



Welcome

Michael Bryant, County Manager
Mecklenburg County
Fall Retreat
October 27-28, 2025



Remarks

Chair Mark Jerrell, District 4
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Icebreaker

Rebecca Herbert, Public Information Manager
Public Information Department
Mecklenburg County
Fall Retreat
October 27-28, 2025

October 27, 2025

Morning Exercise

Retreat Day 1



MECKLENBURG COUNTY
North Carolina



Relationships

Trust

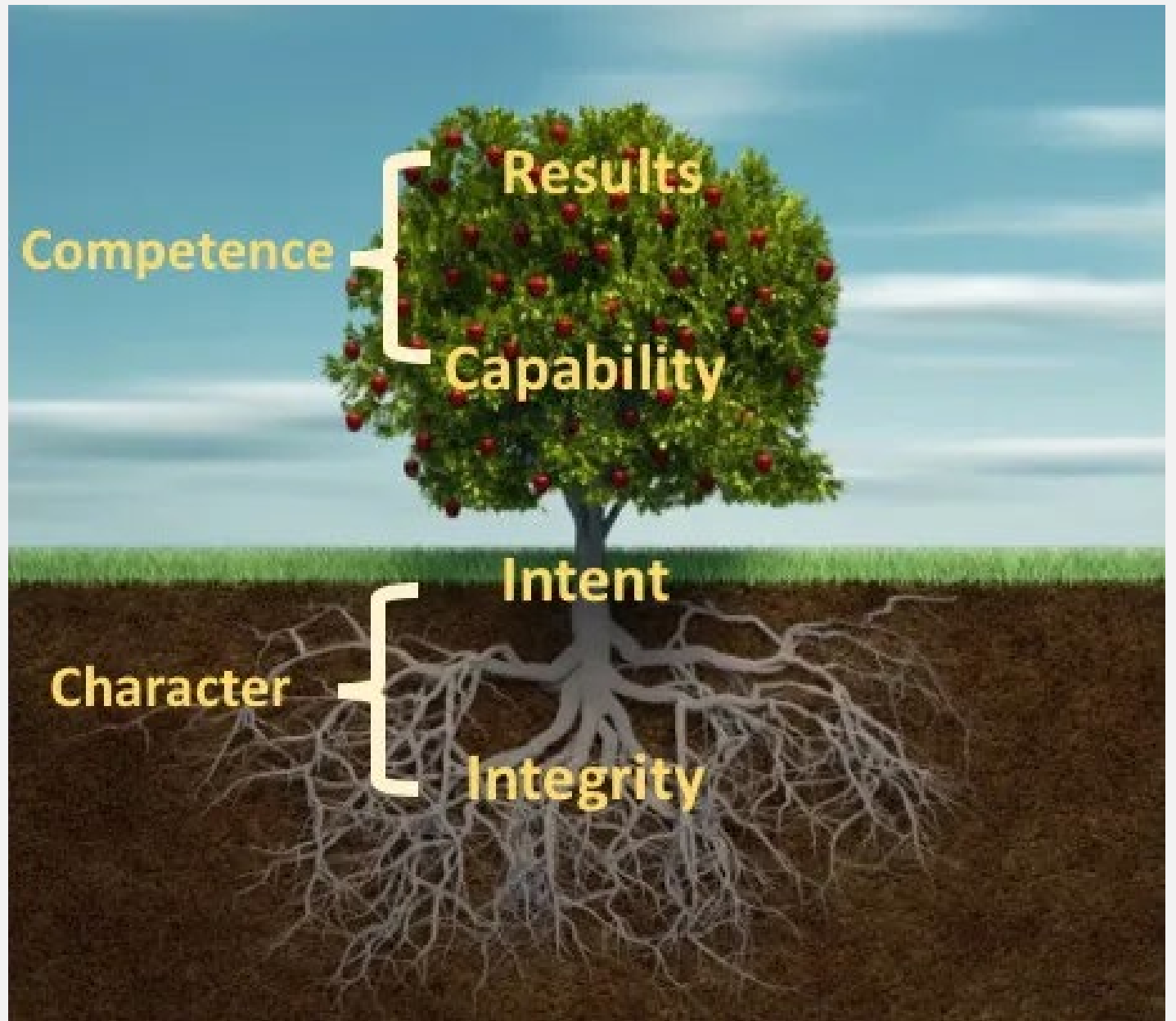
Inspire

Results

Effective 2-
Days

Protect &
Improve
Quality of Life

Trust



Inspire

Inclusion

Creativity

Collaboration

INSTRUCTIONS:

- 4-stations in the room.
- Each station has yellow, blue, and green questions.
 - **Yellow = Light and casual questions.**
 - **Blue = Trust-based questions. Exploring the behaviors and values of smart trust leaders.**
 - **Green = Inspiration-based questions. Exploring the behaviors and values of inspirational leaders.**
- This exercise includes 3 rounds. Each round will take about 5-minutes.
- In each round, take a questions from one of the bowls.
 - Partner up with a person **you don't know** or **don't know well**.
 - Introduce yourself.
 - Read your question, answer your question, then invite your partner to answer your question.
 - Next, your partner will read their question, answer their question, then invite you to answer the question.
 - When complete, put your questions back into the container.
- 2nd round...find a new partner and get a new question. Repeat the steps above.
- 3rd round...find a new partner and get a new question. Repeat the steps above.



Please keep what you've learned in mind as you continue your work.
Thank you!

THANK YOU



MECKLENBURG COUNTY
North Carolina



Fall Board Retreat Cabinet Agenda Overview

LaShaun Carter, Chief Equity and Inclusion Officer
Office of Equity and Inclusion
Mecklenburg County
Fall Retreat
October 27-28, 2025



Fall Board Retreat Cabinet Agenda Overview



Purpose

Is to present on topics aligned with Board Priorities



Clarify

Commissioner's connection to the topic



Importance

Of context any relevant data, and engage in feedback and discussion



Alignment

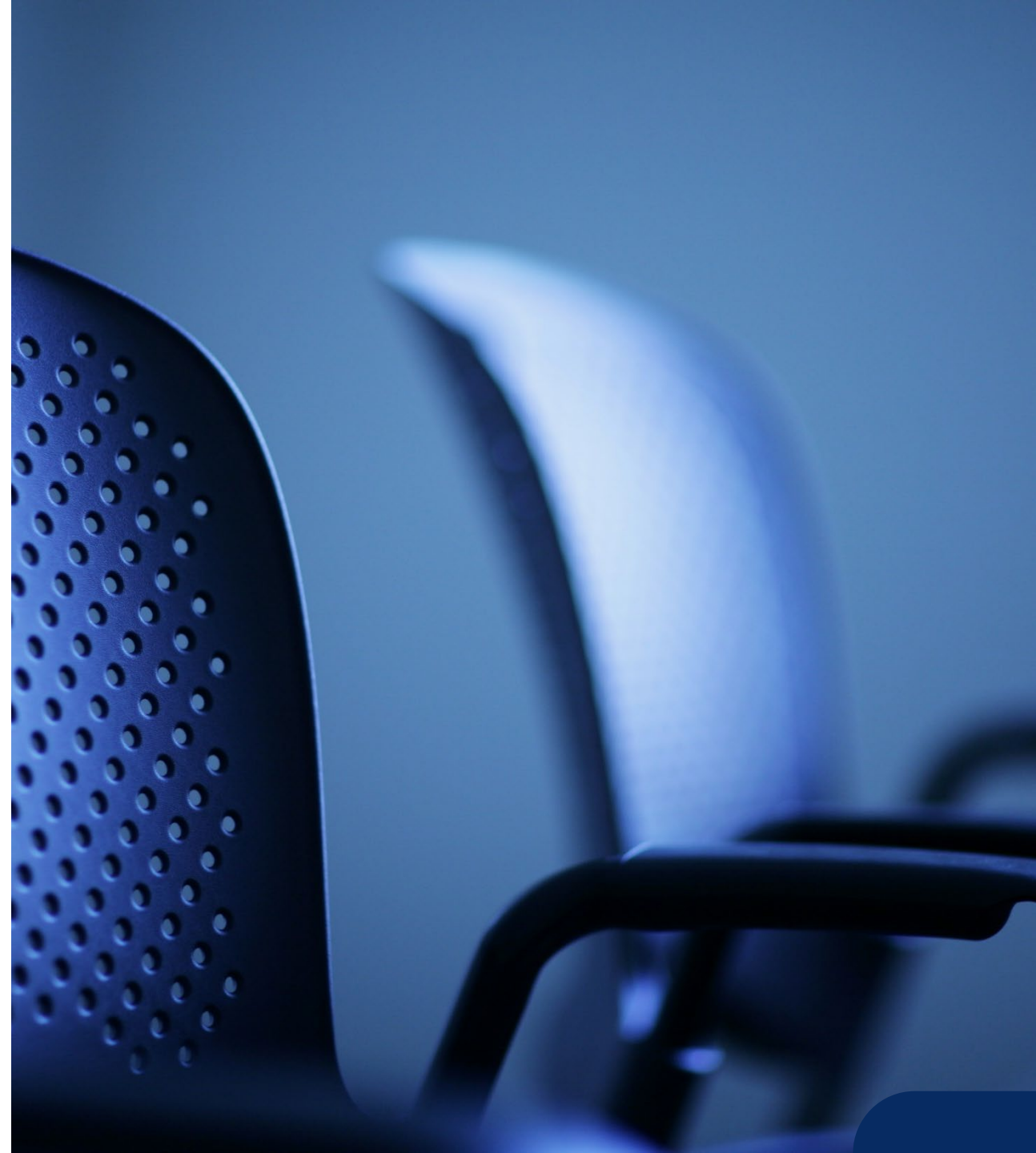
With department subject matter experts and the practical application of services



Overview

Goals for Board Presentations

- Share **Meaning & Motivation** – Your Why / Public Service Passion
- Showcase **Skills & Expertise**
- **Educate & Inform** on an Interest Area
- **Engage & Inspire** Colleagues
- Unlock **Pathways for Impact** & Department Connections





Additional Role of Commissioners

- Providing **warm** feedback: strengths & clarity
- Providing **cool** feedback: gaps phrased as curiosity
- Asking **clarifying questions**
- Being respectful, constructive, & **concise**



OUR SHARED ENVIRONMENT

Working Agreements

01 Hard things, in soft ways

02 Take space, make space

03 What is learned here, leaves here

04 This is a brave space

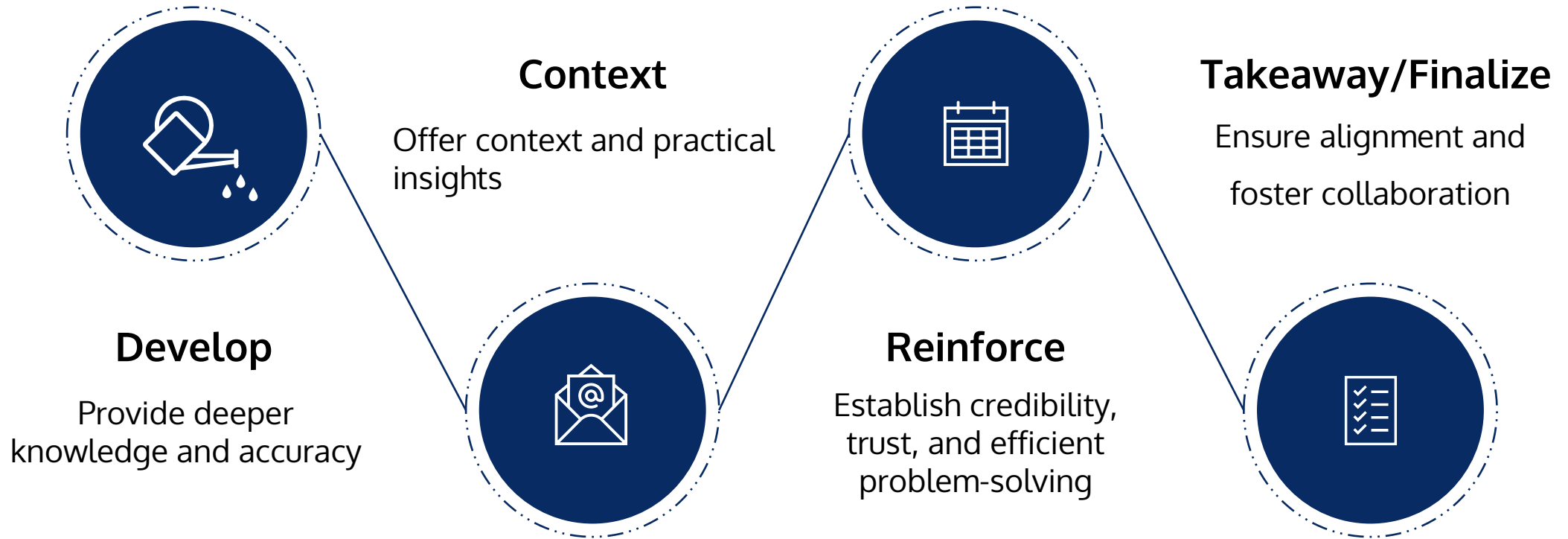
05 Offer what you can, ask for what you need

06 All we need is one mic...

07 Expect and accept non-closure

08 Strong opinions, loosely held

Subject Matter Experts - Roles & Responsibilities





Timing and Discussion

Presentations: Up to 20 minutes



Engaging 2-way discussion and Q & A



Closing Statement or Call to Action



In your Binder

- Agenda
- Presentations
- Handouts



A scenic view of a city skyline with modern skyscrapers and a park with trees and a pond in the foreground. The text "Questions and Conversation" is overlaid in the center.

Questions and Conversation



Affordable Housing: A Strategic Priority for Mecklenburg County

Chair Mark Jerrell, District 4
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025

FY25–FY26 BOCC Priorities

- Economic Development
- Education
- Environmental Stewardship
- Health Equity & Wellness
- Services for Seniors
- Workforce Development
- Reducing Racial Disparities

Mecklenburg County Snapshot

- • Population (2024 est.): ~1.2M | +157 new residents per day
- • Projected 2050 Population: ~1.7M
- • Median Household Income: ~\$81,000
- • Median Rent: ~\$1,550/month
- • Homeownership Rate: ~58%
- Too many people cannot afford to live here—it is a threat to the future of our community.

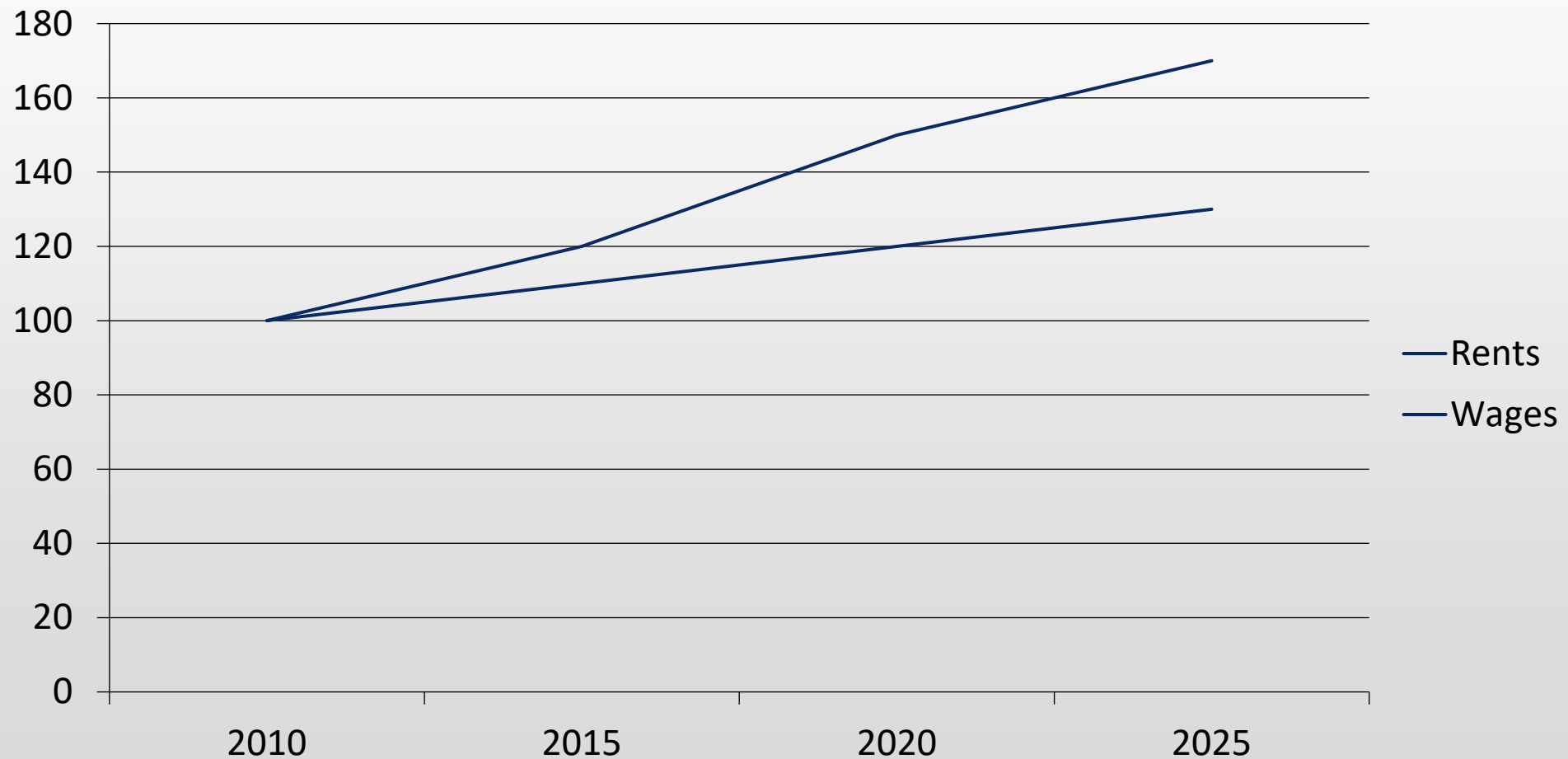
Questions to Consider

- What does it mean to invest in mental health when someone is sleeping in their car?
- How can we talk about workforce development when our workforce can't afford to live here?
- If we build parks and schools but families can't afford to stay, who are we really building for?
- Is it truly economic development if we're displacing the very workers who make our economy run?
- What happens to racial equity when housing costs force families out of opportunity zones?

