we weren't looking at it in 2016 when we started this process?

Mr. Jaiyeoba said again, every ordinance that you have follows an adopted policy; so, the reason we had the Transit-Oriented Development Ordinance for the Blue Line was because there was already an existing Blue Line Transit supportive policy. Why the principles behind those apply strictly to the Blue Line; those same principles could apply to pretty much any rail corridor, and, again, TOD is specific to rail transit.

Mr. Winston said correct, but the idea is that people might live in a place and not depend on a car. While they might depend on rail transit, they might need a bus as well.

Mr. Jaiyeoba said as part of our Comprehensive Plan, to really answer that question, is to look at all the corridors, whether they were identified in the Envision my Ride study or they were identified in the CATS Transit System Plan 2030, or they will be identified at some point in the future. We make sure that in that Comprehensive Plan, we develop policies that are also transit-supportive so that eventually when the Unified Development Ordinance comes before you in the future it will also pace everything based on density around whether they be light rail or Gold Line or bus rapid transit or whatever mode of transit you have in the future. We also worked with CATS to determine what that will look like, even for the Red Line, even though we don't know whether that will be a rail service or be a bus rapid transit service. We just want to make sure that we cover all the bases and capture transit density around transit stations into the future.

Mr. Winston said I have one more question, and I think Ms. Watlington and to a point, Mr. Driggs were kind of talking kind of around it. You mentioned reliability in terms of increased ridership, but to really increase our ridership we have to take the stigma away from riding the bus. People in Charlotte, they say if you have to ride a bus, it is an equity issue. If you make a certain amount of money or live in a certain neighborhood, you wouldn't take a bus if it literally stopped at your doorstep and dropped you off at work, simply because of the kind of classes that are associated with it. How are we approaching this? How are we working to take away that stigma that buses are reliable and appropriate mode of transportation regardless if you work in the C Suite or if you work—

Mr. Lewis said I thank you for that question; it really is an issue that bus-transit agencies are having nationwide. I think the number one issue we can do to take away of stigma of riding- The stigma, I believe, comes from the unreliability and the fact that it is a secondary choice. It is because it takes so long, because it is not reliable; it is something that only people who don't have other alternatives would utilize. I think the number one thing we can do to change that stigma is to present a model of mobility that everyone would find attractive. That is where the stigma comes from, and in order to do that, time is our number one across the board is the most precious commodity. Why people are making choices again for rail, I don't believe it is because they like shiny wheels or they like to ride trains; it is because of the service reliability. If we can do the same for bus- When you look at some of the legacy cities: New York, Chicago, San Francisco, and others, why you see people with lunch pails and briefcases on board is because they are doing the things that we are trying to implement here. Bus rapid transit, bus-only lanes, because people want to have reliable options for mobility. If we can get that I believe we will take away the stigma that so many people believe in, but if it is going to take you 90-minutes to get somewhere, who would only take- those people who have no other options.

Mr. Winston said I do agree with you. I would say to the Manager, perhaps that stigma is not something- I don't think just timing will affect that but perhaps it is something that Corporate Communications might have to look into, because Mr. Lewis might be right. He needs to focus on getting those times down, but I think there needs to be a proactive approach to changing that stigma, because I firmly believe that we can get that timing down, but in certain neighborhoods, if you don't break that the ridership will just not be there.

Mayor Pro Tem Eiselt said I think you are exactly right Mr. Winston; I'm hoping that we are going to see a lot more of John Lewis in our TAP meetings this next year. I hope that 2020 will be the year of the bus.

Councilmember Ajmera said some of my questions were already addressed; the ones that were not addressed, if you could elaborate. On one of the slides, you had talked about there were over 600 bus stops that were altered or discontinued. Was it because of the ridership?

Mr. Lewis said just because routes change their structure and so when we are no longer bringing routes directly into uptown and straightening them out, making the routes more direct, there are places where before we implemented the change a bus would go through a neighborhood or through a community. After the change, we are sticking more towards the main thoroughfares, so those bus stops may have gone away but we made sure that we didn't eliminate access. Our number one filter for that was to make sure that any eliminated bus stop still had access to another bus stop in less than a quarter-mile walk.

Ms. Ajmera said that is good to hear; the access is still there. What is the average walk time?

Mr. Lewis said I don't have that on hand. I will get back to you with that.

Ms. Ajmera said there were some changes that were made in 2018 after opening of the Blue Line. Council has received several e-mails; I know I did, about bus stops that didn't get service over the weekends that they used to have, especially connecting from the light rail to the bus stop near where they live. What is the average walk time you are looking at? I think that is along the line of what Mr. Driggs had asked; are we asking folks to walk 20-minutes or 10-minutes, or 15-minutes? What is the average walk time, or what do we aspire to? I think that is an important question because if someone has to walk 20-minutes or 30-minutes that might affect ridership. Having that as one of the goals would be important. Second, is the app; is there some sort of tracking that riders can use to see how far their bus is or if the bus has been canceled for whatever reason? I have received a call about twice the bus was delayed, but they were just waiting there, and as a result, the rider couldn't get to work. Is there a tool in place?

Mr. Lewis said yes, we currently have an app that allows you to go in and find when your bus is. The current apt is not meeting customer needs, because it is based on schedule

time, not the actual location of the bus. We are enhancing that apt; we will have that done before the end of this spring that will give us real-time information to our customers based on the GPS location of the actual bus rather than the scheduled time. We heard that very clear, and we are on the path to that. Council actually let that contract I think in October.

Ms. Ajmera said I appreciate the work that you have done, especially on creating hub to grid system to reduce the travel time. I think that is great. I've ridden the bus pretty much all my life until I came to Charlotte.

Mr. Lewis said we will get you back on it.

Councilmember Johnson said I know that the City has a focus on diversity and inclusion so one opportunity that might be a thought for increased ridership would be to look at the Special Transportation Services (STS), because the STS, according to my understanding, they only serve individuals who have a bus stop in their area. If it is a rider who wishes to ride the bus and there is no bus stop that services their area, they are not eligible for the STS.

Mr. Lewis said our STS are federally mandated ADA service and so that is based on an eligibility standpoint. So, it is there only for the elderly and disabled and that is a curb-to-curb service, where our STA based on scheduled individual schedules will go and pick up a customer and take them to their destination. The aspect that you are referring to is that service is only mandated in areas that are within a quarter-mile of a bus route. So, there are some areas in our communities in our service area that aren't served by a bus route, so therefore, they are not eligible for service on our STS. That has been an item that has been discussed back and forth with the Metropolitan Transit Commission. We have put that on the agenda to just make all of Mecklenburg County eligible for that. I will say that that is a significant cost; the average cost of an STS ride per person is over \$30, and we get \$4 from the customer. So, that is a part of the discussion, but again, it is only for the elderly and disabled.

Ms. Johnson said if we are looking at taking a look at the areas that aren't serviced by buses, once we increase the rider of the distance of those individuals who would have access to those buses then that would increase the individuals eligible to ride the STS, right?

Mr. Lewis said right.

* * * * *

ITEM NO. 6 CLOSED SESSION

Motion was made by Councilmember Winston, seconded by Councilmember Egleston, and carried unanimously to go into closed session pursuant to G.S. 143-318.11(a)(3) to consult with the City Attorney in order to preserve the attorney-client privilege between the attorney and the City Council in the matters of (1) Atlantic Specialty Insurance Company, as subrogee of Southeast Caissons, LLC v. City of Charlotte, et al and (2) D. R. Horton et al v City of Charlotte.

The meeting was recessed at 6:09 p.m. for a closed session in Room 267. The closed session recessed at 6:35 p.m. to move into the Meeting Chamber for the regularly scheduled Business Meeting.

* * * * *

BUSINESS MEETING

The City Council of the City of Charlotte, North Carolina reconvened for a Business Meeting on Monday, December 9, 2019, at 6:42 p.m. in the Meeting Chamber of the Charlotte Mecklenburg Government Center with Mayor Pro Tem Julie Eiselt presiding. Councilmember present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, Malcolm Graham, Renee Johnson, James Mitchell, Victoria Watlington and Braxton Winston, II.

ABSENT: Mayor Vi Lyles and Councilmember Newton.

* * * * *

INVOCATION AND PLEDGE

Mayor Pro Tem Eiselt gave the Invocation followed by the Pledge of Allegiance to the Flag.

* * * * *

AWARDS AND RECOGNITION

JOSEPH CHARLES JONES

Councilmember Mitchell read the following Proclamation:

WHEREAS, Joseph Charles Jones was born in Chester, SC and earned a Bachelor of Arts degree from Johnson C. Smith University (JCSU) and a Bachelor of Law, Doctor of Jurisprudence from Howard University; and

WHEREAS, on February 9, 1960, Mr. Jones served as spokesman and along with fellow organizers, lead some 200 students from JCSU to downtown Charlotte, where they held a sit-in at all lunch counters; in July of 1960, all lunch counters in Charlotte were open to blacks; and

WHEREAS, Joseph was a founding member of the Student Nonviolent Coordinating Committee (SNCC) with Ella Baker and many others at Shaw University, serving as chair of the direct-action committee; and

WHEREAS, on February 6, 1961, Joseph, along with Charles Sherrod, J. Charles Jones, Diane Nash, and Ruby Doris Smith was sent by SNCC to join the Friendship 9 students in Rock Hill, SC and was arrested and sentenced to 30 days on the Chain Gang; and

WHEREAS, Mr. Jones was a Freedom Rider, participating in the Freedom Rider movement, riding buses into the segregated southern United States to challenge the non-enforcement of the Supreme Court rulings Morgan v. Virginia (1946) and Boynton v. Virginia (1960), which decided that segregated public buses were unconstitutional, and on May 25, 1961, was arrested in Montgomery, Alabama; and

WHEREAS, in June 1966, Joseph founded a movement named the Action Coordinating Committee to End Segregation in the Suburbs (ACCESS) to attempt to end the racial segregation he saw occurring in the Washington beltway, bringing attention to local white landlords who refused to rent to black people in the Beltway; and

WHEREAS, Joseph organized the Biddleville-Smallwood Community Organization, bringing change to both communities; and

WHEREAS, Mr. Jones practiced state and federal law from his home on West Trade Street to show young African American children in the community that a black man can work every day and bring change without leaving the community:

NOW THEREFORE, I, Vi Alexander Lyles, Mayor of Charlotte, do hereby proclaim
December 9, 2019, as

“JOSEPH CHARLES JONES DAY”

in Charlotte and commend its observance to all citizens.

WITNESS MY HAND and the official Seal of the City of Charlotte.

Mr. Mitchell asked Mr. Jones' wife to come receive the Proclamation.

* * * * *

ITEM NO. 7: PUBLIC FORUM

Corruption, Fraud and the RNC

Fred Mauney, 401 West 24th Street said I'm an activist and was active a good bit in the DNC Convention, and what happened, there were some lawsuits filed for misconduct, corruption, fraud, contempt of court, fraud upon the court to get rid of the lawsuits and actually we did a time with people that nobody really cared whether there was a rule of law in this state, especially in Charlotte, North Carolina but, why the City and other people that was involved in it didn't do anything. They were worried about the \$50 million grant that comes with bringing a National Convention, and now it is coming over wanting to bring the RNC here, which will be looking for another \$50 million grant.

There is a whistleblower lawsuit being put together where you all have to go back and pay \$150 million back because \$50 million plus physical damages to what happened at the DNC. I will give you an idea of the criminal codes that is getting ready to hit the City and the County, and one is Code 3, accessory after the fact, so you will hear about that one, then you've got Title 18, robbery, conflict of interest. That is the thing that is going to be going in front of a grand jury, civil rights and the experience to violate civil rights so the Title 18, conspiracy under Title 18, Chapter 19. You've got contempt under Chapter 21 of Title 18. Now, Title 18, I guess I better stop right now, is the criminal acts of federal crime. You've got extortion and threats under Title 18; you've for fraud and false statements that you all filled out to get RNC this time as was last time so you could get the \$50 million that comes in grant money of getting it. You've got mail fraud and other fraud cases with mail and wire fraud, because it is automatically known how much e-mail and mail has gone back and forth between you all and the RNC as well as the federal government. You've got obstruction of justice under Title 18.

