The Board of Commissioners of Mecklenburg County, North Carolina, met in Budget/Public Policy Session in Conference Center Room 267 on the 2nd floor of the Charlotte-Mecklenburg Government Center located at 600 East Fourth Street, Charlotte, North Carolina at 2:32 p.m. on Tuesday, January 11, 2022.

ATTENDANCE

Present:  Chair George Dunlap and Commissioners
Leigh Altman, Vilma D. Leake, Laura J Meier,
Elaine Powell, Susan Rodriguez-McDowell
County Manager Dena R. Diorio
County Attorney Tyrone C. Wade
Clerk to the Board Kristine M. Smith

Absent:   Commissioners Patricia “Pat” Cotham, Ella B. Scarborough,
and Mark Jerrell

CALL TO ORDER

Chair Dunlap called the meeting to order at 2:32 p.m., followed by introductions and the Pledge of Allegiance to the Flag.

22-7352  CLOSED SESSION

Motion was made by Commissioner Leake seconded by Commissioner Altman and unanimously carried (6-0) with Commissioners Altman, Dunlap, Leake, Meier, Powell, and Rodriguez-McDowell voting yes, to go into Closed Session for the following purpose(s): Consult with Attorney.
The Board went into Closed Session at 2:38 p.m. and came back into Open Session at 2:41 p.m.

22-7231   2021 MECKLENBURG COUNTY PERFORMANCE REPORT

The Board received a report on Mecklenburg County's annual performance results for FY2021.

Monica R. Allen, PhD, Director for Strategic Planning & Evaluation presented.

Background: Each year, the Mecklenburg County Manager’s Office produces its annual performance report. The 2021 annual performance report highlights areas in which the County does well and highlights opportunities for improvement. The BOCC received highlights from the annual performance report along with contextual information to support outcomes outlined in the County’s FY2020-FY2022 Corporate Strategic Business Plan.
Purpose

- Share highlights of the County’s FY2021 performance results for the 2nd year of the three-year Corporate Strategic Business Plan:
  - Five Goal Areas
  - Strategies
  - Key Performance Indicators
  - Key Initiatives
- Inform community on where to locate the performance results

Goal Areas and Goals

- Connected Community
  - To foster access to physical, social and information resources for all residents and visitors in our community

- Accountable Government
  - To be a high-performing, highly skilled and well-trained customer-focused workforce that effectively utilizes resources to provide high-quality services to our residents, customers and employees

- Economic Opportunities
  - To enhance the economic stability and success of our current and future residents

- Healthy Community
  - To create a culture of health and wellness for our residents, customers and employees

- Safe Community
  - To have an efficient and effective criminal justice system
Accountable Government

Goal: To be a high performing, highly skilled and well-trained customer focused workforce that effectively utilizes resources to provide high-quality services to our residents, customers and employees.

Customer Satisfaction
Strategy: Utilize the customer service standards with a focus on customer satisfaction and priority in the design and efficient delivery of County Services.

- In fiscal year 2021, there was a 44% decrease in the number of survey responses. This decline was due to the closure of facilities during the pandemic.
- When possible, County departments provided virtual customer satisfaction surveys.
- Several departments are evaluating more options for surveying customers virtually.

County Customer Satisfaction Rate

<table>
<thead>
<tr>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
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<tbody>
<tr>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
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<td>98%</td>
<td>98%</td>
<td>97%</td>
<td>96%</td>
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</tbody>
</table>

Customer Satisfaction: FY12-FY17: 84%, FY18-FY20: 88%
Accountable Government – Performance Update

Financial Management
Strategy: Manage the use of debt and expenses to maintain the County’s credit-worthiness and an affordable and competitive tax rate.

- The County’s general obligation bonds carry the highest credit rating, AAA, as rated by Fitch, Moody’s, and Standard & Poor’s (S&P).
- Despite the ongoing COVID-19 pandemic, the Office of the Tax Collector was able to collect 99.22% of real and personal property taxes, with collection balances surpassing forecasted budgets. The OTC remained nimble in its utilization of enforced collections methods to adapt to the changing environment.

