

The City Council of the City of Charlotte, North Carolina convened for a Strategy Session on Monday, September 8, 2020, at 5:13 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Malcolm Graham, Renee Johnson, James Mitchell, Matt Newton, Victoria Watlington, and Braxton Winston II.

Mayor Lyles said welcome to the Charlotte City Council September 8th meeting. This is the meeting that we designate for us to hear from the staff and each other ideas, concepts, suggestions, and actions that we should be taking. We generally would have this meeting with our Council Committee Report Outs, but because of the pandemic we have other things that we are going to discuss tonight and primarily those are going to be a continued report from the City Manager on the COVID-10 Response and Recovery Update. We are also going to hear some information from the staff about some of the work that we are doing on Violence Prevention. In addition to that, we are going to have a guest come in and talk to us about Violence Interruption and the information that we need to have to continue to look at the ways we can perhaps use alternative methods to address violence going on in our neighborhoods.

We are going to hear about a dedicated Bus Lane Pilot Program as well as, we are going to take about the three corridors that we have in the City that we call Opportunity Corridors; Beatties Ford Road, West Boulevard, and Sugar Creek Road/North Tryon Street. In addition to the Council Committees, we will have a Closed Session at the end of this meeting. I'm going to turn it over to the Manager and he will lead us in our first discussion around COVID-19 Response and Recovery.

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ITEM NO. 2: COVID-19 RESPONSE AND RECOVERY UPDATE

Marcus Jones, City Manager said it is good to be back with you again. Tonight, we will start off with our COVID-19 Response and Recovery Update and based on input that I have received from the Mayor and Councilmembers, we are going to divide this up into three phases. The first one we will have Chief Graham and his staff to speak a bit about being in Phase 2.5 and what does that mean. There have been some questions about enforcement, and we have Chief Estes here tonight to talk about that. Then, as a follow-up from the last time we were together we have Shawn Heath who is going to talk a bit about how we have allocated the CARES funds (Coronavirus Aid, Relief and Economic Security Act) as well as how some of these funds interact with other funds that are from the County and The Foundation for the Carolinas. Shawn started with us in July and he has been out the go-to person for anything that is dealing with the CARES. I appreciate all the work that Kelly has been doing as well as Ryan. It is good to have somebody on staff that that is their top job and that is everything from how do we bring all of our employees back to a safe environment, all the way to how do we make sure that we have accurately and adequately spent the \$154.5 million that was allocated to the City?

Just a little bit about Shawn; he spent 20-years with Duke Energy and during that time he has had leadership roles such as the Chief of Staff, the Chief Sustainability Officer, and the President of the Duke Energy Foundation. He started his career at Arthur Anderson as a Financial Auditor, and he has been involved in our community. He also serves on the Charlotte Mecklenburg Community Foundation and Childcare Resources. He is graduated from Virginia Tech and I will tell you that he is the first person that I've met that has worked with me who was born in Alaska, so we have expanded our reach. He has done a great job of recruiting because he has brought both of his parents and his in-laws to move to the Charlotte region so we are thrilled to have Shawn who will end our presentation today. I would like to start it off with Chief Graham.

Battalion Fire Chief Robert Graham, Deputy Chief of Emergency Management said first and foremost, it is wonderful to see everybody together because we've gone through months of having to do zoom calls and everything else. Tonight, we are going to talk about where we are. The Governor and the Governor's Office created a Phase 2.5 because we are not quite ready to go to Phase 3, but they wanted to get us off of 2 and

move us into something that was a little bit easier for everybody to begin getting back to society and how things are supposed to be. Tonight, we are talking about Coronavirus and recommendations.

Governor Cooper did move us to Phase 2.5 effective on September 4th to October 2nd currently at 5:00 p.m. and as everybody has heard by now, they are constantly looking at the data, as are we in Mecklenburg County and if we can move to Phase 3, they will certainly do that. Major changes in Phase 2.5 are gyms can operate now at 30% capacity; museums can operate at 50% capacity; playgrounds are now open; increases indoor capacity from 10 to 25 people and outdoor capacity from 25 to 50 people. Churches are exempt from this. What remains in Phase 2.5, restaurants can operate at 50% capacity and bars remain closed.

Where are we today? This was as of this morning and every time we have a week-end the data is not great, so we are not getting great numbers on our returns. Of course, people are taking time off and that is a national trend, so I never really look at Saturday, Sunday, and sometimes even Monday, but we look at Tuesday, Wednesday, Thursday, and Friday and really Tuesday afternoon as the data start to come in. For us, because yesterday was a holiday, we will really look at tomorrow through Friday to see where we are, but as of this morning, we had 26,526 cases in Mecklenburg County. We will go through the data in just a second, the graphs from the state. We also, unfortunately, have 322 deaths and we continue to see deaths from COVID-19 in our community and we do not know when this will end. So, the troubling part is, and if you haven't seen in the news we are highly concerned about when COVID-19 intersects with the cold and flu season and what happens when those two collide.

Congregate care sites remain a concern. We were working on two of them this morning. There remain 34 congregate living sites that are in outbreak status. The outbreak is defined as two or more cases in that site. We have a very good Task Force of Emergency Management, County Public Health, and Medic that visits these outbreak sites and works through their problems and concerns with staffing and PPE (PPE (Personal Protective Equipment) and they are doing that every day out in our community, so we are very proud of that initiative.

This is the daily percent positive of laboratory COVID-10 tests in Mecklenburg County and as you can see, we've dropped down to 5.7%. That is a good trend, that is what we like to see in Mecklenburg County. That is from a high of all the way up back on July 10th of 13.5%. We are still testing as many people as we can in our community, but remember unless people willingly come to be tested, we can't inflate those numbers so we can't just grab people off the street and test them, but we are testing everybody that we can, and we have an adequate number of tests out in the community. Gibbie Harris and of course the entire Emergency Management Team; the entire team working on this have done a great job, but also the state and our federal partners have done a great job of ensuring that we have the test available here in Mecklenburg County.

Medical Trends: The daily COVID-19 cases reported by Mecklenburg County Public Health by date have actually gone down so we are down to 124 from a high of 419. Now this will vary daily and of course, we are keeping an eye on that, but the trend overall is getting better for Mecklenburg County. Our daily hospital census of patients with laboratory-confirmed COVID-19; this is an important one because last week we were up to 160 cases in our hospitals. Remember what I said, when the two collide, colds and flues and COVID-19, so we have 160 folks in our hospitals currently with COVID-19, but then we will start to add patients with the flu and that is where the concern lies. As of just a couple of minutes ago, we were down to 129 cases currently in the hospital.

Local Compliance: This is an important slide for everybody to understand. There have been two times when Mecklenburg County did something over and above what the state was requesting. One was the stay at home order and the second one was the alcohol exemption and the bar restrictions. Currently, we have reverted back to the state's mandate so there are no unique restrictions in Mecklenburg County that are only for us. We are currently parallel with the State of North Carolina. So, the existing Joint

Proclamation for all eight governments, the six Towns and the City of Charlotte and the County expired. Written to be in effect concurrently with Phase 2, so when we went to Phase 2.5, we fell out of that. The community must comply with the Governor's order and no further action is required by the Mayor or the Council at this time. I will turn it over to my good friend, Deputy Chief Estes.

Deputy Chief Jeffrey Estes, Charlotte Mecklenburg Police Department said it is good to be here this evening. Just a couple of things here that I would like to discuss surrounding the enforcement of COVID-19. I think we all recognize and realize that under the Governor's order state but, move over local Law Enforcement is the responsible entity with the enforcement of the COVID mandate. Without going into the details of it I think our balance has been to try to understand that this is a public health pandemic, this is not a criminal law type ordinance that we are enforcing, though it is backed up by statues which could be such under the law as a misdemeanor. We have tried very hard to make sure that we enforce it based on the education model first as best we could. Anything more than that we try to select the outliers, the folks who we believe were intentionally misusing or not complying with the order.

Just for your awareness, some of the factors that we've had to contend with is that we've had to balance our COVID enforcement since March. You are all aware of the violent crime rate that we've seen and trying to keep a lid on that and keeping our community safe and working with our community partners to make sure that people are as safe as they possibly can be. We have had some civil unrest here; we've had a few conversations about it ourselves in this very room and I think you can understand the draw from the Officer's perspective as part of our responsibilities, and the last carrying on a regular day to day operations we have with our investigations and our public safety role and the whole gamut of our responsibilities with that.

Just to say that we have been fairly busy, we have not let this fall by the wayside. We have some folks that now since the alcohol prohibitions came into effect that we have been able to put specifically towards this effort. Phase 2.5 clarified a few things for us; first is we believe it clarified what an actual restaurant was versus an eating establishment versus a lunch stand. We've had all types of confusion regarding who served food and who could open prior to 11:00, but also outlined the ABC (Alcoholic Beverage Control) Commission's role which the Governor gave wide latitude and authority for the ABC Commission to respond to complaints and to modify alcohol regulations accordingly to meet the spirit of the order. The good news is that the cleanest part of the whole alcohol prohibition is that at 11:00 p.m. there is no more on-site consumption for alcohol and that has been widely adhered to. I will say there are a lot of enterprising folks out there and we've seen once the 11:00 p.m. order took place, we've seen a lot of school liquor houses popping up that we've shut down and then some Air B&B issues in some other places that have popped up where some violence and alcohol sales are associated. Just this week we shut down five such large gatherings and liquor houses who were operating without regulations. Some of them we were able to get off of just open social media where the people were just advertising anybody that wants to come can come. I'm not sure the wisdom of those folks, but we shut them down.

This is where we stand currently, we are looking forward to Phase 3 in the next part of the COVID enforcement. The last part I will say is that we've had very good cooperation between our other Law Enforcement partners in the County and also from the ABC local folks and the ALE (Alcohol Law Enforcement) from the state's office for the alcohol sales prohibition.

Shawn Heath, Special Assistant to the City Manager said thank you, Manager Jones, for that generous introduction that I heard as I was walking in, I appreciate that. This slide should look familiar to everyone; you've seen it this at a few Council meetings. But, just as a bit of a reminder, this is a big picture snapshot of the CARES Funding that has come to the City of Charlotte over the past few months. The CARES Funding of course has many funding branches and each of those branches has a different rulebook in terms of eligible expenditures and also the timeframe on those expenditures are reported. Tonight, our focus will be on the Coronavirus Relief Fund (CRF) which is the blue pie chart which

we've talked a little bit about over the past few months. Most of the focus tonight will be on the community support wedge, but before we leave this slide, I did want to reinforce a particular point from the August 10th Council meeting that Manager Jones and Budget Director Bergman made which is as it relates to the City Operations component of the City's CRF, there is a particular emphasis on employee safety and productivity. So, a major sub-component in this area relates to facility upgrades, HVAC (heating, ventilation, and air conditioning) enhancements which will enhance air quality, various touchless devices that will allow us equal reduce the risk of infection in the workplace. And then also a fair amount of work-related to fitting the workspaces themselves to enable social distancing. So, that is a particular point of emphasis that work is up and running under General Services leadership. The second area in this particular category is IT (Information Technology) so you can imagine the new normal in terms of telework and there is a lot of work in the IT area to position the City to really prosper in a telework environment going forward. As of a few weeks ago I believe we had rough 2,000 employees that are still in our remote work environment and eventually will start to migrate back to normal, but it will be a new normal, so, we will have the IT infrastructure in place to support that type of work environment.

We were curious about what other cities are doing and if you think about the Coronavirus Relief Fund, which the federal government put in place, that was of course \$150 billion of relief that was spread across states and local governments in the US, so the US Treasury Department requested that all receiving entities provide accounting for how money had been spent through June 30th. I would underscore June 30th and the big caveat here is of course that was very, very early in the program with CARES Act passing in late March. Charlotte and all of our peer cities were of course hard at work in April and into May standing up programs. You only get a very early glimpse of what cities are doing when you are looking at the data through the end of June 30th, but nevertheless, the data was available, we wanted to have a sense of what others were up to. We looked at 14 peer cities in particular it is the standard list of 14 that we often review in any sort of events marketing analysis. Just to give you a flavor Atlanta, Memphis, Fort Worth, San Diego, Seattle would be some examples of entities in that peer group, and I guess the punch line here really is the questions we were asking ourselves were what types of things are other cities positioning themselves to spend money on one, and how does our burn rate compare to other cities as well? The first question wasn't really that informative because it was so early in the programming what we found, just like in Charlotte where the initial emphasis over the first few months was primarily on City Operations, for example, salaries for first responders. That was the predominant spend category for the peer cities as well. Intuitively, it makes sense, a lot of the external-facing programs that we've been standing us related to business support and housing support, it takes time to get those running. It takes time to get dollars out the door. That is what we found and that is what other cities have found as well.

In terms of the burn rate, the question that is often asked is are cities spending this money quickly enough in order to position themselves to exhaust their funding by December 30th. Coming out of the gates we had 12% of our allocations that were spent by June 30th and that also just so happens to be right at the medium for the peer cities that we looked; half were above, and half were below. We will see a significant change in this obviously, as we get into the second quarter of the CARES Funding both in terms of the investment categories that will start to ramp up and then also the burn rate will need to increase in order to get to the full \$154 million by the end of the year.

A little bit more specific to Charlotte, this is really intended to be a visual depiction of some more detailed information that was shared with the Council a couple of weeks ago. One question that gets asked is when you stack up the investment categories that we have in our Community Support Bucket, so back to that original blue pie chart, the Community Support Bucket at \$76.5 million. This lays out each of those investment categories, each of these component pieces will look familiar to you. Of course, Survive and Thrive and Aggregate is \$50 million; Housing Support at this point is \$20 million if you include the amount that is remaining for allocation. What we've done in each instance for the investment categories with the color-coding here is anything in green means it has been both allocated and dispersed. If it is in yellow it has been allocated, but not yet dispersed,

and then they're a couple of items in orange that are remaining for allocation. Just to cherry-pick one or two items on this slide to give you an example, access to capital is of course one program that you are very familiar with, \$30 million being put in support of the small business community. As of the end of August, there was \$16.8 million associated with that program out the door and we are oversubscribed for that which I suppose is a good place to be in so the team will obviously be working over the weeks ahead in order to get that particular program across the goal line. When I was reflecting on this slide earlier today, I couldn't help but think with the bar charts and the numbers it is easy to get lost in that, it is very impersonal, but every single one of these programs is designed to help people in Charlotte. So, if you think about the access to capital there are already roughly 1,500 businesses in Charlotte that have been positively impacted by that and that number will grow in the weeks ahead. If you look at the Housing Support piece that Pamela Wideman and her team are advancing, there are already 1,000 families in Charlotte that have been benefited from rental and mortgage relief and that number will continue to grow. The Youth and Opportunity Centers, collaboration with the YMCA over the summer, had a positive impact on thousands of kids and teenagers in the City. Bridging the Digital Divide is an effort that we are very excited about of course and now we are moving from the feasibility phase more into implementation mode. You will hear more about that in the weeks ahead, but we are very excited about the opportunity there to connect with thousands of Charlotteans with a particular emphasis on the Opportunity Corridor as an opportunity to provide wi-fi both in multifamily communities as well as in public sites. Arts and Artists, we are still working through some of the details, but it is exciting to think about the potential to support both arts organizations and artists themselves. Everything on this slide is really intended to focus on positive community impact. When you compare us to other cities, I think Charlotte should take pride in the way that it is approaching this. What a shame it would be to not spend all of the money and City staff understands that the assignment is to spend all of the money, but what a shame it would be to not spend it wisely and not spend it smartly. That is where I think Tracy Dodson's teams and Pamela Wideman's team deserve a lot of credit for creative programming, a very strategic intentional approach to what they are doing. It is not just cutting checks, it is cutting checks and trying to do it in a way where we will get a good return on investment. So, more to come on this one, but clearly, the mission is to turn all the bars into green by December 30th.

Stepping back a bit to more of a broader perspective; we of course are not in this alone. There is an eco-system in Charlotte that is working around a number of these issues. This is not intended to capture the entire eco-system, but clearly some of the key players. We understand our piece in this puzzle; we've talked about the \$76.5 million. Mecklenburg County received its own Coronavirus Relief Funding and albeit a smaller amount, they are doing meaningful things with their allocation in terms of roughly \$15 million that they have set aside for community-facing investments and then of course we have the COVID-19 Response Fund which was stood up very early in the COVID crisis in part with generous contributions from the City of Charlotte and Mecklenburg County and many other private sector donors as well. Just to underscore again, this is not intended to be the entire eco-system the State of North Carolina has done and is doing things that are community facing associated with COVID relief, the local non-profit sector more broadly is doing things focused on COVID relief, but this is really intended to be staging for the next slide which was an attempt to take the City of Charlotte, Mecklenburg County, and the COVID-19 Response Fund and layout where we've spent money and where we have programming that is planned. So, if you would look at particular bars on this chart and you were to peel back the onion, you would see that there are certain areas where Charlotte is playing in a big way, and in fact, we are the only game in town on some of these. So, small business support, the \$39 million reflected in that first bar, that is predominantly, almost exclusively all of Charlotte. In other areas here, for instance, housing, shelter, and financial assistance, that is very much a collaborate approach where Charlotte includes \$10 million of that bar, which is the amount that has already been allocated to Pam's organization, but the COVID-19 Response Fund in Mecklenburg County are doing meaningful things themselves in that particular space. Then if you were to look at food security, for example, that would be an area where the City of Charlotte has chosen not to be in that particular swim lane, but Mecklenburg County and the COVID-19 Response Fund have done that.

I think where this gets interesting and of course, it is a challenge because it is a judgment call. If you were to ask 10 different people where money should be devoted in these community priority areas, you might get 10 different answers. But, with resources being scarce and the needs being many judgment calls need to be made. As the City, the County the COVID-19 Response Fund, and other players in this eco-system evaluate what is the highest and best use of what I would call the remaining funds, that is where I think this can be helpful because we've all kept a little bit powder dry, the City has a little bit of unallocated discretionary money so out of the contingency to be thoughtful about, the County has a little bit of available resources and the COVID-19 Response Fund has a few million dollars that are still on the sidelines at this point as well. So, we may all choose to do things in particular swim lanes as we move into the fourth quarter, but it would surely be beneficial if we go about it in a very intentional way and at least have a sense of perspective on how we can collectively have the greatest impact on this community.

I can cover this slide Manager Jones, or if you would like for me to hand the baton to you, I can do that.

Mr. Jones said great job Shawn; and for the Mayor and Council, we thought it would be good tonight to show all the different pots of money that are out there because as Shawn mentioned earlier, we are becoming much more intentional with our discussions with the County and with the Foundation for the Carolinas and the United Way about this fourth quarter and how we could best collaborate because there are some outstanding issues, and these outstanding issues were raised the last time that we were together and I will just go to what we are reviewing which is ongoing support for Housing and Homelessness, Additional support for public Wi-Fi, Utility and Rent, Employee Assistance with Daycare and Youth Athletic Activities. The one that I would like to put on the table tonight and I do want to take one step back before going into the additional support considerations. One of the issues that have come up from time to time has been the premium pay for our Operational Employees who have been out there every day and really working hard for us and we have tied that initially to get into Phase 3. As we go into these Phases, 2.5, 2.75, 3.0 I just believe it is better for us to continue the premium pay for those employees throughout the end of the calendar year. Depending on if you look at this from a total budget standpoint or just a general fund budget standpoint, the reimbursement is somewhere between 73% and 78% so I just feel one, it is the right thing to do and I just feel comfortable with continuing to have the premium payment until December 30th, which is consistent with the CARES Act Funds.

Then we move over, so I wanted to talk about that before we go into this next piece. One of the things that we've talked about for a while has been the public support for Wi-Fi and our CIO, Renee and her team have really worked well with taking that \$1.5 million that you set aside so that we could go into our Corridors of Opportunity and provide public Wi-Fi. But there is also an issue that is occurring right now, and I think you read about it and those are the 16,000 students that do not have internet access who are working remotely in terms of school. We have a great opportunity now it seems like for those 16,000 devices that are out there, it would cost about \$4 million in order to provide that support for the rest of the school year, and I think it will maybe get you even into the next summer. My understanding is the Charlotte Mecklenburg School Foundation is going to provide \$2 million towards that gap. The business community is willing to come in with another million and what I'd strongly recommend to the Council tonight is with that \$2 million of FEMA ((Federal Emergency Management Agency) reimbursed funds, we had \$3 million last time, you've set aside a million for arts and artists. We still have \$2 million left that is unallocated to be able to participate in that I believe that would be the trigger that could get this thing going. Again, on the list of those ongoing issues, I would strongly recommend to get approval to move forward with up to \$1 million for public Wi-Fi. Again, if the devices aren't all deployed, we would be using CARES money to get the monthly payment for those devices through the end of the year. I do not believe it would go over \$1 million, I actually think it is closer to \$900,000 but it would only be associated with the number of devices that are deployed. So, off the list that is what I would recommend to the Mayor and Council tonight and I think there may be one last slide.

The last slide is that as Shawn had mentioned earlier there are still those unallocated dollars that are to be discussed. The Council back in April I believe, we talked having a Retreat or an expanded Strategy Session in October so that one, we could give you more up to date information as it relates to sales tax and collections and where we think we would end the fiscal year 2020 as well as a bit of an update for FY2021. But during that time period, I would recommend this opportunity to talk about what Shawn mentioned earlier, that \$14.5 million in contingency as well as the remaining FEMA funds or anything else that has not been allocated or dispersed. So, with that Mayor, I will turn it back over to you.

Mayor Lyles said we have some questions on the presentation and I thought it would be good to take questions and then we can follow-up with a motion.

Councilmember Egleston said thank you for the presentation; I'm hoping that what you said at the end of one of those slides earlier about the shift to 2.5 and the clarification around some of the ways that we were differentiating certain types of businesses have been clarified. I know I have spoken with you and Chief Jennings on multiple occasions a few weeks ago about one of the things that were frustrating our local small businesses more than the inability to be open or be successful right now would be the inability to even know exactly what the rules were and where they fell within them. I think the best things we can do, we don't entirely control what the rules are but I think we do have an obligation I believe to make sure that we are on the same page with the other agencies we work with to make sure that we are consistent with them in what the rules are and how we are going to enforce them. I'm hoping that you can tell me that after the meeting that I know took place a week or two ago between all those agencies, particularly around the hospitality industry that we do feel like we are on the same page with them and restaurants and other businesses, but certainly, I heard a lot from restaurants, that they were getting conflicting interpretations and being told one thing by one agency and another thing by another. I'm hoping that that has been rectified.

Deputy Chief Estes said certainly. Our purpose in the meetings was to make sure that we're "on the same sheet of music". Quite frankly, what had happened is it wasn't as much people being on the same sheet of music or not, it was that some agencies were a little more forward in enforcement than others. Some weren't enforced at all, but needless to say, we had a meeting, got a good understanding, then we got Phase 2.5 which took out some of the languages that were creating some of the inconsistencies. You mentioned what is a restaurant, and you would think that would be straight forward but believe me take a look at the alcohol rule and you will see that it is not that clear. To answer your question succinctly yes, I believe we are on the same sheet of music. They are doing out the places to inspect on a weekly basis and I really feel much better about where we are.

Mr. Egleston said our state has a history of murky laws around the hospitality industry so, it is not surprising that it is confusing. I don't know if there is an opportunity, and I think maybe there should be for our Corporate Communications folks to help put together, and again, it might be different for different types of businesses in our community but putting together really easily digestible infographics and things that explain, now that we are in a new phase, what those rules are and make clear what the enforcement will be. Again, certain businesses in our community a couple of weeks ago felt 100% confident that they could be open and there were certainly doing things the right way in terms of safety precautions and then to have various agencies coming in and telling them they shouldn't be open caused a lot of confusion and was for some of them even more of a hardship than if they had just been closed in the first place. I hope we can help our enforcement arms like CMPD by using our communication arms to message a consistent message that we know other agencies are on board with, so we don't have that confusion in Phase 2.5 that we had in Phase 2.

Mayor Lyles said I think that is a great idea. I think it would be appropriate for the ABC folks to draft and write so that we are not creating a language that they wouldn't use. We could certainly ask them to do that and then post it, I think that is a great idea.

Deputy Chief Estes said I think they either have or are working on that very thing. I'll check after the meeting.

Mr. Egleston said "they" being ABC or "they" being?

Deputy Chief Estes said the ABC, our local ABC folks.