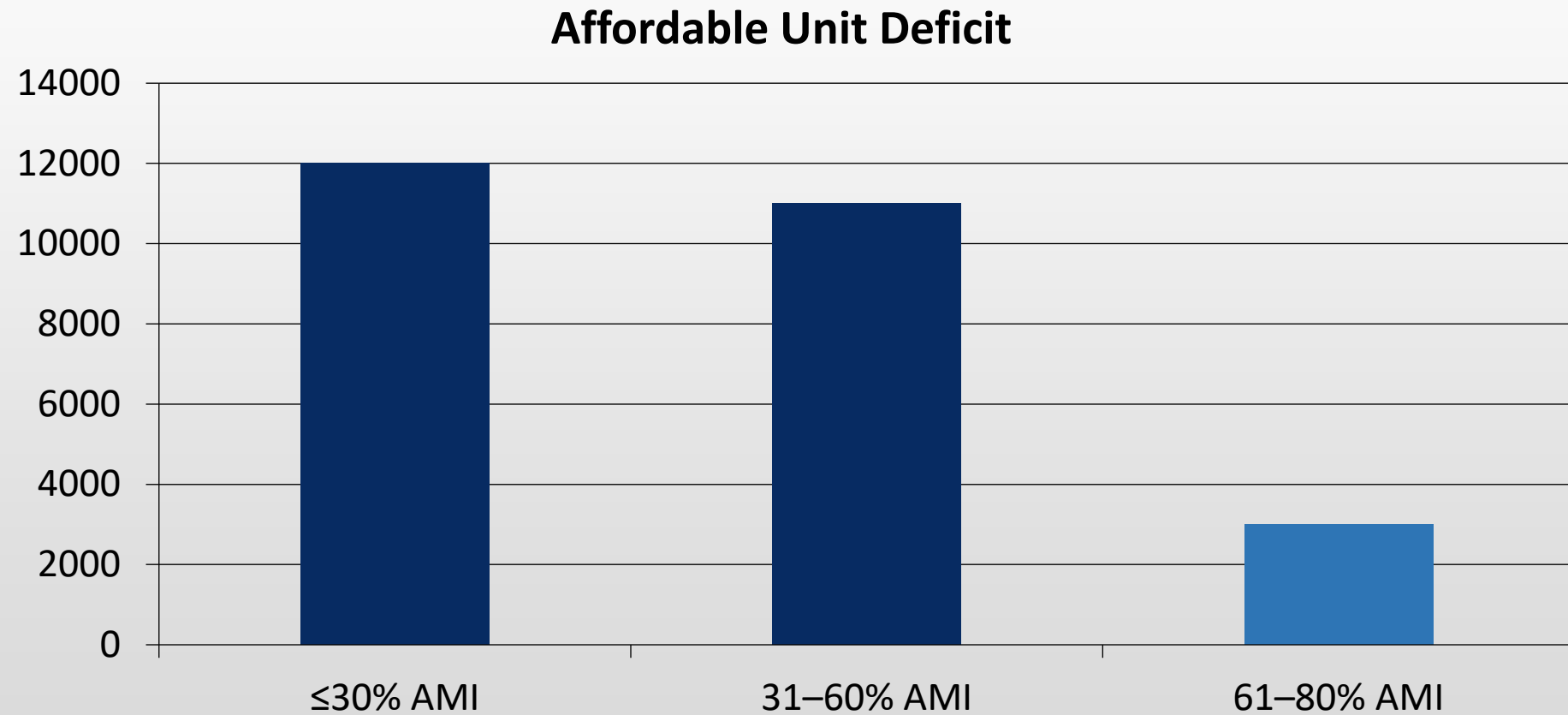
Definition of Affordable Housing / Housing Insecurity

- Affordable housing means housing that costs no more than 30% of a household's gross income.
- Housing insecurity includes high housing costs, poor quality, unstable neighborhoods, overcrowding, or homelessness.

Affordability Trend: Rents vs. Wages (2010–2025)



Housing Shortage ($\leq 60\%$ AMI)



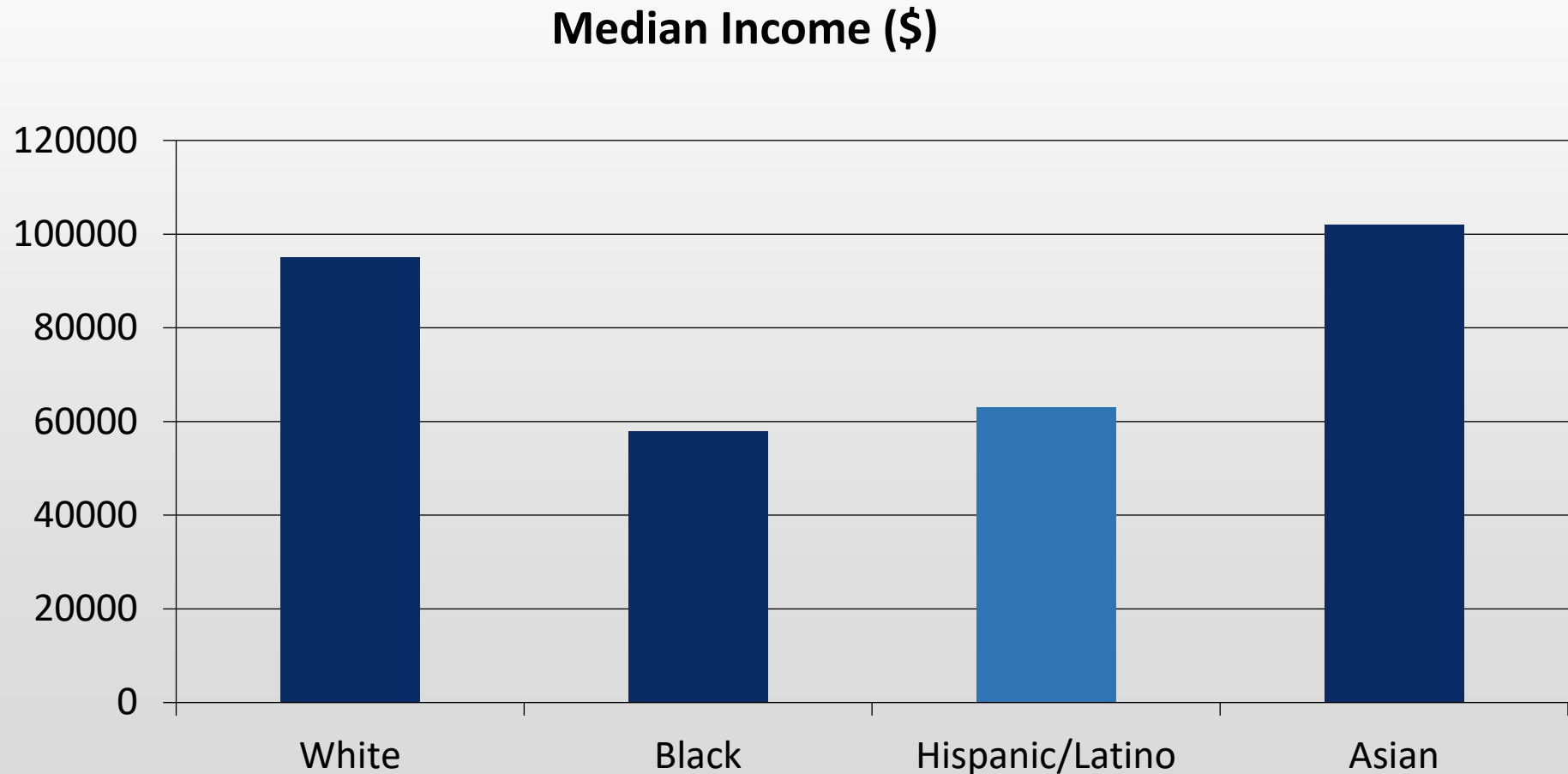
AMI Income Parameters (2024)

- 100% AMI (Family of 4): \$101,200
- 80% AMI: \$80,960
- 60% AMI: \$60,720
- 30% AMI: \$30,360

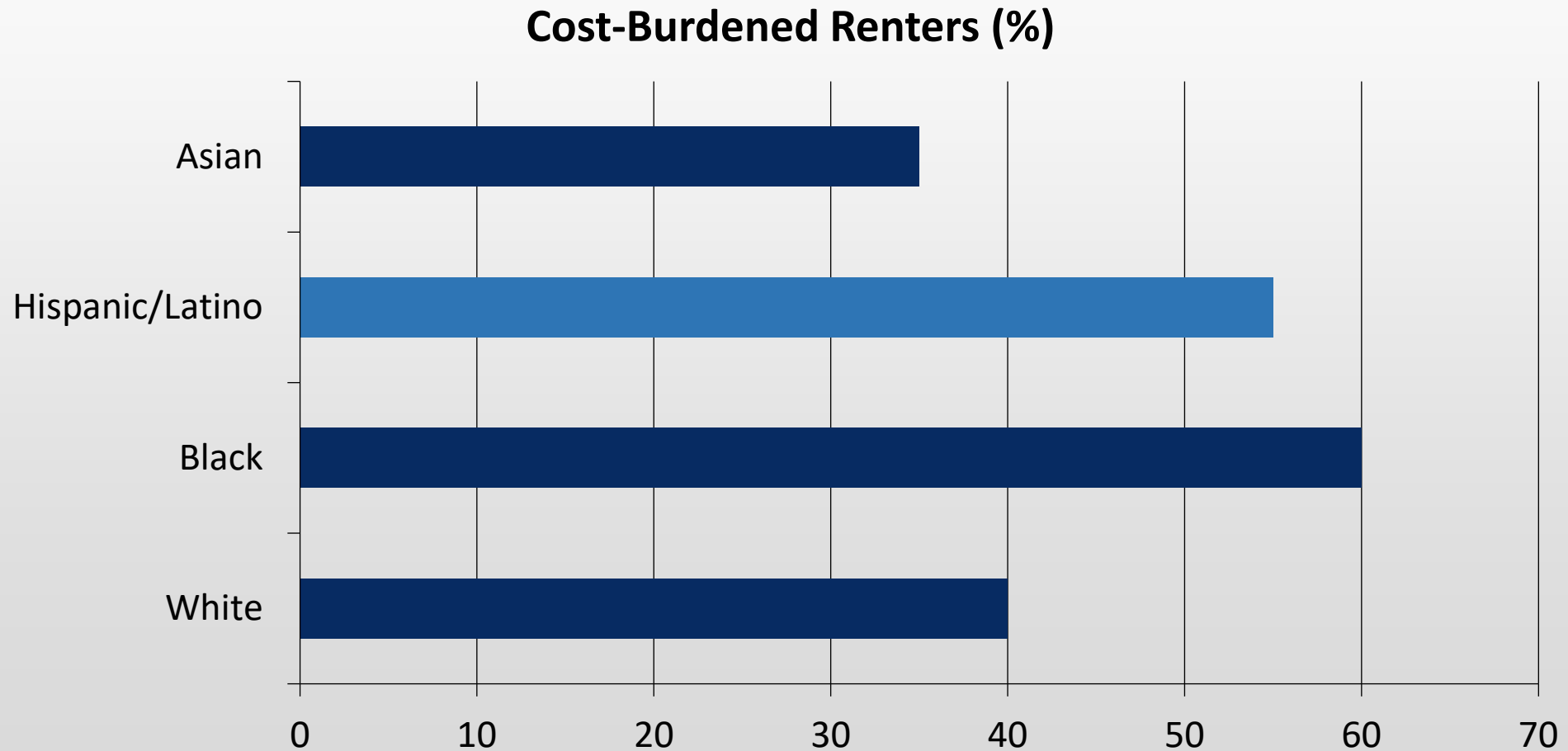
Cost of Housing in Mecklenburg County

Apartment Size	Avg Monthly Rent	Yearly Income to Afford
1 Bedroom	\$1,450	\$58,000
2 Bedroom	\$1,750	\$70,000
3 Bedroom	\$2,250	\$90,000

Median Household Income by Race (2024)



Racial Breakdown of Rent Burden



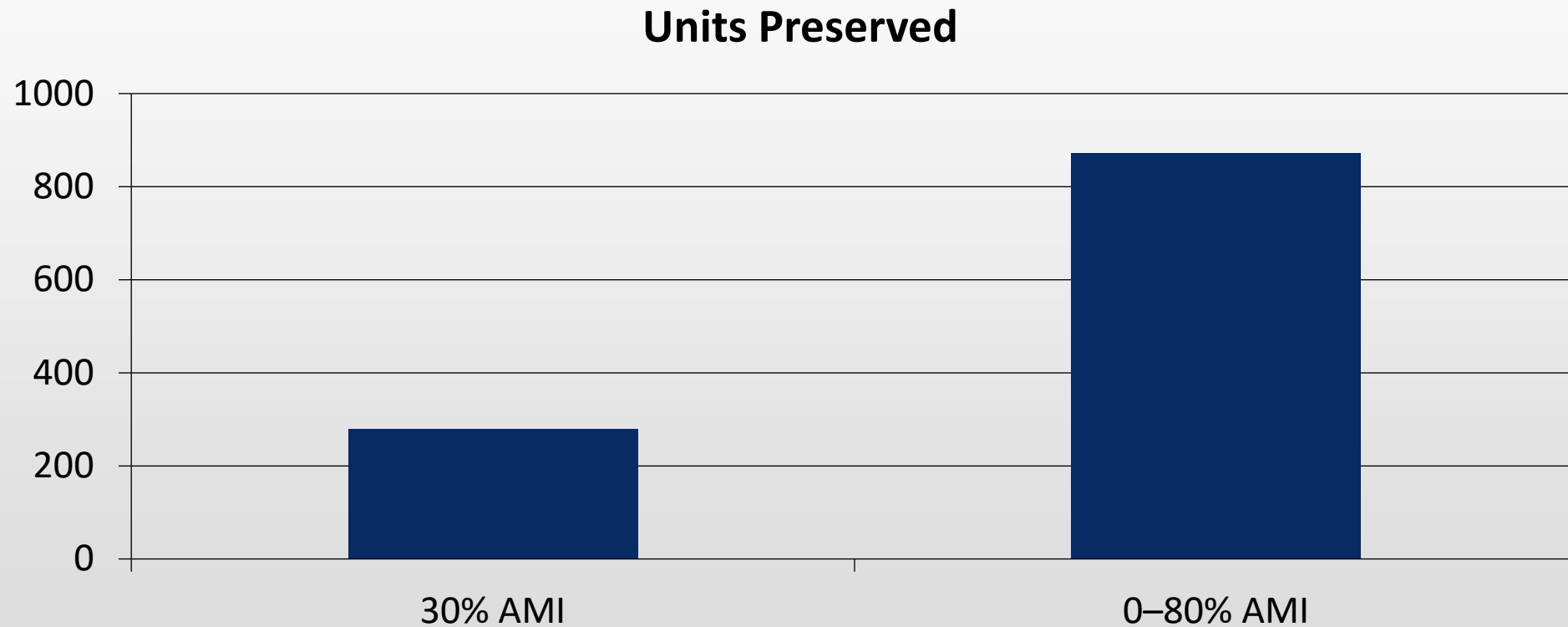
Housing as a Social Determinant of Health

- Jobs: Housing stability improves job retention.
- Healthcare: Safe, stable housing lowers chronic disease burden.
- Transportation: Reduces commute time and cost.
- Education: Improves attendance and performance.
- Equity: Reduces disparities in opportunity.

Non-Statutory but Essential Investments

- Mandated: DSS, Courts, Public Health, Jails, Elections
- Non-Mandated: Parks, Libraries, Meck Pre-K, Affordable Housing
- Affordable housing is not mandated—but it is essential.

Current County Efforts & Impact



More than 2,700 residents have stable homes today because of County-led NOAH preservation efforts.

Policy Prescriptions & Path Forward

- Land Banking & Strategic Acquisition
- Inclusionary Zoning Advocacy
- Public, Private & Nonprofit Partnerships
- HOMES Program Expansion
- NOAH Preservation
- CMS Site Repurposing for Housing
- Countywide Affordable Housing Fund

Call to Action

- If not us—who? If not now—when?
- Affordable housing is the foundation of equity, health, and economic vitality.



Thank You

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



| Open
Discussion



Workforce Development

Vice-Chair Leigh Altman, At-Large
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Performance Management Frameworks: Community & Corporate

Michael Griswold, Director
Office of Strategy and Innovation
Mecklenburg County
Fall Retreat
October 27-28, 2025



MANAGING **FOR** RESULTS

EVALUATING TODAY.
STRENGTHENING TOMORROW.

Michael Griswold, MPA
Director, Office of Strategy & Innovation
October 27, 2025



Managing For Results

- Mecklenburg County has a long history leveraging the Managing for Results framework.
- The County is recommitting to performance management and the balanced scorecard – including a visual refresh of our Managing For Results brand.

2002 Branding



2025 Branding



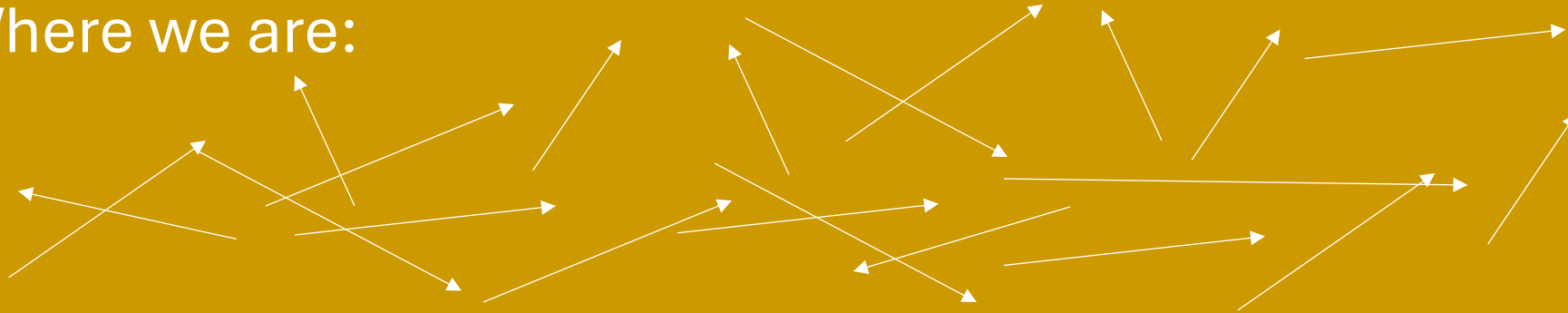
Start With Why...



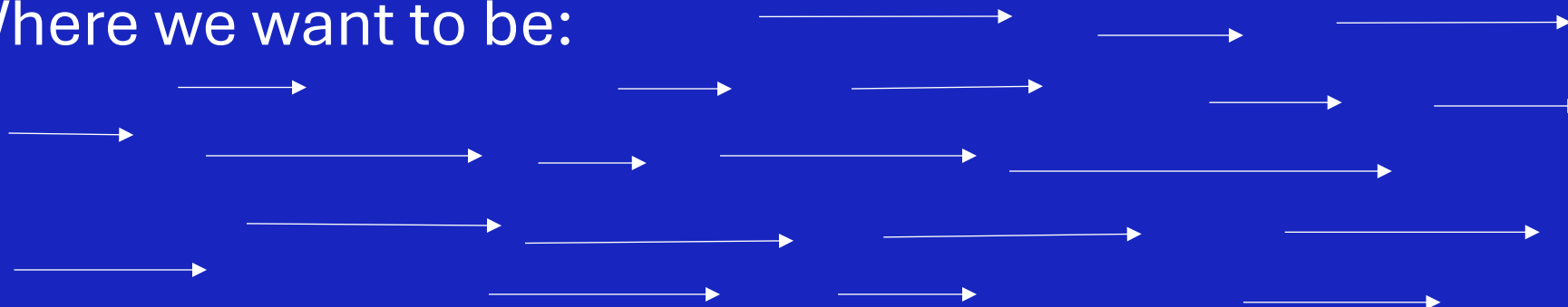
Make Strategy
Everyone's
Job

Aligning the Organization

Where we are:



Where we want to be:



Alignment to County Mission and Vision

BOCC Community Vision:

Mecklenburg County will be a community of pride and choice for people to **LIVE, LEARN, WORK** and **RECREATE**.

Mecklenburg Vision:

Mecklenburg County will be the best local government service provider.