Accountable Government – Performance Update

County Communication
Strategy: Improve communication of information about County news, programs and services to residents and customers.

- Visiton numbers increased on Mecklenburg County’s website due to the Coronavirus Update page, as the site continued to be the singular, trusted source of official information regarding the County’s pandemic response.
- More than 70% of inquiries via social media were responded to or answered within 24 hours.
- During fiscal year 2021, paid social media ads were the main driving factor for the increase in the number of social impressions, including the ‘Count on Me’ campaign used to promote the vaccine and COVID-19 prevention.
Accountable Government – Key Initiative Update

Talent Management

• Implemented the new Applicant Tracking System (ATS) in November 2020, aiding the Talent Acquisition team in recruiting top talent by creating process efficiencies, providing data tracking and measurement, and interfacing more effectively with applicants and candidates.

• Began a re-branding effort of the Human Resources department materials, including refreshing colors and logos, to improve internal and external marketing effectiveness and overall communication that Mecklenburg County is an employer of choice.

• Completed the Classification & Compensation Redesign Project in August 2021, which provides updated job market data, new pay delivery mechanisms, updated policies, and salary increases for all Mecklenburg County employees.

2 Year County Employee Retention Rate

<table>
<thead>
<tr>
<th>FY17</th>
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<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
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<tbody>
<tr>
<td>75.97%</td>
<td>73.72%</td>
<td>68.83%</td>
<td>72.18%</td>
<td>73.94%</td>
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• 2-Year Retention Rate • FY2022 Target: 75%

Average Days to Fill Job Postings

<table>
<thead>
<tr>
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<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
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<tr>
<td>71.8</td>
<td>68.8</td>
<td>66.8</td>
<td>61.2</td>
<td>71.4</td>
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</tbody>
</table>

• Average Days to Fill • FY2022 Target: 58 days or fewer

Accountable Government – Key Initiative Update

Equity and Inclusion

• The Office of Equity and Inclusion (OEI) continued to virtually provide the Advancing Racial Equity trainings to 4,027 County employees, for a total of 95% of full-time employees reached.

• The Human Resources (HR) department continued to evaluate hiring and recruitment processes using an equity lens and conducted a full Equal Employment Opportunity (EEO) analysis.

• New departmental guidelines were put in place for project managers to help increase participation by Minority, Women, and Small Business Enterprise (MWSBE) contractors.

• The Board of County Commissioners adopted the Environmental Leadership Policy, including provisions to address environmental justice.
Connected Community

Goal: To foster access to physical, social and information resources for all residents and visitors in our community

Connected Community – Performance Update

Park and Recreation Projects
Strategy: Design and build public parks, greenways, nature preserves and recreation centers.

Despite delays related to COVID-19, Mecklenburg County completed and opened ten new capital projects during fiscal year 2021. This included five greenway projects:

- Fortton Creek Greenway
- Little Sugar Creek Greenway – Stander
- Little Sugar Creek Greenway – 4355 to Park
- Plum Creek Greenway
- Walker Branch Greenway

Additionally, five facilities were added to Mecklenburg County’s recreation stock:

- Eads Park Regional Recreation Center
- American Legion Memorial Stadium
- Guest at Latta Nature Preserve
- Stevens Creek Nature Center & Preserve
- The Historic Holly Oak House

Mecklenburg County Park and Rec Capital Projects Completed
**Connected Community – Performance Update**

*Charlotte Mecklenburg Library*

**Strategy:** Grow the network of active library cardholders through marketing and outreach efforts in the community.

- During fiscal year 2021, the Charlotte Mecklenburg Library experienced disruptions caused by the COVID-19 pandemic. However, as part of its marketing plan, the Library implemented social media and email marketing efforts encouraging County residents to sign up for virtual Library cards to access digital and online resources.