Councilmember Watlington said I have a question for the City Manager; I just wanted to understand, I hear your recommendation about the discretionary fund, and I want to make sure I am understanding what this means in the context of the next steps where it says to determine the best use of the remaining discretionary \$2 million. Are you recommending that one of those million be allocated?

Mr. Jones said yes.

Ms. Watlington said what are some of the other things for that final \$1 million or they might be competing against the recommendation?

Mr. Jones said I love the way that Shawn displayed it that there are going to be issues around utilities, not just the private utilities but also our water utilities. Still rent, mortgage relief; I had a conversation with a Councilmember today about even some of the music venues, but if we are able to look at this, which we started a couple of weeks ago, with the County, with the Foundation, with the United Way and there may be some opportunities for us to focus on one area where others may focus on others. Again, I'm using what was provided for me the last time we were together and if there are some more things that Council wants to add to the list this is what we are analyzing right now. The biggest thing for us, which I'm taking off of the list, is the employee assistance with daycare and for the most part, we are doing that because we believe there is a CMS solution and as those solutions come up, we begin to take some of the things off the list.

Councilmember Driggs said clarification on slide #12; this is the one with the breakdown of the commitment so far from the COVID funds. I think it is related to the last question; you referred to FEMA funds and using \$1 million of those funds. Is that different from the \$2 million of discretionary up here?

Mr. Jones said no Mr. Driggs it is not, and I should have figured out that you would do this. So, yes, for everybody because we were able to use FEMA Funds to reimburse us for some of the expenditures it freed up some additional CARES funds.

Mr. Driggs said right, I understood that, but I'm just saying do we have that \$2 million-plus another \$3 million, or is that \$2 million in discretionary money that we have?

Mr. Jones said that is the \$2 million in discretionary that we have.

Mr. Driggs said, and you are proposing to use half of that for the Wi-Fi?

Mr. Jones said yes.

Mr. Driggs said okay, just to be clear about that. You've got up there \$29.2 million in allocated and not dispersed business support. Are we confident that all of that capacity will be needed by year-end or is there any chance that we would want to go back and if another priority arose, revisit the question? Do we have an irrevocable commitment for that money?

Mr. Jones said Mr. Driggs I'm not going to look at Councilmember Mitchell right now, so the best way to say this is the business support Survive is oversubscribed. We don't believe there is going to be an issue getting that \$30 million out. The business support Thrive, and I see Tracy at the doorway in case I'm messing this up, there are some elements of that that are related to Workforce Development and those dollars have not gone out the door right now, all of them, and we are working with some of our partners with that. I'll let Tracy if I'm not doing that well, but if there is something that is happening

with one of those programs; let's just say if it was the Innovate Business Grant Program that we did not get the takers, if that is the best way to put it, that could be reallocated. The same thing with the housing support; if Councilmember Graham and the Neighborhoods Committee find out that maybe only half of that is something that they think meets one of those priorities there could be an opportunity to use that in any other priority that the Council has.

Mr. Driggs said I just have a concern; we've got three and a half months left and we have very little discretionary money left. I'd like to see that we had a little flexibility of those funds over the remainder of the year.

Mr. Jones said Mr. Driggs, I am so sorry; this is just in terms of the \$76.5 million for community support. On top of that, you have \$14.5 million in pure contingency, no calls on that whatsoever.

Mr. Driggs said right, and that is still available.

Mr. Jones said yes sir.

Mr. Driggs said my last question was for Chief Graham; I wanted first to thank the Chief for the tour of the Emergency Operations Center that he led me on last week. Very informative, anybody who hasn't been there I recommend it. My question is, there is a lot of talk about vaccines and stuff like that and people are asking how close are we, and when we get to the point where a vaccine is approved how much time do we think it will take before we can actually fully reopen?

Chief Graham said I don't know. Good question but we are working with the Health Department and they were in there today and so we have what they call a point to the distribution plan. We do that for other things too, but we have sites throughout the County that we are working on. One, making sure that they are good with the assessments and then two, developing a typing like a type one, type two, type three. If we are going to open that site up for vaccinations one of the requirements in terms of personnel, equipment, etc. to make that successful. So, Emergency Management and County Health are working very closely on developing that plan so that when we get a vaccine, we are ready to go.

Mr. Driggs said right, but I think the two points I would mention is there is a lot of kind of anecdotal suggestions that the vaccine is going to happen at this point in time, at that point in time. Some of it I think is a little political so, if we could be sure to have the best available information about the progress on the development of the vaccine that we can make available to the public, I think that would be good. Then the other thing is, you've developed a vaccine, there is a whole critical path in terms of the elements you suggested also manufacturing the stuff, etc. so, I'm assuming there is a matter of some months before the vaccine has been administered widely enough to allow us to fully reopen. And again, if we could just kind of keep people updated on that outlook, I think would be very helpful.

Chief Graham said yes sir, we are waiting on guidance from the state because that has not flowed to the local area, but we will keep you updated. The second part of that which we didn't mention is the transport of the vaccine. So, one of the requirements, whether it is refrigerated or etc. for the transport of the vaccine, I will tell you that we are entering into a dangerous period throughout the country the next couple months, so I hope that in January I am standing up here and saying it went great, we are here and now we are moving forward into the spring, but we don't know that. None of us were here in 1918 and so each day is a challenge as you look at the data and we are always looking at trends to see where we are trending, not only for our county, for the state, and nationally. But we are on it and I will tell you I'm proud of this Council, I'm proud of the County Commissioners, I'm proud of all the Towns and I'm proud of all the Managers because there has been a tremendous amount of work done to get us to point.

Councilmember Mitchell said my comment is one, to support the City Manager for \$1 million for public Wi-Fi and just to a little anecdote; I've been working with the Statesville Avenue Corridor and their neighborhood and when you are talking about Druid Hills Elementary, Walter G. Byers, they really could use this type of investment to show that it is about the kids in that corridor who really need Wi-Fi. I totally support it, the only thing I would add if we could, let's look at our Corridors of Opportunity as a priority when we are talking about how we will use our million dollars.

Councilmember Eiselt said I just want to add to that too, I'm really glad to see that the City is considering, and I hope that our colleagues will support that request for the million dollars for Wi-Fi access because we knew that there was a gap before. We talk about Wi-Fi in this day and age; it is not when I was growing up when there was a difference between children getting a good education or not. Nobody needed Wi-Fi, everybody needs it now and these kids a lot of them don't have access to it. My understanding is 16,000 is the number of households so that could be a couple of kids in a household and some of those households are going to need more than one Wi-Fi hotspot. The need is tremendous, I really hope that we will, and I ask my colleagues; I'm prepared to make a motion when everybody has had a chance to comment, that we use that million to support the children. Right now there are hotspots on buses and in public places, but a lot of these kids are having to do homework in the middle of the night because their parent is having to use their own Wi-Fi or hotspots to work and whatnot; you've got to have Wi-Fi in your homes in this day and age if you have any chance of being successful in school. If we are a City that they are our workforce, then they've got to get an education. I hope that we support this.

Councilmember Johnson said are we receiving reports from our community partners that are allocating the funds such as how many families are served and error rates and timeframes? Are we receiving outcomes or output reports from those organizations?

Mr. Jones said I'm not sure that we are receiving those reports, but we can request them. We have some of the raw numbers about what has been spent, but we will ask specifically about outcomes and what is the impact.

Mr. Heath said I was just going to ask does that relates specifically to business support or also housing?

Ms. Johnson said business and housing. There was a report before that talked about the error rates. I've heard from constituents that there are some delays in the process and so we just want to make sure that those things are being addressed. Also, as far as the Wi-Fi, Mr. Jones can you just elaborate a little more about what the \$1 million will cover? You said 16,000 homes in need of hotspots, and we are going to pay the data you said until the end of the year?

Mr. Jones said yes, what we can do with that CARES Fund, we scrutinized this to make sure that it is the appropriate use of it. We can pay for the service through the end of the calendar year because that is when the funds end in terms of the guidance we have from the federal government. I would like to add on top of that if you put these two together because that \$1.5 that you allocated for public Wi-Fi in the Corridors of Opportunity, after talking with our CIO, Renee, that is the best thing that we could do. But right now, with the CARES Funds, we are doing the best we can to spend that \$1.5 million, but as we move forward the hotspots become the short-term fix, but the longer-term fix is the Wi-Fi infrastructure especially in our neighborhoods. This would help pay for the hotspots for the students based on what we received from CMS, this 16,000 figure.

Ms. Johnson said you said there was a \$4 million deficit, or it would take \$4 million to cover that.

Mr. Jones said buying the apparatus and also paying for it, our understanding from CMS is the \$4 million was the ask, total to get it all operational.

Ms. Johnson said my question is, the \$1 million will there still be a deficit? You mentioned private investment; will the \$1 million resolve it and if it will resolve it, is it just through December? What happens from January to June?

Mr. Jones said I'm going to tag in Councilmember Eiselt who has had some discussions with this too, but it will get you through the full year.

Ms. Eiselt said I called Sonya Gantt this week-end who runs the CMS Foundation because there is some private sector work that was interested in it and I wanted to get details and she sent me a flier that I will send to everybody, but basically, the initial number was \$4 million, CMS gave them a million for physical hotspots, it is like the size of a phone that is the hotspot and that is what they still look like. The money that they are still raising about \$2.2 million goes for the payment of the service and it costs \$200 per hotspot for service and they are doing it for a full year because the contractor basically said it is almost the same amount of money to do it just through the school year as it would for the whole year. They gave out some of those hotspots in the spring when the kids went home and so that is what Mr. Jones is referring to, so those kids only had service through October and this money will get them through the end of the school year. Overall the Foundation is raising money for service for 16,000 hotspots that they can hand out to a family. In some cases, if they have more than two kids in CMS, they will give them more than one hotspot because families are saying we have this hotspot, but we've got three kids in school and you can't access it so some of that 16,000 will be more than one for a household. They are using four different data points to come up with that 16,000 number because they have a lot of families they haven't heard from and they don't know if they are still in the area or they don't know if they haven't heard from them because they don't have internet and they are not getting communication. They are still using different ways to communicate with these families, but through a number of different data collection sources they have determined that 16,000 of these units, which they have, they still need service for it so this will pay for service for those 16,000 overall the whole fundraising effort and they are still raising money in the private sector for it.

Ms. Johnson said so it is the 16,000 units through December; that is what we are paying for.

Ms. Eiselt said that is what we are paying for; her overall effort will give them service for one year which will get them through the school year.

Councilmember Winston said I've heard concerns from CATS bus drivers regarding partitions and the lack of passenger PPE. Can we get an update from CATS about progress in both of these areas?

Mr. Jones said yes.

Councilmember Ajmera said can you go back to slide #10 where it has City Operations? We did have a breakdown for Community Support which is \$76.5 million; can we get a breakdown for \$63.5 million and how that has been spent already or if it is a plan for being spent?

Mr. Jones said I believe that Ryan, the last time he was before you gave a breakdown and we can get that back to you this week.

Ms. Ajmera said has all of the \$63.5 million been spent?

Mr. Jones said no.

Ms. Ajmera said so there are still some that are in the pipeline of being spent by the end of 2020?

Mr. Jones said yes.

Ms. Ajmera said if we can get a report on that, that would be great. My other question on slide #12 was already addressed by Mr. Driggs on the remaining funds for allocation, especially for \$10 million for housing and I see that currently under the Housing Committee so what programs are the Committee considering or is it still in works for the \$10 million allocations?

Mayor Lyles said we are going to have Committee Reports right after this and we can go into that at that time.

Ms. Ajmera said I have a few more questions; on slide #15 where we have the status that are check-marked next to it, are those funds already been dispersed?

Mr. Jones said yes, the ones that have checks by them, again this was the last list that we had before you the last time that we were together, and some of those decisions were made that night, so there is additional support for small businesses, additional support for arts and artists and additional support for the hospitality industry and restaurants.

Ms. Ajmera said so that is all being dispersed?

Mr. Heath said no, for example in the first line, you will recall on August 10th the decision to allocate \$8 million for a combination of food and beverage and hotels so allocated August 10th, Tracy and the team are now in the process of setting up a program with a marketing campaign to open up the application process. For example, arts and artists we've talked about and on small business, this was really just a reflection of the fact that Survive is still working its way through the red zone across the goal line and a number of the Thrive programs are really just being stood up at this time.

Ms. Ajmera said the first line item, that is in-house, is that going to be managed in-house?

Mr. Heath said it is under food and beverage and hotel.

Tracy Dodson, Assistant City Manager said we will do that through the Foundation.

Ms. Ajmera said okay, so similar to what they did with access to capital. What are the additional needs that have been brought to your attention Mr. Manager?

Mr. Jones said outside of this list I'm not sure that we have anything that is in addition, so we are continuing to work this list.

Ms. Ajmera said I know you had mentioned earlier music venues.

Mayor Lyles said before we go to the next subject, on this list is support for housing and homelessness, utility relief. When we started out on this, we were not aware that there would not be the continuation of the \$600 allocation that people were getting, and once that ran out, I believe that this list for housing and rent relief, and utility payments, which were put in abeyance but still have to be paid. Those areas I would really like to see some numbers applied to them and that is why I think my suggestion is that we have an October 5th Strategy Session. That will give us a little bit more time for Shawn to figure out how to pencil out some of those numbers. We also have some other areas where disparity certainly has existed in housing and who is going to be displaced and eviction notices and that, so I know that Mr. Jones says all of those are on the list, but when it comes to those areas, I have deep concerns and I would like to see some numbers before we start talking about other major expenses.

Ms. Ajmera said I share that concern, especially when it comes to housing and utility relief. Also, if we can get several additional needs that are already out there or on the list so that we know there are additional needs that we should be looking at whether it is music venues or other asks that have been out there. The last question I have is for the CMS partnership I guess the hotspots that we are allocating \$1 million towards, the reason we are only allocating \$1 million, is that because we can only – I guess that money has to be spent by the end of this year.

Mr. Jones said Ms. Ajmera, it is two-fold; CMS had a \$4 million gap, the School Foundation is making up \$2 million of that gap and the question became could the private sector and the City fulfill the final half of that gap? That is the only reason why it is \$1 million, and it is really up to \$1 million because it is going to depend on the number of devices that are deployed, but that is it. If the private sector had not stepped up that \$1 million may have been a bigger ask tonight.

Mayor Lyles said may I follow-up to Ms. Ajmera's question; in terms of the business support that Survive, and it is 12 million and so the yellow, the \$14.7 million is money that applications have been submitted, will be approved and will be going out the door? Am I getting that correct?

Mr. Heath said yes, the vast majority of that yellow bar on the top relates to access to the capital program. There were I think almost 5,000 applications received for that program and actually about 1,300 in the last two-week of August. So, the team, the FFTC partnership is working through that list of applications. It was overall \$60 million that was requested from the small business community in comparison to the \$30 million available, so not it is just the question of working those remaining applications as quickly as possible.

Mayor Lyles said I think the reason that we went with that is that we opened up the criteria and what were the criteria that we opened up to allow for people to apply?

Mr. Heath said there were a couple of variables that play, one was an intentional focus and working with the immigrant community and the second area focus was making it open to entities that had received PPP funding as well.

Councilmember Bokhari said I think given that we would be one-fourth of the overall investment for CMS it would probably not make sense for us not to do it, but I think maybe putting an asterisk next to it and authorizing the Manager to go have some conversations where you take into account the fact that we know how big the digital divide is, the need for internet access across our community. My fear is that we are going to take \$4 million and we are going to point it at a very specific problem that may not be around in its exact form that it is today long-term. In fact, nobody knows at all what is going to play out with our in-person schooling, but my sense is it can't keep going like it is right now. So, we know those same people are the same ones that experienced the digital divide but what I would say is if you focus on a longer-term broader problem statement that \$4 million might take a slightly different form. I would have for us to tie \$4 million here, but given we are only \$1 million of the \$4 million, I don't think it would make sense for us to say no, we are out, but I would hope you could figure out a way to go in and say to them, look going and buying these 16,000 or whatever hotspots and then programming them like we could put that money towards real infrastructure, the \$1.5 million added to it and other things and start getting to some more sustainable long-term digital divide solutions. That is one point that I would strongly emphasize.

I think the other thing is a couple of us have been working really hard on the music venue side of things and if we are talking about where the money is needed that currently isn't allocated, I've got to tell you the music venue is it. Literally, decisions we make in this next month for them will dictate if a quarter to half of them even exists when we come out of all of this because for everything we don't know, there is one thing we do know, music venues will be the last that are allowed to open. Many of them don't qualify for things like PPP because they've furloughed people and they don't have necessarily the payrolls. They are still having to pay leases and rent, and many may qualify that as a nice to have, I would say and the first question you might say is well, we've got \$30 million access to capital; 10 grand or even 25 grand for generic purposes is not going to help these folks. They have to retool their facilities so that people are able to come in there and we are able to justify it is safe to go. It is not just a matter of waiting around for us to get to Phase 3 or 4 or whatever it might be, it is making sure our community knows there is a stamp of safety that you can come here because of the things we have in place and they can't afford that right now. They can't afford that, and I will tell you and I will speak on behalf of Larken, who has done a lot of the same work too, they are right now making tough

decisions on whether to shutter their doors now. That is an outcome we can change but it has to be specifically dedicated pools of money and a program that focuses on just them. We did a lot of good work with \$30 million and some people will maintain with \$10 million and \$25 million, some that won't matter to. That is irrelevant to these music venues right now and that is an outcome we can change. I would just highly recommend that, but if we don't do it now it will be too late.

Councilmember Graham said I did want the Council to know that I was paying attention to the discussion in reference to the Great Neighborhoods Committee and the allocation of the \$10 million. We are in sync with a lot of the comments that the Mayor has made. I won't give the report now but certainly, I've heard the discussions around the table, and I think we are really in line with the thought that the Mayor is going in. I will share more during that report.

Ms. Eiselt said first I want to say as hard as it is to get dressed up today and blow-dry my hair, this is really nice to talk in person with you all. These are really critical discussions that we are having, and it has been hard to do it on zoom, so I appreciate the opportunity to have this discussion. Two comments to what Mr. Bokhari just talked about, you are absolutely right, we have got to find a solution to the digital divide. The pandemic as I said, just exasperates the problem, but right now CMS has parents that already got the hotspots saying we can't get on, we have three kids and it keeps crashing and especially for these younger kids and you are a CMS parent, that have an interactive portion of the day, when they get cut out of the class they are done. This is an acute emergency that I think we are in a position to help with and we should because it is the right thing to do. Then I think we should have that conversation because you are absolutely right, but now this is service to get these kids online tomorrow. The second thing, the question with the music venues is an interesting one because those are businesses, but like our arts venues and our arts organizations, they are in a different position because you can't produce a show and have 10 people. Unlike some of our businesses, they can't operate 50% capacity of whatever that number is and so I do put them in kind of the category as arts organizations that are also a very important part of the culture of our City and attract people to come here. I'd be supportive of us figuring it out, doing it the right way, but with a sense of urgency.

Mr. Egleston said I've said it before that I would support something for the arts or music specifically, I think it is worth noting and I'm sure you've all read the same things I have that in the state budget the state allocation of COVID relief dollars a week ago maybe, there was some good stuff. One of the things that was disappointing was that the counties with over a million people were left out of the arts funding allocations, well those counties happen to be Mecklenburg and Wake and none other. So, we did come up with a short straw on that one as well and so I do think you could lump into the locally owned music venues some of the locally owned theatre companies as well that maybe don't already get grants or maybe not beneficiaries of the Arts and Science Council and things like that. We will still have concerts in Charlotte; they will just all be corporately produced at corporately owned venues. We will still have plays coming to Charlotte, but they will all be the big Broadway plays, they won't be the community theaters, but even the Blumenthal just last week I believe laid off a pretty large number of their employees, so even the big stages are suffering right now and really don't have any light at the end of the tunnel. So, just wanted to echo the urgency of that.

Mayor Lyles said obviously, this pandemic has shown us how difficult allocation of funding for people who have lost their ability to have a business, a passion about their work has really meant that we are being asked as a government to allocate scarce resources. That is always a tough decision and I think we started off thinking \$70 million, oh my gosh, this is really great, we will do this, and we will that and lots of things happened. I just wanted to ask Shawn if you take all of your numbers, what is left, what is the amount? Did anybody figure that out; Ed, did you figure that out yet?

Mr. Heath said in terms of unallocated?

Mr. Driggs said it is \$12 million.

Mr. Heath said it is basically the \$14.5 million contingency along with depending on Council action tonight, either \$1 million or \$2 million in that small bar at the bottom.

Mayor Lyles said so \$26.5 million including the contingency. Did you say \$12 plus the \$26.5 million?

Mr. Driggs said \$25.6 million, that is right, but the \$10 million is kind of earmarked or if you will, it is not down in discretionary, it is up in housing so I think Councilmember Graham might have an opinion about whether or not that is actually completely in play.

Mayor Lyles said so it will be \$16.5 million to \$26.5 million, depending on how much we are willing to take a guess on housing and utility payments, this we don't know yet. I'm going to ask a couple of series of questions and ask you to think about them and then we will open the floor for action. One, I was hoping that we would have an October 5th Strategy Session that would be kind of a day, maybe from 8:00 to 5:00 and address two things, how do we utilize whatever federal CARES dollars that are left as well as a projection of our revenues that are coming because we know things have changed. Of course, there is always room for additional discussion. The second thing that I think we all acknowledged is the needs are going to be great for rent and utilities; the digital divide, I've said this today, I'm getting as smart as Tariq Bokhari about this without knowing it, that this is just a short-term fix, and if we don't figure out how to deal with this disparity in the digital divide, every time we build a road we are putting in the broadband and every time we do affordable housing we are putting in the broadband. Every time that we have a construction project it has to be looked at just like any part of the engineering. I think that is exactly like electricity and I also think that we don't know what automation is going to bring as a result of this. From what I read the tech companies are having great profits and great times, not to say they are enjoying the pandemic, but just to say automation plays a factor in it. Tonight, we can make some decisions; I would like to say that no matter what decision we make tonight, October 5th we are going to have to make even tougher decisions.

Motion was made by Councilmember Eiselt, seconded by Councilmember Egleston, and carried unanimously, to use \$1 million from our discretionary fund of the \$2 million to use for CMS funding as an effort to supply children with hotspot service for educational use.

Mayor Lyles said I'm going to say this, but this is probably not a very political thing to say; we have a great school system, we have to educate our children. I would just like for us to communicate better about what is going on and how to do this and work well together. That would just help me; I've already said collaboration is a lot better than any other type of communication and I think we need to be doing more of that.

Mr. Bokhari said I would just add to your point on the digital divide stuff, I think the term that we need to think about there is digital by design, so whether it is a road or affordable housing or whatever, part of that is a simple one thing that is a must-have in everything we do going forward because if we keep looking back and using the kind of technologies of yesterday like we are doing now, unfortunately, it is the only option we have so that is why I voted for it and I think your point Ms. Eiselt is a good one. We've got to start getting ahead of the curve and that means the infrastructure of the digital divide by design, so totally agree and look forward to moving forward on that.

Two points that are related, back to what the Mayor just asked and Manager if you now this off the top of your head I would like to ask, how much money is actually out the door right now. How much do we have not spent because my guess based on that and what I remember from meetings in the past, it could be upwards of \$100 million to \$125 million at this point, of the \$154 million? Is that a fair statement?

Mr. Jones said that is a fair statement. What we have right now, and I guess the best way to describe this is green is out the door, and that \$14.7 million is all but out the door too.

But then I can't assure you that the other \$14.5 million that is associated with Thrive will be totally out. I can't assure you that the \$10 million with the housing.

Mr. Bokhari said yeah, but then aside from the contingency, there are the entire other buckets that are not guaranteed to be out the door at this point.

Mr. Jones said I can guarantee you every penny of that is going to be out the door.

Mr. Bokhari said but it is not yet, but you are positive it will be.

Mr. Jones said absolutely.

Mr. Bokhari said I guess, what would be a tragedy, is we get to December 30th and there is a substantial amount of money that goes back. I think we all agree on that so, that kind of brings me back to the music venue thing. We've gotten proposals, I think everyone has probably read the articles and things that have come out since then from the Charlotte Independent Venues Alliance that is loosely connected to Center City Partners and others so, they are working to solve this crisis mode right now. They have put together some pretty interesting things that I know is in the hands of staff, but there is an opportunity to put \$1 million to \$2 million to work of that money that may very well get sent back, for these folks to save them, but I don't think that everyone has had time to digest it enough to make a motion right now. I'm just scared that if we wait for another meeting, we are not going to even have the opportunity to make the motion in enough time. I won't make the motion right now, but I want to do it this close to authorize you and see if there would be supported to go after this just because I know that clock is almost ticked down at this point.