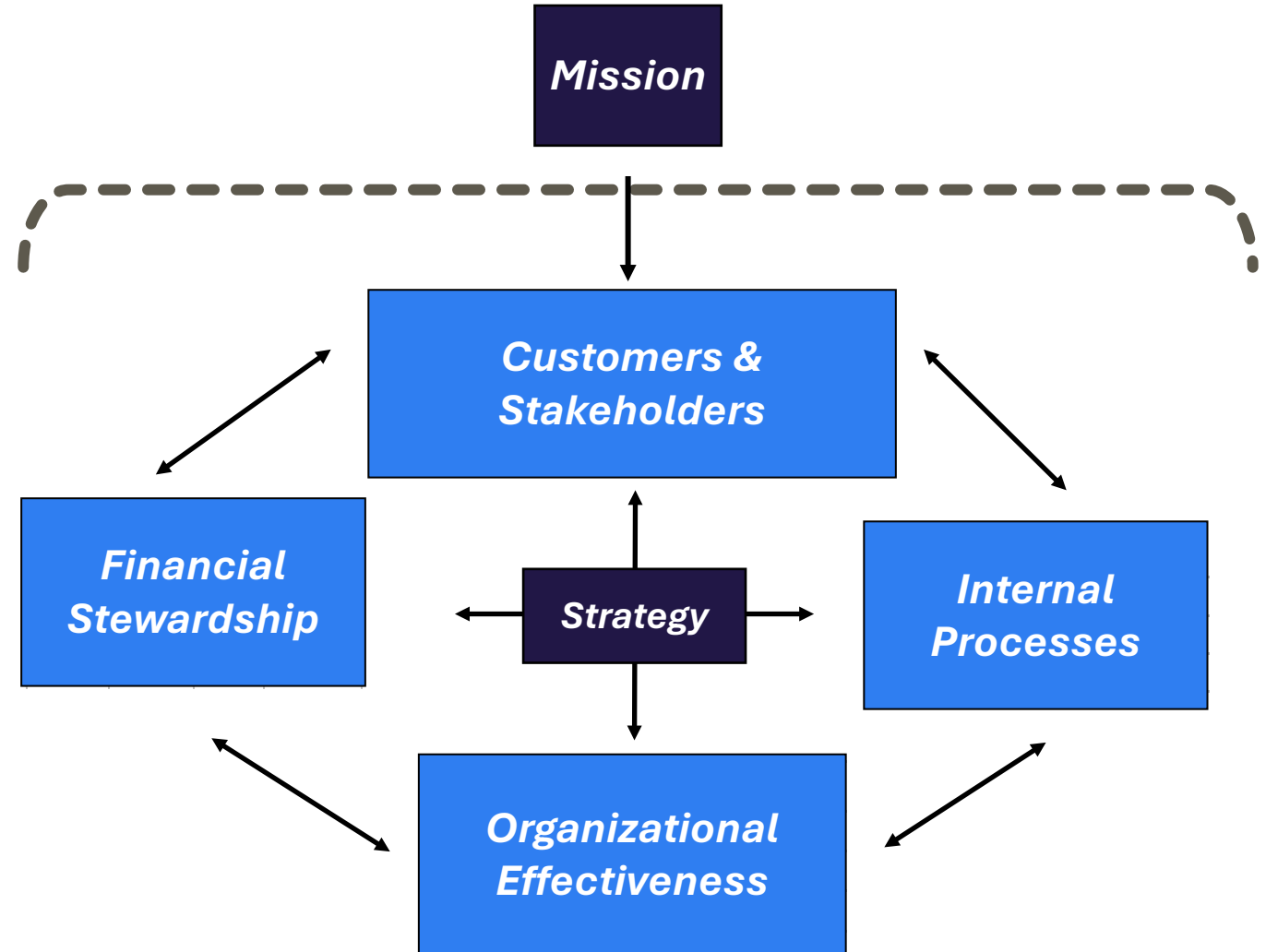
Mecklenburg Mission:

To serve Mecklenburg County residents by helping them improve their lives and community.

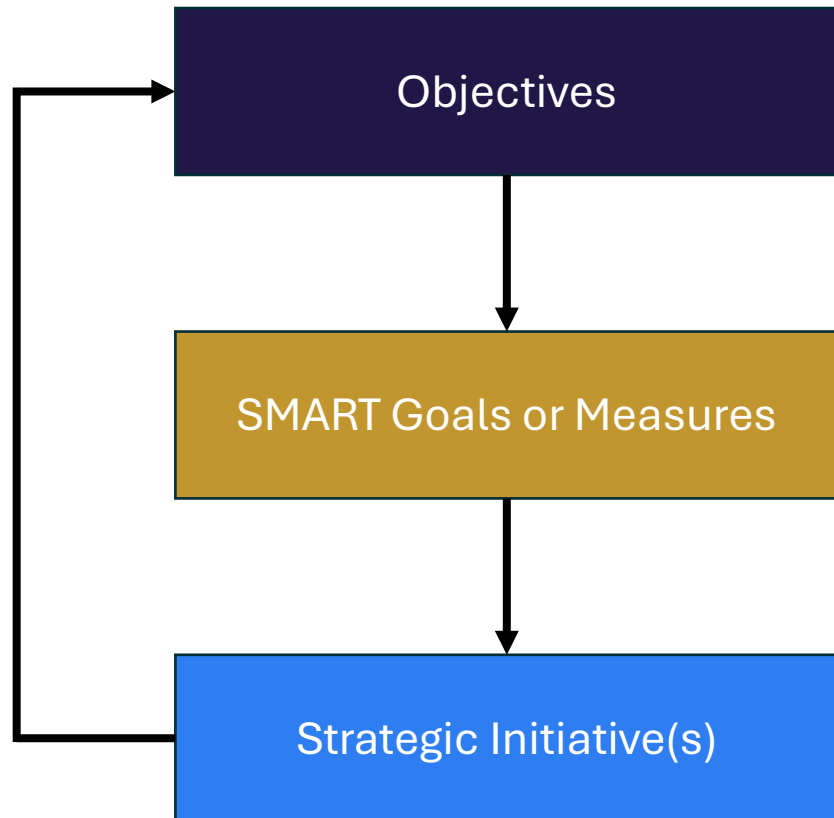
The Balanced Scorecard
translates these
aspirations into
measurable objectives

What is the Balanced Scorecard?

- The Balanced Scorecard is a **management system that enables organizations to clarify their vision and strategy and translate them into action**
- Provides an organization with feedback of both the *internal processes* and *external outcomes*, which allows for **continuous improvement of strategic performance and results**
- The Balanced Scorecard **blends both operational and strategic views** of the organization.



Elements of the Balanced Scorecard

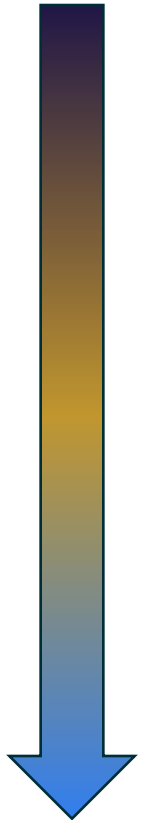


Objectives are “Why” the County exists
aka “***What are we trying to accomplish?***”

SMART Goals are the indicator(s) of success for
each Objective aka the “***Desired Result***”

Strategic Initiative(s) are the “how” we plan to
accomplish our desired results aka “***What we
need to do to achieve the Desired Results.***”

Operational



Strategic

Why Readopt the Balanced Scorecard?



Previous Approach

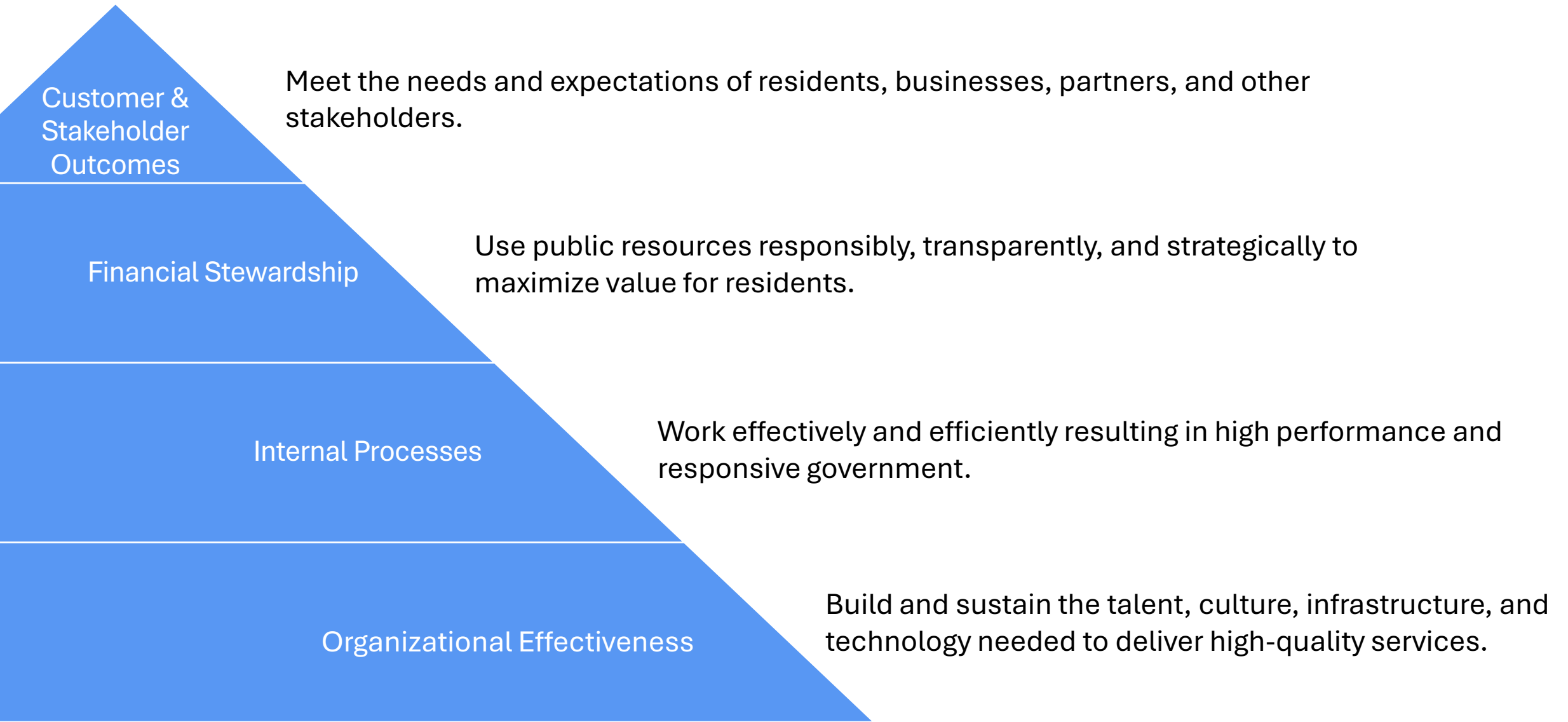
- **Fragmented efforts** – Strategic Business Plans operated in silos with limited connection to Countywide priorities.
- **Scope creep** – Focus drifted from core operations toward funding new initiatives, impacting organizational capacity.
- **Weak linkages** – Strategy, budget and performance were not consistently aligned or reinforcing one another.
- **Limited storytelling** – Data existed but didn't clearly communicate progress or community impact, focusing more on outputs than outcomes.



Moving Forward

- **A unified framework** – Connects every department's core functions to the County's strategic vision and Board priorities.
- **Simplified and sharpened focus** – Moves from volume to value with fewer, more meaningful measures centered on core operations.
- **Stronger alignment** – Connects strategy, performance, and budget, enabling more integrated planning and resource allocation.
- **Builds a culture of learning and improvement** – Encourages cross-departmental collaboration, continuous learning, and outcome-based story-telling.

Four Scorecard Perspectives



Focus Areas

Mecklenburg County will be a community of pride and choice
for people to
LIVE, LEARN, WORK and RECREATE

LIVE		LEARN	WORK	RECREATE
Health	Safety	Education	Jobs	Environment and Recreation
Healthy and Thriving Community	Safe and Prepared Community	Learning and Educational Opportunities	Jobs and Economic Opportunities	Environment, Culture, and Recreation
This focus area promotes a high quality of life through healthy, safe, and affordable living conditions for all residents.	This focus area centers on protecting residents and promoting trust through effective public safety and emergency preparedness.	This focus area supports lifelong learning and educational advancement to empower residents and prepare a skilled future workforce.	This focus area promotes economic opportunity and workforce development for residents and businesses.	This focus area promotes wellness, connection, and enjoyment through accessible environmental, recreational, and cultural opportunities.

Level-set for Today

- Today's goals are:
 - To review the **Strategic Objectives** in the draft scorecard to get feedback on:
 - What is included
 - What is missing
 - What may need revision
 - Review an example of how the scorecard works
- Out of scope for today:
 - A full review of the details of every Strategic Objective – this will come after County staff receive feedback from the Board today

Improve overall Quality of Life for Mecklenburg residents

		Healthy and Thriving Community	Learning and Educational Opportunities	Jobs and Economic Opportunities	Environment, Culture, and Recreation	Safe and Prepared Community
Community	Customer / Stakeholder	Improve access to care*	Improve K-readiness for Meck Pre-K students*	Promote economic mobility by connecting residents to jobs, training, and career growth*	Enhance environmental stewardship through conservation, monitoring, and sustainable practices*	Support justice system policies and practices that enhance public safety and reduce recidivism
		Enhance resident access to safe and affordable housing	Promote literacy and digital access	Make Mecklenburg County a premier place to start, grow, and sustain a business*	Expand access to parks, open space, and recreation*	Ensure the safety of buildings and public infrastructure
		Reduce hunger and improve nutrition across our community	Support student success through partnerships with local public schools and higher education*	Reduce financial barriers by connecting families to vital economic support services	Protect and promote the historic, arts, and cultural resources in Mecklenburg County	Provide programs that protect residents and promote recovery, resilience, and safety
		Increase stability for individuals and families*				Promote timely and reliable emergency response and forensic investigations
Drive internal service excellence through people, processes, and stewardship						
Internal	Financial Stewardship	Manage County resources responsibly, transparently, and sustainably to maximize value for residents		Maintain affordable and competitive tax rate		
	Internal Processes	Strengthen partnerships and community collaboration	Promote a high-performing government through efficiency, accountability, and transparency	Increase community awareness and engagement through proactive communication and outreach	Mitigate enterprise risk and ensure policy compliance	
	Organizational Effectiveness	Build a dynamic workforce that reflects our community and fosters belonging*	Improve technology utilization and capacity	Strengthen County culture and invest in the County workforce	Enhance data available for decision-making	

WHY

HOW

Example Strategic Objective Alignments: Healthy and Thriving Community

Improve access to care

- Access to Primary and Behavioral Care
- Vaccinations/Immunizations
- Dental
- HIV / STD Prevention and Care

BOCC Priority

Enhance resident access to safe and affordable housing

- Critical Home Repair (Includes Seniors)
- Housing and Homelessness Programs
- Naturally Occurring Affordable Housing (NOAH)

BOCC Priority

Reduce hunger and improve nutrition across our community

- Food Security Programs

Increase stability for individuals and families

- Child Welfare Programs
- Services for Adults / Services for Seniors

BOCC Priority

Example Strategic Objective Alignments: Organizational Effectiveness

Build a dynamic workforce that reflects our community and fosters belonging

- Equity and Inclusion (Enterprise)
- Internal Department Equity Action Teams (DEATs)
- Internal Department Initiatives

BOCC Priority

Improve technology utilization and capacity

- IT-led strategic organizational improvements
- Internal Department Initiatives

Strengthen County culture and invest in the County workforce

- County Manager's Organizational Reset
- Succession Planning
- Retention, Turnover, Vacancy Rates
- Employee Knowledge, Skills, and Abilities
- Internal Department Initiatives

Enhance data available for decision-making

- Balanced Scorecard and Performance Management Framework
- Budget and Performance Alignment
- Geospatial data from GIS
- IT-led strategic organizational improvements
- Internal Department Initiatives

Example Strategic Objective Detail

Scorecard Alignment	Internal Processes	Board Priority Alignment	N/A
Objective	Promote a high-performing government through efficiency, accountability, and transparency		

SMART Goal(s) (Example)	Target (Example)	Recent Results (Example)	Strategic Initiatives (Example)
Achieve 90% or greater customer satisfaction with call center service by FY2028	90%	FY23: X% FY24: Y% FY25: Z%	<ul style="list-style-type: none">Enhance training of call center staff to increase first call resolution rateReduce the dropped call rate by investing in updated technology

An Example of the Balanced Scorecard in Action

Every day we strive to:

Customer & Stakeholder Outcomes

Meet the needs and expectations of residents, businesses, partners, and other stakeholders.

Financial Stewardship

Use public resources responsibly, transparently, and strategically to maximize value for residents.

Internal Processes

Work effectively and efficiently resulting in high performance and responsive government.

Organizational Effectiveness

Build and sustain the talent, culture, infrastructure, and technology needed to deliver high-quality services.

Not Achieving Stakeholder Outcomes

Increased flooding in recent years has surfaced a need for additional flood management and prevention support.

Address Problem Through Strategic Initiative

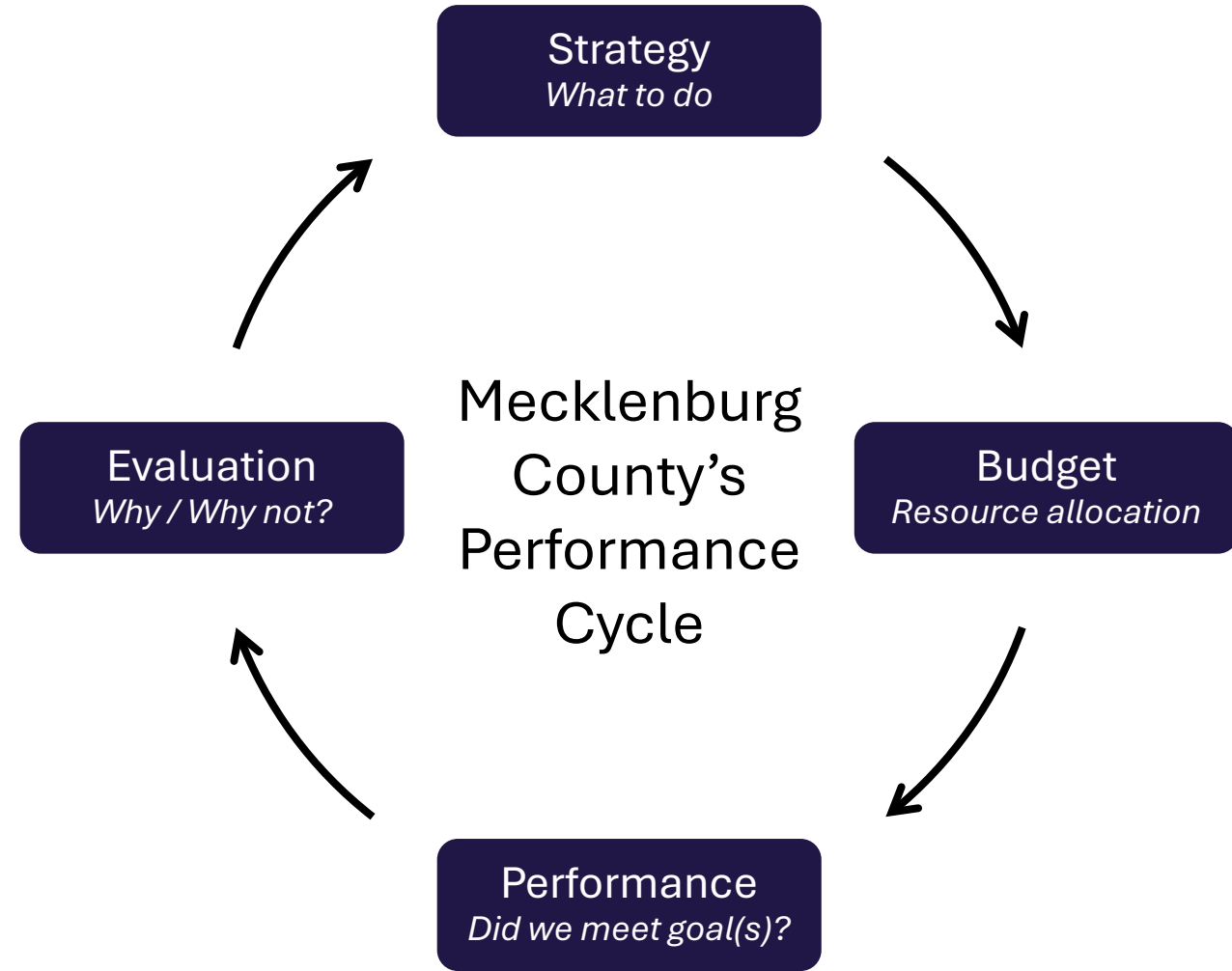
Drive investments towards reducing flood risk by 193,500 points (mitigating over 300 structures) over 15-years as identified in the Environmental Leadership Action Plan (ELAP).

