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The City Council of the City of Charlotte, NC, convened for a Workshop on Monday, April 1, 2013, at 5:22 p.m. in Room 267 of the Charlotte-Mecklenburg Government Center with Mayor Anthony Foxx presiding. Councilmembers present were: John Autry; Michael Barnes; Patrick Cannon; Warren Cooksey; Andy Dulin; Claire Fallon; LaWana Mayfield; and Beth Pickering.

Absent until noted: Councilmembers David Howard and James Mitchell

Absent: Councilmember Patsy Kinsey;

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This is a workshop meeting which happens to coincide with April Fool's day. One thing that is not a joke is that we are going to be installing our new City Manager. I want to say again, how very proud we are of this entire organization and in particular Julie Burch, who has done such a great job of manning the bridge between Curt Walton and Ron Carlee. We thank you so much for work you've done Julie.

Let me say to our staff, I know that it's always challenging in between leaders. But you have done such a remarkable job in a very challenging environment to get us here. I want to thank all of our staff as well for the work you all put into helping [inaudible 00:01:00]. I'd like to administer the oath of office to Ron Carlee who joins us from the International City/County Management Association.

ITEM NO. 1: SWEARING IN OF CITY MANAGER

Mayor Foxx administers the oath of office to City Manager Ron Carlee.

Mayor Foxx said congratulations and welcome. I know that you have been very busy today and over the last several weeks getting ready for today and for what will come. I want to say to the public this is a decision that the City Council made after a very, very involved series of discussions. This is one of the most important decisions any City Council makes and we feel like we've got someone who is going to be a good combination of continuity and also bringing in some new fresh ideas into our city and we're looking forward to your service Ron. Welcome and congratulations again.

Ron Carlee, City Manager, said thank you so much Mr. Mayor.

ITEM NO. 2: COMMUNITY SAFETY: CITIZENS REVIEW BOARD UPDATE

Mayor Foxx said with that we now move into our agenda. We have as the second item, a request that I made for the City Council to take a look at the Citizens Review Board. I want to say a word of thank you to the Chief of Police, Rodney Monroe and to the CRB board members who are here, if you'll stand up, we'd like to see you. Thank you.

As I understand this presentation is going to be part orienting us into the CRB and what its mission is and also part looking at some of the decisions in the process by which the Board makes decisions. One of the most important issues in any city is the relationship between the police department, the protectors, and those who the police department protects. This board was established at a time when that trust was very fragile and it has been in place for little more than a decade. We're now at a point where there are some questions that have been raised about the viability of the model we have.

Tonight, I hope we learn more about the model that we have and whether it's adequate to the times. My guess is, is that at some point tonight, there will be a conversation about referring this to committee and I look forward to that conversations. With that, I'm going to yield to Willie Ratchford, who I think will be the first presenter. Council, I would ask us to try to let this presentation piece go through before we start the questioning process, so that we can get it all in because I suspect this conversation between us is going to be a lively one, so if we can observe that, that would be great.

Willie Ratchford, Executive Director of the Community Relations Committee said Good afternoon. Mayor Fox, let me start off by thanking you and the members of council for allowing

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staff and others to be here this afternoon to make this presentation regarding the Citizens Review Board. I heard you mention earlier that this is an educational session for the members of Council and I cannot agree more. If I recall correctly I believe the only current member of Council who was a council member at the time of the creation of the Citizens Review Board was Mayor Pro Tem Patrick Cannon. This should be educational for those of you who were not on the Council at that time.

The presentation that we're going to make tonight is a three part presentation. We'll actually start off with me talking about the creation of the Citizen Review Board as well as the role of the Community Relations Committee in the police review process. In addition to that, we will have the Chairman of the Citizen Review Board, Gregory West and legal counsel for the board, Julian Wright who will talk about the powers and processes of the Citizens Review Board. Then Chief of Police, Rodney Monroe will talk about the police discipline process and departmental changes that have happened since the inception of the CRB in June of 1997.

I want to start by talking about the directive that you mentioned that happened in 1996 when the Mayor and City Council directed the City Manager to conduct a review of the police department's process for receiving, investigating, and adjudicating complaints of police misconduct. This review was in response to community concerns raised as a result of a shooting of an unarmed citizen by a Charlotte-Mecklenburg police officer in November of 1996. To address this directive, the City Manager formed a committee of community leaders to assist in the review process. Members of that committee included that the then current chair of the Charlotte-Mecklenburg Community Relations Committee as well as former chair persons of that committee, the former executive director of the committee and a former assistant City Manager. Working with the community leaders were staff of the Community Relations Committee, staff from the City Manager's office including the City Manager herself at that time, Pam Syfert and the Charlotte-Mecklenburg Chief of Police.

The manager's charge to the committee was to review police procedures used to receive, investigate and adjudicate complaints of misconduct and make recommendations to any necessary changes to that process. The manager's vision was to enhance community trust in the process while maintaining the confidence of police officers that allegations of police misconduct will be fairly, will be completely and objectively investigated and adjudicated. Recommendations from the committee was centered around data collection, reports to elected officials and the public, complaints of citizens and a process to build public and police trust in that process.

In doing their work, the committee decided the best we follow was to understand the process, secondly to identify problems, thirdly to identify solutions and then develop and present recommendations to the city manager to improve the process, address concerns of citizens and to maintain the confidence of police officers and the public.

As a result of this work, on June 9, 1997, the Charlotte City Council adopted ordinance number 849 which called for the creation of the Citizen's Review Board. The primary duties of the board and the people associated with the Citizen Review Board, we'll give additional information on this later, but the primary responsibility is to conduct appeal hearings and to determine whether by a preponderance of the evidence whether the Chief of Police has or has not abused his discretion.

Under the ordinance, Charlotte-Mecklenburg Community Relations Committee has two responsibilities; one, the Chairman of the Community Relations Committee may file an appeal pursuant to Section 1637 of the ordinance; and secondly the citizen or any citizen may seek the assistance of the Community Relations Committee in drafting or filing his or her complaint or appeal. In addition to the responsibilities of the Community Relations Committee under the ordinance, we also were granted an expanded role in the process for investigating complaints against police officers. This resulted on June 25th in the creation of a Memorandum of Understanding between the police department, the city of Charlotte and the Community Relations Committee whereby complaints that came to the attention of the Community Relations Committee would be taken and the complaints would be investigated by the police department, secondly that any pertinent information volunteered to the Community Relations Committee would be forwarded to the Internal Affairs Bureau of the Charlotte-Mecklenburg Police Department, third that the Community Relations Committee may view information gathered by

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the Charlotte-Mecklenburg Police Department prior to the Police Department's Chain of Command Review Board hearing, that the Executive Director of the Community Relations Committee or his or her designee may attend and observe the proceedings of the Chain of Command Review Board as a fully participating and voting member of the process for any alleged violation that is within the jurisdictions of the Citizen's Review Board. That the Executive Director of the Community Relations Committee or his designee shall report to the Police Chief any suspected disciplinary violations that may have been mishandled by the Chain of Command Review Board, that the independence of the Charlotte-Mecklenburg Community Relations Committee will be increased by having the Director and staff report directly to the City Manager, and that the Community Relations Committee shall play an expanded role in acting as liaison between the police department and the community in taking and investigating complaints.

This means that we have the ability to assist individuals who want to file complaints, very often a citizen who has a complaint does not want to go directly to the police department or Internal Affairs to actually file that complaint. Under this Memorandum of Understanding, they have the ability to come directly to Community Relations. We will receive the complaint, we will refer it to the police department and our staff person will forward the complaint from beginning to end to make sure that is as properly addressed and disposed of. And secondly to assist citizens who are drafting and filing an appeal to the Citizen's Review Board and further and finally that the Community Relations Committee would undertake a public information campaign that would educate citizens on the police complaint process and the ways that complaints are actually taken. We've actually done this through the development and distribution of hundreds of thousands of brochures on the complaint process since 1997 and as well as presenting information on the process to community meetings where we have been called into actually explain the process.

For those council members and anyone else present tonight who might be interested, I did bring over some of the brochures that we distribute regarding the process, for those of you who speak Spanish, we do have Spanish versions and if you are fortunate enough to speak Vietnamese, we also have a Vietnamese version. Those are available for anyone who might want them.

At this time, we're going to act as if Gregory West who is the Citizen Review Board Chair and Julian Wright who is the Citizen Review Board legal counsel will come forward to talk about the powers and process including some history, procedures and issues as they relate to the Citizen's Review Board.

Julian Wright, Legal Counsel for the Citizens Review Board said may it please the Council, I'll go first.

Mayor Foxx said Mr. Wright, welcome.

Mr. Wright said thank you. I'll go first and then I'll go third. Mr. West will go second and fourth. My name is Julian Wright. I'm a lawyer with Robinson Bradshaw and Henson. The Citizen's Review Board was created in 1997, of the then City Attorney Mac McCarley decided entirely appropriately, that it wouldn't be a good idea if the city attorney's office was advising both the police department and the Citizen's Review Board. At that time he went out and asked our firm if we would represent the Citizen's Review Board as its independent counsel and we have continued to perform that role since 1997. Various attorneys at our firm have done that, but I've been the one who has primarily been doing it for at least the past six or seven years. I'm here tonight here with Greg West. Greg is currently the Chair of Citizen's Review Board. Greg works at the billing center here in Charlotte as a Senior Training Analyst. He has been on the board now into his sixth year and he has been Chair now into his fourth year. Am I correct about that? Fifth year as Chair. Between the two of us, we hope to communicate with you a little bit about the Citizen's Review Board, what it actually does, what the ordinance that set it up says that it does and how it actually fulfills that purpose. Let's start with my first slide or do I do that?

Then our first slide will begin by pointing out up at the top, a board created out of compromise. I am certainly going to defer to Mayor Pro Tem Cannon for any history lessons about what was going on with the City Council in 1997. I was just a citizen. But I do know because remember living it in 1996 and 1997, our committee was very upset about certain aspects of police behavior. There were a number of shootings, for many in the community weren't adequately explained, these police shootings of civilians and there was a demand, a cry depending on one's perspective for there to be some degree of civilian oversight over the police department. At one

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end of the spectrum, you had people clambering for complete civilian control over the police department, don't let the police, police themselves. We can't trust the police any further than we can through this building. Don't do it. At the other end of the spectrum, you had folks saying no, police department does a perfectly good job of policing itself. These individual situations are aberrations, not the rule. Our police department does fine. We don't need to change anything at all. Out at the midst of all that community fervor and those two polar opposite views, a compromise was reached in 1997. At the middle of that compromise is what we know now as our Citizen's Review Board and that's when it was created. The first step to create it was this state statute. Imagine, the City Council went and cooperated with its legislative contingent in Raleigh and they were able to get passed this particular act which enabled there to be an exception to the confidentiality records that typically govern all police personnel records and other public personnel records. Without this exception in the state statute that governs confidentiality, there could be no Citizen's Review Board. That got accomplished first. What got accomplished second, as Mr. Ratchford pointed out, was Charlotte City Ordinance 849 passed in June 1997. It set up the Citizen's Review Board. If you want to go read it now and you have your copy of the City Code handy, that's where it's currently codified in the City Code. We're currently one of four such boards in the state of North Carolina; Greensboro, Winston-Salem and Durham also have boards. All of the boards in North Carolina currently basically operate like Charlotte's Citizen's Review Board does. None of these boards have any independent investigative authority. None of them have the ability to subpoena witnesses or other personnel. What they do is they review what the police department does with varying degrees of success and I will tell you, with Charlotte being at the fore front, with varying degrees of access is to what it is the citizens on the Citizen's Review Board get to know and get to learn, what is shared with them by the police department. As we'll talk about it in the few more minutes in Charlotte, the complete investigative file is available to the Citizen's Review Board. An initial summary is provided, but the entire file was available for citizens to review, to determine, to help them in determining if the Chief has abused his discretion. That's not the case always in the other three cities in North Carolina that currently have boards.

Other cities have considered implementing boards. Chapel Hill has looked at implementing a board multiple times since 2008. Fayetteville is currently looking at setting up a board, but as of right now, there are only four. But the point I want to make here and then I'll leave you with it for now before I turn you over to Mr. West is that out of that political compromise in 1997, between those who said there was no need for any civilian oversight and those who said, sorry, we need complete civilian oversight, the compromise that was reached that became the Citizen's Review Board is putting this ordinance and in some ways your Citizen's Review Board has incredible power. They have power the average citizen doesn't have. Not every citizen can go direct to the police how to conduct an investigation and tell them what to go and find out. Most citizens don't get to look at personnel files of police officers and learn what it is they've done, not just in this particular allegation, but in past allegations. Your Citizen's Review Board has the power to do all that. But at the same time, your Citizen's Review Board only has the powers it's given by the ordinance that your predecessors in this body passed and in particular what the predecessor body passed was an ordinance that said that the only times that the Citizen's Review Board could recommend to the police and the Ceity M#anager that they change the disciplinary decision was when they determine that the Chief or Internal Affairs, the chief's-Chief's designee, abused their discretion in how an officer was going to be disciplined. Those are the rules by which the Citizen's Review Board was created and the rules by which the Citizen's Review Board governs itself. But Mr. West is going to talk to you a little bit more about specifically how the Citizen's Review Board does that and I'm going to come back in a few minutes and talk to you some more about the abuse of discretion standard. Thank you.

Mayor Foxx said while Mr. West is getting ready, I think one of the big questions is, is that bar set so high, it virtually no case will ever get a review, may all get reviewed, but get overturned in some way. That question of the standard is very important. Mr. West.

Gregory West, Chairman of CRB, said I was recognized as the Chair, but I would be remiss if I didn't also recognize our Co-Chair, Mr. Harvey Katowitz. Thank you and thank you for this opportunity. Going into the structure of the CRB, we'll talk about the members. There are 11 members that are on this board and that they're the representative of this community. City Council is responsible for appointing five, the Mayor is responsible for three and the City Manager is also responsible for three. Terms, we serve three year terms and you're limited to two

consecutive full terms. Officers, initially when this board was created, the chair and vice-chair were appointed by City Council. However since that time, basically we have been elected by members of the CRB and beginning in 2008, we changed those to every year. Every year, approximately in August, we will elect or make that open for the chair and the vice chair.

Qualification for serving on the CRB; first of all, you can have no conviction or Nolo contendere plea 2, felony or Class A1 misdemeanor, Class 1 or Class 2 misdemeanor within three years of nomination. You must be a Mecklenburg county citizen and registered voter. You also have to go by the confidentiality agreement and you must complete the Citizen's Academy and also of course, adhere to the Council's policy on attendance. In order for us to have a quorum, we have to have at least six people of the 11 present. We are staffed through the City Clerk's office and independent legal counsel is Attorney Wright. We are not advised by the City Attorney's office although they do some advisement to CMPD as needed.

We used to meet at least quarterly; That was stated in our by-laws. Now we meet as needed. However, generally that still works out to be once a quarter. The Chair, yours truly, does have the option and have the right to convene a meeting within 72 hours' notice. And, a majority vote of a quorum is required for any decisions or recommendations.

Just some of the duties of the CRB; we advise the Chief, the Manager and the Council and CRB has done so over the years on a variety of topic and policies. We review citizen appeals of complaints about the Chief's discipline or disposition. To some of those involved with any alleged violations of CMPD rules and some of those applicable rules involve use of force unbecoming conduct, arrest, search and seizure, any applicable findings by the Chief which will be determined as being sustained, not sustained, exonerated or unfounded. Continuing with the duties of the CRB, reviewing the citizen appeals of complaints about the Chief's discipline or disposition, if there is a discharge of a firearm that resulted in an injury or a death and in those particular cases, those people that can make the complaints are the injured person himself; him or herself, next-of-kin as well as the Council or Community Relations Committee Chair in the event of death and there is no next-of-kin.

As far as applicable dispositions, within under the discharge of a firearm, justified, not justified or accidental.

Again, continuing with the duties of CRB, based upon presentations at initial meetings, we decide whether or not to hold a hearing and we'll talk about this a little bit in some further slides. We also direct additional investigation by CMPD and with that you we can instruct CMPD to interview any witnesses, locate additional witnesses, any additional evidence that this committee, this board is requesting, we can do so.

Another duty is to conduct appeal hearings and again, we talked about adhering to the confidentiality agreement which is very important and to promulgate any rules for CRB.

Attorney Wright said Mayor Fox we'll go back and talk some now about the standard of review that the Citizen's Review Board gets to implement and is supposed to apply. The ordinance creating the board says everybody can read it, that the duty and powers to conduct an appeal hearing and to determine whether by preponderance of the evidence, the Chief of Police or his designee, because it can be Internal Affairs, abused his discretions in how an officer was disciplined or not disciplined. And the ordinance couldn't be clearer; it says it not once, but it says it twice. If you break that down and try to understand what are preponderance of the evidence and what an abuse of discretion are; preponderance of evidence is by far the simpler of the two. It just means greater than not, a little bit more; 50.1%, just enough to tip the scale to make it a preponderance, so that standard isn't particularly high, particularly difficult or even difficult to understand. However the abuse of discretion standard I would submit to you is more difficult and more difficult in almost every way you can imagine. It's more difficult to understand, as initial matter. It's not an obvious thing that you draw and it's more difficult to reach as a matter of law. It's a difficult thing to establish and to demonstrate when somebody has committed an abuse of discretion. The case law in the language that North Carolina courts use when determining what an abuse of discretion means, I gave some examples up on the board. It's basically acting so arbitrarily that the act could not have been the result of reasoned decision. It's a decision for which there is no rational basis and a decision that would be quote, "manifestly unsupported by reason." It can be a decision you disagree with. It can be a decision you think is

wrong. But unless it's a decision in which the Chief or the Chief's designee has in effect thrown reason to the wind and doesn't have a justification for why they've done something, then it's a standard that it's very, very difficult to reach.

———Let's talk a little bit about some specific examples of an abusive abuse of discretion. Easy example, and I used to always give this example with an automobile negligence case. Everybody can understand somebody runs a green light, somebody runs a red light, it's somebody's fault one or the other. But let's do it a little bit differently for tonight's purposes. Let's imagine, just imagine a situation where a citizen complains, an officer just approached me out of the blue, treated me belligerently, said nasty things to me and when I tried to defend myself, put me in handcuffs and did it so roughly that I was injured and had to go to the doctor. That's the citizen's complaint. That's unfair and that's wrong.

The officer's version is a little bit different. The officer's version is, "I saw this person standing in the street just uttering expletives and bothering a lot of people in the street. I tried to approach him very civilly and professionally and find out what the problem was and what the issue was and he or she took a swing at me. I had no choice but to put them in cuffs and go ahead and arrest them." Those are two dramatically different versions of a story, but not a typical story the Citizen's Review Board would hear.

When the Citizen's Review Board is going to analyze what happened in that particular case, it's going to analyze what the citizen said and it's going to analyze what CMPD says, their officer said that happened and the Citizen's Review Board is going to have to determine, "Okay, in the particular case, the police department made a decision not to discipline that officer." Is that an abusive discretion? It is if you believe the citizen's version of events. But it's clearly not if you believe the officer's version of events. And in that situation where you're balancing a he said or she said, it's clearly not an abusive discretion to believe one and not believe the other. That's not ever going to result, I would submit to you, in a decision by your Citizen's Review Board to overturn a disciplinary decision if that's the evidence that's being weighed and considered by the Citizen's Review Board.