Charlotte Mecklenburg Youth Council

Emma-Katherine Bowers, P. O. Box 31365 said I am Co-President of the Charlotte Mecklenburg Youth Council. Charlotte Mecklenburg Youth Council is the official Youth Advisory Council for the City of Charlotte, Mecklenburg County, and Charlotte Mecklenburg Schools. It is a partnership between youth, local government, schools, and Generation Nation. Through CMYC Charlotte, youth gain a real role and experience in policy and civil problem-solving. This semester our main issues include opportunity, equity, safety, the environment, and Charlotte's future. For example, we engaged youth in the City's 2040 Plan and are currently advising CMPD. We are also getting ready for 2020 when we will help to show off our City at the RNC. Through the Youth Council, CMS students are represented on the School Board by their Student Advisor. During the most recent 2019 election, thousands of students across the City elected CMYC member Gabe Schuhl to this role.

Now that your election is over, we will be reaching out to meet with you to discuss policy and ideas that are important to Charlotte Youth. As always, please let us know if there is an issue you would like to refer to the Youth Council. We look forward to continuing to

advise you on our concerns, ideas and proposed solutions. In November, Youth Council Co-President, Esi Bonney; former Youth President and current Community Relations Committee member, Patricia Banega-Segura and I represented Charlotte Youth and led national sessions at the National League of Cities Conference in San Antonio. The conference was a great experience, and we are excited to bring home new skills and ideas. Foremost, we would like to thank you all so much for your support in sending us. At the NLC and our other work, we can see that Charlotte's Youth Council is a leader locally throughout North Carolina and at the national level. In fact, we are proud to report that Generation Nation recently won the 2019 American Civic Collaboration Award.

Ban of Wild and Exotic Animals

Tommi Harris, 7301 Everett Drive said change is hard and awkward sometimes, and we don't know what we don't know, and that is okay, but that is why I'm so grateful for Christian Moyer and all the other bold animal activist or just anyone who does something about what they believe is important. Charlotte should be proud of all their tireless effort, selflessness, and courageousness enough to stand up and speak out for so long for change on this issue, the ban of wild and exotic acts here in this great city.

The cool thing is that we don't all have to be experts on this issue. A lot of time research and energy has gone into providing accurate information as to why we should ban these traveling acts and exploitation of wild and exotic animals. Here are some positive reasons or outcomes for doing so. One, we can create jobs for the performance industry. We can inspire children to work hard and become part of the arts and unique circus families; we can improve public safety for the wildly-untrained, animal-care givers and audiences. There would be less chance for animal and human disease spread. We can improve the quality of life, both physically and psychologically for these animals as they travel in tight quarters without companionship that causes them much stress, and we can finally end their suffering. We can draw more folks into our City to support the arts because as studies show animal circuses are not as popular as human performance ones. It will ultimately cost taxpayers less money, being that restriction is a far more cheaper and option than regulations and inspections.

I grew up here in Charlotte going to the circus as a kid, and in 2008 while living in East Africa I visited an animal refuge. I learned the horrific truth as to how animals can in fact become part of the circus; they are drugged, trapped, beaten, stolen from their families and homes, bred and in captivity.

Circus Ban

Victoria Faur, 20321 Sterling Bay Lane West, Cornelius said the reason why I'm here today is to ban performing wild animal circuses in Charlotte and eventually everywhere else as well. There is no denying that it is a cruel and abusive industry. Five years ago, before I made the connection with my life choices and the animals, I attended a circus, and there is no doubt in my mind that they were abused, tortured, and live a life that none of us would want to live.

I looked up the word wild in the dictionary and specifically coming to animals, it literally means living or growing in their natural environment, not domesticated or cultivated. So, it makes no sense that we think we can train them to be what they are not meant to be. Elephants in the wild can live up to 70-years; in captivity, they live less than 40-years. They have a family just like most of us and like to travel in large groups with their loved ones, but in the circus, they are confined and alone. Apart from the other awful industries and hobby, like ivory and hunting, circuses have a huge impact on the number of these animals left. Like us, animals have their own lives and emotions of happiness, sadness, anger and they should be able to freely express and live their life the way they are supposed to.

Elephants, along with many others, are endanger and we are the only ones that can help. I also found out that there are more tigers held in captivity right now than there are in the wild, which is not okay. I care very deeply and can't help but empathize with both humans

and animals. I can't help but feel the pain in my heart just thinking about what they go through, so I ask that you all do your best and imagine yourselves or your animals if you have any. I'm sure you care about them a lot and would never want them to go through what these animals are going through. Unfortunately, dogs and cats are almost always loved and protected by most people, but behind closed doors, there are so many other animals being tortured and abused every day and people turn a blind eye. All animals deserve the same love.

Talitha Moniz McMillion, 2400 Kimway Drive, Matthews said I'm here to ask that the ban on wild animals in circuses be implemented. As a Latinx who grew up in low-income communities, I was glad to hear members of the Council voicing concerns of the underprivileged when we had this conversation two meetings ago. I was disappointed by the comments of some activist that day, but nevertheless my advocacy today has everything to be with the animals being exploited and nothing to with few I respectfully disagree with.

I work with a variety of matters in the community, including migrant assistance and environment and equality. People of color have always been the backbone of movements, but between being busy struggling to survive and a number of other systemic forms of separation, we hardly ever the face of them. This also highlights a disconnect between Charlotte's government and its citizens. I'm willing to bet many people don't even know this forum is available to us. I didn't until last month, which says more about Christen Moyer's amazing organizing abilities than it does anyone's lack of care for other issues. So, actually, this information is also key in making sure marginalized voices have the chance to be heard here. With this issue at its core is simple; no living being is an object to be prodded as a toy for human entertainment. This regarding the validity of someone's ability to feel and their right to a life of freedom is a system of the society build on white supremacy. Here we have well-meaning people who benefit from that system, attempting to destroy one of its many flaws.

This Council nor I, unfortunately, have no control over the inhumanity happening at our borders with a prison-industrial complex. While we work to dismantle these incredible dire problems, all we can do is take wins as they come, and this has come up now. It is hard enough to fight violence in people whose system was built to thrive on it; let us send a message that we don't allow it here in any form. We are morally responsible for becoming more ethical than the society we grew up in, and I would have to think that if this were a proposal intended for financial profit, this Council would be quicker to see it through. We need to do good things just before it is good.

Refund for Tiny House

Vivian Butler, 7800 Sullivan's Trace Drive said I realize my topic is somewhat different than what is considered norm for this arena; however, this is an avenue, not yet the only road I will pursue to get the word out to the people of Charlotte and hopefully all of North Carolina. I would like to talk about a contractor name, Calvin Young, who is the owner of Keyo Park West and Keyo Park East Tiny Houses. These gentlemen sold several people, including myself, the dream of homeownership. My story is a bit different than others; I am now disabled and had to wait years to receive my disability. Mr. Young was given my money with the promise that it would be returned within 30-days in regard to my tiny house. Today, the refund has never happened. Now, I'm fighting with only the means of social arenas such as this.

A few months ago, my name was finally pulled from the Charlotte Housing Authority after years on a waiting list, and all because of Calvin Young that too is now lost. I beg the people of Charlotte to please be aware. I would like to understand and ask why is it that we can steal a candy bar and go to jail, yet Calvin Young can rob people for years, lie to us, yet walk the streets of our town everyday as if nothing happened? So far, our laws do nothing. Where is the help for people like myself who can't afford to simply hire an attorney? I want to thank you for listening.

Mayor Pro Tem Eiselt said I think one of our staff members is going to talk to you regarding steps that were taken to try to help.

Circus Animals

Marissa Garst, 3446 Denson Place said I am also here in support of the ban on performing wild animals here in Charlotte. At the Strategy Session on November 12th, the Council seemed to have a number of questions about what are proposed bans on performing wild animals actually said. We heard the Mayor ask if the ban covered all animals or just exotic animals and whether the ban would prohibit dog shows from coming to Charlotte. The City Attorney mentioned Frisbee dogs; Julie Eiselt asked if Lazy Five Ranch would have to shut down and if the ban would cover permanent animal displays. The City Attorney mentioned concerns about the rest of the ban as well. The Mayor stated that they needed information about what constitutes a performing or exotic animal. To answer these questions, I will summarize the proposed draft ordinance that we provided to the Council and City Attorney, which of course is only a draft at this point. The draft provided has one and only one narrow prohibition, that no person shall allow for the participation of an exotic or wild animal in a traveling animal act, ride, performance or exhibition on any public or private property in the City. It does not apply to domestic species such as Frisbee dogs. Exemptions include companion animals, pets, livestock, wild rehabilitators, and permitted zoos, sanctuaries, and aquariums. The draft specifically defines exotic or wild animals, based on current state and federal law. The language proposed in this draft is very similar to ordinances already passed into law in over 99 US localities and 46 diverse nations.

We are available and happy to answer any questions or concerns you may have and our answers will include supporting data. We assure you that every question raised at the meeting is something that has been asked and answered already elsewhere and again, note similar actions have successfully protected both animals and citizens in communities just like ours throughout the US. Ringling Brothers Circus closed its doors in 2017 after 146 years of exploiting animals. This is largely due to a drop-in attendance as the public has become aware of the abuse suffered by animals in the circus industry. It will not be long before all circuses will be animal-free or be forced to close their doors due to drop in revenue. The City of Charlotte has the opportunity to be on the right side of history here, of banning the use of wild animals in the circus.

Dog Tethering

Bethany McDonald, 3142 Summercroft Lane said I am the Programs Director at Hearts Beat as one Foundation; I'm also a longtime volunteer with the Humane Society for about four to five years. My focus was always being a part of the I Build Program, which was building fences for dogs who spent the majority of their existence inhumanely tethered in the outside. I've seen dogs with a four-foot leash tied to a trailer full of glass. I've seen dogs tied to a tree and lying in their own feces. I've also seen dogs tied to fencepost with festering wounds and mange due to prolonged outside exposure and neglect and none of this is illegal. None of this is policed; none of this is recognized or documented, albeit from the amazing groups that do community outreach and made every effort possible to create a merciful existence for the animals that aren't protected due to the lack of this specific ordinance. I've voluntarily participated in dozens of free fence-builds to get these dogs off of their chains and into a safe protected environment.

I've participated in tarp day, providing tarps for each enclosure to ensure shade and temperature control in the summer. We've also done straw day providing straw as a conduit for warmth through the winter seasons. I've seen firsthand the quality of a life created by these simple efforts. This isn't a matter of opinion, or available resources, or lack of support. This is a matter of finding humane solutions to a problem that has been completely ignored. So, I beg you please consider supporting our proposition to provide a quality of life that has, until now, not been addressed. There are several surrounding counties in North Carolina that have accepted this ordinance for a good reason. We are committed to doing all that we can to end this abusive treatment, and we hope you will

agree to stand behind us. We have a petition signed by more than 17,000 people in support of this ordinance, and we hope that you will join us.

Affordable Housing

Abbegail Adams, 1003 McArthur Avenue said I feel that I should be wearing a shirt tonight that says Man's Best Friend; it seems to be getting all of the attention. I feel very sad that I'm here talking about something that is important to me, and that is the fact that there are so many thousands of people who are being told there is no low-income housing in Charlotte. When I started my campaign to raise the awareness for 1,000 Keys, many hundreds of real estate agents contacted me. What they said to me is we have hundreds of houses; one man even said he had 500 houses. Then of course, we all know about the catalyst; he says he has 700 houses. This is Childress Cline, so we have a lot of houses here.

My campaign about the 1,000 Keys is targeted to our rich sports industry and our athletes that live in our City. We know that Charlotte has a lot of millionaires; North Carolina has a total of 201 millionaires. We have a lot of billionaires and most of them work low-income people. They usually don't care that their workers have slept outdoors; they don't care that our children have bathed on the way to school at McDonald's or a restaurant, but I'm here to tell you that I will campaign for 1,000 Keys. This is what I call the first annual Christmas wish. I write about this on Facebook and people all over the world know that right now low-income housing is a topic in every city of every state.

What I'm not here tonight to say anything about this can happen, but I do know the money is in this City, and the people are here. I have not named anyone to help me; I want to say the people of the world. We are all colors. We are all races. Many of you of course I do know that we should have a City that has the dog as the Mayor and has a dog to serve us, because he does seem to be our best friend, but tonight I talk about Jesus and his two fish and five loaves of bread. I am a poor woman that lives in low-income housing, and I pay \$440 per month for one room. I am not ashamed of this, because you have some of the richest people in our City who have been poor. I will campaign for humans.

