

The Concord United Committee (CUC) 2024 Report focuses on the committee's third year of work, highlighting key challenges and community initiatives aimed at addressing racial and social inequities within Concord, NC.

Key Points Summary of this Report

1. Year 3 Focus: Food Deserts

- Following a community brainstorming session, the committee identified food deserts as the major issue for 2024, particularly in the Logan and Gibson Mills communities.
- Food deserts, defined by the USDA, are areas where a significant proportion of the population lacks access to nutritious food within a reasonable distance.

2. Methodology:

- Monthly meetings with city planning and community leaders provided in-depth data and perspectives.
- Subcommittees met regularly to further analyze data and develop actionable recommendations.
- The committee engaged with local associations and used virtual platforms for broader participation.

3. Community Engagement:

- The CUC actively participated in local meetings and collaborated with various community organizations to support diversity, equity, and inclusion.
- Initiatives included attending community association meetings and hosting educational events.

4. Educational and Training Initiatives:

- Committee members received training on race and attended equity-focused summits.
- They are preparing to hold discussions on social justice-related literature.

5. Key Recommendations:

- The CUC highlights the need for a multifaceted approach to address food insecurity in Logan and Gibson Mills.
- Suggested solutions include advocacy for economic development that includes solutions such as: a viable USDA Defined Healthy Food Development, seeking federal and state grants to improve food access, taking a fresh look at improving micro transportation, given the lack of vehicle access intersects with restricted food access in low-income communities.

6. Call to Action:

- The CUC emphasizes the need for leadership to address these issues with intentional investments, creative partnerships, and policy changes to promote equity and improve the quality of life in these communities.

This report showcases the CUC's ongoing commitment to tackling systemic inequities and enhancing the well-being of Concord's underserved populations.

City of Concord
Concord United Committee Year 3 Report
November 2024
35 Cabarrus Ave. W Concord, NC 28025

One of the greatest elements of the Concord United Committee is the thought-provoking racial equity work that we are tasked to tackle. Beyond the practices of the city employees, we must have a willingness to address any and all elephants in the room for the citizens of the City of Concord at large. Learning about our City through the representatives at our diverse table prompts us to think beyond our own biases, preferences, and our own sphere. Bringing diverse leaders together in a non-partisan way, absent of political pressure, allows for a free flow of ideas. The committee is in its fourth year of work, and what follows is a report of the Year 3 Focus, and pertinent observations and recommendations.

I. INTRODUCTION

The City of Concord was founded in 1796. The name Concord was chosen because of its meaning, **harmony**. It signified bringing together two newly immigrated populations into the area, Germans and Scotch-Irish. However, the naming of the city was a deeply one-sided perspective. For the indigenous population who lived on this land for 6,000 years, and who were systematically removed, their experience was anything but harmonious.

Nationally, slavery was in full force during Concord's first 70 years. Like many cities across the US, Concord practiced, and codified slavery based on race. The end of the Civil War, along with the 13th Amendment to the U.S. Constitution, transformed the nation, and Concord. Slavery was finally abolished, albeit with an important exception. New laws and policies known as "Black Codes" criminalized, excluded, concentrated and segregated black people into neighborhoods. This era of legalized segregation, known as Jim Crow, mimicked slavery in the sense that black people and people of color lived in extreme exploitation and under the threat of violence. They were not a part of the free market but rather they were suppressed, oppressed, denigrated, and dehumanized. In Concord, Jim Crow restrictions and exclusions lasted for another 100 long years. These restrictions and exclusions helped to build and increase profits for white-owned businesses and institutions, while blacks were prohibited from even entering those establishments. For black residents who didn't 'stay in line' with this system of Jim Crow control, they faced anything from unlawful searching and detainment, unjust arrests, and terror lynching to the inability to choose independently where your family could live or where you would work.

Despite the indignities they were forced to endure, Concord's black population thrived. During this period of legalized segregation, the Logan community, a prominent, historically black neighborhood in Concord, was a haven. ***"Historically, Logan was a self-sufficient community where you did not have to leave the community for any basic needs: stores, recreation, movie theaters, dry cleaners, swimming pool, library, Logan school, groceries, meats all within walking distance."*** A.J. Clark, Logan Community Association President.

Centrally located within the Logan community was Barber Scotia College, established in 1867, which was the first historically black female higher education institution and a vibrant center for black scholars. In addition to Barber Scotia, Logan School was also a critical hub for community members that also provided education, recreation, social activities.

From the 1950s to the 1970s, Civil Rights legislation helped to loosen the grip on black communities by desegregating public institutions. It took a massive effort and decades of civil rights strategizing to pass these transformative laws. Thanks to the changes in policy, we now have a racially diverse landscape of citizens in Concord working, socializing, and connecting every day. However, these laws did not repair the colossal economic injustice of the previous 350 years. A backlash to Civil Rights legislation came more broadly with shifts in systemic racism: privatization of public institutions to avoid admitting Black residents, targeting and police brutality, mass incarceration, judicial injustice, continued zoning restrictions, continued indignities and denial of basic human rights all while Black citizens were being told they were now equal.

In the 1960-70s, race riots broke out across the nation. Many riots were ignited by incidents of police brutality on Black citizens. The riots were not so much a response to any single event but rather a constant accumulation of all the injustice that was born on the backs of people of color. Civil rights leader, Bayard Rustin, characterized these uprisings by explaining, "Last summer's riots were not race riots; they were outbursts of class aggression in a society where class and color definitions are converging disastrously." In 1972, a white Logan store owner shot a Black Logan resident and nearly killed him. The brutality was too much to handle in a post-Civil Rights era. People were distraught, angry, and in pain. Some Logan residents, incensed by the brutality, took to the streets and every business in Logan was burned. The city's response was to further repress the community by calling in the National Guard. Invisible barriers became physical blockades and soldiers standing guard. The city followed up with even more restrictive policies that would add up to a total of 72 punitive and exclusionary zoning ordinances that would effectively ban the Logan community from rebuilding its critical commerce or grocers within its borders. ***"No one ever had to leave Logan's neighborhood to get the basic things they needed prior to these city restrictions...[now] it's been 52 years since anyone was able to buy a loaf of bread in Logan."*** ***Amos McClorey, Former NAACP Cabarrus County President***

Former Mayor, Scott Padgett, faithfully worked with community members and the city in the 2000s, and now while no discernably restrictive or exclusionary ordinances exist for Logan on paper, damage has been done. Residents having limited or no access to fresh and affordable foods, quality affordable healthcare, safe and affordable housing, adequate transportation, commerce or retail, stable employment, living wage jobs, and adequate infrastructure. Logan is a known food desert but also a healthcare, housing, transportation, commerce, and employment desert. The legacy of public policy and practices is predominantly why we have the economic condition of the Logan neighborhood today. For the year 3 committee effort, we chose to examine access to healthy food, as current interventions for Logan residents have most often been temporary solutions that are ill-equipped to meet the basic needs of residents. ***"Daily, I see the need with senior citizens and our kids. No kids should be starving for food or education...if they are our future, then we need to do it for them."*** ***A.J. Clark, Logan Community Association President.***

II. THE WORK OF YEAR 3

A. SELECTING A FOCUS

At the beginning of Year 3, the CUC Committee, along with members of the community present during the new year 2024 kick off meeting, conducted a brainstorming exercise of identifying what inequities and challenges they have seen in various areas of the community. The notes were then gathered and compiled and analyzed by the greater committee. 77 Ideas were put forward during the session. Themes emerged in Public Safety, Utilities, Housing, Transit, Business and Economic Development, Policy and Food Insecurity. From that Exercise, the Year 3 topic was selected: Food Deserts within Concord.

B. METHODOLOGY EMPLOYED

On a monthly basis and as needed basis, the committee met with the leadership from the following:

- i. Planning and Neighborhood Development Department, City of Concord
- ii. Logan Community Association
- iii. Gibson Mill Community Association
- iv. Four Degrees to the Streets Podcasters, Jasmine Jones-Bynes “Jas” (*Los Angeles, CA*) and Nimotalai Azeez “Nimo” (*Washington, DC*)

Each of the leaders made their presentations to the full Concord United Committee. These were meaty sessions with granular data. These standing meetings were held in a hybrid forum: both in-person and via the Teams electronic platform. This flexibility contributed to maximum committee member participation. Based upon that which was presented to the full committee, a subcommittee of volunteers subsequently met monthly over a mid-afternoon Teams call and took a deeper dive into data for further analysis. The subcommittee members often generated follow-up questions for clarity and additional data. The subcommittee findings, analysis and recommendations were then brought to the full committee at the monthly meetings.

During the period when Ms. Jaime Brown took leave and subsequently vacated her employ with the city, the full Committee shifted from a hybrid form of meeting to an entirely Teams platform meeting format. The CUC appreciates the extra interim efforts on the part of the City’s Mr. Joshua Smith and Mr. Chris Ridgell, who both provided incredible support during Ms. Brown’s absence and the subsequent staff vacancy. Mr. Smith communicated to various departments to schedule presentations and for follow up questions from the CUC, while Mr. Ridgell ensured technology access for the monthly meetings.

The subcommittee has been meeting monthly on a weekday, second Tuesdays from 2:00-3:00 PM, a fully electronic Teams platform has been the meeting venue.

C. CUC MEMBERSHIP

The Concord United Committee's mission is to focus on racial or other inequities within the City of Concord organization and community, and to share with the Concord City Council and our whole community written summaries of their findings. The Committee is comprised of (1) city staff liaison and up to 24 members. The committee currently has 21 active members, and as of this report, a transition to a new city staff liaison. Reference **Appendix A** for more information the current committee membership.

The total estimated number of people-hours committed in pursuit of excellence since inception of the committee work: **555 hours**, with **229 hours** incurred in the current 2023-2024 year. Reference **Appendix B** for more information on committee participation.

D. COMMUNITY ENGAGEMENT

In the prior year's report, we indicated that the CUC was working toward deepening our engagement with the community. The CUC membership continues to serve as an open group for feedback, ideas, and community support towards the improvement of diversity, equity and inclusion in various community programs, entities & efforts, such as the: Concord 101 Classes, Concord International Festival, Cabarrus Arts Council, the NAACP.

This year, the CUC additionally also spent time actively engaging with the community at:

- Logan Community Association meetings
- Consultation with the President of the Gibson Village Association

E. EDUCATION & TRAINING

From inception, the Committee is encouraged to receive training and resources about issues on race. This year, our staff liaison and several of our CUC members participated in the CHAsm Summit: Closing Gaps on Disparities, Opening Paths for Equity, hosted by the South Piedmont AHEC, in collaboration with Cabarrus Public Health Interest (CPHI) and the Cabarrus Health Alliance (CHA). Additionally, members of the committee received Human Rights Education Certifications with the US Institute of Diplomacy and Human Rights. The committee is also preparing to have a discussion on the following book: Imani, Blair. Read This to Get Smarter About Race, Class, Gender, Disability & More. Ten Speed Press, 2021.