**Percent of Mecklenburg County Households with an Active Library Account**

<table>
<thead>
<tr>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
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</thead>
<tbody>
<tr>
<td>40%</td>
<td>38%</td>
<td>38%</td>
<td>26%</td>
<td>32%</td>
</tr>
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</table>

*FY2022 Target: 40%*

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**Economic Opportunities**

*Goal:* To enhance the economic stability and success of our current and future residents.
**Economic Opportunities – Performance Update**

**Homelessness**
Strategy: Promote access to housing for individuals and families to reduce the rate of homelessness in the County.

**Supportive Housing**
- 588 individuals were stably housed at the end of FY21 through one of the three original County supportive housing programs: Shelter Plus Care, Moore Place, and Housing First Charlotte Mecklenburg Partnership.
- The number of housing units increased by 200 in FY21, for a total of 2,567 housing units.
  - Rapid re-housing (589 units)
  - Permanent supportive housing (1,044 units)
  - Other permanent housing (134)

See the supportive housing organizations helping the County to provide these services:
- Charlotte Family Housing
- Community Link
- ABCCM
- ROOF ABOVE
- SNH
- The Relatives
- Catholic Charities USA
- The Salvation Army

**Economic Opportunities – Performance Update**

**Workforce Development**
Strategy: Strengthen individual access to upward mobility opportunities through health and human integrated services and employment placement services.

Unified Workforce Development (UWFD)
- During fiscal year 2021, the UWFD secured new employment for 74 individuals at an average starting wage of $13.04 per hour.
- The Child Support Services’ Empowering Fathers Program placed 17 noncustodial fathers in employment at an average hourly rate of $16.72 per hour.
- To continue to improve job retention, three UWFD staff members became certified in the Working Smart curriculum, which allows them to coach customers in developing job retention skills.
Healthy Community

Goal: To create a culture of health and wellness for our residents, customers and employees

Healthy Community – Performance Update

Human Immunodeficiency Virus (HIV)
Strategy: Enhance access to HIV education, testing and treatment.

- The HIV Outreach team implemented the In-Home HIV Testing Initiative.
- Staff also began offering HIV/STI screenings at Johnson & Wales University, as a new testing site during October 2020.
- HIV testing was provided to 474 individuals in Substance Abuse Centers.
- It is estimated that the April STD Community Awareness Campaign reached over 86,000 people.
- NC DHHS reported a more than 50% drop in HIV/STD testing levels across the state during this time.

![HIV Diagnosis Rate per 100,000 Population]

<table>
<thead>
<tr>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
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<tbody>
<tr>
<td>34.1</td>
<td>32.2</td>
<td>29.0</td>
<td>36.9</td>
<td>33.3</td>
<td>30.1</td>
<td>30.6</td>
<td>27.1</td>
<td>29.4</td>
<td>22.2</td>
</tr>
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</table>

Note: These are lag data and are updated regularly by the State of North Carolina. Results may not match from one year to the next.
Healthy Community – Performance Update

Food and Facility Inspections
Strategy: Promote community health by ensuring access to safe food, clean water and proper sanitation.

- During fiscal year 2021, the Environmental Health division completed
  - 13,892 inspections,
  - issued 1,766 permits, and
  - responded to 5,856 service requests.

- Their high level of service was reflected in an overall customer satisfaction rating of 97.5%.

Safe Community
Goal: To have an efficient and effective criminal justice system

*Note: Due to COVID-19, the State of North Carolina lowered the required frequency for some categories of inspections in FY20 and FY21, leading to a higher compliance rate for the fiscal year. The non-adjusted compliance rate would have been 98.45% and 97% in fiscal years 2020 and 2021, respectively.*
Safe Community – Performance Update

Reducing Recidivism
Strategy: Offer programs that encourage desistance from crime and enhance the re-entry services that include supportive networks and robust case management services for individuals with criminal histories.

Re-Entry Services
• Redesigned the program and provided additional technology to make the program more accessible so that clients could stay connected to services during the pandemic.

Recovery Courts
• Ensured access to technology so that individuals in the program could access telehealth options and 12-step programs.
• Provided “drive by” case management to keep services running while social distancing.