MBE Civil/Environmental Engineering Firm Introduction

Dawayne Crite, 5807 Henson Farm Road said I am President of Crite Tech Engineering Group headquartered in Greensboro, North Carolina. I'm accompanied by Richard Hansman who runs our local office at 543 Cox Road in Gastonia. We are Civil and Environmental Engineers and professionals concentrating in water resources industry. I wanted to introduce my company to you and let you know that we've been in the Charlotte market place for over two and-a-half years marketing this area, and although we've been successful in being a part of four, buildable projects to date, the revenue we've generated is certainly dwarfed by the amount of financial resources we've applied to the area to be a part of this market place.

I started my company in 2014, and the reason why I started it was to give back to the community and be part of something great in water and sewer infrastructure. Since that date, we've designed projects from 24-inch pipelines to 12-inch pipelines, water booster pump stations, sewer lift stations that can convey 20,000 gallons a day of water and much, much more. We've done that throughout the State from Durham to Hendersonville. One of the reasons I decided to open an office here locally is your expressed desire to increase minority participation on engineering services. I'll share this number with you that according to the City's 2018 Minority, Women, Small Business Enterprise Annual Report, the goal for MWBE inclusion on engineering projects was 20.8%, based on your most recent disparity study. However, you spend in 2018 was only 2.8% for engineering services from minority-owned businesses. I'm here, and I want to take my two minutes to debunk the myth that there are no MBEs ready, willing and able to perform engineering services on projects.

Dog Tethering

Beth Hahn, 9530 Alice McGinn Drive said I don't consider myself a radical animal advocate but rather an average resident of Charlotte that wants for animals what I want for this entire country, respect, kindness, and altruism for every living being. I do consider myself an advocate for humanity though, and that includes fighting that every single person of every race and gender could achieve true equality in America, but tonight I'm here speaking on behalf of another living, breathing life in our City and is no less deserving of kindness and humane treatment, as I would hope we could all agree that every living being, even an animal has at least some value.

While it is easy to think it is just a small issue brought on by a few animal rights advocates, there are collectively 15 other North Carolina cities and counties and 23 states with anti-tethering laws, which proves this is not just a concern for a few radical Charlotte residents but a major and validated concern statewide and nationwide. Charlotte is far behind on something other cities have already addressed years ago, something deemed to be inhumane by the US Department of Agriculture and the Animal Welfare Act, yet we continue allowing it to happen day after day to the animals in this City. Dogs have literally frozen to death on chains in Charlotte because we don't even have a minimum temperature law in effect at the absolute least.

These expert sources alone should be more validation than any heat map can provide to you. Vast research has already been done by experts around the country and the results are untenable. The results show that tethering is absolutely outdated and inhumane. If this ban is put into place, there are countless resources for everyone, low-income families included. Holly's Hope is just one non-profit that I personally worked with that will build a fence for any family with a dog in need completely free of charge to the owner, the options and resources are unlimited. We aren't asking for something unprecedented; we are asking that you would join all the other forward-thinking North Carolina cities in setting a new standard for the way we treat the animals of Charlotte.

Unattended Tethering

Delyse Reichert, 142 McAlway Road said to begin, I would like to thank you all for your work and for allowing me to speak this evening. I am here today in support of the adoption of an anti-tethering law here in Charlotte. As mentioned, there are over 17 cities and counties that have already adopted a complete ban on unattended tethering in the State of North Carolina, including areas like Chapel Hill and Durham County. Countless others have strict restrictions of three-hours or less, such as Raleigh and Orange County. Animals cannot speak for themselves, so we must do it for them and it is very possible to care for all of God's creatures, human and animal alike. It is very possible, and it is absolutely our duty.

Because tethering has no social-economic boundaries, we would like to say that we are here to help educate the public. We want to come together as a community to assist families in need and in bettering the lives of their pets and bettering their lives. Most people welcome the help; they would love to see their animals running free inside a fenced area. It has been referenced in previous meetings that tethering a dog has been done for generations, and somehow that makes it okay. I would like to remind the Council that why it is true that tethering has been done for generations, it doesn't make the act right or just. I would remind you that some of the most horrific atrocities in our nation and in our world's history were carried on and accepted for generations. It certainly did not make those acts right, just, or acceptable by any moral compass. As one of our City Councilmembers referenced Gandhi once stated, the greatness of a nation and its moral progress can be judged by the way in which its animals are treated. Let this statement guide Charlotte into the future and into the year of 2020.

Gun Violence in Charlotte

Jasmin Pitcher, 9201 University City Boulevard said I am a student at UNC-Charlotte, and I have had the privilege of living for 19-years before being directly affected by gun violence in my community. For hundreds of thousands of Americans, that is a pipedream. Every single American has the right to grow up, to get an education, and to raise their

children without a statistically supported fear of personally dealing with the aftermath of gun violence in their community.

You have the power to advocate for and with us as we demand that reasonable legislation be put in place to address this issue. There is a sign at every entrance to my school that says guns prohibited on this campus except where allowed by law. Every time I drive past that sign, I feel insulted; we as a public university look to state and federal legislature to help create an environment where hopefully a generation of future students will not walk to classes and be sick to their stomachs with the memories of their experiences. According to the DCD, over 36,000 Americans die as a result of gun violence every year, with an additional 100,000 wounded. Less we be misconstrued as advocating only for those in this country who have yet to experience a mass shooting, let me make it clear that that is not the case, over 22,000 are suicides. Close to 13,000 are homicides and the list goes on. According to the American Journal of Medicine Americans are twenty-five times more likely to die from gun violence than residents of peer nations. This is unacceptable, and we cannot allow our silence to declare it so.

MLS

Juan Euvin, 1724 Finchley Drive said I am here to talk about the MLS deal. On December 2, 2019, WFAE reported that James Mitchell said the majority of Council supported giving David Tepper as much as \$110 million of public money to help land the team. I've exchanged e-mails with some of you and have spoken to a couple of you on the matter. I'm here to get confirmation from you that zero dollars of public money are going to go towards the purchase of the team. David Tepper has a net worth of \$12 billion; what is the logic behind giving a billionaire our money?

There are City tents on the outskirts of town; there is another City tent on the corner of University City and North Tryon Street. Charlotte DOT does not have the funds to install speed bumps; residents are required to fund their own speed bumps. Waste and Water Management tells me they do not have the funds to address anything below a Class B flooding issue. The City has ballooned nearly overnight, and I'm not seeing the elements necessary to support population growth, i.e. roads, sewer, school, grocery stores, and other basic necessities. So, again, I pose the question what is the logic behind giving billionaires my money and other residents money?

Are you guys placing procedures in place to ensure that MLS will remain in Charlotte for a period of at least 10-years? Are you guys getting any guarantees that employees supporting the MLS Team i.e. security guards and other members will be getting full-time jobs that have benefit and that these jobs will not be outsourced to HMS Host? Last, to Ed, you are a Republican; your party is all about free market. According to the Business Journal, you view the possibility of committing taxpayer's money to the MLS Team, which I'm quite puzzled by that.

* * * * *

ITEM NO. 8 CONSENT AGENDA

Motion was made by Councilmember Egleston, seconded by Councilmember Mitchell, and carried unanimously to approve the Consent Agenda as printed with the exception of Item Nos. 20 and 43, which we will be pulling for a separate vote.
--

The following items were approved:

Item No. 16: Calibration Gases, Meters and Sensors

(A) Approve a unit price contract to the lowest responsive bidder, Safety Resource, Inc. of the purchase calibration gases, meters, and sensors for an initial term of three years, and (B) Authorize the City Manager to renew the contract for up to two, one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Summary of Bids

Municipal Emergency Services (non-responsive)	\$ 97,915.65
Safety Resources, Inc.	\$124,035.00

Item No. 17: Ventis Pro Series Gas Monitoring Equipment Purchase

(A) Approve the purchase of new Ventis Pro Series Gas Monitoring Equipment, by the sole source exemption, and (B) Approve a contract with Industrial Scientific for the purchase of Ventis Pro Series Gas Monitoring Equipment units.

Item No. 18: Purchase Road Drainage Structures

(A) Approve a unit price contract to the lowest responsive bidder Fortiline, Inc. for the purchase of catch basin grates, frames, and hoods for an initial term of two years, and (B) Authorize the City Manager to renew the contract for up to three, one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Summary of Bids

Fortiline, Inc.	\$171,410.00
Super Cast, Inc.	\$185,110.00
Ferguson Enterprises	\$189,085.00

Item No. 19: Contract for Street Resurfacing

Approve a contract in the amount of \$5,450,560.80 to the lowest responsive bidder Blythe Construction Inc. for the Resurfacing 2020 project.

Summary of Bids

Blythe Construction, Inc.	\$5,450,560.80
Blythe Brothers Asphalt Co., LLC	\$6,813,289.01
Red Clay Industries	\$7,705,868.90

Item No. 21: Resolution of Intent to Abandon and Close an Alleyway Between West Carson Boulevard and West Palmer Street

(A) Adopt a Resolution of Intent to Abandon and Close an alleyway between West Carson Boulevard and East Palmer Street (Parallel to Church Street), and (B) Set a Public Hearing for January 27, 2020.

The resolution is recorded in full in Resolution Book 50, at Page(s) 329.

Item No. 22: Aerial Mapping Services

(A) Approve unit price contracts with the following companies for aerial mapping services for an initial term of three years: GPI Geospatial, Inc., Avioimage Mapping Services, Inc., So-Deep SAM NC, Inc. and (B) Authorize the City Manager to renew the contracts for up to two, one-year terms with possible price adjustments and to amend the contracts consistent with the purpose for which the contracts were approved.

Item No. 23: Charlotte-Mecklenburg 311 Lease

Approve an amendment to the lease between the City of Charlotte and Cambridge Acquisition, LLC for Charlotte-Mecklenburg 311 at 10101 Claude Freeman Drive.

Item No. 24: Citywide Office Supplies

(A) Approve a unit price contract to the lowest responsive bidder Staples Contract & Commercial LLC for the purchase of office supplies for an initial term of three years, and (B) Authorize the City Manager to renew the contract for up to two, one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Summary of Bids*

*The complete Summary of Bids is available in the City Clerk's Office.

Item No. 25: Construct Ashley Road Sidewalk

Approve a contract in the amount of \$1,459,166 to the lowest responsive bidder, Nassiri Development, LLC for the Ashley Road Sidewalk project.

Summary of Bids

Nassiri Development, LLC	\$1,459,166.00
Zoladz Construction Company	\$1,656,000.00
Sealand Contractors Corp.	\$2,036,210.00

Item No. 26: Construct SouthPark Enhanced Crosswalks

Approve a contract in the amount of \$1,152,669.10 to the lowest responsive bidder, Sealand Contractors Corp. for the SouthPark Enhanced Crosswalks.

Summary of Bids

Sealand Contractors Corp.	\$1,152,669.10
United Construction Company, Inc.	\$1,219,587.60

Item No. 27: Design of Cross Charlotte Trail Segments

(A) Approve a contract for \$763,416 with Kimley-Horn and Associates, Inc. for the design services for the Orr Road to Rocky River Road segment of the Cross Charlotte Trail, (B) Approve a contract for \$744,834 with Kimley-Horn and Associates, Inc, for design services for the Matheson Avenue to Craighead Road segment of the Cross Charlotte Trail, and (C) Authorize the City Manager to amend the contracts consistent with the purpose for which the contracts were approved.

Item No. 28: Disaster Debris Removal and Debris Management Services

(A) Approve unit price contracts for disaster debris removal and debris management services for an initial term of three years with the following companies: Ceres Environmental, Inc., Crowder Gulf, LLC, and (B) Authorize the City Manager to renew the contract for up to two, one-year terms with possible price adjustments and to amend the contracts consistent with the purpose for which the contracts were approved.

Item No. 29: Furniture, Installation, and Related Products and Services

(A) Approve contracts with the following companies for furniture, installation, and related products and services for an initial term of five-years: Exemplis, LLC, Haworth, Inc., Herman Miller, Inc., Knoll, Inc., Teknion LLC, and (B) Authorize the City Manager to renew the contracts for up to two, one-year terms with possible price adjustments and to amend the contracts consistent with the purpose for which the contracts were approved.