F. YEAR 3 RECOMMENDATIONS: FOOD DESERTS WITHIN CONCORD

As per the Committee's charter, our charge is to listen to the community, compile observations and best practices, facts about the current realities with our city regarding race. The ultimate vision is for the City of Concord to improve the quality of life over which it has responsibility that enables every segment of our population regardless of race for the city to be stronger.

LOGAN COMMUNITY AND THE GIBSON MILLS COMMUNITY ARE TWO FOOD DESERTS IN THE CITY OF CONCORD

A **food desert** is a low-income census tract in which a substantial number or proportion of the population has low access to supermarkets or large grocery stores. Low access census tracts are defined as those where **at least 500 people or 33% of residents live more than 1 mile from the nearest supermarket or large grocery store.** The USDA defines low-income census tracts as those with a poverty rate of at least 20% or a median family income at or below 80% of the statewide or metropolitan area median family income. Reference **Appendix C** for the USDA Identified Food Access map which provides food access data and identifies the two communities with low food access in Concord-Gibson Mills and Logan. “Food environmental factors such as store/restaurant proximity, food pricing, food and nutrition assistance programs, and community characteristics interact to influence food choices and diet quality.” U.S. Department of Agriculture, Economic Research Services

LOGAN AND GIBSON MILLS ARE BOTH DEFICIENT IN QUALITY OF LIFE- BECAUSE OF A LACK OF ACCESS TO NUTRITIOUS FOOD

In our time with the Four Degrees to the Streets Podcasters Jas and Nimo, both possessing four degrees in the urban planning field, we learned of the intertwined connectivity of public health and urban planning. Urban planning is the act of organizing streets, buildings, public spaces, natural spaces, and people in a fashion that supports a good quality of life for everyone, and public health is the practice of preventing disease and promoting good health within groups of people. Simply put, when a community doesn't have access to healthy foods, and its leaders do not put intentionally behind planning or designing in a way that enhances their quality of life, the overall health of the people, and its greater community, suffers.

Public policy and compassionate leaders have the ability to shape and reshape a city. By acknowledging and addressing its past, wise leaders can advance us forward. Concord took an extraordinary step in taking responsibility for past harm with regard to the wrongful conviction of Ronnie Long. When Concord's leaders choose to recognize and making investment in righting the wrongs of history, that positions Concord on a path to living up to its name. ***“...Sometimes we have to be willing to go outside of what we are accustomed to doing to meet people where they are.” April Clark, former Logan resident.***

FOOD DESERT OR FOOD APARTHEID?

One major perspective challenge that we encountered in our research is the need to consider shifting the conversation from a food 'desert' (a desert is a naturally occurring dry land that we see as an act of God, that has little to do with human cause or intervention) towards food 'apartheid' (indicative of more of a systemic disparity that

has resulted from human cause, which can be impacted by human policies and intervention). These 2 communities and their lack of nutritious food sources did not arrive where they are by happenstance. Rather, historic and systemic alienation and race-based segregation, and in Logan's case, subsequent violence, disrupted the trajectory of these communities, and did deep harm in their ability to be healthy and thrive with the quality of life they deserve.

NOT JUST ONE ACT/DECISION GOT LOGAN TO THE FOOD CRISIS IT IS IN. IT WILL TAKE NOTHING LESS THAN A MULTI-FACETED APPROACH TO ADDRESS.

Reference **Appendix D** for approved construction within the Logan community for the past 5 years, **Appendix E** for the zoning map of the Logan Community, and **Appendix F** for design concepts for five points.

The solution to helping Logan address their food desert crisis is going to take more than one angle/approach. Solutions like small scale community gardens, and grocery/prepared meal deliveries could be of assistance and is much needed within the Logan Community, especially amongst the elderly population, of which many are living on fixed income and facing transportation restrictions. But it will take that and more. To combat this crisis, we will recommend you take a multi-faceted approach. We recommend the following opportunities for the Logan Community:

- Advocacy For Economic Development that Includes a USDA Defined viable Healthy Food Development.
- Exploring Funding Options/Local Incentives
- Addressing Ingress/Egress Infrastructure challenges for the Horse and Buggy Roads
- The Seeking of Federal and State Grants for the benefit *of both* Food Desert Communities
- Taking a fresh look at improving micro transportation, given the lack of vehicle access intersects with restricted food access in low-income communities
- Mirroring Successful steps taken in comparable Counties & Cities
 - a) Fresh Produce Food Pantry Success: *Fresh Crate Program-Baltimore, MD*
 - b) Mecklenburg County

The City of Concord established the Concord United Committee to demonstrate that racial equity is a core value; not just for the members of the Committee, but for the City itself. Intervening on complex problems, like the food desert crisis, with intentional investment in creative solutions, partnerships, and capital create meaningful change within Concord and across its communities, making Concord a more harmonious, healthy, and equitable city for generations to come.

III. A LOOK BACK TO YEARS ONE AND TWO WITH CITY STAFF FEEDBACK

*Items below in red are excerpts from the July 6, 2023, and January 30, 2024, responses from the City's Departmental Staff / City Attorney back to the Concord United Committee as follow ups to the Year One & Year Two Reports. More Detail of the responses from the City's Staff/Attorney along with Data can be found in **Appendix G** and **Appendix H**.*

In February of 2021, the Concord City Council Established the Concord United Committee, framed by the City's ultimate vision to "improve the quality of life over which it has responsibility that enables every segment of our population regardless of race". Training and preparation ensued, and the first meeting of Concord United Committee meeting took place in September of 2021.

For Year One, the first two categories of work for the committee were to take a deep dive into affordable housing and transit. The committee met with members of the Housing Department, Concord Family Enrichment Association, Planning and Neighborhood Development, along with Concord Kannapolis Area Transit.

The committee made its first presentation to City Council on September 28, 2022. Notable recommendations that came from the year one report for *affordable housing*.

- a. To address language inequity, all programs and materials for the housing department should be offered in both English and Spanish
 - i. *Actionable: Housing Department plans to revamp its website with a multimedia marketing firm and will also provide translation that meets ADA requirements. WeBuild's home application partner, Prosperity Unlimited, is investigating changes to the website to add services similar to WeBuild Concord.*
- b. Available housing opportunities should be made available in English and Spanish in a variety of advertising methods
 - i. *Actionable: printed information is currently available in both English and Spanish for City Planning. WeBuild is integrating language access and barriers into the strategic marketing plan.*
- c. More emphasis on financial education and literacy with emphasis on progressing to rental readiness and home ownership
 - i. *Potentially Actionable: Under City Housing's current structure, we cannot make workshops on financial literacy participation a requirement. We could restructure (with HUD approval) and seek this as a requirement. It is a process, but the option is there if Council wants staff to pursue it.*
- d. Equitable outreach of resources and education programs to all ethnic groups in the city
 - i. *Potentially Actionable: WeBuild may need to look closer at economic and social data related to these groups, as it may be an indicator of affordable housing needs.*
- e. Creating a tiered, graduation style approach coupled with financial literacy/competency to allow space for diversity in housing program participation

- i. *Non-Actionable: Affordable housing remains a barrier. WeBuild recommends the Cabarrus Housing Collaborative as a potential place for this conversation.*
- f. Blending demographics in community land trusts to avoid segregation
 - i. *Potentially Actionable: If aimed at a future City owned land trust, the City can absolutely adopt policies regarding inclusiveness in sales, rental or other uses of such trust property.*
- g. Tax incentives for community land trusts with a requirement that larger community developers donate a portion of their development toward land trust use
 - i. *Non-Actionable*
- h. Change the zoning ordinance to allow for land trusts to build more than just single-family homes in new developments where land becomes available.
 - i. *Actionable: This item appears to have subsequently been addressed with the ordinance change to allow for tiny homes and cottage homes in October of 2023. WeBuild Concord has developed a practice and strategy to develop mixed-income neighborhoods.*

For Year Two, the finalization of the housing surveys, along with transit continued, with the addition of examining policing and hiring practices, along with the fire department to the committee focus. The committee met with members of the Human Resources Department, the Fire Department, the Police Department, and the Concord Kannapolis Area Transit Department.

The notable results of the *housing* surveys:

- a. The housing surveys conveyed that housing discrimination was happening for 20% of our survey participants, with that discrimination reported by the survey participants as primarily coming from their landlord
- b. Higher number of people with disability were experiencing higher rent
- c. Leading perceived cause of discrimination were reported as economic, racial or family status

The notable recommendations from the *transit* recommendations:

- a. Make transit a key consideration as affordable housing is planned and developed, prior to building
 - i. *Non-Actionable: Rider Transit staff is actively working with and participating with the Planning Department, WeBuild, the Cabarrus Housing Collaborative, and CMC's Rebuilder Campus project to help ensure that mobility and public are kept in mind and addressed when possible, during the process. we are there in an advisory capacity, and in the end, do not have direct authority or control of codes/ordinances to ensure that mobility needs, and public transit options are not guaranteed to be addressed adequately during the process.*
- b. Procure minibuses for low use stops
 - i. *Potentially Actionable: Microtransit is very likely to be a key and growing service in the coming years for Rider Transit. That said, the cost, which so far has priced out fully allocated at more than adding a bus to a route, would*

- need to be 100% locally funded.*
- c. Ask Concord Businesses to consider providing transit options where there are gaps in availability
 - i. Non-Actionable: Staff will be glad to support such an effort, but we likely would not possess the political power necessary to arrange those types of meetings and broker such deals – especially since 100% support from local businesses, in the best-case scenario, while not impossible, is unlikely.*
 - d. Rider transit and CCTS merger
 - i. Potentially Actionable: Staff is ready and awaiting the final political decision and coordination to occur for staff to begin execution of the consolidation. This would require agreement from not only Concord elected officials but also from Kannapolis and Cabarrus County elected officials.*

The notable recommendations from the policing recommendations:

- a. Establish a diverse recruitment team with a targeted recruitment strategy that includes HBCU's and communities of color
 - i. Recruiters made several attempts through email, Handshake website, and phone to recruit from North Carolina Central University, Johnson C. Smith, North Carolina A&T, and Bennett College. Our recruiters have either not received a return communication, or the event was cost-prohibitive (ex. \$1,000.00 to set up a booth)*
- b. Implement the addition of a mental health option for emergency call needs, along with a veteran responding to veterans who are experiencing mental health crisis
 - i. Potentially Actionable: The committee may be referring to a co-responder model that pairs medical/mental health professionals with law enforcement. Cabarrus County and Concord do not have this model. [Based on this feedback from the Police Department, the Concord United Committee adds additional recommendation the City Council ask the Concord Police Chief to investigate the possibility of partnering with Cabarrus County to use a co-responder model that pairs mental health professionals with law enforcement when 911 calls are received].*
- c. Establish readily accessible aces to all traffic and community engagement stops that is easily accessible on the city website, which would include zip codes, radiuses, distances, and specific communities
 - i. Non-Actionable: This is the link to the NC SBI Traffic Stop Statistics page. <https://trafficstops.ncsbi.gov/> . We do not have a public system that would allow for a search of this information.*

The notable recommendations from the human resources recommendations:

- a. Budget and execute a strategic plan to convert all HR files from existing paper to a digital format to enable data searches
 - i. Potentially Actionable: Converting all Human Resources files to a digital and searchable format would be labor intensive and would require additional staffing. Personnel files are confidential and therefore the person assigned*

to this would need to be a staff person with authorization to view the data. The City Manager authorizes additional staff, and he would need to determine the priority of a position such as this.

