



Board Topics of Interest: Summary of Responses

Child Fatality Prevention Committee

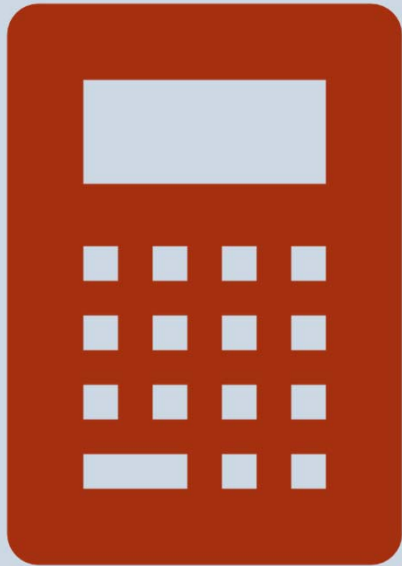
Question: What is the Child Fatality Prevention Committee(CD-CP) and is there any data that show the number of families affected by violence in the home?

Response: CD-CP is an acute trauma response service for children referred by law enforcement. The focus is on children who are victims of, or witnesses to violence or other potentially traumatic events, and we have child mental health clinicians who can either respond immediately to a crime scene or do next-day follow-up with children & families depending on their needs. CD-CP saw an increase in 2018 referrals of 19% over 2017.

Scenario: To the right is a breakdown of the referral numbers and triaged cases by acuity. As you can see, though overall referrals have risen, the expanded triage process has allowed the clinician's caseloads of the highest priority cases to remain fairly stable since 2016.

Year	Referrals	# Visit Acuity *
2016	4,670	3,171
2017	6,542	3,534
2018	7,809	3,256

*number of referrals that require assessment and follow-up.



Charlotte Mecklenburg Schools (CMS)

Question: Does Charlotte-Mecklenburg Schools (CMS) tell us how much money they have currently at their disposal?

Response: CMS submits a report to the Finance department that outlines how the County funding is spent. The initial report is for the July – November period, and then CMS submit it monthly for the remainder of the fiscal year.

Sheriff's Office Compensation

Question: Do we have a plan to be competitive in our market so that we have the ability to recruit more officers and reduce overtime?

Response: As part of the FY2019 Adopted Budget, the Board approved the Sherriff's requested \$3.4M pay plan revision for recruitment and high turnover positions.

- The new pay plan provides a salary increase of 5% to all sworn and certified staff.
- According to the data provided by the Sheriff's Office at the time the plan was considered, salaries would be increased for 890 (sworn officers and detention officers).
- Additionally, the plan provides detention officers and deputy sheriffs who obtain intermediate and/or advanced certifications a salary increase of up to 5% (2.5% per certification).
- There are no other pay plan revisions for the Sheriff's Office that are being considered at this time.



Work-Release and Restitution Center (WRRC)

Question: Is the former work release facility county owned? How is it currently being used? Has our asset facilities management team ever assessed the best use of it?

Response: While WRRC is a County-owned facility, it has always been under the control of the Sheriff's Office. The building has two main areas: (1) previously housed WRRC clients and (2) is for Sheriff's Office administrative functions (e.g., human resources, evidence storage, etc.). The former housing area is now vacant, but the administrative area is fully occupied by Sheriff's staff and is under strict security controls.

The Sheriff's Field Operations Unit currently leases space at the ABC warehouse on N. Tryon Street. This lease expires 6/30/21. About 2 years ago, Sheriff's Office staff reported that they were growing beyond the capacity of that facility and needed to relocate when the lease expires. It was determined that such a relocation was feasible, and a project to renovate the facility to meet that need was submitted and approved as part of the FY19-FY23 CIP.

New Hope Children's Center – Rock Hill, SC

Question: How many children do we have at this facility? How much do we spend? Is there still a problem where Cardinal is not taking responsibility? Are we getting good results?

Response: In FY17, the County placed 19 children at a cost of \$524,000 & served 14 children at a cost of \$228,000 in FY18. There are 2 YFS custody placed at New Hope. The number of children at this site has declined because of the launch of our emergency placement programming with Thompson. The County YFS has spent, for FY19, \$46,496.30. The emergency bed rates at this facility ranges from \$427 per child per day to a high of \$747 based on the needs of the child. YFS is projected to spend \$139,000 in FY19 for emergency placement beds at this facility.

YFS is actively partnering with Cardinal Innovations around our high needs children. On a case-by-case basis, Cardinal Innovations has approved a single case agreement(s) to fund therapeutic placement at New Hope. It must be noted that the placement network, specifically therapeutic foster home settings which is most frequently recommended for these children, has not been adequate. Also, we are not getting the results we need from Cardinal Innovations for children in need of residential mental health services.

<u>*Emergency Placements TOTAL Costs</u>		<u>New Hope Children's Center - Rock Hill Expenses ONLY</u>	
FY16	Emergency Expenses: \$1,641,897	FY16	Data not available
FY17	Emergency Expenses: \$1,708,805	FY17	\$524,000 – 19 children served
FY18	Emergency Expenses: \$1,705,909	FY18	\$228,000 – 14 children served
FY19	Emergency Projection: \$2,247,059	FY19	\$46,496.30 (Year-to-Date) – 2 children served \$139,000 (Projected)

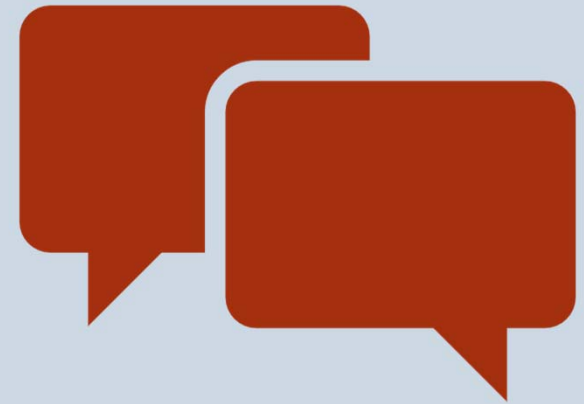
*The New Hope Children's Center cost reflected on the right-hand side is a subset of the total emergency placement cost listed on the left-hand side.

Public Communication

Question: How can we ensure that the County has more enhanced and frequent public communication?

Response: We communicate information about Mecklenburg County government to the public every day in multiple formats:

- MeckNC.gov – The County’s main website consists of more than 25,000 web content pages representing virtually all County departments and programs
- Social Media - Across 16 County social media accounts during a 30-day period, Public Information posted 287 messages, received 807 messages from users and followers, and had 447,979 total impressions
- Media Relations - Each day, the County responds to multiple media inquiries, pitches story ideas to multiple outlets, and distributes news releases and media advisories to our list of more than 300 media contacts and interested parties
- Crisis Communications - Several times a year, Public Information manages situations requiring a strategic or immediate response
- Community Relations - On average, Public Information’s efforts to increase civic participation include 3 to 5 community meetings per month on a variety of County topics
- Marketing - Public Information helps manage multiple marketing campaigns for departments and the County in general
- Public Records Requests - Public Information responds to an average of more than 50 records requests each month.



Equal Employment Practices

Question: What is the County doing to dismantle racism (employment practices, racial disparity and outcomes)?

Response: As a recipient of Department of Justice funding, Mecklenburg County is required to submit an Equal Employment Opportunity (EEO) Plan which is a comprehensive document that analyzes our relevant labor market data, as well as our employment practices, to identify possible barriers to the participation of women and minorities in all levels of the County's workforce.

To show its commitment to equity and inclusion, the Board of County Commissioners approved funding in FY18 to implement Equity Initiative Phase One. The County Manager also announced the appointment of Phin Xaypangna as the Equity and Inclusion manager/Sr. Assistant to the County Manager in the County Manager's Office to lead this effort. Phin Xaypangna's role is to bring a holistic and enterprise-wide effort to advance Equity and Inclusion in Mecklenburg County.

Early Voting/Voter ID Impact

Question: What do we need to do to make waits 30 minutes or less during Early Voting, impact of Voter ID?

Response: The Elections Office is always looking at ways to maximize our Early Voting. The obvious response to your question is to increase the number and size of the Early Voting locations. Unfortunately, it is not always that simple. Locating early voting sites large enough throughout the county is not always possible. It is challenging to locate those large locations within certain parts of the County, due to the fact that these are usually short-term leases with limited space available - but it is our mission to continue searching.

Regarding the new Photo ID bill, the office has experience with the procedures of asking for and accepting photo ID for voting purposes. In 2016 we instituted photo ID for the primary and 2nd primary, before it was ruled unconstitutional for the 2016 General election. We do expect additional costs regarding actually producing the photo ID and we will request additional staff to assist in the photo requirements.

Gun Violence

Question: What are the strategies we could consider to reduce gun violence, i.e. safe storage?

Response: : The Violence Action Plan has a stated goal to reduce gun violence in the Lakewood Community.

There are other initiatives occurring in the county to reduce gun violence. For example: Project safe neighborhood is a nationally funded program through the US Department of Justice that is working to keep our communities safe by eliminating gun violence. Managed by the US Attorney's office, Project Safe Neighborhoods is a collaborative effort among federal, state and local law enforcement and community partners to create strategies to address the unique gun crime problem in Western North Carolina. CMS announced they will be implementing random searches in an effort to prevent gun violence on campuses. Other initiatives include mental health first aid training and safe kids gun lock program.

There are a few promising strategies that can be pursued locally:

- [Gun Violence Restraining Orders](#) (GRVO): GRVOs allow family members and intimate partners who believe a relative's dangerous behavior may lead to violence to request an order from a civil court
- [ASK \(Asking Saves Kids\) Campaign](#): encourages parents and caregivers to ask about guns in the home before sending their child to a babysitter/friend's house/relative's house, etc.
- [AAP Recommendation](#) that pediatricians ask parents/families about the presence of guns in the home and firearm safety.

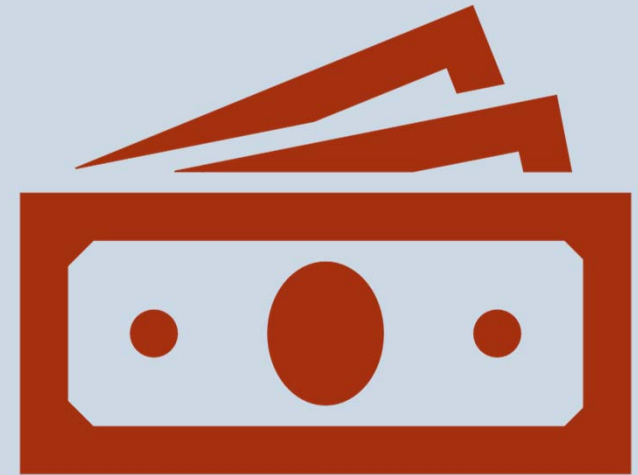
House Bill 514

Question: Is this a new revenue option for City of Charlotte? Could the City now be a funding partner in schools?

Response: While HB 514 does provide for certain municipalities to create and operate their own charter schools, it only includes the Town of Cornelius, the Town of Huntersville, the Town of Matthews, and the Town of Mint Hill.

CMS has raised concerns that the HB 514 model could result in a reversion to the pre-1960 merger of the City of Charlotte and Mecklenburg County Schools—resulting in a two-tiered educational system in direct conflict with the goals of CMS. There are other policy concerns with equity within those municipalities if they were to proceed. Should the towns use the new taxing authority, CMS has also indicated the possibility of amending their timeline for capital projects, altering school assignments and access to magnet programs for students from the four cities.

Recently CMS created the Municipal Education Advisory Committee (MEAC) which includes school board members and town officials to take a collaborate steps to address concerns. Staff from the Tax Collectors Office presented municipal tax collection information at the first meeting in December. An invitation to the BOCC to appoint a representative has been extended.



Sports betting/Marijuana Legalization

Question: What are we doing to make sure counties are at the table around revenue from pot legalization or sports betting?

Response: The County proactively monitors legislation related to revenue through staff efforts, our contract lobbyist and the North Carolina Association of County Commissioners. We are also engaged with state and regional organizations which monitor revenue issues affecting local government.

Delegation members receive our legislative agenda and guiding principles which include supporting legislation that provides funding to counties.



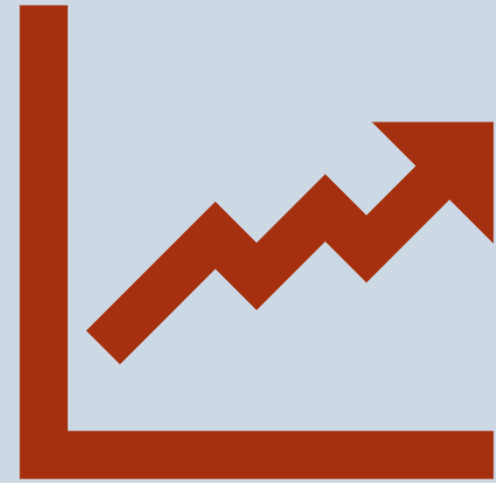
Funding Options for new Libraries

Question: Are there funding options available to build more libraries (bonds)?

Response: The County's 2019-2023 Capital Improvement Plan (CIP) includes \$65 million for Library Construction, in addition to the \$26.6 million provided in the previous 5-year capital plan.

Construction of more libraries in the near term would require an amendment to the current CIP. Such amendment to the CIP would require working closely with the Library to develop a detailed project plan for construction, with cost estimates, timelines and locations. It would also require analysis on the affordability utilizing tools including the long-range model, to identify a general plan to finance.

Funding through bonds would require additional bond authorization to support library construction. This process typically can take several months, or longer, given the need to coordinate with the Library's Board and gain public input. The next step would be to submit the proposal to secure NC State Treasurer's approval through the Local Government Commission, and if approved start the referendum process, which typically takes six months. This will be covered in more detail during the January 8 Budget and Public Policy meeting.



Pre-emption

Question: Pre-emption - how can we work with the legislature to address issues like broadband, minimum wage?

Response: Pre-emptive legislative advocacy begins with the agenda setting process of the Intergovernmental Relations Committee (IGR) prior to each legislative session. The Commissioners, County Manager, Executive Team and Departments submit issues for consideration that may be defensive in nature or present proactive opportunities. The IGR Committee thoroughly reviews each item and votes to approve the recommended agenda followed by a vote of the full Board of County Commissioners. In addition to internal work the County contracts with a Raleigh based lobbying firm, Melton and Associates to assist with legislative endeavors.