Item No. 30: Public Auction for Disposal of Surplus Equipment

(A) Adopt a resolution declaring specific vehicles, equipment and other miscellaneous items as surplus, (B) Authorize said items for sale by public auction on January 11, 2020, and (C) Authorize the City Manager to approve certain administrative and storage fees as may be required from time to time for auction events.

The resolution is recorded in full in Resolution Book 50, at Page(s) 330-337.

Item No. 31: Right of Way Acquisition Services

(A) Approve a unit price contract with O. R. Colan Associates, LLC for right of way acquisition services for an initial term of three years, and (B) Authorize the City Manager to renew the contract for up to two, one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Item No. 32: Subsurface Utility Locating Service

(A) Approve unit price contracts with the following companies for subsurface utility locating services for an initial term of three years: Calyz Engineering & Consultants, Inc., Taylor Wiseman & Taylor, and (B) Authorize the City Manager to renew the contracts for up to two, one-year terms with possible price adjustments and to amend the contracts consistent with the purpose for which the contracts were approved.

Item No. 33: Construct Tattersall Storm Drainage Improvement Project

Approve a contract in the amount of \$3,486,882.47 to the lowest responsive bidder, United of Carolinas, Inc. for the Tattersall Storm Drainage Improvement Project.

Summary of Bids

United of Carolinas, Inc.	\$3,486,882.47
Zoladz Construction Co., Inc.	\$3,840,870.00
Sealand Contractors Corp.	\$3,986,613.11
Blythe Development Company	\$4,880,935.91

Item No. 34: Storm Water Services GIS Inventory Data Collection

(A) Approve a contract for \$1,800,000 with ESP Associates, Inc. for storm Water Services GIS inventory data collection, and (B) Authorize the City Manager to amend the contract consistent with the purpose for which the contract was approved.

Item No. 35: Technology Products and Related Services

(A) Approve unit price contracts with the following companies for technology products and related services for an initial term of three years: DISYS Solutions, Inc., PCMG, Inc., SHI International Corp, and (B) Authorize the City Manager to renew the contracts for up to two, one-year terms with possible price adjustments and to amend the contracts consistent with the purpose for which the contracts were approved.

Item No. 36: Construct Stevens Creek Lift Station, Forcemain, and Gravity Sanitary Sewer

Approve a guaranteed maximum price of \$20,375,460 to Crowder Construction Company, Inc. for design-Build Phase 2 construction services for the Stevens Creek Lift Station, Forcemain and Gravity Sanitary Sewer project.

Item No. 37: Fire Hydrants and Hydrant Parts

(A) Approve unit price contracts with the following companies for the purchase of fire hydrants and hydrant parts for an initial term of two years: Ferguson Enterprises, Inc., Fortline, Inc., Raleigh Winwater Works Company, Inc., and (B) Authorize the City Manager to renew the contracts for us to three, one-year terms with possible price adjustments and to amend the contracts with the purpose for which the contracts were approved.

Item No. 38: Plaza and Idlewild Booster Pump Stations Electrical Upgrades

Approve a contract in the amount of \$3,938,150 to the lowest responsive bidder Crowder Construction Company for the Plaza and Idlewild Booster Pump Station Electrical Upgrades project.

Summary of Bids

Encompass Building Group, Inc.	\$2,555,268.10
Crowder Construction Company	\$3,938,150.00

Item No. 39: Sanitary Sewer Chemical Root Control Services:

(A) Approve a unit price contract with Duke's Root Control Inc. for sanitary sewer chemical root control services for an initial term of two years, and (B) Authorize the City Manager to renew the contract for up to two, two-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Item No. 40: Ultrasonic Water Meters

(A) Approve the purchase of Master Meter, Inc. Ultrasonic water meters, by the sole source exemption, (B) Approve a contract with Consolidated Pipe and Supply Company for the purchase of Master Meter, Inc. Ultrasonic water meters for the term of three years, and (C) Authorize the City Manager to renew the contract for up to two-one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Item No. 41: Water Quality Laboratory Testing Equipment and Supplies

(A) Approve the purchase of water quality laboratory testing equipment and supplies, by the sole source exemption, (B) Approve a contract with Hach Company for the purchase of water quality laboratory testing equipment and supplies for the term of three years, and (C) Authorize the City Manager to renew the contract for up to two, one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Item No. 42: Airport Concourse E Expansion – Phase 8B Construction

Approve a contract in the amount of \$27,707,000 to the lowest responsive bidder Cleveland Construction, Inc. for the Concourse E Expansion – Phase 8B Construction project.

Summary of Bids

*The complete Summary of Bids is available in the City Clerk's Office.

Item No. 44: 4824 West Boulevard Warehouse Facility Lease

(A) Approve a three-year lease with the Direct Link Logistics, Inc. and (B) Authorize the Manager to approve up to two, one-year terms extensions.

Item No. 45: Verizon Antenna Lease Extension

Approve a five-year lease extension with Cellco Partnership dba Verizon Wireless to provide space for telecommunications equipment located at the Airport's rotating beacon tower.

Item No. 46: Refund of Property Taxes

Adopt a resolution authorizing the refund of property taxes assessed through clerical or assessment error in the amount of \$55,725.82.

The resolution is recorded in full in Resolution Book 50, at Page(s) 338-340.

PROPERTY TRANSACTIONS

Item No. 47: Airport Property Transactions – Corner of K-485 and Shopton Road

Acquisition of 13.190 acres at the corner of I-485 and Shopton Road from Seven Oaks Partners, LLC for \$1,300,000 for EIS Mitigation Land South.

Item No. 48: Property Transactions – Cross Charlotte Trail – 7th Street to 10th Street, Parcel #5

Resolution of condemnation for 7,203 square feet (0.165 acre) Greenway Easement, 1,884 square feet (0.043 acre) temporary Construction Easement at 623 Jackson Avenue from The Mahmood Mehrizi and Nooshin Golshan Joint Revocable Trust for an amount to be determined for the Cross-Charlotte Trail – 7th Street to 10th Street, Parcel #5.

The resolution is recorded in full in Resolution Book 50, at Page(s) 341.

Item No. 49: Property Transaction – Hampton Storm drainage Improvement, Parcel #1, 4 and 8

Resolution of Condemnation of 4,672 square feet (0.107 acre) in Storm Drainage Easement, plus 6,153 square feet (0.141 acre) in Temporary Construction Easement, plus 1,187 square feet (0.027 acre) in Utility Easement, plus 1,770 square feet (0.041 acre) in Existing Storm Drainage Easement on Myers Park Drive from Airlie Homeowners Association, Inc. for an amount to be determined for Hampton Storm Drainage Improvement, Parcel #1, 4 and 8.

The resolution is recorded in full in Resolution Book 50, at Page(s) 342.

Item No. 50: Property Transactions – Lakeview Road Farm to Market, Parcel #10

Acquisition of 18,668 square feet (0.425 acre in Temporary Construction Easement at 6601 Lakeview Road from Gerda Ameristeel US, Inc. for \$68,850 for Lakeview Road Farm to Marcel, Parcel #10.

Item No. 51: Property Transactions – The Retreat at Rocky River, Parcel #1

Resolution of Condemnation of 3,511 square feet (0.081 acre) in Sanitary Sewer Easement, plus 1,755 square feet (0.04 acre) in Temporary Construction Easement at 9400 Hood Road from John F. Steila for The Retreat at Rocky River, Parcel #1.

The resolution is recorded in full in Resolution Book 50, at Page(s) 343.

Item No. 52: Property Transactions – The Retreat at Rocky River, Parcel #2

Resolution of Condemnation of 3,675 square feet (0.084 acre) in Sanitary Sewer Easement, plus 1,838 square feet (0.042 acre) in Temporary Construction Easement at 9416 Hood Road from Patsy Weldy Turner for an amount to be determined for The Retreat at Rocky River, Parcel #2.

The resolution is recorded in full in Resolution Book 50, at Page(s) 344.

Item No. 53: Property Transactions – The Retreat at Rocky River, Parcel #5

Resolution of Condemnation of 3,318 square feet (0.076 acre) in Sanitary Sewer Easement, plus 1,659 square feet (0.038 acre) in Temporary Construction Easement at 9346 Hood Road from Kenneth D. Cagle Jr., and Vanessa L. Cagle for amount to be determined for The Retreat at Rocky River, Parcel #5.

The resolution is recorded in full in Resolution Book 50, at Page(s) 345.

Item No. 54: Property Transactions – West Mallard Creek Church Road Sidewalk, Parcel #3

Acquisition of 3,749 square feet (0.086 acre) in Sidewalk and Utility Easement, plus 1,485 square feet (0.034 acre) in Temporary Construction Easement, plus 175 square feet (0.004 acre) in Utility Easement at 10926 David Taylor Drive from CRS Office Center II, LLC for \$11,900 for West Mallard Creek Church Sidewalk, Parcel #3.

* * * * *

ITEM NO. 20: ON-STREET PARKING PROGRAM MANAGEMENT SERVICES

Motion was made by Councilmember Egleston, seconded by Councilmember Bokhari, to (A) Approve a contract with Republic Parking System for on-street parking program management services for a term of two years, and (B) Authorize the City Manager to amend the contract consistent with the purpose for which the contract was approved.

Councilmember Winston said Mr. Manager, I will be voting against this, and I'm sure this is not a surprise; I've asked for us to look at our parking and towing ordinances and the way we approach this. We haven't done this, so I will not be voting to kind of maintain the status quo. I understand this is a limited extension. I hope that we get through this two-year period that we can address this, but I will be voting no.

The vote was taken on the motion and was recorded as follows:

YEAS: Councilmembers Ajmera, Bokhari, Driggs, Egleston, Eiselt, Graham, Johnson, Mitchell, and Watlington

NAYS: Councilmember Winston

* * * * *

ITEM NO. 43: AIRPORT JANITORIAL SERVICES

Sean Bromfield, 1251 Marietta Boulevard, Atlanta, Ga said I appreciate the opportunity to be here this evening, and I definitely want to express our sincere appreciation for this opportunity. I can tell you that not only are we extremely humble, but we are honored to be considered for this opportunity with the City of Charlotte and the Charlotte Airport. As you are probably well aware, I stand here before you today representing 140,000 employees on behalf of ABM. I am actually here with our entire Aviation Leadership Team and our five Business INCLUSION Partners that we have included in this contract in our proposal. We have committed to the City and to the Airport a 30% Business INCLUSION Partnership, which means that they will be involved in managing and overseeing along with our support of 30% of this contract.

We believe and know that through our experience of working in Airports and we have a tremendous amount of experience in working Airports and in Aviation. Our company is actually founded on janitorial services and we are now a 110-year old company, publicly traded. We recognize the immense decision that is being made here, and we absolutely do not take that lightly. We recognize that this is a big decision for the Airport, as well as for the City Councilmembers. What we do pride ourselves in doing is developing and creating career opportunities for our employees. It is not just about a job for us; we develop and streamline a career path for employees that allows them to advance and develop. We do the same thing for our Business INCLUSION Partners.

It is our desire through all of our training programs through our education; we committed on this contract a number of items and I will list just a few of them. We perform annual employee surveys. We were able to pulse check with employees anonymously; we have retention plans as well. We do a one percent KPI bonus plan that we have incorporated here as well. We have a number of other benefits that we offer our employees, all of which will be transferred to these employees. We have a discounted stock purchase program, and we also do a lot of rewards and recognitions around 110% club recognizing individuals for exemplary service. It is our intent and we know that it is not opinion of our service that counts; it is truly the opinion of the customer. We recognize what it means to be able to be best, and first, we also value tremendously the opportunity to provide the services, not just in these airports, but a number of airports across the country. Our mission as ABM and as an organization is to make sure that we take care of everybody every day, and that has been a longstanding mission of ours for a number of years. We fully intend to recognize all the existing employees as we transition them as well.

Lauren Coenen, 2121 South Ocean Boulevard, Pompano Beach, Florida said I am President and CEO of Sunshine Cleaning Systems. I want to express my appreciation and gratitude to our entire team at CLT, whom we greatly value and who provides 10-years of dedicated service to the Airport. I am asking Council to not approve the proposed contract with ABM and instead to follow through with Brent Cagle's recommendation in a July 30th memo to City Council; you have this document. Mr. Cable's states upon review of the proposal by the Committee, it was determined that pricing information received from vendors was inconsistent. Aviation and Procurement Management reviewed the pricing criteria in the RFP and concluded it would be in the best interest of the City to clarify and better define pricing criteria in a new request for proposal. The memo goes on to say that issuing a new RFP will result in a more equal playing field for vendors and a clear understanding of pricing. Instead of issuing a new RFP, as was recommended, staff requested a best and final offer, which caused more confusion with proposers as it lacked clear instruction. We agree with Mr. Cagle's initial recommendation to correct the process and to improve the outcome.