Managing for Results (MFR) and the Balanced Scorecard



- **The Balanced Scorecard defines our strategic direction** by establishing the Objectives, SMART Goal(s), and Strategic Initiatives that represent County and community priorities.
- **MFR provides the management system** that ensures strategies translate into measurable, sustainable results.
- **MFR connects strategy to action.**
- **MFR aligns budgets and resource allocation to strategic priorities.** The County can't budget strategically unless we're managing for results.
- **MFR drives continuous improvement.** It is not about *collecting* data – it is about *using* data to get better.
- **MFR strengthens transparency and public trust** by allowing the County to show – not just say – that we're achieving results for the community.

Managing for Results (MFR) Framework



Next Steps to Finalize the Scorecard

- Receive BOCC feedback on structure and content
- Incorporate BOCC feedback and build SMART Goals and Strategic Initiatives for all Objectives
- Incorporate community feedback from Quality of Life Collaborative convening, as appropriate
- Finalize Enterprise Objectives, SMART Goal(s), and Strategic Initiatives for possible presentation at January's BOCC retreat

Once approved:

- Define and implement Focus Area Collaboration Teams (FACTs) to monitor and report on progress for each Focus Area
- Define and implement updated reporting processes for Executive Team and Board
- Partner with Departments to develop Department-level scorecards
- Partner with Human Resources to cascade goals and alignment to employees

Quality of Life Collaborative: Building Partnerships to Improve Quality of Life



Event Details

- **Date(s):** November 20-21, 2025
- **Audience:** Public, private, nonprofit, and community leaders
- **Duration:** Two (2) days in-person
- **Location:** Central Piedmont Community College's Parr Center

Purpose

- **Position Charlotte-Mecklenburg as a premier place to live** by aligning cross-sector efforts around shared quality of life goals.
- **Strengthen cross-sector collaboration and collective impact** through unified priorities, coordinated strategies, and shared measures that track progress.

Q&A



MANAGING **FOR RESULTS**

EVALUATING TODAY.
STRENGTHENING TOMORROW.

Michael Griswold, MPA
Director, Office of Strategy & Innovation
October 27, 2025





LUNCH

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Youth Crime in Mecklenburg County

Commissioner George Dunlap, District 3
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Youth Crime in Mecklenburg County

2025 Fall Board of County Commissioners' Retreat

Commissioner George Dunlap

Overview

- **Data and Trends**
- **Current Prevention Programming and Investments**
- **Recommendations to Reduce the Rates of Youth Crime**



Profile of Justice Involved Youth in Mecklenburg County

YASI Data

- The YASI assesses the risks and needs of justice involved youth
- It measures the risk of recidivism of justice involved youth and is used by NC DJJDP for service planning
- In FY25, NC DJJDP administered the YASI on 507 Mecklenburg County youth



Profile of Justice Involved Youth in Mecklenburg County

FY25 Legal History

- Previous Delinquent Referrals
 - Meck: 64% State: 46%
- Juvenile with Felony Referral
 - Meck: 72% State: 35%
- Previous Weapons Offense
 - Meck: 45% State: 18%
- Referral for Person Crimes
 - Meck: 66% State: 41%



Data provided by NCDPS DJJDP



Profile of Justice Involved Youth in Mecklenburg County

FY25 Legal History

- Prior Detention Admissions
 - Meck: 50% State: 20%
- Prior Youth Development Center Custody
 - Meck: 4% State: 3%



Mecklenburg Top 3 Offenses by Group, 2021 - 2023

Non-Raise the Age Offenses

2021

Larceny of motor vehicle (f) (106)

Resisting public officer (104)

Simple assault (102)

2022

Simple assault (250)

Larceny of motor vehicle (f) (236)

Resisting public officer (102)

2023

Break or enter a motor vehicle (396)

Larceny of motor vehicle (f) (259)

Simple assault (211)

Raise the Age Offenses

2021

Break or enter a motor vehicle (130)

Possess handgun by minor (119)

Simple assault (104)

2022

Simple assault (156)

Possess handgun by minor (127)

Resisting public officer (104)

2023

Possess handgun by minor (112)

Simple assault (108)

Felony Possession of Stolen Vehicle (96)



Profile of Justice Involved Youth in Mecklenburg County

FY25 Family History

- Kicked Out
 - Meck: 9% State: 8%
- Runaway
 - Meck: 41% State: 21%
- Family History of Substance Use & Mental Illness
 - Meck (SU): 11% State: 12%
 - Meck (MH): 11% State: 12%
- Family Criminal History
 - Meck (Criminal): 28% State: 24%
 - Meck (Violent): 10% State: 6%



Profile of Justice Involved Youth in Mecklenburg County

FY25 School History

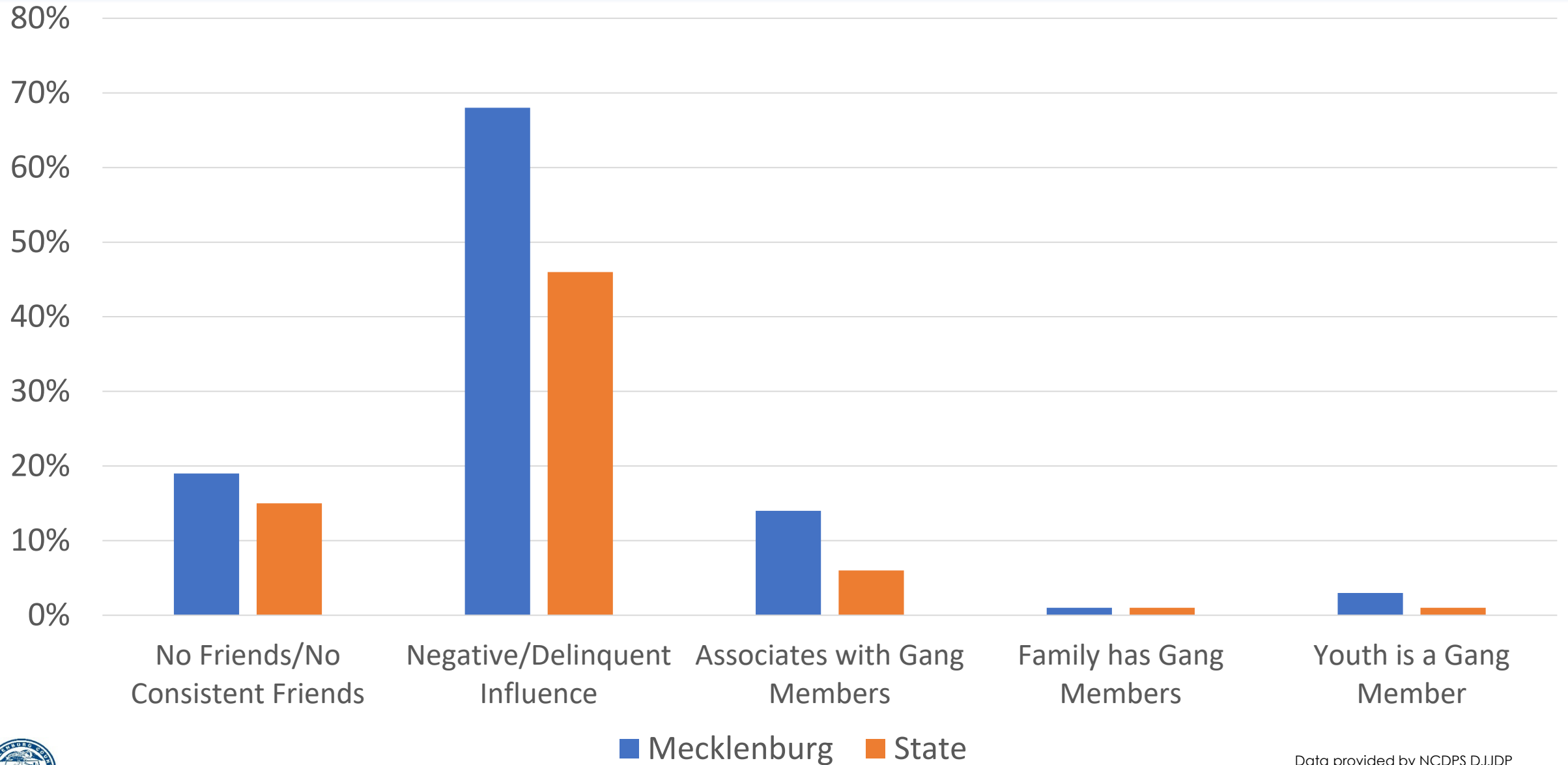
- Enrollment Status
 - Meck (Dropped Out): 6% State: 5%
 - Meck (Suspended): 2% State: 3%
- Attendance in the Past Three Months
 - Meck (Attends Regularly): 41% State: 57%
 - Meck (5 or More Absences): 25% State: 19%
- Academics
 - Meck (C- or Lower): 16% State: 14%
 - Meck (Failing Some): 14% State: 15%
 - Meck (Failing Most): 16% State: 14%