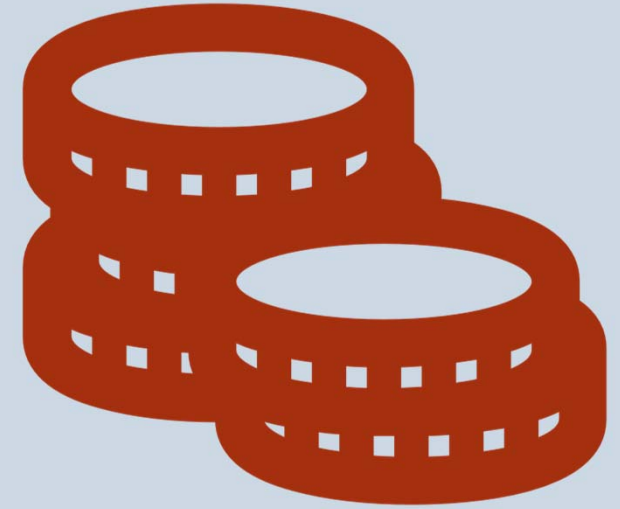
Teacher Pay Supplements

Question: Can you provide a comparison of teacher pay supplements across the State.

Response: This request was submitted to Charlotte-Mecklenburg Schools (CMS).



Fiscal Impact of Business Incentive Grants (BIG)



Question: Can the County partner at a minimum with the City (and potentially with the State) to coordinate the future budget implications on our infrastructure and services due to our BIG program.

Response: The Office of Economic Development prepares a comprehensive fiscal impact analysis of each BIG being considered. The fiscal impact analysis is created by using the PI+ software suite from REMI (Regional Economic Modeling Inc.). The REMI PI+ model is considered the most accurate economic modeling system available and was chosen specifically for its granular differentiation of impacts between employment sectors and ability to operate calculations at a County level specificity.

The comprehensive fiscal impact analysis provides the following:

- Projected population and demographic changes as a result of the project.
- Projected long term county costs as a result of the demographic changes
- Projected direct ad valorem and sales tax impacts from the project and ad valorem and sales tax impacts from the local payroll generated by the project
- Costs of any granted incentives

This information is shared with the City.

Land Acquisition

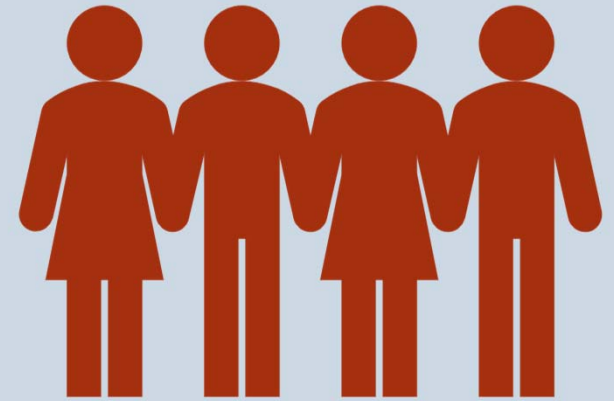
Question: What are the funding options available for fast tracking land acquisition for parks and greenways?

Response: The County's mechanism for land acquisitions has included both bonds and pay-as-you-go funding.

Minority/Small Businesses

Question: How does the county currently support locally owned minority owned and small businesses?

Response: The County currently operates a Minority, Women and Small Business Enterprise [MWSBE] Program to encourage purchasing of goods and services from MWSBEs. The program seeks to ensure that all eligible MWSBEs are registered as vendors with the County, have appropriate and up to date certifications registered with the County and are made aware of and are encouraged to bid on County purchasing opportunities. In the latter half of FY2019, the County will be engaging a consultant to help catalogue and evaluate the effectiveness of the individual departments efforts in MWSBE outreach and purchasing and to benchmark those efforts against best in country programming.



Business Incentives

Question: What kind of incentives are offered to locally owned businesses?

Response: The County operates a range of small business support programs for locally owned small businesses. This includes:

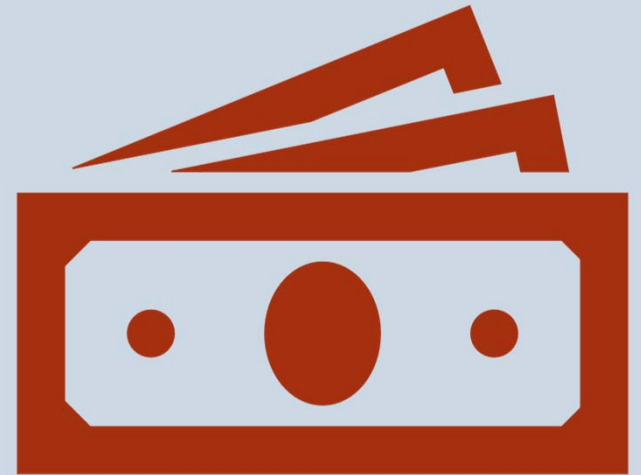
- I. Free small business concierge service to assess small business needs and match them with appropriate support providers in the regions. This free service is available on weekend and evening hours throughout the County at libraries and community centers.
- II. Free credit coaching and capital access assistance is available to small businesses to help them assess their credit worthiness, develop action plans to increase their credit worthiness and to identify and secure potential sources of capital or credit.
- III. Free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also web-cast
- IV. Free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven-month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College.



Fund Balance

Question: Can fund balance be used to support incentives for locally owned businesses?

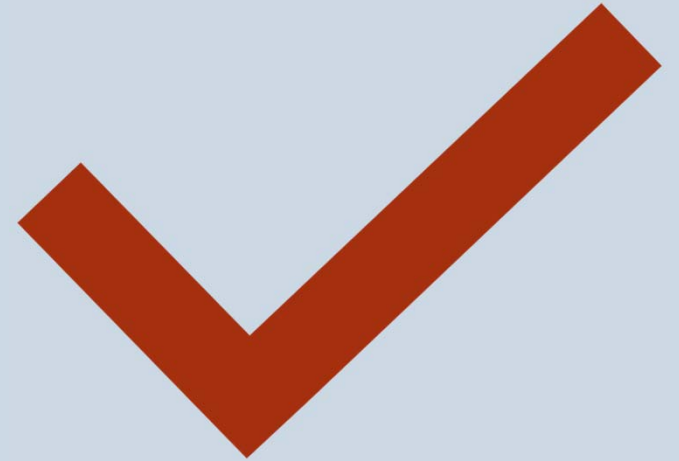
Response: In limited and proscribed circumstances as set forth in state statutes, the County is able to provide loans to small businesses but is unable to provide loan guarantees or forgivable loans. The County is currently exploring costs and options for operating a small business revolving loan fund. Fund balance may or may not be an option for funding such an initiative and will be determined as the due diligence and analysis by OED and The County Manager's Office are completed.



Greenway Completion

Question: What would the impact be to move the target date for Greenway completion from 2050 to 2030 - 2035? At what rate would we need to fund?

Response: Fast-tracking the Master Plan greenway buildout to 2035 would require the completion of 14-15 miles of greenway per year at \$2-2.5M per mile in current dollars. In addition, staff enhancements would be required for both Park & Recreation and Asset Facility Management.



Greenway Completion cont...

Question: What are the compliance & legal barriers from the state & federal government that we would need to overcome to meet this goal?

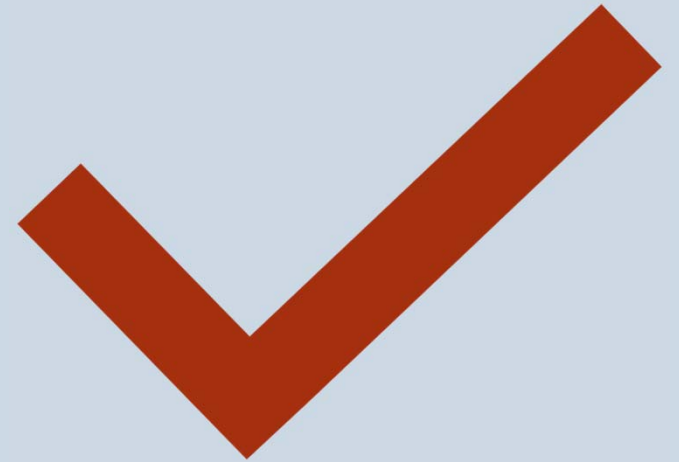
Response: Working through these barriers will require partnerships with multiple agencies, including LUESA, City and County Stormwater, local towns, the State of North Carolina, and NC Water Quality. We will continue our coordination efforts with the City of Charlotte, particularly as they begin the development process for the 2040 Vision Plan to facilitate these partnerships.



Greenway Completion cont...

Question: What % is currently uninhibited (without regulatory barriers) and ready for completion once funding is received?

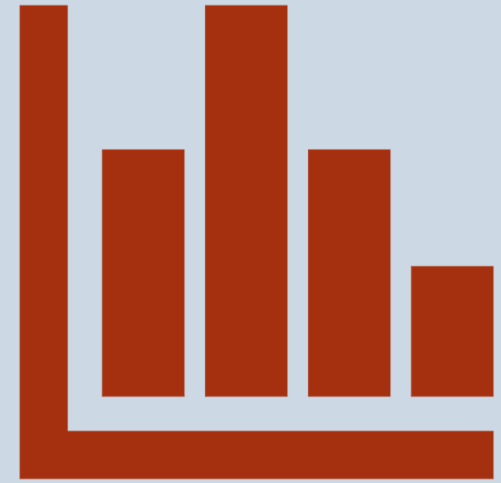
Response: The majority of land that we target for acquisition is regulated to varying degrees. Regulatory barriers on all land identified for greenway development through FY23 is in various stages of negotiation, but all are in process according to our established development timeline.



Wilmore Centennial Park

Question: Wilmore Centennial Park at South End was recommended as a priority park project for funding, it is not included in the current parks budget for the FY19-23 Capital Improvement Program (CIP) - How do we get this moved up for this part of my District?

Response: Wilmore Centennial Park is estimated at \$2M.



School-aged Housing Program

Question: Can we implement a program that will house (dormitories) school-aged students from Mecklenburg County while educating them?

Response: There continue to be significant challenges to executing the approach described above. The single largest, however, appears to be a conflict with the McKinney-Vento Homeless Assistance Act (MCV), most recently reauthorized by The Every Student Succeeds Act of 2015. Additional modifications to MCV were effective in 2016. As defined in MCV, “homeless children and youth” are those who meet any of the following criteria:

- Sharing the housing of other persons due to loss of housing, economic hardship, or other similar reason (including those who are “doubled-up”)
- Living in motels, hotels, trailer parks, or camping grounds due to lack of alternative accommodations
- Living in emergency or transitional shelters
- Abandoned in hospitals
- Having a primary nighttime residence that is a public or private place neither designed for, or ordinarily used as, a regular sleeping accommodation for human beings
- Living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings and
- Migrating children who qualify as homeless because they are living in any of the circumstances described above

The MCV legislation expressly prohibits segregating students and youth who meet the definition of homelessness within the Act. This prohibition means that students who are covered by MCV may not be sent to a separate program within a school, let alone an entirely separate school, regardless of intent. Students who meet the MCV definition of “homeless” must receive a placement based on the “best interest” of the child.



Rehabilitating Senior Citizens

Question: Is there a service currently being offered to provide financial support to rehabilitating Senior Citizen homes? If not, is there an agency that can be used to provide this assistance?

Response: DSS does not have a mechanism by which we provide financial support for home repairs. We do however refer customers to home repair agencies, such as City of Charlotte Senior Housing Rehab, Safe Home Repair and Rehabilitation Program, Blue Ridge Community Action, Don't Sweat the Small Stuff and Our Family Caregiver Support Program-Love INC (wheelchair ramps).



Small Business Assistance

Question: Can you provide an update on what the County is doing regarding small business startup assistance/lending? Include examples of policies, procedures & regulations of a startup program operated by the County.

Response: The County's activity in small business startup assistance / lending includes the following:

- Free credit coaching and capital access assistance is available to small businesses to help them assess their credit worthiness, develop action plans to increase their credit worthiness and to identify and secure potential sources of capital or credit.
- The County has issued an RFP for third party servicing of a small business revolving loan fund and has received responses. The Office of Economic Development and the County Manager's Office Executive Team will be evaluating the responses and make recommendations to the BOCC in the first quarter of 2019
- Free small business concierge service to assess small business needs and match them with appropriate support providers in the regions. This free service is available on weekend and evening hours throughout the County at libraries and community centers.
- Free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also web-cast
- Free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College.



Brooklyn Village

Question: Can you provide an update on Brooklyn Village?

Response: In 2016, the County selected BK Partners, LLC to redevelop County-owned land in Second Ward.

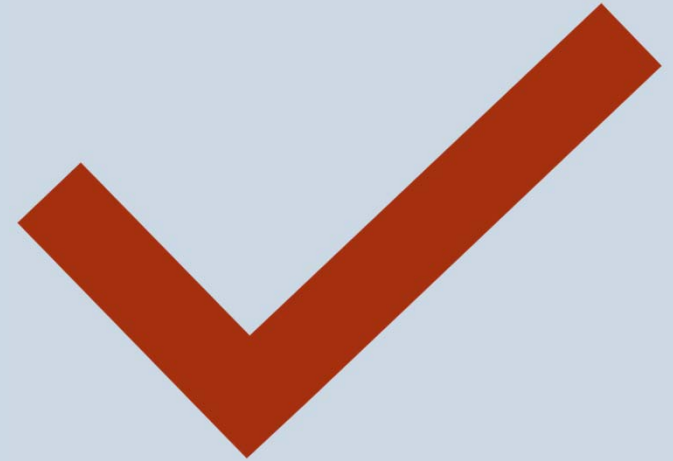
Total purchase price of County property: \$33,700,000

- Phase I Land: \$10,300,000 (Walton Plaza site, aka Brooklyn Village South)
- Phase II Land: \$17,500,000 (portion of Marshall Park & Board of Education site)
- Phase III Land: \$5,900,000 (portion of Brooklyn Village North)

Total proposed redevelopment program minimum target: 2,309,000 square feet (SF)

- Retail: 252,000 SF
- Housing: 1,243 units
- Office: 712,400 SF
- Hotel: 280 rooms
- Affordable housing
- Public open space & park
- MWSBE Goal: 35% participation

Current status: The County and BK Partners, entered into a Master Redevelopment Agreement (MRA) on July 10, 2018. The County and the Developer also entered into a License Agreement in July 2018 to allow the Developer and its contractors to perform due diligence investigations on County property. The due diligence period of 180 days is subject to an extension until such time the County and City amend the “Brooklyn Village Interlocal Cooperation Agreement” and the County, City, and Charlotte Housing Authority (CHA) amend the “Brooklyn Village Memorandum of Agreement” (MOA). The Interlocal Agreement contains a reversal option applicable to the Marshall Park parcel that would allow the City to require the County to convey the park parcel back to the City, if it has not been sold by December 31, 2019, as well as certain requirements related to the inclusion of affordable housing.