The new RFP must include, first, a clear scoring method for evaluation of price. Price was not even scored in this procurement with award to the highest bidder. ABM's first price was \$12.5 million higher than our bid over five-years. CLT's mission states it will be the preferred Airport and airline hub by providing the highest quality product for the lowest-possible price. Second, define a clear MWSBE goal; we took this RFP at face value when it stated the participation goal was to be negotiated. Most RFPs clearly state the desired participation goal. As a prime contractor, we were unsure how our WBE certification

status would work in this RFP. We know that City policy is evolving to correct inequities when contracting with minority-owned businesses. I agree and support this 100% but believe a woman-owned business with a local office for the past 10-years has more value over a global publicly-traded multi-billion-dollar company.

Charise Jenkins, 11735 Sweetbriar Ridge Drive said I thank you for the opportunity to share a little bit of my experience working with Sunshine Cleaning. I have been employed with Sunshine Cleaning inside the Airport for the last 10-years. I started with Sunshine as the Assistant Project Manager. I am currently the Project Manager and have managed almost 300 plus employees. What I would like to say in support of Sunshine's recommendation, Sunshine is a company with high expectations, family-oriented, trustworthy, and cares about the employees.

Dominique Kuevidjen, 8723 Hazelcroft Lane said I am here to support Sunshine Cleaning for the contract at the Airport. I started working for Sunshine Cleaning in 2010 as a [inaudible] leader. Two years I was promoted to the position of Third Shift Supervisor. I was in this position to 2018, and in 2018, I was promoted to the position of Assistant Project Manager. What I want to say here is at Sunshine everybody got opportunity to [inaudible]. If you are dedicated, you are hardworking, they give you the opportunity to grow with the company [inaudible]. That is what I want to tell you, my story for Sunshine Cleaning.

Alisha Tatum, 1511 Shopton Road said I am the Senior Director for Employment Services at Life Span. We are a non-profit agency that has partnered with the Charlotte Douglas International Airport for over 13-years, and we've been privileged that when Sunshine came on 10-years ago that they supported our folks and making sure that equal opportunity was a reality for folks with varying disabilities. What that means is Sunshine has been committed over the last 10-years to make sure that their interviews and their screening process and their training process includes people, every person who wants to work and can work in the job. That is not a small feat when you are a large company, but they have been so committed to it that in the last nine years they have raised over \$100,000 for employment training programs right here in the Charlotte area to make sure that if you've got a disability and you want to work that you've got a shot. It is really important that we have more employers in this City that understand that commitment, and so I wanted to come here today and make sure you knew just about how civic-oriented and community invested this company is and hopefully you will give them another chance to do their good work and be a compassionate and responsible employer in our City.

Lawrence Varpilah, 6641 Devongate Lane said I am an employee at Sunshine Cleaning System. I started working with the company in 2015 when I was in school, and they gave me the opportunity to go to school at the same time I worked. I started as an entry-level general cleaner, and I've moved on to [inaudible] lead. I got promoted on to Assistant Supervisor and later on to be a Supervisor for second shift. I have been able to purchase my home while working for Sunshine.

At Sunshine, we believe in diversity. As you can hear from the various accents over here, they believe in diversity. No matter where you come from, your culture, or your orientation, you are given an opportunity to excel. I'm here to support whatever our leader is saying and also at Sunshine the culture allows people to be a first-line security. I remember in 2017, one of our employees saw another guy actually taking a handgun to harm his friend. He quickly went and informed security, and he got apprehended so Sunshine is a company that allows everyone to strive for higher height, so that is why I'm here.

Herbert Perry, 2712 Eastway Drive said I am a native Charlotte, North Carolina; I was born and raised here. I'm a Jack of all trades and master at none but coming to work at Sunshine I have learned to be a leader. I started off in 2009 as a Restroom Attendant, and I climbed my way up to third shift Manager, now and I'm involved with over 60 people on a daily basis. I just want to let you know I've never been a job more than 10 years until I got here. They are a good group of people; they came from Florida, they welcome us with open arms when they first got here, and we provided them with a service that was

unique, and I tell everybody, just remember when you get here you are in a janitorial service but that means that we are polite to people. We are kind to people, and we go above and beyond of what we are supposed to do. In saying this, I support this company, and I hope that you will have this company stay on at least five more years. We have a lot of people that support this company, and we just be around here in Charlotte as long as we can.

Zavier Johnson, 732 Forest Drive, Gastonia said I am the first shift Supervisor of Sunshine Cleaning Systems at Charlotte Douglas International. I want to start with my journey. I've been working with the company a little over 10-years; right before then, I had dropped out of college which my mother had beat me up for, but I can honestly say that I've gained another family within Sunshine. Ms. Cherise Jenkins, Dominique, Mr. Rogers, Ms. Laura, Dave; they instill things within us that we always respect each other we treat each other how we want another person to treat us.

I can say that Sunshine is a great value to the Airport for the simple fact of when there any type of emergency that happens, sometimes they might be short-staffed on security or CMPD. I will give you an example, Thanksgiving week, the Airport was packed. So, operations called around 10:30 in the morning; he said excuse me, sir, would you mind if you have one of your staff members go over to a certain gate, retrieve an iPad for us, because we are short-staffed on security. I don't want to make a long story, but I'm just saying that to say Sunshine is not just a company that comes and cleans the Airport every day. Anything we are asked to do we do it 100% with a smile and we are always in good spirits, so I would like for the Council and members of the City to take this into consideration that we are a company that is a great value to the Airport, and I hope everybody takes this into consideration and please let's try to extend the contract further than what it is right now. Thank you for taking the time to listen to us, we really appreciate you.

David Dyrek, 3445 NE 12th Terrace, Ft. Lauderdale, CO said I am here with a few of our employees; Team Sunshine please stand up. We are not here as sore losers; we are here with all due respect to correct the process and outcome we believe was not in the best interest of the City. I worked with the transition team in 2010 when we were first awarded the contract and have continued to support the team. A lot of changes occurred that first year, and frankly, a lot of work went into changing the culture of the team we inherited. Our approach has always been to create a positive environment that fosters employee growth, professional development, and a customer service focus. We set hiring practices that support the most qualified candidates, set standards for conduct, provide uniforms our employees wear with pride and create a friendly supportive and safe environment. Our employees care about each other, and over the past 10-years, our stewardship has resulted in minimal-labor issues and zero OSHA violations at CLT.

I believe we've been successful in creating a positive workplace and consider our staff an extension of the Sunshine family, and we believe the feeling is mutual. I'm here to support Bret Cagle's July 30th memo recommending a new RFP. That we believe would correct the process and improve the outcome, but I must clearly define a plan for pay equity and an approach of gradually increasing pay rates. We support a \$15 an hour wage rate, and our tenure at CLT pay rates were always approve annually by CLT staff based on a budget. We've raised the issue of pay inequality many times and requested pay increase to help close the pay gap that exist between our work and that of similar jobs at the Airport, and we don't believe it is fair to list current pay rates which occurred in this RFP and not expect the proposers to follow those pay rates when price is clearly listed as one of the evaluation criteria.

The other day while walking through Concourse C, I encountered several of our team members going about their work; they were diligently doing what they were trained to do. Some were interacting with the public, and even though it was at the end of their shift, I couldn't help noticing how sharp and professional they looked and acted, and I thought to myself this is what our CLT customers and the traveling public see on a daily basis. It was really a prideful moment for us, and we believe that Sunshine's corporate values of

respect, trust, teamwork, innovation, and safety provide the backbone for our success here in Charlotte.

Mayor Pro Tem Eiselt said I'm going to ask our Airport Director, Brent Cagle to come down and address the speakers.

Brent Cagle, Aviation Director said would you like me to address some of the comments I heard or are there specific questions?

Mayor Pro Tem Eiselt I would ask you to address any of the comments that were made prior to the Council.

Mr. Cagle said one of the comments was made at least twice by Sunshine representatives; one is that they would like the Council or myself to follow the memo. That memo was written; that memo I signed, and you also note that memo requires the signature of the City Manager. That memo was a draft memo and was never sent to the City Manager's office for approval. The reason that is, is that we opted for a different path; clarifying questions throughout the process so that we could continue moving forward, and that is exactly what we did.

I will also note the entire RFP process provides ample opportunity for questions and answers throughout the process, both in the beginning of the process and throughout. We received over 100 questions throughout this process; all of those were answered and all of the answers were made available to all proposers or all potential proposers. So, any kind of confusion or lack of clarity would be a normal part of the process for the proposers or potential proposers to ask those questions so that we can respond and that is exactly what we did or the Aviation Department's Procurement Team throughout.

The other thing I want to say is I agree; Sunshine Cleaning has been a part of the Aviation Department for 10-years, and they have provided good service. We did not launch this RFP process because there was a service issue associated with the current vendor with Sunshine Cleaning. Sunshine Cleaning initially had a five-year contract which looked like a three-year contract with two one-year extensions. Upon completion of that contract, we did an RFP and Sunshine Cleaning won the second RFP, again a three-year contract with two one-year extensions. This was the end of that second contract, and we did an RFP, an open competition for all companies who chose to propose to compete for the business.

This is a significant contract; it is basically approximately a million dollars a month of service, and quite frankly, it is one of the most important contracts we have when it comes to passenger experience and customer experience in the terminal. The hundreds of employees who clean the terminal, who are restroom attendants in the terminal, they interact with our passengers, 125,000 people daily, more than myself, Jack Christine, our Chief Operating Officer ever will, because they are in the terminal every single day. So, it is very important to us to have the best quality provider. In this instance, I believe and the Evaluation Committee believes that the best proposal provided when it comes to quality of service and price overall for a value is ABM.

Motion was made by Councilmember Bokhari, seconded by Councilmember Ed Driggs, to (A) Approve a contract extension with Sunshine Cleaning Services, Inc. on a month to month basis, not to extend beyond June 30, 2020, for janitorial services, and (B) Approve a contract with ABM Aviation Inc. for Janitorial Services for an initial term of three years, and (C) Authorize the City Manager to renew the contract with ABM Aviation Inc. for up to two, one-year terms with possible price adjustments and to amend the contract consistent with the purpose for which the contract was approved.

Councilmember Ajmera said when you have over 50 out of 300 employees praising their employer, you know that is something special, and they must be doing something right. So, we appreciate the relationship that you have with your employees; it is truly

special. I can't say that about every employer. Mr. Cagle and I have had several conversations about this, and I want to ask you some of those questions so that folks in the audience can listen to and the folks that are also watching from home can listen to responses. What is the gap amount between lowest bid and the ABM base?

Mr. Cagle said these are not bids; a bid would indicate that low price or price is the only factor. These are proposals; the lowest proposal was roughly \$10.5 million as far as compensation goes. That was not Sunshine's proposal; it was one of the other 12 proposers that we received proposals from, as compared to ABM's \$12.5 million that is their negotiated contract value as you see in front of you, roughly speaking.

Ms. Ajmera said what is the gap amount between the proposal from Sunshine compared to ABM?

Mr. Cagle said about \$800,000 annually.

Ms. Ajmera said I know from our conversations, you had mentioned one of the better criteria was the pay rate and the benefits. So, what is the pay difference between the two companies?

Mr. Cable said based on their pricing sheets associated with the minimum pay per job, generally speaking, ABM is proposed approximately \$.30 to \$.40 more per hour as a minimum pay rate across the board for all of the different job classes, generally speaking.

Ms. Ajmera said I calculated, just on average, take the highest, \$.40 per employee with 350 employees that ABM had proposed they are looking at about \$291,000 a year difference, compared to \$800,000 more in the proposal that ABM had submitted. What are additional benefits that ABM is proposing that Sunshine doesn't currently offer?

Mr. Cable said included in the proposal that ABM provided the basic-health insurance and days off are basically the same; they are very similar, if not the same. They are very similar. Where the difference comes is ABM's approach to training and the investment that they make in the employees through their training program.