Data provided by NCDPS DJJDP

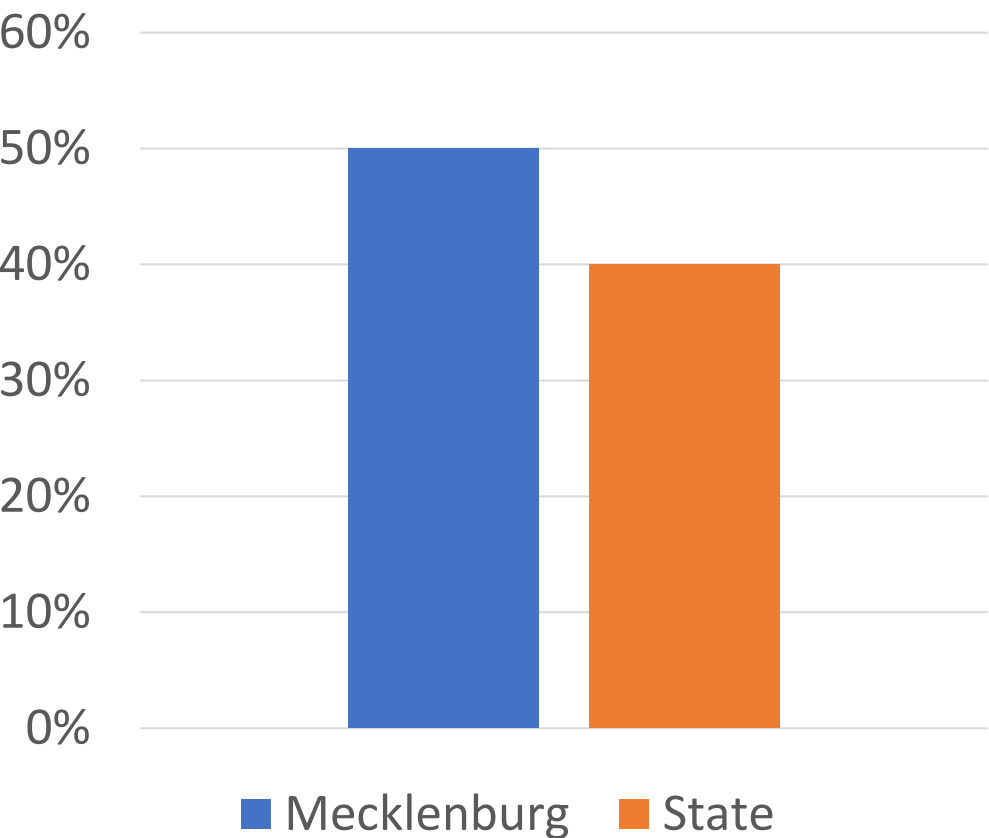


Peers and Associates

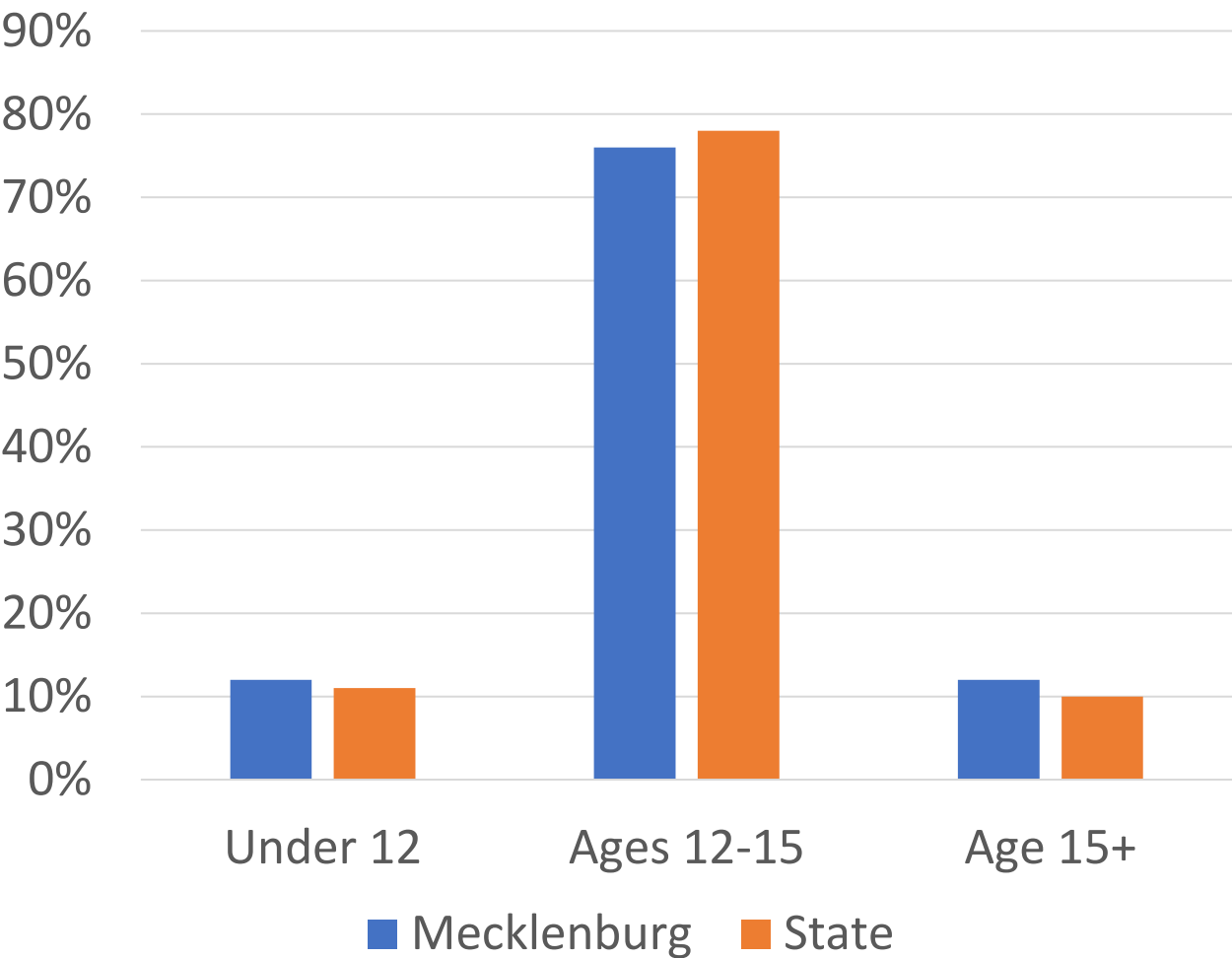


Profile of Justice Involved Youth in Mecklenburg County

Yes to Alcohol/Drug Use

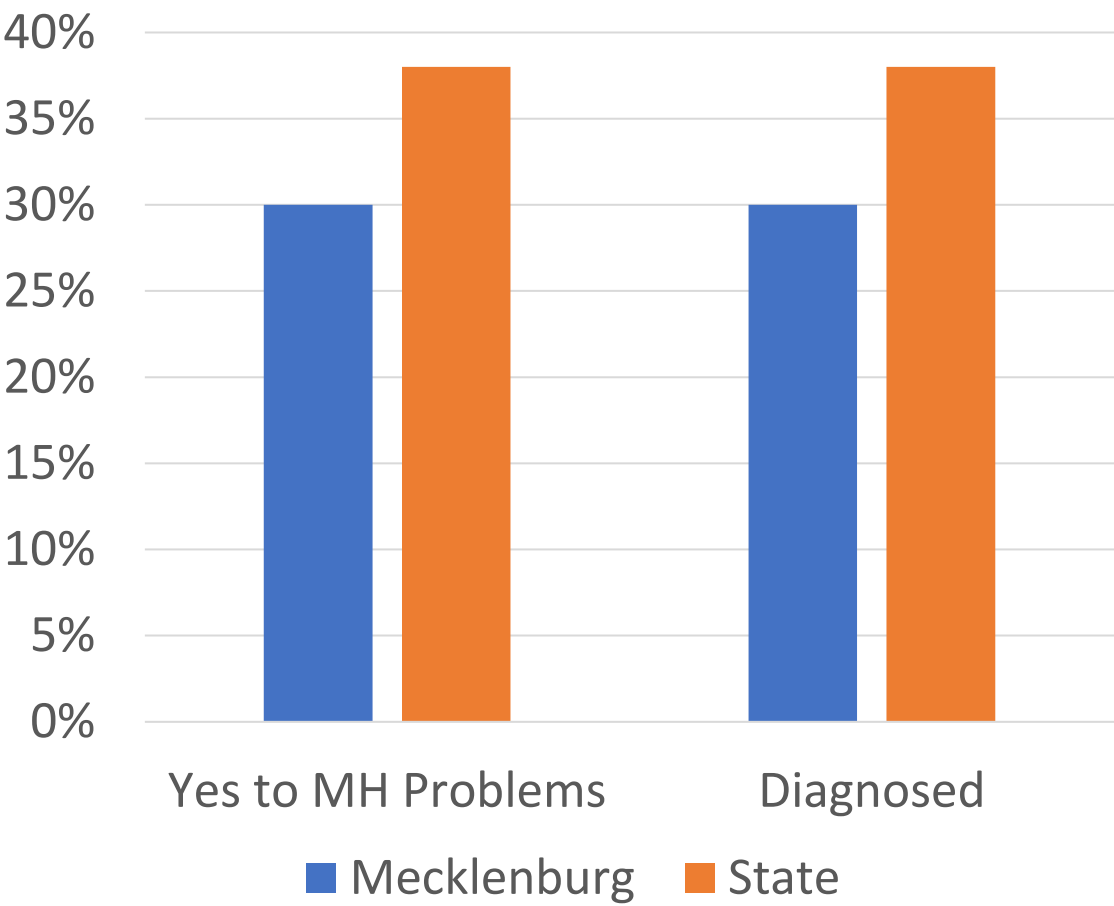


Age at 1st Use

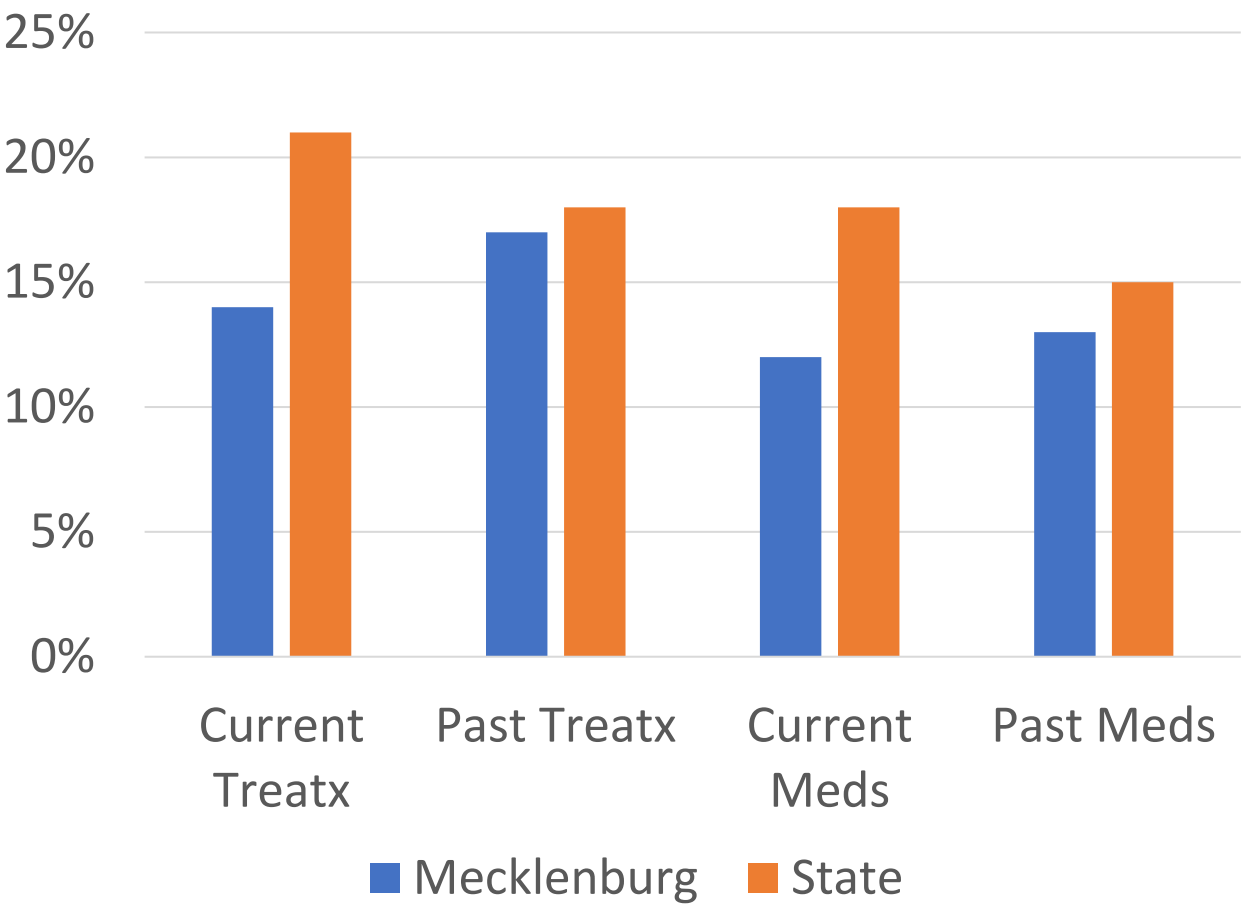


Profile of Justice Involved Youth in Mecklenburg County

Mental Health

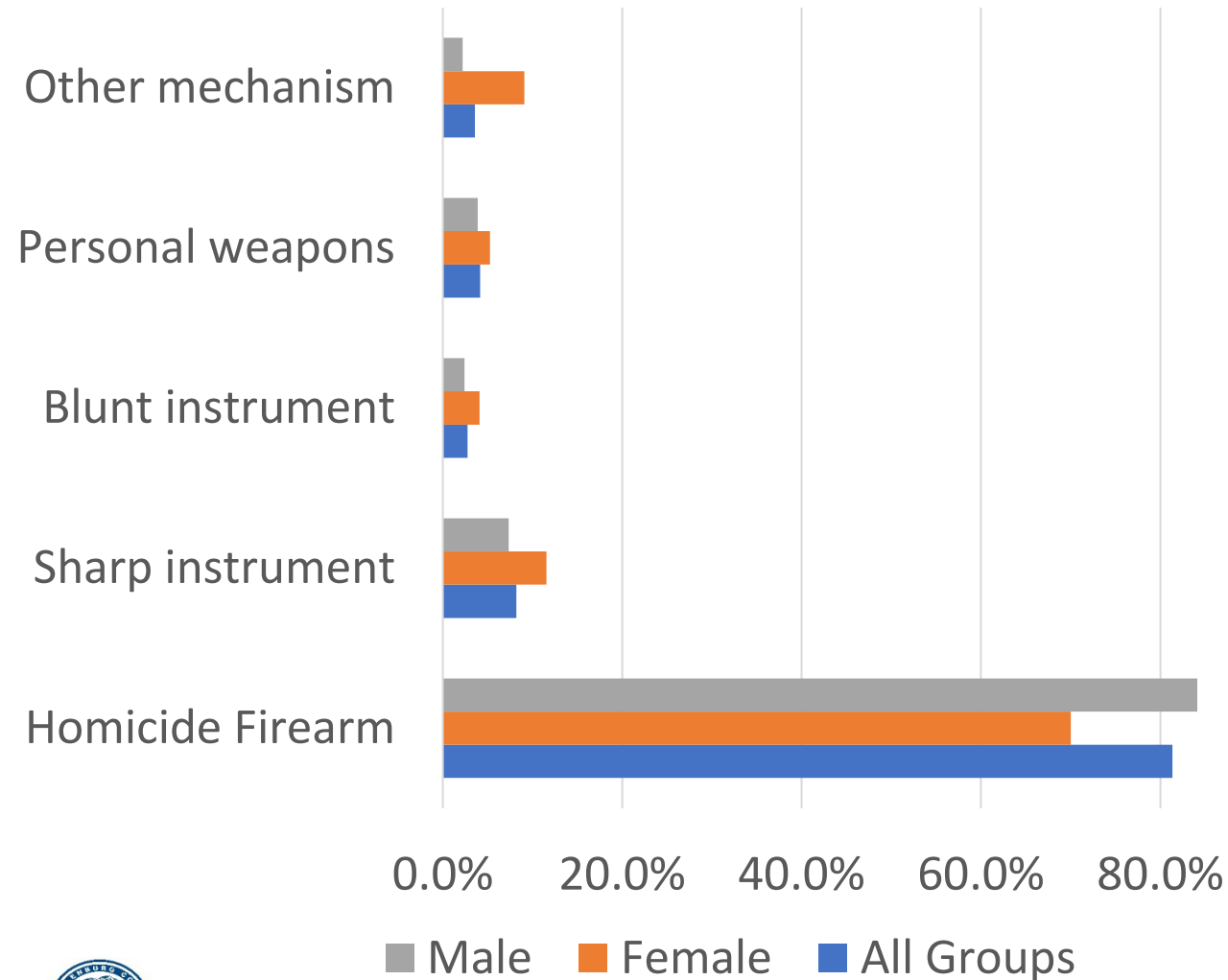


Mental Health Treatment

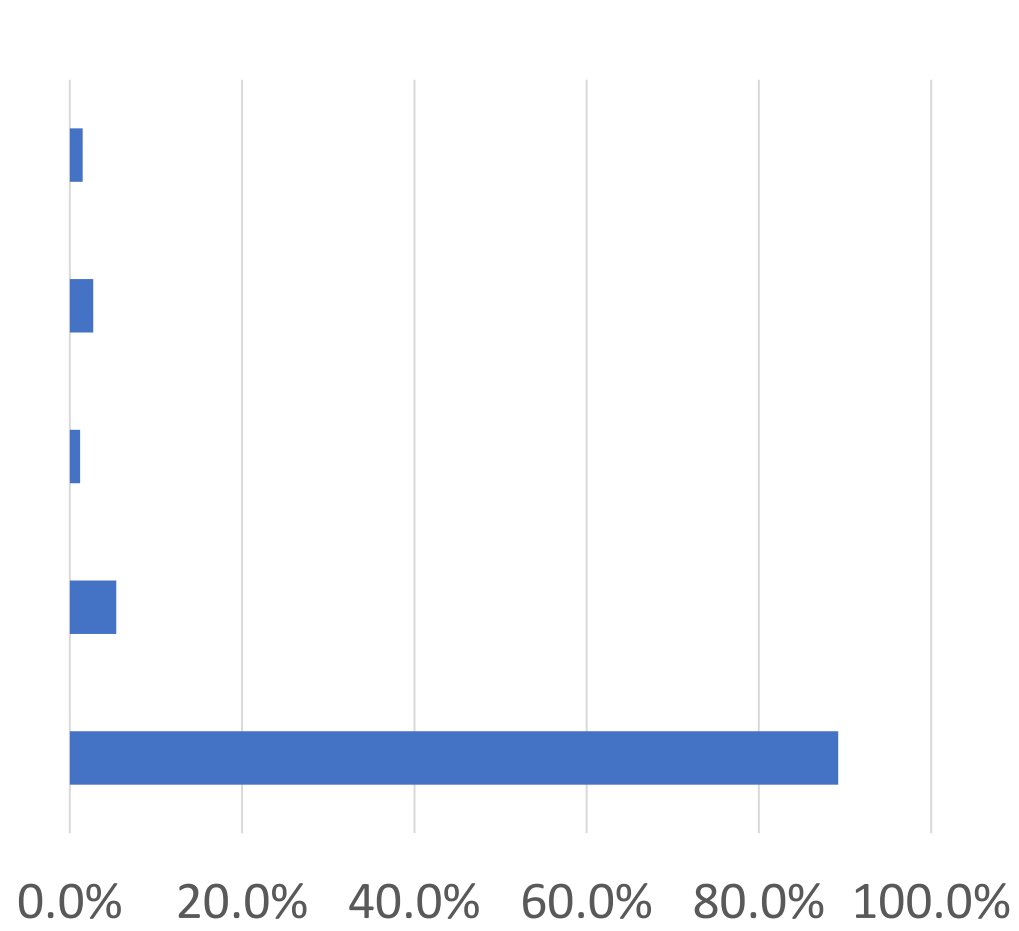


Percent of Homicide Data by Type

North Carolina, 5-Year Rate

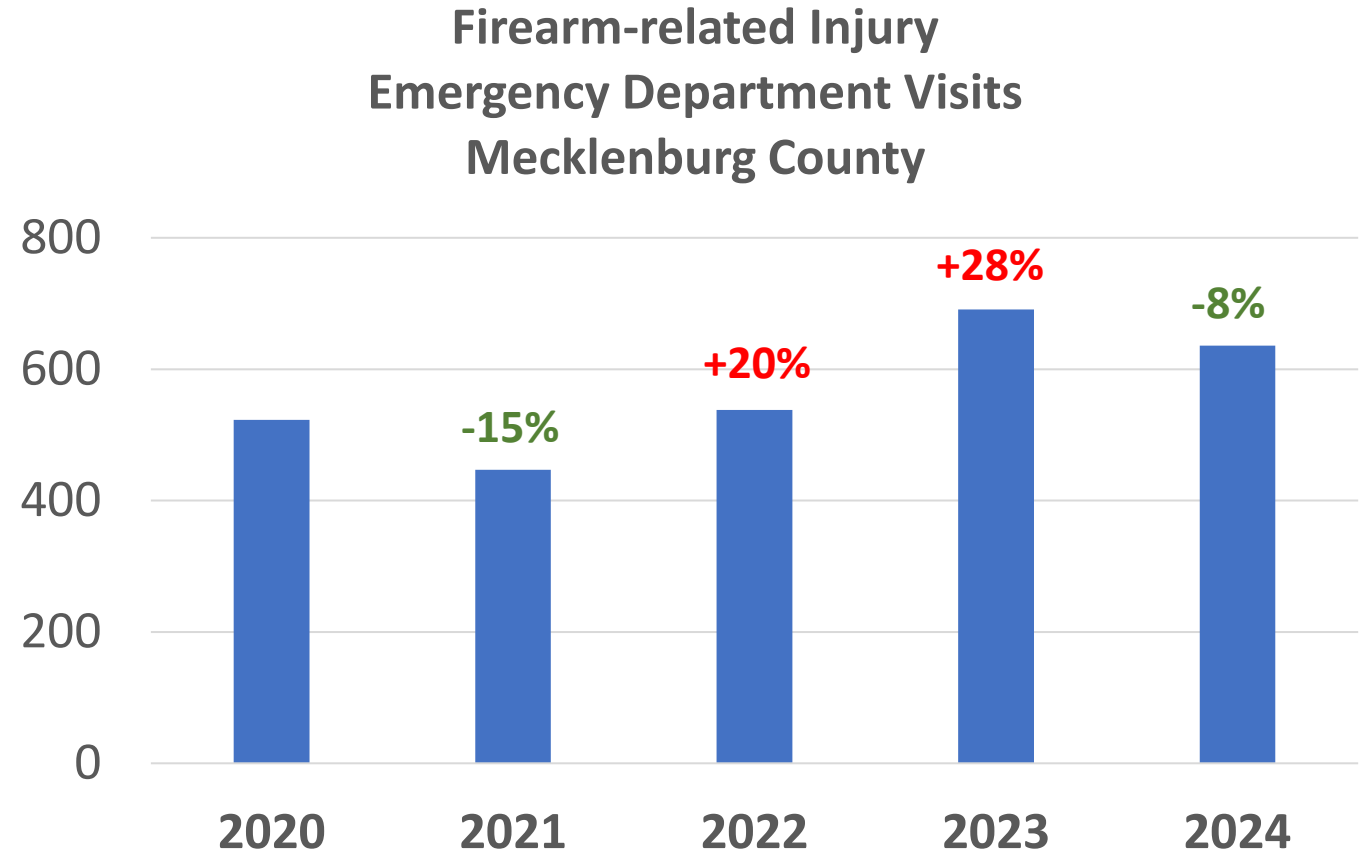


Mecklenburg County, 5-Year Rate



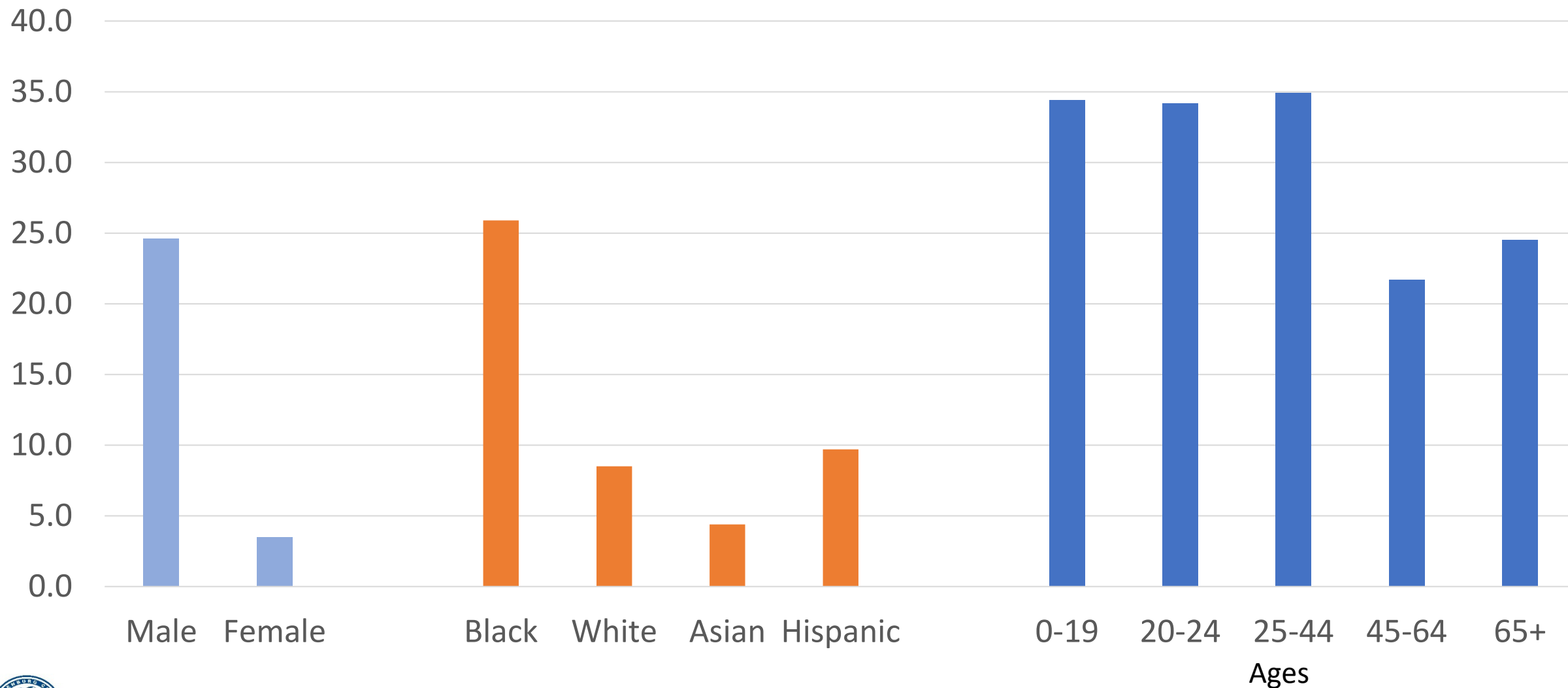
Mecklenburg County Data

- **In 2024, a total of 636 Mecklenburg County residents visited the emergency department due to firearm injury. Emergency department visits due to firearm injury decreased by 8% in the past year among Mecklenburg County residents**



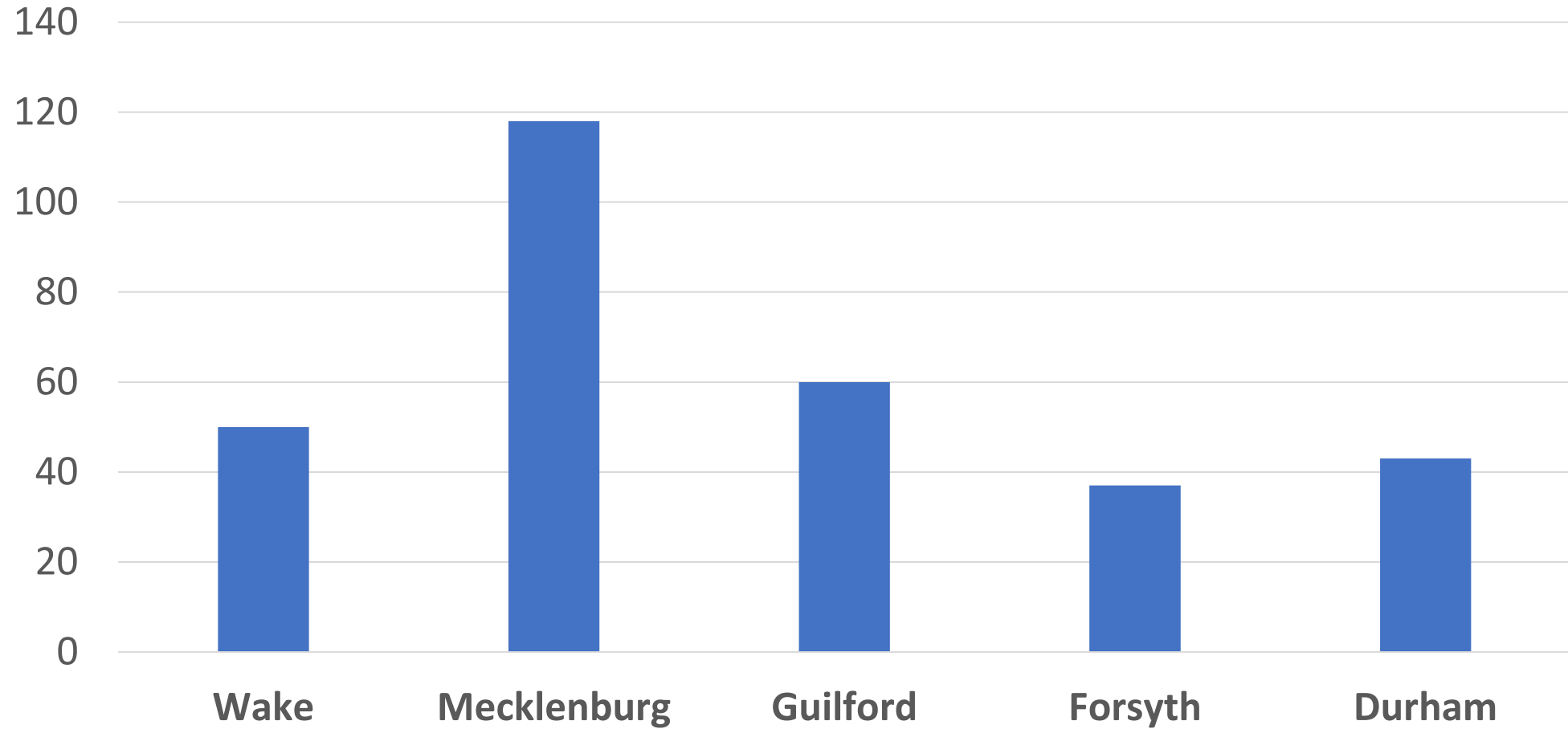
Violent Death Rate by Demographics

Mecklenburg County, 2014-2023



Most Populous NC Counties

Youth Firearm Deaths (2019-2023)