- b. Track demographic data of applicants and employees. If this data collection is optional, provide information that highlights the benefit of self-disclosing.
 - i. Non-Actionable: The items listed above are not considered public record per our City Attorney. The City seeks to mitigate potential bias in the hiring process by not disclosing age, race, gender, etc. when applications are sent to the department.* [Based on this feedback, Studies have shown that the name of an applicant can have direct bearing on whether an applicant receives an interview for a job. The CUC Recommends that Before resumes are sent to the hiring supervisors for initial screening, HR should additionally remove the names of the applicants].
- c. Collect and synthesize exit interview data that identifies and rectifies grievances related to inequity expressed during exit interviews.
 - i. Non-Actionable: The items listed above are not considered public record per our City Attorney.*

APPENDIX A

Current Concord United Committee Membership, 2024

Members		Term Expiration	
1	Dr. Aimy Steele *	4/30/2025	
2	Ann Fleming **	4/30/2026	
3	Amos McClorey **	4/30/2026	
4	Bertram Hinton, Jr. *	4/30/2025	Co-Chair
5	Bob Anderson *	4/30/2025	Co-Chair
6	Cecilia Plez *	4/30/2025	
7	Cindy Hanson **	4/30/2026	Secretary
8	Douglas Carroll **	4/30/2026	
9	Dr. Grace Galloway **	4/30/2026	
10	Greg Mills *	4/30/2025	
11	Ingrid Nurse **	4/30/2026	
12	Jaymond Bryant-Herron **	4/30/2026	
13	Kay Tembo **	4/30/2026	
14	Lamarie Austin-Stripling *	4/30/2025	Co-Chair
15	Michelle Joshua ***	4/30/2027	
16	Quinton Locklear *	4/30/2025	
17	Rayshion Sashington ***	4/30/2027	
18	Sandra Torres ***	4/30/2027	
19	Theresa Scott-Stills ***	4/30/2027	
20	Uday Kumar	4/30/2027	
21	Wendy McConnell	4/30/2027	
22	William Porter	4/30/2025	
23	Laura Aguilar	4/30/2027	
24	Vacancy (<i>Tina Boyer resigned 10/5/2024</i>)	4/30/2027	

*Reappointed to 3-year term at the April 14, 2022 Council Meeting

** Reappointed to 3-year term at the May 11, 2023 Council Meeting

***Reappointed to 3-year term at the April 23, 2024 Council Meeting

APPENDIX B

Dates for Committee, Sub-Committee, and Leadership Engagement

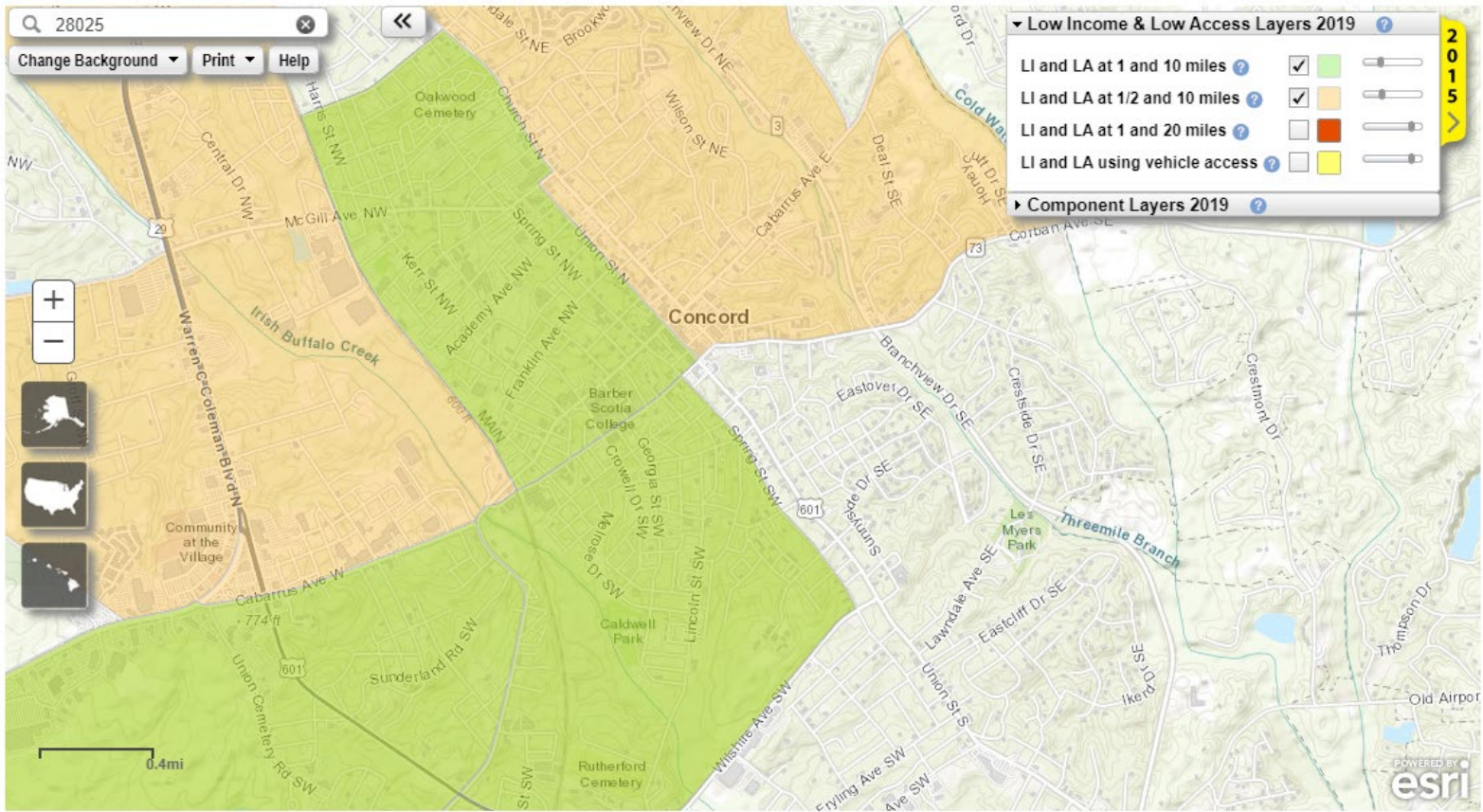
YEAR 1		
Full Committee	Sub-Committee	Co-Chairs & City Liaison
June 28, 2022 (20)		
	July 12, 2022	July 12, 2022
		July 21, 2022
No July Full Committee		July 26, 2022
		August 9, 2022
	No August Sub-Committee	August 18, 2022
August 23, 2022 (20)		August 25, 2022
		September 3, 2022
	No September Sub-Committee	
September 8, 2022 (21) CUC Inaugural YEAR 1 Report to Council		
September 27, 2022 (15)		
	October 11, 2022	
October 25, 2022 (16)		
	No November Sub-Committee	
November 29, 2022 (17)		November 29, 2022
No December Meetings		
YEAR 2		
Full Committee	Sub-Committee	Co-Chairs & City Liaison
January 24, 2023 (15)	No January Sub-Committee	
		February 9, 2023
	February 14, 2023	
		February 21, 2023
February 28, 2023 (18)		
	March 14, 2023	

		March 21, 2023
March 28, 2023 (16)		
	April 11, 2023	
April 25, 2023 (13)		
	May 9, 2023	
May 23, 2023 (14)		
	June 13, 2023	
No June Full Committee		
	No July Sub-Committee	
July 25, 2023 (18)	Dinner & Book Review <u>Caste: The Origins of Our Discontents</u> by Isabel Wilkerson	
August 22, 2023 (19)		
	September 12, 2023	
		September 19, 2023
No September Full Committee	No September Sub-Committee	September 26, 2023-DEI Community Program Presentation-Cabarrus Arts Council
		October 10, 2023
October 10, 2023 CUC YEAR 2 Report to Council		
	No October Sub-Committee	
October 24, 2023 (10)		
	No November Sub-Committee	November 14, 2023
November 28, 2023 (10)		
No December Meetings		
YEAR 3		
Full Committee Sub-Committee Co-Chairs & City Liaison		
	No January Sub-Committee	January 9, 2024
January 23, 2024 (17)		
		February 13, 2024

	No February Sub-Committee	February 20, 2024
		February 26, 2024, Logan Community Association
February 27, 2024 (21)		
	No March Sub-Committee	March 19, 2024
March 26, 2024 (19)		
	April 9, 2024	
		April 16, 2024
April 23, 2024 (13)		April 23, 2024
	May 14, 2024	
May 28, 2024 (14)		
	June 11, 2024	
June 25, 2024 (12)		
	July 9, 2024	
		July 16, 2024
July 23, 2024 (14)	No August Sub-Committee	
August 27, 2024 (12)	No September Sub-Committee	September 10, 2024
September 24, 2024 (12)	No October Sub-Committee	October 15, 2024
October 22, 2024 (12)		