Livable Meck

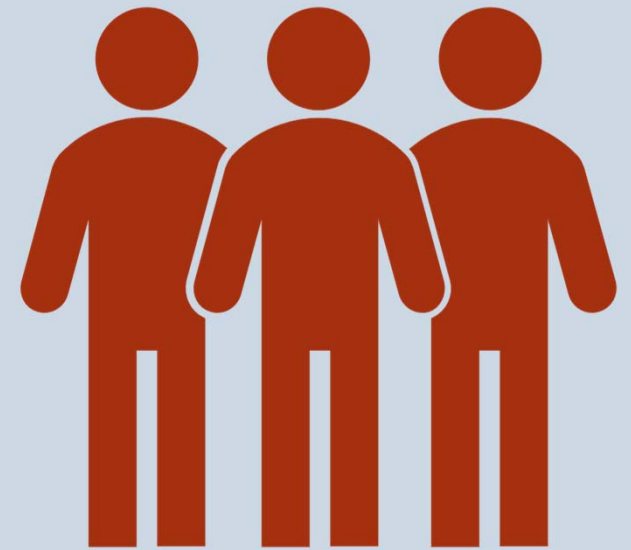
Question: Where are we with Livable Meck? Are there any additional ways to engage residents and review needs for more outreach? Additional staff needs? How are we including community input in our decision-making process?

Response: Livable Meck (previously known as *Mecklenburg Livable Communities Plan*) is an engagement infrastructure – bringing people together to enhance/protect the quality of life across our community.

Mecklenburg County government serves two roles with Livable Meck – the role of convener and as partner. Livable Meck’s purpose is to coordinate, support and enact positive change via the following commitments:

- Engage residents & stakeholders in a process to guide community growth
- Facilitate collaboration among the community’s private, nonprofit and government organizations;
- Measure the livability of Mecklenburg County’s communities; and
- Communicate stories and progress to inspire continued advancement of the plan’s guiding principles

Community input is the priority of the FY19 “Voice of the Community” process. Livable Meck is engaging residents to revisit the community-wide plan created in 2012. This process is a mixed-mode approach which includes in-person forums, online surveys, and telephone messaging. From August – December 2018, 16 forums and 2 surveys were conducted resulting in over 700 residents participating. Forums have been scheduled through April 2019 to ensure a representative group of residents. Residents’ feedback will influence the new community-wide plan that drives Livable Meck’s work for the next 5 years.



Magistrate Office

Question: Please provide an update on getting a magistrate's office in the northern part of Mecklenburg County.



Response: Efforts were made in FY19 to secure three state funded magistrate positions through the legislature, one through the northern towns and one through a County/City of Charlotte partnership to establish a full-time magistrate's office in northern Mecklenburg County. However, those efforts were not met with positive results. In October 2018, the BOCC agreed to include seeking funding to increase access to magistrates in northern Mecklenburg County as part of its state legislative agenda. This revised attempt includes collaboration with the northern towns contributing funds and office space for a magistrate's office.



A separate initiative is underway to establish a Family Justice Center (FJC) in Mecklenburg County. The FJC model co-locates domestic violence, sexual assault and child abuse services so that survivors can access services and resources in a single place. Should a FJC come to fruition in Mecklenburg County, plans include a centralized center with satellite offices in the northern and southern parts of the county; each providing access to magistrates housed onsite.

Mosquito Abatement

Question: What is the County's role with mosquito abatement on Lake Norman and Mountain Island Lake?

Response: Monthly mosquito surveillance and treatment of the Mecklenburg County shoreline on Lake Norman and Lake Wylie. A three-year contract (through October 2020) was executed with Mosquito Authority. The cost per year is around \$35,000. The shoreline is monitored monthly from May -October.

- 35 locations are monitored along Lake Norman shoreline
 - Treat areas with mosquito larval activity
 - Place Ovitrap in areas with mosquito larval activity
 - Monitor Ovitrap following treatment
- 37 locations are monitored along Lake Wylie shoreline
 - Treat areas with mosquito larval activity
 - Place Ovitrap in areas with mosquito larval activity
 - Monitor Ovitrap following treatment



Small Business Support

Question: What has the County done this year to support small businesses?

Response: In calendar year 2018, the County accomplished the following in small business support.

- Provided on going small businesses concierge support during evening and weekend hours at dispersed, public locations throughout the County.
- Provided ongoing credit coaching and capital access assistance to small businesses
- Launched free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also live web-cast
- Began accepting applications for a free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven-month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College and the inaugural cohort will begin in Q1 2019
- Sponsored and / or participated in a wide range of small business programs including sponsoring Black Enterprise's Entrepreneur Summit in June, ongoing engagement with and support of CharlotteBusinessResources.com, participating in One Million Cups of Coffee and other networking events, and supporting efforts to increase awareness of small business contracting opportunities tied to the 2019 NBA All-Star game.



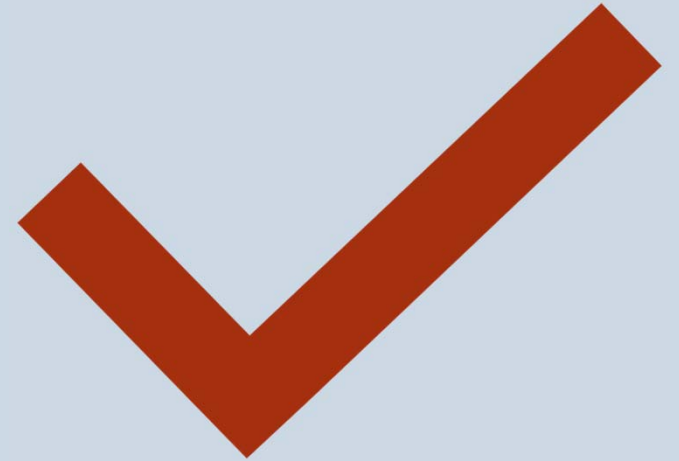
Park and Recreation

Question: Review where we are with land acquisition for overall Park & Recreation needs. Review options to speed up both land acquisition and greenway network development. Are needs higher in West Charlotte?

Response: Currently, we are focused on land acquisition for greenways, gap areas for parks, sites for regional recreation centers and expanding our existing nature preserves.

To accelerate the acquisition and development process for greenways and other parklands, the department requires funding for staff and other resources. We may also need to consider changing elements of the acquisition and funding process.

Our Master Plan identified needs in all areas of the County, and our new Plan will reevaluate the needs countywide.



Arts Funding

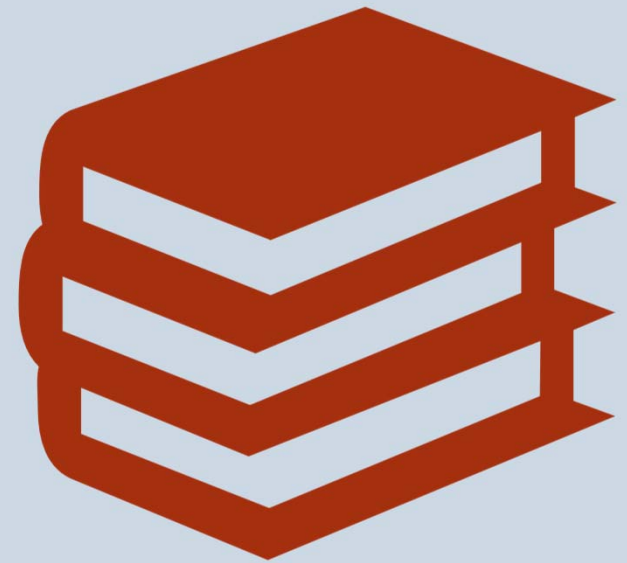
Question: What is the history and state of arts funding by the county?

Response: Established in 1958, the Arts & Science Council (ASC) was founded as a cultural hub. Its role is to sustain and support art in Charlotte-Mecklenburg County. The County has a long history of investing operating and capital funds in the arts. Beginning in 2013, the County provides \$350,000 annually to ASC to support a program (Studio 345) that focuses on increasing the high school graduation rate that exposes students to the arts and technology.

In 1980, the County passed a resolution that allocates one percent of construction budgets for county facilities to art. The County specifies that an amount equal to one percent of the total eligible project costs for all eligible projects to be funded from the capital project ordinance be used for the selection, design, acquisition and display of artworks, and for the administration of the public art program. Eligible project is defined as any capital project, paid in whole or in part by the County, excluding CMS or CPCC projects. Eligible project cost means the total amount appropriated for design and construction of an eligible project.

Also, through the support of the County, a new program initiative (Culture Blocks) was launched in partnership with the Public Library and Parks & Recreation, serving 5 specific geographic areas with historically low levels of participation with ASC funded programs but high levels of participation with local county services. The Culture Blocks program seeks to build relationships with citizens in these areas without pre-conceived notions or solutions. ASC facilitates dialogue, listening and understanding that embraces and celebrates the cultural life and desires of these citizens. In partnership with individual artists, cultural programmers, and by leveraging other necessary resources, ASC will introduce new or scale existing cultural infrastructure in the local neighborhood and/or address barriers to participation with major institutions.

Since FY2015, a total of \$2.3M has been provided by the County to fund the culture block grants program. This funding includes the expansion of the program from 5 to 7 specific geographic areas in the County. Since 2017, the program has supported cultural programs at 24 Mecklenburg County facilities, investment in 54 cultural organizations, 27 creative individual partners with 37 new funded cultural program providers, hosted with over 700 programs and over 16,000 participant experiences and connected ASC with 30 community groups.



Strategic Energy Action Plan (SEAP)

Question: How can we direct staff to explore the feasibility of creating an environment committee and how we can coincide with the city's Strategic Energy Action Plan (SEAP)?

Response: On January 15, 2019, the Board of County Commissioners approved the establishment of an Environmental Stewardship Committee.

In February 2004, the Mecklenburg County Board of County Commissioners adopted an Environmental Leadership Policy (ELP). The ELP states that, "Mecklenburg County Government will operate in a manner that conserves and protects our air, water and land resources; become a model of environmental stewardship for local governments, businesses, and industry in our region, and; use and apply the County's existing and future resources wisely for the benefit of its citizens."

For the Mecklenburg County BOCC, LUESA staff recommends that the Board consider the ELP as a starting point for evaluating the County's priorities in light of the City's SEAP initiatives, as applicable.

A suggested strategy for moving this topic forward is to:

- Compare the ELP to the SEAP and identify opportunities, gaps and conflicts – and suggest proposed changes to the ELP.
- Develop strategies going forward that supports the County's ELP that may include applicable City's SEAP initiatives, once the City has finalized the detail on the SEAP implementation.



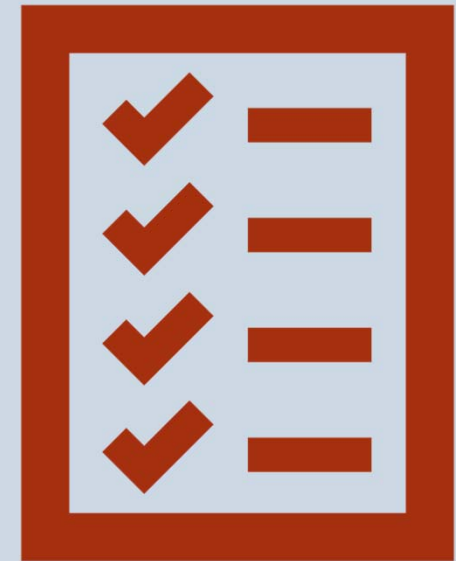
“NC Promise”

Question: Can we explore the Feasibility and cost of having a “NC Promise” similar to the “Tennessee Promise” for college students attending state and community colleges?

Response: Tennessee Promise is both a scholarship and mentoring program focused on increasing the number of students that attend college in Tennessee. It provides students a last-dollar scholarship, meaning the scholarship will cover the cost of tuition and mandatory fees not covered by the Pell grant, the HOPE scholarship, or the Tennessee Student Assistance Award. Students may use the scholarship at any of the state’s 13 community colleges, 27 colleges of applied technology, or other eligible institution offering an associate degree program.

The Tennessee Student Assistance Corporation (TSAC) is the administrative agency for the Tennessee Promise program, working in partnership with local, non-profit partnering organizations that coordinate the mentoring and community service component. Once a student applies to the Tennessee Promise program, his or her respective partnering organization is responsible for communicating program requirements, mentorship connections, and determining if a student remains eligible for the Promise.

Although this program is promising, it falls outside of the County’s core responsibilities. It is more aligned to higher learning entities. If this is a program that the Board would like for the State to pursue, then it is recommended that it is placed on the legislative agenda.



BIP Program for Small Businesses

Question: Provide a comparison of what the county offers to small businesses in the way of grants and the BIP program.

Response: The County has adopted a multifaceted policy for economic development that addresses the specific needs of different sized companies to ensure the support is meaningful and effective.

The Business Investment Program [BIP] is of benefit to companies making significant capital investments and incurring new tax burdens while creating new jobs. In certain instances, the BIP allows the County to compete to secure the employment opportunities for its residents by temporarily reducing the overall tax costs to the company.

The BIP is not well suited for small businesses as often the tax burden created by their nominal capital expenditures provides a nominally sized BIP grant. For example, under the BIP an existing small landscaping business investing \$150,000 in new equipment and creating 5 new jobs would be eligible for a \$3,945 grant paid over five years or \$789 per year. More often than not, the challenge faced by a small business is not the recouping of the \$789 per year but finding reasonable financing for the \$150,000 purchase.



Greenways & Land Acquisition



Question: Provide a status update on infrastructure, greenways, and land acquisition.

Response:

- The 2019-2023 Capital Improvement Program is a \$229M investment for Park & Recreation including 12 greenways, 5 park facilities, two regional recreation centers and other projects.
- We have completed 50 projects from our 2008 Comprehensive Master Plan, including 26 park projects, 3 nature preserves and 13 miles of greenway.
- There are currently 20 greenway projects in process planned for completion by FY23.
- Since FY13, the Department has invested more than \$60M into land acquisition for a total of 1,868 acres.

Joint Meetings or Summits

Question: Feasibility and history of regular joint meetings or summits with City, County, and CMS officials to discuss items of joint impact.

Response: The BOCC, City Council and CMS Board held a bi-monthly meeting referred to as the Joint City/County/School Board Luncheon. The meetings were later changed to quarterly occurrences designated the Mecklenburg Elected Leaders Forum. The last reference of the meetings was in 2003.