I will also say that ABM in their proposal will also be bringing in dedicated staff to the Charlotte market for things like basically human resources functions, employee retention, employee training, employee recruitment, those types of things, but that is where it really stood out to the Evaluation Committee was in their other benefits, in their training, in their cash incentives, in their other programs that they utilize. I guess the way I would characterize it is they invest in those employees in ways that make them better and more marketable as they go through their career. It is more than a job; it is a career.

Ms. Ajmera said I don't know that I necessarily agree with you on that when you have over 15% of the employees praising their employer and saying they are provided flexibility, great training, there is a really good employee retention and considering especially when you look at the pay difference. There is about \$291,000 a year when ABM is charging the City over \$800,000 a year; that is not translating 100% into employee payout. That is the concern I have, and it is a big conglomerate, versus a company that is family-oriented, have a relationship with their employees, provides flexibility. One great example was the flexibility when it came to peruse education. I remember my days working at a motel as a maid, because it provided the flexibility that other jobs wouldn't provide. I think these are some the benefits that far outweighs the benefits that ABM offers, and I would not support the proposal going to ABM.

Councilmember Winston said I have a question for Mr. Bromfield; those MWSBE goals that you've committed to, they were not stated in the original bid package, correct?

Mr. Bromfield said the 30%?

Mr. Winston said correct.

Mr. Bromfield said that was an opportunity for us to negotiate; we actually did include the 30% in the original bid package.

Mr. Winston said excuse me, the original RFP.

Mr. Bromfield said it was not a stated goal; we took it upon ourselves to actually commit 30%, which is pretty standard practice for us in the janitorial services and within ABM.

Mr. Winston said you might have just answered my second questions, which is how did you arrive to deciding to get there, and how would you go about achieving those goals?

Mr. Bromfield said we actually have five Business INClusion partners, and we focus on always trying to, at a very minimum come in at 30%, which is what we targeted for us as ABM, as we worked to put together our proposal and our response. So, it is normal practice, standard practice for us to target at least 30%. Some others we've done a little more, some others. Depending on their requirement of the RFP, we've come in a little less than that at 25%, but quite frankly we really try to look to get the 30%, which is what we've proposed here.

Mr. Winston said I have a couple questions for Ms. Coenen and Mr. Dyrek; thank you again for coming. How many times have you and/or Sunshine gone through an RFP process with CLT Aviation?

Ms. Coenen said this is our third RFP process for the janitorial contract. Sunshine also has three other contracts that we have gone through the RFP process with CLT. Those two contracts, one is for ramp side surface cleaning; one is for the surface cleaning on the front side, the streets, the parking lot; and we also do the terrazzo floor contract at CLT, which is different from the janitorial contract. So, ABM would not be responsible for the terrazzo floor contract; Sunshine would continue to have that contract. We are in our second year of a five-year contract.

Mr. Winston said was this RFP process different than others?

Ms. Coenen said this RFP process was very similar to our previous two RFPs. In both this contract and the previous two, it was a one-year bid with a management fee contract, so it did not ask for a five-year price. That was what was really confusing when I was speaking earlier. Staff came back late in the game after all of the bids were turned in and asked all proposers to give a best and final fixed five-year price. We only were required to give a one-year price, so that was very confusing for us proposers as we went through that process. Sunshine stayed exactly where our price was; ABM came off of their price in their contract for their first year \$1.5 million; there were several contractors who came down \$20,000 and \$50,000, but Sunshine stayed right at their original price. Then we increased that price one percent in the second year, one and a half in the third; we increased the fourth-year two percent and then two and a half percent in the fifth year.

Mr. Winston said do you feel that ABM has received an unfair advantage during this RFP process over you and the other bidders?

Ms. Coenen said I really do because- I'm going to go back to the MWSBE percentage, because that contract stated that that percentage would be negotiated. I received a phone call from staff asking what our percentage was, and this was very confusing for us because Sunshine has recently received our women-owned, business-hub certification with the State of North Carolina and also the City of Charlotte. So, we were not sure how our WBE certificate applied to this contract and neither did staff. They had to get back to me on that. So, we were pushed and rushed to try to give our percentage. So, what we did is we went with the percentages that we have done in the past. In hindsight, I should have asked more questions, and I wish I would have.

Sunshine has a 35% minority business percentage at the Fort Lauderdale Airport, and we have had between a 25% to 35% minority participation for the last 33-years that we have had that contract. So, we would love to have a higher percentage, and I wish that CLT staff would have negotiated with us as it sounds like they did with ABM. One thing

with ABM may have since their initial proposal, they have reached out to our minority providers and have brought them on to their contract. One of them was already included; the second one has been brought on to their contract after their initial proposal.

Mr. Winston said I don't have any more questions, but can I ask Mr. Cable to respond, because Sunshine is saying they believe they have an unfair advantage.

Mayor Pro Tem Eiselt said let's go ahead with everybody's questions first and then we can come back.

Mr. Winston said I was to directly respond to-

Mr. Cagle said my response has been that I do not agree with Ms. Coenen at all. I've never met Ms. Coenen, but I will say her company has provided service for 10-years. I do not believe that this RFP gave any company an unfair advantage over another. If I did, I would have sent the memo, for different reasons, to Mr. Jones. I do not believe that, and what I will also say is Ms. Coenen continues to talk about she wishes that she had or if it had only been this way. An RFP process is the opportunity for the company to put their best proposal forward, to provide the best quality of service at the best pricing possible. Another normal process of an RFP is to find the best provider, the recommended provider, and then to negotiate, and quite frankly, at the original proposed value that ABM initially had in their proposal, it was too high. We were very concerned about that, but it was also clear throughout the three independent reviews by the Evaluation Committee and through reviews from the Executive Team at the Airport that ABM represented the highest quality of service, but their initial price was too high. We issued a letter of intent which then allows us to start to negotiate with ABM. It does not mean that we ultimately would have had to come here and make this recommendation tonight. It means that we can start to negotiate with the company, and if we don't come to terms then we would move on to another company. In this case that would have been Sunshine, because they were the second company that we had identified; however, ABM through those negotiations, what we found, and we were very clear about this in those negotiations, is while we didn't like their price we absolutely loved the rest of the proposal that they had, the quality of service, the way that they treated training for their staff. So, we said without diminishing those things in the proposal that are important to us, where can we end up on price? What we found was ABM because of their unfamiliarity with the Airport they had built into their initial proposal some contingencies, some amounts for unknown items that may come up. As we worked through that with them, that is where those savings came. They did not reduce the quality of the services that they initially proposed on, and I will say, one of my frustrations throughout this, I was not in the in-person interviews, but there was a panel of Aviation staff, American Airlines staff, HMS Host, and Parody staff who participated throughout this, and one of the things that they found frustrating and frankly, I do too, was Sunshine basically stating that in Fort Lauderdale they had lower rates of attrition, higher-employee morale, and they attributed that to higher pay and then when asked if there was one thing you could change about Charlotte they stated higher pay. That is frustrating for me as the Aviation Director, because we ask them to propose the way that they would want to provide that service, and it appears, based on the conversation tonight and the interview, that that is not what they did, and that is frustrating, because again, as I said, they have not provided bad service for the 10-years, but this process is a normal part of the process, and the information that they provided and the proposers provided, ABM came out on top. That is what we have to go on in these proposals, not what we know of the company over the last 10-years but what they provided to us during this process.

Ms. Coenen said Mayor Pro Tem may I respond?

Mayor Pro Tem Eiselt said no, we can't do it that way; we do have other Councilmembers that wish to speak and perhaps their questions will solicit that.

Councilmember Bokhari said Brent, this one is for you and first, and I will speak for myself at least, in the time I've worked with you over the last terms leads me to believe that you would not run a process on an RFP transparently, ethically and in balanced form. So, I start under that premise. The question I have, and we've talked briefly on this as

well beforehand, is there is clearly the large level kind of decisions on an RFP in the overriding companies but specifically when we think about the hundreds of employees that are actually executing that work in an excellent manner and have been doing so for 10 plus years. Are there opportunities, rather than everyone kind of transitioning? Are there opportunities for those folks to maybe have a special process to apply with a new job should we approve them today?

Mr. Cagle said pending the outcome of tonight, yes, ABM has already committed to that. In fact, they will be working, pending the outcome of tonight and the B and the C actions, they will be immediately working with the Aviation Department and Sunshine to immediately start to discuss the transition specifically with the employees who are here tonight and with the rest of the employees who are not.

Mr. Bokhari said while it is a tough situation, I think that if we can make sure that is structured, and I will ask this group who seems to have had some passionate words tonight, to do that really in a thoughtful manner, because it could be in a bad situation the best of both worlds where we get to take some of those increased trainings and higher salaries and all the kinds of things that we've desired and enable those to not have to suffer who have just done the right thing their entire time.

Councilmember Johnson said that was my question; if the service is the same and the employees will be the same and some of the subcontractors are the same, how are we measuring the quality? Is that through the training that ABM has proposed?

Mr. Cagle said that is the primary area or one of the primary areas where their proposal stands out, so yes. Now, ABM also has a way for the Aviation Department and for them to report to us in a measurable way the results of that training. So, the training is only as good as the customer experience that it then allows the employees to provide. In ABM, they call it the ABM Way, and they have mechanisms for gaging those interactions of their staff, the Airport staff, the janitorial staff with Airport customers.

Ms. Johnson said did the employees know that they would be getting an average of \$.30 to \$.40 an hour raise?

Mr. Cagle said I do not know if the current Sunshine employees are aware of the details of the possible new contract with ABM. I would assume that they are not aware of that.

Ms. Johnson said Ms. Coenen, do you know if they are aware of that?

Ms. Coenen said I do not believe our employees knew that. One thing I do want you to know is that part of the extension agreement that is also on your agenda today, we requested a three percent increase for all employees, and this will put our lowest pay rate for our employees over ABM's lowest pay rate in their proposal.

Ms. Johnson said say that again.

Ms. Coenen said the extension that is on the agenda tonight, we requested a three percent increase for employee pay in the extension agreement, and the reason that we requested that was so that our employees would have pay equity, and we requested this take effect January 1, our lowest-paid employee is going to be at \$10 an hour, which is going to be more than ABM's lowest-paid employee is. We have requested this through Kevin Lynch, who is our direct report at Aviation and Aviation Maintenance.

Ms. Johnson said so that would just be temporarily through the extension?

Ms. Coenen said that would be our pay rate through the extension period. So, whatever ABM does after that, it could be a reduction in pay to our employees based on their existing proposal.

Councilmember Mitchell said Sean, one my concerns are those employees who sitting here proudly with their blue suits on and talking about what a great experience they are

having at the Airport. Our Airport Director mentioned that you have offered, if this gets approved, that you will hire them. Will you hire some of them or you will hire all of them?

Mr. Bromfield said we actually have a 90-day commitment to transition all of the workforce over, and as we transition over we will be providing them, not only with those positions that they are in today, we will be honoring their rate of pay; we will also be honoring their shifts and their days off. One thing that we have recognized and realized that is most important, people believe it is always pay, but I think more important to most employees is what does my shift look like, what do my days off, and how does my seniority play into that too? That is a very important piece for employees, and we have committed to honor that. Obviously, we will verify seniority and ensure that all of it is accurate, but for us, that is about providing not just a career but also an opportunity for those employees in the organization to be able to have lives outside of that. We are all about developing and growing people, not just professionally but personally as well, and we are extremely flexible when it comes to looking at what exist today and what benefits they get around those hours, shift schedules, time off and then seniority. Anybody who has worked in the capacity as an hourly employee recognizes how important that is. So, yes sir; we have the commitment to do that.

Mr. Mitchell said there was a comment made about a minority firm that was not part of your original proposal. but you added them after the fact. What company were they referring to?

Mr. Bromfield said we actually have five companies, Business INClusion Partners. that actually are all here today represented. I'm not quite certain, which company they are referring to, but I will tell you that we've been communicating with any and all Business INClusion Partners that potentially were either on the contract or have operated in this environment prior to, trying to secure that 30% to ensure that we had the right partners. We did not just focus on any specific Business Partner; we focused on everybody that was at that walkthrough that was at the meetings and the sessions and looked for opportunities for us to build a very solid team that we could come to the City of Charlotte and the Charlotte Airport with a strong proposal, and we felt that these five were exceptional partners and had vast depth of experience that could add value to us and all of us and our customers.