APPENDIX C

2019 USDA Food Access Research Map Low Income & Low Access Area for Food



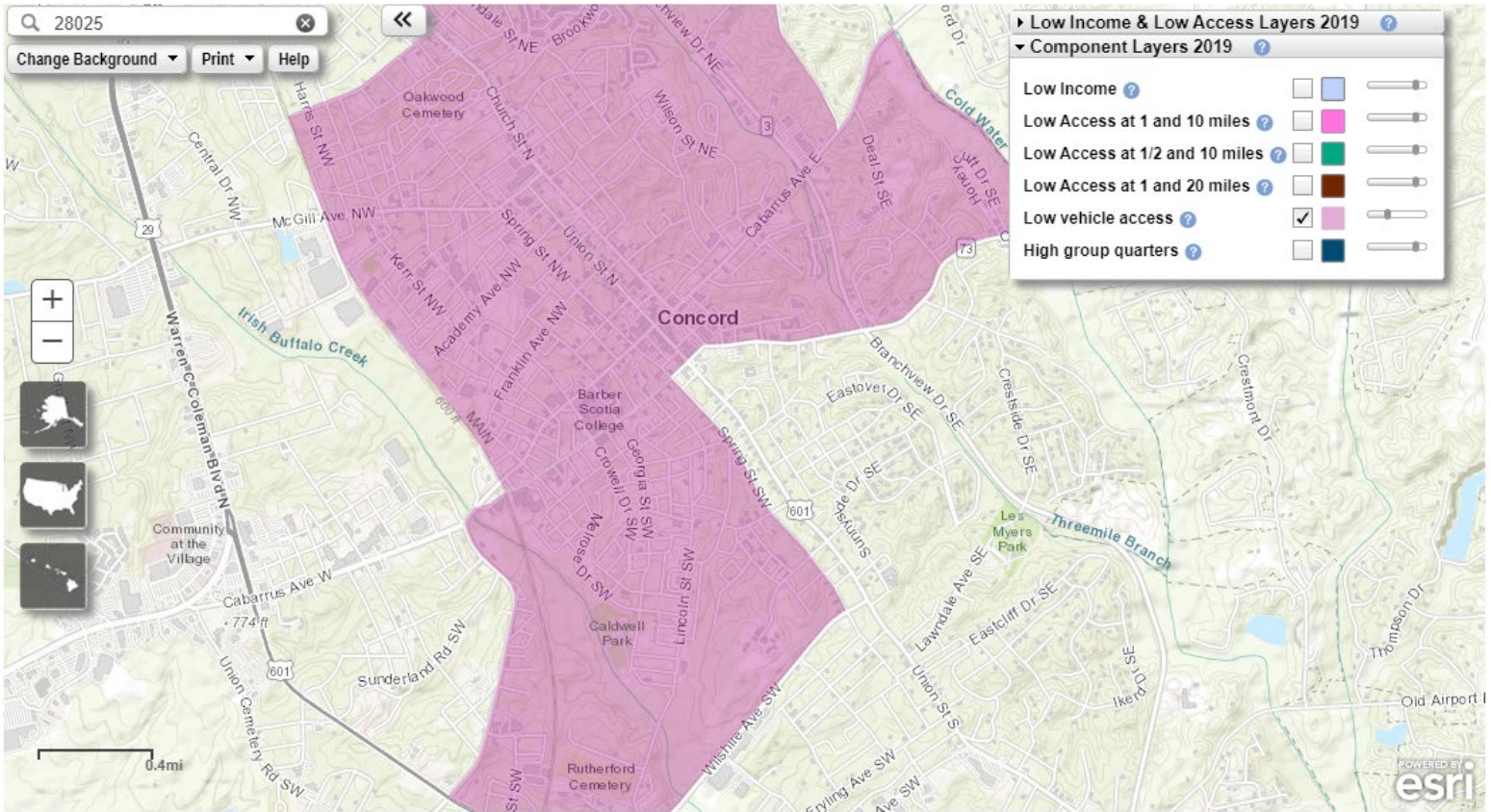
- Low-income census tracts where a significant number or share of residents is more than 1 mile (urban) or 10 miles (rural) from the nearest supermarket.
- Low-income census tracts where a significant number or share of residents is more than ½ mile (urban) or 10 miles (rural) from the nearest supermarket.

On a Teams Call with Alana Rhone from the USDA on 10/23/2024, we also learned some additional insight into the types of food resources that would meet the criteria to positively improve low access to food:

- Supermarkets, Super Centers, Large Grocery Stores, ALDI
- Large grocers that are >\$2million in annual sales
- Excludes dollar stores, convenience stores, warehouse club stores (because of membership requirements) and commissaries (only available to specialized populations)

APPENDIX C

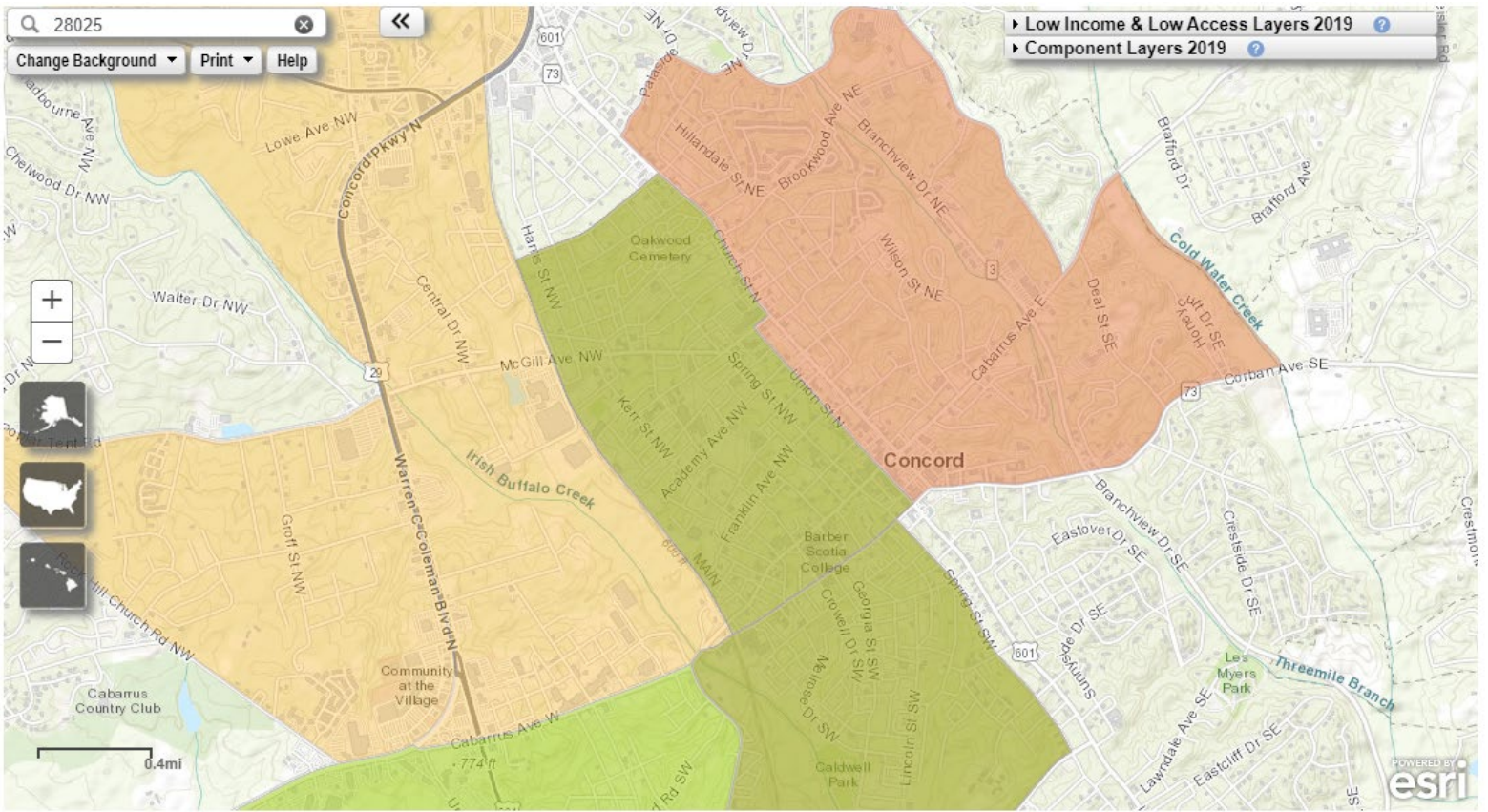
2019 USDA Food Access Research Map Low Vehicle Access



- Low Vehicle Access Tracts are tracts in which more than 100 households have no access to a vehicle and are more than 1/2 mile from the nearest supermarket, or a significant number or share of residents are more than 20 miles from the nearest supermarket.
- This Low Vehicle Access Tract is also a Low Income Tract, which is defined as having a poverty rate of 20% or higher, or tracts with a median family income less than 80% of median family income for the state or metropolitan area.

APPENDIX C

2019 USDA Food Access Research Map Combination of Low Income, Low Access Area for Food, and Low Vehicle Access



Low Income & Low Access Layers 2019

- LI and LA at 1 and 10 miles
- LI and LA at 1/2 and 10 miles
- LI and LA at 1 and 20 miles
- LI and LA using vehicle access

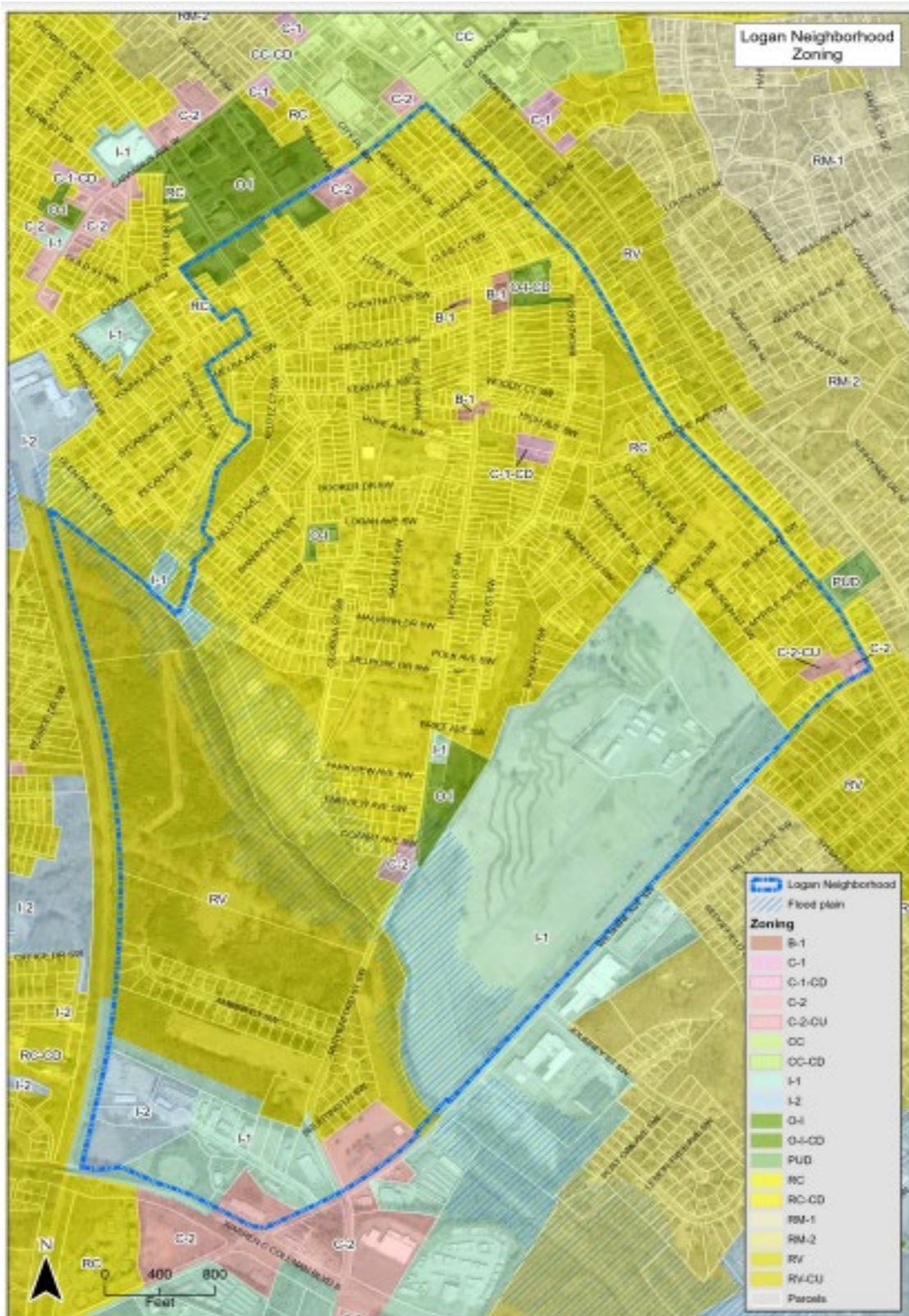
Component Layers 2019

- Low Income
- Low Access at 1 and 10 miles
- Low Access at 1/2 and 10 miles
- Low Access at 1 and 20 miles
- Low vehicle access
- High group quarters