- As recent as 2018, the former Charlotte Chamber of Commerce (Chamber) held quarterly elected officials' meetings to discuss issues related to regional business and economic development. Attendees included local and state elected officials from surrounding towns and counties as well as congressional staff. The continuation of the meetings has not been determined by the new Charlotte Regional Business Alliance (Alliance). The Chamber also convened a monthly informal meeting with the BOCC Chair, County Manager, Mayor and City Manager. The meeting locations rotated among the three organizations. The Chamber set the agenda which included organization updates. The continuation of the monthly meetings has not been determined by the Alliance.
- The Intergovernmental Committees of the City and CMS have expressed interest in having a joint meeting and collaborating on advocacy issues. A recommendation has been made to the BOCC Intergovernmental Relations Chairman to hold an initial meeting with the City and CMS Committee Chairs to discuss opportunities.



Human Trafficking

Question: provide a status update on human trafficking in Mecklenburg County

Response: Refer to detailed report in the binder





Board Topics of
Interest:
Summary of
Responses

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1. **Commissioner Cotham:** As I listen to CMPD, Judges, and County staff on the Child Fatality Prevention Committee, I learned about this great program we have. I learned that we had referrals from CMPD that were in the 400 families a month with violence in the homes with your children. Then I learned that the numbers were increasing to consecutive months of up to 800 families a month.

Response: Child Development Community Policing (CD-CP) is an acute trauma response service for children referred by law enforcement. The service focus is on children who are victims of, or witnesses to violence or other potential traumatic events, and we have child mental health clinicians who can either respond immediately to a crime scene or do next-day follow-up with children & families depending on their needs. Clinicians provide immediate specialized acute child trauma screening and targeted interventions designed to decrease the earliest emerging symptoms, restore safety, and potentially decrease the need for future long-term mental health services, future health or academic problems, future criminal justice system involvement, etc. Although, the Program is not a long-term therapy provider, it does assist families with longer-term referrals when needed. The services are free and voluntary. CD-CP has clinicians serving referred families in all of CMPD's 13 Patrol Divisions. CD-CP operates in a "co-responder" model, meaning that police officers and mental health clinicians work in teams to meet the immediate needs of children and families. All of the patrol officers within participating departments receive specialized training in child development and the impact of trauma on a child's brain and body, the basics of partnering with a mental health clinician to provide specialized, age-appropriate interventions designed to restore both physical and emotional safety, assess risk and safety plan, as well as resilience-driven strategies that can improve a child and families current and future capacity to cope, plan, and thrive in the midst of significant environmental stressors.

CD-CP saw an increase in 2018 referrals of 19% over 2017. CD-CP developed an expanded triage process designed to prioritize clinician-officer home visits to those families having had exposure to significant violence including domestic violence, other crime victimization, community violence, traumatic accidents, accidental deaths, homicide, suicide, sexual assault, abuse, or other significant traumas such as the loss of a home to fire, etc. Other referred families receive a phone consultation call from a clinician who can provide screening and referral assistance depending upon individual needs. This expanded triage process began in late 2016 when referral volume began to rise and is working well.

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Below is a breakdown of the referral numbers and triaged cases by acuity:

Calendar Year	# of Children Referred	# Visit Acuity
2016	4,670	3,171
2017	6,542	3,534
2018	7,809	3,256

Although overall referrals have risen, the expanded triage process has allowed the clinician's caseloads of the highest priority cases to remain fairly stable since 2016.

It should also be noted that CD-CP has a process for "screening-out" cases that do not meet the criteria for referral, case assignment, consultation, etc. Examples might include: identity theft or fraud victimization, certain thefts or larcenies, juvenile incidents occurring within a clinical or therapeutic facility with appropriate staff to address identified needs.

2. **Commissioner Cotham:** Does Charlotte-Mecklenburg Schools (CMS) tell us how much money they have currently at their disposal?

Response: CMS submits a report to the Finance department that outlines how the County funding is spent. The initial report is for the July – November period, and then CMS submits monthly for the remainder of the fiscal year.

3. **Commissioner Cotham:** The starting pay for deputies/detention officers rose from \$17.47 to 18.50 an hour. That increase affected 61 officers. But we are still below other neighboring counties and CMPD which starts officers without degree at \$42,640 compared to Sheriff at \$38,480. So that the County would be able to recruit more officers and reduce overtime, do we have a plan to be competitive in our market? State prisons have been in the news with violence and deaths and often they blame vacant positions. This should not happen to our Sheriff's office.

Response: As part of the FY2019 Adopted Budget, the Board approved the Sherriff's requested \$3.4M pay plan revision for recruitment and high turnover positions. The new pay plan provides a salary increase of 5% to all sworn and certified staff. According to the data provided by the Sheriff's Office at the time the plan was considered, salaries would be increased for 890 (sworn officers and detention officers). Additionally, the plan provides detention officers and deputy sheriffs who obtain intermediate and/or advanced certifications a salary increase of up to 5% (2.5% per certification). There are no other pay plan revisions for the Sheriff's Office that are being considered at this time.

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4. **Commissioner Cotham:** Regarding the former work-release facility, I thought we would have an opportunity to learn how that could be repurposed-but it was just absorbed by the sheriff's office. I thought it might be a place for housing our homeless or disabled veterans. Is that a county facility? How is it being used currently? Has our facilities management team ever assessed the best use of it?

Response: While the Work Release and Restitution Center (WRRC) is a County-owned facility, it has always been under the control of the Sheriff's Office, similar to other County jail facilities. The building has two main areas: one area previously housed WRRC clients and the other area is for Sheriff's Office administrative functions (e.g., human resources, evidence storage, etc.). Each area is approximately half of the building. The former housing area is now vacant, but the administrative area is fully occupied by Sheriff's staff and is under strict security controls. Due to security requirements, it would be very difficult to use the facility for multiple purposes that are not all under Sheriff's Office control. Parking is also very limited at this facility, making multiple uses difficult.

The Sheriff's Field Operations Unit currently leases space at the ABC warehouse on N. Tryon Street. This lease expires June 30, 2021. About two years ago, Sheriff's Office staff reported that they were growing beyond the capacity of that facility and needed to relocate when the lease expires. The County Asset and Facility Management Department assessed whether the Sheriff's Office could relocate this unit to the vacant WRRC housing space. It was determined that such a relocation was feasible, and a project to renovate the facility to meet that need was submitted and approved as part of the FY19-FY23 Capital Improvement Plan.

5. **Commissioner Cotham:** How many children do we have at the New Hope Children's Center in Rock Hill per year? How much do we spend? Is there still a problem where Cardinal is not taking responsibility? Are we getting good results?

Response: At the New Hope Children's Center in Rock Hill, South Carolina, in FY17, we served 19 children at a cost of \$524,000 and in FY18, we served 14 children at a cost of \$228,000. As of the completion of this document, there are 2 children in Youth and Family Services (YFS) custody placed at New Hope. With the launch of our emergency placement programming with Thompson, the number of children being served at this site has reduced. Mecklenburg County YFS has spent, for FY19, \$46,496.30. The emergency bed rates at this facility ranges from \$427 per child per day to a high of \$747, based on the needs of the child. YFS is projected to spend \$139,000 in FY19 for emergency placement beds at this facility.

Youth and Family Services is actively partnering with Cardinal Innovations around our high needs children. On a case-by-case basis, Cardinal Innovations has approved a single case agreement(s) to fund therapeutic placement at New Hope. At this juncture, it must be noted that the placement network, specifically therapeutic foster home settings which is most frequently recommended for these children, has not been adequate. Additionally, we are also not getting the results we need from Cardinal Innovations for children in need of residential mental health services.

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The impact of these challenges is most evident in the escalating county costs for emergency placements in the FY19 projections, noted below.

Below is a summary of the expenses from FY16 to FY19:

<u>*Emergency Placements TOTAL Costs</u>		<u>New Hope Children's Center - Rock Hill Expenses ONLY</u>	
FY16	Emergency Expenses: \$1,641,897	FY16	Data not available
FY17	Emergency Expenses: \$1,708,805	FY17	\$524,000 – 19 children served
FY18	Emergency Expenses: \$1,705,909	FY18	\$228,000 – 14 children served
FY19	Emergency Projection: \$2,247,059	FY19	\$46,496.30 (Year-to-Date) – 2 children served \$139,000 (Projected)

*The New Hope Children's Center cost reflected on the right-hand side is a subset of the total emergency placement cost listed on the left-hand side.

6. **Commissioner Harden:** I would like to see enhanced and more frequent public communication.

Response: We communicate information about Mecklenburg County government to the public every day in multiple formats.

- **MeckNC.gov**—Mecklenburg County's main website consists of more than 25,000 web content pages representing virtually all County departments and programs. In addition to department information, BOCC information is on the site, including Board contacts; meetings are broadcast online and on the GovChannel; news releases are posted as they are distributed; and information about openings, closings and other County information the community wants and needs to know is posted. Approximately 11,000 visitors go to MeckNC.gov every day.
- **Social Media**—Across 16 Mecklenburg County social media accounts during a 30-day period, Public Information posted 287 messages, received 807 messages from users and followers, and had 447,979 total impressions (the number of times our social media content was viewed). Mecklenburg County has more than 60,000 Twitter followers and 10,000 Facebook fans.
- **Media Relations**—Each day, Mecklenburg County responds to multiple media inquiries, pitches story ideas to multiple outlets, and distributes news releases and media advisories to our list of more than 300 media contacts and interested parties. In November 2018, Public Information received 58 media inquiries, many a direct result of our proactive efforts.
- **Crisis Communications**—Several times a year, Public Information manages situations requiring a strategic or immediate response. In these cases, PI works directly with the County Manager's Office, taking the lead in understanding the story, managing the media requests, working with

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County leaders to develop appropriate responses and messaging, and distributing the final responses to the Board and community in the form of a memo, interview, news release, news conference or some other action that ensures the County is responsive and transparent.

- **Community Relations**—On average, Public Information’s efforts to increase civic participation include 3 to 5 community meetings per month on a variety of County topics, including revaluation, social services and developments like Brooklyn Village and North Tryon Street. For the Assessor’s Office, PI’s community relations team has participated in more 100 meetings in the last year to increase awareness of the 2019 Revaluation.
- **Marketing**—Public Information helps manage multiple marketing campaigns for departments and the County in general. Our PIOs help departments like Public Health, the Tax Assessor, Park and Recreation and others ensure their marketing dollars receive the most value for their money.
- **Public Records Requests**—Public Information responds to an average of more than 50 records requests each month. PI responds to each inquiry and helps folks get to the right place to get their information. In addition, we work almost daily with the County Attorney and Information Technology folks to provide approved information to those who request it.

7. **Commissioner Harden:** What is the County doing to dismantle racism (employment practices, racial disparity in outcomes)

Response: As a recipient of Department of Justice funding, Mecklenburg County is required to submit an Equal Employment Opportunity (EEO) Plan which is a comprehensive document that analyzes our relevant labor market data, as well as our employment practices, to identify possible barriers to the participation of women and minorities in all levels of the County’s workforce. The purpose of an EEO Plan is to ensure the opportunity for full and equal participation of men and women in the workplace, regardless of race, color, or national origin. This report is completed by the Human Resources Department.

The EEO Plan identifies any racial or ethnic category of men and women which are underutilized in the employee population and identifies objectives and steps to address the identified underutilizations. Mecklenburg County’s EEO Plan for Fiscal Year 2018 and metrics on employee demographics can be provided for review.

In addition, the County Manager announced that the County will look at its operations, policies and procedures to ensure equal access to services for every resident who needs them, as well as ensuring our employees are also treated equitably. Equity is a top priority for Mecklenburg County. To advance equity, it is important that we adopt it as a key value in the organization. With a shared understanding, we can operationalize equity through new policies, procedures and institutional practice – both internally and in partnership with other institutions and the community.

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To show its commitment to equity and inclusion, the Board of County Commissioners approved funding in FY18 to implement Equity Initiative Phase One. The County Manager also announced the appointment of Phin Xaypangna as the Equity and Inclusion manager/Sr. Assistant to the County Manager in the County Manager's Office to lead this effort. Phin Xaypangna's role is to bring a holistic and enterprise-wide effort to advance Equity and Inclusion in Mecklenburg County.

In FY18, the County implemented Phase I of the Equity initiative. Through an RFP process, Mecklenburg County hired Race Forward/Government Alliance for Race and Equity (GARE) with a contract of \$180,000. GARE is currently working with more than 150 jurisdictions in 30 states focusing on advancing racial equity on a national level including the City of Durham, City of Raleigh, City of Asheville, City of Greensboro, City of Charlotte and Mecklenburg County.

The following milestones were completed in FY18:

- GARE conducted an enterprise wide equity assessment, which included focus groups and online survey, to establish a baseline that will allow us to track our progress over time. In February 2018, GARE conducted 6 focus groups across departments and all levels of employees. The survey was launched in March 2018 with a 48.2% (2,818 employees) response rate. GARE analyzed the data and developed a report and presented to the County's leadership in June 2018.
- GARE conducted Advancing Racial Equity training to the County's leadership. The Manager's Cabinet and Mid to Senior leadership throughout all County departments, including Library and MEDIC (approximately 225 employees) completed a one-day session. The training focused on building the capacity of our organization and institution to eliminate institutional and structural racism and advance equity.
- To ensure intentionality around both process and outcome, the County also launched an internal Equity Core Team, including MEDIC and Library staff. These individuals will serve as liaisons from each department to support and carry the strategic direction for the Equity Initiative. The Equity Core Team's work is designed to lay the groundwork to: 1) Create leadership body across all departments to help guide this work 2) Develop internal capacity to hold and move equity and inclusion work and ensure its sustainability 3) Development of short and long-term plans of implementation of our shared racial and social equity vision as well as the tools to ensure long term success
- With the BOCC's approval, the County Manager allocated additional \$280,917 to begin the implementation of Phase II of the Equity Initiative. The funding will be allocated to hire a local consultant to provide training for all 5,500+ employees over the next 2 years.

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In FY19, the County continues to implement Phase I and II of the Equity Initiative. This includes:

- In conjunction with GARE and the Equity Core Team, develop an Equity Action Plan for implementation within the County. Ensure that GARE's Racial and Equity Toolkit is included into the Action Plan to guide future County decision making.
- Work collaboratively with Procurement to hire contract trainers to deliver countywide Advancing Racial Equity training using GARE's curriculum.
- Begin the rollout of countywide training for all employees.

8. **Commissioner Harden:** What do we need to do to make waits 30 minutes or less during Early Voting, impact of Voter ID?