I haven't had any conversations with anyone so I won't, but I hope that would put enough urgency to you at least that this is a real thing and this is in my mind how you spend the remainder of that money and get it out the door in three-and-a-half months because the moment we make a decision today, that money is not going out the doors for at least a month-and-a-half, right. And that is at maximum speed and then given the fact that we have all of these new protocols we are putting in place as it relates to RFPs (Requests For Proposals) and things like that. Literally, I think we are 30-days away from not being able to actually approve anything that gets out of the door by December 30th, so with that being said I just emphasize the urgency of if you say there are 45 independent music venues in town and this is designed for that, that money can get out of the door quickly once you get past those milestones. I think that is one of the only ways we are going to – we started with a broad brush to say all can come, all can take from this with this criterion, I think we are at a timeline now where we have to give very specific and look for niches and tranches inside our community and our business community that we can help and help I mean outcomes that we measure, this many people are still in business that wouldn't have been.

Mayor Lyles said do you have an amount of money, Mr. Bokhari?

Mr. Bokhari said there is a \$2 million request; there is overall a \$3 million requests, but \$1 million is from the private sector and then two \$1 million buckets they've outlined, one of which independent music venues, I had it up in front of me, can get, they called it Thrive to go along with our language, they can get one-time grants of up to \$50,000 on a sliding scale according to the venues needs that they've laid out how that would be used. I think what it was is one is to help with both employees and rent in a pool and the other one was to help with retrofitting things like HVAC and the actual venue to be safe, not just to justify reopening, but also to be able to have confidence for those music attendees, the fans to actually be comfortable coming out and go to their venues.

Ms. Watlington said Mr. Bokhari; I'm comfortable to support or to exceed allocation at this point so, I'm happy to support that. To that end though, I know people keep asking the same question as to how much is remaining; if it is possible to just bring a full recommendation for the spending of the remaining balance, I think that might help execute and expedite some of the things that are still on the table instead of looking at it

piecemeal. Just tell me, if we've got \$26 million left, how do you think we should spend it, what does that cover, what does that leave out and we can adjust as necessary. That way we can go ahead and execute it more.

Mayor Lyles said I think the Manager would be bringing forward a recommendation on the 5th of October, so we will have that and as well as data we've been asking Shawn about.

Councilmember Graham said this is for the Manager; have we talked about this or I read it somewhere, is there a possibility that we will get an extension that goes beyond December 31st to spend those dollars?

Mr. Jones said yes Mr. Graham; I guess there are two things that are going on and that is one of the reasons we set aside the \$14.5 million. One if there was an extension, but also if we were able to use it for revenue replacement. There is a lot of things that go with revenue replacement and I will leave that alone, but it is really beneficial to a jurisdiction. We don't have either one right now is my understanding and so we are bumping up against the December 30th deadline. What I will say is that there are some things that we can do with these funds that would assure us also getting them out before December 30th. I do like what Ms. Watlington said, we would love to come back to you on October 5th with a list of things that would be our best recommendation for the remaining funds

Mr. Graham said which leads me to my second question and we talked about this earlier in the year in terms of the reading of the language of the contract in reference to how the funds can be utilized. Are we pushing up against the line or are is it a very conservative reading of how the funds can be utilized and have that changed in reference to the discussion we had earlier in the year in reference to housing?

Mr. Jones said yes, we are trying to be as aggressive as we possibly can be with the interpretations, but one thing we don't want to do is be aggressive and then have to pay that money back. We keep talking about spending \$154.5 million but we don't want to spend \$154.5 million in the wrong way and have to pay \$50 million back.

Mr. Graham said point well taken, but again, are we brushing up against the line in reference to being somewhat innovative within the way the language is written?

Mr. Jones said absolutely, and we've done it previously and there are some things, for instance, water utility; there are some jurisdictions that basically said there is no way in the world you can take the money and use it to pay yourself of water utilities. But there are some other jurisdictions that have taken a very different stance with that, that you can utilize those funds. I think the best chart that was on here today is all of the different things that the different entities are doing, and we may find that food and security is something that maybe you won't play in. So, as we go through Mr. Graham, as we find those things that clearly it is easy to get the money out the door and it is a priority, that should be something that we think about. We are being as innovative and creative and courageous as we can be.

Mr. Graham said courageously without putting ourselves in jeopardy, but I think we ought to.

Mayor Lyles said I think we are, especially when we talk about helping people acquire buildings for housing. We are stepping out there, that place is not going to be renovated by the time, but we would have a contract with them that said it is for the purpose and meets that requirement. I have to say Kelly has been checking every document that goes out because she is monitoring as closely as Mr. Jones is, probably closer than Mr. Jones is. I think that is a great question and something we have to look at.

Councilmember Johnson said I just wanted to ask a question about the music venues. During one of the last meetings, the ED Committee had recommended that we open up a fund for organizations to apply that would have included the hospitality and tourism and other types of industries. We put the limitations on for the food and beverage, so if we

hadn't had that barrier that would have been an opportunity, I think for music venues to be able to apply. That is one of the reasons why I'm hesitant to say that this money is earmarked for specific industries. I think if we are going to look at additional funding that we are going to make a motion to release then we need to keep in mind when we put barriers or a hurdle on the dollars. There are organizations or industries that may also need assistance and again, if we had approved a broader fund the last time then music venues would have been able to apply at that time. I just want to recall that for everyone and ask that we keep that in mind if we are considering another targeted fund.

Councilmember Driggs said just a brief comment as we talk about Wi-Fi; 5G is sort of the equivalent of autonomous vehicles to this environment so we have to be mindful of how that technology moves forward. It promises huge increases in cellular [inaudible] speed that could render a lot of the installed broadband connections obsolete. I don't know how real, how soon, or whatever, but it would be useful if staff could keep us posted. I don't know about everybody else, but I keep getting emails from people expressing anxiety about how this technology is going to give us all cancer or whatever. It is a topic we are going to have to address and I think we need to be mindful in conjunction with our Wi-Fi investments.

Councilmember Egleston said just to put a quick bow on the ongoing music and stages discussion. I think and sideburn real quickly with Assistant City Manager Dodson, they are working right now to try to analyze the list of venues that are a part of this alliance and who has applied for some of the programs that are already in place, who qualifies for which ones and is there a gap, are there venues and local art states that fall through the cracks of the programs that exist and how can we help them. I don't think we need to necessarily take action tonight, but I do think that we need to kind of all be thinking about it in the next week and maybe look as we go to next Monday at possible action based on what staff determines the gaps are.

Mayor Lyles said there are a couple of things if you could get your questions to Shawn about any of this, who has gotten money, who hasn't gotten money, all of that so he could coordinate that and Mr. Jones could we hear back on the 14th during the briefing period of time and then I think it would be very helpful if you made a list of those things that you saw as being important to be added so that we can cross reference and have that discussion or at least be ready for that discussion as well on the 14th. If everybody will get that to Shawn, I think that would be very helpful. Mr. Jones; is that the wrap-up for our Virus update?

Mr. Jones said yes.

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ITEM NO. 3: KEY ITEMS FROM THE 2020 CITY COUNCIL ANNUAL STRATEGY MEETING

Violence Interruption Program/Violence Prevention Data Matrix and Public Scorecard

Marcus Jones, City Manager said because of COVID and the virtual meetings we thought that it was important to highlight four areas that came out of the Annual Strategy Meeting that you have asked for updates on. So, the first one we will lead off, this actually predated the Annual Strategy Meeting; I think it was a January 6th discussion at a Strategy Session where we discussed our framework as we looked at violence as a public health crisis. We have Sarah Hazel that will kick this off and I believe she will have Rebecca Heffner help out, but what I really enjoy about this presentation is an update from Cure Violence. We will have Brent who is with us in WebEx to give us an overview of how the Cure Violence model works and how it can help us here in Charlotte.

Sarah Hazel, Assistant to the City Manager said tonight I'm going to provide an update to you, I think the last time the City Manager shared some of this information was at a July meeting, so what I'm going to do is just provided the most recent update about our work to stand up a Violence interruption Program which is part of our effort to address

violence using a public health lens. As a reminder, this effort is rooted in the work that not only was started in January and predates January even but was worked on the Safe Communities Committee. Back in February, the Safe Communities Committed focused on how to develop a framework that would align with addressing violence through a public health lens and all of these pillars do just that. One of the pillars is Interrupt Violence and that is what I'm going to be focusing on today and then Rebecca Heffner who will next do the presentation is going to focus on some efforts on how we are really using data with a new data dashboard. What I'm going to do is just give you a brief update as to where we are with our work with Cure Violence but as Mr. Jones mentioned we have Brent Decker who is joining us and we may have Cobe Williams; he may have had to jump off, but Brent Decker is the Chief Program Officer for Cure Violence International and we've been working with him since July. I will let you know exactly where we are to date, but he is going to get into some of the details and can answer some of the more specific programmatic questions.

As a reminder, Violence Interruption in our focus is about standing up a street outreach program so outreach workers focus on folks who are most likely to be victims of violence who are involved in violent crime and the street outreach workers are trusted members of the community and they work to interrupt violence in the area specifically for this focus of this assessment, we are focusing on Beatties Ford Road and LaSalle Street. These workers will be working in those communities directly to provide alternatives and connect folks with resources. In July when we started to plan this assessment on Cure Violence and the City and our partners in the County talk about how we could do a hybrid approach. Typically, it is completely on the ground assessment, but in our COVID-19 world we had to develop a hybrid approach where we were doing as much as we could virtually, and they will still be coming to Charlotte to do an on the ground assessment. We started in August with work looking at the data we have for the Beatties Ford Road and LaSalle Street area, so after doing a deep dive into City data, CMPD data as well as some of the issues surrounding that data and some of the County health data we are now going to be focusing on September and October meeting with Stakeholders and sharing that the community has an opportunity to learn about Cure Violence and the work that they do, ask questions, get questions answered and then it will continue with deeper diver Stakeholder meetings with some of the key Stakeholders and potential folks who can serve as these trusted interrupters in the Beatties Ford Road and LaSalle Street community.

At the end of this assessment, we are going to receive a recommendation from Cure Violence and this recommendation is going to let us know what some of our biggest opportunities are and what some of our local challenges will be. It will also enable us to think through how many interrupters we need and how we can best set up a successful program in this area. This again is a collaborative effort with the County as part of our core planning team. For this assessment we have Renard Washington from Public Health as well as representatives from City Departments, Lacy Williams is Program Managing, putting this assessment together. We've had support from any others from CMPD and Rebecca Heffner as well.

One other thing that I would mention is that we are going to have a larger update with you all about our efforts around standing a Hospital-Based Violence Intervention Program. Mr. Jones mentioned that too in July, we are not going to focus on that today, but these programs do work together and as part of the assessment Cure Violence will be meeting with Atrium who is our partner in that effort to ensure that these programs are aligned and can have the maximum possible impact. I just wanted to note that before we jump back into hearing from Cure Violence. At this point, I will turn it over to Brent Decker.

Brent Decker, Chief Program Officer, Cure Violence said I've been with Cure Violence for about 18-years. My training is also in public health and ethnology and international development. Our program, this model was started by a physician who worked at the World Health Organization and he worked on other epidemics like Cholera, HIV Aids, tuberculosis and he came back to the US in the mid to late 90's when we were seeing, like we are right now, a spike in violence. He really thought about, what would the public health lens of health lens have to offer this issue because at the time there was a lot of

questions about law enforcement, education, employment, and all of those very serious and important questions, but he was thinking more in terms of, what would public health have to offer this conversation. It was hitting a number of physicians at the time that really started looking at it and seeing the violence behaved like a contagious disease that it was an epidemic and so 20-years ago this was a new idea, but now I think often we hear of violence is an epidemic or the epidemic of violence, but 20-years ago it wasn't understood as such. We think about the public health approach, we really are saying that violence behaves like a contagious disease and that is just not theoretically, but institutions like the Institute of Medicine, the World Health Organization have actually classified violence as a contagious process, meaning that it causes more of itself. If we look at treating violence like an epidemic, we could actually get results on a community level. So, it is not just individuals. but community levels and we will get to some of the results we've had later in the presentation. But again, from us and from Dr. [inaudible] perspective, and that is his name when he came back to the US, it is kind of a new idea.

We say that violence is a contagion, meaning that it causes more of itself. It has the same characteristics as other contagions, meaning that there is clustering, there are epidemic waves, there is a mode of transmission and there are population characteristics. You can see in the first on the left-hand side of the screen, we see violence clusters like a disease, so on the left-hand side at the top, we have cases of Cholera and in Bangladesh, and you can kind of see that is not uniform across the entire area, but there is actually clusters of hot spots and the map right next to is my beautiful City of Chicago with the shootings and homicides, and again you can see kind of the clustering effect so it doesn't happen in specific hotspots. In terms of it spreading like a disease, we also see epidemic waves so we can see a couple of events can really kick off a major spike in violence and we see it starting in similar waves like influenza and other things and now we are all kind of public health experts because of the last couple months of COVID, but we see the same type of epidemic waves that take place in other contagious processes. I think the most important thing to understand when we are thinking about violence as a public health issue is this idea of the transmission. Violence is transmitted through exposure, modeling, social learning, and norms. This is really a critical thing for us to understand that the mode of transmission in Oregon where this takes place is really the brain. When people and humans are observed, when they witness or when they experience trauma and violence it fundamentally changes the way that we then react to situations and there is a much higher level, smarter version of this. If we go to the next slide I can kind of describe the mode of transmission. There are some [inaudible] like brain mass and if you look at something as simple as this. The boss hells at the employee, the employee yells at others, others yell at the kid and the kid yells at the cat. This really demonstrates kind of the contagious process and as simple as these cartoons look and as antiquated as they are, I think it is a strong demonstration of us rethinking violence. Right now, a lot of cities and we think about bad people who are making bad decisions, but from a health lens and from a public health perspective there is a specific mode of transmission that we understand that we see with violence.

Once the violence has been transmitted, we think about this in terms of behaviors and shifts of behaviors and so when we think about this idea of how behaviors are formed it really through modeling and trial and error and we see in this picture a young person following presumably some family members, putting their hands behind their back and again, this is an unconscious process and once behaviors spread, they are maintained through culture and social norms. We look at this picture and it is very [inaudible] and we understand even behaviors in this son, so we go to the next slide and it is the exact same process. The kids are about the same age and we see people showing gang signs, holding a gun and again we say all of this to say as we understand kind of the brain functions that are going on that spread this like this. We see in this there are a lot of methods of exposure; community, media, family, schools that affect people that are susceptible and there can be outcomes in terms of violent events, shootings, and killings as well as additional victimization like beating and things of that nature. We see is in a lot of areas that we work and live and are from there are multiple exposures that lead to multiple events.

In understanding things of this nature, I think there is a big of good news in terms of understanding things in terms of the contagious nature of violence is we know in public health how to stop epidemics and the model that we are working is really three things; interrupt transmission, prevent the future spread and change group norms. In terms of interrupting the transmission, this is about having individuals from the community that is trained up that have a level of credibility with those who would most likely be involved in the violence that really tries and get in front of a violent event. They have their ears to the street, and they can hear when conflicts are brewing, and they step in to prevent the initial event from taking place. We train them up in terms of competent mediation, de-escalation, how do I identify and protect potential conflicts; they kind of step in, this is the interrupting piece of it, they step in and try to mediate the conflict or if an event does take place, try and prevent retaliation. We can get there and do that part of the work we can start to slow down the transmission of people responding with violence. Those are the interrupters.

A big part of what they do, and I'm sorry, Cobe is supposed to be joining us right now, that is a picture of him with the hat on. They are working for communities that they are from and they are trying to identify and detect when conflicts are brewing, who is likely to be involved and use that same credibility to get people to shift some of their thinking and behaviors around the need to use violence to settle the [inaudible]. From a public health perspective, you think about this at a very granular level where we map out house by house, block by block, person by person who is in this specific area. Who has the best relationships with them and kind of open up some lines of communication so that when people feel like they are either slighted or they hear about people about to do something they would call one of our interrupters who can intervene and stop something from happening or if something does happen to prevent future retaliation? So again, it uses very basic but effective public health methods in terms of mapping out communities and really thinking about who is there or what are some of the historic conflicts and things of that nature. That is kind of the first part of the interventions and interruptions.

The second part is preventing future transmission. The interrupters kind of go to the day to day stuff, the more long-term work is done with outreach workers. We are trying to change the behavior of the highest risk. This is done through doing kind of monthly risk reduction plans and thinking more of the long-term. What additional services might be needed, what other support do these individuals perhaps need to kind of get back on a more positive track? This can look like case management and mentorship, but it is really about linking the highest risk individuals with existing least risk and so many times the individuals that we work with have been kicked out of school, kicked out of programs, and all kind of stuff, don't feel like existing resources are for them where they feel welcome there. Part of the job of the outreach worker in this long-term work is getting people ready to kind of participate in some existing resources to help people either get back in school, employment, music, or whatever it might be, but it is the second component of the model. The third part is changing community and group norms around violence. We try and make a big deal every time there is a shooting or a homicide in the community that we are working in. This can either take place in marches, prayer vigils, barbecues, etc. but the idea is that this is linked to the interruption and outreach work. It is not just marching after something happens, but it is kind of part of a continuum of engagement to have kind of a community element to it. We do things, not only when that occurs, but say we went 200 days without a homicide in our area, have a barbecue about it. We also as part of the changing with norms, public education campaigns that have messaging around shootings and killings. The kind that is very locally driven like the [inaudible] in Honduras looks very different than Chicago and Baltimore and wherever, but the idea is to have kind of messaging in the target area against shooting and try to get people to re-think some of those things. But again, it kind of piggybacks on the community of norms, the outreach and interruption piece.

By doing this public health approach we are really trying to re-understand violence and get away from some or the moralism, the bad people, the bad choices, kind of focus in on some of the science. The idea of reverse circumstances and this notion of transmission of exposure, understanding that people are exposed to violence they are much more likely to being involved in violence so if we can lessen the number of exposures in an area, in a community you will lessen the probability of more violent events, and I think from a

health lens, this is not to take the place of any other kind of sector but it is like what can public health do to support larger comprehensive plan because it is kind of a day to day, at night in the community with the highest risk and not thinking of them as like gang members or things of that nature but thinking of fellow humans that have been exposed in adverse circumstances and meeting people where they are at in a non-judgmental way with individuals who they trust and respect and therefore will be more likely to listen to and participate with. That is where we see some of the successes in this program.

I know we don't have a lot of time, but this is just to give you a sense of the countries that we are operating in; Canada, the US, a lot in Latin America, some in Africa. We've gotten a number of projects in the Middle East and again it is still three things interrupting, preventing the future spread, and changing the norms. It looks very different in every work, but like I said this is a collaborative process. We kind of bring best practices, scientific literature in terms of a public health way of addressing violence, but then we co-create these local actors and make sure it makes sense at the community level.

There has been a number of independent evaluations of the program. The first one had to do with some of our work in Chicago and this is like 10 or 12-years ago in Northwestern which was funded by the Department of Justice. It looked at pre and post-intervention, the idea of hotspots in terms of shootings per square mile and you can see before the program and after the program. We saw many of the areas we worked on cooling down the violent events. What you see in this is not just pushing it somewhere else, it is about cooling down, not only the community, but the surrounding areas and we've seen this happen in a lot of the places we've worked. It is not really pushing a few blocks but dealing with the shooters. Today it is about changing some of the behaviors and we've cooled down the number of events. Some of the other things they've looked at in Chicago were some of the reductions in shootings in hotspots, but you see here this idea of reciprocal murders or retaliatory homicides. We were able to really shut this down in a lot of areas because of the workers we had and once something happened, we were able to kind of prevent those future events from occurring based on that.

The next evaluation that was done was done in Baltimore by John Hopkins and again funded by the Department of Justice I believe, but it looked at some of the reductions we saw in some of the neighborhoods were up to 42% in terms of shootings and homicides. In some of the area in Baltimore were able to go multiple years without a homicide in the community after the program began. Cherry Hills is one of those which is a public housing complex in Baltimore. Again, the evaluation saw that we were able to attributable to this program, and statistically significant we were able to see reductions in the area we were working. One of the most recent ones in New York City, John Jay with money from the rubble with Johnson Foundation and now the City, we were able to see again some reduction in the areas that we were working in. You can see versus comparison areas and so a lot of the areas are much more significant reductions where the program is being implemented versus kind of comparison areas.

In terms of internationally, the most recent evaluation was done by ASU, Arizona State University. In Trinidad, what we saw there were reductions. You kind of see this squiggle line at the top and you see once the program started, we started to see an almost immediate drop off in the shootings and killings in the communities where we worked. I bring up Trinidad because the levels of poverty and equity in Trinidad are much starker than they are even are in the US, and there wasn't a lot of resources, so in Trinidad, we weren't able to put a lot of people into schools or into jobs, but what we were able to do to change the behaviors and thinking around having to respond to everything with violence or with an AK47. And doing that without additional resources we were able to see pretty massive reductions in Trinidad today in the areas we were working.

Like I mentioned, this has been featured in a lot of major media outlets, but there has been a lot of communities working that go pretty frequently over a year or two-years without an incident in that area. Greensboro, North Carolina which is not too far from you all is I think almost that 300-days in their target area without a homicide right now. I haven't talked to them this week yet, but I know we were up to 295 without a homicide in their specific neighborhood. Again, this happens pretty frequently in the areas we are working

in because of the type of work we are doing and how we are engaging those that are involved in violence. It has been featured in some films, it is featured in a lot of books, the Contagion of Violence was put out by the Institute of Medicine and all this is available on our website. This is kind of what our website is, all of the evaluations and all of the information can be found there. I know I didn't have a lot of time, but I wanted to provide an overview of the work that we do. We started this assessment process in Charlotte and there are a number of meetings coming up over the course of the next couple weeks and hoping to land at some point in October with what our final recommendation would be so we can hopefully get started and get this program implemented in Charlotte and start to see some of the reductions that other cities have seen. Thank you for having me and I'll be happy to take any questions or comments.

Councilmember Watlington said I've got a few questions; as I think about this approach to Violence as Public Health, I just want to make sure I understand the theory and I'll get a couple questions about the methodology as well. I think about violence and I'm liking it to disease that doesn't have a vaccine that can be contracted multiple times. There is no hurt immunity if you will, just because somebody didn't commit a violent act today doesn't mean that next week, they won't do it. So, when you talk about interrupting transmission and that trauma and that exposure that happens over time, can you talk to me about how you all interrupt mid ongoing social norms and the environment?

Mr. Decker said we think about it in three phases of work. When we first start and when we train the staff on it you are kind of starting at a point where it is an ongoing conflict. There are a lot of things going on and then we map out what are the 40 to 50 reasons in this neighborhood where people are shooting and killing each other. Then we think about what are the first five to 10 of those that we can tackle easily? Easily, I mean that like it is kind of a drug hit by a cartel boss in Columbia calling you. That is much more difficult that there is an ongoing beat between these two clicks who don't like each other for some reason they don't really understand. So we start on some of those things, we try to get the groups from the ongoing conflict in an area to be on the defense so that if we are getting people to stand down a little bit, and then from there getting people to have some sort of co-existence with an infrastructure set up that if something kicks off, they know who to call to not feel like they have to go be violent. In terms of the way the model works, most public health there isn't a vaccine, it is mostly like behavior change stuff in dealing with this stuff. You think of [inaudible] it is this constant kind of idea of doing the behavior change which is a majority of the work to help to mitigate some of the respecters associated with violence. I think it starts off often very complicated but that is what we train the staff on, really mapping out what are the major conflicts we can try and address. Like I said, we can't get it all the way down to zero, but we can significant reductions, even if we think about the first give to 10 easy things on the table to try and give up. The way that is done again, is by having credible workers from the community who have the relationships but are trained up in terms of the more systematized ways of doing this and thinking this through. It can be complicated in the beginning, but once individuals and groups start to see that there can be something different going on and they start to buy into the mediation process, which can take some time, a new norm kind of emerges. So, my first reaction might not be I'd give Johnny go down the road and shoot at someone, that might be my third or fourth option, but when you get some other kind of norms inserted back into the community, we tend to see these reductions. In terms of our sustainability, we really thing cities like New York and others that invest like this become a part of the way that the city does business and there is a budgetary line item ongoing to do the kind of health approach to keep the violence down over time.