Let's make it a slightly harder case. Three individuals come forward. One of them is the citizen. Two of them are two other people who are walking down the other side of the street and they say, we watched the whole thing and we saw what happened and what the citizen said is what actually went down. You're going to have the citizen and those two witnesses saying the officer came out of nowhere and acted wrongly, but you're still going to have the officer saying, "No, I didn't act wrongly. I don't know why those two other people are saying what they said. But here I'm telling you here is how it went down and here is why I did the thing that I did." Even in that situation when the Chief or the Chief's designee sides with the officer and says yeah, "I'm believing what the officer says." Then in that situation, even three against one, might be wrong. You might disagree with it, but it's not an abuse of discretion. I would submit to you your Citizen's Review Board in that situation wouldn't recommend a reversal of the discipline imposed upon the officer if the Chief or other Chief's designee's reasoning was, I'm going to go along with the version of the story communicated by the officer, not by the complainer and not even by the two other witnesses.

When you get in the area where it can be an abuse of discretion and I'm not sure exactly where the line is between three people and 100 people, but the example I used on the slide would be this. If in fact, the three individuals come forward for the citizen and say very clearly the police officer acted wrongly, and the police officer still says, "No, I acted entirely appropriately." But there's evidence in the record that suggest that there's something wrong with the officer's perception. The officer, it wouldn't happen I trust, but if the officer was drunk or there was some diminished capacity and you're putting all your freight on a diminished capacity witness, then you get into the area where that's an abuse of discretion.

All the stuff that would be considered in the record, you'll finally getting to a point where that's going to cross the line and you're going to say, "No, that's not right." We have to go back and take another look at this one and say to the Chief, "If that's all the Chief would be basing his or her decision on, then the Chief would have been abusing their discretion." But still, a very, very hard standard to reach. Without a doubt, that standard leaves a lot of discretion in the hands of the Chief of Police and Internal Affairs with the responsibility for disciplining officers.

But that's exactly what the ordinance that was passed in 1997 sets up. As part of the political compromise I talked about earlier, this was the standard of review for a Citizen's Review Board that could get passed in 1997. It was agreed to and it's been the standard of review that's been applied. I would submit to you pretty dog-gone consistently ever since 1997. I'm going to turn it back over to Mr. West and he's going to take you through the appeal procedure that gets to the point where the Citizen's Review Board has a case against which they apply that abuse of discretion standard.

Mr. West said up to the complaint process and how it works, basically what happens is a citizen will complain to CMPD about any discipline or disposition. The Chief of Designee investigates and act on complain under CMPD's procedures. The chief will notify the citizen of the disposition and their wait for seven days. Within that particular time, the citizen will have the opportunity to respond to see if they're in agreeance or they understand with that decision or do they want to appeal. The citizen has seven days after getting that notice to make that decision. The appeals, as it was mentioned earlier, are filed with the City Clerk's office and the Chief or the designee prepares case summaries for the CRB. Generally, these summaries are mailed out ahead of time. The members will then review those materials. But again, always remember we are under that confidentiality agreement. Talking about the process; the board will meet to decide if the hearing is appropriate and if that is a determined that it's done within 30 days of that appeal. There are separate presentations and testimony and complainants may have counsel or other persons to represent them. But the standard for decision to hold a hearing again, it goes back to that question. Does it initially appear from the preponderance of evidence that he Chief or his designee abused his discretion in the disposition of the charges? Board hears from parties, deliberates and decides and makes that decision within closed session.

We will listen to the citizens and typically what we do is we listen to the citizen's first. When we listen to the citizens, the representatives from the police department, they are not in the room. One of the things as Chairperson, I think it's one of my responsibilities is also to help facilitate that meeting, so while discussion is going on, while the people are telling their case, I'm constantly gauging the room, looking for facial expressions seeing what with the questions maybe, who may have the questions, so that it can be directed. Because there are many questions that the board members will have. That goes back to receiving this information ahead of time, looking and reviewing that material. Many times, the board members will have questions and other board members have some of those same questions. Generally as a result, I have many markings with my packet, but by the end of that, a lot of those questions have already been answered because they have those same questions. After the citizen gives their side, we then listen to Internal Affairs. During that time, any evidence or anything that wants to be presented such as video tapes, if there are any audio tapes, any other witness statements; we're reviewing those materials. Also, there are portions of the officer's personnel records that may be questioned. One of things that I would like to say here is again, these are being heard in closed sessions, so there are many things that the public will not hear, but one thing that I can guarantee you is we grill the police department and Internal Affairs. I will think when you look at listening to both sides; we probably spend a greater amount of time questioning them of their particular actions. Again, but it all depends on if the members that are present, are they satisfied with what they're hearing from the parties.

If further investigation is required, this must be performed within 14 days. Say after listening to this; we are still having some questions about what went on. We will then direct the police department and we'll have further questions for them, but they have 14 days to respond so that we can commence another meeting or continue that meeting, rather. CRB can instruct CMPD like I said to interview any new witnesses or to locate witnesses.

The decision, any decision that is made because it is general in nature that is made back in open session, or in public session. Okay. If there is a need for a hearing, the Chair will notify the party for the reasons of that hearing. If the board decides to conduct an appeals hearing, it must be done within 30 days. Continuance could be possible, but those are discouraged. But still the hearings must be completed in 30 days. Parties have a pre-hearing conference and exchange exhibits at this time. A-any briefings is discouraged. A-also, live testimony is taken with cross examination from both parties, both the citizen and again, the police department.

————The board receives and evaluates evidence in closed session and the ultimate standard for decision and recommendation again is, does the preponderance of evidence demonstrate that the eChief or his designee abuse his discretion in his findings, in the applicable disciplinary action or in his determination concerning discharge of a firearm.

WWe will make a recommendation to the eChief and the Ceity Mmanager and this must be done within 10 days after holding that hearing. The written findings of the fact, the findings are sent even if we decide to dismiss the appeal. The eChief will review CRB's findings and report his decision to the eCity Mmanager and take such actions as he deems appropriate, response within seven days of the CRB's recommendations and then the eCity mManager after receiving ... after the chief has reviewed, the city manager will review the eChief's decision and takes the appropriate action and notifies eChief, CRB, and parties within seven days of this report.

Attorney Wright said thank your Mr. West; back to me. Just some additional data and information from the Citizen's Review Board. The Citizen's Review Board currently makes an annual report to the City Council, provides it with a summary of activities and actions that had been taken over the past year. As of March 31st, the CRB has considered 79 appeals, a slight change since the newspaper headline a few weeks ago. Nine of those appeals have involved shootings. Five of those appeals have involved fatal shootings of citizens and six appeals, the Citizen's Review Board has voted to have a hearing. That would be six out of 78. The 79th appeal is still currently being considered. Out of those in four appeals, full hearings were held. If you want, I'll go ahead and answer that question and tell you why there are only four when they voted six. One of them, the Citizens Review Board voted to have a hearing using the incorrect standard. The Citizen's Review Board voted to have a hearing saying as its reason for having a hearing; we need to know more information. The police department said, no, that's not why you get to have a hearing. The Police Department said you get to have a hearing when a preponderance of the evidence initially indicates there was an abuse of discretion. If you want more information, you ask us to do more investigation. That's how we do that. That issue went back to the Citizen's Review Board. The Citizen's Review Board reconsidered its decision and no hearing was held.

In the second hearing that was voted to happen and didn't happen, the situation was this. A young man was apparently and allegedly treated badly by the police. The young man was from out of town. He was visiting from another state. His mother realized what had happened to him. He was a teenager is my recollection ... 15 or 16 years old, the mother filed a complaint. The mother came down for the initial meeting and explained to the Citizen's Review Board here is what they did to my boy, it wasn't right. The Citizen's Review Board agreed with the mom and said we need to have a hearing. Citizen's Review Board attorney calls up the lady in Ohio or Massachusetts or wherever she was and says, ma'am, good news. You've gotten a hearing. You've got to come back down and state your case again. She goes, "What do you mean? I did this once. I'm not going to take my boy out of school and come back down and do it again. Sorry, I just can't come. I withdraw my complaint." So without her complaint, no more hearing. Six votes to have a hearing, four hearings actually held. In the four hearings held, in zero appeals have the Citizens Review Board determined that the Chief abused his discretion and how this disciplinary decision was reached. I assume that's the number and that's the headline that the board would like to discuss more. But understanding that number and understanding that headline has to be done in the context of what the specific powers of the board are, what the board can do and what the board can't do and in fact what the board does do in rigorously testing what happens in Internal Affairs investigation of an officer, but only being able to recommend that an adjudication be changed if there is an abuse of discretion.

From the CRB, that's going to conclude our portion of presentation for now. We'll certainly hang around to address any questions. But I'm going to turn it over to Chief Rodney Monroe.

Rodney Monroe, Chief of Police Rodney Monroe, Before I start, I would like to make a statement. I've been in law enforcement over 35 years. I've been the Chief of Police for little over 13 years. I learned a long time ago that the value of citizen's trust and respect and support governs what we do each and every day. There is no way that you can create a safe environment for our citizens if you don't have the ability to have the trust and the respect of your citizens. I don't care how much violence, drugs, gangs or whatever you may have within your community, if the community is not entrusting of this police department and know what's to go out and do

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the right things, it will be hard to address or tackle any of those problems within a community. I'm happy to say that within this community I believe that the trust and respect that the citizens have for this department has allowed us to accomplish many of the things that we have over the years. With this in mind, I'd like to talk about the CMPD's disciplinary process.

Our philosophy is rooted in that trust that citizens place in us. In order to develop a discipline policy that's based on consistency and fairness of both the community and the officers in which we employ, trying to motivate officers' actions to make sure that they're doing the right things even when someone is not watching. We weigh the employee's level of experience, a rookie cop versus a more experienced officer, whether the errors are intentional or unintentional and what their past record maybe. In the Charlotte-Mecklenburg Police Department, we allow citizens to make complaints in a variety of different manners whether it's in person by phone, mail, email or online the CMPD website. We're only one of the few departments anywhere in the country that would allow citizens to make complaints against officers anonymously, not giving their name.

We allow witnesses to make complaints against officers just as witnesses, not being the actual person that was offended against. Many of the complaints that are made are internal complaints. Of the over 1271 cases that were eligible for the Citizen's Complaint Review Board, 421 of those cases were referred to the department from within, meaning that police officers and officials detected the behavior of the officers and brought that initial complaint forward for investigation. Violations of a lower level such as missing court, lateness, accidents, they are investigated through the normal chain of a particular officer that rises to the level of major as relates to the final disposition. Major allegations such as those that are responsibility of the Citizen Review Board, use of force, unbecoming conduct, arrest search and seizure and use of a firearm are investigated by the Internal Affairs Division. The Internal Affairs Division reports directly to me, directly to the Office of the Chief of Police. It is staffed with seasoned sergeants, lieutenants and captains and a major, their chain of command is direct with me.

Back in 1997, I clearly recognize that the temper of the community was at best distrustful. Based on the number of shootings and so forth that occurred, those are the things that cause a community to want to know more and see more as it relates to what their department is actually doing to address these type of issues. In the CMPD, we try to keep it simple. We try to base our discipline not only on actual suspensions or reprimands or things of that nature, but also to look at and make sure that our training and policies and procedures are governing the actions of our officers. We value the input from the Citizen's Review Board as it relates to helping to manage and establish those policies. Over the years I've seen where, based on history and recent history, where the recommendations that come out from the Citizen's Review Board actually find their way into policy.

We want to make sure that the decisions that we make are based on facts. A lot of times, a lot of the issues are very emotional on both sides, but in most cases, the facts normally come through. In order to get to those facts, you have to have a means of investigating these cases that allow the facts to come forward and whether that is additional canvassing, not just accepting the witnesses that come forward initially, but going out into communities, interviewing other individuals, determine whether or not there are other witnesses to a particular incident. The cameras, every car with in the CMPD fleet has a camera. All camera footage is reviewed in relationship to any complaint. Not only the in-car camera video, but also based on our canvas, we go out to look to see whether or not there's any other video that's present. One of the things that we do is we consult early and often with our district attorney as it relates to the possibility of criminal charges emanating from our investigations and would not hesitate at all to bring those cases before the district attorney to make sure that those things are addressed early and up front. Training, counseling, referral of services are also a part of our disciplinary process. Transparency; we heard a lot about transparency and I can say that I know over the last five years that that's something that's very important to me to make sure that we get out in front of these incidents, especially police shootings to make sure that we're talking about what the facts are at the time of the incident, hours after the incident, days after the incident, throughout the process until it's resolved, to ensure that people have the facts, not based on what stories are being told by different sources, but based on what facts we have as we know them and to make sure that we send a clear message to the community that is about getting to the bottom of each and every one of these complaints. To dispel the idea that police are investigating to protect themselves. I know myself nor do I believe any other officer within our Internal Affairs staff would do anything that

would jeopardize their careers in order to protect someone that has done something wrong, doing these investigations.

When we talk about some of the changes that we've made over the years and based on the recommendations that's come out of the Citizen's Review Board, we have now since 2005 an Internal Affairs case management system where every complaint that is made by a citizen is logged into that particular system and that we're able to monitor every case, daily, weekly until the resolution of that particular case. We have early warning tracking systems that are part of the system. When an officer reaches the threshold of two or three particular incidents and not just a citizen complaint, it can be an accident coupled with the late for court, coupled with the citizen complaint that automatically triggers a response from an official that looks into that officer's conduct to determine whether or not there's any undesirable type of behavior going on whether or not there's training issues that need to be addressed before they reach a critical level. We brought in new technology and training for our officers where we no longer sending our officers to the firing range to fire 100 or 200 rounds down range, but is more based on judgmental types of issues; how does the officer handle themselves in crisis situation? What's their decision making skills? How do you go about deescalating situations whereby the use of force is not needed? Tasers; we brought in tasers. We're one of the departments in the country that have had tasers in over 10 years. You remember last year, we went through a very extensive process of examining our tasers, looking at our policy, then making sure that it was the best model for this city around the country, even to the point where City Council as a whole, allowed us to exchange those tasers to a less degree taser that monitored and only allowed a certain amount of power through each one. We developed a policy within the department that regulates the use of tasers and how officers should deploy them.

Diversity training; that's something that every department needs to be engaged in, but we want to make sure that our officers not only understand the laws, policies and procedures as it relates to enforcing that law, but a diverse department that understands the different cultures and communities that they're expected to serve.

Even in our recruiting efforts to make sure that we're recruiting minorities and others to make sure that we're representative of the community that we serve. Sensitivity training as it relates to dealing with special groups within our community; minorities, juveniles, senior citizens, those in the LGBT community as well as the mental health profession, because we see each and every day, our job changes as it relates to who and what we have to deal with.

We make sure officers are making the right decisions based on the right information. In-car cameras; based on the Citizen's Review Board, we changed the way that we capture our in-car video. We used to have the VCR type system inside of every car. We've gone digital, we've replaced every camera in every car whereby it's not a matter of an officer taking a tape in and out where you can lose it, destroy it or whatever the case may be. Once that recording is captured, as soon as that officer pulls into the station, the Wi-Fi system automatically downloads every video that's been captured on that officer's vehicle, video as well as audio.

————We here in the Charlotte-Mecklenburg Police Department video tape every witness, arrestee, officer that's involved in a use of deadly force. Two years ago, the state mandated across the state that all videotaping in homicide cases will occur. We were two years before that law came out. Being able to capture that statement of witnesses and officers on video or to be seen in our courts and by investigators tells a much different story than a written statement. District attorneys are immediately involved in any case involving the use of deadly force or use of firearm by a member of the CMPD. Shooting into moving vehicles; What precipitated a lot of the cases back in the early 90s, early 80s; officers aren't allowed to shoot at moving vehicles nor they're allowed to shoot from a moving vehicle.

Our pursuit policy has become more restrictive not allowing officers to chase misdemeanor type offences, stolen automobiles or things of that nature to reduce the instances where the public could be harmed. Arrest, search and seizure policy, all of those investigations are investigated by the Internal Affairs to make sure that we have a clear and consistent policy as it relates to how those cases are investigated in the application of the policy to make sure that they're more consistent.

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All these changes have contributed to reductions in complaints in critical areas, this is important. Since 2005, the use of force complaints has declined by over 60%. Arrest, search and seizure complaints have declined by 21.87%. Unbecoming conduct, reduction of 29%, Courtesy complaints have declined by 62%. And I have the numbers as it relates to what these percentages are based on.

When you look at the number of cases that were eligible for the CRB, we've determined over 1271 cases were eligible to go to CRB for their review. A letter was sent to each one of those complainants, telling the disposition of their case and also showing the process for filing that appeal. There were 550 of those cases that were sustained from within the department, whereby we determined that the allegation made by the citizen was true and with that over 20,000 hours of active suspensions were issued to officers based on those sustained violations and over 3900 hours of inactive suspensions. From 2002 to present, over 100 officers have been recommended for termination from the CMPD. Many of those officers resigned in lieu of termination.

I'd just like to close by saying one thing as it relates to how we go about addressing these particular issues. I believe that we've taken some very exceptional steps to address the issues and the concerns of the citizens within our community. Do I believe that we make mistakes? Yes. Do I believe that mistakes will be made in the future? Yes. But I also believe that as long as we continue to address the issues openly and honestly, be willing to look at how we go about doing our business and not be afraid of others looking internally to see how we conduct our business, I believe that we're going to continue to move along in a manner in which the citizens' level of trust will remain high, thereby allowing us to go into communities and address the problems and concerns we may find in our various communities.

Each year we go about taking a citizen satisfaction survey and with that these are the results of that survey that's done by an independent consultant each year. We base in on five critical areas: overall impression, courtesy, professionalism, integrity and honesty, good judgment and use of force. As you can see, it's on a 10 point scale and from 2010 through 2012, we've continued to improve in those very critical areas. Again, those are indications that we are doing some things right, but again, I believe that if there were other things that we can do to improve upon those numbers to bring them to all the 10s that's something that we're willing to do. With that that concludes CMPD's part of the presentation. Thank you.

Mayor Foxx said Chief, I want to thank you and I want to thank Mr. Ratchford, Mr. Wright and as well as the Chair of the CRB, Mr. West. A couple of thoughts at the outset; first of all, I think there was some information provided tonight that is probably new information to a lot of people, not only on this dais, but also in the public about the process as well as some of the things that have happened, including the fact that nearly half of the complaints that have been made, the police department has agreed with and has instituted stiffer sanctions on the affected officers on behalf of those citizens. I think that was a very compelling piece of information. The second observation is that I still think that there is a question in my mind about the standard. The police department is a line of business in which its decision will always be questioned by the nature of the work that you do. The standard shouldn't be one in which every decision has to go up to the booth for a review. At the same time, if we're going to have a process that invites further complaint, further review, abuse of ~~ive~~ discretion seems to be a remarkably high standard they have to meet in order for a case to be overturned because as the record shows, virtually ... actually no case is actually gotten that far. And it's the standard.