Response: The Mecklenburg County Board of Elections is always looking at ways to maximize our Early Voting. The obvious response to your question is to increase the number and size of the Early Voting locations. Unfortunately, it is not always that simple. NC General Statutes requires a unanimous decision by the local Board of Elections in order to proceed with early voting without State Board deciding on the sites and locations. Our office has the authority to demand the use of taxpayer funded facilities for early voting locations and election day voting locations and we have always worked with the Library and Park & Recreation Centers to utilize their facilities. Both the Libraries and Parks have been extremely gracious in the Early Voting program. Recently, it has been the practice of the Mecklenburg County Board of Elections to try to locate "store front" properties to use as large voting sites, as is the case with the old "Hollywood Video" store in Steele Creek area and the old "Pier One" store in the University area. These sites allow for plenty of parking and maximize the number of voting machines at each site. Unfortunately, locating early voting sites large enough throughout the county is not always possible. It is challenging to locate those large locations within certain parts of the County, due to the fact that these are usually short-term leases with limited space available - but it is our mission to continue searching.

Concerning the new Photo ID bill, our office has experience with the procedures of asking for and accepting photo ID for voting purposes. In 2016 we instituted photo ID for the primary and 2nd primary, before it was ruled unconstitutional for the 2016 General election. We do expect additional costs regarding actually producing the photo ID and we will request additional staff to assist in the photo requirements.

The legislation has designated funds to purchase the equipment and for the State Board to operate a public education program on photo ID for voting. Our concern is also about maintenance and any type of contract for repair/replacement of the State purchased equipment. Do all Counties receive one piece of equipment for the use of printing and photography?

The Election's Office will make it work but we are continually monitoring all aspects of this legislation.

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9. **Commissioner Harden:** What are the strategies we could consider to reduce gun violence, i.e. safe storage?

Response: Violence prevention is one of four public health priorities identified in the 2017 Community Health Assessment. The Violence action plan (which is still pending formal approval by the state) has a stated goal to “reduce the incidence of violent crime in the Lakewood Community” and includes strategies to (1) implement a community safety survey in the Lakewood Community and (2) host safety events featuring the Stop The Bleed program. The plan was developed and approved by the Violence Prevention Task Force.

There are other initiatives that are occurring in the county to reduce gun violence. For example, Project safe neighborhood is a nationally funded program through the US Department of Justice that is working to keep our communities safe by eliminating gun violence. Managed by the US Attorney's Office, Project Safe Neighborhoods is a collaborative effort among federal, state and local law enforcement and community partners to create strategies to address the unique gun crime problem in Western North Carolina. Criminals who use guns are prosecuted under federal, state or local laws, depending on which jurisdiction can provide the most appropriate punishment. Through effective marketing campaigns and community engagement activities, select neighborhoods in Mecklenburg County have seen a reduction in gun crime. As of December 2005, 125 arrests yielding 30 Federal convictions were made in a 2-year period. These felons will serve an average of 20 years due to illegal possession of guns and drugs.

Also, CMS recently announced they will be implementing random searches in an effort to prevent gun violence on campuses. Other initiatives include mental health first aid training and safe kids gun lock program.

“Gun access” is often substituted for “gun violence.” To address gun violence, you must look at inequities of race/gender/income, societal norms, mental health, and other social determinants. Another issue that complicates the topic is the fact that [suicide related gun deaths](#) outnumber homicide related gun deaths. However, there are a few promising strategies that can be pursued locally:

- [Gun Violence Restraining Orders](#) (GRVO): GVROs allow family members and intimate partners who believe a relative's dangerous behavior may lead to violence to request an order from a civil court authorizing law enforcement to remove any guns in the individual's possession, and to prohibit new gun purchases for the duration of the order.
- [ASK \(Asking Saves Kids\) Campaign](#): encourages parents and caregivers to ask about guns in the home before sending their child to a babysitter/friend's house/relative's house, etc.
- [AAP Recommendation](#) that pediatricians ask parents/families about the presence of guns in the home and firearm safety.

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10. **Commissioner Harden:** HB 514 – is this a new revenue option for City of Charlotte? Could the City now be a funding partner in schools?

Response: While HB 514 does provide for certain municipalities to create and operate their own charter schools, it only includes the Town of Cornelius, the Town of Huntersville, the Town of Matthews, and the Town of Mint Hill.

The governing boards of the towns could serve as the board of directors for the school or they could appoint a board of directors to govern the school. Employees of a charter school of the towns would be employees of that municipality and would be eligible for any employee benefits, including retirement benefits and health benefits, provided to other employees of that municipality. Students domiciled in the municipality could be given preferential enrollment over other applicants.

The towns would be authorized to use property taxes in support of charter schools operated by the towns. In short, the bill would allow towns to create and operate their own municipally-run charter schools and utilize their municipal property tax dollars as a funding mechanism.

In addition to HB 514, a provision in the NC State Budget provides authority for municipalities to fund school operating costs, so Charlotte could theoretically become a partner. However, there are significant legal questions surrounding this new authority, and a lack of clarity on several aspects according to the North Carolina Treasurer's Office staff.

Under either authority, for municipalities to fund school capital and operating costs would effectively require them to increase taxes or cut other programs to fund the costs. If they chose to increase property taxes, it both increases the tax burden on affected residents within the county and would shift a greater share of certain sales tax collections from the County, to these municipalities. From a financial perspective, there are other potential inefficiencies or challenges that could arise from implementation—particularly with respect to capital planning and funding, though it would depend on how the municipalities were to proceed.

HB 514 would add an additional enrollment priority that will allow Matthews to enroll their residents prior to allowing any non-resident admission. This legislation effectively creates a municipally-run public school system in direct contradiction to the public-school system model that is in place all over North Carolina today.

For the City of Charlotte, Charlotte-Mecklenburg Schools (CMS) has raised concerns that the HB 514 model could result in a reversion to the pre-1960 merger of the City of Charlotte and Mecklenburg County Schools—resulting in a two-tiered educational system in direct conflict with the goals of CMS. There are other policy concerns with equity within those municipalities if they were to proceed. Should the towns use the new taxing authority, CMS has also indicated the possibility of amending their timeline for capital projects, altering school assignments and access to magnet programs for students from the four cities.

Recently CMS created the Municipal Education Advisory Committee (MEAC) which includes school board members and town officials to take a collaborate steps to address concerns. Staff from the Tax

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Collectors Office presented municipal tax collection information at the first meeting in December. An invitation to the BOCC to appoint a representative has been extended.

11. **Commissioner Harden:** What are we doing to make sure counties are at the table around revenue from pot legalization or sports betting?

Response: The County proactively monitors legislation related to revenue through staff efforts, our contract lobbyist and the North Carolina Association of County Commissioners. We are also engaged with state and regional organizations which monitor revenue issues affecting local government.

Delegation members receive our legislative agenda and guiding principles which include supporting legislation that provides funding to counties.

12. **Commissioner Harden:** Funding options for building more libraries (bonds)?

Response: The County's 2019-2023 Capital Improvement Plan (CIP) includes \$65 million for Library Construction, in addition to the \$26.6 million provided in the previous 5-year capital plan.

Construction of more libraries in the near term would require an amendment to the current CIP. Such amendment to the CIP would require working closely with the Library to develop a detailed project plan for construction, with cost estimates, timelines and locations. It would also require analysis on the affordability utilizing tools including the long-range model, to identify a general plan to finance.

Funding through bonds would require additional bond authorization to support library construction. This process typically can take several months, or longer, given the need to coordinate with the Library's Board and gain public input. The next step would be to submit the proposal to secure NC State Treasurer's approval through the Local Government Commission, and if approved start the referendum process, which typically takes six months.

PAYGO could also be utilized to support construction of new libraries. With the library, there is also the possibility of grant or other funding through the Library's Foundational support, though the Library has other initiatives it is looking to support through philanthropic partners.

13. **Commissioner Harden:** Pre-emption - how can we work with the legislature to address issues like broadband, minimum wage?

Response: Pre-emptive legislative advocacy begins with the agenda setting process of the Intergovernmental Relations Committee (IGR) prior to each legislative session. The Commissioners, County Manager, Executive Team and Departments submit issues for consideration that may be defensive in nature or present proactive opportunities. The IGR Committee thoroughly reviews each item and votes to approve the recommended agenda followed by a vote of the full Board of County Commissioners. In addition to internal work the County contracts with a Raleigh based lobbying firm, Melton and Associates to assist with legislative endeavors.

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Also critical to legislative efforts is having consistent and meaningful relationships with the legislative delegation. This is accomplished through multiple avenues including the annual legislative breakfast which provides an opportunity to share our legislative agenda and engage with legislators alongside town officials in a constructive environment. The County also works to address issues through an active membership with the North Carolina Association of County Commissioners which provides an additional layer of advocacy and offers regional collaborative efforts. Broadband expansion has been a specific initiative for NCACC.

In addition to working directly with legislators, engagement with stakeholders provides an opportunity to build support for issues affecting the County and residents.

14. **Commissioner Harden:** Provide a comparison of teacher pay supplements across the State.

Response: This request was submitted to Charlotte-Mecklenburg Schools (CMS) staff. CMS has provided a comparison to the Board of Commissioners in the past at a public policy workshop meeting during the budget cycle.

15. **Commissioner Harden:** I am concerned about the fiscal implications on the County that results from offering incentive grants to companies to relocate to the area. Is it correct that the City & State benefits more from the deals, especially, when you factor the County's financial share of the agreement? The County invest more than the others; however, economic development is not a core responsibility. For example, the decision to relocate Honeywell to S. CLT. The south area of the County already has over crowded schools and limited recreation opportunities. The additional demand for these services will increase after Honeywell complete its transition to S. CLT. Can we explore the feasibility of creating a partnership at a minimum with City (and potentially with the State) to coordinate the future budget implications on our infrastructure and services due to our BIG program?

Response: In partnership with the Finance Department and the County economist, the Office of Economic Development (OED) prepares a comprehensive fiscal impact analysis of each Business Investment Program grant being considered. The fiscal impact analysis is created by using the PI+ software suite from REMI (Regional Economic Modeling Inc.). The REMI PI+ model is considered the most accurate economic modeling system available and was chosen specifically for its granular differentiation of impacts between employment sectors and ability to operate calculations at a County level specificity.

The County uses its historical long-term data on cost trends to project future expenses for County-funded services such as schools, parks, libraries, and social services based on the specific demographic changes forecast by REMI PI+. For example, senior level management positions typically are held by seasoned professionals that, if they have children, are usually in middle to high school if still at home. The school funding impacts are immediate and generally relatively short term. Other positions such as entry level accounting positions are typically held by younger employees that have not yet started their families. The school funding impacts in this scenario are not immediate and are long term. The

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different cost scenarios are appropriately accounted for by using the REMI PI+ demographic data in conjunction with the detailed cost data held by the County. This analysis is carried across all County funded services such as parks, libraries, social services and so forth.

The comprehensive fiscal impact analysis provides the following:

- Projected population and demographic changes as a result of the project.
- Projected long term county costs as a result of the demographic changes
- Projected direct ad valorem and sales tax impacts from the project and ad valorem and sales tax impacts from the local payroll generated by the project
- Costs of any granted incentives

The final high level fiscal impact number provided in the analysis follows a basic formula of:

$$\begin{aligned} & \text{Gross Ad valorem and sales tax revenue} \\ & \text{(Less) Projected annual County service costs} \\ & \quad \text{(Less) Incentive Grant costs} \end{aligned}$$

Net Revenue / Loss to County on annual basis

The additional annual net revenue can be deployed as needed and prioritized to address existing fiscal challenges as the fiscal impacts of the project are already factored in to address the incremental costs borne by the County as a result of the project.

The BIP functions by creating a grant that is equal to a percentage of actual incremental tax paid. Because the County has a higher tax rate than local communities, it proportionally collects more in taxes.

For example, the County tax rate is currently \$0.8232 per \$1,000 of value while the City of Charlotte rate is \$.4887 per \$1,000. Total annual taxes collected on a \$3 million incremental investment would be \$24,696 and \$14,661 respectively. If both the County and City were to provide a 50% grant, the grants would be proportional (\$12,348 and \$7,331 respectively).

16. **Commissioner Harden** – What are the funding options available for fast tracking land acquisition for parks and greenways?

Response: The County's mechanism for land acquisitions has included both bonds and pay-as-you-go funding.

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17. **Commissioner Jerrell:** How does the County currently support locally owned minority owned and small businesses?

Response: The County currently operates a Minority, Women and Small Business Enterprise [MWSBE] Program to encourage purchasing of goods and services from MWSBEs. The program seeks to ensure that all eligible MWSBEs are registered as vendors with the County, have appropriate and up to date certifications registered with the County and are made aware of and are encouraged to bid on County purchasing opportunities. In the latter half of FY2019, the County will be engaging a consultant to help catalogue and evaluate the effectiveness of the individual departments efforts in MWSBE outreach and purchasing and to benchmark those efforts against best in country programming.

18. **Commissioner Jerrell:** What kind of incentives are offered to locally owned businesses?

Response: The County operates a range of small business support programs for locally owned small businesses. This includes:

- Free small business concierge service to assess small business needs and match them with appropriate support providers in the regions. This free service is available on weekend and evening hours throughout the County at libraries and community centers.
- Free credit coaching and capital access assistance is available to small businesses to help them assess their credit worthiness, develop action plans to increase their credit worthiness and to identify and secure potential sources of capital or credit.
- Free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also web-cast
- Free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College.

More programming including a potential small business revolving loan fund, a potential small business plan competition, and more proactive marketing of County resources are to be explored and / or piloted in 2019.

The County operates an Existing Industry Program that proactively reaches out to companies either locally owned or with local operations with 50 or more employees to offer a range of assistance. This assistance can take the form of connecting them to training opportunities for employees, extension services from the University of North Carolina system to enhance productivity and efficiency, assistance with local regulatory issues, federal grants for import / export foreign trade support, supply chain connections and other support as needed.

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Locally owned mid to large size businesses that are undertaking capital expenditures to expand operations and hire employees are eligible to participate in the Business Investment Program [BIP]. The BIP is available only to companies that are considering locating the expansion in another state or county.

Please note, by state statute, the County is expressly forbidden from providing monetary incentives to companies unless there is attested interstate competition for the investment and jobs.

19. **Commissioner Jerrell:** Can fund balance be used to support this initiative?

Response: In limited and proscribed circumstances as set forth in state statutes, the County is able to provide loans to small businesses but is unable to provide loan guarantees or forgivable loans. The County is currently exploring costs and options for operating a small business revolving loan fund. Fund balance may or may not be an option for funding such an initiative and will be determined as the due diligence and analysis by OED and The County Manager's Office are completed.

20. **Commissioner Jerrell:** What would the impact be to move the target date for Greenway completion from 2050 to 2030 - 2035? At what rate would we need to fund?

Response: Fast-tracking the Master Plan greenway buildout to 2035 would require the completion of 14-15 miles of greenway per year at \$2-2.5M per mile in current dollars. In addition, staff enhancements would be required for both Park & Recreation and Asset Facility Management.

21. **Commissioner Jerrell:** What are the compliance & legal barriers from the state & federal government that we would need to overcome to meet this goal?