Ms. Watlington said you mentioned something that tied into one of the fundamental questions I have, and it is about sustainability. Particularly, because I haven't heard and I know you have just given us the overview, but I would be interested to understand how from a mental health standpoint, talking about coping mechanisms and things of nature, what the plan is to fundamentally change how the individuals think about conflict. I've noticed in the Trinidad example, and I would imagine that based on your comments, that this will be an ongoing thing that if this program was to end in some way that we would see an increase back in the violence. I really would like to understand a little bit more from a sustainability standpoint about this is impacting folks on that level.

Mr. Decker said the plan that is here is to do this in one or two areas and see how it works in Charlotte, but I think the sustainability plan, we think about the investment made in a project like this is fractional of what the health care and other costs associated with violence potentially could be. I think in terms of sustainability, I think if it works, we see the type of reductions that we've seen in other cities it gets adopted. New York for example and I'm using New York because I think they've done this in the most comprehensive way. It started in one or two communities with federal dollars. It is now part of the Mayor's kind of crisis management system that it does this, it does some reentry work, it does a couple of things as part of the Mayor's annual budget because they see the investment in this work really is minimal compared to some of the costs associated with high levels of violence. I think from our perspective step one is doing the assessment, step two is implementing this in one or two neighborhoods and seeing the effectiveness of it locally, and three, really thinking about the City, potentially if this is successful, adopting this in terms of perhaps citywide programming of it if we can have the types of impact required. Something like this does cost money like in public health there are costs associated with it, but I think it is really minimal compared to the costs of gun violence.

Ms. Watlington said my question is not so much about costs, it is about the sustainability of the outcome, but you've spoken on that, so I appreciate that. I did have a question and you hit on it a little bit here when you talk about external factors, particularly to the John Hopkins Studies or to any of the ones that you alluded to in terms of attributing violence to Cure Violence. Were there any other external factors or competing factors that were highlighted in these studies, like are we [inaudible] at the smoking bullet, if you will, as Cure Violence, or how does that work in concert with some other things? What else has to be true?

Mr. Decker said what I was demonstrating is what the independent evaluators thought could solely be attributed to our intervention. I don't want to get the wrong impression, we are not like the solution. I think the public health model can be part of a comprehensive thing, so law enforcement has a role, education has a role, employment has a role and if you listened to the conversation before, we started, there is a lot going on. What the Cure Violence approach, if it is part of a comprehensive thing, is a very specific lane in dealing and working with those that are at the highest risk of being involved in violence today. So, what we saw in those evaluations is those are the percentages that people smarter than me statistically were able to show were attributable because our program was there. In some cities you can see where reductions even greater or law enforcement might be doing a part, Cure Violence is doing a part, there might be some education stuff, there might be other programs running, but the evaluations that I was describing, that is what they are solely attributing to our program without other confounding or competing facts. In a best-case scenario, and what would be great to build towards is that this program is in concert with other efforts, but again this has a very specific kind of target population and a very specific role and in that, we want to work with the highest risks and we want to work with those who are actively involved in killing and shooting today to try and prevent future stuff. In terms of some of the mental health stuff, I think it is like people acting in a way because they think it is cool. We really work on that and try and shift some of the group norms around so I can still be cool even though I reach out to an interrupter instead of doing this. I don't want to overstate this, but this idea of peer expectation drives most human behaviors, and this is central in kind of a public health understanding and that [inaudible] intervention. The issues of equity and some of the kind of structural issues for sure are there and from a public health perspective I don't think [inaudible] any of that, that is all very important and our histories that need to be addressed. What we are proposing as part of this for addressing violence today is kind of working on some of these [inaudible] group norms and working directly with those who are involved in violence to shift some of this [inaudible] today. That is kind of what we've been doing in terms of some of the psychology and larger [inaudible] these are all critical [inaudible] but really getting into some of these pit expectations and shifting them. In spite of some of that, we've been able to see these reductions made [inaudible].

Ms. Watlington said I just wanted to highlight something that Brent said for my colleagues and for staff, in particular, I want to see this as successful and so if there are things, even

from a governmental standpoint, especially as we look to put our agenda together if there are other factors that make this successful, I just don't want us to do Cure Violence in a vacuum and I don't think that is our approach, but I just want to highlight that we are really clear with our partners what are the things need to be true based on what Brent said. From a methodology standpoint, you talked about violence not being moved elsewhere, can you help put some color around that if you will because it seems that the program in some ways is place-based versus necessarily the people based. How are you are assessing whether or not that up tic may be going somewhere else?

Mr. Decker said what some of the independent evaluations kind of showed us; I think from our perspective is we are trying to engage with those who are involved in the violence act today and their conflicts aren't necessarily going somewhere else. I'm glad Ricardo Williams joined us, he is the Director of National Programs and he can answer some of these questions as well, but if we think a community, our target area comprised of individuals and part of our mapping is okay, who in the neighborhood is involved with violence and by engaging them and working with them to kind of change some of their thinking around having this bond with violence, it is either conflicts or whatever, okay don't do it here, go do it somewhere else you are strictly about engaging those individuals who are involved in stuff. You think about a part of our training and anything that affects the target area is the target area so we really strategize around that, but I think if you really engage the highest risk who are involved in the violence, the ask isn't to do it here, the ask is not to do it or mitigate it or do it less. That is how we see it and okay we are cool, we are going to go over here, and do it and we are okay with that, it is really about engaging those who are involved in it. I think that is really a critical piece of why it doesn't kind of spread over and the other part of that too is that once you shift some of the community norms around the acceptability of using violence, the issue of peer expectation looks in a little bit. If it is not just okay, I'm not going to do this, if we already know the norm about doing something when we talk to outreach worker or call in an interrupter or let me mediate the situation I'm around. Those are all kinds of steps or milestones along the way that we work and that is why it doesn't just spread it somewhere else. It is like we are putting up a camera and don't do it here, it is like the community is working with the people who are there, how do we engage them so they can stop doing this or do this less and not just do it somewhere else.

Ms. Watlington said I just want to make sure when you are talking about the targeted market you are talking about folks that are high risk. True or false; Cure Violence is focused on reciprocal violence versus maybe first-time folks. I'm trying to get an understanding of this, you are able to assess who might be more likely to commit a violent act or if you are going based on how do we prevent something once an initial action is taken?

Mr. Decker said I don't know what to say, true or false, but we are essentially working with those who are involved or likely to be involved. The way that we assess that, may Cobe can speak to this, or Ricardo can speak to this as we really have individuals from the community involved [inaudible] and know what is going on. It is not just once something happens, but we know generally what is going on. Cobe, I don't know if you want to talk for one second about this.

Cobe Williams, National Community Coordinator, Cure Violence said the people who we tie in is the people who are in that lifestyle right now, who is perpetrating the violence, who is doing the shooting and who is doing the killing, who is making the choices, and we are not saying they are bad choices because we meet people where they are. We don't look at people as good and bad people, we don't judge anybody. So, we deal with people who are at high risk. I was one of those persons before I became an interrupter before I became out outreach person. I was a high risk when the program found me, I was out there, gang banging, just part of the problem doing everything under the sun, but when you target these guys; when I say target, it is all about the relationship. It is somebody who had relationships that reached out to me and like man, Cobe, you could do something else. So, once they showed me, I could do something else, and knowing I had influence in the community, it helped me change my thinking so when people saw that I changed,

other people in my community on the southeast side of Chicago and Englewood started making that change themselves. So, it is about the relationships people have with people.

Ms. Watlington said it sounds like you are not just focused on reciprocal violence then and so my last question goes to the idea of economic incentive. So part of it is about getting people coping skills and that kind of thing, but another part when you talked about the lifestyle, just from an economic incentive standpoint, if for instance, I have barriers to employment or I can go work a minimum wage job or I go sling dope and I can make a lot more money in a shorter amount of time. How have you seen economic or workforce development programs support Cure Violence work?

Mr. Williams said so what I face today, everybody knows jobs are important. A job could help a person change their life and all that, but jobs don't fix everything. I know a lot of people right now, brothers and sisters in the community right now, they've got jobs and if they have a job, we don't fix that. So, folks you have to change on a mind fix, focus on their behavior because I know a lot of people who are doing nine to five, then on the block, they are back in the streets. So, what we focus on is changing their mindset, changing that behavior, and showing them other ways. You have to change their thinking, we've got to make sure [inaudible] Jobs do not fix everything, what fixes things is people's mindset, they are thinking, that is what helps fix things. Jobs are important though. I know a lot of people right now offer them jobs and opportunity; they don't want to do that, they are used to being on the block, so they stay out there on the block. A job is important, and I saw a lot of people change with jobs, but it just doesn't change everybody. Changing their thinking and their mindset is most important.

Mr. Decker said one other thing when we have good partnerships, and once we have individuals who are willing to do that, making that referral can work very effectively. I think what Cobe was getting to is if you are dealing with the highest risk, it is often okay you just want a job today because there is a lot of work that has to go into getting people really ready to do something different.

Councilmember Graham said my colleagues did a very good job of asking a lot of technical questions so I will keep it real basic. What does the assessment on the ground look like? I know you've already done your virtual assessment, so when you come down on Beatties Ford Road and LaSalle Street what is that on the ground assessment going to look like?

Mr. Decker said it is taking place in a number of phases; the first phase we are kind of looking at some of the data to make sure that the type of violence that is taking place in Charlotte even fits our lane, meaning that is it something that we've seen in other places that we can help fix it. The second kind of set of presentations will be, there is a meeting with governmental officials where we kind of present this model. It is going to be some community organizations that might be doing this. There will be some with other service providers, there will be some with the hospital, but we are trying to generate some conversation around this approach, what people think about it and really land on where would the area be that we have sorted out, but two, a lot of them on the ground stuff is figuring out what community groups and what individuals could serve as [inaudible] partners and interrupters and outreach workers, and so what that is going to look like there are meetings where we present stuff, there is a lot of dialogue, but Cobe and his team are to go out in the neighborhood with individuals we've identified during this process to speak directly to those who are involved and kind of convince the idea and try and find the right individuals who can serve as interrupters and outreach workers. There is a series of meetings that happened, both kind of zoom, there are official meetings but then there is also a lot of community-based meetings that take place at night with smaller groups to really get a sense of what is going on. Again, we have some partners in Greensboro and Durham and others who know people as well in Charlotte so trying to link all of that together. Again, we are meeting with various levels of Stakeholders looking at the data and at the end say okay, does the data exist that can really help us to identify where these clusters are, yes or no and we believe that to be true already. I think you all are going to see some of the data sets after this and [inaudible]. Is there some sort of pattern in terms of some population characteristics of who is involved? Yes. If we are

thinking about these communities we were in, or we were thinking about doing this, how do we then find the right groups and individuals. That is really going to be [inaudible] in the phase of compensation which I think you will be doing in October or to be on the ground, but at the end of the day through these conversations through these meetings we want to be able to present back, here are the areas we think would make sense, here are the number of workers given the groups and dynamics, here is some of the community groups that we think could work or couldn't work and here are some of the individuals or recruitment strategy we would recommend to your people on board.

Mr. Graham said that was a really good response; I really want to know how you are going to link up with local activists that are actually on the ground here in Charlotte doing the work like a Robert Dawkins and Safe Alliance is out there on the ground actually going through these neighborhoods and communities.

Ms. Hazel said Mr. Graham let me just add to what you just asked; we have gone through a process of working with community members and folks like Robert Dawkins to build the list that is getting invitations as well as invitations going out the door to door to make sure that we are really being as comprehensive as possible. So, Cure Violence is really counting on us as a City and our County collaborative partners as well as our community Stakeholders who are very interested in this and had contact with Cure Violence in the past to build out those lists to get them started.

Mr. Graham said that is extremely important. I gotcha, good deal. So, what is non-police crisis assistance look like as it relates to Cure Violence? Just crisis intervention teams, is there a relationship there?

Ms. Hazel said Brent is the best person to answer what he has seen on the ground in other places.

Mr. Decker said you were cutting out, I didn't hear the question, I apologize.

Mr. Graham said I was just asking whether or not there is a correlation between non-police crisis intervention teams; I think Ms. Watlington is right, there has to be more than just one thing happening, there has to be almost like a buffet line or situations occurring at the same time, the City working with the County in terms of the wrap-around service, in terms of the mental health, housing, substance abuse, what Cure Violence is doing and also what I would call this crisis intervention team so when someone calls 911 if it is not really a criminal matter, but there is someone on the other side, whether it is a 311 Mr. Manager working with –

Mr. Decker said I'm sorry, I'm having trouble hearing you. [inaudible] work that as the goal or the objective, I think we are starting that process, but a place like New York has something called the Crisis Management System that kind of coordinates all those efforts in the priority area that they are working at, so that is part of the conversations we will be having with Sarah as we are thinking about how does this get positioned best to the County/City level, what are some of the other organizations or institutions that are also working in this particular area that we are thinking about and then what existing coalitions or service providers coalitions are there or governmental institutions to think about how can we better kind of coordinate and support each other, particularly as it comes to the target population of this particular intervention. Yeah, that would be the goal and objective as this starts to build.

Mr. Graham said I look forward to the partnership Mr. Manager; I think it is a combination of interrupting the violence, building community capacity, and helping people in crisis.

Mr. Jones said Mr. Graham, I totally agree with you and while Cure Violence is something that we've been tracking down for a number of years, it is just a small piece of the framework so the framework which came out of the Safe Communities Committee has an infrastructure in place that addresses much of what you've said, yes sir.

Ms. Hazel said also the County Health Department is still going to be working on a Comprehensive Violence Reduction Strategy with the City Manager and the County

Manager as part of the steering team related to that effort, so this is one piece that folds under that larger effort with the idea that these things should and have to all work together and that is what a public health approach really is.

Mr. Graham said I want to say this for the public; this is a marathon, this is not a sprint, so we are going to have to be as Ms. Watlington said really consistent in doing this. Again, it is not the cost, it is just having the stamina to stick with it and stick through it. That is my commentary for the night.

Councilmember Winston said I think Ms. Watlington asked this in one kind of way, but this question is to Mr. Decker, but really to Mr. Jones, City Manager; as we are learning with epidemics this isn't something that you can ever stop addressing or something you can stop preparing to intercept. How would the City of Charlotte envelope the violence interrupter model into a practice that is seen as a municipal service and not just a program that we implement when things get really bad?

Mr. Jones said I believe it goes back to that framework because this is an element of it, but I think if we race to the end, if this pilot works here in Charlotte the concept would be what other areas would we replicate this in also, and then it just becomes an ongoing part of the budget.

Mr. Winston said would this live in a department? We talk about this from a public health model that is something that the County administers so how would we guarantee it, assuming that this works in Charlotte, how would we implement this and where would this go and how do we make sure that we are not relying upon because we don't have a consolidated form of government. We can't tell the County how to do anything about their business, how do we enter into this with the end goal of providing municipal services that are needed, but don't exist right now?

Mr. Jones said I think it is two-fold; one is for the most part we realized that to do a violence interrupter we don't want it to reside in the Police Department, but in different jurisdictions, it could be in Social Services or a Health Department or even in an office that the jurisdiction has created. I would say what is important is we have a great partnership with the County on this right now, especially the relationship with the two Managers where we will both fund this but even without that the City Council had already decided to move forward. I don't think it is as much of a reliance on somebody else to do the Violence Interrupter, it is great to have partnerships, but for the most part, it is those individuals in the community that is going to be the ambassadors, for lack of a better word, but the folks that are out there actually doing the work. So, in essence, by allowing us to move forward you have allowed us to make this more long-term based on the success.

Mr. Decker said I would just add that difference in positioning it in different places. Sometimes it is in the Health Department, other places it is in the Mayor's Office and Criminal Justice, just kind of depends on what makes sense locally, but I agree, the idea is we are not interested in just doing a program. I think we are really interested and hopefully being able by training and the example on one level where this could really if it works, and I know it does work, but if it works locally, be part of kind of the way that Charlotte thinks about addressing this issue and like we see in COVID, it is not just here is a program, but how can we build these institutions and systems in a way that are more kind of health and community focused that can help more in terms of the long-term. So finding exactly where it lands, I don't have the answer for that, I think there are a lot of kind of locals that need to be figured out, but I think the idea of having this being institutionalized in a department as part of the regular budget if it works I think is really the objective of some of this and to do it in a broader scale, not in just one of two neighborhoods, but try and have it be in all the hotspots to be able to produce the levels as citywide.

Mr. Winston said I agree and as we go into this, we can't write the ending at the very beginning, but we should have goals and aspirations and I would hope that our goal and aspiration would be as you said it, Mr. Decker, how do we institutionalize and systematically implement this into our municipal service models?

Councilmember Johnson said I agree, this is a great approach. This will work because it is a systemic approach and advocacy matters. They mentioned things like the trauma-informed approach, and this is what I heard, cognitively behavior therapy and peer mentoring, and all of these evidenced-based approaches that will work in addressing violence. My question is because these are models, have we issued RFPs (Requests For Proposals) for other organizations to administer this program. If Cure Violence is going to be working with community organizations, there are community organizations that already have relationships in the community; they may already have a 501C3 and they could also administer these types of models. Are we looking at opening this up for organizations that already exist here in Charlotte to bring this approach to the table?

Mr. Jones said yes, there are opportunities to have a 501C3 that could be the implementer, however, just because you have a 501C3 status doesn't necessarily mean that you may be the best to achieve the results. I thought you were asking whether or not we were going to open this up to another entity other than Cure Violence which we didn't. We could have tried any other violence interrupter, but because there was so much evidence and such a strong push behind Cure Violence, this model, we thought that this is the right way to go today and we did not RFP this piece of it.

Ms. Hazel said and one thing I would say is that this is a piece that we are currently engaged with Cure Violence on is an assessment so from that assessment they provide recommendations and then any further engagement at a larger scale. Cure Violence would never come in and just run our program for us. Their work is all about helping at a local level, set up the right structure and the right systems, and the evidence-based model so that at the local level whether it is a City department or a City department working with a community-based organization it can actually go successfully. Their role is to just kind of set up shop and do the work, it is to make sure that we have the right players and organization in place to get that work done and to assist us in doing that, both first from an assessment level and then potentially next and actually getting the system set up.

Ms. Johnson said I would just say that there may be local organizations that are capable of doing the same type of work because these are models. These are evidence-based models when you talk about peer mentoring and cognitive-behavioral, therapy changes the thinking and community case management. So, these are approaches that there might be someone locally that could do the work. That would just be my suggestion.

Councilmember Ajmera said Mr. Manager; you mentioned that if this works in one corridor, we can implement it in our parts of our City so if it works, would there be sort of a matrix that we are looking at that the [inaudible] timeframe here are certain criteria that have to be met in order for this program to say that it works?

Mr. Jones said yes, and Sarah or Brent can correct me if I'm wrong; we chose Beatties Ford Road because we believe there is an infrastructure that is there that could make this successful coming out of the gate. We would have loved to be at I-85 and Sugar Creek Road, that is really where we started the discussion, but it didn't have the same level of infrastructure in place. My understanding is, in which you will see a little bit of this later, is that Brent and company were impressed with the data and how we collect data so, it may give us an opportunity to launch this may be faster or with a better success rate than maybe some others. Once we get through this one the concept would be what other priority areas or Corridors of Opportunity that we could replicate in there too.

Mr. Decker said from our perspective, some of the indicators that we saw and the great database that you all have locally, you would want to look at the number of shootings, number of homicides. There are a number of indicators that we would be looking at to move and so we would look at a pre and post, we would look at comparison areas and the City as a whole. We are going to way to see what we put our name on the line about. We should see reductions of shootings and homicide and other violent events in the areas we are working in that are more than other comparison areas and were as a City as a whole. That is really what we are talking about, reducing the number of violent events in this community and that is shootings, killings, and there are a couple of classifications that I believe you all have locally, but that is the nut and the needle we are trying to move

on those. For us to be a success it is really to see violent incidents decreasing in the area that we are working in.

Ms. Ajmera said a follow-up question to that, I hear what you are saying, and it is sort of like before and after, if we see a certain trend going down, we can say this program works. I guess what is the timeframe that you are looking at in order for us to have a really good view of the data?

Mr. Decker said we typically start to see results within the first six months, then what we will start to see if we do everything right, we will start to see some stretches of the street [inaudible] and we hopefully won't be [inaudible] you all have the data very well organized on a quarterly basis so we are hoping within year one, and this is very consistent with some of the areas we've worked in, within year one we should see a pretty significant reduction and we will project after we do the assessment, this is not like a six-year rule where we should see some pretty significant reductions within year one. Then I think it becomes how can we maintain those reductions and further reduce them over time. Like Luisa in Porto Rica, where we saw in year one a 50% reduction. Year two we saw a 50% reduction from there and then years three and four we kind of maintained the line as we kept the violence below a certain level. Actually, they lost some funding, but because they had had a couple of years of intervention there, shootings and homicides needless to say never went all the way back up. We are hoping to see, and if we do everything as other cities have done, we can see results within this first year, likely within six-months and then over-time.

Ms. Ajmera said I understand so, the commitment that we will make, Cure Violence will play a consultant role is that correct? So, it will help us with the data, the analysis, the matrix, etc. so what is the commitment upfront in terms of the timeframe?

Mr. Decker said right now we are just talking about the assessment piece. We usually do a year-long engagement, if not longer, and it just kind of depends on what the local funding cycles are. I think this one is for a year or 18-months, Sarah, please correct me if I'm wrong.

Ms. Hazel said our City budget is annual if that is what you are asking.

Mr. Jones said my understanding is the assessment is roughly \$10,000 and then after the end of the assessment we as a community can make a decision about how far we would like to go with this as well as how we would like to employ Cure Violence. My understanding is that sometimes cities have not been that successful with this when they've done something less than totally going through so, I would like to caution us. I think we should get through the assessment first before we start thinking about whether or not to do this and that is all we are doing right now is an assessment.

Ms. Ajmera said fair enough; I'm looking forward to that. I think this is a really good evidence-based model and they have certainly seen successes from the data around the world. So, I'm really looking forward to seeing how this will actually produce the results that we want to see.

Mayor Lyles said I think Mr. Jones said it well. He says this has got to be one of those that you decide you are all in so if you are not all in and you think there is another way to do it, at the end of the assessment I think and choose the other people that you would like to come in, that you would like to have reviewed, we want to fair about it, but at the same time I think this is one of those things we've been working on since we started working with John Hopkins, there are just a few of these that are having the successes across the country and in other places. I think it is a fair statement to look at your own community and decide what is right for it so if there is going to be after this assessment the opportunity that you think there is another way to do it, we need to get that brought forward and do it quickly because as you know I think we are up to 84 homicides right now. I don't know that you can measure in money the loss of life. With that I think we are going to have Rebecca come out and talk to us about the dashboard for the Violence Prevention, is that correct Mr. Jones?

Mr. Jones said yes Mayor; I believe that Rebecca did a brief presentation at the Budget and Effectiveness Committee.

Councilmember Driggs said it is actually in the Committee Report.

Mayor Lyles said do you want to introduce it now Mr. Driggs?

Mr. Driggs said one of the items in our agenda on August 18th in the Budget and Effectiveness Committee was to hear about Rebecca's work on the Violence Prevention Data Matrix and Public Scorecard. Basically, we got a view of the kind of work that has been done to develop data around violence and to convert that data into an actionable and accessible form. That will involve, as Rebecca will tell us, a framework and a scorecard that others can use for reference. In the Committee we talked about the advisability of establishing an Entry and Agency Sharing Team, the Violence Prevention Data Collaborative. We also talked about publishing a Violence Data Dashboard, which I think is where you are going with this, to public share violence-related information and three, build capacity for grassroots organizations to measure the results of their work. So, this clearly, this ties into what we've just been hearing, and I'm sure it will inform a lot of the work of Cure Violence. Rebecca, I want to tell you, a fabulous job. I think this will be a useful tool. Mr. Manager; the one thing that I questioned in Committee is I want to see us pull together the data that we are getting and the plan that we have for our evidence-based and data-driven violence reduction. Last year we adopted a policy that said we were going to use data in order to improve our performance. I think Cure Violence is probably part of that, but this is one piece of an action plan and we need to see how it fits. That is just what I would comment on from Committee. Rebecca, I guess over to you.