Having said that, Chief, Julian, Mr. West, Mr. Carlee, Ms. Burch, Mr. Hagemann, one question I have is that as we look at these types of boards in other communities, is there a different standard that has been used for these types of organizations or is abuse of discretion the standard that's used everywhere?

Chief Monroe said I've seen several processes around the country; they vary to different degrees. When it comes down to it, it's based on whether or not the reasonableness of the decision that is made. Even though decided as if, there's been cases where they believed that the Chief has been too heavy handed, has been the issues [inaudible 01:06:37]. It goes both ways. But speaking to the attorney for the board, they have the ability to ask and demand anything, even as it gets close. It talks about whether or not I abuse that authority to get themselves to a point beyond whether or not I've used the authority to garner additional facts in a particular case, to determine whether or

not there are other things that should have been done or needed to be done. I think having those powers and those abilities requires us to do more to make sure those cases are presented and investigated in a manner in which we take away some of those questions of abuse of authority.

In large part, we were a victim of our own work, the work that we do, the details that are required to investigate these particular cases, I believe in many cases causes the board to rule as they do because they don't see where either myself or the investigator abused that authority.

Mr. Ratchford said Mayor Fox, I would add to that, that there are probably some communities that have standards that maybe comparable to the standards that we have, some might have lower standards or higher standards. What we're going to do is do some research on other communities, not only here in North Carolina, but in other cities that are comparable in size to Charlotte and get back before you some information on what those standards might look like.

Mayor Foxx said that will be great. Let me open this up a little bit; two questions Mr. Barnes.

Councilmember Michael Barnes said I thought that they slide on page 21 detailing what's happened out of the 1271 cases and 550 were sustained in their actions and that 100 officers have been terminated or recommended for termination, that's 2002 is fairly enlightening. That had not become a part of the public dialog thus far. ~~What I wanted to ask the Mayor and Council is whether~~ ... I'd like to make a motion to refer to the Council's Manager Relations Committee, this issue of the standard. I recognize that the abuse of discretion standard is fairly high hurdle to clear sometimes. I thought about Public Safety Committee. My sensitivity there is that we are essentially supported by CMPD and I don't want there to be the appearance of any conflicts. But if the Council Manager Relations Committee gets the item and has support from Mr. Hagermann Hagerman as our attorney and Mr. Ratchford, we could perhaps get some answers to that issue you raised. ~~That's a motion.~~

Councilmember LaWana Mayfield seconded the motion.

Motion was made by Councilmember Barnes, seconded by Councilmember Mayfield to refer to the Council Manager Relations Committee a review of the abuse of discretion standard currently imposed for citizens to meet when appealing a matter to the Citizens Review Board.

Mayor Foxx said I have no objection to go into the Council Manager Relations Committee. I am personally not concerned about the typical staffing of the committee from a public safety standpoint. It wouldn't bother me if it went to public safety. But it doesn't matter either way to me.

Councilmember Barnes said the reason I said that is because I don't want there to appear to be any creation of an outcome if it comes to our committee.

Mayor Pro Tem Cannon said just for ~~clarity~~ clarity. I think Mr. Mayor; you can correct this as well, I believe. Right now, isn't the City Manager of the staff resource for that committee? Yes, alright. In this case, then what you're suggesting is that so that that will not be the case in this particular instance. What you're saying that the staff resources would be Attorney Hagemann and Mr. Ratchford from Community Relations, instead.

Councilmember Barnes said that's the suggestion, yes.

Councilmember Cannon said and Manager Carlee then would act in what fashion, just ... this is temporary just on this particular ...

Councilmember Barnes said right, only with regard to this particular issue. Obviously, Mr. Manager, if you want to grab it by the horns and run with it, fine. But because of the legal issues and the community relations issues, it struck me because I was thinking that it would be official to have Mr. Hagemann and Mr. Ratchford work in partnership with the Manager on these.

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Councilmember Cannon said I get that. I think to of the other pieces that I get is that back in 1997, when we had an issue where motorist were being shot, that was clearly a public safety issue, clearly. This, as I see, based upon this report and the ask-ask, is more administrative, which I can bind ~~to~~ into in terms of where it's being asked for it to land. If it were more public safety related, we should be probably looking at a Community Safety Committee.

To the Mayor's questions, you might want to check Virginia Beach, Virginia in terms of a model to look at. There are probably another four or five others that exist in terms of some that are a step above and then there are more than that, that's a step below where the current Citizen's Review Board is. I do want to acknowledge, if I might Mr. Mayor, and say to this community that Charlotte is in a much better place today as a means of having the Citizen's Review Board, I believe, than where we were several years ago. And why do I say that? When those motorists were being shot and killed, this community was on a fringe of going way under where riots were about to take place in our city that would have been a liking to what you saw in Los Angeles, California.

This review board although it made me some work, in my opinion has put the citizens' voice in a process that it was completely out off and secondly is one that brought harmony to this community. Community Building Initiative will tell you that. I think CRC would tell you that. The Police Chief has told you that. It's my hope that this will be examined to a degree, that if there is a need for a change to occur, that it will for the betterment of everyone to receive a fair hearing because I think as I read in a publication somewhere that all the cases that's been reported, all these instances in terms of outcome have been siding with police. I'm not looking for it to side with police. I'm not looking for it to do anything other than to see hopefully a review board that sides with fairness. That's the key. That's the question.

Some of the issues of what the Mayor has raised, what you all pointed out and illustrated here today were some of the same exact issues that we were dealing with in 1997. Nothing changed. The compromise was what it was and it established and stopped what could have been a bad situation for the city of Charlotte and I'm glad that it never got to that point. Mayor, you couldn't get in this room in 1997. You couldn't get into the chambers in 1997. You couldn't get into the lobby in 1997 because this issue was so violent, it was so emotional. When you have an 11-member board and 345 people apply for that board, that board that tells you how important this issue was and how important it still is to this community. I applaud you for being a champion to bring it forth to talk about it further and to allow it to come to committee so that we can flush out anything new that might be available for us to look at. Manager Carlee, I hope that you will be looking at this very carefully and pass your judgment on it as well. But this is going to be about the citizens being engaged as well, Mr. Mayor. We want to make sure that we're including all stakeholders across-the-board. Thank you so much, I appreciate your leadership.

Mayor Foxx said sure. Hearing you talk, I'm starting to regret things to Council Manager [Committee] because you have so much institutional memory.

Mayor Pro Tem Cannon said: I'll come to the committee meeting. ~~I'm there~~ I'm there.

Councilmember Pickering said Thank you Mayor Pro Tem for what you just said and I want to specifically make a point of acknowledging you and thanking you for what you did to create this board in 1997. It wasn't easy, but it was desperately needed and the city owes you a great deal of gratitude, thank you for what you did on that. Thank you for you leadership. I'm happy to support the motion that Councilman Barnes has made and you said it as well. This is all about our citizens having a fair hearing. It's just that simple. Citizens have to feel that they've got somewhere they can go and have confidence that if they feel a police officer acted inappropriately, they will get a fair hearing and action will be taken if warranted. I'm happy to support the motion and if this needs to get looked at and tweaked, that's exactly what we'll do and thank you again.

Mayor Foxx ~~said what~~ said what I would like to ask the staff to do is unless there are other particular issues that the Council wants to have reviewed; I would like to ask the staff to pay particular attention to this issue on the standard, particularly in how other communities have set their standards. If it is relevant in the review, if there are procedural differences in how

those communities manages those processes, then to bring that information forward to us as well, but I think the standard is really the issue. I should have said this at the outset, but I'll say it because I mean it, which is that I have the utmost respect and admiration and confidence in our police chief and our police department, generally. In any organization, you're going to have a range of folks there and sometimes folks don't measure up to the standards that you wish they would hold themselves to. This is really not about individuals like the Chief or the City Manager or even the Council. It's about trying to figure out what structure is going to be the best structure for us going forward. I look forward to having that conversation and we'll see how it goes. Before the Council Manager Relations Committee takes it up, I need to get that research in place.

Councilmember Dulin said same subject matter, different subject. Today while we've got the Chief here and other PD folks here and we're talking about how much we appreciate you all. Today is the sixth anniversary of Officer Shelton and Clarke being murdered on the job and it hadn't gotten past Council today. We talked about it with the Chief and other folks. Thank you for your service. Your men and women are special to us.

Mayor Foxx said here, here. Thank you very much and thank you for mentioning that. We didn't vote on the motion. All in favor say aye. All opposed? Thank you.

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

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ITEM NO. 23: ECONOMIC DEVELOPMENT: "ONE CRVA" MODEL ECONOMIC DEVELOPMENT: COLLABORATIVE PARTNERSHIP FOR EXPANDING SECOND HARVEST FOOD BANK

Interim City Manager, Interim City Manager said yes we have Vinay Patel and Tom Murray with us here today to give you the information update on the "One CRVA" Model approach.

CRVA, Mr. Vinay Patel said I will let our fearless leader who has done a fantastic job since a little over a year that he's been here, thank this Council for believing in us, giving us the opportunity to work through what we needed to work through and to let you all know that the Board that you appointed to the CRVA has and will continue to be focused in making sure that we achieve our Mission and our Vision to be good stewards about the tidy taxes that are collected by us. To that note I would also urge and ask a favor of this Council. This body holds in their hands who is at that table. And the only request I have is to please put people on there that are willing to roll up their sleeves and get the work done to make Charlotte what we all

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~~know it can be, a great destination with great assets and a beacon if you would, for travelers wanting to come to this part of the Country. Having said that let me get Tom Murray out here and on behalf of the Board and I know Larry, our treasurer, is here too, I would like to say that this gentleman and the rest of his leadership team have done a fantastic job over the past year to get us to where we are today, which is the One CRVA that we all wanted to see eight years ago.~~

~~**CRVA, Mr. Tom Murray** said thank you very much for inviting us here today to speak about what has been happening at the CRVA since I have been here, 13 months and 2 days, and we have done a lot during that period and made a lot of progress but the truth is we have a lot more to do and we have plans on how we're going to address that and we're working diligently to that but we are doing it in a fashion as a stronger team with our Vision and Mission in our minds. So today I'd like to talk about that progress a little bit and specifically I will talk about that progress in four areas. Our new culture and our new organization; our governance and our focus on governance; our discipline management approach and our strategic direction.~~

~~**New Culture and New Organization:** The process of creating a new organization began before my arrival. On our journey to create lasting change we first looked at defining art culture and then our vision and our mission creating efficiencies that would help create a substantial new organization. Two key decisions happened in the beginning; the CRVA Board made two significant decisions in FY11 to stage for the reorganization activities that took place today or are taking place today. In March 2011, the board approved a new strategic plan grounded in the concept of moving the culture of the CRVA toward a united high performing organization that emphasizes the value and developments of its employees. In June, 2011 the board adopted an Organization Improvement Plan which addressed both strategic and tactical issues, an immediate concern for the organization and its constituents. Our core objectives were to create an organization with a culture that drives innovation, performance and accountability aligned with a mission that achieves financial stabilization and provides each customer with an excellent experience. First we set about writing our vision. The first two points of our visions are really about our people and our customers. Our vision states that the CRVA will be a caring genuine people, a team who delivers southern hospitality to create memorable guest experiences; a trusted steward and partner of the Charlotte region's hospitality and tourism assets, and a leader in the future development of the Charlotte region as a distinctive visitor destination.~~

~~We then go to our Mission. The mission says that the Charlotte Regional Visitor's Authority will leverage our hospitality marketing and management expertise to maximize the impact of the Charlotte region's economy and then what we call our greater good, creating opportunities and jobs for our community. You will see those words, marketing, management and maximization throughout our strategic plan as we move forward so it will be familiar to you. We did this with a model in mind so we created a model, what we thought One CRVA World would look like. In that model we've talked about our former kind of siloed organizational structure and we moved to one organization that integrated our core competencies across all of the different businesses we ran. Our core competencies are items like sales and marketing, governance and operations. We call those market, manage and maximize. So we integrated all these competencies and these skills across all our brands. What does that look like? In the case of marketing for instance, our center of excellence in Marketing markets all of our functionalities. We used to have that in different silos in the past and now we have one place that does all marketing; one place that does all governance; one place that does all communications.~~

~~We created a shift in how the organization is run. At first we thought we needed to address behaviors and we did that through something we called our commitments and I will talk about that in a few minutes. Then we had to create a government structure in our organizational structure that made sure that there was oversight in our leadership team. A team of individuals rather than one person and the third part was begin working with our board to strengthen our governance discipline in the board's activities that we conducted. Commitments have become a very important part of what we have done as an organization. When I first got here we sat down as a leadership team and said what is it that we want to be known for? Who do we want to say we are as a people? We agreed to 12 commitments and I haven't shared them all with you here today but I wanted to give you a jest of what they are. So I will give you three of the ones I like. I agree to be guided by ethical standards above reproach; I make the right choice not the easiest choice; I will value humility as a leadership characteristic. I will seek collective input and include my peers in the decision making process. I'm committed to allowing others to be heard~~

~~and support any collective decision that may be determined by the Executive Committee. There are a number of other commitments like this that have been all accepted by the Executive Team and then distributed down to the Senior Leadership Team where another group of 20 managers who have all committed to these types of behavior in the future. We think that's a very important part of the way that we will be viewed in the future. A key part of the success of this is really the peer review, we hold each other accountable to these commitments. It's really an important part of the success of this concept. And then we restructured the organization and we did it in that Market Manage and Maximize categories. So in Market we had sales and marketing; in Management we had the HR discipline and the finance folks and in Maximize we had the venues and we had a separate slot for the NASCAR Hall of Fame. So that is the new leadership team that I've been working on and then we have taken that and worked the organization all the way down. We lead in a way that we call distributed leadership so that many people in the organization have an ability to influence decision making and affect decision making.~~

~~Then we took a look at our board and we said it's time to do something a little bit differently with the board. We knew that we had to continue our focus on governance and we needed to do that in a much more intense way than we had in the past. So we collectively agreed on strengthening, using a sub-committee focus. So where we could get a much deeper level of review and input than we could in our traditional public board meetings. We moved the board meetings from 12 a year to 6, but we increased the amount of activity that we handle in each of those board meetings so they are almost about double the length, actually a little bit longer than double the length than they used to be. So we're still meeting about the same time but in those off months we are doing a great deal of activity at the sub-committee level. Sub-committees like the Executive Committee, the Compensation Committee, the Order and Compliance. All traditional levels of govern that you see in corporations and these committees are getting, as Vanay said, rolling up their sleeves, going through the review of our organization taking us under great scrutiny.~~

~~Councilmember Dulin said I've made this comment to others that as much as you guys have going on at CRVA; to go from more meetings to less meetings is a, we try not to tell you how to run your business, but by the nature of my question tonight it might appear to be telling you how to run your business. To me, more reporting is better reporting. For instance, Julie Burch meets with her board of directors once a week. I don't know why y'all have to meet six times a year. She meets and is responsible and accountable to her board of directors four times a month. So it's been interesting to me when y'all pull back from that and I've had explanations on that, but I think more reporting is better than less reporting, even if it's in more detail.~~

~~Mr. Murray said I appreciate your opinion and in our case I don't think it works that way. We have actually had much more involvement with the Board of Directors and they are much more involved, but this monthly meeting that we sit and go through the process of reviewing, first of all it takes a long time to get ready for it and we were spending a lot of time doing that and we weren't spending the time that we needed on running the business and on the governance side. I appreciate your opinion and I respect it but for us this has been working much better and we feel like we're making a lot of progress in this kind of environment. And as I said we're covering more material than we ever did.~~

~~Mr. Dulin said all I can do then as a councilmember is to make sure and I will challenge my colleagues to make sure that we make good solid nominations and appointments to not only the CRVA but all the boards as we go down. The way we have a voice is to make solid nominations and solid votes by who is appropriate for the spot.~~

~~Mr. Murray said I can tell you that my experience over this last year is that you have a strong board at the CRVA and they've been doing excellent work and most recently the leadership of Venay has been very businesslike and been very helpful to me in trying to get the things done that we need to get done.~~

~~Mr. Dulin said I would concur sir.~~

~~Discipline Management: Mr. Murray said in the next section we talk about Discipline Management, it doesn't mean to discipline folks but it means more to kind of stay in your~~

netting. What we've been trying to do is make sure that we keep focused on fundamentally what we are supposed to be doing as an organization. There are a lot of distractions in our kind of environment and there is ability to go off and work on special projects or work on the "next big thing"; but fundamentally our knitting is to go about in the daily business of marketing our destination as a tourist destination, booking conventions and groups into our convention center and then being good stewards of the assets that you put in our charge. And that's what we're working on, so the one time events they're great, they take a lot of work but as I remind my team we've got to work at being excellent at great doing the daily blocking and tackling of running a CRVA and convention center.

Mayor Foxx said let me ask you one question, this is a theory of action question, one could argue that the scope of the mission of the CRVA, if you looked at concentric circles, the largest one being the amount of visitors we get into the City. Whether they are in a hotel, a restaurant, NASCAR Hall of Fame, Art's Venue, Whitewater Center, wherever. People are just coming to the City to experience it; and then a smaller one being that which the CRVA controls, and/or promotes. What I wonder is do we really know the connection between what we control and how much we are driving through our marketing? How successful that is, what our data points are, in the spheres that are beyond the control of the CRVA, i.e. non NASCAR Hall of Fame venues; non Bojangles Arena; non Ovens. How much are we promoting those and to what extent do we find ourselves competing with ourselves? In other words, I'm just pulling something out of the air, but like the Blumenthal Performing Arts Center may have some things going on, are we co-marketing those things or how does all that work because I actually never understood.

Mr. Murray said that's an excellent question Mayor, thank you for that. We work really hard to make sure that we are promoting all of the different venues and opportunities for tourism within our community. We do measure those things and we are working really hard to make sure that we are spending more time going back and proving that the marketing do is working. And that's a new stronger discipline that we are putting in place today. But clearly we are managing venues that we control without our own site, but as you may see in the new Charlotte Guide for instance, one of our managed venues is not on the cover; the Mint is on the cover. As you see the work that we do we spend a great deal of time marketing other venues that we don't specifically control. Also you may not know this but we have 670 something partners in tourism to join our Visit Charlotte organization, pay a fee or given kind services to be part of what we do so that they can get access to information that we have about conventions that are coming in; who to call within conventions and get access to maybe making proposals on business. We spend a lot of time on that and as you saw in my mission statement, we talked about creating jobs and opportunities in our community not jobs and opportunities in the CRVA. We do feel like that is our greater good and I think if you talk to the other venues in town they will feel like we are doing it in a balanced way. Clearly we have obligations to make sure that the convention center works but I think in that case it benefits everyone. I think the only competing venues you really have would be within the NASCAR Hall of Fame, Bojangles and Ovens. And I think they are each a unique assets in their own self, in their own writing.

Mayor Foxx said sorry to interrupt.