Response: Working through these barriers will require partnerships with multiple agencies, including LUESA, City and County Stormwater, local towns, the State of North Carolina, and NC Water Quality. We will continue our coordination efforts with the City of Charlotte, particularly as they begin the development process for the 2040 Vision Plan to facilitate these partnerships.

22. **Commissioner Jerrell:** What % is currently uninhibited (without regulatory barriers) and ready for completion once funding is received?

Response: The majority of land that we target for acquisition is regulated to varying degrees. Regulatory barriers on all land identified for greenway development through FY23 is in various stages of negotiation, but all are in process according to our established development timeline.

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23. **Commissioner Jerrell:** Wilmore Centennial Park at South End was recommended as a priority park project for funding, it is not included in the current parks budget for the FY19-23 Capital Improvement Program (CIP) - How do we get this moved up for this part of my District?

Response: Wilmore Centennial Park is estimated at \$2M.

24. **Commissioner Leake:** Explore options for purchasing land to create a program that will house school-aged students from Mecklenburg County while educating them. The program would remove students/children from a socially challenged environment and/or homelessness and then place them in an environment that is focused on education while gaining exposure to college life (i.e., living in dormitories)

Response: There continue to be significant challenges to executing the approach as described. The single largest, however, appears to be a conflict with the McKinney-Vento Homeless Assistance Act (MCV), most recently reauthorized by The Every Student Succeeds Act of 2015. Additional modifications to MCV were effective in 2016. As defined in MCV, “homeless children and youth” are those who meet any of the following criteria:

- Sharing the housing of other persons due to loss of housing, economic hardship, or other similar reason (including those who are “doubled-up”)
- Living in motels, hotels, trailer parks, or camping grounds due to lack of alternative accommodations
- Living in emergency or transitional shelters
- Abandoned in hospitals
- Having a primary nighttime residence that is a public or private place neither designed for, or ordinarily used as, a regular sleeping accommodation for human beings
- Living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings and
- Migrating children who qualify as homeless because they are living in any of the circumstances described above

The MCV legislation expressly prohibits segregating students and youth who meet the definition of homelessness within the Act. This prohibition means that students who are covered by MCV may not be sent to a separate program within a school, let alone an entirely separate school, regardless of intent. Students who meet the MCV definition of “homeless” must receive a placement based on the “best interest” of the child. This usually means continuing the child’s education in his/her “school of origin” for the duration of homelessness. Another option is any public school that non-homeless students who live in the attendance area in which the homeless student is actually living are eligible to attend, with transportation provided. There is to be no separation from a mainstream school environment based on homelessness.

There are only four exceptions to this prohibition: Orange County, CA; San Diego County, CA; San Joaquin County, CA; and Maricopa County, AZ. Even if the proposed school was to broaden the potential base of students beyond those who meet the MCV definition of homelessness, other

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challenges remain. Presumably, the program described herein would need to be a public school. This could be a North Carolina Public Charter School, but an independent Board of Directors would need to be established and a charter awarded by the North Carolina Department of Public Instruction. The charter school, by definition, must be open to students anywhere in the state of North Carolina and could not only accept students from within Mecklenburg County without legislative change. Therefore, the best opportunity would appear to be the creation of a “magnet-type” program under the auspices of Charlotte-Mecklenburg Schools. The program would have to navigate MCV; further, because the focus of this matter is on school-aged students, presumably younger than 18 years of age, guardianship/custodianship must also be addressed.

The Gatling Juvenile Detention Center was conveyed by Mecklenburg County to the Trustees of Central Piedmont Community College for the expansion of the CPCC Merancas Campus and is therefore unavailable for this use. CMS also has no options for student housing, but provides magnet schools in which students attend classes on Central Piedmont Community College (CPCC) campuses and at the University of North Carolina – Charlotte as early as their freshman year of high school. Central Piedmont Community College also has programs aimed at school-aged and adult students in need of accomplishing their high school diplomate or General Equivalency Diplomate. The Charlotte-Mecklenburg Library (CML) also offers programs and supports for these individuals.

Housing appears to be tied to student success, with instability and homelessness figuring most prominently. Mecklenburg County has been, and continues to be, leading on support for homeless populations. Exploring opportunities to make investments through existing institutions and programs within Mecklenburg County would appear to be a better first step, leveraging these assets to focus on the desired outcomes.

25. **Commissioner Leake:** Explore the feasibility of the County providing financial support to rehabilitating Senior Citizen homes throughout various communities. Is this service currently being offered? If not, is there an agency that can be used to provide this assistance?

Response: DSS does not have a mechanism by which we provide financial support for home repairs. We do however refer customers to home repair agencies, such as City of Charlotte Senior Housing Rehab, Safe Home Repair and Rehabilitation Program, Blue Ridge Community Action, Don't Sweat the Small Stuff and Our Family Caregiver Support Program-Love INC (wheelchair ramps).

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26. **Commissioner Leake:** Provide an update on what the County is doing regarding small business startup assistance/lending. Include examples of policies, procedures & regulations of a startup program operated by the County.

Response: The County's activity in small business startup assistance / lending includes the following:

- Free credit coaching and capital access assistance is available to small businesses to help them assess their credit worthiness, develop action plans to increase their credit worthiness and to identify and secure potential sources of capital or credit.
- The County has issued an RFP for third party servicing of a small business revolving loan fund and has received responses. The Office of Economic Development and the County Manager's Office Executive Team will be evaluating the responses and make recommendations to the BOCC in the first quarter of 2019
- Free small business concierge service to assess small business needs and match them with appropriate support providers in the regions. This free service is available on weekend and evening hours throughout the County at libraries and community centers.
- Free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also web-cast
- Free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College.

27. **Vice Chair Powell:** Provide an update on Brooklyn Village.

Response: In June 2016 Mecklenburg County selected BK Partners, LLC to redevelop County-owned land in Second Ward. BK Partners is a development partnership formed by a local developer (Conformity Corporation) and a national developer (The Peebles Corporation).

An overview of the proposed redevelopment follows:

- Total purchase price of County property: \$33,700,000 (portions paid to County upon closing of each Phase)
 - Phase I Land: \$10,300,000 (Walton Plaza site, aka Brooklyn Village South)
 - Phase II Land: \$17,500,000 (portion of Marshall Park & Board of Education site, aka Brooklyn Village North)
 - Phase III Land: \$5,900,000 (portion of Brooklyn Village North)
- Total proposed redevelopment program minimum target: 2,309,000 square feet (SF)
 - Retail: 252,000 SF
 - Housing: 1,243 units
 - Office: 712,400 SF
 - Hotel: 280 rooms
 - Affordable housing:

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- If the total number of housing units is 950 or less, then 12% shall be Affordable units
- If the total number of housing units exceeds 950 units, then Affordable units shall be the greater of 10% of the total or 115 units
- At least 30% of the Affordable units, but not less than 35 units, will be provided to households earning up to 60% of AMI (for tenants holding Section 8 vouchers)
- Remaining Affordable units will be provided to households earning between 61% AMI and 80% AMI and/or Affordable Senior Housing units at 30% AMI (maximum of 60 Affordable Senior units allowed toward required number of Affordable units)
- Units must remain as Affordable units for a period of at least 30 years from first occupancy
- Affordable units shall comprise of no more than 20% of the total units in any building, except for Affordable Senior units or where HUD or NC Housing Finance Agency programs mandate a higher percentage
- All Affordable units, including Senior units, shall have the same quality of design, construction, and management as market rate units
- Public open space & park:
 - 2.5 acres minimum total open space
 - 1.6 acres minimum contiguous park space
- MWSBE Goal: 35% participation

Current status: The County and the Developer, BK Partners, LLC, entered into a Master Redevelopment Agreement (MRA) on July 10, 2018. The County and the Developer also entered into a License Agreement in July 2018 to allow the Developer and its contractors to perform due diligence investigations on County property. The due diligence period of 180 days is subject to an extension until such time the County and City amend the “Brooklyn Village Interlocal Cooperation Agreement” and the County, City, and Charlotte Housing Authority (CHA) amend the “Brooklyn Village Memorandum of Agreement” (MOA). The Interlocal Agreement contains a reversal option applicable to the Marshall Park parcel that would allow the City to require the County to convey the park parcel back to the City, if it has not been sold by December 31, 2019, as well as certain requirements related to the inclusion of affordable housing. The MOA includes requirements for affordable housing. The terms and conditions of these agreements need to be amended to be consistent with the County’s agreement with the Developer.

Next steps:

- Upon staff completion of negotiating amendments to the aforementioned interlocal agreement and MOA, the City Council, CHA, and BOCC will consider approval of the amended agreements.
- Within 90 days after execution of the agreements the Developer will submit to the County the Master Plan, Phase I Phase Plan, Rezoning Election Notice and Zoning Plan (if applicable). The County has 30 days to review such plans for approval.

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- If seeking a rezoning, the developer will submit application to City within 30 days of County's approval. If not seeking a rezoning, the developer will submit a Phase I Site Plan to the City within 180 days after County's approval.
- BOCC will consider for approval the Purchase and Sales Agreement (PSA) for Phase I land. Within 30 days of the City's approval of the Phase I Site Plan, the Developer and County will execute the PSA.
- Within 18 months of the City's approval of the Phase I Site Plan, County and Developer will close on sale of the Phase I land.
- The Developer is also required to demolish the Board of Education Building adjacent to Marshall Park during Phase I. The demolition must occur no later than early construction of Phase I.
- Completion of Phase I construction must occur within 36 months after the Phase I Closing Date, subject to the Developer's option to purchase a 6-month extension. The Developer will not be considered in default, if the Developer has obtained a temporary or final Certificate of Completion for at least one building in Phase I, and it is proceeding in good faith on completion of the remaining buildings in Phase I.
- The process for sale of land, submittals/reviews, rezoning, construction, etc. for Phases II and III will proceed in a similar manner as described above after completion of Phase I.

28. **Vice Chair Powell:** Review where we are with Livable Meck. Discuss additional ways to engage residents and review needs for more outreach. Additional staff needs? How are we including community input in our decision-making process?

Response: Livable Meck (previously known as *Mecklenburg Livable Communities Plan*) is an engagement infrastructure – bringing people together to enhance/protect the quality of life across our community. Created in 2012, Livable Meck is a partner-based coalition. Mecklenburg County government serves two roles with Livable Meck – the role of convener and as partner.

Livable Meck's purpose is to coordinate, support and enact positive change via the following commitments:

- Engage residents and stakeholders in a process to guide community growth;
- Facilitate collaboration among the community's private, nonprofit and government organizations;
- Measure the livability of Mecklenburg County's communities; and
- Communicate stories and progress to inspire continued advancement of the plan's guiding principles.

Strategic Priorities:

- FY18-FY20 objective is to advance the guiding principles and strategies (see following page) by supporting partner organizations.
- Marketing to promote the plan and opportunities to achieve desired outcomes as well increase awareness of Livable Meck. Strategies are (1) high-touch/high-tech outreach to partners, and (2) demonstrate the value of Livable Meck.

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Engagement cafés are an effective high-touch technique used by Livable Meck to improve partners' understanding of quality of life issues and solicit action to achieve results. Since FY17, approximately 400 people have attended Livable Meck Engagement Cafés.

Social media is used for high-tech outreach. From January 2017 – December 2018, there has been over 4,000 engagements (i.e., persons re-sharing or clicking links) and 300,000+ impressions of Livable Meck content appearing on individual feeds.

Community input is the priority of the FY19 “Voice of the Community” process. Livable Meck is engaging residents to revisit the community-wide plan created in 2012. This process is a mixed-mode approach which includes in-person forums, online surveys, and telephone messaging. From August – December 2018, 16 forums and 2 surveys were conducted resulting in 675 residents participating. Forums have been scheduled through April 2019 to ensure a representative group of residents. Residents' feedback will influence the new community-wide plan that drives Livable Meck's work for the next 5 years.

Livable Meck is housed within the Land Use & Environmental Services Agency (LUESA) and has one (1) fulltime employee – the Community Engagement & Strategy Manager. Livable Meck also draws on the services of the County's Sustainability Coordinator and administrative staff within LUESA.

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Guiding Principles	 WELCOMING	 INNOVATIVE	 CONNECTED	 INCLUSIVE	 PREPARED	 HEALTHY	 RESILIENT
Descriptors	Character. Entertainment. Opportunity. Safe Neighborhoods.	Jobs. Entrepreneurship. Commerce.	Engaged Residents. Transportation Choices.	Community. Participation.	A Skilled Workforce. Quality Education.	Physical Activity. Healthy Foods. Clean Environment.	Future Well-being. Collaboration.
Strategies	<ul style="list-style-type: none"> • Build safe neighborhoods • Increase access to community-based arts, science, and history education • Continue to be an inviting destination for residents, visitors and businesses • Celebrate and integrate history, culture and diversity 	<ul style="list-style-type: none"> • Make it easier for new businesses to succeed and existing businesses to flourish • Increase global economic competitiveness • Promote the redevelopment, reuse, and rehabilitation of declining and vacant properties • Leverage technology 	<ul style="list-style-type: none"> • Expand capacity and increase use of sidewalks, bikeways, greenways/ paved trails, bus routes, and rail • Build stronger connections across diverse population groups 	<ul style="list-style-type: none"> • Balance available housing options • Coordinate the work of organizations addressing the needs of at-risk residents • Expand the availability of affordable recreation and cultural services programs 	<ul style="list-style-type: none"> • Expand and enhance learning across all age groups • Enhance partnerships between workforce development initiatives and employers 	<ul style="list-style-type: none"> • Create a culture of health and wellness • Protect and restore the natural environment • Coordinate open space, greenways/ paved trails, and parks planning with neighborhood accessibility 	<ul style="list-style-type: none"> • Manage zoning and development to revitalize community character and the natural environment while allowing for growth and innovation • Manage resources wisely • Develop community and neighborhood leaders for the future

29. **Vice Chair Powell:** Update on getting a magistrate’s office in the northern part of Mecklenburg County.

Response: Efforts were made in FY19 to secure three state funded magistrate positions through the legislature, one through the northern towns and one through a County/City of Charlotte partnership to establish a full-time magistrate’s office in northern Mecklenburg County. However, those efforts were not met with positive results. In October 2018, the BOCC agreed to include seeking funding to increase access to magistrates in northern Mecklenburg County as part of it state legislative agenda. This revised attempt includes collaboration with the northern towns contributing funds and office space for a magistrate’s office.