Current Programs Overview

- **County Initiatives**

- Office of Violence Prevention
- ReCAST
- CJS Family and Youth Recovery Courts
 - Youth Advocate Program (YAP)
- Juvenile Crime Prevention Council
- Criminal Justice Advisory Group
- Teen Court



Current Programs

- Violence Prevention Education & Awareness
- Mental Health Education, Awareness, & Supports
- Supports of Youth & Young Adults
- Data Stewardship for Violence Prevention
- Cross-Sector & Intergovernmental Collaboration



Current Programs & Services

Juvenile Crime Prevention Council (JCPC)

- Over \$2,000,000 awarded annually to community-based organizations that support justice involved and at-risk youth



FY26 JCPC Funded Programs

Agency	Amount	Type of Service
JCPC Administration	\$15,499	N/A
CMPD - Youthful Diversion Program	\$240,000	Skill Building
Tresports - Positive Action Program	\$270,178	Skill Building
Team Up Connections	\$241,247	Mentoring
Achieving Success on Purpose - B.R.I.C.K	\$163,917	Substance Abuse Counseling
YDI - Family Life Skills Academy	\$77,960	Parent/Family Skill Building
YDI - Vocational and Career Development	\$164,950	Vocational Skills
Thompson - Juvenile Court Assessment Program	\$223,173	Assessment
TYM-SHIFT Restitution/Community Service	\$160,000	Restitution/Community Service
McLeod Center for Wellbeing-Substance Abuse Counseling	\$219,108	Substance Abuse Treatment
McCormick Cares Inc.-Mediation/Responsive Circles	\$75,421	Restorative Justice
Right Moves For Youth-Mentoring	\$88,540	Mentoring
Promise Youth Development, Inc-Promise Pathways Mentoring	\$111,720	Mentoring
Total	\$2,051,713	

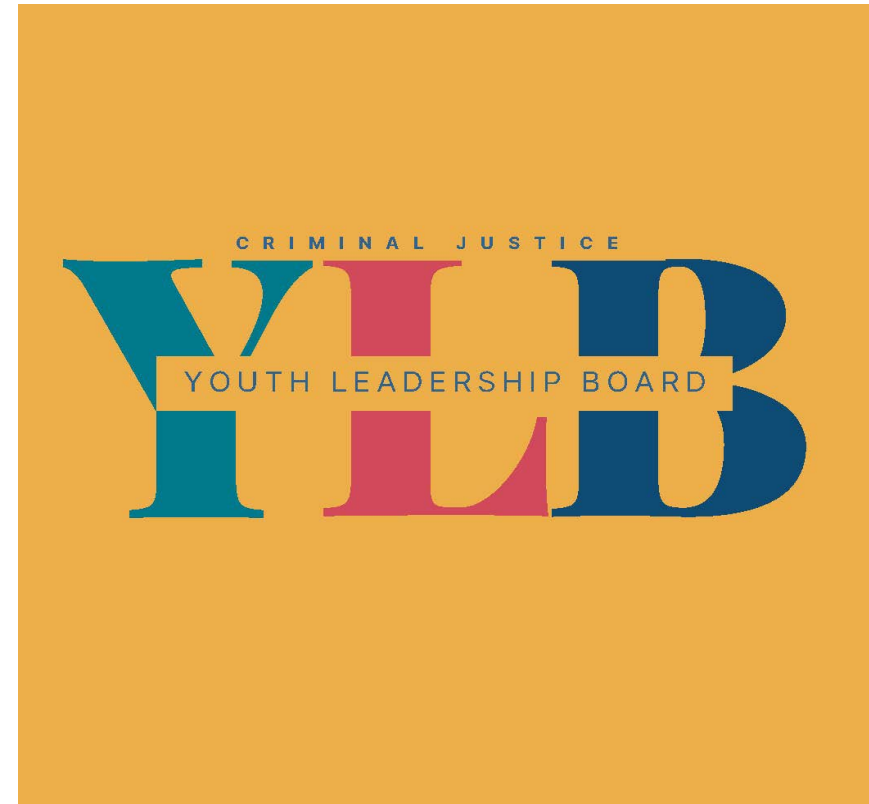


Criminal Justice Advisory Group (CJAG)

- Community Engagement Task Group



- Youth Leadership Board



Current Programs Overview

- **City Initiatives:**

- Alternatives to Violence
- City of Charlotte Youth Opportunities Programs
 - Youth Safety, Development & Career Experiences

- **Community Initiatives:**

- Hospital Violence Intervention Program (HVIP)
- Handle With Care (in partnership with OVP)

- **Charlotte Mecklenburg Schools**

- School Based Therapy
- Case Management and Services for youth at-risk.



Current Programs

Alternatives to Violence (ATV)



Primary focus is mediating conflict



Funding sources



Locations

Beatties Ford Rd Area (2021); West Boulevard/Remount Areas (2023); Nations Ford/Arrowood Areas (2023)



Evaluation



Recommendations

From Youth and Young Adults

- Increased access to confidential mental health resources
- Safe spaces for youth to gather/play
 - Involve youth in planning
- Conflict resolution training and resources
- More opportunities to help shape policies
- Bystander training and resources



Recommendations

Local

- Opportunities for Safe Space
- Mental Health Access
- Prevention Programming
- Expansion of Handle With Care

National and Evidence Based

- Juvenile Detention Alternatives Initiative
 - Opportunities Program Pierce Co, WA
- Prevention Programming
- Centralized Referral Systems





Youth Crime in Mecklenburg County

2025 Fall Board of County Commissioners' Retreat

Commissioner George Dunlap



The Paradox of Prosperity: Widening Economic Gaps

Commissioner Arthur Griffin, At-Large
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025

Agenda



WHO WANTS A LIVING WAGE JOB?

BARRIERS

LIVING WAGE ECOSYSTEM

Jobs in Charlotte



Source: WSOC-TV, "Charlotte's appeal drives population growth, with 157 new residents daily," August 22, 2025

Job Opportunities

Business Investment Program (BIP) Grant Agreements

Date Approved	Company	New Jobs	Average Pay
Dec 6, 2022	Bosch Rexroth Corporation	92	\$67,016
Jan 18, 2023	Atlantic Coast Conference (ACC)	51	\$95,000
Feb 7, 2023	Albemarle Corporation	205	\$87,381
Jun 6, 2023	Reynolds Consumer Products, LLC	73	\$48,227
Jul 6, 2023	Atom Power	205	\$95,379
Aug 2, 2023	Alpitronic Americas, LLC	300	\$90,158
Sep 6, 2023	TTX	150	\$179,400
Apr 16, 2024	Siemens Energy	475	\$82,052
Mar 18, 2025	RXO Logistics	216	\$100,605
Mar 18, 2025	Groninger USA, LLC	60	\$76,037
Apr 1, 2025	DetraPel, Inc.	35	\$71,794
May 6, 2025	HSP US, LLC (Trench Group)	74	\$77,315
Sep 3, 2025	Citigroup Technology	510	\$133,441
Sep 3, 2025	AssetMark	252	\$110,518
Sep 3, 2025	Toromont AVL	326	\$76,052

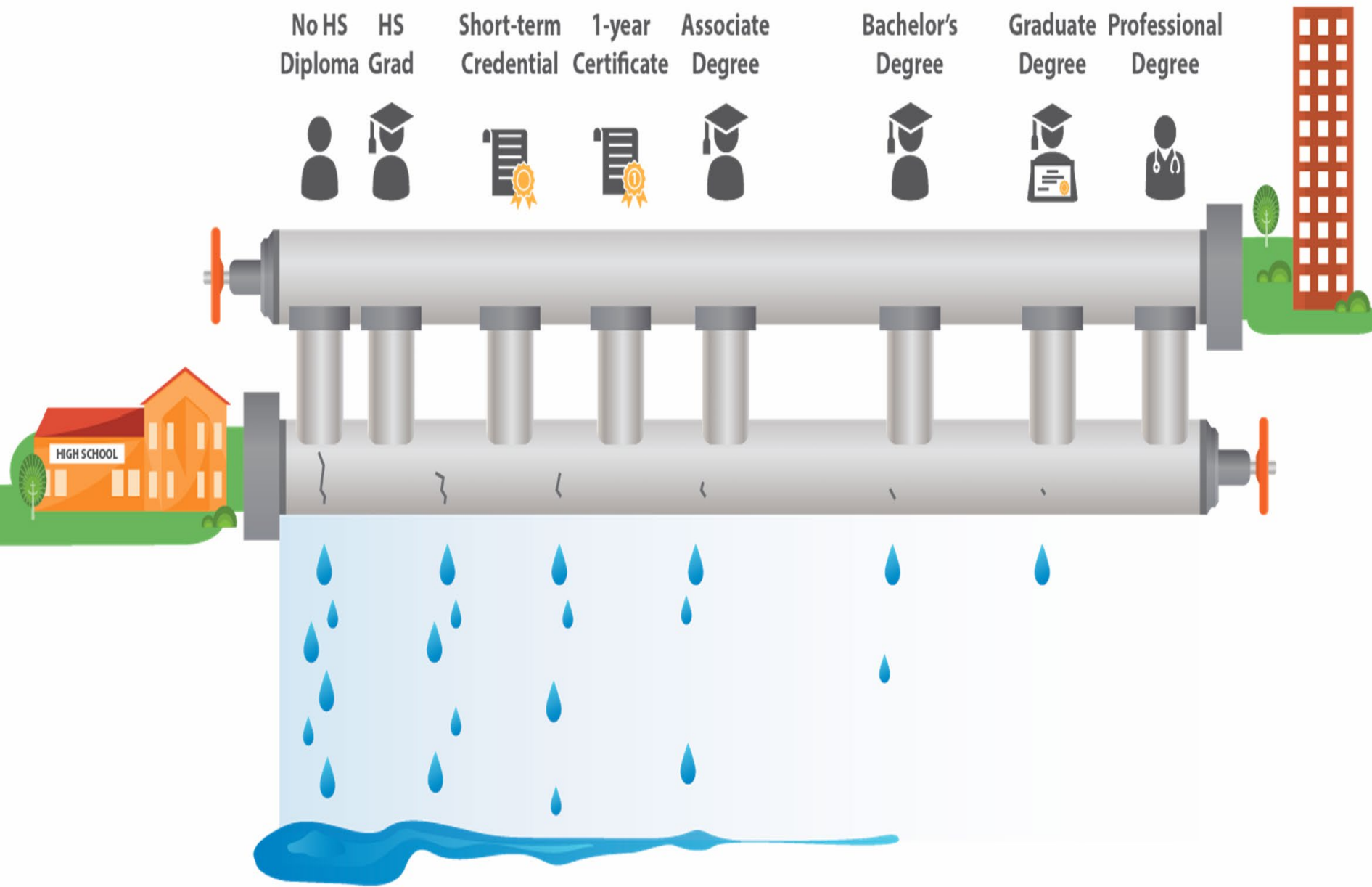
Serving as a Talent Connector



Income Maintenance

Program Recipients as of August 31, 2025

Program Demographics	Food & Nutrition Services (FNS)	Work First	Medicaid	Long Term Care	Energy (Crisis Intervention Program)
Race	%	%	%	%	%
Black / African American	66%	80%	55%	52%	85%
White / Caucasian	26%	16%	35%	42%	9%
Other or Multiple Races	5%	3%	6%	3%	3%
Unreported	3%	1%	5%	2%	3%
Gender	%	%	%	%	%
Female	57%	57%	55%	51%	63%
Male	43%	43%	45%	49%	37%
Ethnicity	%	%	%	%	%
Hispanic or Latino	19%	13%	22%	6%	9%
Not Hispanic or Latino	78%	85%	72%	87%	89%
Unreported	3%	1%	7%	7%	2%
Age	%	%	%	%	%
0-17 years	46%	76%	42%	9%	50%
18-24 years	8%	5%	14%	7%	7%
25-34 years	12%	10%	14%	11%	14%
35-44 years	11%	7%	10%	10%	14%
45-54 years	6%	1%	7%	7%	7%
55-64 years	7%	0%	6%	12%	4%
65 or older	9%	0%	6%	44%	3%
Grand Total	135,955	1,741	374,503	4,447	3,533



Source: Federal Reserve Bank of Richmond

The Education to Work Pipeline

ALICE Communities

	Households		Percent	
	Black / Af-Amer	White	Black / Af-Amer	White
Totals	149,722	242,327	100%	100%
Less than \$10,000	12,971	7,577	8.7%	3.1%
\$10,000 to \$14,999	5,112	3,921	3.4%	1.6%
\$15,000 to \$19,999	4,005	3,784	2.7%	1.6%
\$20,000 to \$24,999	7,154	3,892	4.8%	1.6%
\$25,000 to \$29,999	2,737	4,637	1.8%	1.9%
\$30,000 to \$34,999	5,271	5,042	3.5%	2.1%
\$35,000 to \$39,999	4,471	6,182	3.0%	2.6%
\$40,000 to \$44,999	6,824	5,545	4.6%	2.3%
\$45,000 to \$49,999	6,981	5,078	4.7%	2.1%
\$50,000 to \$59,999	13,849	13,910	9.2%	5.7%
\$60,000 to \$74,999	13,948	18,606	9.3%	7.7%
\$75,000 to \$99,999	21,673	27,163	14.5%	11.2%
\$100,000 to \$124,999	15,068	24,893	10.1%	10.3%
\$125,000 to \$149,999	9,121	20,038	6.1%	8.3%
\$150,000 to \$199,999	10,896	29,509	7.3%	12.2%
\$200,000 or more	9,641	62,550	6.4%	25.8%
Median Income	\$66,915	\$114,400		

Source: U.S. Census Bureau, 2024 American Community Survey 1-Year Estimates, extracted from data.census.gov
B19001: Household Income, Census Bureau Table – **B19013:** Median Household Income, Census Bureau Table

WHO IS ALICE?

ASSET LIMITED 

ALICE has no safety net in times of crisis.

INCOME CONSTRAINED 

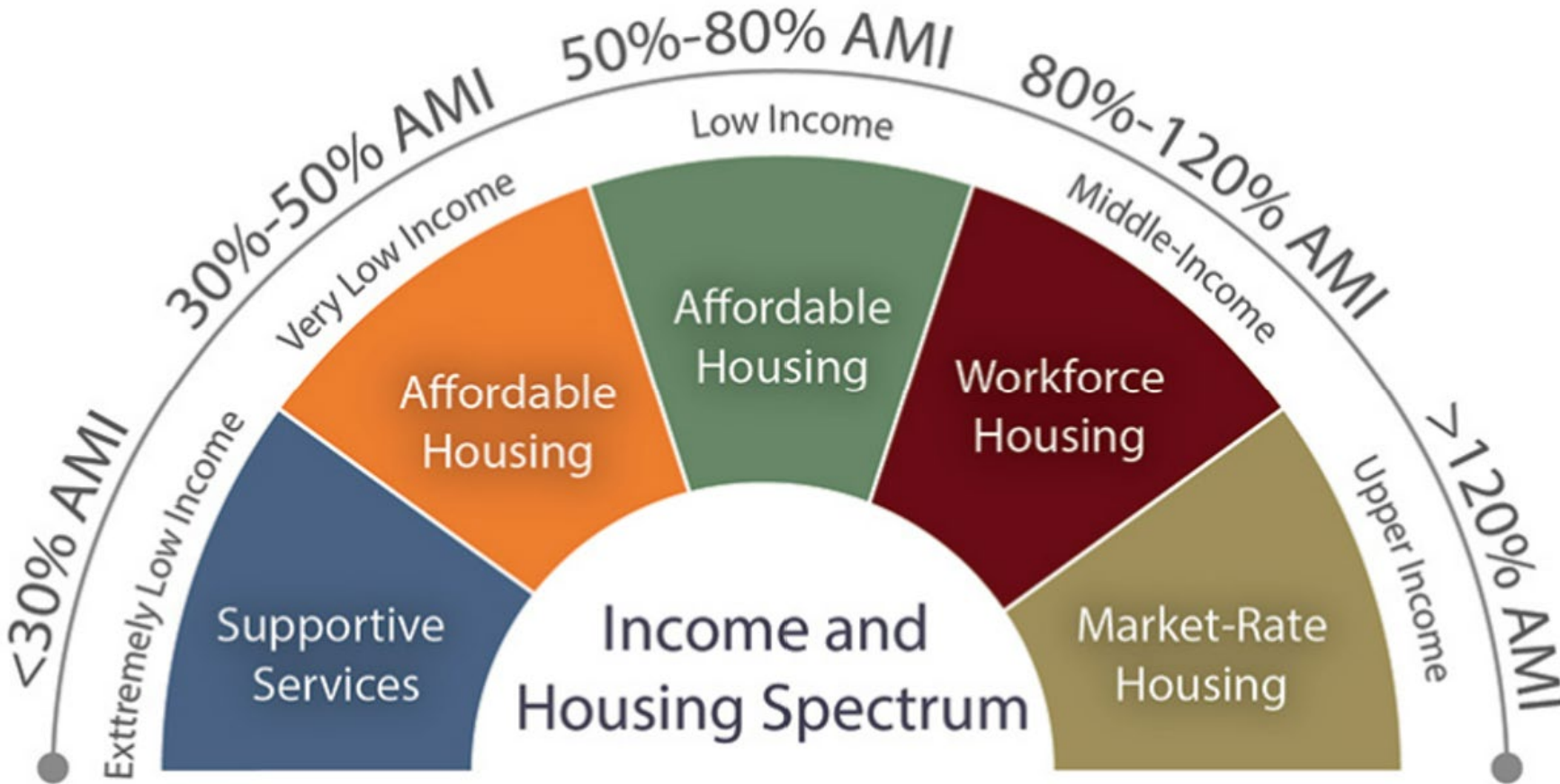
ALICE's income falls short of essentials.

EMPLOYED 

ALICE is working, yet not earning enough.