Safe Community – Performance Update (Cont’d)

Reducing Recidivism
Strategy: Offer programs that encourage desistance from crime and enhance the re-entry services that include supportive networks and robust case management services for individuals with criminal histories.

Jail Substance Use
• Detention center staff have been available and providing services since May 1, 2020; however, services have operated at reduced capacity to ensure staff and clients could practice social distancing.

New Options for Violent Actions (NOVA)
• New virtual service options increased accessibility and client engagement, which may have driven improvements in recidivism rates.
Safe Community – Performance Update

Court Appearance
Strategy: Ensure participant compliance throughout the duration of a court case.

Recovery Courts
- Hybrid court sessions were provided throughout fiscal years 2021 to accommodate both virtual and in-person court sessions, case management, peer support, and treatment appointments.

Pretrial Services
- Due to continued challenges with the text notification system, Pretrial re-implemented live court call reminders. Every effort was made to reach the client, which often meant making more than one attempt.

FY2021
Annual Performance Report Online

For access to the full report, please visit:
Mecklenburg County Annual Performance Report
Comments

Commissioner Altman said she tried to use the County’s website for job seekers and said the search engine needed improving. She said it wasn’t as transparent as it could be to help bring people in.

Commissioner Rodriguez-McDowell, with regard to the percentage of Mecklenburg County Households with an Active Library Account (Page 12), asked for clarification on how the numbers went down.

Dr. Allen said prior to the pandemic when an individual physically went into the library and used their card within a one-year period they were counted as active. When the libraries closed people didn’t have as many opportunities to use their cards. She said the libraries shifted their strategy to focus on ecard sign-ups which is reflected in the numbers. It tracked how many were using the card, not how many were signing up.

Dr. Allen explained people using ecards versus using their cards in person.
Commissioner Rodriguez-McDowell said the housing stability rate of 97% for FY21 (Page 14) was tremendous. *Dr. Allen said for transparency purposes, the rates were for those who were stable in housing for one year.*

Commissioner Powell said with regard to reducing recidivism (Slide 20), it made sense that the most successful programs offered high touch services. She asked what had changed? She asked if it was Covid?

Dr. Allen said as with several of the County’s operations, there was a shift in strategy in how they engaged with people i.e. home visits (porch visits) and increasing individual access to technology and also there was a number of individuals who couldn’t get into the court system due to closures compared to pre Covid.

Commissioner Powell said the County needed to peel back the layers so that they would have this information for budget season.

Dr. Allen thanked her team.

Commissioner Leake addressed financial management and how the County had maintained its AAA rating due to the County Manager. She said the County Manager had done an excellent job managing the money that belonged to the County and the taxpayers.

Commissioner Leake asked where she could find information about the wrap-around services DSS provided to children through the school system, senior citizens and others in the County. She said the County should be commended in that department for being able to keep up, even when the buildings were closed and staff was operating from home.

Deputy County Manager Anthony Trotman said he would give Commissioner Leake a full report on DSS services.

Chair Dunlap said he went to the job website and said you have to know what you are looking for or you have to look at everything and then see what you are interested in.
Chair Dunlap said he was looking for an uptick in the numbers next year with regard to library cards since the County paid all those fines. He said people were not using the library because of all the fines they had.

Chair Dunlap said the amount of work and energy in making sure people have stable housing had paid off. He said he was very impressed with the numbers in the Housing Stability Rate (Shelter Plus Care 97%, Moore Place 97%, Housing First Charlotte 99%) and the 200-unit housing increase in FY21 for a total of 1,567 housing units(Slide 14). He said 4 years ago they weren’t even doing this. He said a debt of gratitude was owed to the staff for their efforts.

Chair Dunlap thanked County Manager Diorio for ensuring that the staff participated in the Advance Racial Equity training. He said over 4,000 employees had participated which was over 95%.