Mr. Murray said well there is some good news we can talk about what's happening in our marketplace and one of the things that I thought I'd show you before I talked about some of our discipline in management is where we're starting from from a success standpoint. And today, after 2012 has ended we are now at a historic level of performance in our hotels. This is hotel performance. The top line is what we call ADR which is the average price people pay. The middle line is the occupancy and the bottom line is the RevPar. We are now above the 2007 pre-recession levels; not all of our country's hotel environment is healthy again like this, but certainly in our case it is quite strong and we have now fully recovered. The good sign for that is that we're probably going to start seeing folk that are interested in looking at this marketplace to build hotels again because the economic start looking better now and they are working. I will give you some more data in a second to shows you why that might be encouraging. You will see that we've had 35 consecutive months of demand growth, 28 consecutive months of ADR growth or price growth and 33 consecutive months of the combined number growth, it's called RevPar. So we are back to the highest levels in history. We also had one of our strongest years in history in bookings last year; so very strong year and very positive. Everything is not going

~~great though we do have a couple of years ahead that look troubling. In 2015 we've had very slow bookings for whatever reasons, sometimes business is cyclical. We're starting to make improvements on that and started seeing some later bookings than normal, but I just want to warn you that we do see FY15 and FY16 as potentially challenging years as we move ahead.~~

~~Councilmember Howard said Tom a few minutes ago you said something about pushing your staff not to just look at the big events but to look at kind of consistently what we do to keep business going, I think that's what you were trying to say?~~

~~Mr. Murray said yes sir.~~

~~Mr. Howard said has it been big events or have we seen something else driving all these indicators to be going up?~~

~~Mr. Murray said our bookings last year for instance were record bookings. They would still have been a record without the DNC.~~

~~Mr. Howard said what is that then? What is that constant because I was going to leave that question along until you just brought up the fact that we see some years coming where we see bookings going down; what are we doing now, that we can't keep doing, that would allow it to go back down?~~

~~Mr. Murray said I'm not sure I understand the question but we'll see if I can try to answer it.~~

~~Mr. Howard said what types of initiatives are we doing to drive people here? Are people coming here for destinations, Carowinds? Tell me what it is; what is it that's made this goal go steadily up?~~

~~Mr. Murray said well I think a lot of it is just the good economy of our City for instance; you have to start off with a strong business climate in this City. We provide a portion or a foundation of the business in the hotels for instance but we certainly are not the majority of what they use to become successful. We'd like to think we provided a foundational level to it. I think the destination is becoming more and more attractive, I think the marketing team has done a really great job in marketing the destination and I think our brand; Charlotte has a lot. We've seen this with evidence of research that is working and is driving demand into our marketplace and so we see that working. We like to talk about big things in the City and what I like to say is we'll be there to work on the big things but our focus is on making sure that we do the fundamentals right in our organization first and we get that strong Convention demand and we make sure the hotels are full. We make sure the restaurants are busy and we keep doing what we are supposed to do on a daily basis and when the big events like the DNC come in; we will be there but that's not what we do day to day in our business.~~

~~Mr. Howard said the last thing you said before I asked the question was that we are starting to see that bookings are, the point you made before I asked the question.~~

~~Mr. Murray said in 2015 we've been talking about it for a few years now, but it looks like 2015 will be a down year. Business is cyclical at times and it may be because bookings are 3 to 5 years out and 3 to 5 years back we were in a recession; and so you may see that that's part of what's causing it but we don't have the bookings on the books that we've had in future years.~~

~~Mr. Howard said why would we see that going down? Is there something that we are going to stop doing that we are doing now? You would think that if we keep doing what we are doing that it would continue to go up.~~

~~Mr. Murray said yes it would be nice if the hotel industry worked that way but it doesn't always and convention cycles come and go. But it may be that whatever made 2015 slow right now happened several years ago for instance in the sales cycle. A lot of our bookings that we are measuring our future success on are based on long term bookings. We have a huge amount of short term bookings that come up but you can predict where you're going to be in the future by knowing what kind of business you have on the books.~~

~~Councilmember Cannon said if you can predict or have some of those future conventions that may be coming up in say a two-year period, the question would be then why couldn't you have that number to land in FY15? What's out there, what is your staff doing to be able to generate that kind of business development in FY15 in the short term, rather than the long term, so that we don't see that downward spiral.~~

~~Mr. Murray said well they are working very hard I can assure you and they are doing the same things that caused us to have you know the record year performance that we've ever had and I think we see strong bookings again in FY13, a pretty good year in FY14 it looks like; but FY15 has been slow to recover. They've got strategic plans put in place, what kind of businesses to go after, they have special incentive programs to make sure we are working on "need dates" and we had some good successes but it's going to take some work to get us back up to where we have finished this year.~~

~~Mr. Cannon said at some point and maybe not tonight, I'd just like to better understand your model in terms of how you get to where you're trying to see business present itself for the City. Because I just do not understand; I was with Councilmember Howard. I'm just trying to figure out again, I hear you on the downward spiral in terms of business peaking and dipping and all that stuff, but I'm still having a tough time trying to figure out how you are monitoring when certain conventions might end and when they might pick back up to see about going after those conventions to land them here.~~

~~Mr. Murray said we have hundreds of accounts that we are going after that we work long into the future. I have attended a sales meeting this morning we go over those future accounts, why they book with us why they don't; just like any other business it's highly competitive out there. One of our biggest challenges right now in getting bookings is making sure that we have the room allotment that folks want and one of our advantages is that we are really strong in our hotel performances right now. One of the disadvantages is that there aren't a lot of cheap rooms to get in the City. And when groups are looking for discounted room rates years out; this market is in a pretty confident pricing mood so it's harder to get discount business in longer periods of time. Which is great news because I think eventually that's the kind of news you want to hear when you're a developer that wants to build a hotel; you want to hear that there's room for more capacity of rooms. We hear very good things about why meeting planners want to be in Charlotte and this is not that unusual that you would have a cycle like that but we're doing everything we can to try and stop it from being very low.~~

~~Mr. Murray said Occupancy is 66.3%, up 5.7%; ADR is \$94.28, up 10.4%; RevPar is up to \$62.48, up 16.8% so amazingly strong performance and you know in the hotel days you would think a lot of that. Interestingly that's the market for Mecklenburg County. If you use just downtown, these numbers are even more impressive; 70.4% in the City, \$145 to \$196 average rate. That's the price they pay on an average, \$103 RevPar up 14% from the prior year which is really a remarkable number.~~

~~Councilmember Autry said Tom, what do you mean by RevPar?~~

~~Mr. Murray said RevPar is the combination of occupancy and average rate. It's called Revenue per available room. So you take the revenue and you divide it by all the rooms not just the occupied rooms.~~

~~Councilmember Cooksey said John if you take the ADR multiply it by the occupancy rate you also get RevPar.~~

~~Mr. Murray said thank you for that. I've been at the hotel business four years now so I'm starting to forget some of the stuff. We also had a record year in the convention center. We had the highest revenue year that we've had in the history of the convention center, \$12.7 million dollars. Another interesting point that I think has happened particularly from the DNC is that we've started to find that partnerships and working collaboratively with our other agencies in the City has strengthened the way we approach going about serving our customers. So when we work with the Center City Partners or the city staff or the Chamber or the Charlotte Regional Partnership in trying to help acquire clients and service clients, we've had a lot of success on things like our joint communication efforts that we work with; with hours on that team with us~~

~~and we've had a lot of success there. Working on Economic Development together so I just wanted to mention that that is something that is new in our culture in CRVA and it's really been strengthened. And the brand, Charlotte's Got a Lot, just launched its 2.0 we call it the next version of Charlotte's Got a Lot. Very exciting things happening there and a great amount of work that's happened by our team in the Marketing Department.~~

~~Mr. Howard said earlier today in the Economic Development committee we talked about the CIP, this Council's favorite subject. One of the things that came up and Ron Kimble, I'm going to try and get your opinion on this is that we talked about whether or not the whole idea of cultivating amateur sports made a lot of sense. It's not something now that I'm seeing in your presentation I think I've heard a lot from CRVA, I've heard from Muhammad about it. But I'm not sure if I've heard CRVA's opinion about whether or not that fits into the strategy of a lot of what you're talking about right now. And I'm not asking for it today, because if you had thought about it,~~

~~Mr. Murray said I think about it every day; amateur sports is 51% of everything we booked last year, 51%. Amateur sports is a big part of what we do and one of the strategic reasons why it is a big part of what we do is that our hotels are really busy during the week. The best customers on the weekend that we can find out there are amateur sports. There is tons of it happening; all of you that have children you know that if you are participating in sports, you're travelling to other communities to use their venues. Not just college level but we're talking everything from cheerleaders who will be coming in in a few weeks. We will have the CIAA coming in a few weeks after that so we've got a lot of amateur sports activity happening that is crucial to what we do as an agency.~~

~~Mr. Howard said that kind of ties back to what I was trying to ask a few minutes ago, but didn't do a great job, is that what do we need to do to support you as a community to keep those numbers going up? And Ron, earlier when we talked about it I pointed out a couple of places where I felt like we didn't have all the information like hearing that its 51% would have been great during the conversations over the last year. I would just encourage you and everybody else to include that kind of information in your slide presentations as far as strategy going forward. That's why I was really asking, what type of strategies do we have in place to make sure we keep growing those numbers you were talking about earlier? And if an amateur sport is one of them that's the kind of thing this body needs to know. Especially when we're talking about CIP improvements to venues we already own.~~

~~Mayor Foxx said what percentage is arts tourism of our total numbers there? Do you know?~~

~~Mr. Murray said arts tourism?~~

~~Mayor Foxx said yes.~~

~~Mr. Murray said I don't know but I will get back to you on that. We may not actually have just for arts but we have a leisure destination traveler, weekend traveler that is clearly participating in arts. We may be able to figure out a way looking at attendance and all that kind of thing that maybe we can talk to some of our partners and get some better information on that for you.~~

~~Mayor Foxx said I know you all are doing some analysis of the DNC, you have a group doing that, do you have an ETA on when that study will come back?~~

~~Mr. Murray said yes we're getting very close. We are still waiting for the final numbers from the police on the security, we have everything else. The draft has been drafted so as soon as we get those numbers and they promised those numbers by mid January; as soon as those numbers are out we will be ready to go with that. We've had great effort going on. We have a tremendous amount of detail, great response from the community and I'm encouraged with what I see so far so I think we will be pleased with that when we get it.~~

~~Mr. Dulin said along those lines Mayor, for the Belk Bowl, my parents who are both 80 and Duke grads had friends in from out of town. While they were in town the two couples went to the Bechtler Museum. It's the only thing that they did. They didn't rush their day but the only thing they did was my folks came down and showed off the Bechtler Museum to these folks.~~

~~And neither one of them are big modern art folks. But the Beehtler, if anybody has been there, it is worth the trip. It never lets you down, so that's an "arts" trip that came to Charlotte.~~

~~But that was a couple that came to Charlotte and another Charlotte couple that took them there, it was pretty neat.~~

~~Mr. Murray said it was a great football game too! On the NASCAR Hall of Fame I wanted to talk about some dramatic structural changes that we've made to the way we run NASCAR Hall of Fame. Fully integrating and moving sales, marketing & communication, and facilities management all into the core of the way we run our business. That's been dramatically different than the way we used to run the Hall. While we still have a long way to go with the Hall in solving our performance issues; we have tracked some strong results with revenues ahead of budget by \$80,000 so far this year and significantly ahead of last year by \$300,000. We've never been ahead of anything so that's a really good change in what we're seeing at this point and we are pleased with those early results. Part of that has to do with the DNC, we obviously did a great job at the DNC, particularly the Hall of Fame which was full of activities happening in the venue; but we are very pleased to see that progress being made. I think that's the big surprise for us with the Hall is that it has become, like it was intended in the beginning, a lot about venue use for convention, group meetings and catering. In fact so far year to date, our catering, food and venue use revenues are just slightly higher than our attendance numbers. So that's risen dramatically since we've started that number. While the tenants' numbers are flat or slowly declining as expected, we are seeing a big growth in the venue use and that is one of the reasons why you see these revenues now, exceeding budget and exceeding prior year.~~

~~Mr. Barnes said would those numbers be the same if you took out the DNC activities?~~

~~Mr. Murray said they would be slightly less but the same factor would be there. We would be more in venue than we would be in attendance.~~

~~Mr. Barnes said I asked that question because of what you said earlier about the hotel bookings being at a record level outside of the DNC, I wanted to know if those numbers would be the same or better or worse. I have a list of questions for you as we get towards the end, but I'd like to know if you're going to continue break out for us the performance numbers of each of the venues. There are still five or six of us who voted on the Hall of Fame and we're curious as to how it's performing. I don't know if you all had planned to continue to break it out; the same thing would be true for Ovens and Bojangles to know how those venues are doing from an attendance prospective, event numbers and also our ability to deal with the debt. Or in the case of the two older ones, the maintenance cost.~~

~~Mr. Murray said we clearly are still calculating all those same things in the bi-monthly or every other monthly budget meetings we are having; we have a different financial format that we're presenting now. It's what we like to think about when we measure; as we like to measure the behavior we trying to incent. And we're trying to incent this behavior that leaves the old siloed world behind and moves into the combined world of One CRVA Culture. The only difference that happens in the way we're reporting today is that we don't do the allocations of the central funds, so we don't have accounting allocations distributed out to all the different entities that's the only thing that has really changed. Now in the case of the Hall of Fame, we will do that. We will do it at least on an annual basis, a P&L that includes annual allocations. But all of the attendance numbers and all of those other numbers are still available and as you know we operate in an open records environment. All of the same information that was available before is still available. But the way we report in our board meetings is consistent with the way we're trying to lead the organization. It's slightly different than the way we used to be; but the way we used to be is not the way we want to be and we're trying to move into a new direction. So you may not see the same format on anything that we do but that's because we're not operating the way we used to. It is a bit of a change but you clearly will be able to see the position of the fund balance and where we stand as a One organization and clearly there are reports that we do from time to time with the Board on how our debt capacity is with each of the different venues and our ability to manage the venues. But at the end of the day if the fund balance and the CRV is sufficient, it's a good indication that we have the ability to, particularly in the Ovens/Bojangles scenario, manage those venues.~~

~~Mr. Barnes said would it be clear then, I haven't seen the new thing yet I don't know if other folks have or not, but would it be true to say that we would know whether one venue is carrying the rest of them? Say for example that the arena has booked 300 nights out of the year and it's carrying the other entities would we see that on the P&L and all the others that you mentioned?~~

~~Mr. Murray said sure. It may take a deeper dive than we do in some of our presentations because even with the board sometimes in the Budget Committee we're doing much deeper dives than we are doing in the general board meetings; but we certainly have all of that data available and if anyone wants to take a look at our books, we operate in that kind of environment where we will be happy to do that.~~

~~Mr. Barnes said let me submit this to you and I will close at this point. Because of what we all went through with regards to transparency and governance I would urge you to, with respect to this body, make it clear what each entity is doing and the performance of the entire organization. I understand the changes you described for people like me, just speaking for myself; I have an easier time appreciating individual entity performance or venue performance as oppose to the collective analysis that I think this references. Because you guys are experts at this stuff, I'm not. But if I see that the Hall of Fame is continuing to suck wind, I know what that means and if it's balled up into a collective with the other entities; it won't be as clear to me and I may not know which questions to ask to uncover it. So please be as transparent as possible.~~

~~Mr. Murray said I appreciate that and we will do everything we can to make sure that you feel like you're getting the facts that you need from us. Just let me reiterate one more time, we're trying to be as transparent as possible and we're trying to be as responsive as possible and so the only difference from the old way to the new way is that we haven't started allocating cost out yet. We will probably figure a way to do that, but when you think about it, I've got Gina running Marketing for instance and she's working on the Hall of Fame one minute, the Convention Center another minute, and our brochure the next minute. I don't want her sitting at her desk punching clocks saying, ding, okay now I've got to allocate to there or ding I've got to allocate to there so as we integrate it becomes harder and harder to understand how to allocate. That's the only challenge but we clearly can figure out methodologies you know we can do it by different percentages but what's really important to me is that the concept of One CRVA World works and it needs to be reinforced by the way we measure it and that's what I'm trying to do.~~

~~Mr. Howard said one of the things I noticed that is not under your preview to worry about Economic Development around your venues. But it's clear to me every time I visit the Hall of Fame that what's missing in area is traffic from other venues. The reason our arts facilities work is because they are on Tryon and they are near each other. It's kind of the McDonald Burger King thing. One of the things I know that this body has approved is the Brevard Street Plan that would encourage retail and other type of destination uses. That would bridge the arena to the Hall of Fame. I was wondering if you had any conversations with Michael Smith about how to encourage that plan to come to fruition so that you have more venues like restaurants and other things near the Hall of Fame that would build activity down there. Is that something that you guys have talked about at all?~~

~~Mr. Murray said I'm pleased to tell you that Michael and I and the heads of the other agencies work closely together on these kinds of things and meet often about it and clearly we don't control the purse strings of all Economic Development but we certainly can encourage that to happen. I would say that what is encouraging is that we're seeing a lot more people looking these days and thinking about developing around that area.~~

~~Mr. Howard said but you do agree that that would help some down there. It's two streets off the main thoroughfare, nicely located but it's still, I've seen people come out and kind of wonder you know if I don't want Buffalo Wings where else am I going to go and it's blocks away before you can go somewhere you have to get in the car to do it.~~

~~Mr. Murray said I agree with you but I also want to say what we are really focused on in the Hall is two core groups; we call hard core NASCAR fans. We're marketing strategically to get those folks in from 150 mile radius out and we're working hard to get conventions and groups that are coming to our town to use it. So happening by the Hall of Fame is not necessarily what's going to make a success of it. It will be helpful but it's not necessarily what's going to be helpful.~~

~~Mr. Howard said and I'm trying not to say this stereotypically but I've had NASCAR fans that I've seen come out that looked kind of lost in a downtown setting. I mean you know because you have to go park somewhere else, you have to navigate the parking deck; and actually those fans would probably do better coming down to a destination other than just to come to a museum for a NASCAR event. Anyway those are the people that have actually looked lost when I've had to stop and say you know, can I help you find.~~

~~Mr. Murray said we appreciate your support for customer service.~~

~~Driven by Strategy. Mr. Murray said the last part of our presentation is really about strategic efforts. We want to be an organization that is drive by strategy and the foundation of the strategic plan was developed before I even got here by the Board, but our concept is that we will be a strategy driven organization that will involve specific actions that make measureable steps on our journey towards our destination. Our strategic plan for FY12—FY16 provides framework and a path to a sustainable CRVA, well position to maximized economic impact of the hospitability economy or the Charlotte region as well into the future. So we developed a strategic map and I'm not going to make you go through all these details but I wanted you to know that we've done that within 4 categories of Learning & Growth, Process, Financial and the Customer. Things that are in Learning & Growth for example are Human Resources delivers strategic value; create a culture where people, integrity, trust and teamwork are highly valued and respected; put the employee first. On Financial for instance we are working on things like manage expense effectively; improve earned income; stabilize our funding. So this strategic map shows us the direction we need to go to fulfill our mission.~~