A separate initiative is underway to establish a Family Justice Center (FJC) in Mecklenburg County. The FJC model co-locates domestic violence, sexual assault and child abuse services so that survivors can access services and resources in a single place. Should a FJC come to fruition in Mecklenburg County, plans include a centralized center with satellite offices in the northern and southern parts of the county; each providing access to magistrates housed onsite. As opposed to establishing a standalone magistrate’s office, integrating magistrates in the FJC may prove to be a more efficient

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and cost-effective model to meet the needs of Mecklenburg County residents outside Charlotte proper.

30. **Vice Chair Powell:** What is the County's role with mosquito abatement on Lake Norman and Mountain Island Lake?

Response: Monthly mosquito surveillance and treatment of the Mecklenburg County shoreline on Lake Norman and Lake Wylie. A three-year contract (through October 2020) was executed with Mosquito Authority. The cost per year is around \$35,000. The shoreline is monitored monthly from May -October.

- 35 locations are monitored along Lake Norman shoreline
 - Treat areas with mosquito larval activity
 - Place Ovitrap in areas with mosquito larval activity
 - Monitor Ovitrap following treatment
- 37 locations are monitored along Lake Wylie shoreline
 - Treat areas with mosquito larval activity
 - Place Ovitrap in areas with mosquito larval activity
 - Monitor Ovitrap following treatment

31. **Vice Chair Powell:** What has the County done this year to support small businesses?

Response: In calendar year 2018, the County accomplished the following in small business support.

- Provided on going small businesses concierge support during evening and weekend hours at dispersed, public locations throughout the County.
- Provided ongoing credit coaching and capital access assistance to small businesses
- Launched free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also live web-cast
- Began accepting applications for a free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College and the inaugural cohort will begin in Q1 2019
- Sponsored and / or participated in a wide range of small business programs including sponsoring Black Enterprise's Entrepreneur Summit in June, ongoing engagement with and support of CharlotteBusinessResources.com, participating in One Million Cups of Coffee and other networking events, and supporting efforts to increase awareness of small business contracting opportunities tied to the 2019 NBA All-Star game.

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32. **Vice Chair Powell** - Review where we are with land acquisition for overall Park & Recreation needs. Review options to speed up both land acquisition and greenway network development. Are needs higher in West Charlotte?

Response: Currently, we are focused on land acquisition for greenways, gap areas for parks, sites for regional recreation centers and expanding our existing nature preserves.

To accelerate the acquisition and development process for greenways and other parklands, the department requires funding for staff and other resources. We may also need to consider changing elements of the acquisition and funding process.

Our Master Plan identified needs in all areas of the County, and our new Plan will reevaluate the needs countywide.

33. **Commissioner Rodriquez – McDowell:** Provide the history and state of arts funding by the county.

Response: Established in 1958, the Arts & Science Council (ASC) was founded as a cultural hub. Its role is to sustain and support art in Charlotte-Mecklenburg County. That same year, ASC raised \$68,000 to support eight-member organizations: Charlotte Choral Society (Carolina Voices), Charlotte Symphony, Charlotte Nature Museum, Children's Theatre of Charlotte, Mint Museum of Art, Theatre Charlotte, Oratorio Singers (now part of the Charlotte Symphony) and Opera Carolina.

So how did \$68,000 multiply into nearly \$15 million in donations, which supports organizations, cultural education, individual artists, cultural festivals, and more? It's because ASC's public and private donors believe that everyone should have access to arts and cultural experiences and educate, entertain and enhance their quality of life. The donors view ASC as a dedicated steward of resources and is committed to making Charlotte-Mecklenburg come alive through meaningful encounters with art, science and history/heritage.

This involves partnering with the community in every way. Befriending local corporations. Being present in local schools. Connecting neighborhoods with artists. Understanding government policy. The ASC believes in Culture for all.

The County has a long history of investing operating and capital funds in the arts. The ASC Board's Advocacy Committee was instrumental in the passage of a Mecklenburg County Art in Public Places resolution, adopted in November 1980. The voluntary resolution allocates one percent of construction budgets for county facilities to art. The County specifies that an amount equal to one percent of the total eligible project costs for all eligible projects to be funded from the capital project ordinance be used for the selection, design, acquisition and display of artworks, and for the administration of the public art program. Eligible project is defined as any capital project, paid in whole or in part by the County, excluding CMS or CPCC projects. Eligible project cost means the total amount appropriated for design and construction of an eligible project. The City Council approved a similar resolution the following year, with a voluntary up-to-one percent budget provision for artwork.

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In April 1991, Charlotte City Council and the Mecklenburg County Commission officially adopted the Cultural *Action* Planning Committee's recommendations, which designated ASC as the cultural leader for the community and mandated the restructuring of the Council's Board of Directors.

In September 2012, ASC launched Studio 345, a free, out-of-school, youth development program for high school students at risk of not graduating. 136 students were served, including court-involved youth, and participated in digital photography and digital media art classes. The program was funded by Mecklenburg County and housed at Spirit Square. Since FY2013, the County has provided \$350,000 annually to ASC to support Studio 345.

Also, through the support of Mecklenburg County, a new program initiative (Culture Blocks) was launched in partnership with the Public Library and Parks & Recreation, serving 5 specific geographic areas with historically low levels of participation with ASC funded programs but high levels of participation with local county services. The Culture Blocks program seeks to build relationships with citizens in these areas without pre-conceived notions or solutions. ASC facilitates dialogue, listening and understanding that embraces and celebrates the cultural life and desires of these citizens. In partnership with individual artists, cultural programmers, and by leveraging other necessary resources, ASC will introduce new or scale existing cultural infrastructure in the local neighborhood and/or address barriers to participation with major institutions.

Since FY2015, a total of \$2.3M has been provided by Mecklenburg County to fund the culture block grants program. This funding includes the expansion of the program from 5 to 7 specific geographic areas in the County. Since 2017, the program has supported cultural programs at 24 Mecklenburg County facilities, investment in 54 cultural organizations, 27 creative individual partners with 37 new funded cultural program providers, hosted with over 700 programs and over 16,000 participant experiences and connected ASC with 30 community groups.

34. **Commissioner Rodriguez- McDowell:** Direct staff to explore the feasibility of creating an environment committee and how we can coincide with the city's Strategic Energy Action Plan (SEAP).

Response: On January 15, 2019, the Board of County Commissioners approved the establishment of an Environmental Stewardship Committee.

In February 2004, the Mecklenburg County Board of County Commissioners adopted an Environmental Leadership Policy (ELP). The ELP states that, "Mecklenburg County Government will operate in a manner that conserves and protects our air, water and land resources; become a model of environmental stewardship for local governments, businesses, and industry in our region, and; use and apply the County's existing and future resources wisely for the benefit of its citizens."

The City's SEAP focuses primarily on "energy-related issues", while the Boards ELP is much broader in its scope. Also, the City's SEAP contains significant "aspirational" goals and city staff have indicated that they intend to spend the first year assessing cost, feasibility and methodology of achieving these

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goals. LUESA has been engaged with the City, as they embark on this year-long effort to gather and define details on implementation.

For the Mecklenburg County BOCC, LUESA staff recommends that the Board consider the ELP as a starting point for evaluating the County's priorities in light of the City's SEAP initiatives, as applicable.

A suggested strategy for moving this topic forward is to:

- Compare the ELP to the SEAP and identify opportunities, gaps and conflicts – and suggest proposed changes to the ELP.
- Develop strategies going forward that supports the County's ELP that may include applicable City's SEAP initiatives, once the City has finalized the detail on the SEAP implementation.

35. **Commissioner Rodriquez - McDowell:** Explore the Feasibility and cost of having a "NC Promise" similar to the "Tennessee Promise" for college students attending state and community colleges.

Response: Tennessee Promise is both a scholarship and mentoring program focused on increasing the number of students that attend college in Tennessee. It provides students a last-dollar scholarship, meaning the scholarship will cover the cost of tuition and mandatory fees not covered by the Pell grant, the HOPE scholarship, or the Tennessee Student Assistance Award. Students may use the scholarship at any of the state's 13 community colleges, 27 colleges of applied technology, or other eligible institution offering an associate degree program.

While removing the financial burden is key, a critical component of Tennessee Promise is the individual guidance each participant will receive from a mentor who will assist the student as he or she navigates the college admission process. This is accomplished primarily via mandatory meetings that students must attend in order to remain eligible for the program. In addition, Tennessee Promise participants must complete and submit eight (8) hours of community service per term enrolled, as well as maintain satisfactory academic progress (2.0 GPA) at their respective institution.

The Tennessee Student Assistance Corporation (TSAC) is the administrative agency for the Tennessee Promise program, working in partnership with local, non-profit partnering organizations that coordinate the mentoring and community service component. Once a student applies to the Tennessee Promise program, his or her respective partnering organization is responsible for communicating program requirements, mentorship connections, and determining if a student remains eligible for the Promise.

Although this program is promising, it falls outside of the County's core responsibilities. It is more aligned to higher learning entities. If this is a program that the Board would like for the State to pursue, then it is recommended that it is placed on the legislative agenda.

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36. **Commissioner Rodriguez-McDowell:** Provide a comparison of what the county offers to small businesses in the way of grants and the BIP program.

Response: The County has adopted a multifaceted policy for economic development that addresses the specific needs of different sized companies to ensure the support is meaningful and effective. The Business Investment Program [BIP] is of benefit to companies making significant capital investments and incurring new tax burdens while creating new jobs. In certain instances, the BIP allows the County to compete to secure the employment opportunities for its residents by temporarily reducing the overall tax costs to the company.

The BIP is not well suited for small businesses as often the tax burden created by their nominal capital expenditures provides a nominally sized BIP grant. For example, under the BIP an existing small landscaping business investing \$150,000 in new equipment and creating 5 new jobs would be eligible for a \$3,945 grant paid over five years or \$789 per year. More often than not, the challenge faced by a small business is not the recouping of the \$789 per year, but finding reasonable financing for the \$150,000 purchase.

Recognizing that the BIP is a limited tool, the County commissioned a comprehensive analysis of the local small business ecosystem and has developed specific programming to address the needs of small businesses. The County recognized that there are more than 50 agencies in the area providing some sort of small business support and as such sought to enhance existing programs and bridge any gaps in service. It expressly avoided creating duplicative programs.

Launched small business programs include:

- Free small business concierge service to assess small business needs and match them with appropriate support providers in the regions. This free service is available on weekend and evening hours throughout the County at libraries and community centers.
- Free credit coaching and capital access assistance is available to small businesses to help them assess their credit worthiness, develop action plans to increase their credit worthiness and to identify and secure potential sources of capital or credit.
- Free seminars on how to help existing small business meet growth challenges. Held at Central Piedmont Community College, this series of six seminars is run three times per calendar year and is also web-cast
- Free mentorship program for existing business that show good promise to grow their revenue and efficiency but are needing some guidance and coaching. This competitive admission program provides an intensive seven month workshop that includes professional consulting support. It is run in partnership with Central Piedmont Community College.

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Pilot small business programs for FY 2019 and FY 2020 include:

- Explore the costs and risks associated with a County funded small business revolving loan fund.
- Develop a small business plan competition with meaningful cash awards to encourage small business growth
- Develop a comprehensive public awareness campaign with key partners and collect annual data on small business activity in the County to review and modify existing program to be responsive to changing needs and changes in the local small business support ecosystem

37. **Commissioner Rodriguez – McDowell** Provide a status update on infrastructure, greenways, and land acquisition.

Response:

- The 2019-2023 Capital Improvement Program is a \$229M investment for Park & Recreation including 12 greenways, 5 park facilities, two regional recreation centers and other projects.
- We have completed 50 projects from our 2008 Comprehensive Master Plan, including 26 park projects, 3 nature preserves and 13 miles of greenway.
- There are currently 20 greenway projects in process planned for completion by FY23.
- Since FY13, the Department has invested more than \$60M into land acquisition for a total of 1,868 acres.

38. **Commissioner Rodriguez – McDowell:** Feasibility and history of regular joint meetings or summits with City, County, and CMS officials to discuss items of joint impact.

Response: The BOCC, City Council and CMS Board held a bi-monthly meeting referred to as the Joint City/County/School Board Luncheon. The meetings were later changed to quarterly occurrences designated the Mecklenburg Elected Leaders Forum. The last reference of the meetings was in 2003. As recent as 2018, the former Charlotte Chamber of Commerce (Chamber) held quarterly elected officials' meetings to discuss issues related to regional business and economic development. Attendees included local and state elected officials from surrounding towns and counties as well as congressional staff. The continuation of the meetings has not been determined by the new Charlotte Regional Business Alliance (Alliance). The Chamber also convened a monthly informal meeting with the BOCC Chair, County Manager, Mayor and City Manager. The meeting locations rotated among the three organizations. The Chamber set the agenda which included organization updates. The continuation of the monthly meetings has not been determined by the Alliance.

The Intergovernmental Committees of the City and CMS have expressed interest in having a joint meeting and collaborating on advocacy issues. A recommendation has been made to the BOCC Intergovernmental Relations Chairman to hold an initial meeting with the City and CMS Committee Chairs to discuss opportunities.

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The commencement of joint meetings or a summit is feasible. Appropriate public notice, determination of agenda items, expected outcomes and objectives along with meeting parameters would be necessary.

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This report briefly highlights various agency responses to human trafficking in North Carolina that impact the Charlotte-Mecklenburg region.