22-7351 ESTABLISH A LOCAL FOODS PRODUCTION AND DISTRIBUTION CENTER IN MECKLENBURG COUNTY

The Board received as information a proposal to establish a local foods production and distribution center in Mecklenburg County.

County Manager Diorio said the County had been working on food deserts and food insecurities for at least 2 years; and had gone through several analysis and spoke to many people. She said once Covid hit, many of those people who didn’t have access to health care and healthy foods had poorer outcomes and were very disproportionately impacted by Covid.

County Manager Diorio said at the last Board meeting when the Strategic Recovery Plan was discussed, she stated that if there were any “Out-of-the Box” ideas that they wanted to work on, they would take them out of cycle and bring to the Board to consider outside of the competitive process currently in place.

County Manager Diorio introduced Zack Wyatt, President/CEO with Carolina Farm Trust who gave the presentation.

County Manager Diorio said they weren’t asking for a vote but wanted to get the Board’s feedback and any questions the Board had and give the Board time to vet it. She said the plan was to bring
January 11, 2022

it back at the next Board meeting on January 19 to vote on the appropriation of ARPA funds of $3M.

Background: COVID-19 has impacted the community in a variety of ways. One of the most significant effects of COVID is its disproportionate impact on racial and ethnic communities. The pandemic highlighted already existing health inequities and disparities in our community. While ready access to quality health care is one component of this problem, lack of access to healthy food is just as significant in contributing to the health inequities in Mecklenburg County. Over 15% of households in Mecklenburg County are food insecure. That means they have a reduced quality and variety of diet, may eat less, and their eating patterns are disrupted due to lack of money and resources. Both the COVID-19 Recovery and Resilience Task Force Report and the Mecklenburg County COVID-19 Strategic Recovery Plan site food security as a critical problem to solve to ensure we are a resilient community post the pandemic.

Carolina Farm Trust is proposing to establish a local foods production and distribution center in Mecklenburg County, specifically on South Hoskins Road on Charlotte’s west side. The center would provide a reliable source of fresh, affordable foods, support independent local farmers, and provide educational opportunities and employment pathways. The center would also be an important component of the supply chain needed to support other food security initiatives under development.

Carolina Farm Trust is requesting $3 million from the County to support the renovation of the site on South Hoskins Road. We are recommending that ARPA funds be utilized for this purpose as projects related to food security and health disparities are eligible uses under the act.
Mecklenburg County Local Foods Production and Distribution Center

Presented by: Zack Wyatt, President/CEO
Carolina Farm Trust
January 11, 2022

Carolina Farm Trust

**Our Vision:** A region in which food systems promote social, environmental, and economic resilience.

**Our Mission:** To strengthen equitable local food systems in the Carolinas, from production to consumption.
Guiding Principles

- Everyone, especially those in equity-seeking communities, deserve food that is flavorful, vibrant, and packed with nutrition.
- Relationships between land and people matter.
- Food systems must provide equitable opportunities.

left meeting and returned when mentioned in the meeting 3:22 – 3:25

What We Do

- Deliver healthy food to communities
- Preserve land for farming
- Support small farmers
- Foster a network of sustainable farms
- Collaborate with front line partners
Our Food System Challenges

- Disparities in Access to Healthy Foods
- Declining Nutritional Quality
- Environmental Degradation

Effect of COVID on Health & Food Systems

- People of color more at risk of getting sick with and dying from COVID-19 due to systemic racism (Centers for Disease Control and Prevention)
  - Health disparities related to healthcare access & use; occupation; disparities in educational attainment, income, and wealth gaps; and, housing
- Reduced income + disrupted supply chains + Disrupted access → Rise in food insecurity
  - More likely to be food insecure if unemployed, living on lower income, or earned less than a Bachelor's Degree (NYU 2020 Survey)
  - The rate of food insecurity in 2021 in NC was predicted to rise to 20% of households, higher for those with children (Feeding America)
The Missing Piece

A centralized facility to address pain points in distribution and access

Local Food Production & Distribution Center
CFT & the Food Supply Chain

- Involvement in wholesale supply chain → Increases economic sustainability of farming
- Supply chain intermediaries reduce cost and improve quality (UNCC Urban Institute)

The Food Supply Chain
Farming → Post Harvesting → Processing → Distribution → Retail → Consumer

The Missing Piece: CFT's Role

What will the LFPDC provide?