~~Beyond that map we've created templates that have actual tactics that we are going to put in place and I'm sharing with you with the one that we're doing for financial. So we've taken the lower left hand corner, where we are today, which is a fund balance, at that point it was about \$1,600,00. And our goal by 2016 is to have a fund balance of \$8,000,000. We have five specific strategies within that that show us how we want to get to that fund balance and we have teams working on each of those strategies to get us in place and so that is the same type of effort that we're using for our process. In order to get to our process we are trying to have organizational excellence and we have half a dozen different steps that we're taking to get to that place. I'm not going to take you through them all because we are running kind of long on time, but in Learning & Growth we're doing the same thing so the first one is centralize, recruit and staff H.R. department to better support CRVA; we've done that. Develop a compensation program we're just finishing that. Developing IT governance practice, we're well on the way to that. So as we start getting all these tactics done, we feel like we will get to our destination.~~

~~To wrap it up, next steps, and what is happening in the CRVA. Have refinement and implementation of the strategic plan; continued implementation of organizational improvement plan; we continue discussions with the community about the CRVA related issues. The future of the CRVA managed venues; future development of Charlotte as a destination; involvement of CRVA and economic development. With that I will open the floor for questions that anyone may have.~~

~~Mr. Barnes said Mr. Murray I will mention a few questions that I had noted as you were talking and if you could get responses back to our staff that would be great. And if no one upstairs knows that's fine too but I'd like to know. I wanted to know how much tax revenue was generated in 2012. You talked about percentage increases and historic changes but I was curious as to the actual amount of revenue generated by the hotel/motel tax and any other affiliated taxes. I'd also like to know the revenue generated during the DNC. You mentioned that idea that during FY2015 and FY2016 bookings were down; are you all taking any specific steps now to set aside the reserves to cover any debt issues at that time? In the past we had, during our budget cycle, made accommodations for shortages at the CRVA and I wanted to know if we're going to be doing anything now to get ahead of that curve; if in fact things continue to look down in FY15 and FY16. Also you mentioned the historic performance of the Convention Center last year and I was curious as to how the debt is going with respect to the convention center? So if you could either take all that down and send it to us, however you want to do it because I know that we are short on time.~~

~~Mr. Murray said okay I would just say that that reserve funding is exactly what we are doing in that financial model I just showed you, trying to create a fund balance so that when we do go through cycles we are healthier. We report that tax information on every board meeting and I will be happy to give you the most recent update. The tax numbers have been healthy they've been up significantly as you can imagine because of the performance of the hotels; although rental car tax has been trailing the hotel tax. The hotel tax revenues have been up double digit and the rental car tax is somewhere around 5% or something in that venue. Everyone else took down the notes for the other questions for me so thank you. We will get all the answer back to you.~~

~~Mr. Cannon said these can be taken away to bring back as well. I'd like to know how you are coming in your privatization efforts; in the way of streamlining and if you could bring back some examples of where you've made some progress in those areas, privatization, I would appreciate that. The other one is the ownership in fast food restaurants considered to be a part of your core focus?~~

~~Mr. Murray said are you talking about the food court in the Convention Center?~~

~~Mr. Cannon said I am and there's a chicken spot I believe in there too. I've wondered about that.~~

~~Mr. Murray said we are a huge food and beverage provider for our conventions. We run that food court with brands in it because we felt that it would be more appreciated by our customers and it has been, but it's difficult to run restaurants in a convention center that is so open and shut. So it's not really an attractive place for a typical third party vendor. It works better in our kind of environment where for instance you may be dark for four or five days in between conventions and but food and beverage is clearly our core competency serving our customers clearly a core competency in the middle of our area. Seems to be working it's been very profitable for us so that area doesn't concern me.~~

~~Mr. Cannon said do you see operating franchises to be a part of your core focus?~~

~~Mr. Murray said I wouldn't say it was core but is part of our focus.~~

~~Mr. Cannon said okay I want to have some more discussion about that at some other point.~~

~~Mayor Foxx said okay thank you very much. Clearly there's a lot of work yet to do. I will just say this in closing on this portion of the meeting. Long term I think we're going to have to really think about the place of the venues within the CRVA, not only the place but how they are supported. Because I worry for example, with some of the non held venues how well we can co-promote those when we have a vested financial interest in the outcome of a few. That's not at all a dig at you. I think it's a structural concern. It's not a personal concern about how we move forward long term. Of course if we have abundant tourism it doesn't matter because all the venues are full. So that's ultimately all of our goals. The second point I will make is that I want to thank the Board and I want to thank you Mr. Murray and the team for doing the work that you've been doing over the last several months to get things restructured and get things on a footing that has a much better chance of engendering the confidence of the community and helping all of us do what we want to do which is to add value to the community. So I want to thank you for that.~~

~~Mr. Murray said you're welcome we appreciate the compliment and I thank you very much.~~

Deputy City Manager Ron Kimble, said good evening Mayor and Councilmembers, we have an opportunity to present to you tonight; no action required tonight. We're in a workshop setting; we wanted to present to you an opportunity that has come our way from Mecklenburg County and the Second Harvest Food Bank, Metrolina. I want to note in the audience, we have Mark Hahn, Mecklenburg county director of real estate, Dan Lever from our city staff has been helping and I'm going to call on Kay Carter right now who is the Executive Director of Second Harvest to set the stage for this. Do you all know where Second Harvest ...

Mr. Kimble said we're going to talk a little bit tonight and Kay Carter is going to talk from Second Harvest Food Bank about the growth and what they're experiencing. Then we have a proposed opportunity and proposed solution that Mecklenburg County and the City of Charlotte

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have been working on. Do you all know where Second Harvest Food Bank is over off, Statesville Avenue, Graham Street, North Carolina Music Factory Boulevard next to Crisis Assistance Ministry is and our Building Services Division and also with Salvation Army? At this time, I'd like to call on Kay Carter, the Executive Director of Second Harvest Food Bank to talk about some of the challenges that they've been facing in the last few years and its challenges because of growth.

Executive Director Kay Carter, Second Harvest Food Bank said I want to thank Ron, Mark and Dan and the various ones from Ron's staff that have helped us with this and thank you for the opportunity to be here tonight. One of the things that Ron wanted me to touch upon very briefly is the growth that we have experienced at the food bank over the last ten years and I've only been there for nine of those years. But tried to show on a series of slides some of our key indicators that you might be interested in. The primary thing that we measure ourselves upon to be sure that we're meeting community needs ~~ais~~ the amount of food they were putting out into the community. This first slide shows that in millions of pounds and it goes from 2002 to the year ending June 30, 2012 and you can see that we progressed from 7.8 million pounds of food in 2002 to over 38 million pounds of food in 2012. We expect that for the year ending June 30th coming up, we will exceed 40 million ~~pounds.~~

~~Another~~pounds. Another important part of that that becomes important as we talk about our need to expand ~~are~~ the types of food that we were providing. I'll laugh and tell people that when I arrived about nine years ago, we distributed about one head of ~~letter~~sttuce in terms of the perishable foods that we distributed and we found out really quickly that produce, meat and dairy are the things that people on fixed income most need to stay healthy, but they're the things that are the hardest to deal with because you have to move them very quickly.

I'm really proud of the work that we've done around this. This past year, our refrigerated pounds specifically fresh meat, produce and dairy accounted for over 25% of the pounds that the Food Bank distributed. We also are heavily dependent on volunteers at the Food Bank and the reason for this is because we have a very small staff. We pride ourselves on being very efficient at the Food Bank and one of the ways that we stay efficient is using volunteers. It's an important way to connect the community back to the Food Bank and it also saves valuable dollars that we can turn around and use to provide more ~~meals.~~

~~You~~meals. You can see our growth in volunteer hours back 2002; we had 7200 hours donated. 2012, this past year we were almost at 90,000 hours that people donated at our facility. We also have tried to place a particular emphasis in the time that I have been there on our child hunger programs. We understand at the Food Bank that sometimes adults can make decisions that are not perfect. I've made some humdingers in my time and I'm sure if everybody in the room would be honest, they'd probably admit to one or two poor ones themselves.

Our children really have no say in the hands that are dealt to them and very little to do with how they can make their situation better. We have chosen to make our number one goal at the Food Bank ~~and in~~ ending child hunger in our 19 county regions. We are progressing along that path. When I arrived, we had 13 programs specifically directed at child hunger. As of the end of this past fiscal year we had 144 and we're somewhere up around the 154 now. We're moving along with that goal as well.

What happens with all of this, and this is where I have to get my glasses out, is we're running out of space. I show these slides I could stand here if I had the time and showed you dozens of others as we've seen growth across every single category of our operations. What we tried to do, ~~we~~His start looking for a solution to our space problem because we know there are still hungry people in our region and we know we still have work to do. We love the site that we're at. ~~We~~we love being near Crisis Assistance and Salvation Army. We love being in a Ceounty building. They've been wonderful to us. We love having the city nearby. We love being in the heart of Charlotte in eCenter eCity where we're surrounded and in some areas, they surround us with heavy need.

We really want to stay where we are. But we need to be able to accomplish some things to be able to do that. We have an expansion plan in mind and I wanted to just hit upon the things that this plan will solve for us because we have thought about a lot of different options through this process. Ron Kimble can attest to many meetings and discussions we've had. But we think we

have a good plan now. It's going to do all of these things that are shown in this solutions table. It's going to expand our dry storage, our cooler and freezer space. In fact, it doubles all of the existing space in those areas.

-What that means is we can continue to do more nutritious food and we can meet more needs. It's going to provide more space for our agencies to shop because it's going to allow us to expand our shopping floor. That means more options for our agencies and we serve about 600 of those in our 19 counties. It's going to give us more ~~trade in our~~ tractor trailer and vehicle docks. ~~and~~ You'll see in a minutes with some pictures I'm going to show you that we are dealing a virtually unmanageable situation with what we have now and we're desperately in need of more dock space. It's going to increase our cooler and freezer capacity and that goes back to the meat, produce, dairy and sea food I was talking about. It's going to allow us to have a volunteer center- ~~so~~ ~~When~~so when our volunteers come in, they're not crowded up out in our lobby which is very disruptive for people that are trying to work. They can actually go into a room, have a break room, a place that they can get training. It will allow us to use more volunteers and hopefully keep our expenses down.

-----We're tripled up in our offices and some cases quadrupled up. It's going to allow for additional office space. If you've ever visited our facility and found a place to park right away, you're one of the few I'll ~~account~~count as lucky ones. This parking is a huge issue for all of us in that area, so it's going to provide safe parking and more parking. It's also going to allow us to separate volunteer and forklift circulation, so that we don't have forklifts running around in areas where volunteers are working which is a safety concern.

Very important to us, it's going to environmentally friendly because we value the environment, we want to help the work environment and we want optimize our operational cost. These are some of the things that we hope we're going to be able to accomplish.

Here are a few pictures. These may not be the best ones ever. But I had to get them just within the last week or so, but I think you can get some idea of the parking and the way that the trucks are backing into the docks and hopefully you can see across the bottom. These are actual shots that were taken in the warehouse just this past week and what that basically is, is every rack in there is full and we're sacking in the middle of ~~all~~the aisles. If any other firemen are ~~were~~ here; I hope not. We're probably in violation of something, so please forgive us; we're trying to feed people.

-----Then we have a couple of photos just to show the trucks trying to get into ~~---~~ the two loading docks we have are side by side. We can only use one at a time. What ends up happening is you have trucks surrounding the traffic circle and that makes our friends at the city very unhappy sometimes because they are blocking city access. We're trying really hard to marshal that and the police that and do a better job.

These are just some of the things we want to bring to your attention. Ron wanted me to touch quickly upon the budget. This is about an \$8 million project for us. We have been able to, over the past several years, ~~were~~through trying to stay very efficient. We think by the end of this fiscal year, we will have accumulated \$1.5 million of this, in the capital account, so what we hope to do is go out and raise the remaining \$6.5 million through our capital campaign. That's basically, is that everything you wanted me to ~~call~~over?

Ron: ~~Very good~~Mr. Kimble said. ~~How~~said how many of you have been out to ~~s~~Second Harvest during the early morning hours and even during the day to see how the cars and the congestion and the trucks and just the collision of everything out there. This is an opportunity to try and relieve some of the pressure that's out there right now.

The Second Harvest Food Bank requested assistances from the city in the county to expand their facility. We have met with them over the past year on multiple occasions. We've gone out to the site. We've looked at it during some of these peak periods. It is a very tough situation for everybody in this area. The city, county and the Food Bank have agreed on a framework for improvements that we wanted to bring forward to both the city council and to the county commissioners for your feedback and for your comment and so that's why we are here tonight.

This is existing conditions. ~~+~~This is the Food Bank. ~~+~~This is Criseis Assistance Ministry. ~~This~~Ministry. This is our existing facility. ~~T~~this is North Carolina Music Factory ~~w~~Way. ~~T~~this is Grahams ~~s~~Street and then this is Statesville Avenue. What the city owns most all of this land here. ~~+~~The county owns this land and the building that they are currently housed in. What we're seeing is an opportunity for this particular area here to be redeveloped with a new plan.

The plan that they have studied, they've examined many different alternatives, but the ones that appears to look the best is the opportunity for this particular parcel of land to be conveyed through a ledger and its price about \$338,000. We've had it appraised. The city owns this particular piece of property. This ~~is~~would be then conveyed on the ledger with a compensation back to the ~~e~~City of Charlotte and they would after they do their fund raising build this building addition to the current building here. ~~+~~It requires storm water detention, our post construction ion control standards and storm water detention on this piece of it.

In addition, they would like to ~~r~~elease, long term, this particular parking area, ~~+~~ that is on the backside of our ~~b~~Building ~~s~~Services ~~d~~Division building. This used to be the area where ~~s~~Special ~~t~~Transportation ~~s~~Services buses were located, but they have since been relocated to the new Davidson Street Bus Garage with the stimulus funding that was used to in that particular location. This now is available for use by others or for expansion in the future here and so this is also an island that is a very congested piece of property and cars parking haphazardly in all directions on top each other and they also would like the opportunity to use their funds to improve on city property parking in this particular location.

What this also does is, it allow for new dock space to be utilized here for easier backing in of the trucks. This also would be used for storage of their trucks overnight because they have truck semi-tractor trailers and heavy ~~trucks~~-refrigerated trucks that need to be stored and so we're working on a complete agreement between the city, the county and the Second Harvest Food Bank to accomplish all this. They would lease this also for a market rate lease of the parking facilities and so we have all of the amounts covered in the agreements between the city, the county and Second Harvest Food Bank.

What are some of the terms and conditions? The city commitments would be ~~de~~eed the land to the ~~specific~~ ~~e~~County for expansion of the Food Bank building. ~~T~~, the reason why we would ~~g~~ive deed it to them is the current building and the current land are all owned by the ~~e~~County ~~+~~ building, ~~and~~ if you're building an addition to a building, it ~~that~~ makes sense for ~~them~~ to be under one ownership. That would be a \$338,000 value to the city and would be put on the ledger as a compensation from the county to the city. We would lease the land that I identified ~~that~~ to the Food Bank additional parking. ~~W~~, we would have the ability to review and approve plans for the parking improvements in the areas in the right of way and then we also have the ability to ~~and~~ the commitment to review and approve the ~~[class 01:35:08]~~ plans for all of the right-of-way ~~identification~~ dedication and the land that's contained.

County commitments would be place the value of the property deeded on the exchange ledger, allow the use of the deeded land for the building expansion. They would also review and approve building plans ~~and stay what~~ since they would own that particular building and work with the city to reserve land for the future ~~+~~Red ~~L~~Line ~~L~~ight ~~R~~ail ~~E~~xtension. Let's go back a few slides. This is the future ~~+~~Red ~~L~~ine. ~~T~~, the line going to the north that would serve ~~400~~ ~~[inaudible 01:35:41]~~ Huntersville, Cornelius, Davidson and ~~Morrisville~~ Mooresville and we want to make sure we're reserving ~~at~~ the proper amount of ~~write away~~ right-of-way for that future transit ~~one~~ line in that particular area. We got those commitments to respect that in the future.

The Food Bank commitments would be to design, construct and maintain the building and the parking improvements, ~~+~~ to ~~+~~ lease the newly constructed building from the county under the same terms as the ~~current~~ lease and there is a payment currently ~~for~~ ~~+~~Second Harvest Food Bank ~~to~~ ~~+~~ the county on the existing building. ~~and~~ ~~th~~ There will be a similar agreement and arrangement between ~~S~~second ~~+~~Harvest ~~+~~ and the county.

They would lease the parking improvements from the city based on a separate lease agreement. They would prepare and file all the necessary plans in the right way and we again work with the

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city to reserve land for the future #Red Line Light Rail eExtension you want to make sure that it's reserved and protected long from in the future.

Fox:—Mayor Foxx said Ron, how would we know how much land to -reserved, when will we know and how will we not preclude ourselves from ...

Mr. Kimble saidRon:— We are working with that and we have those plans and we have those identified and making sure that we reserve a widest portion that we can right now for anything that we believe would be the widest necessary right way for the Red Line----

Fox:— Me. Barn's.

Barnes:—Councilmember Barnes said Thank you, mayor. Two things, one for clarity; I'd make sure to call it heavy rail. It's not light.

Ron:— You mean the red?

Barnes:— The red line yeah it's not like.

Ron:— Did I say [erosstalk 01:37:04]Mr. Kimble said t-Thank you. We will make that change.

Councilmember Barnes said:— Yeah, no problem. A also, the third bullet point, the leasing of the parking improvements, what's the value of that lease?;

Ron:—

Mr. Kimble said wWe got it right now identified as \$16,500 per year s-øfor the leasing of the parking to the Second Harvest Food Bank.

Fox:— Okay. Mr. Milan.

Milan:— Thank you. Councilmember Dulin said Ron, you ~~mentioned~~-mentioned; can you go back to the map please, sir? It got me thinking ... while I was thinking about one question and another one ... ~~thank you~~. Okay. Where are they improving the building and expanding the building?

Ron:—Mr. Kimble said tThis is their current building foot print.

Milan:— Councilmember Dulin said yYes sir. I have visited.

Ron:—Mr. Kimble said tThe addition would be here.

Milan:— Councilmember Dulin said Okay. Yyou mentioned urban street design guidelines ...

Ron:— Closed instructionsMr. Kimble said post construction guidelines ...

Fox:— Putting more intentions on ...

Milan: W Councilmember Dulin said where is their 15% tree save? Tree guidelines?

Ron:—Mr. Kimble said wWe've been through this with eEngineering, CDOT -and ~~seen out at~~ all the appropriate city departments. -I'm sure that ~~that~~the appropriate amount is included in the plan.

Milan:— Councilmember Dulin said IOkay. I'd like somebody to come up and show me where or tell me how they are going to do that?

Ron:— Anybody from engineering department?

Milan: ——— You are going to would make any developer do it, I want to know how they're going to do it.

Ron: Mr. Kimble said w—— We have completely reviewed the plan. I don't know if I can stand up here and tell you where the exact tree save area's going to be but I can guarantee you it's been included in the plan that we are talking about.