Rebecca Heffner, Director of Data and Analytics said it is really wonderful to see you all in person. I'll just say while we are getting the presentation going, listening to you say data, matrix, methodology, evaluation, evidenced base, as your Data and Analytics Officer these are the words that give me chills. I wasn't even going to wear my sweater tonight, but I thought oh, this is good stuff. It is of course a serious topic, but I love to hear this conversation. I'm going to just start briefly because the presentation itself, I can do some of that without the slides and just get to the dashboard when we can get it cued up. I would start by saying the use of data and evidence is a piece of the framework around violence reduction, it is the use of that broadly. So, the collection of data and the sharing of data is a really important foundational component of that. One of the things I like to say is that shared data leads to shared solutions and so when we say as a public health approach that this is an issue that we need to work through collaboratively, sharing data about the violence in our community is what is happening where and what is the context around that is a really important foundational component.

I will just say, to reiterate Mr. Driggs' comments, the three actions we are taking right now as a part of the data and evidence piece of the violence reduction framework, we are working with partner agencies in the violence reduction data collaborative so this is a work team that is being co-chaired by myself and Donna Smith from the Public Health Department. We have engaged County agencies, community support services, criminal justice services as well as CMPD, Atrium Health, CMS and a couple of universities, Johnson C. Smith University and UNC-Charlotte are engaged. The data collaborative is a piece of it and then the Community Data Dashboard which I'm hopefully going to show you tonight is a piece of it. I've been waiting a really long time to show this view, a really long time. If I have to get out my markers and draw what it looks like for you, I might just do that.

The last piece that we are working on is helping the organization, particularly those that have received jump-start funding and helping them to describe and evaluate the impact of their programs. So, building the capacity for the use of data and evidence, not just for our own agencies and with our partners, but with those grassroots organizations in the community.

The Community Violence Data Dashboard, I'll give you the context of that. First of all, this is a big deal, we've been working on it for a long time. Oh, look at this; so, this Mr.

Egleston; is my presentation, it looks very familiar. This is a little bit of what I want to share with you before I get to the good stuff, which is the Dashboard itself. The context of the Dashboard really, we are looking at violence as a public health issue, so we have a lot of contexts and framing around the public health issue. It is a work in progress. I mentioned our partners, currently, the Dashboard includes two pieces; one is Violent Crime Offenses and the other is Demographic Information for Victims and Offenders. We are working very closely with that Violence Prevention Data Collaborative group to build this out because this is a tool that is most useful when we are looking at the issue of violence comprehensively. We are including information on social determinacy of health; right now, the Dashboard is linked to the quality of life explorer so you can see some of that information already related to poverty, education, employment, and many of the other factors that impact violence. But we are also working with our partners to add information on exposure to violence and youth violence, intimate partner violence, emergency department visits, so all of the things that you heard Mr. Decker talking about in terms of framing violence as a public health issue, we are working on building this out.

Best uses for the Dashboard; not everybody gets excited about data just because it looks really cool on a Dashboard the way that I do. I know that you all want to be able to put this data to work so, the purpose of bringing data together in this way is really help our partners and you all collaboratively plan, implement and then also evaluate violence prevention efforts. You talk about what metric should you see change over time, you can see those in the Dashboard. You can monitor violence-related behaviors, injuries, and deaths, it helps people frame research around factors that put people at risk of violence and also to promote the adoption of violence prevention strategies and those evidence-based practices. Working together you can see where some of the gaps are.

Again, this is a significant partnership with Mecklenburg County, not just in implementing the programs but in planning for what is needed in the community. The Health Department, in particular, Donna Smith in the Epidemiology Division, has been so helpful in helping us put this together and think through it. I will take just a moment to tell you, it really does take a village to raise a Dashboard, so I wanted to really quick thank you to Monica Wen in Crime Analysis, Mike Defoe, Andrew Bowen, and Bill Madrewsic on my team, and then our partners at the Health Department. Without them, none of this would be published.

There are two ways to explore the data on this Dashboard; you can explore by offenses and all of these data are interactive, they automated to update monthly, so around the 15th. you will get an update from the previous month's data that automatically feeds through to the Dashboard. Some of the ways that you can look at this information, you are able to look at particular geographies, you can see the links to the quality of life explorer in here, you can switch to year-to-date so you can see how we are doing so far, how it compares to trends in the past. You can look by priority area, for example, if you click here on Beatties Ford Road you can see the numbers for that particular priority area and just a note that most of these are the FBI uniform crime reporting Part 1 Crime Offense categories and we have one additional data point in here. This is the non-fatal gun-shot injury that is inclusive of some of the other categories, but it is a really important data point in terms of driving programs and interventions and understanding how we are doing as it relates to programs like Cure Violence. That is one of the important pieces of information that we have in here.

The last piece of the Dashboard is the ability to explore by demographics, again, there is the ability to look over time, to look at particular priority areas, and looking at an overall breakdown of the demographics of offenders, violent crime victims, and then the overall demographics in the community. Again, we've stressed this from the very beginning, but understanding the underlying contextual issues, the systems, challenges, and the root causes really is what helps to explain the disparities around these demographic numbers and so it is important to think about what is happening in that context and one of the reasons why we will continue to build this out with additional information and I think you can explore, cook around, learn about what is happening. I'll let you all take a look and drive around with this later on. It has been pushed publicly, the links are in here and can also be sent out, but it is viewable on the City of Charlotte's tab low public profile page

along with a number of other Dashboards, one of which I may get a chance to show you later on tonight.

I just want to close with this idea of what can we do with this information? The ability for other City departments and partner agencies and community organizations to really have this easy access to the same summary information about violent crime as we do, and our Police do. It allows other agencies to participate in violence reduction, so again, that shared data helping with shared solutions. That is the tour; I'm happy to take questions if there are any in the follow-up.

Mr. Driggs said Rebecca; I'm almost as enthusiastic as you are about this quantitative stuff and I really appreciate the work you've done here. What is interesting to me that you alluded to is, do you have ideas about how we can perform analytics on this data in order to kind of get more out of than just the numbers and in particular, how can we identify the success of a Cure Violence type of program with reference to these numbers? I assume that is a very critical use that we measure what kind of results we are getting as we consider whether or not to pursue a program like that.

Ms. Hefner said there are a lot of different uses for it, but the evaluation is a really important component. From the highest summary level, like what we have in the Dashboard right now, from the highest summary level, we should be able to in implanting Cure Violence or any of our activities that are related to the violence reduction framework, we should be able to see in the overall high-level numbers a downward trend. Then, there is a little more robustness to being able to compare it to other areas and attribute the trends to specific programming, but this is the heart of just being able to watch those trends. Another piece of what we are doing with the violence prevention data collaborative and this one I might even get more excited about than the Dashboard; we are working with the Institute for Social Capital at the UNC-Charlotte Urban Institute to share across agencies individual-level data that can be de-identified and aggregated and from that information we will really be able to do more of those in-depth analytics, looking at what are some of the drivers of exposure to violence or introduction to violent behavior. What are the key points of intervention, at what point would you likely to have the most success with an intervention? Then, the ability through that partnership to track individual outcomes and report on them in aggregate to be able to say not just did the violence as was referenced earlier, reduce in a particular area, but are violent behaviors for individuals really reduced?

Mr. Driggs said[inaudible]

Councilmember Eiselt said thanks Rebecca; it is great information, I have a couple of questions; one is the FBI statistics feed into it, what is the time lag? I thought I saw 2020, but how current is the information that you are getting?

Ms. Hefner said we are currently including data from January of 2015 through the present and by the present, it would be the end of right now, July of 2020. Next week on the 15th of September we will get an automatic update to the Dashboard so then you go through August of 2020. In addition to the visualization piece, we've built out the whole back end so that is automatic data updates coming from CMPD and so you will have much more current data available than you've ever had before.

Ms. Eiselt said great. My second question is you sort of alluded this a little bit with partnering with UNCC and giving people the opportunity to ask questions. When you look at some of these numbers and you might go back and say wow, why did aggravated assaults go up? When we actually did this back in 2008 the FBI statistics went back to 2006, that was as much as the public could get, but there was a correlation between the crime statistics and what happened in the court system at the state level and court funding. I just still think that is something we don't talk enough about, what happens to the court system in funding and it is really one of those things where people don't know when the state defunds the court system. But it rolled down in our District Attorney's Office being the largest in the state bears the brunt of that dramatically and has to make decisions about what cases they are going to try, who they are going to let out and we

(the community) never talk enough about that. So, is there a way within this great data-rich resource, there is something there that says here are things to think about, here are other connections, or just that people really want to look into this stuff can learn more as to where else they should be advocating? What other elected officials they could contact? How does the whole system work together because it is City, County, State when you come to the criminal justice system are very much inner-connected and the public doesn't always understand that? Just a question as to how we can use to ask those questions.

Ms. Hefner said sure, I think the starting place is that the Violence Prevention Data Collaborative will be working with the core team for the community planning efforts which includes Mr. Jones and Sarah Hazel and I'm a part of that as well as the County partners and the Police Chief and the Sherriff. That core team will be the initial group that requests or what questions will we ask of this aggregate data set. We won't know what all those questions to ask are so, the more that we can collect people's thoughts and questions about the data we will be able to work through how do we use this data to answer those questions? Then this is future-looking but what I envision is that this would then become a place where we are not only sharing the data, but we are sharing the results of the analysis which would then lead to what actions might we take. That would be the same as thinking through an evaluation of Cure Violence, for example, so we would implement a program that is part of the overall violence reduction framework, we would evaluate it, we would share information on that evaluation or that analysis that would then help you all and people in the community make decisions about what to do next.

Ms. Eiselt said thank you, great work.

Mayor Lyles said thank you very much Rebecca for the work that you continue to pour into this project. Without any further questions, we look forward to the opportunities to marriage our decision-making about how do we address violence and the data that we collect on it, especially as a part of being a part of the Effective Governance Committee deliberation?

Mr. Jones said great job, Rebecca.

Dedicated Bus Lane Pilot Program

Marcus Jones, City Manager said now we are going to bring in John Lewis and we are going to talk about a Dedicated Bus Lane Pilot Program. As you may recall we started with the 4th Street Dedicated Bus Lane. I tease John and Liz all the time because I wondered whether it would ever work and they said, "just watch us", so now they are going to put it up another notch and I know Mayor or Councilmember Eiselt, this is something that you have talked about all the way going back to the last Annual Strategy Meeting. With that said I will turn it over to John.

John Lewis, Executive Director of the Charlotte Area Transit System (CATS) I am pleased to be with you Councilmembers tonight to discuss the second phase of our Bus Only Lane Pilot Program. CATS (Charlotte Area Transit System) and CDOT (Charlotte Department of Transportation) are continuing to advance the plans and initiatives that were originally outlined at the Council Strategy Meeting earlier this year. CATS continues to advance its plan, not just the 2030 Plan and Silver Line Design, but we've also been working to design and implement better bus strategies in line with the Envision My Ride Program. Over the last few months, several cities have taken advantage of opportunities brought about by reduced traffic volumes resulting from the health pandemic crisis to pilot new initiatives in the public rights-of-way. Bus-only lanes are just one of those types of initiatives that have been established in several cities and we'd like to follow suit with our second phase of our Pilot Program.

I've talked a lot about the Envision My Ride Program which was launched in 2016 to redesign our existing bus system. It was implemented in the fall of 2018 and it was a three-phased approach to providing our customers with better, more reliable bus service. This began with a structural approach, Phase 1 of redesigning our entire bus system, moving from that hub and spoke model that required so many of our bus riders to take a

bus into uptown, get off one bus, go across the apron of the Transit Center, get back onto another bus to head to their final destination. It was ineffective and inefficient for so many of our customers and transitioning from that hub and spoke to a more of a grid system that enabled more direct connections without and minimizing transfers. Once we implemented that in October of 2018, we then moved towards Phase 2 focusing on the frequency of our service. Once we got our bus infrastructure right, we still wanted to move towards adding more frequency to our service. At the beginning of this plan more than half of our bus routes had frequencies and headways of greater than 30-minutes and some of those were upwards of an hour. So, imagine standing at a bus stop, you may have missed a bus and had to wait for 45-minutes to an hour for the next vehicle to come, you probably had some strong feelings about the effectiveness of our system at that time. Our goal that was established through Envision My Ride was eventually to be able to fund the system that had no bus routes greater than 30-minute frequency and the majority of our routes moving towards 15-minutes. We continued to invest in that strategy.

The third phase which we will be talking about tonight is focusing on reliability. Once we got our infrastructure correct, we focused on and invested in additional frequency. I wanted to make sure that we took advantage of all of the opportunities that have been identified within the transit realm to ensure that our bus system has the kind of reliability that we see in our rail system due to the ability of rail to operate in its own right-of-way and have that certain reliability of service. As we are moving into Phase 3 of our bus priority, CATS funded a study to examine and identify the corridors that bus enhancements could deliver more effective service to our riders. Those enhancements included such technologies as bus-only lanes, queue jump projects, and transit signal priority. This type of program has proven to deliver more reliability service outcomes to riders in other jurisdictions. Here are some examples of the treatments in other cities that identify the bus-only lanes and separate from regular traffic lanes.

Working with our partners at CDOT, CATS and CDOT staff took a deliberate approach to define potential corridors that worked from not only a traffic standpoint but also delivered quantifiable service outcomes. Staff examined multiple corridors throughout the City through the standards of ridership and frequency, traffic volumes, and potential impacts on roadway capacity. After that analysis, it was clear that 4th Street was a clear winner in all of the categories of evaluation and we implemented that pilot December of 2019, as Mr. Jones said to great success. Since then the 4th Street Corridor has been stripped and remains stripped and operated as a bus-only lane for many of our routes that are coming into the Transit Center. We've seen upwards of 15% to 20% increase in efficiency as a result of that investment.

Central Avenue is the next corridor that we are proposing. When you are looking at building those connections, we are proposing a three-phase approach. With the 4th Street bus-only lane being the first phase of the project, the next phase from Eastland Mall to Eastway Drive and then Phase 3 from Eastway Drive to 4th Street, connecting the entire corridor. As I mentioned, Phase 1, the 4th Street bus-only lane, the far-right lane has been stripped with a solid white line and the lane has been marked as a bus-only lane. Personal vehicles are only permitted in the lane to make right turns and as mentioned earlier, we've seen an increase in frequency and reliability as a result of this pilot investment.

Moving to Phase 2, the phase that we would like to implement with Council's okay, we want to go at bus-only lanes from Eastland Mall to Eastway Drive. We would add bus and bike lanes which will be separated from regular traffic, we will restripe, add signage and signals and our goal is to implement this phase by the end of October. Then Phase 3 which will be Eastway Drive to 4th Street, we will begin with next week's Council Action to bring a consultant on board to help us further analyze this complicated section of the corridor that will assist us in developing solutions that we can begin implementation of Phase 3 and complete the entire corridor. Some of the issues that this consultant study will help us identify are how do we deal with the physical characteristics of this portion of the corridor that has multiple drive-ways and curb-cuts, lack of a median, but also the significant obstacle of the railway crossing on Central Avenue as you are coming into uptown.

Next Steps; Phase 2 implementation will begin by the end of October with Council okay, we will move forward with public outreach and notice of the adjustments that we will be making along the corridor and then look for begin stripping, signaling, and identification of that corridor during this time period. Then Phase 3, as I mentioned with Council action on Monday, we will begin developing recommendations for how we can address the challenges brought on by the third phase of that corridor. With that Mayor, if there are any questions, I would love to engage those now and I also have my colleague Liz here if there are any questions for CDOT.

Councilmember Egleston said thank you, Mr. Lewis, as District Rep and I imagine Councilmember Newton shares my sentiments, I'm glad to see this being put on the east side on Central Avenue. My question is you looked at the ridership, how much of it did you look and weigh the traffic that exists and how much it slows down our buses on those routes because anecdotally that section Central Avenue that we are talking about for Phase 2 here doesn't strike me as one that is particularly bogged down by traffic? I wouldn't assume that it impedes the buses but so much, so I'm concerned that this pilot might not demonstrate a lot of change in how quickly the bus is able to get through that corridor.

Mr. Lewis said great question; two things that this pilot will enable us to do, number one, begin to pilot this kind of technology, and really from this segment to your point, the biggest time savings are not going to come in Phase 2 from Eastland Mall to Eastway Drive. Really, they would begin to catch up in Phase 3, but we wanted to take advantage of reduced traffic volumes right now to look at the impact from a traffic standpoint that taking a lane away would bring, while also giving our customers some additional reliability as a result of allowing, particularly Route 9 to operate in its own lane. Despite the reduced traffic volumes, there are still interactions during certain periods of the day where bus reliability is impacted by traffic volumes that even we are seeing today.

Mr. Egleston said that makes sense and I'm glad that the vision is to make it more of a network by connecting it to 4th Street. Again, I hope we will bear in mind now that the statistics we will see in terms of this Pilot for Phase 2 might not be that wowing because I don't think it is going to speed up the bus travel that much and also on the flip side it won't impact traffic particularly negatively. Are you looking at Phase 3 almost as a litmus test for the impacts that, and this will get confusing, but Phase 3 of this bike pilot, are you looking at that as almost a test balloon for the impacts that Phase 3 for a potential Gold Line Street Car could have because there are enormous space constraints on Central Avenue, particular from Morningside Drive through to uptown with businesses right up against the street? There is certainly no way to add a lane there so, I can just imagine the pitchforks that will come out and I've been supportive and I'm still supportive of The Plaza Road diet we've done, the Parkwood Avenue road diet we are going to do, if we basically one-lane every street coming from east Charlotte into uptown, except for Independence Boulevard, which also is maybe my third question, how we plan to utilize that, I think we might be pushing it even a little further than I at least would be comfortable with this quickly in terms of really putting the people who are still going to have to drive in and out of town to work in a position where they cannot get there effectively at all.

Mr. Lewis said I think there are two points you are making in this question; number one, the effectiveness of this new technology from a bus standpoint and reliability, how it interacts with the Gold Line Phase 3 study, and then I will attempt to address those and then I'm going to turn it over to Liz to talk about the potential traffic impacts. To your point, once we get into Phase 3 this could be number one, a precursor to a future Phase 3 along that corridor streetcar if it is determined that that is the technology we want to move forward to as we begin to update the 30% design for Phase 3. The great thing about bus-only lanes and bus rapid transit is we can begin to test the impact of reduced lanes to a corridor, how does it address reliability from a transit standpoint, but also how does it impact traffic along the corridor? Then compare that to our expected and experienced outcomes from the streetcar, even though streetcar interacts in the same traffic and we are not taking away a lane of traffic. I think this gives us the best of both worlds; number one we can provide shorter-term enhancements to our bus reliability along the corridor while we are evaluating the impact from a ridership standpoint, a trip reduction standpoint,

and then be able to compare that to Phase 1 and Phase 2 of the streetcar and help that to inform the decisions moving forward on what Phase 3 of that project will look like. From a traffic impact standpoint, I'm going to turn to Liz and perhaps she can better aluminate that.

Liz Babson, Director of Transportation said thank you John; you actually almost answered it completely, but I will hit on a couple of points that I think are important. Absolutely great questions and as you might imagine, maybe this will make you feel better as the Transportation Director, those are the kinds of things that keep me up at night. It shouldn't come as any surprise that we have lower traffic on our streets across the City today. We are seeing over the last six-months anywhere from 20% to 50% lower volumes than what we saw before COVID, which again puts us in a very unique situation and I believe Councilmember Eiselt has brought this upon a number of occasions where we can get out in the field and actually begin to really test in a very unique set of circumstances and conditions to test an impact as a result of a project just like this. We will be looking very closely at the traffic as traffic starts to come back. Again, we don't really know what tomorrow holds and what life after COVID will look like as it relates to traffic in the City. We do believe that people are going to continue to telework in a lot of different ways and so we don't know what those ultimate volumes will look like. What we are seeing is that they are increasing slowly, which is good things and again, puts John and I in a very unique situation where we can test something like this and really understand how it works in this corridor and makes sure that we are not doing anything unsafe for the residents in our City and we are trying to strike that right balance for all people that want to use our Transportation System.

The other thing that we are seeing with traffic data across the City is our peaks, which we call our peaks which are the a.m. peak and the p.m. peak. Those are less and spread out over a longer period throughout the day. So again, those two hours that are pretty typically intense on a corridor like Central Avenue are even less in these current conditions. So, we don't know what it is going to be like after COVID and how people will resume going back to their normal habits and work, etc. but this does give us a very unique opportunity to test that. So, we will be looking at that closely. Very well aware of all the other changing conditions on the street network in your District, particularly as it relates to how traffic might resume on Central Avenue with the bus lane. We do have quite a bit of capacity on Independence Boulevard so there is a benefit with that as well. This corridor just gives us a lot of really unique characteristics that we can test.

Mr. Egleston said I'm sure these are things you've considered too, but even just some of the allowable movements in terms of left-turns and things off of Central Avenue, particularly in that Phase 3 corridor, just the first one that comes to mind is at Pecan Avenue and there are things where I hope we are very thoughtful about all the places that traffic already jams up because of the constraints of that road and there not being room for a turn-lane. I do think we need to be ambitious in pushing, we don't want to make driving and parking so easy in our City that there is no incentive to take transit, but at the same time I don't think we want to incite a mob of pitchforks showing up at the Government Center because we making driving so impossible that the people that need to do it, and even not just commuters but delivery drivers and things like that, just can't get around in our City and particularly considering the amount of roofs and bedrooms being built going online on any given day on this corridor with all the apartments and stuff. I do hope we will weigh all of that and try to strike that balance and I am still hoping we will be super aggressive with the managed lanes that are coming on Independence Boulevard and throughout our City with created bus rapid transit opportunities. This one just strikes me as being a little bit more of a double-edged sword and having some more challenges.

Ms. Babson said yes sir, and so, I will also point out one big difference between Phase 2 and Phase 3 is just the cross-section of the road. If you think about what that section in Phase 2 looks like on Central Avenue, it is very access controlled. We have medians, we have turn-lanes at all of the intersections so it neatly works into a corridor where we can easily implement a bus-only land. That is not the condition in the portion moving closer into uptown and so as with Phase 2, we actually designed that internally with our own

staff, and with Phase 3 we are going to seek some additional support because we do understand the complexities of that portion.

Councilmember Newton said thank you for the presentation John; I would agree with my colleague that having another rapid transit connector in east Charlotte is a good thing. I want to get a better understanding of what we are talking about here and I could be a little behind the curve on this. Are you saying we are talking about taking away an existing lane to create an exclusive bus lane?

Mr. Lewis said that is correct.

Mr. Newton said I don't know what all the data shows, I think that there would be people of course from Eastway Drive down to Albemarle Road that would contend, I don't know if the data would support it, but would contend that there is traffic that exists beyond their satisfaction there in taking away a lane might bring up some pitchforks in that area. Having said that, my thought of course goes towards Eastland redevelopment and how taking away a lane right there could impact traffic. There are already concerns from a traffic standpoint pertaining to full development and what traffic it would create in the area. I'm wondering has that been taken into account here?

Ms. Babson said yes sir, absolutely, we've done the traffic analysis along the entire corridor and as you might imagine at key intersections like Sharon Amity Road and Kilborne Drive and Eastway Drive, we do see that congestion, but again what we are seeing today, and I didn't share this number with you a little bit earlier. I'll expound a little bit more on the traffic reduction so, again, we are seeing about 20% to 50% in reduction in traffic across the entire City. Our volumes on Central Avenue in this corridor, about 21,000 to 28,000 and so let me give you a sense of comparison. Even if we took the higher number, which is 28,000, and reduced that by 20% we start to get at volumes consistent with corridors across the City where we have done road diets. So, think about what that means. We've taken four-lanes and brought them down to three which is similar to how this road would function by taking one lane in each direction and dedicating it for a bus.

Mr. Newton said so you are saying that you are taking into account a potential up tic in the future. Right now, because of the pandemic certainly and people working virtually, maybe as a result. People will probably still work virtually, but I think even us, we are experiencing this here where there will be those that do go back at some point in time, hopefully, there is a cure of something that can be taken for COVID and folks will get back on the roads. Are you saying you are taking that into account and what I'm not really hearing, and I guess this is really the core of my question, Eastland; do we have traffic data on what the eventual development of the Eastland site will be and bring and create?