Image Credit: United Way Southern Maine

Area Median Income (AMI) Thresholds



Income Limits, 4-Person Family	FY 2025
30%	\$33,650
50%	\$56,100
80%	\$89,750
Median Income	\$112,200

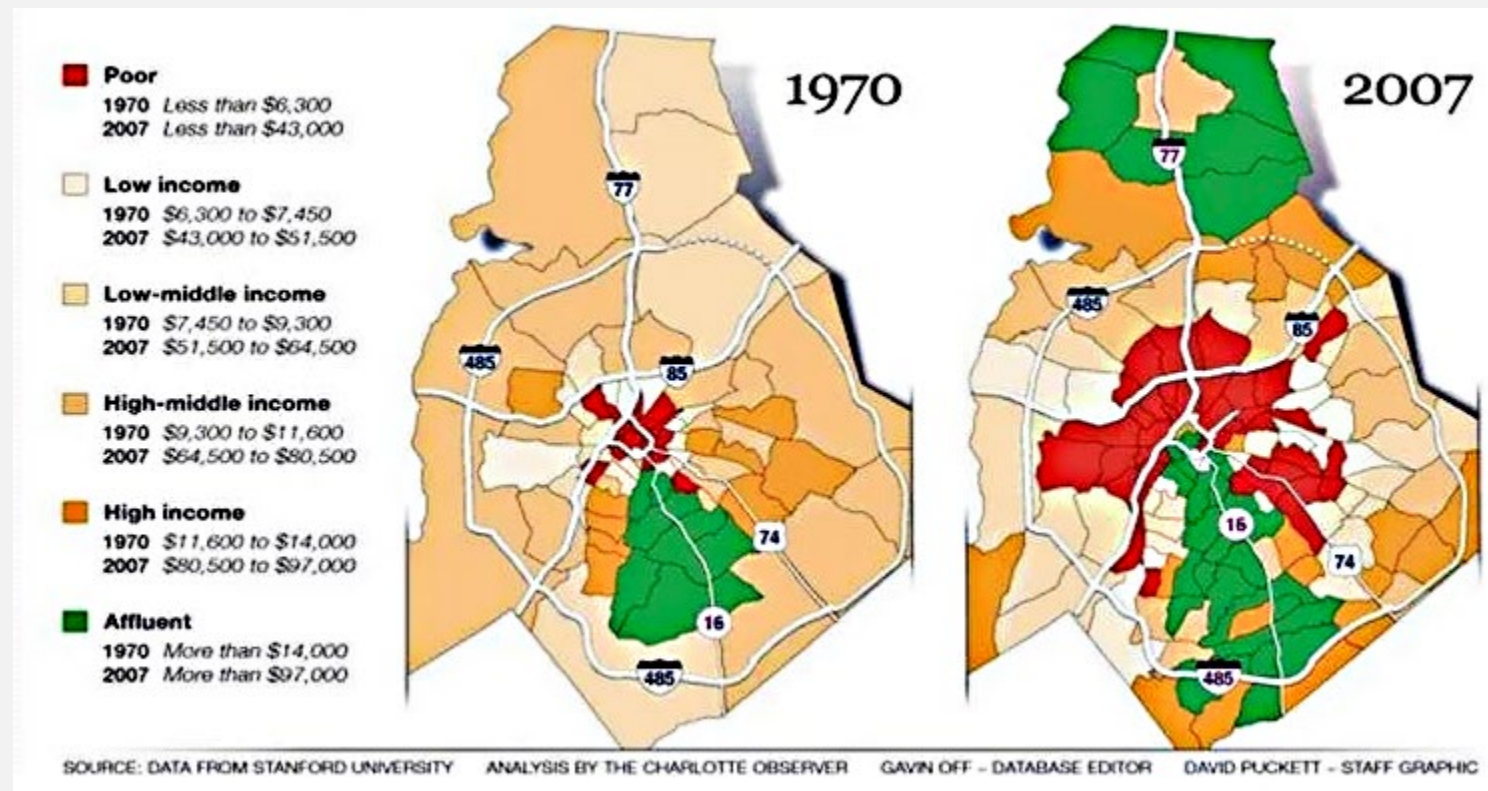
Source: Department of Housing and Urban Development (HUD), Charlotte-Concord-Gastonia Metro Area,
<https://www.huduser.gov/portal/datasets/il.html>

Workforce Development Profile

Profile	Paycheck Jobs	Opportunity Jobs	Career Jobs
Job Seeker Type	Entry-level, short-term, temporary or transitional employment to cover basic expenses	Position to gain experience, develop skills and move towards stability and growth	Long-term professional journey built on personal interest, skillset and previous experience
Barriers to Employment	<i>Housing instability, criminal justice involvement, mental health concerns, substance misuse, transportation and childcare</i>	<i>Lack of hard skills, childcare, transportation, Limited guidance or support for career navigation and advancement</i>	<i>Limited access to pay for higher education/credentials, lack of social capital. Limited resources to maintain household while pursuing extended education</i>
Typical Roles	Retail, food service, warehouse, Janitorial and hospitality	CDL drivers, medical assistants, HVAC techs, phlebotomist, nursing assistant, office assistants and entry-level government	Nurses, IT professionals, electricians, managers, medical technicians and social workers
Education/Skills	Minimal or no formal training. Skills are learned on the job. Transferrable essential skills are needed	Short-term training less than one year or certification. Transferable essential skills are needed	Postsecondary education or significant experience is needed
Support Needs	Job readiness, essential skills, clothing, transportation and childcare	Training access, career coaching and wraparound supports	Advanced training, licensing, networking and mentorship

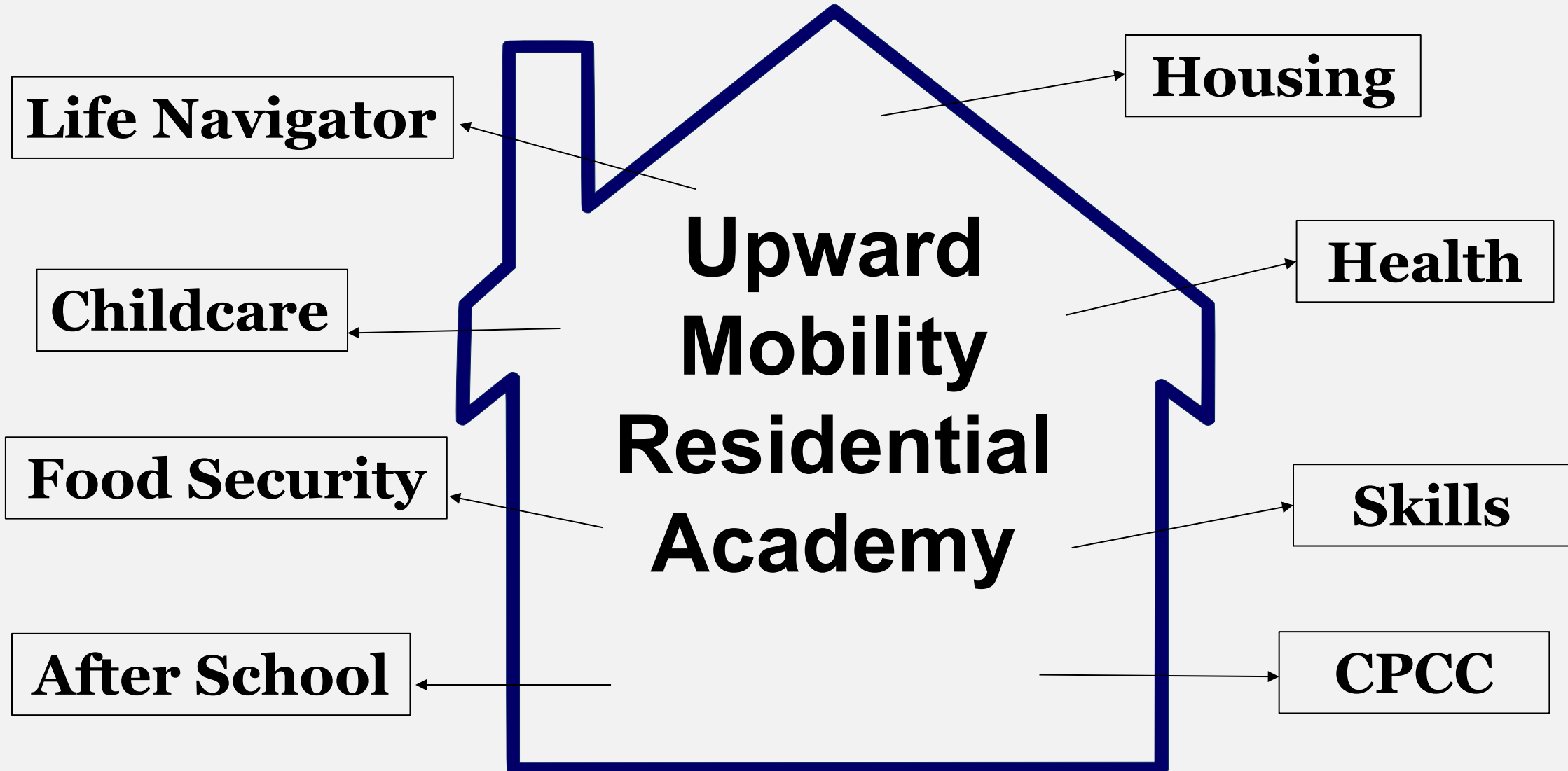
Wedge and Crescent

Since 1970, some Mecklenburg County middle-class neighborhoods have transformed into poor or affluent neighborhoods. The proportion of families living in poor neighborhoods in the Charlotte area has increased 140%, while the proportion in affluent neighborhoods has increased 83%.



Source: CLT Public Relations, "Charlotte's Arc and Wedge," December 8, 2020, <https://www.cltpr.com/articles/arc-wedge>

Upward Mobility Conveyor





| Open Discussion



Thank You

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



BREAK

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Critical Home Repair

Commissioner Vilma Leake, District 2
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Closing Remarks

Michael Bryant, County Manager
Mecklenburg County
Fall Retreat
October 27-28, 2025



Welcome

Michael Bryant, County Manager
Mecklenburg County
Fall Retreat
October 27-28, 2025



Icebreaker

Rebecca Herbert, Public Information Manager
Public Information Department
Mecklenburg County
Fall Retreat
October 27-28, 2025

October 28, 2025

Morning Exercise

Retreat Day 2



MECKLENBURG COUNTY
North Carolina



Relationships

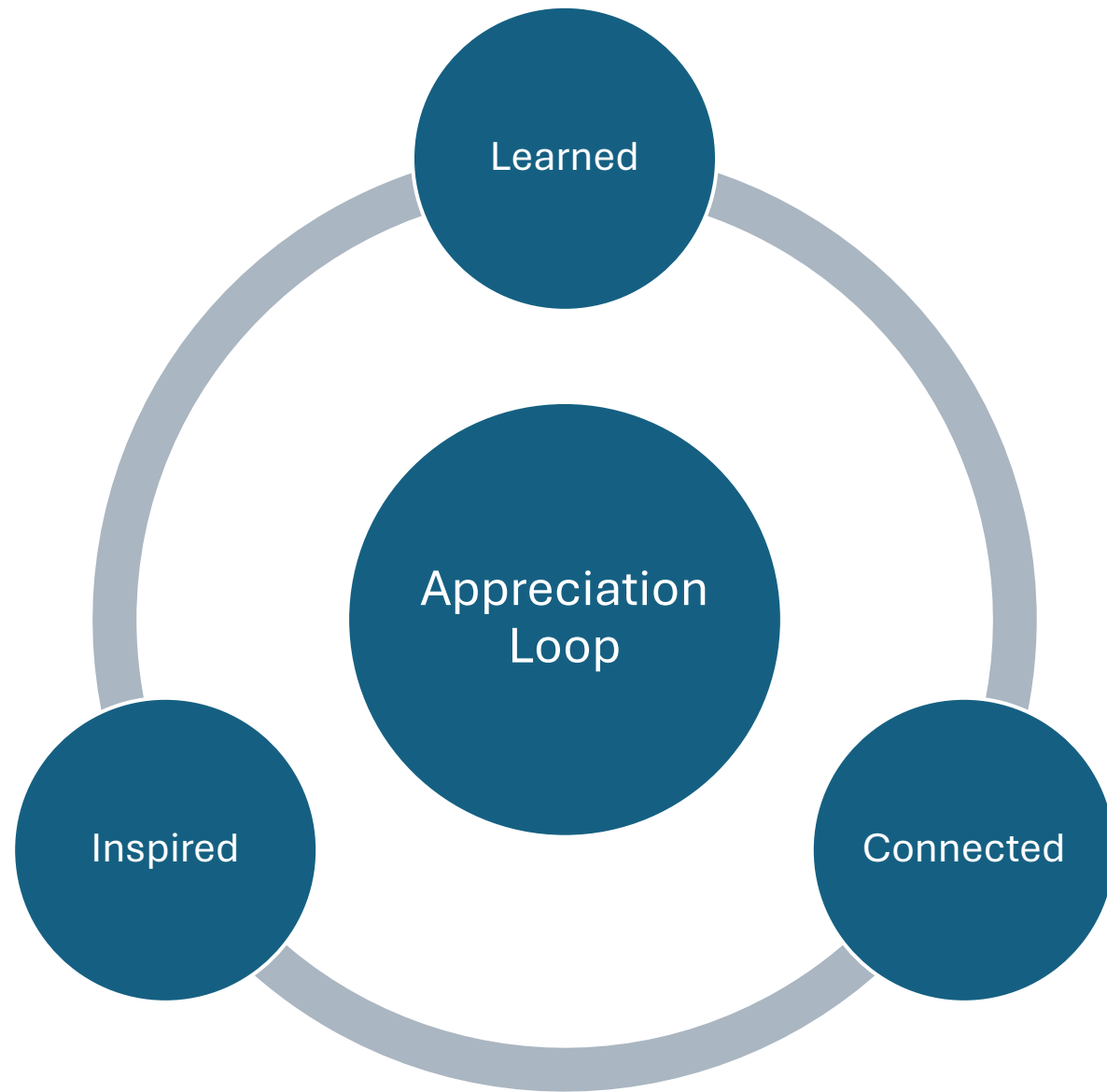
Trust

Inspire

Results

Effective 2-
Days

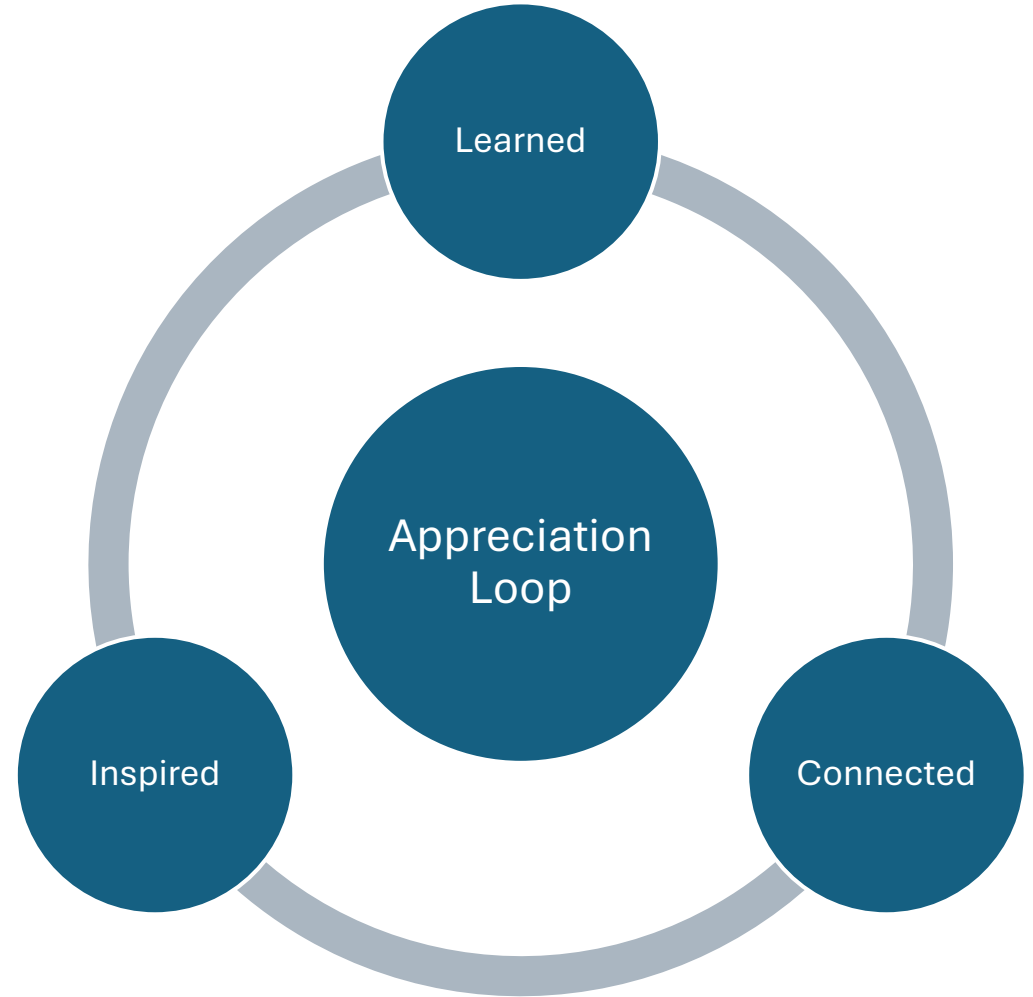
Protect &
Improve
Quality of Life



APPRECIATION LOOP

Instructions:

- 4 groups.
- Only the person with the “Talking stick” speaks.
- Share something that you **appreciate** about Day 1.
- **1-2 minutes each.**
- Consider...
 - Something you learned
 - Someone you met
 - Something that inspired you
- Mind the timer.





Please keep what you've learned in mind as you continue your work.
Thank you!