APPENDIX D
Logan Community Certificates of Compliance Analytics
Approved Permits by Zoning District
2019-2024

Applicant	Project Address	Establishment Name	Date	Permit Issued	Permitted Zoning District	Planning Comments
Terry Lamb	302 Broad Dr.	Lamb Funeral Home, Inc.			C-1-CD	Reutilizing the existing structure as a funeral home.
Justin Walters	495 Warren C. Coleman Blvd. S	The Friendly Vaper	12/30/2020	Yes	C-2	Smoking alternatives and hemp based products including CBD.
Chunilal Dadhaniya	426 Lincoln Street SW	Lincoln Coin Laundry	10/25/2021	Yes	C-2	1800 Sq Ft. Coin Laundry Service
Angelica Calleja	497 Warren C. Coleman Blvd. S	Pasteleria La Chica LLC	11/4/2021	Yes	C-2	1400 Sq Ft. Bakery
Melany Soriano	499 Warren C. Coleman Blvd. S.	Novedades Costa Chica	2/15/2023	Yes	C-2	Retail sales of perfumes, Shampoos, candles, etc.
Paula Brown	501 Warren C. Coleman Blvd. S	Queens Palace Marketplace & Event Venue	4/11/2023	Yes	C-2	9000 Sq ft. Indoor Flea Market and Event Center
Tiffany Moore	56 Wilshire Avenue SW	Timeless Masterpiece	5/11/2022	Yes	C-2	665 Sqft. Retail Store
Brenda Kaye Minnet	58 Wilshire Avenue SW	Chez BK	11/2/2021	Yes	C-2-CU	1200 Sq ft Crafting Studio
Kamesha Johnson	75 Corban Ave SE	Elle Johnson Co.	10/22/2020	Yes	CC	Office Space for Beauty company but no selling on premise
Bradley Gresham	191 Crowell Drive NW	Loading Republic Inc.	11/4/2022	Yes	I-1	9,000 sq ft. Arm Sales and Manufacturing
Christina Manansala	2002 Wilshire Ct. SW	Crash Champions	5/14/2024	Yes	I-1	21000 sf Auto repair. Nme change from Service King.
Ron Mcmurphy	2035 Wilshire Ct. SW	McMurphy Hydraulics	3/22/2019	Yes	I-2	Hydraulic Hose Manufacturer
Oliver Mulligan	2054 Wilshire Ct. SW Unit D	Hibernia Distilling Co.	3/11/2020	Yes	I-2	2754 Sq. Ft. Warehouse for Storing
Corey Simpson	121 Georgia Street SW	B&S Mortuary LLC	6/3/2021	Yes	RC	1600 Sq Ft. Funeral Service. Perating as a continuation of Non-Conforming use
Karen Rodriguez	254 Hilltop Avenue	Home occupation for COTO Landscaping	2/21/2024	Yes	RC	Home office location for a landscaping business.
Tracy Cress	65 Corban Ave. SE	TDP Construction	2/21/2020	Yes		SUB REPORT NOT SHOWN
Jeffret Scott Isenhour or Andrew Paul Messmer	184 Booker Drive SW	Ike's Construction Inc.	8/11/2020	Yes		SUB REPORT NOT SHOWN
Geore Liles Jr. or Stephen Curtis Wise	255 Salem St. SW	G. W. Liles Construction Company, Inc.	5/5/2021	Yes		SUB REPORT NOT SHOWN
Dennis Brown	172 Spring St. SW	AYA House Inc.	11/20/2023	Yes		SUB REPORT NOT SHOWN
				6	C-2	General Commercial District
				1	C-1-CD	Light Commercial Conditional District
				1	C-2-CU	General Commercial District Conditional District
				2	I-1	Light Industrial District
				2	I-2	General Industrial District
				2	RC	Residential Compact
				4		More information needed
				18		

APPENDIX E
 Logan Neighborhood Zoning
As of January 2024



APPENDIX F

Optional Design Concepts for Five Points Commercial Locations Suggestions Provided by Planning & Zoning to Property Owner

- The following slides highlight some design concepts I created for a property owner in Logan, a historically African-American neighborhood in southwest Concord.
- Five Points is the historic commercial heart of Logan, so redevelopment would provide neighborhood services to this low-income, low-vehicle access neighborhood.
- The proposed building updates are incremental and focus on basics – cleaning and visibility, efficient parking – with landscaping as a future option.

245 Tournament Dr. – Existing Conditions

- Window unit AC on front
- Four historic windows on rear bricked-over
- Metal signs posted over north half of building
- Built 1940
- 928 SF



245 Tournament Dr. – Proposed Conditions



Remove window unit AC; clean and restore 3-bay window sets



Parking in rear, sidewalk on side



Restore two historic windows on rear

247 Tournament Dr. – Existing Conditions

- Windows covered with chicken wire, chain link fence
- Awning is later addition
- Trash/graffiti on site
- Built 1950
- 800 SF



247 Tournament Dr. – Proposed Conditions



Clean and restore 4-bay window sets



Install landscaping on side yard;
install landscaped island next to parking

247 Tournament Dr. – Design Option

Install Roll-up garage door for indoor farmer's market



Site Overview



APPENDIX G
City Staff Feedback to Year One Report

Received by The CUC on July 6, 2023

Items in bold are recommendations from the Concord United Committee to the Concord City Council in the Year One Report. Items in Italics are responses back from the City’s attorney and/or department leaders.

The Advice:

1. Housing

Recommendations addressing racial and other inequities

- a) It should be the policy of the City of Concord Housing Department that all programs and materials are available in both English and Spanish.**

City Housing

The Housing Department employs a bi-lingual Spanish speaking staff member to assist with clients who have limited English proficiency. In addition, the Housing Dept is able to utilize HUD provided translated documents that support the assistance of persons with limited English proficiency in utilizing our housing programs.

The Housing Department plans to revamp its website with a multimedia marketing firm that specializes in website design for housing authorities. The new website will provide translation as well as meeting ADA requirements.

Additionally, all after-hours calls to the Housing department are now handled by the Communications Department, which utilizes third party translation services as needed.

WeBuild

WeBuild Concord’s website has a translator that features seven languages, including Spanish. Over ninety-five percent of our materials are virtual. However, we will provide English and Spanish versions as we produce hard copies of materials for public consumption.

Our home application partner, Prosperity Unlimited, has a Spanish-speaking counselor and application materials in Spanish. They are investigating changes to their website to add translator services similar to WeBuild Concord.

- 2. It should be the policy of the City of Concord Planning Department that available affordable housing opportunities are made available in English and Spanish in a variety of advertisement methods, including, but not limited to, website, print, social media.**

City Planning Department

All Community Development printed information is available in both English and Spanish. This includes applications for residents, applications for contractors, brochures, etc. CD Staff begun in 2021 providing educational opportunities in both English and Spanish. All information regarding public input, surveys, or websites features a ‘translate’ button for non-English speaking residents. Staff keeps a “What’s your language card” to help determine needs of non-English speakers. Community Development had a language translation service under contract since 2019 to assist with calls or in-person needs.

WeBuild

In addition to WeBuild Concord’s website and translation services, our Advisory Council recommended placing advertisements in Spanish-speaking media. As part of our strategic

marketing plan, we are integrating language access and barriers into our plan.

Recommendations for affordable housing

- 3. Computer Literacy programs were noted as offered. More emphasis should be placed on financial education and literacy with emphasis on progressing to rental readiness and home ownership. This should be a requirement for program participation. Education should be an outreach effort, taking the information and training to trust places and through trusted people.**

City Housing

The Concord Housing Department has partnerships with local agencies and financial institutions that provide workshops on financial literacy topics. Participation in these programs is voluntary and is not a requirement to receive housing assistance. Under our current structure, we cannot make program participation a requirement. We could restructure (with HUD approval) and seek this as a requirement. It is a process but the option is there if Council wants staff to pursue it.

WeBuild

WeBuild Concord requires all applicants to undergo Housing and Urban Development (HUD) certified training with Prosperity Unlimited to promote financial literacy, rent-readiness, and homeownership. We do not duplicate services whenever possible.

While financial literacy is outside the direct scope of WeBuild, we urge current financial literacy agencies to do two things related to this recommendation.

- 1. Develop a collective impact model and shared curriculums for financial literacy, rental-readiness, and homeownership that includes the existing strengths of the target population. For example, many individuals in these target communities manage meager budgets well. They lack income. Thus, expanding financial literacy to play off of these strengths provides a more strategic and inclusionary approach to the topic. This includes wrap-around support in other areas such as workforce development, entrepreneurship, financial products, or other income generation or expense reduction tools.*
- 2. The Spanish-speaking community should be engaged to inform leaders what and who are the “trust places” and “trusted people.” However, this does not mean these individuals have the skills to provide the financial services needed to accomplish the goal.*

The conversation should be focused on how you use trusted individuals and organizations to integrate inclusive services into the subject matter expert agencies (SME-A) or SME-As into Spanish-speaking agencies. This requires recruiting individuals representing these communities' cultures, as language is only part of the opportunity. As part of this effort, beware of going to the same individuals as representations of these communities. The diverse populations within these cultures face “isms” (racism, colorism, classism, gender bias, etc.) within the broad categories of Hispanic, Latino, Latinx, or others.

- a) After analyzing homes back five (5) years in the records, for the four (4) houses built by the City, three (3) were purchased by African Americans, one (1) purchased by Caucasian. Of the seven (7) grants submitted, six (6) were African American and one (1) was Caucasian. Demographics in the community also include Asians and Hispanics. The**

City should ensure equitable outreach of resources and education programs to all ethnic groups in the City.

- b) CUC recommends potentially adding financial outreach/literacy to the International Festival to reach a broader audience of ethnic groups. Additionally, broadening the scope of financial literacy from Logan/public housing which can create a greater reach of the City, perhaps through partnerships with the community colleges and through the faith-based community.**

Housing

WeBuild relies heavily on Prosperity Unlimited for financial literacy so they may be a good fit for the International Festival. However, to avoid the perception of favoritism to a certain agency, the County-wide Housing Collaborative would be an advisable starting point to see if they have interest in setting up a booth at the International Festival.