Ms. Babson said I don't believe all of those development plans have been finalized, but again, we have taken into account the idea of traffic coming back and so I will share with you another thing that we are doing. We have traffic management cameras throughout the City, obviously, we have them along this corridor, and so on a regular basis throughout the day we will be monitoring the corridor. We will continue to work with CATS, not only to look at their bus operations but also to take counsel along the corridor so that we can stay on top of monitoring those conditions as they change in the coming months.

Mr. Newton said it was my understanding that we were creating so with that center-lane on Independence Boulevard which is eventually going to be toll roads, but that was creating a bus rapid transit connector out of east Charlotte as well. Is that still on the table?

Ms. Babson said yes sir; John and I were just conferring, and I don't believe either one of us has the schedule but let us get back with you and let you know what that schedule is. At some point, there will be a time where NCDOT will allow CATS to operate in that lane again as they continue to build out the remainder of the Independence Boulevard corridor.

Mr. Newton said if that is there I just wonder if we will be duplicating efforts in this regard. So, what is the reason for that preference? I kind of look at the map and I'm seeing how Phase 3 is coming down separate from any connector to downtown and I know that we normally will work from downtown or uptown outward and so we don't have that middle connector from Eastway Drive up to 4th Street. Maybe you mentioned this, but what is the methodology for starting somewhere separate that doesn't create that connection in between?

Mr. Lewis said in regard to starting with Phase 2 from Eastland area to Eastway Drive, it is really about taking advantage of the opportunity we have with reduced traffic, the physical characteristics of Central Avenue in that area with the median as Liz mentioned that will enable us to get some useful data in terms of trip reductions, speed reliability, etc. that we can help to apply to the evaluation of solutions for that section of Central Avenue that has some pretty significant obstacles. The biggest obstacle of all is how do we from a service standpoint deal with the significant obstacle of the railroad crossing and the impact that that has to through traffic multiple times a day? The second thing I would like to bring up is as we continue to gain experience and provide a more reliable bus service it may be that we give people an option to driving a car along that corridor. So, just like we are seeing on the I-77 Corridor, not everyone utilizes the variable pricing lanes, but it is enough that frees up more throughput on the other lanes. So, it may be that we see the same kind of reaction as we continue to build this out along the Central Avenue Corridor.

Mr. Lewis said the inference and what I'm gathering here from the conversation is that corridor from Eastway Drive, and probably a little further up from Eastway Drive to 4th Street is really where there is more traffic and you would think that there is less traffic on the road today, that might be the place where you would want to target first. Having said that, I completely understand too Mr. Egleston's concerns because I'll come up Central Avenue and I know just how close the businesses are to the curb and just how narrow the street becomes there. I wanted to ask about the Gold Line and from what I think I heard you say, and I just want to get clarification on this, this in no way shape, or form would prevent or limit the ability for Gold Line to be built out in Phase 3 out towards Albemarle Road.

Mr. Lewis said that is correct. There are two things that I think this would help us have an even better evaluation of what Phase 3 looks like. Number one, if we are able to implement in the short-term bus-only lane through that portion of Central Avenue and the world doesn't end, we may look towards changing the way we implement Phase 3 in the future, perhaps it should be in its own lane which would provide us much more reliable and better speeds throughout that. We would be able to evaluate that portion of it through the bus-only lane, or maybe it may be that it is better to go back to the current version of Phase 3 in which the streetcar would operate within mixed traffic as it does through the rest of the corridor. So, this project will enable us to get even better data as we continue the evaluation and design of Phase 3.

Mr. Newton said is there a possibility of having the Gold Line operate on the bus only lane? Is that what you are saying?

Mr. Lewis said it is certainly a possibility again, we would implement the bus-only lane if we are able to find a solution, particularly getting around the [inaudible] or through the railroad tracks. If we were able to implement a bus-only lane during that portion and it did not severely impact businesses, individual car trips through that, it may be that we would look at Phase 3 a little bit different rather than having a mixed-traffic streetcar as we do currently, it may be that we would look at operating Phase 3 in its own dedicated lane.

Mr. Newton said when you say its own dedicated lane are you talking about the other –

Mr. Lewis said the bus lane; the bus lane would go away, and it could be replaced by a streetcar.

Mr. Newton said I asked that of course because if we are talking about one lane being available and now the streetcar being on that one lane, I could see that leading to some complications. I would want to avoid that, at the same I'm certainly open to both this rapid transit connector here as well as Gold Line, I just don't want to see this happen and then eliminate the possibility of Gold Line in the future.

Mr. Egleston said we will all be dead by then anyway.

Councilmember Ajmera said I hear Mr. Egleston's concern; this could be a double-edged sword, but if you ever actually want to test the pilot and see how well we are doing in terms of our ridership, the time is now because we have very low traffic right now, especially on Central Avenue and some of those other corridors. I think let's test it, if it doesn't work, we can revisit it, but it doesn't hurt for us to test it because so many other cities have done this, and it has worked in other cities and it might work here in Charlotte. The next thing I imagine will be riding the bus here to the Government Center. Thank you, Mr. Lewis, for your work, I appreciate it.

Councilmember Johnson said are these bus-only lanes limited to specific hours or is that like all day?

Mr. Lewis said the intention would be all day.

Ms. Johnson said are you looking at buses and carpools and maybe ridesharing or is it just buses all day and I don't know how often the bus runs, but would it be an opportunity for other vehicles to utilize it when the buses aren't?

Mr. Lewis said we can certainly evaluate that, but right now, it is intended to be a bus-only lane. Route 9 that operates today along that lane is on 10-minute frequencies so there is a bus every 10-minutes. Once we got into a full-phase implementation we would look to increase those frequencies to about every five minutes, so that is a lot of buses coming through that corridor. What you want to make sure is that if we are going to make that investment, we have to make sure the corridor is clear and allowing other vehicles in that to make stops, pick-ups, it tends to defeat that purpose. So, it would be our goal to make that bus-only lane, certainly as we have done on 4th Street, emergency vehicles, school buses, etc. I think could also derive benefit from that, but it would not at this point be our recommendation to allow cars in that lane.

Ms. Johnson said now Central Avenue if you create a bus-only lane, will that just leave one lane for cars?

Mr. Egleston said yes.

Ms. Johnson said so that is a difference from 4th Street because 4th Street still has two or three other lanes.

Mayor Lyles said it is not one lane.

Ms. Johnson said Central Avenue if there is a bus-only lane, that is going to limit the traffic to one lane for cars, is that right?

Mr. Newton said in each direction.

Mayor Lyles said okay, I thought you meant one lane and it was going to be reversible lanes like on 7th Street. But we could try that, though couldn't we?

Ms. Johnson said if a bus is running every 10-minutes and you have traffic, it just seems more opportunity at least for carpools or something because one lane with traffic if there is no other connectivity, it is just something to think about. One lane can get very tight during rush hour. I know you are the Transportation expert but as someone who drives, that would be underutilization for that bus lane.

Mr. Lewis said all of those are very valid concerns and I think that is why we are excited about doing this pilot now so that we can identify those issues and if it is a complete challenge, I'm sure Liz is going to be the first to suggest that we reverse our decision in this case.

Mayor Lyles said you know a couple of years ago, I can't remember and Mr. Newton may remember, how many jobs are there on the eastside and how many people, Anyway it was a really wide disparity and a woman called me and she was basically bringing her pitchfork to me saying I can't get to work and the thing that I think we forget sometimes is that mass transit is about connecting people with jobs and homes and what she was basically saying is that the bus doesn't come often enough, it doesn't get me where I need to go and I know that this isn't the end all that is going to answer that problem that she had but to be one of the most important things we can do during this pandemic is to try to experience what can we do to connect jobs to people's housing and to make sure that they can get there on a reliable way. At some point, we just have to really recognize that most of us are fortunate to have a car and she talked to me a little bit more about her situation and she is not fortunate enough to have a car. The idea that you can, and this is national data, a bus has to be reliable to get people to work. If you miss the bus because of your job or your schedule, or you have to stay late and it is going to be another hour, we've got to figure out a way to help people move around this city and not have the expense. You know most cars are an expense of property taxes, insurance, repairs, all of those things and we've got to help people do something that is different. I don't know that this is something because for me it is like it is painted, it is painted on the asphalt, but we could at least try it, but the paint down, see if it works and see if it adds value to our community. I really do feel when someone calls you and says I can't get to work on time every day and I'm going to lose my job, that says something.

Mr. Newton said I think it speaks to the needy so if I could just interject real quickly, I think it speaks to the need for job creation in east Charlotte as well. We have the business corridor that has many empty lots today and the decisions that we frankly make this term leading into our next term, for those of us who are lucky enough to come back, I think we will make a big difference there as well to create those jobs in east Charlotte.

Mayor Lyles most of our jobs are center city and that is where she was and getting down there on a reliable basis was really our only ask.

Councilmember Eiselt said Liz and John, thank you because you know I like to call you on a regular basis about this topic, so I really appreciate you trying it, especially during COVID. It is hard, I know it is going to be hard, we are going to have people who don't want to change their habits and that is the whole idea really. It is going to be a hard change but that is because so many people do want to get in their cars, and we have all these individual automobiles with one person in them taking up a lot of space on our roads and there is no solution for that unless we try something different. My question is as long as you are having a consultant come in on Phase 3, this is where I push the envelope a little bit, is it worth including any other section? We've talked about Central Avenue and Providence Road. Is it worth doing a dual review of other routes because we may find that that third section on Central Avenue, which there are things we can't overcome or for whatever reason people don't want to use it in that section whereas in another part of town, with a different road structure or whatever, we might have different results? Or is that just too much for-

Mr. Lewis said not at all, absolutely that is the point of the study and we were bringing on this consultant to evaluate all potential corridors, but one of their first tasks would be to help us address this specific portion of Central Avenue. They are looking at other corridors, they will continue to look at other corridors and utilize the data that we get from this to help inform those discussions.

Ms. Eiselt said okay, but it will be sequential so they will finish Central Avenue first and then start other corridors or when would we expect them to also have a look at other possibilities?

Mr. Lewis said it will be going at the same time. One portion of their team will be looking at Central Avenue as they continue to evaluate other corridors.

Ms. Eiselt said okay, great, thank you very much, I appreciate it.

Mayor Lyles said on this one I think the question has been that it was a pilot that we were asking for Council's okay on doing it.

Motion was made by Councilmember Winston, seconded by Councilmember Driggs, to approve the pilot bus lane on Central Avenue.

Councilmember Driggs said I just wanted to make a comment which is this is kind of [inaudible] situation so [inaudible] to have frequent virtually empty buses competing for space with cars on the road, right. When your network gets dense enough and reliable enough for people to be willing to relinquish their cars and to recognize the advantage of taking a bus then they will do it. So, we have to get from here to there, that is I think the challenge and if we do it in these increments there is going to be a transition period where in fact it will be the case that buses that run frequently are not generally full and so in the interim, your traffic situation is exacerbated. The question I had though was, Ms. Eiselt, you will recall that a year or two ago we were talking about the goal of getting to 15-minute intervals on all lines and I seem to recall then we talked about the fact that there would probably capital costs of something like \$100 million and that it would have a \$30 million to \$40 million impacts I think on our annual operating expenses so, how far can we leverage the results that we glean from these pilots into a system-wide increase in service without bumping up against budget constraints?

Mr. Lewis said is a great question. I think I'm going to give you sort of the 50,000-foot answer to that and let us dig into the exact answer because by investing in these types of service enhancements, the next goal in this, I'm going to take a little bit of professional privilege in this, the bus-only lanes work and it doesn't destroy traffic volumes or impediments, the next phase would be to utilize different vehicles in this. So, if we get to the point where we are using articulated vehicles that can move twice the number of people for the same operating costs, then you start to gain the efficiencies of rapid transit reliable service along a corridor utilizing technology that allows you to move the largest number of people as efficiently as possible. So, the one to one trade-off on that we'll have to take a look and apply that filter to that estimate. Second, would be how many corridors could we implement this on and so as we look to other corridors, Providence Road gets mentioned, so does perhaps West Boulevard as an example, we could possibly get efficiencies in those areas also.

Mr. Driggs said there will be times of day when your desire to have a higher frequency of service necessarily results in buses that aren't that full because there just isn't that much ridership and you have the challenge that you can't schedule the buses so as to expect to have the full-on each trip. I've seen that happen on Providence Road since you mentioned it and I'm glad you did. Again, I hope we are also thinking ahead in terms of the equipment needs we are going to have and the impact on the operating budget of trying to scale up the bus service that we provide in the way that you are suggesting because if people are expecting us to be able to this on all the routes that are going to take, especially at a time currently when fare collections are down. It is going to take some planning in terms of finance.

Mr. Lewis said absolutely, this is not the solution where you flick the light switch, and everything changes overnight. Typically, it takes 18 to 24-months for a new bus route to reach its expected goals. I would think when you are not only looking at the changes in commuting patterns and what the new normal may be, we will have to add that to our stack of assumptions as we continue to move forward with this.

Mr. Driggs said thank you, Mayor, I'm a yes to the motion.

The vote was taken on the motion and was recorded as unanimous.

Mayor Lyles said thank you very much, I really look forward to trying things to see what works and see what we can afford, all of those things, so thank you for the hard work you are putting together to get this done.

Before we go into our committee structure, we have one more item that needs to come before you from Pam Wideman.

Mr. Winston said Madam Mayor, we have two items; I had asked a question about CATS during COVID response and I said I was going to get an answer about that.

Mayor Lyles said I thought that was going to come back in a follow-up report.

Councilmember Mitchell said we have two items, we have the Housing Service Dashboard and Corridors of Opportunity.

Mayor Lyles said it is a little bit after 9:00 and we were going to try to do the Housing Dashboard maybe as a part of Mr. Graham's Committee report, but we do have one item that we need to bring up that is going to be on your 14th agenda for action. Mr. Winston, would you repeat your questions for Mr. Lewis, please?

Mr. Winston said I had heard concerns from CATS bus drivers regarding partitions and lack of passenger PPE, can we just get an update from CATS about the progress that we've made in these areas?

Mr. Lewis said sure; I'm going to start with passenger PPE as Councilmembers have known for about the last two-months, CATS has been actively providing PPE to all of its customers at our Transit Centers, onboard our buses, and Councilmember, you and I were at the Transit Center one day handing out PPE. We continue that program, any customer can approach any of Customer Service Representatives, any of our G4S Security, or any CATS employee and request a re-useable mask. In regard to the protection of our operators, that has been a top priority for us in CATS. We've progressed through this difficult time, we've done things such as rear-door boarding, fare-free service to limit interaction at the front of the bus. We've taken bus seats out of buses to promote social distancing and along with that we have tried for several months now to acquire plexiglass shields that will protect our operators, another layer of protection for our bus operators. We have had some challenges through the supply chain since a lot of restaurants and businesses are trying to acquire plexiglass shields for the exact same purpose. The good news is that we got our first shipment of shields last week and those were for our Special Transportation Vehicles. That installation began, not this past weekend, but the weekend before that, and in the very near future, all of our STS vehicles will be installed with those shields. We are awaiting the delivery for our bus shields since they are larger and have to be flexible so that the operator can still interact with the customers at the farebox if needed, but we are just waiting for that delivery and as soon as that arrives, we will begin those installations. I hope that answers your question Councilmember.

Mr. Winston said thank you, it did.

Mayor Lyles said my understanding is we've got Tracy talking about the Corridors of Opportunity and then we will come back with Pam on our Housing issue.

Corridors of Opportunity Update

Tracy Dodson, Assistant City Manager said let me just remind you kind of how we got here. Let's get back to December and January either last year or earlier this year and we heard loud and clear, from not just Councilmember Graham, but from others too that there wasn't enough being done in our corridors. We started at the Retreat if you remember to lay out a strategy for Corridors of Opportunity and since then we've done a lot of work to try to take a different approach, an approach that is really going to lead to impact and the real impact that you can see. There were a lot of discussions that we had at the staff level about there is a lot of work that has been done out there and some of you just don't see

it, it is in infrastructure work or things like that. There is a lot of work that has been done out there, this was a quick video that we had to essentially kind of bring back together or kick off the strategy that we had.

So, what is new? It is not the work, it is really the implementation strategy. If we go back just a couple months ago when Council approved the \$24.5 million budget for this year since then the City Manager has brought together several of the Department Heads who work closely together on a very regular basis to talk about the investments in these corridors and coordinate these investments. So, Planning, Housing, Economic Development, Transportation, and others meet on a regular basis to go over how we are going to invest this \$24.5 million to create the most impact for our communities, however, the coordination goes beyond these Departments and the sticks and the mortar. There is a lot of layers to this; we talk about Community Engagement, we have had a lot of conversations about more private sector engagement. We talk about things like talent development and real job creation that are going to impact our corridors and even tonight we talked about public Wi-Fi so there are a lot of layers that go into this. It is not new work, again, it is a more strategic implementation strategy that is really going to lead us to the impact that we want to see. So, since Councilmember Graham has an event tomorrow on Beatties Ford Road I figured we would use Beatties Ford Road as an example of how we are setting up the strategy in our corridors and that is to be geographically targeted. So, for Beatties Ford Road as an example, we are looking at primarily four different areas. You have the Five Points area, you have the Oaklawn Avenue and you have LaSalle Street. There is always going to be corridor-wide initiatives, we can't just look at these three, we have to think about our corridor as a whole. But, if we are really strategic and really targeted again, we will plant that seed that will grow again throughout the corridor. I'm going to give you an example of how this ecosystem can work together. You look at this and it is a lot to read, but I want you to start to think about is there are layers in coming together. If you look at this intersection which is Beatties Ford Road and LaSalle Street with housing projects, we have two ED private partnership projects, we are looking at Wi-Fi, we have façade improvement grant, we have multiple infrastructure projects, we have community engagement opportunities as well as placemaking opportunities. Just think what this intersection can look like in a couple of years if we layer all of these investments together and we are very strategic about it.

The next layer that we will start to get to is what does it really look like when you put these together; what does it look like today and what does it look like in a very short amount of time? We will take the strategy and we will start to implement it over the six corridors. We have a working sheet for each corridor that we are starting to build out and the goal of this is any of you, and staff, or even during budget season, we have this list of projects in these geographic target areas and we can start to inform how the budget is going to work. We can start to look at how we are prioritizing the projects to get the most impact and so it will be a living document that again, all the departments and staff will hit on a regular basis, and eventually we will build it out for all of these corridors.

To take it a step further, to keep it connected we need to take additional steps in how we work together and tie all this work together. The projects will take different amounts of time to implement, but our community really needs to be reminded this is all connected to a common vision. We think that creating an identity and a brand will help do that over time. This is what we have come up with so far is Corridors of Opportunity and there are a couple of unique things here to this. The crown is in the center of the O, which is the opportunity that reinforces the concept that these are Charlotte opportunities. The C and the O are intertwined with each being in front and behind which showcases movement, always working and always together. Echoes of CO without saying it can usually be a hashtag for Social CO of Charlotte or Coop I think as I think it was Councilmember Watlington had brought up in one of the Committee members Coop. Professional and adaptable, high profile for meetings and events and the pattern represents the diversity and complexity and fabric of our community. So, we can take this and brand them a little bit for each corridor, but again, if you think about how many times something like this can pop-up on a corridor it really reminds the community, as well as all of us, how this work is intertwined and how it is going to lead to real impact.

Lastly, a web page and design to bring all of the corridor work together, but then all the different initiatives are on each corridor. Here is just an example of what that could look like. You have on the far-left kind of all the Corridors of Opportunity, the main landing page. On the far right a page that outlines all the corridors and then in the middle a particular landing page for an individual corridor that can have everything from projects to different initiatives in the community, just the demographics of the corridor. This is again, not our story, not our work, this is the community's story. We are just implementing the community's work and the community's vision, so we want the public to know what we have been doing, we want them to know through future outreach how this implementation strategy is trying to implement their vision. We will continue to engage with the public around the Corridors of Opportunity and the variety of different ways through traditional, digital media, grassroots. Our outreach has been a little bit quiet I think while we've been pulling all of this together, but even starting tomorrow we will really be able to have the opportunity to show the community how we are bringing this all together.

Councilmember Watlington said my question as we look at West Boulevard and starting to identify real projects from the playbook, the issue that I keep running up against as I'm talking to folks in the private sector, particularly from a development standpoint, is how do we accelerate the market if you will, or how do we get ahead of the market to attract that investment. What I'm finding is that the gap that we would have to close from the public sector may help on the capital side, but when you look at the ROI for these particular residents, particularly what we were looking for West Boulevard mixed-use, increase density development. We are not really able to accelerate the need, especially with COVID. Even in South End, we've got places that are for lease and we don't necessarily have tenants yet for them from the commercial standpoint. So, adding that into the market, particularly along West Boulevard, has been a barrier if you will in terms of attracting private partners. So, I wanted to understand how we are looking at from a public standpoint, though communities may be willing and even the property owners may be willing and even big businesses may be willing, how do we close that gap in terms of the viability of the projects at this point without driving displacement? Make sense?

Ms. Dodson said let me start with one of the things that I feel like I have said over and over, every corridor is different. The market in every corridor is different and what type of development is suitable for a corridor is different. I'll use the example of Beatties Ford Road and LaSalle Street; when we started talking about some of the P3 projects some staff said wouldn't it be easier if you just tore down the building and build a mixed-use building. But the market doesn't support that and so what we have to look at is how do we approach this from a phased approach with market realities that can meet our vision and sometimes it is not just we have a site, we are going to build a mixed-use development. Sometimes we do need to think about how it phases. I would say the same thing is true for South End when transit first came, not everything was knocked down day-one and some buildings were repurposed. We have to think about that to grow the market in a way that we want to and that is why when I mentioned in here the additional work that needs to happen. We have to think about the talent development and the job creation opportunity, and I know you've had a lot of conversations on your corridor about that. I don't think we think about that enough in our corridors and that is another mechanism that helps bring the market to the corridor. It is not just a gap with a developer, I think we have to think about all the pieces that move the market, don't displace the market, but it always going to be a multipronged approach. I didn't answer your question in its entirety. We can sit down and talk about some of the specifics on West, but I think it is a phased approach that takes time and it is not just well, if we put X amount into a project it will work, and it is off and running. It takes a lot more time and I think a lot more strategy around it. Sometimes it is an investment in year one and year three and year five. With the projects I'm looking at on the corridors, as well as you look at an Eastland or a Gateway, these different projects, we have to think strategically about how we invest in them to not just get the development, but get the right uses in them and things like that. It is not uncommon, but it is complex.

Councilmember Mitchell said just kudos to the collaboration that has allowed us to get to this point. I think Council and Mayor, you think about number one our budget priority, we set aside \$24.5 million; staff, you all went to work and then we had our Committee to

really talk about what we would like to do in our corridors and then we have new branding. I think when I spoke to staff, when you think about open for business the new excitement it created for us and I kind of wanted that same type of excitement so, Councilmember Graham, you have the best marketing piece, can you show Council the Corridors of Opportunity marketing that we would display? Thank you, staff, thank you Committee, and thank you City Manager for allocating these funds. I think the big announcement is tomorrow so I will leave that to Mr. Graham.

Councilmember Graham said I would like to extend an invitation for everyone to come out tomorrow if you can. It is more than a District Event, it is a citywide initiative that we are kicking off tomorrow, focusing on Beatties Ford Road. We are talking about some of the activities on the corridor, leveraging the investments we've already made, like the streetcar that is a significant investment for the City. Here is an opportunity for us to do three things; one talk about crime and public safety on the corridor, talk about how we can interact with our neighborhoods and our residents through Code enforcement and supportive services, and then lastly talk about the economic development activity that is occurring on the corridor. We will be talking about projects that are more than shovel ready but projects that are ready to be built and be occupied within the next 12 to 14-months. It is a good day for the City and I just extend an invitation for everyone to be here. I thank Councilmember Mitchell and his Committee for kind of putting some meat on the bones in terms of the initiative, the branding, the outlook for what we are doing for the City as a whole. So, this is not a District Event, it is more of a citywide initiative that we are kicking off in District 2.

Mayor Lyles said the time of your meeting is?