- A reliable, year-round source of fresh, affordable, nutrient-dense foods
- A reliable, year-round marketplace for farmers and agripreneurs to sell their products
- Educational opportunities
  - Training and continued education in the areas of butchery, cooking, operations, sourcing, purchasing, marketing, customer service, and partner engagement
- Employment pathways
  - 18 jobs at opening, 70+ jobs at full capacity
  - Focus on providing pathways to upward mobility
- Entrepreneurial development
Local Food Production & Distribution Center

Goal: Food Equity in Mecklenburg County

How?  Who?  Where?

Buying and selling nutritious, locally grown food at affordable prices
Retail and commercial customers (equity focused)
Vacant warehouse space on S. Hoskins Road
Location

- 75.8% Black or African American (30.7% County-wide)
- 82% of adults in the labor force who are employed (93% County-wide)
- 13% of adults over age 25 have Bachelor's degree or higher (44% County-wide)
- Job density of 0.6 per acre (2 per acre County-wide)
- Median household income of $29,395 ($91,695 County-wide)
- 43% who receive Medicaid or N.C. Health Choice (15% County-wide)
- Average age of death of 66 years (71 years County-wide)
- 45% enrolled in Food and Nutrition Services (FNS) (12% County-wide)
- 3% of housing units within 1/2-mile of a full-service, chain grocery store (30% County-wide)
Revenue Model

❖ Wholesale
  ➢ Commercial Clients (e.g., Compass Group, Earthfare)
  ➢ Potential partnerships with County Corner Store Initiative
  ➢ Restaurants
❖ Retail
  ➢ Onsite Retail Space with Teaching/Presentation Kitchen
  ➢ A mobile app to optimize delivery options
❖ Value Added Products
  ➢ Creating a CFT line of products such as: sauces, dressings, pre-made meals, etc.

❖ CFT will create a consumer generated revenue model to be financially sustainable long term.

Outcomes

❖ Increasing the availability & affordability of fresh, nutritious, culturally relevant food → Better health
❖ Creating equitable economic opportunity in agriculture & supporting sectors → Upward mobility
❖ Building regional food security → Resilience planning
❖ Reducing the environmental impact of the food we eat → Mitigate climate change & improve ecosystem health
❖ Shifting the power of food systems toward consumers & local growers, empowering local communities
Partners & Community Engagement

- West Boulevard Neighborhood Coalition
- Neighboring Concepts
- Thomasboro-Hoskins Neighborhood Leaders
- A Brighter Day Ministries & A Brighter Day Outreach

Farming Partners

- Nebedaye Farms
- Deep Roots CPS Farm
- Brewington Farms
- Boy and Girl Farm
- Barbee Farms

18

19 The Farmer That Feeds Us
Measuring & Sharing Impact

- CFT will work in partnership with a third party to develop an annualized reporting framework that will measure impact.

- Reporting can be customized to meet the needs of ARPA funding requirements.
Early Funding Partners

- Lowe's $35,000
- City of Charlotte Asking for $1,500,000
- Microsoft Software
- Mecklenburg County Asking for $3,000,000

Budget Overview: Renovation + 3 Years Open

<table>
<thead>
<tr>
<th>Total Cost (Renovation + 3 years operations)</th>
<th>$14.1M</th>
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</thead>
<tbody>
<tr>
<td>Capital Expenses</td>
<td>$8.6M</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$5.5M</td>
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# Budget Overview: Capital Expenses, Renovation + 3 Years Open