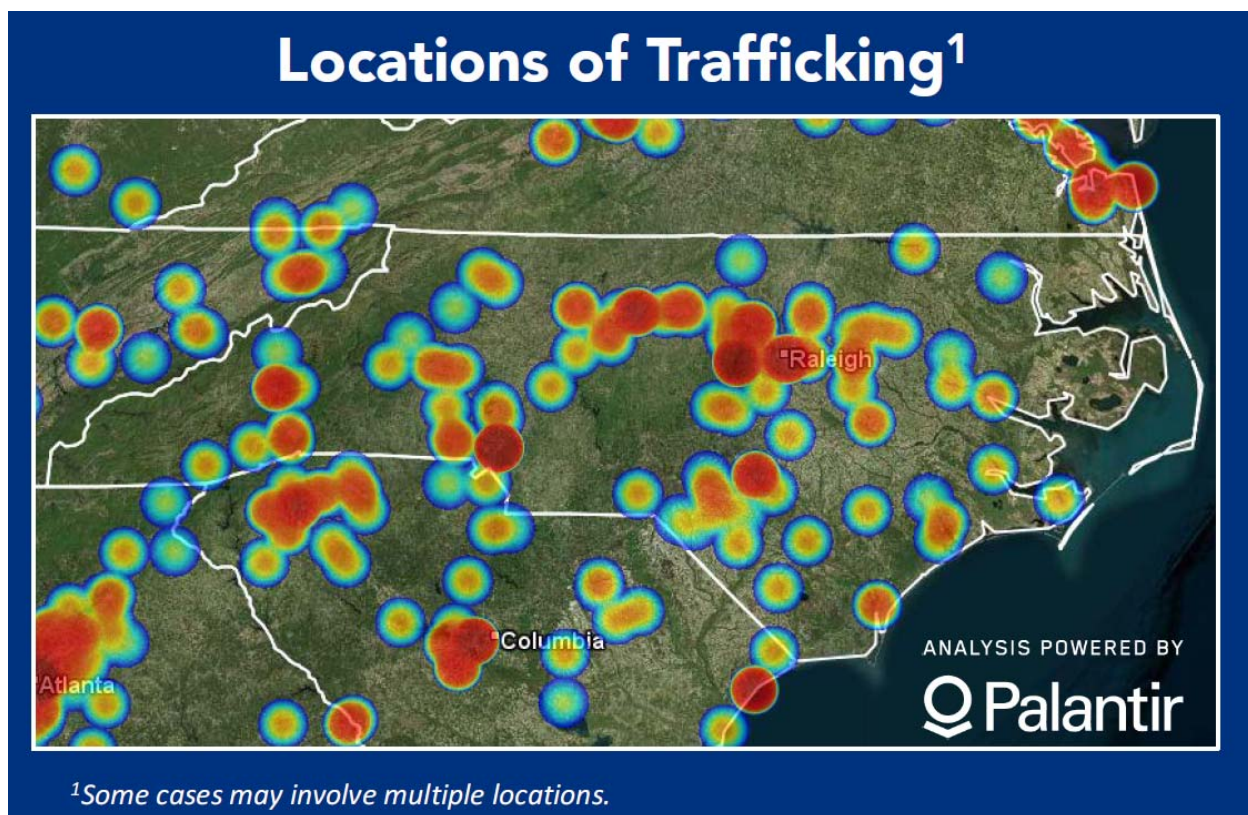
According to the North Carolina Association of County Commissioners, thousands of women, men, and children are trafficked throughout the United States for purposes of sexual and labor exploitation. North Carolina is known to be one of the heaviest areas for human trafficking in the nation. In 2017, the National Human Trafficking Hotline reported 221 cases of human trafficking, which ranked 8th in the nation for reported human trafficking cases.

To better understand the crime, the definition of human trafficking has been standardized in the [Trafficking Victims' Protection Act](#) (2000, 2003, 2005, 2008) which defines "severe forms of trafficking" as:

- a. sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such an act has not attained 18 years of age; or
- b. the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

In this definition, a victim does need not be physically transported from one location to another to meet the legal definition of trafficking under the law.

To highlight the scope of the Human Trafficking problem, the National Human Trafficking Hotline has supplied the following graphic to pinpoint the locations of potential human trafficking in the North Carolina region, using statistics from 2017:



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There have been positive steps taken by various North Carolina law enforcement and non-profit agencies to combat human trafficking. According to Shared Hope International, through their Protected Innocence Challenge, the State of North Carolina has improved its collective score for its standard protection against domestic minor sex trafficking. According to their 2018 Report Card, North Carolina has made significant advances in criminalizing child sex trafficking and providing trafficking training for local law enforcement ([Shared Hope International 2018](#)). Also, beginning July 1, 2011, a mandatory 2-hour training on human trafficking training was added to the standard Basic Law Enforcement Training state curriculum. North Carolina is one of the first states to require mandatory human trafficking training for all new police officers and sheriff's deputies.

There is no single solution to human trafficking and it must be addressed with a multi-pronged, holistic community approach. Perpetrators must be arrested and prosecuted, the demand for trafficking victims must be reduced, children, educators, and community members must be educated and given appropriate resources, and the public must become aware of the crime. This report will focus on state initiatives that impact local efforts and will highlight Charlotte-Mecklenburg projects and agencies that are addressing human trafficking in our community.

LEGISLATIVE UPDATES

SB162 IMPLEMENTATION

2018 saw a major statutory change regarding human trafficking. In June of 2018, North Carolina lawmakers passed SB162 *"An Act to Provide Restorative Justice to Victims of Human Trafficking"*, which went into effect December 1st, 2018 ([link to SB162](#)). This bill ensures that the trafficking of a minor, no matter the relationship between the victim and perpetrator, is now considered an "abused juvenile". This charge is mandated to be reported to DSS. Prior to this change many minors who were being trafficking by a non-caregiver, did not have any oversight by social services to help the child and family receive the services that they need.

SB548 IMPLEMENTATION

In its compilation of 2018 data the National Human Trafficking Hotline identified that the most prevalent trafficking cases in North Carolina are related to sex trafficking- and identified Illicit Massage/Spa Businesses as a top venue or industry that houses these activities.

To combat this issue, and to provide regulation of massage establishments, in July of 2017, North Carolina lawmakers passed SB548, entitled: *"An Act Strengthening Human Trafficking Laws, Authorizing The North Carolina Board Of Massage And Bodywork Therapy To Regulate Massage And Bodywork Therapy Establishments, Requiring Massage And Bodywork Therapists To Obtain A Statewide Privilege License, And Authorizing The Department Of Health And Human Services To Study Ways To Identify And Protect Victims Of Human Trafficking"* ([link to SB548](#)).

During the creation of SB548- the Human Trafficking Commission was interested in including the Board of

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Massage and Bodywork Therapy, to address violations within massage establishments. SB548 gave the North Carolina Board of Massage and Bodywork Therapy the authority to license massage and bodywork establishments and to ensure that they have licensed and legal employees. According to Elizabeth Kirk, the Administrative Director for the North Carolina Board of Massage and Bodywork Therapy, the Board's normal duties include responding to the public questions and disciplinary hearings. Efforts to expand their charge to address implications of SB548 to their operations is underway.

Elizabeth Kirk has given the following timeline for the North Carolina Board of Massage and Bodywork Therapy's implementation of the Bill.

- The North Carolina Board of Massage and Bodywork Therapy approved new Rules and Regulations at their June 2018 meeting
- These internally approved Rules and Regulations were sent to the Rules Review Commission
- The Rules Review Commission reviewed the proposed Rules and Regulations at their September and October 2018 meetings.
 - The Commission did receive 10 or more letters of objections to the proposed Rules and Regulations and therefore the rules have been reported to the General Assembly as eligible for legislative review.
 - Since the rules were objected to, they will not be reviewed until the upcoming legislative session.

The Board of Massage and Bodywork Therapy members have raised objections concerning their inability to enforce SB548 and have suggested closely working with local law enforcement to assure that there are no instances of Human Trafficking. According to Elizabeth Kirk, the Board of Massage and Bodywork Therapy does have an undercover administrative agent who performs inspections. In his role, he works very closely with local Law Enforcement agencies. In the Charlotte/Mecklenburg region, their undercover agent works alongside the CMPD, who usually provides testimony for any of their current cases. No other action will be taken regarding SB548 until the Rules and Regulations are codified.

FAMILY JUSTICE CENTER

Mecklenburg County, the City of Charlotte, and community partners have been studying the feasibility of creating a Family Justice Center in our area. According to the Family Justice Center's [website](#)-*"a Family Justice Center is a victim-centered, trauma-informed model in which multiple domestic violence, sexual assault, and child abuse partners are co-located and work in collaboration with each other so that victims and their children access all of the services that they need in a single place--advocates, law enforcement, prosecutors, counselors, representatives of the faith community, healthcare providers, and others all under one roof"*.

The Family Justice Center has a Steering Committee that is currently convening and is moving forward with efforts to establish a center in Mecklenburg County. The Steering Committee includes survivor representation as well as representatives from Safe Alliance, the Charlotte-Mecklenburg Police Department, Pat's Place Child Advocacy Center, Mecklenburg County, the City of Charlotte, Davidson and

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Matthews Police Departments, the 26th Judicial District, and the District Attorney's Office.

According to Sonya Harper, Mecklenburg County Criminal Justice Services Director and Family Justice Center Steering Committee member, the Steering Committee is primarily focusing on establishing business and financing plans before moving forward into further implementation. However, a human trafficking component has been discussed and is under consideration to add to the Family Justice Center's model.

Mecklenburg County is invested in creating the Family Justice Center framework, and there is a strong level of commitment to collaboration and integrated responses to domestic violence and relationship violence, including human trafficking. In addition, the Human Trafficking Task Force has been very supportive of being an integrated member in the Family Justice Center initiative and creating a model that works at the intersections of all forms of trauma.

THE HUMAN TRAFFICKING TASK FORCE

The United States Attorney from the Western District of North Carolina has created the [Charlotte Metropolitan Human Trafficking Task Force](#), the region's most robust response to human trafficking.

The Charlotte Metropolitan Human Trafficking Task Force is a coalition of service providers, law enforcement, and prosecutors, working to fight human trafficking. They aim to foster justice and healing for victims through collaborative services and education within the Charlotte-Mecklenburg community. The Task Force has two missions – to facilitate collaboration among law enforcement and service providers and provide education in the community. The Task Force has successfully provided training sessions for school personnel, medical providers, attorneys, social services staff, judges, law enforcement, hotel employees, medical providers and the public.

DSS AND YOUTH & FAMILY SERVICES INITIATIVES

Youth & Family Services (YFS), a Division within Mecklenburg County's Department of Social Services (DSS), houses a strong multidisciplinary team (MDT) model which supports work with victims of all type of abuse including human trafficking and exploitation. The MDT allows for case coordination for complex human trafficking cases and the development of prevention strategies for youth identified as high-risk for predation. The MDT, comprised of Pat's Place Child Advocacy Center, the District Attorney's office, Charlotte Mecklenburg Schools, and Charlotte Mecklenburg Police Department, and other County Departments, meets monthly to collaborate and coordinate.

To enhance the work that the County is doing regarding human trafficking, Mecklenburg County's Health and Human Services Departments and partner agencies have adopted a screening tool to identify youth that are at risk of being sexually exploited. The tool is known as the Commercial Sexual Exploitation

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Identification Tool (CSE-IT) and is utilized by YFS, Guardian Ad Litem, CMS, Pat's Place, and Teen Health Connection.

The CSE-IT tool allows agencies to better recognize which youth are at-risk and coordinate with the MDT to implement preventative and intervention strategies. By using the CSE-IT and MDT, the County's hope is to identify the scope of human trafficking in Mecklenburg County. From January through October of 2018, 225 unique youth were screened using the CSE-IT. Sixty-two (62) of those youth had scores of "clear concern" indicating that there is "clear concern" that a child is being commercially sexually exploited. The total number of youth screened will likely increase significantly in 2019 as additional agencies implement the screening tool.

In addition to the formation of the MDT, Mecklenburg County's DSS is a core partner for [Project NO REST](#) (North Carolina Organizing and Responding to the Exploitation and Sexual Trafficking of Children), a statewide initiative intended to increase the awareness of and enhance the local response to trafficking of youth and young adults in North Carolina. The project is housed at the School of Social Work at the University of North Carolina at Chapel Hill and has tested best practices in 17 counties through five pilot sites, including Mecklenburg County. Pat's Place served as the lead agency for Project NO REST in Mecklenburg County. Pat's Place also takes the lead responsibility for coordinating efforts among multiple partner agencies to address human trafficking issues locally and to ensure a coordinated response. The Project aims to bring together government agencies, organizations, and stakeholders to develop a comprehensive and coordinated plan to address human trafficking among youth age 25 and younger, especially child welfare-involved youth.

According to Shawna Pagano, Mecklenburg County Project NO REST Coordinator, there historically has not been any systematic approach to collecting human trafficking data that reaches multiple systems and agencies that intersect with victims. Without any formalized data collection, the information about victims was anecdotal. Valid and reliable data regarding human trafficking are needed for prevention, education, funding and to understand the intersectionality with vulnerable and marginalized populations.

Pat's Place helped create a community wide data collection method was established to identify the scope of human trafficking in Mecklenburg County. Community agencies that served a suspected or confirmed victim of human trafficking were invited to submit demographic information on a quarterly basis. No personally identifiable information is submitted but rather a unique identifier to ensure unduplicated data. Shawna provided some local data to add to the State level statistics. The following data come from victims who received services from agencies participating in NO REST project, it is not exhaustive. However, it provides a better grasp of the trends for human trafficking in Charlotte.

In 2018, just under 200 victims were identified in Charlotte. 48 of those were under 18 years of age, accounting for 25%. Human trafficking disproportionately affects African-American youth, accounting for 67% of minors who were identified. The average age that a minor was identified was 15 years old. Minors were almost exclusively female, 53% had a history of child welfare involvement, and least 56% had a history of child sexual abuse.

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For adults, racial demographics were quite different. Caucasians made up 45% of identified victims, African-Americans made up 33%, and Hispanic/Latino clients made up 14%. Sex trafficking accounted for 81% of the identified cases and females accounted for 88% of the total identified adults. This trend is consistent with nationwide statistics that show sex trafficking is identified and prosecuted significantly more often than labor trafficking, perhaps due to the difficulty in identifying labor trafficking victims. In terms of risk factors, housing instability made up the highest percentage with a history of homelessness accounting for 40% of identified clients. 16% had experienced domestic violence and 13% of adults were foreign nationals.

Pat's Place, Mecklenburg County, and other community partners are planning to do a deeper dive and will be creating a community needs assessment out of the analysis of this data. This report will be shared as soon as it is available.

MOORE & VAN ALLEN'S HUMAN TRAFFICKING PRO BONO PROJECT

There have also been efforts to reduce human trafficking in Mecklenburg County by community partner agencies, including Moore & Van Allen's Human Trafficking Pro Bono Project. Areas of service for the Project include victim-witness advocacy, expunction analysis, and other civil law matters including immigration and name change petitions. In addition to providing direct legal representation, Project leaders educate governmental, academic and community organizations about the work and ways to engage. The Project accepts referrals from local community partners, federal and local law enforcement agencies, and national human trafficking legal aid organizations.

According to their first newsletter of 2019, provided by Sarah Byrne, the Human Trafficking Pro Bono Project Lead for Moore & Van Allen, the project has had measurable successes. These successes include:

- assisted victims in almost 200 matters
- helped several victims obtain immigration status to remain in the United States after the prosecution of the trafficker
- worked with prosecutors and law enforcement to ensure that victim witness rights are protected at all stages of the criminal process
- collaborated with local counsel to address criminal records that pose obstacles to employment, housing and education.

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FURTHER INFORMATION:

[UNC School of Government Bulletin, 2018- Exploring the Intersections between Local Governments and Human Trafficking: The Local Government Focus Group Project](#)

[UNC School of Government Bulletin, 2018- Ten Questions about Local Governments: A Primer for Anti-Human Trafficking Advocates](#)

[UNC School of Government Bulletin, 2017- Human Trafficking in North Carolina: Strategies for Local Government Officials](#)

[National Human Trafficking Hotline- North Carolina Statistics](#)