Mr. Graham said we starting off in the morning with a community clean-up and community outreach starting around 8:30 and then there is a mini-press conference at 10:00. The main event is at 1:00 on the corridor next to the McDonald's Restaurant. You can park at the Beatties Ford Road Library. You will see the tent so you can't miss it. We cordially invite everyone to come out tomorrow at 1:00. We will be socially distancing and again adhering to all health codes, but we believe it is really important to have a physical demonstration of support for the initiative and for the corridor.

Housing Dashboard

Marcus Jones, City Manager said we have one last presentation, I believe it is about five minutes, and it is a Dashboard that is dealing with where we are with housing and we believe it is a tool that Councilmembers will be able to use, not only for the City but also in their particular Districts. I will turn it over to Pam and I believe that she will also mention one additional opportunity for the City next Monday, which is a NOAH project that will come before the Council.

Pam Wideman, Director of Housing and Neighborhood Services said it is good to see each of you all and it is also good to be seen. I will be really quick this evening and talk to you about, this was one of your deliverables from your January Retreat. That seems like a long time ago, but we talked about the delivery of a Housing Dashboard. Let me just start by thanking the team for getting this done. You have already heard from Rebecca Heffner, but Rebecca and her team are really the people to thank for getting this up and going and also the folks on the housing team as well; Warren Wooten, Delta Bearman, and Miles Von. Basically, what this Dashboard will do is it will allow us to look at all of your investments by geography, by the program. I'm going to be adding to it and you will be able to see your investments in real-time so when you go out to your District Meetings or your Town Hall Meetings, you will be able to print reports to see how many Housing Trust Fund dollars you've allocated to a certain geography. You will be able to see how many House Charlotte dollars you've allocated. We are still building this and so we are putting in our rehab data; you will also be able to see what we've accomplished in terms of affordable housing by way of rezoning and resolutions that you all approved. Without further ado, I'm going to turn it over to Rebecca to give you a quick look at what is actually there.

Rebecca Heffner, Director of Data and Analytics said I promise to make this fast; I'm going to give you a very quick preview. I'll just reiterate the thanks to the team that put this together, this is one that even though I'm sharing it with you tonight, I had very little to do with. The team did a fantastic job both on the visualization and the data management pieces on the back end.

Again, we have a way to get an overview for people who like to read a lot before they see their data visas, and here is what it looks like. Just a quick question; anybody in this room ever said, ooh, I wish I could just pull up the number of housing units created in the City, the amount of dollars we've invested? Everybody! Alright, this Dashboard is for you and you and you and you and everybody who has ever asked this question because I will tell you what; I started with the City seven-years ago as part of Pam's Department and this is one of the things that we were asked then. So, the fact that we can do this with the click of a button; you want to know how many 30% and below units, just go to the filter and take a quick look. Easy, up to date and you can kind of take a look through here and see all of the information that is available. You can view it by City Council District, you can look at the different Corridors of Opportunity for example. We included the County Commission Districts in here as well because you would be surprised how often they call Pam also. We've got it all in here and then if you want to take a look at something that can be printed out and shared, all the data can be viewed as a detailed table. House Charlotte information goes back to 1999; Housing Trust Fund since its beginnings in 2002. We are very close to adding rehab data, as Pam mentioned we will be adding voluntary units created through rezonings and you can kind of get a sense of the total number of units and the total number of dollars invested, and then you want to take a look at the detail table and take it with you and hand it out to people who want to know what does the City do in housing investments. You can overwhelm them with these totals. This is just a visualization of the great work of the Housing Services Team and your investment in housing across the community.

Councilmember Bokhari said now that you are tracking this are you able to benchmark it and start showing how many affordable units we lose each year?

Ms. Hefner said good question. We can do that, and we keep track of that on an annual basis and it is something that could potentially be shared along with the Dashboard data in the future.

Mayor Lyles said could I ask a question about that Mr. Bokhari? Are you tracking those that we would be in a position of trying to replace? I've seen places where houses were torn down and just figure one or two bigger ones; what are we going to attract?

Mr. Bokhari said I think that for the last three years that we've been questioning over and over again is you know we get how many people are moving here a day and then roughly 13% of those are below the area median income that adds to the number of units we've built. We've just never been able to see how many we lose each year, which obviously changes a portion of that quotient that determines what our gap is to solve.

Mayor Lyles said what I was trying to say is you can tear down a house and build a 5,000 square foot house. We wouldn't replace the 5,000 square feet.

Mr. Bokhari said it is just to know really, it might inform our decision making but I don't have anything in mind that I think that tells us other than the whole picture as it evolves each year.

Councilmember Winston said that is what I had a question about and a comment about how it can be useful to us. I think there is some missing data because I think this is great and I'm always for figuring out more ways to effectively share information with the public, especially about where their tax dollars are going, but I think the point of this type of data is two-fold. I think the second most important part of this is for this data to inform policy decisions of future Councils. So, if we are saying we are making these investments without understanding what the marginal impact is year over year on the need then we still don't have enough information to make the most informed policy decisions, right.

Where do we fine-tune those Housing Trust Fund dollars, even how much we should be putting in our Housing Trust Bond ask year over year? As Mr. Bokhari said, we have 1,000 people a week moving in, if we don't account for that as well as the units that we are losing then we don't really have a clear understanding of the impact that our investments are making on the problem and the solutions at-large and I think that is what we really need to understand. That is what the public expects us from a policy standpoint to be doing, making good decisions that don't just communicate well on tables and charts but making decisions that are having the type of impact that are needed to bring security and healthy living situations for the people that need it the most.

Mayor Lyles said I don't know how to do that and I'm not sure that what Mr. Bokhari suggests would do that.

Mr. Winston said you would do it by seeing how many units are needed year over year. We said when the Opportunity Task Force Report came out, we had this 34,000-unit shortage and we were saying that by the year 2040 or 2050 we would need 50,000 units. Is that the same arithmetic, now that we've had even more explosive growth over that time? It has the velocity of people that are being displaced and are not able to live in certain neighborhoods, has that increased over the past five years? What is that outlook going to look like over the next five, 10, 15, 20 years? We should be able to count that theoretically to make more informed decisions.

Ms. Hefner said may I make one additional comment? The Housing Dashboard is depicting the investments that just the City of Charlotte is making. It is only a component of contributing to closing the housing gap and I think the question that is being asked is about tracking the affordable housing gap, which we do monitor. Every year we recalculate, that information was just recently shared with the Housing Recovery Task Force so that can be shared out as well.

Councilmember Newton said thank you, Rebecca, the number crunching is invaluable, and I can't wait to dig into this. I just wanted to remind everybody, and to Mr. Winston's point, we do have a \$50 million bond initiative on this year's ballot for Housing Trust Fund dollars. Mail-in balloting I believe started last week. I'm not getting out much these days so I don't know if there is a campaign out there for it, I know we've had campaigns in the past from the Charlotte Regional Business Alliance, but I think it is important that we make sure that the word is spread about that so people know and they are not taken by surprise when they get to the polls to vote or if they vote by mail, which is already happening right now.

Ms. Wideman said I just wanted to take this opportunity to update you on a Housing Trust Fund request that will be coming your way. I'll go back to the framework that you all approved, I think it was in 2018, and in that framework, we had three things, we said we would build new, we said that we would preserve, and we said that we help increase family self-sufficiency. After you approved the Housing Opportunity Framework you also a NOAH policy, naturally occurring affordable housing. That is whereby we preserve multifamily housing. We said that within that we had to be flexible because we know when property owners put a multifamily property on the market, they want to close in 60 to 90-days, so, this is why this is coming at us fast. You will be presented with an opportunity at your September 14th Business Meeting to approve a Housing Trust Fund request for \$2.4 million. The opportunity is to preserve, it is called Lake Mist, it is 144 units of multifamily housing. It is along with the Archdale Light Rail Station and it is consistent with your approved NOAH eligibility criteria. It has units in it ranging from 30% all the way up to 80%. The \$2.4 million would be used to do some HVAC replacement, some water heater replacement, doing some lighting, and some other life safety issues and I think the developer is making or has made his way around to most of you all, but we wanted to give you an opportunity to hear it here before you see it on your agenda on the 14th.

Mayor Lyles said I just wanted to express that the principles have indicated that this is a model that they think can be, not just appropriate for Charlotte, but could be a national model and that the investment by again, our private sector corporate banking community has been exceptional as well as the people that are working on this project. It will help us

get more units more quickly, and I think the one thing that distinguishes the group is that they have agreed to take 30% without taking housing choice vouchers. That really means that they will be coming to us with some ideas about how to do that. I don't know what a housing choice voucher is, but it is usually considered a market rate and what we've been doing is saying 30% and most of them will get vouchers from Inlivan and they get a certain rate, but in this case, they are going to do 30% without that voucher which frees up vouchers for more people and they are going to try to figure out a way to make the rents work for those folks. I think that is a pretty significant change in our effort and the work that this group is doing.

Ms. Wideman said I just want to be clear, I know there has been a lot of conversation in the community, not only about housing choice vouchers but other sources of income as well and so they are really open to, as the Mayor said, help meet the need.

Mr. Jones said I would just like to add one thing. Pam; I believe the last time when we had a bond, I guess in 2018, we were in that May 2018 time period, and I guess the best way to say it is we had over-subscribed, and we had to wait until we got the bond approved. I think even with this action you still have \$4 million left over.

Ms. Wideman said that is right Mr. Jones, should you all approve this, we still have about \$4 million left to get us to the next bond cycle.

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ITEM NO. 4: COUNCIL COMMITTEE REPORT OUTS

Councilmember Graham said could we let the Great Neighborhoods Committee go first while Ms. Wideman is up there? We have like a two-second report. I need her to correct any mistakes I make.

Mayor Lyles said I hope everybody has read the report and what the report is to do is to come up with actions that we need to take on anything that the Committee is bringing forward on the 14th. That is really the focus; we all can read so we don't need that for each other.

Great Neighborhoods Committee

Councilmember Graham said this will be really brief; our Committee didn't meet at all the month of August, but we worked really hard during the summer. I just want the Council to know that we did hear the comments and concerns in reference to the \$10 million. It was intentional for the Committee not to spend it all. We wanted to wait until the fall as we get into the winter season. We heard the Mayor in terms of some of the usage of those funds, utility, rent, electricity, etc. and so the Committee will be meeting twice this month, September 16th and the 23rd. We have two referrals coming from the Mayor, one from the City Manager's Office and Taiwo. That is our report.

Councilmember Watlington said mine is really in general and it is kind of procedural. I got two invites in September for the Housing Committee. Is that intentional?

Ms. Wideman said it is, yes ma'am, the 16th and the 23rd.

Budget and Effectiveness

Councilmember Driggs said this one may take more than two-seconds but let me start. The Committee met on August 18th, the members of the Budget and Effectiveness Committee are me as Chair, Councilmember Eiselt Vice-Chair, and Councilmembers Ajmera, Graham, and Johnson. We had four topics at this meeting, one was talking about our Ethics Policy, the second was the Police Budget Review in conjunction with our ongoing Council effort to review our Police Operations, The Violence Prevention Data Matrix, which we've discussed earlier so I don't need to say anything more about that and prioritizing projects funds by hospitality revenues.

I will just comment briefly on those and reverse order. We got an update relevant to the charge to our Committee to consider how hospitality funds are invested, capital projects with hospitality funds, criteria for prioritizing those investments, and Chief Financial Officer Kelly Flannery came up with some concepts for us to consider. I think right now all I will say is that is still a work in progress, and we expect to come back to Council with recommendations about that.

The second thing I wanted to talk about was the Police Budget Review by the services area. Budget Director Ryan Burgmann provided us with a sort of consolidated data for CMPD which you can see on our Committee's website. Some key take-a-ways from that, the percent of total community general fund budget, including County and other, not just the City, that is spent on Police is 14% and I mention that just because much has been made of the fact that some large percentage of our general fund budget was for Police, but it needs to be seen in the context of overall local government spending and not just the City's budget. The other thing I will mention is that 75% roughly of the expenditures of the Police Department are for personnel and in fact, only \$24 million of non-personnel expense is actually discretionary. That is probably the number that we are talking about as we consider the finances of the Police Department and try to incorporate the work that we've done on the Budget Committee with what is being done in Safe Communities.

The one thing I would like to mention in that context is there has been a call a couple of times for an audit of CMPD and in that context, I would just like to point out this book, which I hope everybody is familiar with. It is a consolidated annual financial report and this book presents all the financials of the City and is in fact audited. So, I will read to you what Cherry Bechard, our Auditor said; "in our opinion, based on our audit and the report of the other Auditors, the financial statements referred to above present fairly in all material respects the respective financial position of the government activities, the business-type activities, the discretely presented component unit, each major fund and the aggregate remaining fund information of the City as of June 30, 2019". The point I'm trying to make here is we need to be thoughtful about the use of the word audit. If it is a question of doing an audit in the narrow sense, that has happened. You are not going to learn anything by commissioning a further audit that isn't already covered by Cherry Bechard in this document. I think for people who are calling for an audit, what is required is a more careful thoughtful consideration of what exactly it is that you want to delve into in greater detail and when we take an action like that, we need to define what it is. So, to say I want to see details about this and this, I want somebody to look at this or to look at that, but the audit thing has been done and the truth is if you want an audit that is different from what has already been done, you are going to need to specify what it is, talk about who is going to do it, talk about the timeframe in which it is going to get done and how much it is going to cost. I'm very open in my Committee to considering any request for action like that, but I can't respond to this idea of we need an audit of CMPD.

The last thing I will talk about is the Ethics Policy and this is something we have the possibility of doing something about tonight. If you will bear with me since this is actually a fairly sensitive subject, our Committee had a charge to look at our Ethics Policy generally and then the issue of complaints related to ethics that have come in recently got caught up in that and just in order to be sure I do justice on this topic, I would like to read into the record a personal statement in mind on this subject with a recommendation for Council action. "In the past month or two, an unprecedented series of ethics complaints have been filed against a member of City Council pursuant to Council's Ethics Policy. Without prejudging the merits of any of these complaints, it is fair to say that collectively they constitute a misuse of our rules. The current policy was implemented five-years ago and not one complaint had been filed before the recent activity began. The access activity that is going on now is a problem, not only because it undermines public confidence, but also because it trivializes the complaint process itself. Genuine ethics violations are a serious matter, we owe it to our public to ensure that our policy is not rendered less effective by overuse. In brief, our current policy requires the complaints be submitted to the City Clerk and that they contain certain information that identifies complainants and makes the complaint susceptible to review and if necessary, an investigation".

You should have a copy of our Ethics Policy in front of you and that is the entire Ethics Policy that you have there. If you scroll through a little bit towards the back, you will see the specific section that relates to complaints about alleged ethics violations by Councilmembers. The Policy requires, as you can see, it is not that long, it is one page, that complaints be submitted to the City Clerk and that they contain certain information and identifies complainants and makes the complaints susceptible to review and if necessary, investigation. The City Attorney is called upon to verify that the complaints are properly submitted and if so refer them without further evaluation to an outside person who is currently referred to as an investigator. I will note, Councilmember Bokhari's specific position on the question of what exactly without further investigation means or what the word specific means, but I'm not going to try and resolve that issue right now.

The outside investigator makes a determination under our current policy either that the complaint does not warrant further action, in which case Mayor and Council are so notified and processing ceases. You can see that in Section D-2A or that further action is warranted, in which case an "investigation commences", Section D-2B. The problem with this current process is that the City's Attorney referral to the so-called investigator in accordance with D-1C is perceived by some in the media and public as being tantamount to a subsequent finding, a later finding by that investigator then an investigation proper is called for pursuant to D-2B. This unfavorable perception is unfair to any Councilmember who is not guilty of an ethics violation and the potential it offers to inflict harm invites the use of the complaints policy to attack members of the Council for reasons that it may have nothing to do with ethics.

At the meeting of the Council's Budget and Effectiveness Committee last month, Committee members voted, Ms. Ajmera was excused, to recommend to the full Council that we amend the wording of our Complaints Policy to indicate that the City Attorney will refer complaints he finds to be properly submitted to outside Counsel rather than an investigator. If you look at the copy you have in front of you, you will see it is marked up to reflect the word change for outside Counsel in lieu of investigator. You can see the effects of this substitution in the print-out on the amended Section D that you have circulated. The only change to the Policy would be that one-word change. All other provisions remain as they were. The effect of making this word change would be that the initial referral by the City Attorney to an outsider initiates a review rather than investigation. The latter word comes into play only if the outside counsel determines that the complaint has sufficient substance to warrant further action pursuant to D-2B in the existing policy. This will have the effect of protecting innocent Councilmembers from reputational harm while at the same time, and this should be emphasized, it does not afford any relief to any Councilmember who is actually guilty of an ethics violation. In addition to the recommendation from the Budget and Effectiveness Committee, I would also like to propose tonight that this word change be effective from a date prior to the submission of the currently pending complaints so that innocent Councilmembers who are the subject of those complaints get the benefit of protection from unfair reputational harm. The City Attorney will complete his review of three complaints that have not yet been certified for a referral before an outside Counsel is appointed so that no Councilmember who is the subject of a current complaint will be treated differently from any other. It is worth noting we are all at this point the target of at least one complaint, given the one that we had from KJ.

The second recommendation I would like to make to Council that any ethics complaint filed after our vote today will be held to be processed in accordance with a new complaints policy that Council will move expeditiously to adopt in the next month or so. This will ensure that our handling of future ethics complaints benefits from the lesson we have learned about the shortcomings of the existing policy. Just to emphasize, the proposal would only change one word in our existing policy so that it more accurately characterizes a complaint referral by the City Attorney. Making the change retroactive removes any stigma that might unfairly attach to a Councilmember against whom a complaint is lodged that is determined not to be actionable pursuant to D-2A, and three, deferring action on new complaints will help end the current cycle of filings and help us ensure that in going forward the public is accurately informed about the status of complaints and how they are being processed. The intention of the Committee is to complete the more comprehensive

review of our Ethics Policy over the next month of six-weeks. The suggestion for tonight is that this group now take an action to make that word change so that we don't have this word investigation showing up in the paper every time somebody decides to file an ethics complaint.

I think it is a small step, but it could be a meaningful one. One thing that is interesting to note though since we are all the target of at least one of these complaints, it is not going to be possible to take any action on this without having people who have been named in a complaint participate in the vote. So, we were hoping at one point that we could get a majority vote done by people who were not so that there wouldn't be any suggestion of well, you did this to help yourself, but here we are, we are all in this position right now so the question is tonight can we all agree to go ahead and make this little change as an interim remedy for the situation that we have around ethics and then look forward to taking action in a more substantive way in a few weeks. At this point, I would like to ask the City Attorney just to talk to us a little bit about what our situation is in terms of our participation in a vote on this issue tonight.

Patrick Baker, City Attorney said there is no legal basis for any of you to be recused from voting and you understand the difference between recusal and excuse. Being excused is simply a matter of a vote by this Council to excuse a particular individual and what is being recommended is there not be any excused voting and that the full-body just vote on this particular matter that is in front of you.

Mr. Driggs said I think in practice what that means is, if we can come together around the idea that this group is not going to excuse anybody from voting and we get a majority vote on that, then when we proceed to the vote on the question of whether to make the word change and the effectiveness then we will all participate in that vote. I think what that does is, it avoids a suggestion that some of us were more sensitive to the appearance if you will or allegation of an appearance of impropriety than others. We need to do this together and I think it is a great opportunity for us to come together as a team and demonstrate some unity in response to a very divisive and unfortunate situation in which we find ourselves with all these complaints. My suggestion is that for one, we will all participate in the vote, and two, I would then like us to vote on the proposal that we make the word change.

Motion was made by Councilmember Driggs, seconded by Councilmember Egleston, to make the word changes that are marked in the document that you have in our complaints policy and it consist entirely of avoiding the use of the word investigator early on and instead referring to outside Council and the date.

Councilmember Ajmera said I had raised my hand for the earlier topic, but I do have a question on this one as well. During the Budget and Effectiveness Committee meeting when this topic had come up, I had excused myself because of the perception since this is going to be retroactive. Mr. Attorney, I know you had addressed that at the Committee meeting that could be a perception issue because this is going retroactive and those who have complaints against them would have a perception issue. That is why I was excused. I would like to be consistent with what I had stated in the Committee meeting and now in front of the full Council.

Mr. Baker said in reality the subcommittee, keep in mind you don't excuse yourself, the subcommittee chose to excuse you so, it would be the full body here that would participate in excusing any Councilmember if it so chose to do that. But an individual Councilmember can ask to be excused, but ultimately that is a decision for the full Council to make.

Ms. Ajmera said how many complaints are there so far?
Mayor Lyles said everyone has a complaint against them.

Mr. Baker said there are 14 total complaints, separate complaints, but one is against essentially every Councilmember for the last 15-years including everybody in this room.

Ms. Ajmera said I understand that but this going in effect retroactively there is no way we can actually excuse ourselves because all of us have a complaint against us. This is really a difficult issue; I understand what Mr. Driggs is trying to do and appreciate what he is trying to do is not have someone weaponize this to file a complaint and have this investigation tag. I agree with the approach; however, I would like to be consistent as I have stated there would be a perception issue and I know that since there was a complaint filed and I had excused myself I would like to be consistent, I would like to be excused and if I'm not excused, I'm not comfortable voting on this.

Mr. Baker said just keep in mind if you are not excused any vote is going to be a yes vote unless you vote no.

Councilmember Watlington said it is unfortunate that we are here. I absolutely agree that we need to restore some level of dignity to this Council and I do think we need to deal with this expediently, however, as I have shared with my colleagues, I have some reservation about pulling this particular piece forward because I think we could have kept this same energy to do the full work of the Ethics Policy. Just because it feels that we are prioritizing ourselves over the public in this. From what I understand with discussions with the Attorney this doesn't change the procedure as it exists today, correct?

Mr. Baker said I would refer those complaints that need to get that initial review or whether are frivolous or even state a claim for an ethics violation. That would go to outside Counsel and I would treat it as outside Counsel consultation as opposed to an outside investigator which is the terminology that is used in the policy.

Mr. Watlington said I understand the terminology is different but from a material impact on how you are going to respond.

Mr. Baker said I have never participated in one of these; I would think that it would be fairly consistent in that I'm having someone, not me, and not anybody in my office, that I would hire as I shall hire someone and that individual would be making the call as to the base level whether these claims are frivolous state a claim should go forward or what have you, or for those that need back and forth, they would have that discussion to get further evidence to make a determination, depending on the complaint.

Ms. Watlington said as I understand it right now the motion on the floor is to update this particular wording and make it retroactive. Is that correct?

Mr. Baker said that is correct.

Ms. Watlington said as I said I just think that we could spend our time doing due diligence to this Esthetic Policy to restore some trust in the public and I'm just uncomfortable with the approach that we've taken to single some things out. I would prefer to defer the vote until we can do the full work, but I'm not sure that there is support for that. With that said, based on what I'm seeing so far, I do have reservations.

Councilmember Johnson said I want to piggyback off my colleagues. You said there were 14 complaints.

Mr. Baker said 14 separate complaints.

Ms. Johnson said 14 separate complaints and how many are deemed not frivolous or complete enough to move to the next level?

Mr. Baker said the language here, I haven't made any determination as to whether any of them are frivolous, not frivolous what have you. The review that I believe is a policy in my opinion clearly states requires me to do a technical reading of what has been submitted. I provided you all with information that seems like years ago, I think it was about four weeks ago, based on the group of complaints that I had at that time, that there were three that I felt met the technical floor if you will and I think the floor is the proper word to move on to an outside reviewer. The policy says investigator and we are talking

about changing that term to outside Counsel to make that initial determination as to whether the complaint is frivolous or even states a claim of an ethics violation. That is where we are. Since that time there have been another 11 complaints that have come in, the vast majority of which require of me to ask for additional information, which is under the policy I don't have the ability to just say that complaint is not going to go forward, I have to let the individuals know that they haven't met my specificity threshold and give them the opportunity to provide more specifics. That back and forth has been occurring over the last couple of weeks and I got some information as late as today in response to those questions that I put back out there, but there was one complaint that was actually filed on Friday afternoon, but I actually have not had the chance to reach out to the individual.

Ms. Johnson said so, of the 14 only three have met the technical requirements to move to the next level, whether we call it investigation or review, it is semantics, we've discussed that. The process is the same.

Mr. Baker said right now there are three and I would expect to make calls on the other 10 in the next day or two, certainly by the end of the week, and maybe in a position to make a call on the one that was filed on Friday by the end of the week as well. I'm not sure yet. I'm trying to handle these all in a batch as opposed to one at a time here or there. Quite frankly, the last time I corresponded with you all in a group I thought I was done, and it turns out I was just beginning to handle complaints.