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<tr>
<th>Renovation</th>
<th>$5.75M</th>
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<tbody>
<tr>
<td>(Bringing the space to code, building commercial kitchen space, production &amp; manufacturing space, and meat processing facility)</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>$1.14M</td>
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<tr>
<td>(Purchase or lease of vehicle fleet for pickup and delivery)</td>
<td></td>
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<tr>
<td>Technology</td>
<td>$1M</td>
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<tr>
<td>(Point of sale system, inventory management system)</td>
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<td>Warehouse Equipment</td>
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<td>Kitchen Equipment</td>
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<td><strong>Total</strong></td>
<td><strong>$8.6M</strong></td>
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## Budget Overview: Renovation

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<td>Capital Expenses</td>
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<tr>
<td>Warehouse Renovation</td>
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<tr>
<td>YO Total</td>
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## Budget Overview: Year 1

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## Budget Overview: Year 2

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<td>Warehouse Renovation</td>
<td>$500,000</td>
</tr>
<tr>
<td>Transportation</td>
<td>$565,000</td>
</tr>
<tr>
<td>Warehouse Equipment</td>
<td>$15,600</td>
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<tr>
<td>Kitchen Equipment</td>
<td>$127,095</td>
</tr>
<tr>
<td>Technology</td>
<td>$200,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$1,407,695</strong></td>
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**Y2 Total**

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>$2,963,102</strong></td>
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## Budget Overview: Year 3

<table>
<thead>
<tr>
<th>Operating Expenses</th>
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<tbody>
<tr>
<td>Payroll</td>
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<tr>
<td>Utilities</td>
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<td><strong>Total</strong></td>
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<table>
<thead>
<tr>
<th>Capital Expenses</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Warehouse Renovation</td>
<td>$250,000</td>
</tr>
<tr>
<td>Transportation</td>
<td>$150,000</td>
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<tr>
<td>Warehouse Equipment</td>
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<td>Kitchen Equipment</td>
<td>$127,095</td>
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<tr>
<td>Technology</td>
<td>$200,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,239,508</strong></td>
</tr>
</tbody>
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**Y2 Total**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$3,239,508</strong></td>
</tr>
</tbody>
</table>
Comments

Commissioner Rodriguez-McDowell asked if this was a new concept or has this been done before. *Mr. Wyatt said this was new for them. He said there were other models throughout the country but not on this scale.*

Commissioner Rodriguez-McDowell asked if he felt comfortable with the scalability and if he was confident there would be enough partners.

Mr. Wyatt said timing was very important. He said once it was set in motion, he would go to the partners in confidence and start planning for the 2023 growing season. He named several farms that did wholesales business that he had been in conversations. He said there were a lot of farmers who would love to increase their production and participate in this project.

Commissioner Rodriguez-McDowell asked him to explain about the relationship managers. *Mr. Wyatt said he wanted to make farmers’ markets normal. He said from a community engagement standpoint it was building relationships to meet community demand. He said there would be about 4-5 categories. He said some people would want raw product, another
that needed everything portioned out, some needed premade items. He said a subset may be with regard to EBT and SNAP, or ones who weren’t on EBT and SNAP but still food insecure. He said they wanted to work with on-the-ground organizations. The Relationship Manager would be going out street by street.

Commissioner Rodriguez-McDowell asked County Manager Diorio if this had anything to do with the $3m earmarked for food deserts.

County Manager Diorio said there was $2.3M left. She said there was an opportunity to use that money but that they could also use ARPA funds and keep the $2.3M for other projects.

Commissioner Rodriguez-McDowell asked how risky this project was.

County Manager Diorio said Mr. Wyatt had been doing a lot of fundraising. She said there were some heavy hitter companies involved, partnerships had been made, and there had been several conversations about who else wanted to come to the table. She said it was a great opportunity, but there was always a risk, especially with a new startup.

Commissioner Altman asked if they anticipated the County would have to invest again or if this was it.

County Manager Diorio said the only request was the capital cost of the renovation of the site. She said Mr. Wyatt had a revenue model and there may be some fundraising needed but his plan was to be self-sustaining.