Milan: ——— Councilmember Dulin said is there somebody here that can say that?

Kay: ——— Ms. Carter said we have our architect here for more technical questions.

Our civil engineer's not here. He would be the best person to go through that. I don't want to do that because I don't understand [inaudible]. The more appropriate is that [inaudible 01:38:58].

Milan: ——— Councilmember Dulin said mMy point though is, Mayor, I'm for your project, but I'm ... and I'm against tree saves, which is detrimental to your project. But we're making people do it everywhere and now we're going to have to put a tree in every 40 foot in your parking lot when we exchange. There are facade change problems that are coming up. I'm sorry, because you are doing great work, ma'am, and your numbers are off the chart. It's fabulous what you're doing to all our eighteen county region. B, but those are questions that this council is owed because of the things this council has passed over the years which council is detrimental to projects like this and detrimental to folks that can't afford it.

Speaker 6: — Ms. Carter said wWe unfortunately did not ask for our [inaudible 01:39:57] civil engineers and that was perhaps are not my oversight. B, but what I'm very confident that he can do is, seeing through that information and explain it to you in detail, I apologize that I don't have somebody here who can explain it tonight. ...

Fox: Mayor Foxx said t—— The good news is that, this is an informational brief so we have an opportunity to get more information before a decisions.

Milan: Councilmember Dulin said — I'm sorry to delay those issues ...

Speaker 6: — Oh! No Ms. Carter said we want to make sure we're meeting every requirement and we have had a ton of meetings around that very thing. I'm very confident that the plan that the civil engineers have drawn up meets the requirements. We just need to get that to you and I apologize ... I shouldn't have had them to be here as well. We couldn't anticipate everything that was going to be asked, so I thought we'd need the. We still be asking. I'm not having to architect, but in retrospect now, I wish I had the civil engineers. I can give you that information.

Fox: ——— No place for the architect?

Speaker 6: — I want the architect, yeah ... I think that no one called, it's straight too ...

Fox: — Mr. Barnes has been waiting patiently and then Mr. Archer and let's move on.

Councilmember Barnes said: ——— Thank you, Mr. Mayor. I I chose not to re-litigate the protection of our environment with Mr. Dulin [Mr. Doel 01:41:08] tonight, tonight; we've done that several times. And since this o, I'm sensing this ordinance was fastpassed, I'm certain Mr. Doel and we will comply with our ordinances, but I appreciate your question. The question I had is, you are serving a 19 county area. W, what sort of assistance do you seereceive from the other 18 counties's?

Kay: — We Mrs. Carter said we sawerve 14 county's in North Carolina and dipped down in and serve five counties in South Carolina. One of the things that we have tried to do at least in my time there is identify other sites for branches because we serve about 600 partner agencies that help feed the hungry. They are dependent on us to obtain food resources. This would be an emergency pantries, soup kitchens, homeless shelters and so on.

One of the things that jumped out of those early on was that these agencies and in some cases where having to drive a long distance to get to the Food Bank in Charlotte. It also jumped out at us that we didn't have any parking and we didn't have any space. One of the things that we have done over the past several years is look to our neighboring communities to help us establish branches that would make it more convenient for the partner agencies to require food and also let those communities participate.

We have a branch now in Spartanburg, South Carolina. We have one over in Dallas, North Carolina we have one in Hickory, North Carolina and we have one in Mount Gilead, in North Carolina. The communities have all been supportive, both from a financial point of view and helping us to get established in those areas. The other thing that we've tried to do is to reach out more and more every year to all of the counties for support.

Now we have funding plans in place that reach out throughout the 19 counties not just to the citizens in Mecklenburg County. But in spite of all those efforts, I have to be honest and tell you a large proportion of our support still comes from Mecklenburg, but I will say it's much better than it used to be. I didn't bring those figures with me, but we could certainly look into those and delve into those and I could give you some idea of what the growth and in fund-raising has been outside of Mecklenburg, along with what it has been inside Mecklenburg, but we make every effort to try to incorporate support from all 19 counties. We just happen to be headquartered here.

Councilmember Barnes: —Right, said I appreciate that. Maybe for information return purposes Mr. Kimble, I don't know anything about your budget or anything, but I'd be curious to know how much your budget from the fund-raising side comes from Mecklenburg County, how much your ...

Kay: —Ms. Carter said I can give that.

Councilmember Barnes said how much: —... actually stayed in the Mecklenburg County, and so I'd be able to ... they get ...

Ms. Carter said Kay: —Yes, sir. -I can get that for you. No problem at all.

Barnes: —Thank you.

Fox: —Just be careful working with us because the state may take you over.

Speaker 1: —Mr. Kimble said Council member, Michele, this is in Councilmember Mitchell's his district. Council-member Michele Mitchell is supportive of this project through all calls as well.

Fox: —I'm sorry, I got John Archer.

Councilmember Autry said John: —Thank you, mayor and council. I—I wanted to take this opportunity to commend you for the work that you do. I have great appreciation for your mission and I thank you that you're meeting those challenges that are before you. Frankly, though, I wish you weren't expanding. I wish you were getting smaller. But we will do what we can to work on that also.

Mrs. Carter said the dream of course is to work ourselves out of job, not to work ourselves into a more difficult job, but unfortunately that's not the case yet, but we keep plugging away, we appreciate your support.

Mayor Foxx said thank you Mr. Kimble. You've got some information request to come back.

Councilmember Dulin said one last thing to talk, but it's interesting that, that's the Red Line extension. This is little bit of a shift on subject matter. The Red Line Extension and for that

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matter, the Red Line Commuter Rail and the Blue Line Extension will be cutting down trees, so those trees need to be accounted for and replaced somewhere as part of the tree ordinance. And what will happen to those trees there as that rail comes through. It's an interesting.

Mr. Kimble said an issue to be dealt with.

Councilmember Dulin said. I would like some answers please about their tree save façade ordinances.

Mr. Kimble said we'll send that information to you, as soon as we accumulate it. The next time you will see this will be in the form of an agreement that comes back for your council agenda for consideration and asking more questions, but between now and then we will get you the additional information.

Councilmember Dulin said for instance, the tree save says that 15% of the building site has to be forested. There is not 15% area on that site to be forested or they can at relatively great expense buy their way out of it and nobody on council here is going to be wanting to that stick the hammer to them on writing their checkbook. That's interesting. I totally expect their expansion to be held accountable to the ordinances that this council has passed.

Mr. Kimble said they are. I believe that this drainage basin is serving in much larger area as a result of the reconditioning and the reconfiguration here. They are tripped up by the same regulations and they have to build a retention pond of a significant size in order to handle that storm drainage.

Councilmember Dulin said and find a place for all their trees.

Mr. Kimble said that's right. And their parking and their trucks.

* * * * *

ITEM NO. 4: HOUSING AND NEIGHBORHOOD DEVELOPMENT: RENTAL SUBSIDY PROGRAM

Interim City Manager Julie Burch said this comes out of the affordable housing strategies report that was prepared for full council last fall and was later then referred to the Housing Neighborhood Development Committee and last month the Committee voted to have this briefing on the proposed rental subsidy program presented to the full body. That's why we are here tonight. No action being requested tonight. Interested in any questions and comments that you would have certainly and this would come back then to you as part of your Budget Workshop on April 10th.

Pat Mumford, Neighborhood and Business Services Director said as Ms. Burch mentioned, this item has been in front of the housing and neighborhood development committee twice. It is part of the five-part strategy for addressing affordable housing in this community. This is different from the typical approach that you are used to seeing. The city is used to paying for capital or units, building affordable housing units. The idea here is to support with some of your capital dollars an endowment fund that would have the proceeds from that fund going toward a program to support rental subsidy. It's an operating program supported by capital dollars; a little bit of a nuance and different from the typical. This was brought forward to us by the Foundation for the Carolinas, so they would like to enter in a partnership to raise the money to support this endowment. Ultimately that endowment supports itself and grows over time as endowments have done. Those of you that went to the Foundation annual event saw the power of that compounding ability for these facilities. The beauty of this is in the future, sometime in the future, city councils that follow you all won't have to deal with at least this component rental subsidy out of your annual budget it'll take care of itself through the endowment. That's the general preface for this.

I do want to thank the Foundation for actively engaging the private sector and the philanthropic sector. There is a great deal of interest in this community in supporting a program like this. And

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just so you all are reminded, you support through your budget program with home dollars, federal dollars, a local rental subsidy program. So we have some familiarity with this already. There's been a lot of discussion over the course of last year with the HAND Committee, what we want out of affordable housing initiatives. There has been the notion of dispersion of affordable housing, self-sufficiency, making sure that we leverage those funds, this is a program that does it, but this doesn't solve the housing situation for everybody in this community. It's really a set up for families and that can include veterans, families who have the ability to move to self-sufficiency within a two-year period of time. The rest of the strategy that hopefully will be passed by or supported by the HAND Committee addresses chronic homelessness, purchasing land for land banking; this is specifically for this group of individuals in our community.

As I mentioned, it's a partnership with Foundation and also with County. The County is not going to support the endowment, but they do have money set aside for supportive services and that is absolutely critical for this clientele, this group of individuals who would be supported by the rental subsidy. This isn't about just giving somebody rent money, we need to make sure that those families are able to get back on their feet and then through the program. Again, a difference to this and the nuance is that, we're not looking at just building units and unit counts as a measure of success. We are talking about helping families and helping individuals. That's the number we will focus on going forward.

If you all would recall about six months ago you had a presentation from Todd Noell about the need for affordable housing in this community. The basis for that is determined for people that are spending more than 30% of their income for housing and this really a system of economic issues for families. And if you think about what Ms. Carter, just presented, people needing food, probably because they don't have the disposable income to support their food bill, because they're spending more money on housing than they should. In essence if we can get our arms around this component, maybe we'll begin to solve some other issues in this community.

This program is set up to go from 0% to 50% of area median income. But with the preponderance of that would be 20% to 50%. We feel that most people in that median income, have the ability to move through a program like this within two years and that's the key. This is not a long term play. It's to help people get stabilized and be on their own.

This is a graph that was taken from the Noell study and you can see the two bars that are highlighted, there is the 20% to 50%, between those two. Those are the two areas that have the highest need as far as people spending more than 30% of their income on housing. This is just an emotional answer to or request by the Foundation. This really is supported by data. We know that there is a need in this community for that portion of population.

I will tell you, this doesn't solve everything, but it begins to help us knock down this challenge a little bit at a time. I talked a little bit about the benefits. The reason that geographic dispersion fits into this program is that our experience with a local program is that, if you have a 150 unit apartment complex, you're probably going to get three to five units in that whole complex that would support rental subsidy. It's a little bit in each apartment complex. It's not taking a whole complex and having 40 or 50 units in there. It is short term. We think short term. Two years is short term. We had a question at the HAND Committee meeting, what happens if a family goes beyond two years and they are still in need? The thought process is through the county support and human service support, we work with these families along the way. There will be indicators that suggest the people may not be able to make it and we'd have to retool and figure out how to help those families.

The real key to this is the in-take process. This would be a county wide in-take process to allow us to make sure that the families that are entered into this program, have the highest and best capability to get out of that within two years. But like any family, life happens and things could happen along the way. But the idea is to really work with these families very closely.

We have done a great job. You all have done a great job in this community leveraging our public dollars against private dollars in the typical way with housing trust fund and for gap financing, this would be a leverage scenario as well with the private sector. As I mentioned, this is the long term impacts as this endowment grows.

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We don't have all the details worked out through with metrics, but it's really important for us to understand outcome metrics. This gets back to helping families become self-sustaining. The way families become self-sustaining is, they have better jobs, they increase their salaries, that their children have stability in their schools, they are not moving around, therefore they are scoring better on their end of your tests.

Financial stability, the current program we have today requires a savings plan for families. I'm not talking about mutual funds and 401(k)s, but really is about helping people save even \$5 a month, getting to that habit of saving. Those are the types of things that will be refined if this program is supported to move forward.

We've brought up the numbers, which are staggering. Those are big numbers and I understand that. The private sector would suggest to raise \$10 million dollars and the City put in \$10 million dollars to have a start of a \$20 million dollar endowment. If you get 4.5%, 5% return on that, that can go toward the program; we're looking about a \$1 million dollars a year that could help about a 150 families. That's broad numbers. It depends on how long they are in the program. How much subsidy is needed? But that's the order of magnitude.

And Mecklenburg County as I mentioned has some money for supportive services and it has been at the table since the inception of this conversation.

As Ms. Burch mentioned, the request tonight is really to get an understanding of the commitment to move forward with the program, the real tough question is how to answer the funding component. That has been brought up. You all have \$2 million dollars a year that gets appropriated through your Pay-As-You-Go fund. Historically, that has been going to the corridor revitalization fund, that fund now has a \$13.5 million dollar balance. The trick with this thing going to an endowment is, this cannot be federal money, home money and CDBG money, can't use bond money, so it really has to be a fund like Pay-As-You-Go, which is a cash fund. That will be the discussion for April 10th, when you deliberate on the budget.

We are very supportive. Staff is very supportive of this program, not as an answer to everything, but we think it really does fit an excess between a lot of the concerns we've heard with counsel and supported by the community as well. And that's it.

Mayor Foxx said is the thought process to not replenish the business corridor funds and to do this instead or is the thought to do an additional PAYGO outlay to service this form of subsidy plan?

Mr. Mumford said it can be done however you all would like to do. There are several different ways. Right now you have a balance in the corridor fund, but I know that's an important program. Money could come from that directly or you could go years out with the \$2 million dollars or portion of the \$2 million dollars that typically has been appropriated to that fund and put that to the endowment. But once it reaches \$10 million dollars, then that money can go wherever else the other city would like to go. That's just one idea.

| Councilmember Fallon said how much does that thirteen throw off in interest?

Mr. Mumford said it's in a broader pay-as-you-go fund, so it's not an investment type fund. We keep rolling that through in the pay-as-you-go program.

| Councilmember Fallon said could that be used though an add it to for the \$2 million dollars, that interest, not put it in and just use that, plus you add some to make it \$2 million dollars?

Mr. Mumford said the PAYGO fund is not an investment facility. That money is not set aside like an endowment. Endowment is invested and managed very tightly for high return, so that it can spin off program revenue as well as increase the endowment. It is two totally different things. That's not the way the city manages the PAYGO program.

| Councilmember Fallon said it's not fungible?

Mr. Mumford said no, Ma'am.

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Councilmember Cooksey said regarding the chart on economically distressed runners that's several slides back ...this program goes into effect as currently conceived. What kind of reductions in those percentages would it lead to?

Mr. Mumford said nominal. We're talking about at a \$20 million dollar endowment serving 150 families a year. The idea though is that's the start when this endowment ultimately grows, it really does have a material impact on those percentages.

Mayor Pro Tem Cannon said 150 families. What's the greater number we're looking at out there in terms of needy families, including veterans that might need something like this?

Mr. Mumford said in the Noell Study it was in the thousands; 10,000 families that are burdened, maybe 12,000 families and it's really big numbers.

Mayor Pro Tem Cannon said the short-time subsidy. Explain to me again how it was derived to having two years to be the cap. Mind you, I heard you say that there may be some other safety nets after two years to guide them along. I really don't know what that means so can you flesh that out a little bit more for us please and tell me again how you all derived at two years. What makes that the number? I'm thinking about our housing authority and how we came up with FSS over there and how that works and trying to get people time to get their legs under them to be able to move forward and sustain themselves?

Mr. Mumford said that's why we're talking about up to 50% of area median income. Our housing authority oftentimes is dealing with people that have much less income. It's difficult for those individuals to reach a stable environment. The idea here is to help people that are close to it through the support of services and allow them a little bit of a leg up then move on to self-sufficiency. It is a different program than a Section 8 program that the Housing Authority is offering. Similar in approach and framework, but as far the socioeconomic group that is being served, we feel, from what we've learned with the program that's run today by Darren Ash in Charlotte Family Housing, they have moved people through in two to three years, they have 85% success rate. The professionals that are in this business say two years is a good number. We've modeled this from some other communities in the country as well. There's Columbus, Ohio, Hennepin County up in the Minneapolis, Washington have governmental subsidy programs that are little bit different and unique, but we feel that confident we can make this happen.

Mayor Pro Tem Cannon said did I understand that you said that corridor revitalization monies could be an option?

Mr. Mumford said let me be clear. There's a corridor revitalization fund today, with a balance. What I'm saying is you all have \$2 million dollars a year in pay as you go money, that gets appropriated. Historically, that has been going into that fund, so there's the fund and then there's future installments of money.

Mayor Pro Tem Cannon said I bring that up because I'm reflecting, obviously on another committee meeting that we had just a week or so ago talking about that same funding source. I just want to make sure that we're thinking through that process.

Mayor Foxx said what was that conversation?

Mayor Pro Tem Cannon said this was about NoDa and what needs to happen there relative to making sure that that area also finds itself to be more sustainable by way of being able to control the number of cars that need to be parked for the good people over there and so that same funding pool came up. The conversation there even was one of pause because when you begin to look at the West Boulevards and the Beatties Ford Roads and parts of North Tryon and other areas throughout the city, Central Avenues, then and where our priorities are there. It just makes you sort of back up and say, "Well, are we really spending this money wisely and everywhere we need to be spending it?" Hearing here again today, I just want to make sure we're conscious of all the options that may be out there. I hear you Pat, I understand.

Mr. Mumford said for reference, that fund, the corridor fund has been in existence since 2007 and councils to date has spent about \$10 million dollars out of that fund in that period of time.

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Mayor Pro Tem Cannon said but now Mayor, of course we're a little bit more aggressive these days.

Mayor Foxx said what's being presented here can't be seen in isolation from the other components of this five-prong strategy that's been discussed. If our sole affordable housing strategy were to provide rental subsidies for 150 families, it wouldn't be a very strong policy. But if you look at the possibility of neighborhood stabilization efforts, land banking which we've talked about as a way to help diversify where affordable housing is placed in our community, the housing trust fund and supportive housing, it starts to add up to a pretty strong policy. I think the question for us, and this is information tonight, but how do we translate this information into a conversation on April 10th? Because we could just get this information tonight and it gathers dust between now and April 10th or we can ask either a committee or to bring this back to the council for further discussion on April 10th but I think the staff is giving this information because it is a possibility for us to consider this budget process.

Councilmember Barnes said the Budget Committee has a meeting on Wednesday. During our last committee meeting, we talked about the pay growth count and the fact that, for example, the streetcar starter project will be part of that commitment beginning in 2015. Based on what Mr. Mumford just said, wondering if there may be some bit of a conflict there, if the Mayor and Council would like, we'd be happy to look at it on Wednesday and come back with something on the 10th.