WeBuild

WeBuild Concord is recruiting additional board members and Advisory Council members. We will focus on representation from the Hispanic, Latino, and Asian communities. Representation at higher levels of decision-making may support diversification at the ground level in addition to comments in the previous sections above. Related to this recommendation, we may need to look closer at economic and social data related to these groups, as it may be an indicator of affordable housing needs.

- c) The summary of homeownership programs asserts that these programs promote more self-sufficiency and economic homeownership opportunities. However, the data shows that most who are in the public housing programs are multi-generational program participants. There is little economic mobility/change/transformation for the program participants. Creating a tiered, graduation style approach, partnered with increased financial literacy/competency, allows program 'room' for space to address ethnic diversity in program participation.**

City Housing

The Concord Housing Department has received a renewal of the Family Sufficiency grant by HUD. The purpose of this grant is to assist families in increasing their income and improving their financial stability. The FSS program is a voluntary program offered to families in HUD-assisted housing who are provided coaching, referred to services and establish a family escrow savings account. Upon completion of the FSS Program, resident receive their escrow funds which can be used for a down payment or other homeownership expenses and self-sufficiency, including homeownership. The Housing Department has been successful in transitioning several families from assisted housing into homeownership.

More clarity is needed on “creating a tiered, graduation style approach”. Public Housing is required to operate under strict HUD rules so more information is needed from CUC on their suggestion. If the meaning of this approach is to move more people out of Public Housing into market-rate homes (rental or ownership), the availability of affordable housing remains a barrier. WeBuild is working to create more inventory, but this will take time.

WeBuild

The Cabarrus Housing Collaborative may be a good start for this conversation. The

Collaborative is mapping out transitions between transitional housing, rental housing, and homeownership based on income. There has been discussion of ethnic inclusion within these as well.

- d) If community land trusts are the preferred mechanism to help create permanently affordable housing locations, emphasis should be on blending community demographics so as to avoid segregating.**

Legal Consideration

Not certain if this is aimed at private land trusts or a future City owned land trust. If private, the City can certainly encourage private entities to be inclusive, but cannot require such private landowners to sell, rent or otherwise cater to any specific demographic. If aimed at a future City owned land trust, the City can absolutely adopt policies regarding inclusiveness in sales, rental or other uses of such trust property.

WeBuild

WeBuild Concord has developed a practice and strategy to develop mixed-income neighborhoods. Three of its current multi-family and density projects are mixed-income. This includes some of its single-family homes. Approximately two-thirds of WeBuild residents earn at or below 80 percent of the area median income (AMI). The other third is in the workforce housing category, up to 110 percent of AMI.

- e) Changes to the zoning ordinances to allow for land trusts to build more than just single-family homes in new developments where land becomes available throughout the city.**

City Planning Department

There are policies in the 2030 LUP for encouraging a variety of housing types throughout the City. Furthermore, the Planning and Zoning Board has discussed allowing different types of housing in an infill setting. We are moving this way with the tiny home/cottage home changes anyway, and we anticipate a deeper dive into how we look at infill, particularly given the sewer situation.

Legal Consideration

Whether any particular zoning amendment meets the requirements of state and federal law is dependent upon the specific language of that ordinance. Legal will need to review any recommended changes for State law compliance.

WeBuild

Some WeBuild Concord developments have and will influence changes to zoning or policies. The larger issue is the availability of land in other parts of Concord that are affordable and suitable for affordable housing development. Some changes must be made in areas allowing only a single home on multiple acres.

Infrastructure is also an issue for many affordable plots, as they cannot access City sewer or water. WeBuild is assessing the availability of more mixed-use opportunities that may provide density near economic centers.

- f) Tax incentives for community land trusts; adding a requirement for the larger developers to donate a portion of their development towards land trust usage.**

Legal Considerations

Tax incentives for community land trusts. More information/clarity is needed on this recommendation. This would only be legal if there is a state statute allowing such an incentive.

Legal is not aware of any such statute in NC. Adding a requirement for the larger developers to donate a portion of their development towards land trust usage. This is likely not legal in NC. Again, unless there is a statute that specifically allows the City to adopt such a requirement, the City cannot force landowners to donate their property for any use.

WeBuild

This is a recommendation worth investigating. WeBuild Concord does provide tax letters for land donations or equity donations for discounted land. A combination of tax incentives and donor tax relief may be beneficial.

g) Establishment of a policy for ethnic diversity in the communities established by the land trusts.

Legal Considerations

The City is free to adopt any policy that it desires. However, if this is referring to privately owned land trusts, a City policy is likely unenforceable against such private land owners. At the present time, the City itself does not have a land trust to which such a policy would apply. Private land trusts would certainly be subject to all state and federal laws regarding antidiscrimination in housing.

WeBuild

WeBuild has inclusion and non-discrimination policies. Some public funding does not allow the use of race or gender but uses income-based guidelines. Some private foundations promote racial and ethnic equity but are not well-resourced for construction. As stated in a previous section, placing more diversity into decision-making roles and promoting tangible partnerships that are led by these populations is equally important.

APPENDIX H
City Staff Feedback to Year Two Report

Received by The CUC on January 30, 2024

Items in bold are recommendations from the Concord United Committee to the Concord City Council in the Year Two Report. Items in Italics are responses back from the City's attorney and/or department leaders.

Transit Recommendations:

Make transit a key consideration by requesting departmental input as affordable housing is planned and developed, prior to build.

Rider Transit staff is actively working with and participating with the Planning Department, WeBuild, the Cabarrus Housing Collaborative, and CMC's Rebuilder Campus project to help ensure that mobility and public are kept in mind and addressed when possible, during the process. While our team is doing their best to stay engaged and be part of the collaborative process, we are there in an advisory capacity, and in the end, do not have direct authority or control of codes/ordinances to ensure that mobility needs, and public transit options are not guaranteed to be addressed adequately during the process.

Procurement of micro buses for low use stops as reflected by the data.

Microtransit is very likely to be a key and growing service in the coming years for Rider Transit. That said, the cost, which so far has priced out fully allocated at more than adding a bus to a route, would need to be 100% locally funded. For reference, the general math we've been given from Microtransit providers would be a minimum of 3 smaller vehicles route to replace a given bus, plus all the gaps areas that would/could need service. Because of the need to have dedicated, staffed vehicles for real time on demand service, Microtransit service would likely cost significantly more than our Paratransit service does, where we don't pay for significant gaps in usage.

Ask Concord businesses to consider providing transit options where currently there are gaps in availability.

Staff will be glad to support such an effort, but we likely would not possess the political power necessary to arrange those types of meetings and broker such deals – especially since 100% support from local businesses, in the best-case scenario, while not impossible, is unlikely. So, with no current additional budget to work with to add additional service(s), we don't really have the financial means currently to broker such deals, as we likely could not match their commitment, even if we could arrange them. Additional financial capacity to work on service development, and political assistance would be necessary. Working within the constraints of what we provide currently, existing staff doesn't have the bandwidth to go to local businesses along existing service and advocate for things like employer's subsidies of transit passes, starting up a vanpool program (likely the best short time option we could pursue – but which would need a small amount of capital to start up), etc.

Rider transit and CCTS merge to open funding availability to better serve our community.

Staff is ready and awaiting the final political decision and coordination to occur for staff to begin execution of the consolidation. This would require agreement from not only Concord elected officials but also from Kannapolis and Cabarrus County elected officials.

Policing Recommendations:

Establish a diverse recruitment team with equal representation of race, ethnicity, and gender. The recruitment team should develop a targeted diverse recruitment strategy which would include attending recruitment events at local and nearby HBCUs, local and nearby community colleges, high schools, communities of color, in all cities that comprise Cabarrus County.

The current team has 27 members and consists of:

<i>Team</i>	<i>City (over 18)</i>
<i>Male – 70.3%</i>	<i>Male - 49.3%</i>
<i>Female – 29.6%</i>	<i>Female – 50.6%</i>
<i>White – 48.1%</i>	<i>White – 61.8%</i>
<i>Black or AA – 25.9%</i>	<i>Black or AA – 21.9%</i>
<i>Hispanic – 25.9%</i>	<i>Hispanic – 13.9%</i>

Events attended since June 2022 include:

Rowan Community College Job Fair – June 2022
Hispanic Heritage Festival – June 2022
National Guard Armory – June 2022
City Government Day – July 2022
National Night Out – August 2022
Rowan Community College BLET – August 2022
COC Academy Recreation Center Recruiting Event – August 2022
Stanly Community College – September 2022
Livingston College – September 2022
Gardner Webb University – October 2022
International Festival - October 2022
Appalachian State University - December 2022
Cabarrus County Futures Fair – December 2022
West Cabarrus High School Job Fair – November 2022
J.N. Fries Middle School – November 2022
Gilford Tech Community College BLET Class – December 2022
Logan Gym – January 2023
First Baptist, First Christian, First Congregational, and Mt. Calvary Holy Churches put recruitment flyers in their churches – January 2023
Appalachian State University – February 2023
Winston-Salem State University – February 2023
Winston-Salem State University Justice Class – February 2023

Western Carolina University – February 2023
Cabarrus County Career Day – March 2023
Concord Police Department Open House – March 2023
East Carolina University – March 2023
East Carolina University – April 2023
Gardner Web University – April 2023
Branch Christian Academy (High School)– April 2023
Livingston College – April 2023
Mitchell Community College – June 2023
Cabarrus Career Day (High Schools), Hartsell Rec Center – July 2023
Winston-Salem State University – September 2023
Concord Mills Mall (Walked around recruiting visitors/employees) – September 2023
Concord International Festival – September 2023

Recruiters made several attempts through email, Handshake website, and phone to recruit from North Carolina Central University, Johnson C. Smith, North Carolina A&T, and Bennett College. Our recruiters have either not received a return communication, or the event was cost-prohibitive (ex. \$1000.00 to set up a booth)

School resource officers (Elementary, Middle, High) are in all schools. They advertise and talk about our Youth Police Academy programs and the Police Cadet Program.

Recommended ideas for a truly diverse team for these recruitment efforts might include, but not limited to, ideas such as: Potential recommendation for promotion mentorship/shepherding that comprehensively includes both the eligibility component along with active encouragement

Concord Police Department General Order 03.08 – Sworn Administrative and Supervisory Promotions: explains each rank's eligibility criteria and promotional process. Supervisors are encouraged to identify co-workers' interests and mentor the employees to accomplish their goals. Co-workers' goals may be a specialized assignment or promotional. Co-workers are encouraged to speak with command and executive staff about career advancement before an announcement. Promotional and specialized assignment opportunities are announced through a memo sent to department co-workers by the Police Administration Manager and posted on PowerDMS. In addition, after an assessment for promotional or specialized positions is complete, each candidate who was not selected has the opportunity to sit with a commander to receive feedback from the process and ask questions.