Ms. Johnson said one of the things Ms. Watlington said is to see the priority over this policy. I think we have to be careful in that appearance, and one thing that we had a meeting a couple of weeks ago, it was a closed meeting, we were going to review the video and talk about the; Oh excuse me, but anyway I'm just not comfortable pulling out this policy either, especially when there was an incident that affected our public on June 3rd and that hasn't been a priority to even discuss until September 15th.

Mayor Lyles said you mean June 2nd.

Ms. Johnson said June 2nd, the teargas or whatever, the chemical weapons; we haven't changed that policy. It has gone to Committee, so I think that is a bigger priority for me than making a policy retroactive. I agree that we do need to address it, but I don't think this sends a message that I want to send to the public that we do a retroactive policy, not even based on policy, based on semantics, so for me, I won't be supporting the motion.

Mayor Lyles said I have to say that this is probably one of the very toughest things that I've ever had to deal with, and I going to say that because two years ago I had to deal with it very directly. When I was running for Mayor the first time, I was accused of an ethics violation. The violation was very clear that I had used my position as a Councilmember to allow my children to benefit from work that the City had done. It was a very difficult time for me. I didn't know quite how to deal with any of it. In the end, I felt that my integrity was questioned, I also felt like I had been bullied and there were lots of things about this, but at the time in the overall issue that came up it was under this Ethics Policy and it was whether or not Councilmembers are required to vote on issues that perhaps are very difficult that they don't want to make a choice about, don't want to take a stand on, and as a result of our laws and rules basically I had no choice but to vote because while I was being accused of doing something that would allow for my child to benefit from my position on Council. When that was shown not to be true or accurate, I had the responsibility to vote on those contracts. So, this isn't just something that for me is kind of one of those wells whatever we do is fine, it will be okay because it is not. It really reflects on how this Council as a body appears to take seriously something even when not true, even when accused it requires you to stand up and note something. So, a couple of things I want to note; this is a two-step process, it is one where there is a decision that is made whether or not the complaint is frivolous or not, and then it takes it to another step. Nothing that Mr. Driggs has said changes that process so, you can say the word is different, yes, but the word is also synonymous. It is not a word that is different, it still says that they have the accountability to review a complaint referred by the City

Attorney to review that complaint and then make a decision whether or not there is an allegation that is true.

The second thing that I want to say is when you are looking at this language and the word may be changing; has the content, have you looked it up in the dictionary or in a synonymous way? What difference does it make as long as the work that is required of the person is stated in the policy? The policy's intent is to have someone look at this and say does it go forward and then is there a reason for it to continue? Now, all of us know that in the times that we've been on Council and I have to respect, sometimes I really feel like Ms. Watlington and Ms. Johnson haven't been here as long, but that City Attorney has a client privilege relationship with each of us individually and as a group and to think that he would have to make that kind of decision in regards to anyone of us I think boxes him in such a very difficult way that it is almost like saying to him under this policy that he has no choice but to send everything forward no matter what he thinks about frivolous or how he defines it. I think it is actually more dangerous to not send it to outside Counsel that doesn't work for us that speaks to this public that says this is someone that works for us that cannot judge each and every one of us. How many of us have walked into Mr. Baker's office and had to say I've got a concern, I'm not quite sure how to handle it, give me advice? And, that is his job, that is what he is the City Attorney for and so when you are talking about the changes that we are making is it better to have inside Counsel instead of outside Counsel take this kind of action which is a two-step process, someone that hasn't had to sit, and I have to say I have read all of the e-mails, all of the comments, for someone to have a clean look at it, it is almost like it is tainted already from the back and forth that we have done. I ask you to put yourself in his shoes and say to yourself, would I want to be the one who has read all of these e-mails, and they've not all been nice, and to have to say I'm going to investigate this and it comes back and I have to work with you and you have to assess my performance, you have to say what I have done well. Is that really an arm's length transaction? I think we have to be extremely careful and I'm not saying change your mind, this is going to be a majority vote of whatever happens. I have heard the word say difficult, weaponize, defer until we can do the whole policy, and we are going to have to work with Patrick Baker to do that, and he is going to be the one that is going to evaluate and judge a complaint about one of us. I really feel that somewhere in all of this it is like what happened to me two years ago. I was in a debate with Kenny, and Kenny and I get along great, but someone asked him how would you feel when something like this happened and he said I would feel bullied and I turned to him and I said that is exactly how I feel Kenny.

Now, I'm not speaking for Patrick Baker; I'm speaking for the person that is going to sit in his chair, the next person, and the next person and I think about how they would have to feel when they one on one have attorney/client relationship with you and you are going to say that they are going to investigate you. I don't think that anybody would feel anything more or less than bullied by Patrick Baker. I'm not going to have a vote on this, but I could not imagine being in any worse position than to not be arm's length and something this important, especially since the way it started, and the way it has ended, it is muddled, there is no winning in this, but I certainly hope that we won't any further discourage or destroy the relationships that we have.

Mr. Driggs said I just wanted to mention to everybody, we probably wouldn't be having this conversation if it weren't for the newspaper coverage, front-page stories, so and so is under investigation. What we are trying to do is just make sure that that label is not tagged on any of us. We are all in the same situation here, none of us want to be characterized as being under investigation unless and until this person on the outside looks at the thing and says okay, this doesn't warrant some further action. It may be semantic, but the intention is to manage public perception and media coverage so that people don't have the opportunity to just walk in file a complaint, and then generate a newspaper story that whoever was the target of that complaint is now under investigation. We will be looking in more fundamental terms at the Ethics Policy and I expect that what will come out of that is a recommendation for a completely different approach which the City Attorney and I have discussed that may involve Council, for example, looking at these things rather than the outside person. The goal here is just to take this particular crop of investigations and put them in a status of being under review and then let the ones that

are serious and rally warrant investigation proceed under the existing policy paragraph D-2, but meanwhile, anybody whose complaint was found to be frivolous will never have been “under investigation”. That is really all it is about, you can call it semantic. It is not a huge change in policy, and we will have a much meatier discussion about how our ethics should work, how we should deal with complaints in about a month or so when the Committee had had a chance to consider the other recommendations that we will make to Council.

Mayor Lyles said every one of us will be tagged as having an investigation. So that is where we are.

Councilmember Eiselt said I would like to respond to Ms. Watlington’s statement about the public good, and I agree that we serve the public, that is what we do, that is our job, but the public is paying for these reviews, these investigations. I don’t know what it costs Patrick, but when all of a sudden we’ve got all off these complaints, I still believe it because someone figured out that if you can say someone is being investigated that is going to be a pretty strong accusation versus a complaint that was reviewed and when procedurally it is done exactly the same. I would hope that our legal bills would fall more in line with a proper review of complaint versus investigation after investigation. I don’t know if you have a comment on how much costs every time you send one of these to an Independent Counsel.

Mr. Baker said I don’t; I’ve never done one before and will find out. I am aware of I think it was 2010, 2012 the last a major investigation was done, and I think it was in the upper five figures, even low six figures total.

Ms. Eiselt said for one investigation?

Mr. Baker said well the big investigation, I want to be clear about that. It was as I recall a sexual harassment investigation involving multiple individuals.

Ms. Johnson said I think the process; I think the public might be confused the way this has been presented. None of us are under investigation as it stands, not even those three.

Ms. Eiselt said they have to go to the investigation, that is how this is written.

Ms. Johnson said will you explain?

Mr. Baker said I don’t have a secured investigator outside Counsel as of yet. As this has been going on, I’ve been waiting to hear in terms of exactly what this Council wants to do, what it wants to call, but nothing has been sent out to anybody at this stage. What you got from me two or three weeks ago was a status report of where I was based on the complaints and I think at that time I had four complaints.

Mayor Lyles said but how is he going to choose?

Ms. Johnson said the current process, even if we change the word under review, does not change. The process is the complaint is filed, Patrick reviews for validity I guess, or it is technical and then if it is technical, you don’t have the authority, I guess is the word, and I don’t know if you even have the desire to do that, but you send it to a third-party reviewer to investigate.

Mr. Baker said yes.

Mayor Lyles said it doesn’t say reviewer, it says to send to an investigator.

Ms. Johnson said it says independent investigator but that doesn’t mean that it is under investigation and if we had stepped out when the first three was filed it would have been very clear. None of them are under investigation.

Mayor Lyles said I'm going to say this and I'm going to be really clear. Councilmembers are all under investigation because a complaint has been filed. I would love to say that the media is nice to us.

Ms. Johnson said but there is the thing if we change it to reviewer we are still under the same thing.

Mayor Lyles said I didn't say reviewer, I said outside Counsel.

Ms. Johnson said no-one is under investigation.

Mr. Driggs said Mayor; may I respond to that? I think you are exactly right, no-one is under investigation, the problem is that the way an admitted defect by the author of this policy suggests that as soon as the technical determination has been made that the complaint was properly submitted an investigation begins. What actually begins is an evaluation of the complaint to decide whether an investigation – so by making this word change all we are doing is aligning the nomenclature when the actual process to avoid a situation where any Councilmember who is the subject of any old complaint, as it now stands, will be described as having been referred to an investigator and being under investigation. That is all it is.

Councilmember Newton said I wasn't involved in the process here, but it is in front of us today so, I think we are all in a situation we are compelled to make a decision here. Having said that the way I read this, and I think you probably agree with this, right Patrick, you would make a preliminary review determination then possibly send it to someone else who would also make their own preliminary review before the possibility of any investigation. In that sense certainly nobody today is under investigation, it is just the possibility of it being referred out to someone who would also do a review and subsequent investigation if they thought that was necessary. I think what we are talking about here is eliminating some of that confusion in that process because when you have that term investigator, I think it leads people to believe that instead of that person engaging in an initial review, they are already engaging in an investigation which isn't the case under this. I look at it and I feel like we are really talking a due process and fairness issue here, affording due process to the accused, making sure that the process in as much as perception is concerned, is perceived fairly for that individual. Right now, because this word investigator is in here even if, like this person gets this, they are still not involved in an investigation, it is still a preliminary review, but that word could lead many people to think that someone is under investigation, it is a damning accusation, it is not fair, it does not afford due process to the accused and I do feel like seeing this is in front of us today, we have to make a decision on this. I think it is the right thing to do.

At the same time, I would agree with the Mayor in that Patrick; I still question why you are involved on the front end at all because you could have perceptions of conflicts existing there and so I would ask the Committee after today's vote to please consider as you a looking at a more comprehensive amendment or review of the overall Ethics Policy, consider the possibility of eliminating Patrick or putting some language in there further separating him from the review because I could see where that could leave many people to think there is something underhanded or unfair is happening as well. Those are my comments; I think what we are talking about here is plain and simple due process, fairness, and eliminating the confusion that currently exists within the policy.

Mr. Driggs said exactly.

Ms. Watlington said I just want to be sure my position is not mischaracterized. To be very clear this is not about Patrick or bullying anybody for me. It is not about being afraid to take a vote, it is not about being on Council for a particular time. I feel we are sending mixed messages from folks saying we are changing the process and at the very next moment, well this doesn't change the process, we are under investigation, we are not under investigation. I think ultimately if the intent here is to provide the processor to keep people from being unfairly characterized in the media, honestly, I don't believe what we are doing tonight is going to cause anybody in the media to go back and print a retraction.

It is out there, it is done. I'm not against updating the policy, but I am against prioritizing this above the rest of the work which to me it sounds like from what I've heard several times from Council here and before does not have the material impact on how it is done. I think this vote is premature considering even some of the comments that Councilmember Newton just made. It sounds like there are substantial updates to the process that need to be made anyway and I just think we would be better served to take a look at this holistically.

Councilmember Graham said I thought I was just going to sit this thing out, but I won't because I'm under investigation too. I'm talking about perception and perception is reality right. Obviously, I read the one against me and others and it is a reckless disregard for the truth, it is a reckless disregard for process, it is a reckless disregard for facts, and it is a reckless disregard for my reputation period. So, if I have done something or my colleagues have done something then we should be under review, an inquiry, but this is, and I said it in my e-mail weeks ago, a whole lot of BS, and we have a fiduciary responsibility to be as transparent as possible. We have a fiduciary responsibility to the public to be a public servant under this scrutiny because this is what we all signed up for, right, public officials. We didn't sign up to be this disparage by frivolous, talking about mine, complaints where there are no facts, no merits, no processes, whatever, and so I think what we are doing today is a small adjustment, nothing changes, but which is changing the perception that Mr. Newton was right, fairness, perception, and process. Now, if we have to go back and fix this thing that we have to do, we know we have to fix it, the entire City Council of Charlotte's perception is under investigation. That isn't right because I've read a couple of those and if you don't like how somebody votes, then you go to the Board of Election. If you don't like that James Mitchell wears a three-piece suit with a QFI pen, you go to the Board of Election. You don't file a complaint and so this kind of fixes with unintentional consequences based on the former Mayor three or four cycles ago, this kind of fixes that a little, doesn't change the inquiry that has to happen, but it gives people around this table some due process.

A substitute motion was made by Councilmember Winston, seconded by Councilmember Watlington, to defer any changes until the Budget and Effective Government Committee is able to make a comprehensive Ethics recommendation to full Council.

Mayor Lyles said is your intent to have the complaints that have been filed to be handled in any specific way?

Mr. Winston said I couldn't quite hear, but was that question to me Mayor Lyles?

Mayor Lyles said I was asking you as the motion maker –

Mr. Winston said yes ma'am, the rules while they might be imperfect, that fault lies on City Council for not prioritizing that in the first place. We've had all the opportunities from the day that that policy was put in place to make those changes. It is unfair to move the goal post even how wrong this policy might be. So, we should focus on doing the work of making the full change and not put a band-aid on it. I think this is possible, it doesn't have to take a long time. If we commit to a work plan, I don't see why this can't be done in a matter of weeks, but the rules are the rules, and they should go forward. Changing the verbiage is not going to change the process so, Mr. Baker, regardless of how that original motion got vote on up or down, he would still have to pass that along for an outside Counsel to make a decision. We know we have a problem; this original motion doesn't solve the problem. The only solving of the problem would be a comprehensive look, deep dive into changing to our Ethics Policy.

Mayor Lyles said Mr. Winston I just want to make sure that I did not say that changing the verbiage would not make a change. I was saying the criteria would remain the same, the title of the person, instead of investigator, outside Counsel would change. The criteria would remain the same. I just wanted you to know what I said, I'm not arguing the point.

Mr. Newton said what we are talking about here is just changing a word to eliminate confusion that we all know exists. I get it, there is the need for more comprehensive reform within the Ethics Policy, but I feel like we are going to be back here with this anyway at some point in time in the future. It is in front of us now, we know that voting in the affirmative on this is not going to eliminate any existing complaints against anybody. If somebody is engaged in any wrongdoing, they will still be subject to an investigation, it is not going to prevent any future complaints as far as I know, right. So, correct me I'm wrong on that. I just feel like we are going to do this anyway in the affirmative, I feel it is the right thing to do from the standpoint of due process, fairness like Mr. Graham mentioning and so I feel like I'm compelled to move forward on this.

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

YEAS: Ajmera, Johnson, Watlington, and Winston

NAYS: Bokhari, Driggs, Egleston, Eiselt, Graham, Mitchell, and Newton

The substitute motion failed, and a vote was taken on the original motion and recorded as follows:

YEAS: Councilmember Bokhari, Driggs, Egleston, Eiselt, Graham, Mitchell, Newton, and Winston

NAYS: Councilmember Ajmera, Johnson and Watlington

Mr. Winston said before we leave this Committee topic, I have a question or comment. As regards to the audit, I'm sensitive to Mr. Driggs' comment as we just explored, semantics does mean a lot when we are making policy. This relates to the audit of CMPD's budget. I think it is quite clear what the community and many Councilmembers do want. I don't know if an audit is a right term, it might be an accounting. I have asked Mr. Baker to provide language that accurately expresses what the desire is, and I think he will be getting that to me soon. There is a two-fold desire to know, as with the policy that we passed on June 8th, it is the Council's duty to scrutinize and adjust the budgetary policy of CMPD. If we don't know what is being budgeted and what is being spent, we don't have the information to do our job and it is not in that book that Mr. Driggs displayed earlier. It is very simple, there are two things that we want to know; one we want to know what assets CMPD has, how much those assets costs, and where those funding sources originated from. Additionally, there is a cost to each municipal service that we provide whenever there is a call for service. Council does not know what those services cost so, how much is a murder investigation cost, how much does it cost when a Police Officer shows up to a minor accident and writes a report? How much does it cost when we show up to a mental health crisis? We don't know that number and so we want an accounting of how much it costs to provide those services. I agree that we need to get that verbiage right because in fact we do internal audits so maybe there is a different term that we need to use. That is why I've asked Mr. Baker to help me figure out what that language is so that can be clearly communicated as a function of the budget and we deal with the budget quite constantly in business meetings. So, as soon as we have that I think we will have a better ability to consider our options moving forward.

Intergovernmental Relations Committee

Councilmember Bokhari said it is in the thing, you can read it.

Mayor Lyles said I did say again, just as a reminder, each Committee has been asked to contribute to the work that is being done for Safe Communities and that we would ask that those all be ready and prepared for the staff to be able to compile them for October 5th because that is when we will have our first draft that would be a complete picture of the plan and that plan would then be what we would talk about on that day and then move forward with the community discussion and comments. I know that many of us have gotten lots of comments about well when do I get to do this. We have a community

discussion group, but we will have a Safe Communities draft that we can have public hearings, forums, or however we want to design that to be after October 5th.

Safe Communities Committee

Councilmember Egleston said the members of my Committee are all of you now so if you don't know what is going on that is surprising. It is all in there, the next meeting is a week from today. Since it is 11:00 and we have a closed session after this.

Councilmember Newton said I was recently contacted by a constituent and I think this is something that there have been questions asked about this in the community at large. We as a Council on June 3rd had made a decision to engage in two community meetings regarding the June 2nd incident. We were able to engage in the first one, the second one there was in-climate weather and it had to be rescheduled and I was just wondering, is there a rescheduled date for that or any update moving forward on that second community meeting that can be provided?

Mayor Lyles said I have received a number of e-mails and what I would like to suggest is that since we've already gotten a review from the Policy Chief; the Police Chief has announced that the things that we didn't do that should have been done, he has announced the suspension that we would actually respond to folks with those policy changes but that we would be able to do that as a result of having the draft Community Safety Plan which would be sometime in October. Unless the Council would like to something different, that would be my proposal because many of those policies are in the Safety Plan, particularly the ones on chemical agents. Control agents are one but are of particular interest to a number of people, that those would be coming through the Safe Communities Committee and would be included in that document. I'm drafting a memo that says we have done this and then the date will be this that we are going to get a draft and there will be multiple opportunities to comment on it. Does anybody disagree or want to do it differently?

Councilmember Winston said yes, I did show up that second day we were supposed to be out there and there were people that wanted to speak to us. I think this community conversation that we had the first day and it was intended to have the second day is different than the work that we are doing in Committee. In fact, the work that is happening in the Safe Communities Committee, the public does not have a real chance to address us outside of a few folks that have been honestly personally selected by each Councilmember. So, especially given these COVID times the community has not been able to come and face us which is a very important part of any democracy and any democratic process that we should give our constituents the proper respect and hold up our end of the bargain on a safe way to give them an audience so they can speak their minds freely to these very sensitive items.

Mayor Lyles said I agree with that; I don't know where that is in conflict, it is just a matter of when to do it and I was saying after October 5th when we have the documents that we are going to be responding to many of the questions that they ask that day.

Councilmember Egleston said I was going to say I think the Mayor's point earlier was the point of bringing forward the recommendations from the Committee in kind of a bundle if you will, as they can be put out to the public for the public to review and the public to comment on before Council would take a full vote on them. No policy could or would be changed until the public had had a chance to view it, review it, and comment on it.

Mr. Winston said that is what I'm saying. When we make those proposals, there will already be the ability for the public to weigh in on that specific thing, but leading up to that formation of these policy decisions that is why we were having that initial audience and we have taken that away when we have said that we were going to put that out there and now we are saying we are not going to give that to them, we are going to do the work and then let you consolidate that into time that you would have already had to have public comment. I think that is limiting democracy and I don't think that is what we should be doing.

Mayor Lyles said Mr. Winston objects, any other objections? I would like to have the staff put a communications plan together whether it be workshops around the City, whether or not on the front line of the porch of our building, whatever, but just give us some ideas the best ways to reach out to the public and the various interest groups as a part of our draft plan.

Councilmember Graham said I concur with that and when we first gave the Manager recommendations that was one of my recommendations to the Manager to have more public input sessions to get comments and reviews from the public. I would hope that we would do a better job than we did the first night we did it because the first night we did it we didn't accomplish much, and that is being very polite. I just hope there is a structure in a way where there is some give and take, some back and forth, but it is done in a way where we can really come together and build a plan together with the public versus it just being a screaming session. I understand people are frustrated, I'm frustrated too, but there has to be a mutual understanding of what we are trying to accomplish. I hope it is structured in a way Mr. Manager that allows that to happen.

Councilmember Johnson said I would just ask that we keep in mind the COVID and if this could be virtual that is what I would prefer. I think we still need to model this behavior for social distancing.

Workforce and Business Development Committee

Councilmember Mitchell said I'm going to follow the lead of Councilmember Egleston so, I'm going to work on brevity, you see our Workforce Development initiatives on Page 6, will be meeting September 14th and the 28th of this month and the only good thing I will share is the good news. I hope you all saw Laura Smith's e-mail; an application has closed on the access to small business; 4,600 businesses submitted an application requesting for a total of \$59,0760. The Foundation will continue to process the grants through the middle of October, making awards every two-weeks. So, kudo to everyone and to access to capital, I hope you all saw the New York Times article, they feature one of our recipients in there and Brookings Institute did a great story on the model we created, so hats off to the City Council and the staff.

Mayor Lyles said Mr. Mitchell, can I ask you in the report that you have, you have the three bullets on the training program, the rollover for the partner support and the workforce innovation, and the question of whether or not errors have been corrected. Can we get those in detail that would outline them as this is how the public will see them and this is what you have to go through so we will have the program detailed? When do you think you are going to have that?

Mr. Mitchell said can you give us to next week. I don't want Tracy to scream at me.

Mayor Lyles said of course, and then I don't know what the decision has been on the hotel and the restaurant fund. Is it exactly like access to capital except for the hotels that are a different calculation?

Mr. Mitchell said yes, but let me reassure everybody, the application has closed as of August 30th.

Mayor Lyles said for restaurants as well, what about the hotels? I see Tracy saying no.

Mr. Mitchell said access to capital has closed on August 30th.

Mayor Lyles said I'm talking about the \$8 million, \$5 million for the restaurants, and \$3 million for the hotels. We need to see that.

Mr. Mitchell said okay.

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ITEM NO. 1: CLOSED SESSION

Mayor Lyles said Mr. Baker will you please read our closed session?

Patrick Baker, City Attorney said we have two closed sessions for you and we need one motion to discuss matters relating to the location and expansion of industries or other businesses in the area served by the City, including agreements on a tentative list of economic development incentives that may be offered by the City in negotiations pursuant to NCGS 143-318.11(a)(4) and to establish or instruct the City staff concerning the position to be taken by on behalf of the City in negotiating the price or the material, terms of a contract for the acquisition of real property pursuant to NCGS 143-318.11(a)(5).

Motion was made by Councilmember Driggs, seconded by Councilmember Egleston, and carried unanimously to go into closed session to discuss matters relating to the location or expansion of industries or other businesses in the area served by the public body, including agreement on a tentative list of economic development incentives that may be offered by the City in negotiations pursuant to NCGS 143-218.11(a)(4), AND to establish, or to instruct the City staff concerning the position to be taken by or on behalf of the City in negotiating (i) the price and other material terms of contract or proposed contract for the acquisition of real property pursuant to NCGS 143-318.11(a)(5).

The meeting was recessed at 11:00 p.m. for a closed session. The closed session recessed at 12:15 a.m. for the regularly scheduled Business Meeting.

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ADJOURNMENT

The meeting adjourned at 12:15 a.m. at the conclusion of the closed session.


Stephanie Bello, Deputy City Clerk,

Length of Meeting: 7 Hours, 12 Minutes
Minutes Completed: September 22, 2020