Mr. Mitchell said we talk around the dais about participation, and we do pride ourselves on women participation and African American participation, and a lot of times you get more participation and you have to pay for more, and I think it is a reality we realize here on Council. I guess the question I have for you, you were prime, and you are a woman. You have 35% participation at Florida International, why not reflect that same model here at the Airport? What prevented you from doing that?

Ms. Coenen said it wasn't that we didn't want to do that. When the proposal come out, it said to be negotiated with no true percentage. So, we were waiting for the City of Charlotte to say for this contract we would like to have 25%. The RFP that was out in Fort Lauderdale very clearly stated in the RFP that there will be a 35% subcontract, small-business percentage, so we were waiting for what was the negotiation that was going to happen, and they asked us what was our percentage. We went with what we have done in the past 10-years, which has never been brought to our attention that we should increase that. So, if there was something different that we should have done, it should have been brought by staff to us and negotiated at a higher percentage. I would have loved to have negotiated that rate if I was asked.

Mr. Mitchell said one last comment and I'm just speaking for myself, this is a very uncomfortable position for me. One, we value the Airport as our big economic asset, but at the same time, I think this dais we try to be as fair and make sure of a good reputation that you can do business in the City of Charlotte the fair way. Then, you are the incumbent, you've been there 10-years with no bad customer experience and then you still got two other contracts out there at the Airport.

Ms. Coenen said three.

Mr. Mitchell said I believe collaboration is the key and this feels very uneasy, just for me, that we have someone who has been out there. We have someone who is going to have three contracts, and yet we are standing here today, and I feel like I'm going to choose a loser, and that is just my editorial and it feels uncomfortable that we are in this position.

Ms. Coenen said I'm sorry you feel uncomfortable. I felt like it was my role as President and CEO of Sunshine to step up and explain our position to you. I know that in the future that there will be several vendors who probably already have responded to this RFP that are going to take a second thought about responding to a janitorial RFP here because of this process. I've spoken personally with several different companies that have major concerns about how this procurement was followed and exactly what happened including the biggest thing that price was never scored and never shown anywhere as a score. If price is one of the four criterion that you are evaluating an RFP on, there is no reason that that price should not be scored.

Councilmember Watlington said much of what has already been said I echo. I do want to hit a couple of things; first, I do want to acknowledge that what Sunshine employees have said I absolutely appreciate that you all have provided great service, and even our staff have also said that you provided great service for the last 10-years. So, I definitely acknowledge that. In reading the RFP documents that you all provided as well, I requested additional from the City. From what I understand and from I hear today, this was the best value analysis versus a low-cost option. I do recognize that your position that you just stated, had price been scored in a particular way it would have gone a different way; however, I did not see any evidence of the RFP not being followed in the sense that price was considered as it related to overall quality and value. As a matter of principle, I appreciate that, especially for our enterprise fund that our staff is committed and obligated to run their business. So, as long as it fits within your P&L, just from a principle standpoint, I lean to support that; however, my greatest concern as some of my colleagues have echoed here is for the employees of Sunshine, and I want to make sure, because I did not get the sense that everyone was aware of what ABM's offerings were.

I just want to read it for the record: ABM's proposal was higher costs than Sunshine's due to additional average hourly pay for their staff, additional employee benefits, including: a 401K program and employee financial incentive program; hiring an on-site employee retention manager; a more robust training program for their staff; additional technology tools for reported service issue; additional janitorial staff; a secret shopper program to ensure quality service and other quality control measures, and I do see here the QCP. The other piece here about ABM committing to hiring 100% of the Sunshine staff and providing them with training helps me come to a place of, this for me feels like who moved my cheese. It is definitely a situation it sounds like where had all of the information been known in terms of what the other person was going to provide that you would have responded differently. Unfortunately, that is just not the way business necessarily works, and of course I know you understand that. You've been in this a long time, and I don't mean to demean you in anyway. With that being said, I do believe that I will be supporting the recommendation of staff today, but I appreciate the information that you've provided, and I look forward to continuing to work with you in the three other contracts, and in five-years we will do this again.

Councilmember Driggs said first, I want to say I think Sunshine is a likeable company; we met and talked. You are a family business. So, I have sympathy with the distress you are experiencing about this, and it is a tough call. I will, however, kind of remind everybody the Airport is the crown jewel of Charlotte, lowest cost per emplaned passenger, second biggest hub of the largest airline in the world, and these are the people who delivered that. These are the people that run that for us. So, as I explained to you in our meeting, I have a fundamental reluctance to kind of have this body go in and second guess a business decision that was made by those managers, by those people who have delivered those results for us. I would feel that it was appropriate for Council to do so if I thought there was some impropriety, a conflict of interest or a situation like that where we felt morally obliged to kind of defend the reputation of the City. but the situation I was in was hearing a little bit of a kind of he said, she said back and forth between the parties. and it struck me that if we don't spend a lot of time as a group walking through the whole

RFP process, talking to the Airline, which I've done and really get to the bottom of all of these issues back and forth, I don't know how we can arrive at a conclusion that is different from the people that work for us and run the Airport.

On that basis, even though I understand the emotion that supports or would want to defend Sunshine, I feel that our allegiance to our Manager is greater. I had one question for Mr. Cagle; a lot of what has been said about this whole thing sounded like a process issue. It sounded like there were certain expectations about how the RFP should work, and it didn't work that way, etc., and you had responses to that, but what is your feeling if this whole thing were redone and all of the issues that have been raised been addressed about the likelihood that you might arrive at a different conclusion from the one you arrived at the end of this process?

Mr. Cagle said the Evaluation Committee reviewed the paper, the proposals, twice, and then they did in-person interviews with both ABM and Sunshine, and they came to the same conclusion regarding the quality of the service on all three occasions. The primary sticking point with this the whole way has been price and quite frankly, as I have said, I myself was concerned with price. This is a very large contract.

So, to Ms. Coenen's point, I can assure her that we did not go into this recommendation tonight lightly or without considering price. We did not score price the way that she thought or maybe expected us to, but the RFP document never stated a methodology or anything else on how price or any of the other items were going to be scored or weren't going to be scored for that matter. We evaluated price in context of what could we afford and can we afford, the best value. Quite frankly, I think we went about it just like all of us to in our daily lives; we looked at the best quality and then we tried to decide can we afford that? Is it something that we want to spend the money on to create that customer experience? That is what we did.

Mr. Driggs said I'm assuming, for example, that you didn't need to spend a lot of time reaching the conclusion that the \$10 million contract would not have been a good outcome for us.

Mr. Cagle said that is correct.

Mr. Driggs said so, that is a bit of a reflection of the role that price plays in these things, so I will be supporting the Manager's recommendation.

Councilmember Graham said we've been sitting here for a while discussing contract, and that is a little bit uneasy, because again, this is really kind of getting in the weeds and the details a lot where we hire our professional staff to do the grunt work for us, for a lack of a better word. Just a quick question, all things being equal and I think they are, why did you price pay the way you did? I'm just kind of curious.

Ms. Coenen said why what?

Mr. Graham said why did you price your pay scale the way you did in your proposal, all things being equal, and I think everything really is equal.

Ms. Coenen said we were under the impression based on the four criteria of selection that price would be scored, and the janitorial industry, especially for Aviation, is a very, very competitive industry. There are companies that that is all they bid is janitorial, including Sunshine and ABM, although we bid other things. So, we initially had a three percent increase in the pay rate for our employees, and we ended up taking that back to the price that we are currently paying. Our employees received a pay raise in November of 2018, a three percent increase. So, when this initially came out and we submitted our one-year price, we said okay, they just got a raise we will ask for an increase the second year, because that is the way this budgeting process has been for the last 10-years. You request an increase; it goes through the budgeting process, and through that budgeting process it is approved or not approved. So, since we through price was going to be scored, we wanted our price to be competitive to keep this Airport. It is that important to

us; we love every single person sitting up here. They are our family and we are their family, and we wanted to stay here in Charlotte, so we thought we needed to have a competitive price.

Mr. Graham said thank you for the response; again, I think Ms. Watlington kind of laid out the case for taking care of employees, and at the end of the day whether the vote goes either way, I want to make sure that the employees are made whole and that they can move forward with some level of certainty. Again, I commend both parties. We are, really as a Council, in the weeds right now for sure, but I think it is important enough to have this conversation based on our priorities in terms of giving consideration to small and women-owned business and certainly, a 10-year incumbent deserves the opportunity to make a case, so thank you very much for coming.

Mayor Pro Tem Eiselt said I will just say briefly that I too, like my colleagues are concerned about the wellbeing and the livelihood of the employees, but I will mention Mr. Cagle, if you can confirm this that these were not the only two companies that submitted bids, correct? So, there were 12. So, clearly these two are the very best companies, and that says a lot about the fact that we are even having this discussion tonight, is the quality of the organizations that you run and that is why it makes it really hard. That said, I am also uncomfortable with this conversation. We have a Council/Manager form of government, where we hire a Manager, and we ask him to manage his staff, and he asks his staff to run their businesses, especially in the case of an enterprise fund. I don't know that I have the expertise to second guess the Evaluation Committee, the Executive Team, and the Aviation staff. So, having this conversation you all have mentioned feels uncomfortable. I think it is does to me as well even though there are points that you could pick at and say well what about this and what about that, but that is the form of government we have. It doesn't just affect this decision, it affects every contract that our staff spends time negotiating, and so I feel that I need to honor that process, because I don't see that the process violated the policies that we as a Council have passed. So, with that, I'm going to support the Aviation Team's decision.

Ms. Ajmera said there was something that was said by Ms. Coenen; you said that the extension that Sunshine is already offering a higher pay per hour than what ABM's proposal is, which is the minimum is \$10 per hour.

Ms. Coenen said correct.

Ms. Ajmera said would that continue till the contract ends?

Ms. Coenen said that would continue most likely through a three-year term unless there were negotiation opportunities for the other terms. I'm kind of at a loss whether this is going to be a management contract moving forward like we've had for the last 10-years or if this is going with the fixed-price contract; that has never been conveyed to me.

Ms. Ajmera said I think you answered my question; I just wanted to make sure. So, what you are offering in the extension that is actually higher pay than what is being proposed by ABM.

Ms. Coenen said yes.

Ms. Ajmera said that is all I needed to know, so there is a higher pay, and the other question I have for Mr. Cagle, I just wanted to make sure, you had mentioned that all other employees would be offered an opportunity to apply, but beyond 90-days are all the standard employees guaranteed a job that they currently have?

Mr. Cable said no, ABM did not propose that, but I will say that after conversations with them, the 90-days is intended to bring them through the training and then to transition into full-time ABM employees. The statement that they have made in the RFP is for 90 days, which is the training period. As they have proposed, it is that 90-days, but the intention is to train them through to ABM Way; they call it that in their proposal. So, that they then are full-time employees of ABM.

Ms. Ajmera said so, if they don't meet the ABM Way, they may not have a job after 90 days. So, in the proposal, I think that is a question for the staff. I guess in our bid when it goes out, is it a standard process where we do not list MWSBE percentage recommendation, is that a standard process? That might be a question for one of our procurement staff.

Kay Elmore, Chief Procurement Officer said we may do this in two ways; you may move forward with a negotiated process or you may set goals.

Ms. Ajmera said who decides that?

Ms. Elmore said in general working with the Airport, we work with them for many months looking at this process and making decisions about how to best go forward in that process. Ultimately, the Airport makes that decision with that consultation.

Ms. Ajmera said the final question for Mr. Cagle, if the MWSBE participation was so important, why was it not part of the process?

Mr. Cagle said because quite frankly on a contract this big, we don't want to tell people where the ceiling is; we would rather negotiate afterward and try to push or encourage companies to meet the most possible. In setting a number, that is either unrealistic or too low. In this instance, we chose to negotiate this contract or the CBI on this contract, because it is such a large contract. Quite frankly, ABM did not need to provide in writing when they proposed 30%; that was not a requirement, but they chose to do that. Now, in looking at what Sunshine has provided, it has not been 30%. Now again, we didn't expect Sunshine or any of the companies to put in what they were going to, because it was not a requirement, but quite frankly, we were pleasantly surprised when ABM did that, and they came in at a very strong participation rate.

Ms. Ajmera said I think that answers my questions and thank you, Mr. Cagle. I know it is a difficult conversation to have but I appreciate your patience over the last couple weeks.