Mayor Foxx said I think that's fine. Without objection, we'll just do that. I'll also offer this thought because we've gotten so gummed up on the streetcar, it strikes me that if this council ends up decoupling the streetcar from the capital budget, either because we figured out a different way to do it, or because there's some, how to say this in the least pejorative way I possibly can, because there's not a willingness to figure a way forward. That is \$119 million dollars, that's not somewhere in the capital budget. When I think about the needs in this community for housing, and particularly given what I think is going to be another ripple, another tsunami, in this issue because of cuts in unemployment insurance and other reasons. It just strikes me that we should figure out a way to solve this issue as part of a larger strategy. If there ended up being an additional \$10 million dollars, in light of potentially us either figuring out a different way to do the streetcar or not, I think we definitely need to figure out a way to do this. In other words, I wouldn't be stuck trying to figure out a way to work within what's there. We might just need to figure it out. With that, thank you Pat and I look forward to hearing what the budget committee has to say.

Mayor Pro Tem Cannon said what time is that meeting?

Councilmember Barnes said it's at Noon on Wednesday.
[Antony can --](#)

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ITEM NO. 5: CITIZEN'S FORUM

Martil Cosper, 8350 Arrowridge Boulevard, 28273, said I'm a volunteer with the C. Ray and Cynthia M. Kennedy Foundation. The Kennedy Foundation is a 50C3 that was established in 2003 whose goal is to provide access for underprivileged children for socially and economically and educationally enhancing programs. I'm here tonight to talk to you about one of the ways that they make that happen. I'm not here to ask for money so I hope that means I have everybody's attention. What I'm here to ask you for is your help in sharing information and making sure that the opportunity that I'm about to tell you about is available to all the children in Mecklenburg County who are eligible.

The Kennedy Foundation is one of two approved summer food services sponsors in the Mecklenburg County area. The summer food service is a funded program through the Department of Health and Human Services. It is designed to provide meals for children during the summer months. We know there's a large population of children here in Mecklenburg County that receive free and reduced lunch during the school year. What happens to those children when school is out? Our program through the Kennedy Foundation helps to make sure that those children continue to have healthy and nutritious meals during the summer months.

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In order to make that happen, we need to make sure that the word about this program gets out. We need to make sure that we connect with some programs that have children who are eligible, who ensure children will have and receive a free and reduced lunch, who are eligible, know about our program. That's been the hardest thing. If you look at statistics from the Department of Health and Human Services, over 800,000 children in North Carolina alone were eligible for this program last year. Only 90,000 children were served. There are a huge number of children out there who need our help. The Cynthia and Ray M. Kennedy foundation is an organization that can make that happen. We have been on the food sponsor since 2010 and during that time, we have served over 350,000 breakfast and hot meals to students.

We need your help. If you know of a group, organization or church that is potentially a site for us, we need to know that. If you are a group or organization that has a summer camp program and you're wondering how you're going to feed your children this year and keep it within your budget, we can help you with that. All we want to do is make sure that children eat. Along with this program, children are taught how to eat healthy, they are provided with information so that they are not continuing to go out and have to look at ways to consume things that are not healthy for them. We provide them with information and training as well during the summer. Even some of our partners and some of our feeding sites have activities for children to engage in to keep them healthy, happy and wanting to come back to our program every year.

If you know of a group or organization that serves underserved children in Mecklenburg County, or anywhere in North Carolina, please contact the C. Ray Cynthia M. Kennedy Foundation, my name is Martel Cosper, I can be reached at 980-275-2524. The more information we have, the more children we can serve.

Mayor Pro Tem Cannon said we really appreciate that. Good people any way that you can share that information through any social media outlets, please do that. It's really important. Thanks Ms. Cosper.

Councilmember Dulin said Ray Kennedy is a friend to all.

Earlene Brown, 407 Skyland Avenue, 28205 said I have someone to speak for me for this program, Ms. Janice Clausin. Could you please come up?

Janice Clausen said I was here in support of the program but I have been with the stepper a long time so I do feel very confident and in going ahead and speaking for this Stepper's summer program. The Steppers have put on many summer camps over the years and they've been highly successful. Even with limited funding, they have come through with events for the kids, educational activities and the kids have had a genuinely great time. In the Grier Heights Community, Ms. Brown is known somewhat as a kid's magnet. She can bring in kids to a summer program. While other programs have failed or had low attendance, Ms. Brown's programs have been well attended. For example, our experience last summer, funding was really very, very sketchy and we still pulled off that summer camp and the kids had a great time. We do offer a well-rounded program sponsoring many activities into cooperation with other organizations out in the community and pair with other organizations to make the camps successful. As again, I said the camps are very well-rounded, the program itself lasted through time, it's very stable. Since 1994, it's the first inception of the Grier Heights Community Steppers and since then, they have put on tutorial, after school programs, summer camps, have provided several educational opportunities for the children out in the Grier Heights Community. These kids participate in some of the parade events that you have seen around town and they have participated in the Carousel Parade the last 15, 16 years. Those kids have arrived at the churches early as 6:00 in the morning to prepare for that event and get dressed. These are some of the same kids that participate in the summer programs so she has their attention almost at a year-round basis. It is very crucial that we do keep activities out in the Grier Heights Community to keep these kids occupied and very educationally occupied. We do supply reading and math during the summer. It would be a very wise investment in the program and in Grier Heights Community, we have had several kids who go on to college, become productive citizens and then come back and volunteer their time with the community.

Alan Adler, 14600 Stonegreen Lane, 28078 said my name is Alan Adler, I'm a member of the Citizen's Review Board, I'm into fourth year of my term and that would be the first year of my second term. I want to tell you that on behalf of the members that I have worked with and I have

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set on other civic committees, this group as a whole cares, and wants to make a difference. I've never served at a city board level or county board level where the attendance is always very high, people get to meetings on time, they're very diligent about the work that they do, it's because we care and want to make a difference. I would urge the members of the committee and welcome to the new city manager who are going to study this issue closer. Speaking for myself, I'm not an officer of the CRB. I urge you not to just put a band-aid approach to some of the issues that you've heard tonight. I think a way to consider not putting a band-aid approach might be to consider having members that are studying this issue come and actually experience a board meeting. It might surprise you to know that in 15 and a half years, we had never had a member of City Council, a member of the City Manager's Office or a member of the Mayor's Office attend a Citizen Review Board. What's wrong with this picture? I hope you'll consider everything you've heard tonight and be very knowledgeable that we have a real desire to do the right thing and to make a difference. Thank you.

Matthew Newton, 2015 Arslay Town Boulevard, Ste 202, 28273 said I want to take a brief moment and just thank Alan for his courage in coming up here and saying those words. I'm here to ask that when this goes to committee which it's already been referred to, that there be meaningful change for the particular organs that control the Citizen's Review Board. I want to make it clear too. I'm not saying this alone. I'm here with all of these wonderful people today; black, white, red, you name it. Every segment of the community here in front of you today saying, "We want to have meaningful change." There will be a slate of speakers behind me. Those speakers will be talking about what that change will be. They'll be talking about their personal experiences and they'll be talking about the impact on the community. I know you're all aware of the fact that that recent "Charlotte Observer" article, that 0-78 article, really exposed the lack of public trust that we have in our sacred institutions in this city. Those institutions, most predominantly be the Municipal Police Force and maybe even City Hall. This is an opportunity for the committee to work together and restore that trust. That's all we ask. Those particular issues that will be addressed as far as we're concerned, we hope to be addressed now. I know that the council was talking about the standard of review, we don't believe that that goes far enough. We need to have independent investigatory power for the board. They need to be able to subpoena. I don't know if you caught this earlier, but when the police attorney was up here and he was discussing, what happens in board meetings, he was talking about the police's testimony. It's not the police officer that's telling them this, it's the CMPD attorney telling them what the police officer says. They need that subpoena power to speak to the officer themselves. Let alone the fact, allow the citizen to cross-examine that particular individual and question whether or not what they're saying is true. We also ask that there be a meaningful change to allow the board to compel a police department action. George Daley is here tonight. He will be speaking at the very tail-end of us, of our slate of speakers. He will be addressing the fact that there is other city agencies that have that power, most especially the Civil Service Board. That particular agency has the power to overturn police action. Why doesn't an agency that protects the citizens have that same power? Transparency is another issue you'll hear about as well as the fact that we need to have an ombudsman or someone that can guide our citizens through the process of to the board and when they go on from the board for their hearings. This issue tears at the very stitching of the fabric of our democracy. We're talking about checks and balances, due process and fairness. We all have a check on us, we require oversight. I'm an attorney, the bar checks on me. Doctors have the medical board that checks on them. Our financial sector have the SEC. Our police need to have a check.

Isabel Carson, 705 East Kingston Avenue, 28203, said I'm a member of the Civil Rights Clinic that has conducted a three-year study on the Charlotte Citizen's Review Board and on similar boards throughout the nation. Through our proposed reform, we recognize the vital role that the Citizen's Review Board members must play in ensuring due process for citizen complainants in maintaining an effective oversight of law enforcement. However, the current board members' hands are practically tied by an ordinance that sets exceedingly high procedural barriers for citizen complainants to overcome and fails to delegate any real power for the board to make decisions, to provide recourse to citizen's complainants. Our reform addresses these procedural barriers, first, by lowering the threshold standard to probable cause and second, by focusing the board's review not on abuse of discretion, but on the police chief's discretionary decision, which is an extremely high standard, but on the alleged misconduct of the subject officer, as it stands today, complainant must prove by preponderance of the evidence that the Chief of Police abused his discretion. In 16 years, only four of 78 complainants have overcome

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this burden to receive a full hearing before the board. By lowering the initial burden, and focusing the board's attention on the alleged misconduct, rather than the discretionary power of the police chief, citizens will have greater opportunity to receive full hearings on the merits of their complaint. Inherent in the standard of review is the board's fact-finding capabilities. We propose this board is delegated independent investigatory power and subpoena powers. To ensure the board maintains its neutral third-party intermediary status rather than relying on internal affairs investigations, the board should have the ability to subpoena and interview witnesses, complainants and subject officers and to compel discovery of all relevant documentation surrounding the incident. Finally, the board must play more than a merely advisory role in the disposition of civilian complaints. If the Civil Service Board can overturn a disciplinary decision of the police chief after a valid complaint from an officer, then an effective civilian oversight committee should have the authority to overturn a disciplinary decision after a valid complaint from a citizen. To avoid readdressing issues of ineffectiveness in the future, the board must be afforded real authority and independent powers that bridge the divide between law enforcement and citizens.

Dan Melo, 705 East Kingston Avenue, 28203, said I'm a second-year student at the Civil Rights Clinic, also a student at the Charlotte School of Law and I've been taking part in the research concerning Civilian Review Board and cities similar to Charlotte. While I think that the measures taken tonight is a step in the right direction. There's much more that could be done to build the relationship of trust between citizens and law enforcement; trust through transparency. The purpose of any citizens review board is to build the community's trust in its police department. At the center of developing this concept of trust is the citizen's chance to due process; the right to be heard, the ability to confront the officer during proceedings and the right to the same information that the police has during investigation, all of which in many cases is just as important as the outcome of the proceeding itself. Currently, a complaint does not have these rights or they are restricted in some means which creates an imbalance when they are attempting to make their case. By giving citizen complainants the right to discovery and the chance to come face to face with the officer, they are being given true due process, preying to go transparency that much closer and with the community's trust. Another step towards transparency and trust is developing an independent and informative website about the Citizen's Review Board. We heard tonight about the pamphlets. Personally, I had no knowledge of pamphlets and I will submit to you that many others do not know about it as well. Currently, the only accessible information available about the board is a small descriptive paragraph from the city's website and a brief explanation of the review process on the CMPD website. In order to fully develop the trust necessary in the board, Charlotte needs to have detailed information available about what the board is and does, who's on the board, how to obtain and file a complaint or an commendation for an officer, details of the process, contact information for the chairperson, statistics on the board findings and where public board meetings are held, all in an independently maintained website. Finally, the community should have an opportunity to interact with the board outside of the adversarial context of the review process. Because the board is also responsible for recommending policy changes to both CMPD and the City Manager, the board needs to be able to take into account the specific needs of the community that it serves. An opportunity such as a public forum or policies are discussed in general concerns are raised will allow the board to interact with the community openly. These simple additions would help promote and develop the community's trust of CMPD, the city and the Citizen's Review Board while simultaneously exemplifying a commitment to transparency.

Mayor Pro Tem Cannon said I was just having a brief conversation with the City Attorney about was Mr. Melo's suggestion or inquiry relative to not having enough of information, know what the board is about, and the police department of course has his website as he made mention. Of course there's charmeg.org, if there could be a link for the ordinance that can just be right underneath there to give the community just more detailed information and that may come out in committee but that's something that can be done already. Why wait? Just go ahead and put it up and allow for that to happen, if that's okay.

Mayor Foxx said no objection here.

Kare Romanski, 603 Stern Bridge Drive, 28205, said for the CRB Board Members, thank you for your dedication and your time. My name is Kare Romanski, I'm the founder and executive director of Missing Pet Recovery Services. I've been a resident of Cabarrus County for 14 years/

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I also had a home here in Charlotte. I've always trusted law enforcement. I grew up in a municipal family; my dad is the youngest fire chief in the United States. He put in the first 911 system. I'm pretty well-versed with city government growing up. I've always trusted law enforcement. I've been a member of the North Carolina police dog association, one of the few civilians allowed to train alongside police officers; many CMPD officers are personal friends of mine. I've felt comfortable with law enforcement so much that I could approach an officer, knock at his window and have a conversation with him or ask him a question. That's exactly what I did in August 2009. I approached an officer at the Wachovia Bank on a hot August day with his windows up and his car running, knocked on his window and I got no response. It really appeared he was asleep. I knocked the second time and asked if he would mind moving his car up because it was overtaking the second parking space and I was in pain that day and needed to park close to the ATM. Got no response, I moved on, got my card, went to the ATM, stood in line with three people in front of me and another one behind me had a conversation with a person behind me, got up to the ATM and realized I have my wrong card to deposit a check. I had my non-profits card. I went back to my car and this time carrying my wallet and my keys, I started to proceed back to the ATM. I wasn't even aware the officer gotten out of his car, the first thing I hear is, "Hey! What's your problem?" I took about half a step more and I started to say no problem I'm just going to the ATM. I had no direction to stop or approach the officer. The next thing, he's got his arm on me and he say, "You women are the worst." I was stunned. I was just completely stunned I did not know what he meant by that. Short, gray-haired woman, I was 48 at the time, a lesbian, that's the only conclusion I could make. I did not resist this officer and because of my relationship with the NCPDA, we played games on each other, we prank each other a lot when we're doing training, my first reaction was, "I think somebody put him up to this." I said, "You got to be kidding me." The next thing I'm being thrown off balance, spun around and slammed on the hood of my car, a disabling condition called ankylosing spondylitis. I was an incomplete quadriplegic in 1995. I've recovered, worked my way off of Social Security disability, made myself a nice career in IT, I'm very proud of that accomplishment. When I got slammed on the car, my neck popped, I had pain in my arm, numbness instantly, told the officer frantically as fast as I could just what I had told you, "I was an incomplete quadriplegic, I had multiple fusions, I'm not resisting you, please don't hurt me."

Councilmember Fallon said I have a question for you. Could you continue?

Ms Romanski said thank you. The long and short of the story was I was in front of a bank, there was evidence. I complained immediately to this officer's supervisor. I told him there was evidence that could definitely clear up this discrepancy of his word against mine. It was not looked at. There were ATM records that could've been looked at and witnesses that could have spoken with, and Internal Affairs refused to do it so that's why I went to the Civilian Review Board. I wanted them to request to look at that information before it was lost. They told me they didn't have that investigative or subpoena power, that me as a citizen would have to do that. I'm working in finance; I know that that's not possible. That's a violation of confidentiality. The experience with the board, I didn't know there was a liaison. I was confused by what I heard in the presentation today that they do have that investigative and subpoena power. Maybe something's changed since my hearing in 2009 but that's not what was represented to me at the hearing. I've lost everything as a result of this. Over several years, I had to go through my 401(k), I couldn't get a job in finance because it doesn't matter if you have a criminal record in finance; it matters if you had an arrest. My character came into question. People questioned me with my work with Missing Pet Recovery Services and singlehandedly over the last eight years, I cleaned up all the feral packs of dogs that plague this city and made that incident happened in Dilworth in 2005, that's when I converted it to a non-profit. I sacrificed on average about \$35,000 of my own personal money to make my community safer. I care about my community; I respect law enforcement; I've always trusted law enforcement. Now, when I drive into Charlotte, I actually avoid Charlotte. I'm afraid to come to this community because I just don't feel safe. The time this happened to me, it's the last thing I'm going to say, I was going to go to the media. The reason I didn't, there was an officer being accused of rape and I saw that as a far more egregious thing and I didn't want to detract attention away from that. But what really concerns me is these little things that may get past the law into the CRB or may not, that are the beginning of a problem for an officer. Just like Matt said, I work in finance, we have regulators. We have to answer to the SEC. Every organization has that checking balance outside of their own organization and that's what the CRB is supposed to give us. Thank you very much for your time.

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Councilmember Cooksey said in your particular case? What outcome did you seek from the Citizen's Review Board?

Ms. Romanski said actually I wasn't trying to be a litigious. I didn't file a civil suit. I requested that the officer be retrained. The only other thing nice to have wasn't mandatory. I hadn't had an MRI since this injury to my neck and numbness still persists today. I since had that MRI, my condition over one year's time rapidly progressed to the point where I was told to have a walker. A fall can actually paralyze me. I wasn't in that condition before. I can't train dogs anymore, I can't do my missing pet recovery services, I guarantee within three years you're going to have feral packs of dogs in your city again.

Councilmember Cooksey said but just to make sure I understand, you were looking for the officer to be retrained?

Ms. Romanski said yes. I didn't want his badge, I was being really ... I know the money that goes into training these officers and most officers are good. Everybody has a bad day. This officer had a really bad day. I had an even worse one. Thank you.

Angie Mcham, 1425 Alpha Street, 28205, said I stay in the Grier Heights Community. On December 14th, my grandson and three or four other kids was walking up to a party off of Wendover and McIway Road, and a police officer called me and asked that I know Lorico McHam and I told him yes, I said he's my grandson, and they said, they had gotten him for breaking and entering." I was shocked, I say, "Breaking and entering? He's on his way to a birthday party."

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Make the long story short, I went down to pick him up at the Providence Division Office, and when he came out, one of the boys that was with him, he had a knot on his head this big where he had received a black-eye from CMPD. One of the boys had a bandage around his leg. You could see the blood. And my grandson, they had beat him aggressively with a flashlight of up above his arm and his back. He had his hand up like this, bandage strapped like a cast and he had an icepack on the back. This was December the 14th. December 18th I filed a complaint with the Internal Affairs and I have not heard nothing back since. This boy right here, my grandson is 70 pounds, he was 14 at the time and 15 now. I don't understand why they had to use so much aggressive force with him. He said, "Grandma, I was already down. I kept saying 'I'm down, I'm down'" and he continued to hit my grandson with the flashlight. I got pictures and pictures don't lie. Thanks.

Councilmember Cooksey said I have a follow-up question for you. I want to make sure I understand the case that you presented to us. In your particular case, you still haven't received anything from CMPD Internal Affairs that would even trigger a Citizen's Review Board examination. Is that clear?