Transparency on how personnel get promoted, will also potentially help with retention

Response is same as provided above

- 1. Extend the diverse recruitment team into elementary, middle, and high schools to inform the youth about law enforcement and encourage minority participation in the youth police and the cadet academy**

The Cadet Program was created in 2019 as a mechanism to attract young people who were interested in community service and continuously engage with them.

<i>Total Cadet Program</i>	<i>City (over 18)</i>
<i>Male – 58.2%</i>	<i>Male - 49.3%</i>
<i>Female – 41.8%</i>	<i>Female – 50.6%</i>
<i>White – 54.5%</i>	<i>White – 61.8%</i>
<i>Black or AA – 23.6%</i>	<i>Black or AA – 21.9%</i>
<i>Hispanic – 21.8%</i>	<i>Hispanic – 13.9%</i>

To note: From the ranks of the cadet program, one black or AA male and one white male have become Concord Police Officers. One white male is in the hiring process.

The Youth Police Academy was created in 2017 and is focused on finding youth who may not trust law enforcement or have had a negative experience with law enforcement. The academy is an opportunity for youth and police officers to build relationships and see each other beyond the uniform worn. Since the creation of the one-day academy, the program has expanded to a three-day academy in the summer and is designed for youth who want to spend more time with officers. 129 total youth have participated since 2019.

<i>Total YPA Participants</i>	<i>City (over 18)</i>
<i>Male – 54.3%</i>	<i>Male - 49.3%</i>
<i>Female – 45.7%</i>	<i>Female – 50.6%</i>
<i>White – 61.2%</i>	<i>White – 61.8%</i>
<i>Black or AA – 22.5%</i>	<i>Black or AA – 21.9%</i>
<i>Hispanic – 14.0%</i>	<i>Hispanic – 13.9%</i>
<i>Indian – 2.3%</i>	

2. Implement the addition of a mental health option for emergency call needs, the consideration to also have veterans respond to veterans who are experiencing a mental health crisis

Crisis Intervention is a 40-hour training program designed to prepare police officers to respond to people experiencing crises related to behavioral health conditions (including mental health conditions and substance use disorders) and intellectual and developmental disabilities. The department aims for 100% of the police officers to be Crisis Intervention trained. The department currently has 61% of officers trained. This is partly due to the period when classes were suspended due to COVID-19 and the transition from Cardinal Innovations to Partners. The department has over 40 veterans available to respond as needed to mental health-related calls for service.

The committee may be referring to a co-responder model that pairs medical/mental health professionals with law enforcement. Cabarrus County and Concord do not have this model.

- 3. Establish readily available access to all traffic and community engagement stops with the citizens of Concord that is easily accessible to all citizens on the city website, where the information can be extracted based on zip code, radiuses, distances and specific communities.**

January 1, 2000, the NC State Legislature expanded Senate Bill 76 which required traffic stop statistics to all county Sheriff's Offices and almost all police departments, including Concord Police, effective January 1, 2001. In 2014 the statute was recodified to N.C.G.S. 143B-903, this is the link to the statute. https://www.ncleg.net/EnactedLegislation/Statutes/PDF/BySection/Chapter_143B/GS_143B-903.pdf

This is the link to the NC SBI Traffic Stop Statistics page. <https://trafficstops.ncsbi.gov/>

We do not have a public system that would allow for a search of this information.

- 4. Need for traffic data availability regarding blue light stops and contact stops and the outcome of these stops for at least 3-5 years for appropriate benchmarking.**

See question #5 for blue light stops.

Need additional clarification on "contact stops". If this is defined as instances when a police officer makes contact with someone walking, we do not track this information unless an enforcement action is taken.

- 5. An additional question emerged related to the police equipment - why are we paying through forfeiture money vs. allocated funds for the equipment?**

Asset forfeiture has its own set of rules from the state and federal government and can be used in certain ways. Asset forfeiture funds cannot supplant allocated budget funds, so the funds are usually spent on things that were not budgeted for, but we have a need for.

In the context of body cameras, we purchased our original cameras in 2015 with asset forfeiture money because, at that time, cameras were not budgeted for however, since that purchase, all future body and fleet camera purchases have been with city-allocated funds as well as the continuing software related charges that go with the camera platforms.

- 6. The following captures unanswered CPD questions:**

- a) What and how are recruitment materials distributed?**
- b) What is the recruitment approach?**
- c) Are there designated teams? If so, who is on them?**
- d) Do you keep/utilize notes from hiring interviews?**
- e) How are the internal promotions posted?**
- f) What does transparency behind the promotion process look like?**
- g) Is there a feedback loop if an internal candidate is not selected?**
- h) Is there a mentor program to assist with the promotion process?**

Responses to all of these questions were sent by Chief Gacek to the City's DEI Strategist Jaime Brown on March 20, 2023 at 4:41pm. Ms. Brown forwarded the emailed responses to Mr. Robert Kirk, Bishop Bert Hinton, and Ms. Ann Fleming on March 20, 2023 at 4:51pm. The committee has not requested any additional follow-up information from Chief Gacek or Ms. Brown that we are aware of. A copy of this email chain is attached.

Human Resources Recommendations:

1. List HR Department personnel directory on the homepage, including personnel's name, title, and contact information.

Due to the confidential and sensitive nature of many of this department's responsibilities, it is not recommended best practice to list individual HR employee information on the City's external website. It is important that all contact comes to the main number or email, calls, and emails are routed to the applicable HR team member. This allows for adequate record keeping and ensures continuity of HR services. The City employs a person who handles the front desk duties and thus provides the security and consistency of data coming in and out of the department. The City's internal web site for the Human Resources team does list the Human Resource teams detailed information, and City coworkers may access that information at any time.

2. Budget and execute a strategic plan to convert all HR files from existing paper to a digital format, thereby enabling data searches. This step should also include Council's .pdf files to be topic/word searchable.

Converting all Human Resources files to a digital and searchable format would be labor intensive and would require additional staffing. Personnel files are confidential and therefore the person assigned to this would need to be a staff person with authorization to view the data. The City Manager authorizes additional staff, and he would need to determine the priority of a position such as this. The City Council information is the responsibility of the City Clerk and not the Human Resources team. More specific information is needed on "Council's .pdf files".

3. Track demographic data (race, gender, ability, age, and language) of applicants and employees.

- a. If demographic data collection is optional, encourage applicants and employees to provide the information (if willing), by highlighting the benefits of providing said information.**
- b. Create recruitment processes that allow for better representation across the city staff.**

The items listed above are not considered public record per our City Attorney. The city does prepare summary demographic data each quarter and this data is not only reviewed as we compare our demographics to our community, but the data is also presented to the City Manager. The City seeks to mitigate potential bias in the hiring

process by not disclosing age, race, gender, etc. when applications are sent to the department. In regard to recruitment and retention, the city currently follows industry best practices for hiring and retention. When applicants apply for positions, the Human Resources recruitment team reviews every employment application to determine if the candidate meets the minimum qualifications for the position. All qualified candidates are presented to the hiring manager.

4. Collect and synthesize exit interview data.

- a. Identify and rectify grievances related to inequity expressed during exit interviews.**
- b. Use data to better inform retention practices.**

The items listed above are not considered public records per our City Attorney. All exit interviews that contain items considered to be a grievance are investigated by an independent staff member. All exit interviews are reviewed by not only the independent staff member but also the City Manager and the associated Assistant City Manager. The City also has a Grievance Board which provides coworkers the opportunity to present their issue to an independent board. More detailed data requires enhancements in our current software or purchasing new software.

Fire Department Recommendations:

- 1. Establish a diverse recruitment team with equal representation of race, ethnicity, and gender. The recruitment team should develop a targeted diverse recruitment strategy which would include attending recruitment events at local and nearby HBCUs, local and nearby community colleges, high schools, communities of color, in all cities that comprise Cabarrus County.**

Current make-up of recruitment team: Females (1 Hispanic, 4 white) Males (1 Hispanic, 3 African American, 12 Caucasian); recruitment team participation is voluntary and open to all members of the Concord Fire Department.

We have attended numerous events in the past (HBCU's, schools, athletic events, international festival, etc.): HBCU events have resulted in 0 applicants in the past few years. Our most diverse recruitment opportunities have been from military recruitment events or our internal interactions)

- *Cabarrus county career connections day 3/14*
- *Concord High school public safety academy career day 4/27*
- *Cabarrus Tech early college career fair 4/21*
- *CFD career day/ CPAT question and answer event 6/9*
- *Charlotte fire camp ignite (All female camp) 6/20-6/24*
- *Puerto Rican festival 6/24*
- *Concord Camp Inferno (Internal camp for kids) 7/10-7/14*
- *Columbia festival 7/22*
- *Concord high school football recruitment event 8/2*

- *International festival 9/30*
- *STEM expo- Charlotte Motor Speedway (Over 300 teachers and children)10/6*
- *Cabarrus county school Fall future fairs at Cabarrus Arena 10/16*
- *Tasked a Captain in the training division with locating and booking numerous recruiting events for the team; that Captain also attends all events.*

2. Ensure personal biases on race, gender, body image, and/or perceived physical fitness are not barriers to the application process

a. Through trainings/workshops and other tools that address unconscious bias

Physical fitness is not an issue/relevant as all candidates have passed the CPAT process by the time they are conducting interviews. The interview panels have been provided training in unconscious bias training.

- *2021 - we provided this training for the entire department. Additionally, this training is conducted with candidate assessors at every assessment center process we do.*
- *2022 – DEI Strategist Jaime Brown provided this training to the entire city*
- *Additional DEI training with a focus on personal biases has been provided city-wide on several occasions recently.*

3. While the average response time for our fire department is 4 minutes or less, there are areas of our city where response times are as long as 8 minutes. Tracking response times by neighborhood location would be very helpful in assessing fairness and equity by community demographics.

We have no way to track the times unless we have a specific address within different communities. These can vary based on call type (medical, house fires, etc.). The 8-minute response that is referenced is likely an outlier call. Our stations are strategically located to ensure response times meet NFPA standards. There are no areas in the city where that long of a response time would be considered typical. We also leverage auto-aid from other jurisdictions in certain situations as outlined in our response plans (Kannapolis, Odell, Harrisburg, Charlotte).