Mr. Wyatt said his plan was to fully raise the $14.1M over the next couple of years. He said all the revenue generated the first three years would be put into an account as a nest egg for year 4 to begin. He said they wanted to create revenue and invest in other on the ground projects. He said they wanted to make sure they knew where the food insecurity was and were meeting needs where they were. He said the relationship managers would be key.

Commissioner Powell asked who owned the building. Mr. Wyatt said the Lee family owned it. He said they were close to signing a 25-year lease with the right of first refusal if they decided to sell.
Commissioner Powell asked County Manager Diorio if the funding would be for infrastructure only. *County Manager Diorio said it was for renovation of the facility.*

Commissioner Powell asked if it created a dependence on the government. *County Manager Diorio said no.*

Mr. Wyatt said with regard to the facility, it hit all the checklists. He said he asked the owners to take the property off the market until June to get a plan and players together and the owners said yes.

Commissioner Powell said it was a big ask but saw big benefits in community building, public health, economic development and environmental stewardship. She asked if this would hurt any non-profits. *Mr. Wyatt said no, this would not hurt them.*

Mr. Wyatt said they planned to play a huge role in putting food into wellness programs on a corporate level.

Commissioner Leake said this had been an issue for a long time and has plagued her district. She said she hoped that within the next 10 years this would be well on its way and serving people in the community and they would be leading healthier lives by eating and sleeping well.

Commissioner Leake said many had come in front of the Board but did not come with a plan of this nature. She thanked the staff and Mr. Wyatt and his support team.

Commissioner Meier asked Budget Director Adrian Cox and County Manager Diorio if the County could take some of the money and invest in 3 Sisters. *County Manager Diorio said the County gave them seed money for them to be able to have a prototype on the West Boulevard corridor but could not get them to enter into a contract with the County. She said 3 Sisters was working with UNCC’s Byron White on the westside on the food co-op. She said that project was not dead. She said she believed both projects were important and that they continued to work with them on the west side to figure out if that project was going to be viable and were meeting at the end of the month to talk about where they were and what additional information was needed. She said Budget Director Cox was working with a company regarding a food co-op who were doing a “demand” study. She said if there wasn’t enough demand or sufficient income on that corridor to support it, it would fail.*
Commissioner Meier asked if it doesn’t fail would they be in competition with this project. *County Manager Diorio said no.*

County Manager Diorio said this would be a supply chain source for produce and other things for the co-op.

Commissioner Meier asked what the building was previously used for. *Mr. Wyatt said the Lee family had a Chinese food distribution center and made egg rolls for Chinese restaurants and the bigger building was originally an egg distribution center. He said the Lee Family purchased it 5 or 6 years ago. He said it was currently vacant.*

Commissioner Meier asked if Mr. Wyatt presented this to the City. *Mr. Wyatt said he had been working with the assistant city manager and they were on track to present on January 24 for a vote.*

Commissioner Powell spoke on behalf of Commissioner Jerrell who said he loved the innovation and was grateful to the County Manager and Deputy County Manager Anthony Trotman. *Mr. Wyatt said East Charlotte was a major priority as well.*

Chair Dunlap said he liked the concept when it was first presented to him. He said the growth, the amount of effort and fundraising put into this project since then was tremendous. He said he visited a similar project in Georgia that was much smaller in scale. He said that place had a philosophy of no waste. He said there was so much that could be done that the community would benefit from. He said he supported the project and looked forward to the Board taking an official vote to support it.

Chair Dunlap said with regard to some of the other organizations, this could be a supply chain for them. He said this was great for small farms to have a place to distribute their crops.

**22-7343   COMMISSIONER REPORTS**

Commissioners shared information of their choosing within the guidelines as established by the Board which included but not limited to, past and/or upcoming events.
ADJOURNMENT

Motion was made by Commissioner Leake and seconded by Commissioner Altman and carried unanimously 6-0 to adjourn.

With no further business to come before the Board, Chair Dunlap declared the meeting adjourned at 4:45 p.m.

_____________________________ ____________________________
Kristine M. Smith, Clerk to the Board                             George Dunlap, Chairman