Ms. McHam said right.

Mayor Foxx said how long ago did the incident occur?

Ms. McHam was it was December 14, 2012.

Mayor said Okay.

Ms. McHam said the Chief called about a week ago, he said, "Ms. McHam, I promise you, I'm going to call you on Thursday. Period is 11 days later, they still haven't gotten in touch with me.

Mayor Foxx said can we get some response to this case from staff?

Ray Smith 419 Orange Street, 28205, said I'm not going to stand here and say that I've been a model citizen all my life. But over the last 13 years, 10 to 13 years, I got off drugs, worked in the community. I have helped Ms. Brown using my disability to help with the kids. We've been in parades ... I do everything I could do in the community. But I feel like the police in the community, not all police, just certain officers have targeted me because I have a record. My door was kicked in. I got two step kids. I don't drink beer, I don't smoke weed, I don't do none of that. It's just the point that I know what they charged me with last year. Now I'm still going to court. What am I in the court for? I don't know. I wasn't there; I didn't know what they got, until they locked me up. They gave me a \$50,000 bond. I stayed in jail for 7 days. They dropped the bond down to \$3,000; I say what's going on with you all? I can't talk to the officer. I presented my case to the Internal Affairs; I went there they say they'll call me. This was a whole year ago. I haven't heard anything. I need somebody to help me with this situation because as a convicted felon, it only takes another charge to get my life done. Since I've been out of prison, I've been trying to straighten up my life. I've done nothing wrong to deserve the treatment that I get. I getting stopped constantly in the neighborhood. Searched, for what? Why are you constantly doing this? I don't have anything. I don't do anything. I just ask for this committee to have somebody to check over the ones that are doing this. I'm not trying to bash the police because we need the police force. We need them. Just like my grandparents used to tell me, "Every apple in the bunch ain't bad, it just takes one." All I ask for is some help.

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Reverend Kojo Nantambu, 224 Pimpernel Road, 28213, said 20 years ago there was a rash of police killings within the city. Ms. Wendy Gail Thompson, Carolyn Sue Boetticher and Willie Cooper. Each individual was killed under very strange and extremely questionable circumstances. Though there was an overwhelming outcry from the public, there was and still is little cooperation and disclosure to the public from the city and the police department. The police defended their officers to the end. The brutality and excessive force killings of these citizens, all of whom were unarmed, neither of them are under the pursuit of a warrant of any kind. All three victims, even one of them with a small child in the car, were being stopped for traffic violations. And though in each case, the police claimed these killings were justified. The cases were all settled out of court, out of sight, out of mind of the public. Such failure of justice forced the creation of "Citizens for Justice", a group structured together for the sole purpose of reviewing and questioning police behavior, demanding justice especially on the case of Willie Gail Thompson and Willie Cooper. We felt at the time, the people of Charlotte whom the police were sworn to protect felt more threatened by the police than the criminals on the street. We fought continuously for several years to get a Citizen's Review Board, even consulting with two state representatives at that time in order to introduce a bill or action from the state level which would be effectuate such a move. We fought for transparency and disclosure, we still need those components. We fought for all of the pillars that are included in the Cannon amendment which was and in still is the most reasonable, rational and workable solution I have seen in these 17 years; broad eligibility requirements, a standard of review lower than abuse of discretion, independent investigatory subpoena powers, more than a mere advisory committee, and so on and so forth. I know and have worked on many occasions cooperatively with Chief Monroe, and think I have a good relationship with him and all of Charlotte's officers that I had met. However, we're all human. We're all fallible. And I feel there's always a problem with people trying to police themselves. Isn't that what happened to the Catholic church? There have been unthinkable and mind-blowing crimes from the White House, from Congress, Wallstreet, from Corporate America, the banking industry and educational system. These are places where the standard bearers thought they had it in control. But nobody has effectively policed themselves, not the federal government, nor the church which has become the biggest failure in policing itself. Within the last 17 years, there has been a rash of police killings and especially in the last seven years in this city, not to mention the forms of harassment and abuse by police. You're trying to tell me that only four cases has ever been legitimately turned over? Even the church would not make the lofty claim ...

Councilmember Mayfield said if you had one more minute ...

Reverend Nantambu said even the church would not make the lofty claim it no longer ... No longer there's trust in the church. If we no longer trust the church, why should we trust the police? I submit to you that we keep the Civilian Review Board because it is so needed and must be strengthened with the Cannon amendment. I would like to propose this offer is submitted to, as Michael says, to the Council Manager Relations Committee, and the Civilian Review Board not be an advisory committee.

George Dalv, 139 Alphen Dale Avenue, 2821, said the city of Charlotte has two citizen boards that deal with police matters. Civil Service Board hears complaints about police who have been disciplined by the Chief; the Citizen's Review Board hears complaints by citizens who say they've been abused by the police. The Civil Service, both of these citizen boards deals with police issues but they have very different powers. The Civil Service Board is much like a court. The Citizen's Review Board, by contrast, has virtually no power. It's no surprise that the Civil Service Board has ruled against the chief in a significant number of cases while the Citizen's Review Board has never found police misconduct to exist.

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The difference in power between these two citizen boards raises the question of why. Why does one board have power and the other not? I think the answer is that our city government has put its police force up on a pedestal and thus far has not been willing to set up a process that will allow citizens to prove otherwise. It is very dangerous to insulate the police from being held accountable when they do wrong. William Faulkner, the famous novelist once put it this way when he was asked to state his philosophy of life. He said, "My philosophy of life is very simple; as I fear God and I fear the police." As a southerner he knew it firsthand how police were used to enforce segregation, he knew what happens when police are put on a pedestal. He knew that uncontrolled police power can and does lead to police wrongdoing. Because when they want to do wrong, they know that they can do it without any penalty. Police sometimes do wrong. Maybe we don't need a debate whether it's often. They do wrong sometimes and in democracy there should be an avenue for citizens to correct that. Do you want to have a Citizen's Review Board that has no power to respond to the complaints of its citizens? The kind of board that, [Boyle Conner], for instance, would have found it very easy to live with. Never would have caused him any trouble? Or do you want to have a Citizen's Review Board that has the power to remedy police abuse when it happens? My recommendation is that you look at the Civil Service Board. I've been chairman of the Civil Service Board and I have been chairman of Police Review Board. Civil Service Board is a functioning democratic institution...

Mayor Pro Tem Cannon said Mr. Bailey, if you had another 10, 20 seconds. Are you wrapped up? You're done? Thank you, sir.

Scottie McCluney, 3416 Graig Avenue, 28211, said it's been a few years since I've been here but I'm dealing with the same issue. I was wronged by an officer here back in '97. I was a federal truck driver for 16 years. I was poisoned by two employees. 911 sent me in an ambulance to the fire department. The officer came out, verified the poisoning by the two employees, asked the owner, "What are you going to do for him?" They offered me \$20,000. I feel like he swindled me out my career, because he took me to the hospital if I didn't cooperate with him, he was going to lock me up. I feel like I've been swindled out my career and a little settlement. I was homeless; that's my first issue. Second issue, I was arrested because I kept complaining about the officer. I had a \$500 felony. He kept me in the system. It was a non-violent charge. The \$50 was paid but they wouldn't release me. They want to do a psychiatric evaluation. That's how I lost my commercial license because the psychiatric thing. When I was poisoned, there was no need for me to go to a psychiatric hospital. When I had this \$500 felony, it was a non-violent charge; it was no need for them to be injecting me with medication. My body is weak, they're asking me am I ready to go back to work. I hadn't been too long haven gotten off the streets. I keep asking about the checks that they sent while I was in the system that should've been stopped and they even went to a Mecklenburg County company. They sent me a letter. They wanted to know about my paranoia schizophrenia. The officer said that if I didn't cooperate with him, he's going to lock me up. He took me to a hospital I didn't know. He said hospital; he didn't say mental health hospital. If you're poisoned by toxic poison or whatever that was that almost killed me, ain't nothing got to do with it but the man say, "What are you going to do for him?" He looked at the owner's other trucking company who verified the poisoning by the two employees at the Labor Day party. I almost died. I keep complaining. My number's 495-8005. They just dismissed my case and the only thing they said was, "He calls year after year." I would never be able to drive a truck again. They are trying to cut my survivor's disability off. They asked me when was the last time I've been to the mental health hospital. The mental health people were the ones who was collecting the checks while I was in the false imprisonment, before the charge and the \$500 felony. What hurts me the most is 911 dispatched that officer to the poisoning scene at the trucking company at the Airport on Highway 160 on Dixon Road. The officer asked, "What are you going to do for him?" I'm not going to talk about the ambulance thing, the news people want to know why the ambulance was stopped on Central and I was hands tied and beaten in the ambulance.

Mayor Foxx said, I think we got the point. Your three minutes are up.

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Queen Thompson, 4933 Lawrence Orr Road, 28212, said I'm the former Legal Redress Chairperson for the NAACP. The NAACP receives numerous complaints about police brutality. We try to meet and discuss each charge. When charges are very serious or we think that merits an extra look, I have written letters to the Citizen's Review Board asking that they review certain cases. To date, I was the chairperson for four years, to date; I've never received any kind of response. We believe that when people take time to write a complaint, to go through the channels they know, that there ought to be some kind of response to us as an organization or to those citizens involved. We have had just prior to the shooting at the Brittany Apartments, when or before, we had citizens from Hickory Grove to over and over call us about police brutality. I even called the unit at the Hickory Grove unit about those kinds of complaints. When complaints are not responded to, or there's no meeting of the community, those complaints are left to fester and maybe boil into something that maybe could've been avoided. In the interest of safety. Also, I want to show one other case that we've made a film called "Injustice" that we want the Justice Department to review. It's on police brutality. This young man had been arrested over and over again. Kept for three days, kept for eight days, released. Never found guilty, never held for trial, but just arrested over and over. What many people do not realize is that once you have an arrest, it's almost the same as a conviction. One of the reasons we're referring this to the Justice Department is that when a person has been arrested over and over, they're banned for employment. No employer will hire them with that kind of arrest record. This young man, we finally, we have written to the bar, and all of ... written to attorneys, trying to get him an attorney. We finally got him an attorney and some litigation but some of this could have been reduced. And costs to the city could've been reduced if we'd had a committee that could just review the circumstances and help resolve or mediate the problem. It is my recommendation that there be some type of Citizen's Review Committee or some type of response made to anyone who writes and articulates a complaint.

Councilmember Cooksey said I have a question for you. You described during the course of your services as the redress chairman, writing letters to the Citizens Review Board. Did you initiate complaints with CMPD first?

Ms. Thompson said we also sent them to the police department along with to the Citizen's Review. But we just never got any kind of response whatsoever from them.

Councilmember Mayfield said this question is actually if we have any members left from the CRB or someone that can respond to it. I'm trying to understand why or what our current policy is if there's a request from citizens regarding what Ms. Queen is stating about not receiving a response. I know we receive numerous emails but there's still the responsibility of at least getting an acknowledgment even if you're not able to move forward with it. I'm trying to understand what is our current procedure when you have citizens or organizations on behalf of citizens reaching out to the Civil Service Board and the Citizen's Review Board. Do we not have it in our by-laws that a response should be given?

Stephanie Kelly, City Clerk said my office has provided administrative support to the CRB and I can honestly say in the four years that I have been City Clerk, that we have not received a letter in our office. I don't know where the letter may have gone, but had we received a letter, we would forward a copy to the Chairperson and offer a response and/or make an appropriate referral to the Community Relations Committee.

Councilmember Mayfield said Ms. Queen, before you leave, I would like to meet with you so we can verify to make sure that we are all looking at the correct contact information and address. Because if we're saying there's a disconnect where it was sent and there has been no response and we are saying that it has not been received, we need to make sure that that's being verified because I can imagine the multiple requests have gone and there has not been a response.

Ms. Thompson said we have not ever received a letter back that it wasn't properly delivered either so they've gone some place.

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Mayor Foxx said first of all, I want to thank everyone who's come out tonight for sharing your perspective on this issue. It is an important issue. Frankly our police officers can't do their jobs effectively if there's not a trusting relationship with the community it serves. Let me say again something that came up earlier which is that, one of the points of data they gave me some level of confidence is that out of 1200 or some cases that were eligible to go to the CRB, the police department has sided with the citizen on almost half of them and it's never gotten that far. I think that is something that should not be lost in this conversation. Regardless of what cases actually got referred and how those cases got disposed of, almost half of the cases that could've gone to the CRB have actually been sustained in favor of what the citizen complaint was. Third, there are categories of issues that have come up tonight that strike me as procedural slash administrative. Has someone filed a complaint? Have they gotten a response back relative to that? It strikes me that that's something that probably needs to be looked at and make sure we're doing it to every citizen that came here tonight with a specific complaint that hasn't gotten answered; I think our expectation is that those complaints will get answered. I do hope that that happens as a result tonight with a very quick turnaround. The fourth point is that some of the points that have been raised tonight fall within the capacity of this Council to act and some of them don't. Part of the reason why this is set up the way it is, is out of choice by the council back in 1997. The point of it is that there's legislation at the state level that enables us to have this creature which is the CRB. It puts some parameters around what we can do and what we can't do so some of the relief that I've heard folks asking for tonight, is relief that this council can't give you. That can only happen as a result of action at the state level. If there's interest in looking at some of those issues at the state level, I'd also ask you to help us keep the airport in Charlotte. We're getting some help where we don't want it and not as much help in places where we do. This last point is that ultimately what we're trying to do here is strike the right balance. And it is balance. Because these folks and this police department and I know Chief Monroe. I know this man well enough to know that what he wants his officers to do is to make sure this community is safe and to live by and abide by the code of ethics that they operate by. But what I also know is that if someone breaks into your house, you want that police officer to go get who did it. The way the police officer might respond to a complaint like that in a hostile situation that officer has to be able to act within the bounds of the law but in a way that apprehends the suspect. What we're talking about here is a set of situations where those cases where someone may have been treated unfairly, inappropriately, and hostile in a situation that didn't merit. These are the sort of the outlier cases that we're talking about. In those cases, setting up a rule that makes every single decision a police officer makes subject to review, and I keep using the metaphor in a review booth like the NFL, can make the job of being a police officer and frankly, a citizen, unworkable. On the other hand, setting the bar that abuse of discretion in terms of a review here that might mean that it goes the other way, and those calls will go to the booth never to get reconsidered. I recognize the problem. What I want you all to understand is that I think all of us have heard it, all of us are going to try to figure out a way forward, I actually don't think this conversation is administrative if it came up earlier. I think there's a lot more going on in this conversation than just administration.

What I would suggest instead of going straight to the Council Manager Relations Committee to deal with all of the things that have come out tonight, I would actually like to ask City Manager to develop a stakeholder process to look at this and have that process run first before it comes to the committee so that we can actually hear what's out there so that our police department can respond to some of these ideas. We might even take a look at some of these legislative ideas. I want to figure out whether what we had in place is the right thing to have in place first, and second, if there's something better, we need to have the chance to kick that around. I'd like to do that and maybe have a no more than 90-day turnaround back to the committee on that process.

City Manager Ron Carlee said happy to do that.

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Mayor Pro Tem Cannon said I'm okay with stakeholder process piece but the one thing I don't want us to do is to toy around with this thing. And have it just to continue to be out there, somewhere in the wind, when you know what the points are. Several have been mentioned tonight. I think we need to move the process along quickly if it's going to be a stakeholder process. Because again, I just don't want any snags out there that can just delay it. That's one. The other thing is simply this: There is a child protection ordinance and it have been out there for a long time, but apparently until we had an education awareness campaign, people thought that it was the first time that we had an ordinance as such. But it had been out there forever. What am I saying about that? Right now, we have a vast majority of people in the community that don't know where to go to make the complaint. There's a process before the process. We're hearing that folks want to go straight to the Citizen's Review Board, when in essence, you go through the police complaint process first and then it's appealed to go on to the board, if I'm right about that. We need to make sure that people understand that if they need to call Willie Ratchford in the Community Relations Department, then we need to educate our community on how to get through this process and how to navigate it. We haven't done a very good job of that. Be it elected officials, be it city staff, we got to find a way, to do just that.

The issues today, as I said earlier, in terms of the ask, or the asks, are no different than what they were back in 1997. That's why I'm saying that the stakeholder process can be a good thing. It's fine, but can we shorten that window? Because the issues again are not going to be any different, I don't think.

Mayor Foxx said that's why I would've been happy for you to take it to the Public Safety Committee because you've got the background in this issue. But having said all that, the question was no more than 90 days. It can be shorter ... I didn't say 90 days come back to me, I said no more than 90 days. It can be a shorter process. But let me say this too. If we're just talking about the standard of preponderance of evidence, that the police chief always designate abused discretion, that won't require a lot of time to work that through. But I listened very carefully to what these folks said here tonight. Some of them want us to look at the behavior of the officer and not the decision by the police chief. And there are a range of issues that have come up in this and I think that it makes sense for us to hear the range of those issues to at least have those issues vetted out so that when the committee takes this up, we've heard it all, we've talked through what could work and what might not work, what the city can do, what the city can't do. I just think it would be a more orderly conversation in committee if we were to do that first, that's why I'm suggesting that way.

Ms. Thompson said I hope that we can come up with a process. We have met with Butch Simmons from Community Relations and tried to bring those issues to them in that manner. We've tried every resource that was seemingly available to us. We just could not make the communications.

Mayor Foxx said some of the issues that I heard tonight were purely administrative type issues in my opinion. I can't say for certain, that the letter got sent to the right place, to the Mayor Tem's point that maybe there's an information gap in terms of where these things ought to go. I can't say that there wasn't something that was sent back. I'm not making a statement about that but clearly there's a disconnect in how these issues come back and forth. I just want to say that there's some low-hanging fruit here that ought to be able to get worked through.

Councilmember Dulin said about the stakeholder process, fine with me but let's look at our calendar for a minute. If it does go 90 days, we're into June and then we shut down over July and August. I'm concerned that if that thing gets pushed out too far, the committee won't even see it until the fall.

Mayor Foxx said we'll see it this summer. In my experience with stakeholder groups and I have a little bit, you got a period of time where you have to form the stakeholder group itself and then that group has to come together and do some meetings. I gave a long period of time intentionally. I hope it's shorter, but whether it's June or July, the committee can meet any time and I'd be happy to convene meetings in July, August or whenever. Everybody gets the urgency, sometimes when you move fast, you don't move well. I want to make sure that we are thorough in how we look at this.

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Police Chief Rodney Monroe said any citizen tonight that has a concern or has an issue or past case or present case, I have members of my staff here from Internal Affairs that would be more than happy to occupy one of these rooms back here to listen, give an update or to take in a complaint. I don't want anyone to leave here tonight not thinking that they have an immediate response to the issue that they may have.

ADJOURNMENT

| The meeting was adjourned at ~~7:53~~7:36 p.m.

| ~~Ashleigh Martin, Deputy~~Stephanie C. Kelly, City
Clerk

| Length of Meeting: ~~2-3~~2-15 Hours, ~~20-15~~ Minutes
| Minutes Completed: ~~March 12~~July 5, 2013