Policing-Traffic Stops Data & Trends

<https://trafficstops.ncsbi.gov>
 Concord Police Department
 Drivers and Passengers Searched by Sex, Race, and Ethnicity
 Monday, January 29, 2024

Report From 1/1/2019 through 12/31/2019

Type	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity	Total Stopped	Percent Searched
Driver	Female	94	80	0	1	0	175	10	165	174	16023	1.09
Driver	Male	228	275	0	1	0	504	70	434	503	20126	2.5
Passenger	Female	49	22	0	1	0	72	6	66	71	72	100
Passenger	Male	54	76	0	0	0	130	10	120	130	130	100
	Female	143	102	0	2	0	247	16	231	245	16095	1.53
	Male	282	351	0	1	0	634	80	554	633	20256	3.13

Report From 1/1/2020 through 12/31/2020

Type	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity	Total Stopped	Percent Searched
Driver	Female	69	42	0	0	0	111	9	102	111	9608	1.16
Driver	Male	163	194	0	2	0	359	43	316	357	13554	2.65
Passenger	Female	32	24	0	0	0	56	2	54	56	56	100
Passenger	Male	44	67	0	0	0	111	18	93	111	111	100
	Female	101	66	0	0	0	167	11	156	167	9664	1.73
	Male	207	261	0	2	0	470	61	409	468	13665	3.44

Report From 1/1/2021 through 12/31/2021

Type	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity	Total Stopped	Percent Searched
Driver	Female	73	64	0	1	0	138	14	124	137	13907	0.99
Driver	Male	177	322	0	4	0	503	44	459	499	19976	2.52
Passenger	Female	43	33	0	3	0	79	6	73	76	79	100
Passenger	Male	45	68	0	1	0	114	10	104	113	114	100
	Female	116	97	0	4	0	217	20	197	213	13986	1.55
	Male	222	390	0	5	0	617	54	563	612	20090	3.07

Report From 1/1/2022 through 12/31/2022

Type	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity	Total Stopped	Percent Searched
Driver	Female	63	82	0	0	0	145	17	128	145	14815	0.98
Driver	Male	167	349	0	3	2	521	73	448	516	20979	2.48
Passenger	Female	19	37	0	1	0	57	7	50	56	57	100
Passenger	Male	39	107	0	2	0	148	17	131	146	148	100
	Female	82	119	0	1	0	202	24	178	201	14872	1.36
	Male	206	456	0	5	2	669	90	579	662	21127	3.17

Report From 1/1/2023 through 11/30/2023¹

Type	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity	Total Stopped	Percent Searched
Driver	Female	39	39	0	1	0	79	6	73	78	9363	0.84
Driver	Male	90	195	0	0	0	285	40	245	285	14003	2.04
Passenger	Female	21	16	0	0	0	37	2	35	37	37	100
Passenger	Male	17	39	0	0	0	56	7	49	56	56	100
	Female	60	55	0	1	0	116	8	108	115	9400	1.23
	Male	107	234	0	0	0	341	47	294	341	14059	2.43

¹ Note that December 2023 not included in report on state site as of date accessed

Enforcement Action Taken by
Driver's Sex, Race, and
Ethnicity
Monday, January 29, 2024

Report From 1/1/2019 through 12/31/2019

Action	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity
Citation Issued	Female	1573	1037	11	32	1	2654	341	2313	2654
No Action Taken	Female	77	39	0	2	0	118	16	102	118
On-View Arrest	Female	65	54	0	2	0	121	4	117	121
Verbal Warning	Female	7341	5250	22	192	7	12812	1069	11743	12812
Written Warning	Female	212	98	2	6	0	318	19	299	318
Citation Issued	Male	2392	1380	9	46	5	3832	696	3136	3832
No Action Taken	Male	98	57	1	0	1	157	31	126	157
On-View Arrest	Male	168	149	1	2	0	320	49	271	320
Verbal Warning	Male	9245	5846	75	302	31	15499	1722	13777	15499
Written Warning	Male	212	102	0	4	0	318	34	284	318
Female Total	Female	9268	6478	35	234	8	16023	1449	14574	16023
Male Total	Male	12115	7534	86	354	37	20126	2532	17594	20126
Total		21383	14012	121	588	45	36149	3981	32168	36149

Report From 1/1/2020 through 12/31/2020

Action	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity
Citation Issued	Female	889	627	3	23	4	1546	169	1377	1546
No Action Taken	Female	45	24	0	0	0	69	6	63	69
On-View Arrest	Female	41	23	0	0	0	64	3	61	64
Verbal Warning	Female	4460	3206	15	88	5	7774	699	7075	7774
Written Warning	Female	96	53	1	5	0	155	17	138	155
Citation Issued	Male	1461	842	10	44	4	2361	375	1986	2361
No Action Taken	Male	69	32	1	0	4	106	13	93	106
On-View Arrest	Male	126	108	0	2	0	236	31	205	236
Verbal Warning	Male	6436	3986	32	196	17	10667	1246	9421	10667
Written Warning	Male	106	75	1	2	0	184	18	166	184
Female Total	Female	5531	3933	19	116	9	9608	894	8714	9608
Male Total	Male	8198	5043	44	244	25	13554	1683	11871	13554
Total		13729	8976	63	360	34	23162	2577	20585	23162

Report From 1/1/2021 through 12/31/2021

Action	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity
Citation Issued	Female	1269	1023	5	25	3	2325	286	2039	2325
No Action Taken	Female	39	42	1	1	0	83	6	77	83
On-View Arrest	Female	57	48	0	1	0	106	10	96	106
Verbal Warning	Female	6200	4729	20	129	8	11086	1175	9911	11086
Written Warning	Female	187	116	0	4	0	307	25	282	307
Citation Issued	Male	2168	1472	5	56	10	3711	640	3071	3711
No Action Taken	Male	89	83	0	2	14	188	22	166	188
On-View Arrest	Male	186	220	0	3	0	409	51	358	409
Verbal Warning	Male	8931	5992	72	276	30	15301	1976	13325	15301
Written Warning	Male	228	130	0	8	1	367	39	328	367
Female Total	Female	7752	5958	26	160	11	13907	1502	12405	13907
Male Total	Male	11602	7897	77	345	55	19976	2728	17248	19976
Total		19354	13855	103	505	66	33883	4230	29653	33883

Report From 1/1/2022 through 12/31/2022

Action	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity
Citation Issued	Female	1140	1119	10	23	4	2296	295	2001	2296
No Action Taken	Female	39	43	0	0	0	82	18	64	82
On-View Arrest	Female	60	64	0	0	0	124	21	103	124
Verbal Warning	Female	6409	5196	31	194	17	11847	1336	10511	11847
Written Warning	Female	283	171	1	9	2	466	29	437	466
Citation Issued	Male	2038	1451	24	85	9	3607	734	2873	3607
No Action Taken	Male	98	65	3	4	8	178	19	159	178
On-View Arrest	Male	197	251	1	5	0	454	97	357	454
Verbal Warning	Male	9173	6554	77	345	28	16177	2307	13870	16177
Written Warning	Male	349	189	3	20	2	563	56	507	563
Female Total	Female	7931	6593	42	226	23	14815	1699	13116	14815
Male Total	Male	11855	8510	108	459	47	20979	3213	17766	20979
Total		19786	15103	150	685	70	35794	4912	30882	35794

Report From 1/1/2023 through 11/30/2023

Action	Gender	White	Black	Native American	Asian	Other	Total By Race	Hispanic	Non Hispanic	Total By Ethnicity
Citation Issued	Female	759	787	7	26	2	1581	250	1331	1581
No Action Taken	Female	48	33	1	0	0	82	15	67	82
On-View Arrest	Female	46	78	0	2	0	126	9	117	126
Verbal Warning	Female	3684	3271	17	101	11	7084	805	6279	7084
Written Warning	Female	282	201	0	6	1	490	38	452	490
Citation Issued	Male	1431	1134	20	73	3	2661	565	2096	2661
No Action Taken	Male	75	40	0	0	2	117	16	101	117
On-View Arrest	Male	149	203	0	1	1	354	64	290	354
Verbal Warning	Male	5793	4172	51	235	29	10280	1636	8644	10280
Written Warning	Male	354	209	5	21	2	591	73	518	591
Female Total	Female	4819	4370	25	135	14	9363	1117	8246	9363
Male Total	Male	7802	5758	76	330	37	14003	2354	11649	14003
Total		12621	10128	101	465	51	23366	3471	19895	23366

Type of Search by Basis of Search

Monday, January 29, 2024

Report From 1/1/2019 through 12/31/2019

Type of Search	Erratic/Suspicious Behavior	Observation of Suspected Contraband	Other Official's Information	Suspicious Movement	Informant's Tip	Witness Observation	Total
Consent	49	22	48	19	2	3	143
Probable Cause	58	361	100	26	0	8	553
Protective Frisk	0	0	2	0	0	0	2
Search Incident to Arrest	14	19	59	2	0	1	95
Search Warrant	1	0	1	1	0	0	3
Total	122	402	210	48	2	12	796

Stops may include multiple bases of search for each stop and totals may not equal total searches

Report From 1/1/2020 through 12/31/2020

Type of Search	Erratic/Suspicious Behavior	Observation of Suspected Contraband	Other Official's Information	Suspicious Movement	Informant's Tip	Witness Observation	Total
Consent	34	15	31	9	1	2	92
Probable Cause	47	283	43	14	1	6	394
Protective Frisk	0	0	1	1	0	1	3
Search Incident to Arrest	5	11	19	2	0	2	39
Search Warrant	0	1	1	0	0	0	2
Total	86	310	95	26	2	11	530

Stops may include multiple bases of search for each stop and totals may not equal total searches

Report From 1/1/2021 through 12/31/2021

Type of Search	Erratic/Suspicious Behavior	Observation of Suspected Contraband	Other Official's Information	Suspicious Movement	Informant's Tip	Witness Observation	Total
Consent	51	23	20	25	0	0	119
Probable Cause	92	410	38	46	0	2	588
Protective Frisk	3	1	1	2	0	0	7
Search Incident to Arrest	8	8	53	7	0	3	79
Search Warrant	0	0	0	0	0	0	0
Total	154	442	112	80	0	5	793

Stops may include multiple bases of search for each stop and totals may not equal total searches

Report From 1/1/2022 through 12/31/2022

Type of Search	Erratic/Suspicious Behavior	Observation of Suspected Contraband	Other Official's Information	Suspicious Movement	Informant's Tip	Witness Observation	Total
Consent	32	20	35	14	1	0	102
Probable Cause	87	421	65	29	4	5	611
Protective Frisk	3	1	1	3	0	0	8
Search Incident to Arrest	3	8	65	1	0	1	78
Search Warrant	0	0	1	0	0	0	1
Total	125	450	167	47	5	6	800

Stops may include multiple bases of search for each stop and totals may not equal total searches

Report From 1/1/2023 through 11/30/2023

Type of Search	Erratic/Suspicious Behavior	Observation of Suspected Contraband	Other Official's Information	Suspicious Movement	Informant's Tip	Witness Observation	Total
Consent	17	11	23	6	1	0	58
Probable Cause	48	213	40	25	3	3	332
Protective Frisk	0	1	0	0	0	0	1
Search Incident to Arrest	3	5	39	0	1	2	50
Search Warrant	0	0	1	0	1	0	2
Total	68	230	103	31	6	5	443

Stops may include multiple bases of search for each stop and totals may not equal total searches