Mr. Winston said a quick comment to my colleagues because I've heard a couple of us talk about being uncomfortable; I think we have to get comfortable with being uncomfortable and having these conversations, because it is clear to me that the conversations that we have had behind this dais on other contracts like this around janitorial services, around the willingness to pay more for more equity to the employees of our contractors, the conversations that we have had about the ability to reach and exceed goals around MWSBE, I believe that this has informed staff they should be willing to look at the way they go about their bid processes perhaps a little differently and not be afraid to give us contracts that cost a little more but that obtain the goals that we've been talking about. So, I think we should take as much time and have as much conversation and not be afraid to ask the necessary questions and get a bit uncomfortable in those weeds and those details because it actually makes a difference, even if it is a bit uncomfortable.

The vote was taken on the motion and was recorded as follows:

YEAS: Councilmembers Bokhari, Driggs, Egleston, Eiselt, Graham, Johnson, Watlington, and Winston.

NAYS: Councilmembers Ajmera and Mitchell

* * * * *

ITEM NO. 9: PUBLIC HEARING FOR MICROSOFT CORPORATION BUSINESS INVESTMENT GRANT

Mayor Pro Tem Eiselt declared the public hearing open.

There being no speakers either for or against, a motion was made by Councilmember Egleston, seconded by Councilmember Bokhari, and carried unanimously to close the public hearing and approve the City's share of a Business Investment Grant to Microsoft Corporation for a total estimated amount of \$664,403 over seven years.

* * * * *

POLICY

ITEM NO. 10: ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING REPORT

Motion was made by Councilmember Egleston, seconded by Councilmember Driggs, and carried unanimously to approve the Analysis of Impediments to Fair Housing Report.

* * * * *

ITEM NO. 11: CITY MANAGER'S REPORT

Marcus Jones, City Manager said I have no report.

* * * * *

BUSINESS

ITEM NO. 12: 2020 CITY COUNCIL MEETING SCHEDULE

Motion was made by Councilmember Driggs, seconded by Councilmember Mitchell, and carried unanimously to approve the 2020 City Council and Budget Meeting Schedule.

* * * * *

ITEM NO. 13: AMEND THE INTERLOCAL AGREEMENT WITH THE WATER AND SEWER AUTHORITY OF CABARRUS COUNTY

Motion was made by Councilmember Egleston, seconded by Councilmember Driggs, and carried unanimously to adopt a resolution amending the Water and Sewer Agreement with the Water and Sewer Authority of Cabarrus County to implement and jointly fund the Back Creek Interceptor project.

The resolution is recorded in full in resolution Book 50, at Page(s) 327-328E.

* * * * *

ITEM NO. 14: APPROPRIATE PRIVATE DEVELOPER FUNDS FOR TRAFFIC SIGNAL INSTALLATIONS AND IMPROVEMENTS

Motion was made by Councilmember Egleston, seconded by Councilmember Bokhari, and carried unanimously to (A) Approve developer agreements with Eastside Connections, JV, The Square at South End LLC, Central Piedmont Community College, and South Park Real Estate LLC for traffic signal installations and improvements, and (B) Adopt Budget Ordinance No. 9700-X appropriating \$193,575 ion private developer funds for traffic signal installations and improvements.

The ordinance is recorded in full in Ordinance Book 62, at Page(s) 654.

* * * * *

ITEM NO. 15: MAYOR AND CITY COUNCIL TOPICS

Councilmember Driggs said I would like to set a good example for everybody else by passing.

Councilmember Bokhari said I will not pass; I would like to congratulate Mayor Pro Tem Julie Eiselt on a wonderful job governing this meeting tonight.

Councilmember Egleston said I can't pass today; I have to mention one of the owners of Brooks Sandwich Shop who was tragically killed this morning. Scott Brooks went in a little before 5:00 a.m. this morning to open his restaurant and a 61-year old father and husband was killed. We don't have all the details yet, but not only was this a restaurant that is an icon and a real landmark in the NoDa Neighborhood, but this is a family who just this summer, many of us were with and got the chance to talk to and know a little better at the Foundation for the Carolinas when they made an announcement that they were making a donation of land that their family-owned in Charlotte to go towards helping tackle the affordable housing crisis that we've been so focused on as a City. Great business owners but even better people, and we've got a lot of work to do on violence in this community. We know that, and we take that very seriously, and sometimes I think these things can just be statistics, but today it was somebody that a lot of us knew and somebody who had been very engaged in the work that we are doing. They should never be statistics, but it certainly wasn't today, and so we are thinking about the Brooks family and all their patrons that knew them and loved them, and we've got to find a way to do better.

Councilmember Driggs said Larken, will they be able to reopen, or what is the plan for the restaurant?

Mr. Egleston said I don't know under what timeline, but I certainly hope that they plan to reopen, and I would think that they would, but I haven't heard anything.

Mayor Pro Tem Eiselt said I want to echo the sentiments that Mr. Egleston expressed that it meant a lot to so many people, because so many people knew Mr. Brooks and the Brooks Sandwich Shop, but it also highlights the fact that that was the homicide victim that people knew, and people knew the other 102 victims this year as well, and so it doesn't diminish what has been taken from other families as well, and I would like to use that to ask this Council to please focus more on the fact that we've had 103 homicides this year. There was a statistic mentioned earlier about 33,000 victims of gun violence in the country, but there were 100,000, and I think that represents a third of those that didn't die. We have some in our City as well that are victims of gun violence that didn't die, and so I would challenge our Council to push harder to be able to address the issue of violent crime in this community in our next term and not just wait for the data but to start working with our colleagues at the County level, at CMS level, at the state level, and in the private sector to do better around the fact that too many people are random victims of violent crime in this community.

Councilmember Mitchell said 13-years ago today Joan Higginbotham and six other astronauts went to the space station and spend 13 days correcting solar panels and taking food to the space station. In honor of my lovely queen, I would like to say congratulations, happy anniversary, making sure you can push mankind. Love you, babe.

Councilmember Johnson said briefly we talked about the discussion being uncomfortable; it was very uncomfortable for me as the first-time voter. So, I just want the City Employees to know that I do respect the economy, but this really was for me about the stewardship and the accountability to the community. So, that is why I asked the questions.

Councilmember Winston said I'm going to take a little bit of point of personal privilege. I moved down to the Carolinas from New York City in 2001, over 18-years ago, and there

is always a lot of New Yorkers, but there weren't a lot of us or as many 18-years ago. The City was a lot different. One of the difficulties, when you move down here honestly, is finding something to eat. I don't like to say it weird times, because for us there is no weird time. So, whether it is late at night or early in the morning, four years after I came down here for the first time I moved to a house off Anderson Street, and at that point in time it was just called North Charlotte, and a couple years later people started referring to it as NoDa. I started working in this weird job of being a stagehand where the guys and girls that wear black that show up at the arenas at 6:00 in the morning before a concert; we unload trucks and put the stage together, so you can watch your show. The thing about doing that in a place like Charlotte is that it can be hard to find somewhere to eat.

When I moved to where I moved to, getting from Anderson Street to the area- It was Time Warner Cable Arena at that point in time. I found this odd street; there was no real google maps of ways at that point in time, and I went down this odd street, and I would see this little building. I avoided it for a while. Honestly, it was a bit of implicit bias; it looked kind of dangerous to me., I didn't know what was going on; it wasn't always open, but somebody on a gig one day said I should go and check it out and it was Brooks Sandwich Shop. I got a burger there one day and I saw that they opened early, and they served breakfast sandwiches. There is not a lot of places in Charlotte where you can just get a bacon, egg, and cheese and coffee in the morning.

I started going in there and again, implicit bias; this was this weird place with looked to me like a bunch of old, country, white folks that I had never seen before, and it was uncomfortable; it was grimy in there, but everybody always had a smile. I just went to get my order in. I didn't really know how to order. They have a weird way of ordering. They write it on a bag, and everybody always seemed to get exactly what they paid for and what they ordered. I stated going in there more often instead of just kind of getting looks past me, you started making eye contact with the cooks; the ladies up at the register started getting a little friendlier. They ask you if you are getting the regular thing, and you really start becoming a part of this community, not necessarily just in NoDa but in Brooks Sandwich Shop. They became my neighbors. Those guys and their family, they come to know you, and still, I didn't really, outside of the quick ordering and eating it almost before you walk out the front door, even though it was so small-

I remember after I was elected the first time or even after Charlotte uprising I would go in there, and they would show me love like you didn't know how those things play out to people in the community. When I got elected, there were smiles; after we got the housing trust fund passed, \$50 million in 2018, Scott reached out to me, and he was so excited and he sent messages out through other folks, through Robert Dawkins, the guys at Brooks, they love you man, and you've got over there, because they want to talk about something. Scott said man, this is my City. I love the way it is growing, and I would joke with him, well, how long is this place going to last? When are they going to push you out? It is like they are never going to do that, but I've got this land over on the east side, and we want to make sure that affordable housing is put up on there. I didn't really know exactly how to do, so I passed his contact information to Pam, and I remember it was one of those that I never really followed up on. We get so much stuff thrown at us all time and we pass it along and hope something happens. I was afraid I almost let them down.

Mr. Driggs said Mr. Winston, this is an abuse. This is not personal privilege; you are abusing the courtesy of the rest of this Chamber. This is not a Mayor topic speech you are making right now. If we all talked like this, we would be in here for over an hour. I would ask you to respect the rest of us and limit your remarks. Thank you. You can make that speech in a lot of places; you have cameras following you around.

Mr. Winston said I will make this speech right here, right now. When is the last time you had a friend murdered?

Mr. Winston said I was really happy to show up at the Foundation for the Carolinas and see those two fellows sitting in that seat. I've had many people in my life killed. I know what this morning feels like. I know many of us on this dais have as well, and I woke up

this morning and saw that, and it is the same feeling. You know it is somebody you know or somebody you love, but you hope it is not. I talked to somebody at CMPD, and I don't know what party the Brooks family is. I don't totally know their background. I don't totally know if we are friends. I do know that those are my people, and yes, there are 102 other homicides that have happened in this City so far. This one hurts me more than others of course because of my personal relationship with Scott and his family.

In the end, I'm still where I've been at for a long time; we do have to do something, but we have to do something as a community just like there is a community in Brooks Sandwich Shop, which I hope I will be able to get another cheeseburger from real soon. We have to treat each other better; there is no one policy or ordinance. There is no one PSA or commercial or study that is going to happen. This is going to come when all of us figure out how to treat each one another better, especially when we are at our worse places in life.

So, thank you for the privilege and being able to speak and communicate. Unfortunately, as an elected official, my thoughts and prayers are with the Brooks Family, whether that be the blood kin or the folks that frequent that restaurant and is a mainstay of not only NoDa but Charlotte in a time when there are not many pieces of authentic Charlotte left. I'm grateful to be able to call Scott one my people, and I'm very sad that we have to be here doing this today.

Councilmember Ajmera said I agree with my colleague here Mr. Winston that we need to treat each other better, and it starts with Council, and I appreciate you sharing that story. Some of us may not feel that way or might have experienced it, but it is our responsibility to listen, so I appreciate you sharing that.

I want to welcome the new Councilmembers Ms. Johnson, Mr. Graham, and Ms. Watlington. I'm looking forward to working with you all. Similar to Mr. Winston, I want to share a story about a recent experience. I was at the Food Lion store close to my home, and I saw a kid in the neighborhood that I haven't seen in a while, and I asked him, I haven't seen you in a while. You used to always be in the street playing sports, and he said I'm trying not to get shot. As I asked him more questions about what was the fear that he had and he said I had challenges with some of my friends, and I'm concerned about my safety. What he said, I've been thinking about it for a while. Violence in our streets is a serious issue, and we have to start with investing in our youth, especially with conflict resolution where disagreements can be resolved in a respectful manner. I know that together we can do that with our colleagues on the County Commission, on school board, with our judicial system, but I agree that we do need to more than what we are doing right now as Mayor Pro Tem had mentioned.

* * * * *

ADJOURNMENT

Motion was made by Councilmember Mitchell, seconded by Councilmember Eiselt, and carried unanimously to adjourn the meeting.

The meeting was adjourned at 8:58 p.m.



Stephanie C. Kelly, City Clerk, MMC, NCCMC

Length of Meeting: 3 Hours, 24 Minutes
Minutes Completed: December 30, 2019