THANK YOU

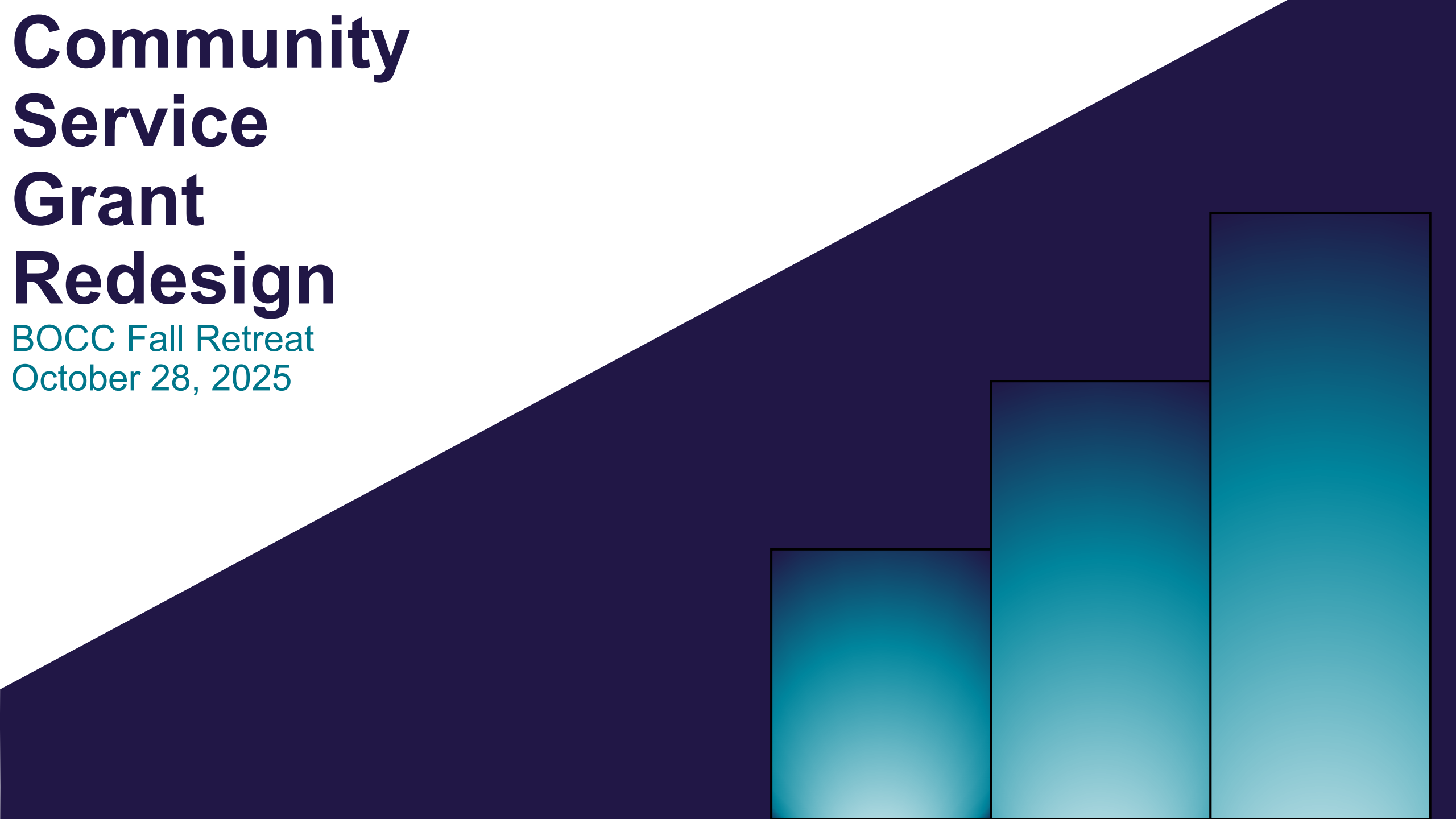


MECKLENBURG COUNTY
North Carolina



Community Service Grant Redesign

Adrian Cox, Director
Office of Management and Budget
Mecklenburg County
Fall Retreat
October 27-28, 2025



Community Service Grant Redesign

BOCC Fall Retreat
October 28, 2025

Overview

CSG History

Challenges & Opportunities

Recommendations

Next Steps

CSG History

- Prior to FY2006, nonprofits were funded throughout the budget as vendors
 - Outside Service Agencies | OSAs
- The following nonprofits were vendors within many categories that we would consider part of the Arts, Commissions, and other Partners today:

Advantage Carolina	Lake Norman and Wylie Marine Commissions
Arts and Science Council	Latin American Coalition
Carolina Regional Partnership	Legal Services of Southern Piedmont
Catawba Land Conservancy	Senior Centers
Charlotte Area Fund	Shelter for Battered Women
Community Building Initiative	Latta Place
Historic Charlotte	Salvation Army Women and Children's Shelter
House of Grace	United Way

CSG History

FY2005

- During this fiscal year, the competitive grant framework was created
- Eligibility, application criteria, and requirements were established for nonprofits



FY2006

- Process began this year
- OSAs were removed from dept budgets and added to nondepartmental
- The Focus Area Leadership Team (FALT) was designated to evaluate OSAs based on performance/ desired results



FY2010

- Addition of Information Sessions and advertisements for the what we know as the *Community Service Grant (CSG) Program*
- Review Panel of dept. subject matter experts



CSG History

FY2012

- Strategy: align nonprofit funding investments with the County's "Critical Success Factors"



FY2016

- Increased audit requirements to include:
 - performed by an independent CPA
 - Generally Accepted Accounting Principals (GAAP)
 - no overdue suspension or taxes



FY2017

- Sunset Evaluation Model led to the Sunset Policy (3-year limit on CSG funding)
- Option to apply to become a vendor began
- 15 CSGs programs were sunset and became vendors within departments this year



CSG History

FY2019

- Strategy: transitioned from alignment with “target areas” to “key themes” to drive decision-making



FY2021

- Funding was budgeted for grassroots nonprofits, known as the *Unite Charlotte program*



FY2026

- The CSG Program is paused due to availability of revenue
- CSG Program funding removed (\$2M)
- Unite Charlotte is also reduced by (\$1.4M) to \$1.8M

Programs That Were Formerly CSGs

Former CSGs now Vendors	Funding*
MedAssist of Mecklenburg: Free Pharmacy Program	\$600,000
Communities In Schools: Building Student Success	450,000
Studio 345 – Arts Plus	430,000
Charlotte Community Health Clinic	425,000
Youth Advocate Program, Inc.: Mecklenburg County YAP	397,000
CW Williams: Improving Access to Healthcare	390,000
Camino Community Development Corporation, Inc.	360,000
Cook Community Clinic	325,000
Care Ring – Nurse Family Partnerships	250,000
Care Ring – Physician’s Reach Out	250,000
Veterans Bridge Home	200,000
Mental Health America of Central Carolinas	165,000
YBLA - YLeader Program	150,000
Levine Senior Center	102,000
Shelter Health Services: Healthcare	69,000
Latin American Coalition: Economic Mobility Center	50,000
Urban League: Continuum of Opportunity	50,000
Big Brothers Big Sisters: School Based Mentoring	50,000
Time Out Youth	30,000
Ada Jenkins Families and Careers Development Center	25,000
Big Brothers Big Sisters: Mentoring 2.0	25,000
100 Black Men: Movement in Youth	20,000
Total	\$4,813,000

Added From FY2017-
Present

\$4.4M Total
Vendor Funding

20 Organizations

22 Unique Programs

Within
CFAS, CSS, CJS, DCR,
EDO, and HLT

* Does not include one-time funding

Some Other Nonprofit Vendors

- Although some vendors began partnerships with the County through the CSG Program, the nonprofits below (along with others) contracted directly with departments for a distinct program.
- Some of these programs operate a distinct program that fit as a departmental vendor and others may fit better as an annual grant recipient.
- While assessing former CSG/vendors, it may be beneficial to also look at fit of these vendors.

A Sample Other Nonprofit Vendors	Funding
Legal Aid	\$1,209,163
Cabarrus Rowan Community Health	912,500
Road to Hire	884,036
Urban League	564,000
The ROC Charlotte	400,000
She Built This City	363,656
The Relatives	225,000
Levine Senior Center	102,000
Total	\$4,660,355

Community Service Grants vs. Other Vendors

Grants

- Provides funding to individual programs on a time-limited basis
- Grants are aimed to achieve specific outcomes defined by grant
- Funding is typically provided to new programs or expansions that a nonprofit is considering
- A competitive application process is used to award grants
- Grant applications are vetted by a panel of department experts
- Grants are paid as results are achieved

Typical Vendor Agreements

- Departments contract with vendors for various services that support their programs
- Vendors are selected by departments based on the ability to fulfill a specific need of their business operation in accordance with County procurement standards
- Payment to vendors may be based on a per-unit basis or performance basis depending on the contract

Neither CSGs nor vendor agreements are intended to support the general operating of an organization.

Challenges & Opportunities

- **No Funding:** The CSG program was paused for FY2026 due to a lack of funding and there is currently no funding identified for the program in FY2027
- **Growing Cost:** Over the years the CSG program has increased the ongoing cost to the budget as CSGs were often converted to vendors that do not compete annually for funding
- **Lack of Clarity for Applicants:** The previous CSG program did not provide potential applicants with clarity on the available funding, because funding for the program was unknown when application process began
- **Alignment to County Objectives:** Although grants have been tied to the County's strategies, there is opportunity to increase the focus on the specific outcomes that we need to address
- **Ensure a Competitive Process:** It is important to ensure that a wide range of CSG can compete to achieve the best outcomes for residents
- **Ensure Grantees Can be Successful:** A new CSG program must maintain controls to ensure that nonprofits are successful & use public dollars in a responsible manner

CSG Program Recommendations

Eliminate three-year sunset policy & require programs that were formerly CSGs to compete for funding

How it would work

- The CSG program would no longer have a 3-year limit with the option to apply to be a vendor after 3 years
- 20 CSGs that become vendors since FY2017, would need to compete annually through the CSG process to receive funding
- Nonprofits would be notified regarding the change as soon as it is approved, so they can prepare next grant cycle

Benefits

- Prevents the CSG program from ballooning the County operating budget
- Would establish a more competitive process for County funding to nonprofits

Potential Drawbacks

- Existing vendors would need to adjust to a competitive process

Fund the CSG program with fund balance based on a predetermined % of available balance

How it would work

- Calculate the available fund balance over the policy minimum after the close of the fiscal year
- Use a predetermined percentage of fund balance to provide the total funding for the CSG program along with caps and other safeguards

Example: 5% of the fund balance over the minimum policy threshold (millions)

Year End→	FY20	FY21	FY22	FY23	FY24	FY25*
Available FB	\$492.0	\$541.4	\$534.1	\$540.3	\$512.5	\$530.9
FB Over Minimum Threshold	\$106.4	\$132.2	\$106.5	\$90.0	\$53.7	\$65.5

Budget Year→	FY22	FY23	FY24	FY25	FY26	FY27*
CSG Funding Example 5%	\$5.32	\$6.61	\$5.33	\$4.5	\$2.69	\$3.28

Actual CSG funding (millions)

	FY22	FY23	FY24	FY25	FY26	FY27
CSG Grants	\$1.85	\$1.83	\$2.15	\$2.13	0	TBD
Vendor/Former CSGs	\$5.13	\$4.28	\$5.32	\$5.8	\$4.5	TBD
Combined	\$5.98	\$6.11	\$7.47	\$7.93	\$4.5	TBD

All grants would be awarded as a one-time award with a one-time source

Benefits

- Reinvest a portion of fund balance back to the community
- Ongoing funds are used to support core County services
- Opens options to cycles outside of the fiscal year

Potential Drawbacks

- Continual use of one-time funds
- Would require discipline to the policy not to add in “one more grant”

* Fund balance estimate following budget adoption

Design the application to focus on pre-identified performance outcomes

How it would work

- OSI working with departments would develop a set of performance metrics that align to our Balance Scorecard
- Applicants would apply based on their programs ability to improve these metrics or some intermediate outcomes with a clear alignment

Example- Health & Thriving Community applicants might apply to:

- a) Improve hypertension outcome (% blood pressure < 140/90) for uninsured / underinsured residents
- b) Improve diabetes outcomes (% A1c \leq 9) for uninsured / underinsured residents
- c) Increase uninsured / underinsured resident maintaining medication compliance
- d) Increase the percentage of HIV diagnosed patients returning for care

Other desired outcomes as determined by OSI & departments

Note: Currently all vendors that are former CSGs align to Health & Thriving Community, Jobs & Economic Opportunities, Learning & Educational Opportunities

Benefits

- Provides clear goals for applicants at the beginning of the process
- Allows the County to better fund solutions that align to the areas of greatest need
- Builds on the “paying for results” philosophy of the CSG program
- Integrates the CSG awards with the comprehensive plan of the County

Potential Drawbacks

- Time required to identify outcomes and revise the application

Establish application minimums & maximums

How it would work

- CSG grants would only be available between a set amount
 - **\$55K** and **\$500K**
- Ensure alternatives for smaller requests
 - The Unite Charlotte program, funded by the County, will award grants of \$35K and \$55K for smaller organizations
- The budget will also reestablish a small amount of contingency funding for the Board to invest in small one-time, innovative programs
 - \$125K up until 2020
 - Eliminated due to underutilization
- Minimum and maximums would be revisited in some years based on economic changes

Benefits

- Provides applicants with clear expectations on the scale of the programs funding by the county, often requested by potential applicants
- Minimums would establish a baseline for program impact, implementation, and ability to report on performance
- Maximums would help to ensure funding is available for multiple organizations

Potential Drawbacks

- Without alternatives for smaller organizations, minimums may unintentionally exclude programs

Allocate total funding to CSG & award grants later in the year

How it would work

- Funding the CSG program with a predetermined amount of fund balance allows the program operate on an implementation timeframe independent from the fiscal year

FY27 Allocation / CY27 Implementation		Start	Finish	Days
1	Allocate a total (based on FY2025 Fund Balance) for CSGs to be identified	7/1/2026		
2	Application Submission	7/15/2026	9/14/2026	61
3	Review & Prepare Recommendations	9/14/2026	12/14/2026	91
4	Update the BOCC & Finalize Contracts	12/14/2026	1/29/2027	46
5	Implementation	2/1/2027	1/31/2028	364

FY28 Allocation / CY28 Implementation		Start
1	Allocate CSG funding (based on FY2026 Fund Balance) for CSGs to be identified	7/1/2027



Benefits

- Similar to the ARPA process, it separates Board from having to pick CSG in the annual Budget process.
- Application submission and review can occur independent of other budget decisions
- Allows for more intentional focus on both investments in County departments and nonprofits
- Nonprofits can address opportunities that emerge from prior budget cycle
- Would allow grants to begin as soon as February 2027

Potential Drawbacks

- Unable to communicate specific grant awards at the same time the budget is presented

Provide grants up-to a 2-year period

How it would work

- Extend the award period for CSGs to allow for a 2-year implementation period
- Allocated funding would be held as committed for both years when grants are awarded

Example

Grants Awarded Jan. 2027		Grant Implementation		
		Feb 2027 – Jan. 2028	Feb 2028 – Jan. 2029	Feb 2029 – Jan. 2030
Grant 1	100,000	50,000	50,000	
Grant 2	200,000	100,000	100,000	
Grant 3	120,000	60,000	60,000	
Grant 4	75,000	50,000	25,000	
Total		495,000		

Grants Awarded Jan. 2028		Grant Implementation		
		Feb 2027 – Jan. 2028	Feb 2028 – Jan. 2029	Feb 2029 – Jan. 2030
Grant 5	500,000		250,000	250,000
Grant 6	70,000		35,000	35,000
Grant 7	400,000		200,000	200,000
Grant 8	300,000		150,000	150,000
Total		1,770,000		

Benefits

- Provides additional time for grantees to achieve results
- A multi-year strategy is more feasible for many programs

Potential Drawbacks

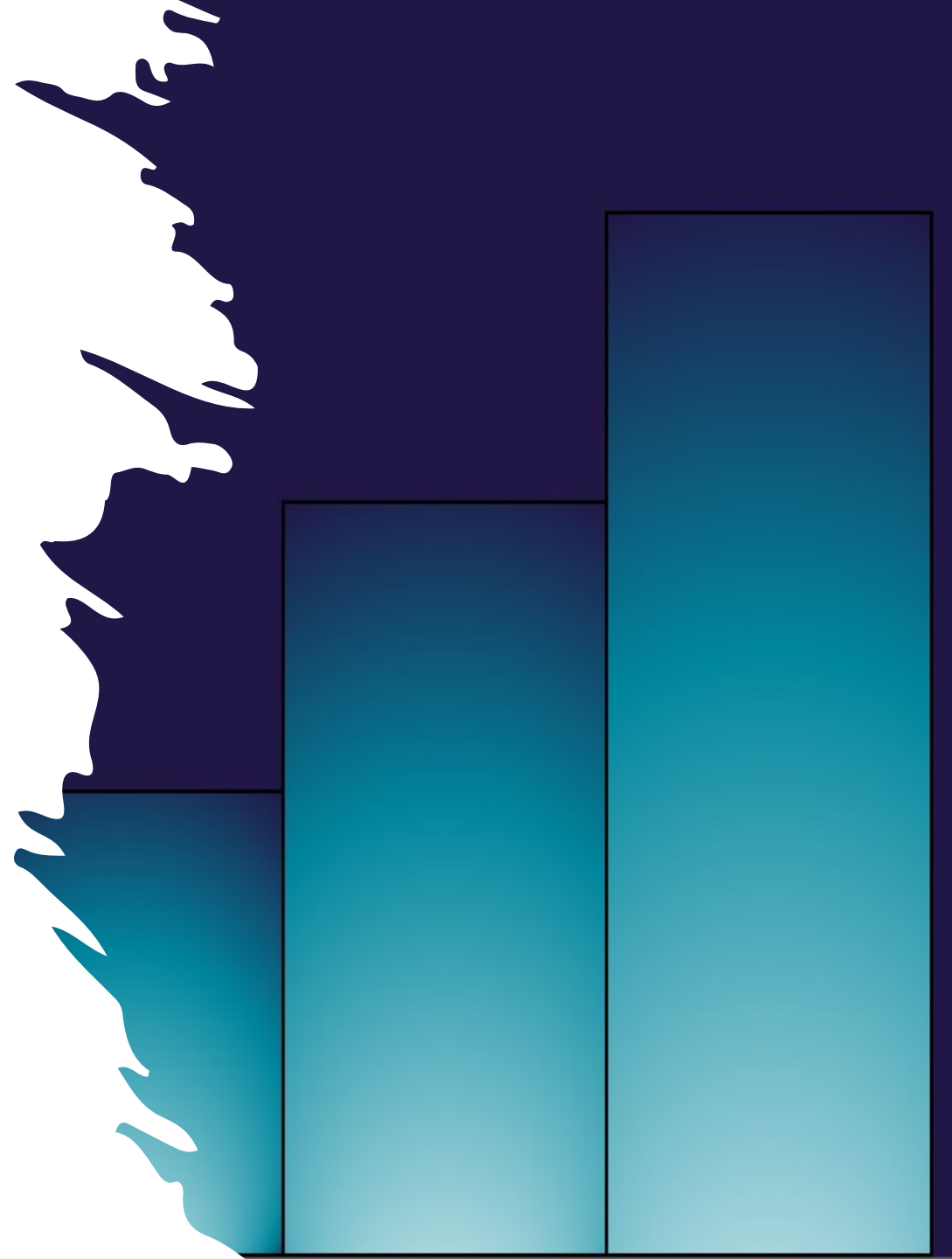
- Two-year grants will utilize a greater share of available funding
- Nonprofits are more likely to design programs with ongoing dependence on County funding
- More complicated grant review

Summary

	Provide a funding source for CSGs	Prevent CSGs from ballooning the budget	Provide clarity to potential applicants	Improve alignment to County objectives	Ensure a competitive process	Ensure grantees can be successful
1. Eliminate the three-year sunset policy & require programs that were formerly CSGs to compete for funding		✓			✓	
2. Fund with fund balance based on a predetermined % of available balance	✓	✓	✓			
3. Design the application to focus on pre-identified performance outcomes			✓	✓	✓	
4. Establish application minimums & maximums			✓		✓	✓
5. Allocate total funding to CSG then & award grants later in the year				✓		
6. Provide grants up to a 2-year period						✓

Next Steps

1. Receive Board feedback today
2. OMB will draft a CSG program guidance document
3. Once decisions are final, OMB will notify existing vendors & any interested nonprofits of the new program design & timeline
4. Funding will be included in the FY2027 Recommended Budget to support the CSG program
5. OSI will develop a list of community metrics to guide potential applicants
6. Application & document submission portals will be updated
7. Begin accepting applications mid- July





BREAK

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Mecklenburg County and Behavioral Health Services

Commissioner Laura Meier, District 5
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025

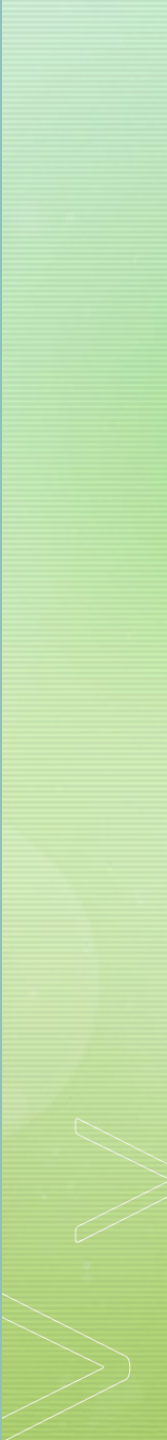
Mecklenburg County and Behavioral Health Services

Presenter: Commissioner Laura Meier

Staff Support: Cotrone Penn



Objectives

- To gain an understanding of the history of behavioral health funding in North Carolina and Mecklenburg County
 - To gain an understanding of the need of increased funding for behavioral health in Mecklenburg County
- 



How We Got Here

A Behavioral Health Funding and Services Timeline



From County-Led to Managed Care-Led Behavioral Health

1970s-2000

NC counties deliver behavioral health service and manage state and Medicaid funding.

2001-2014

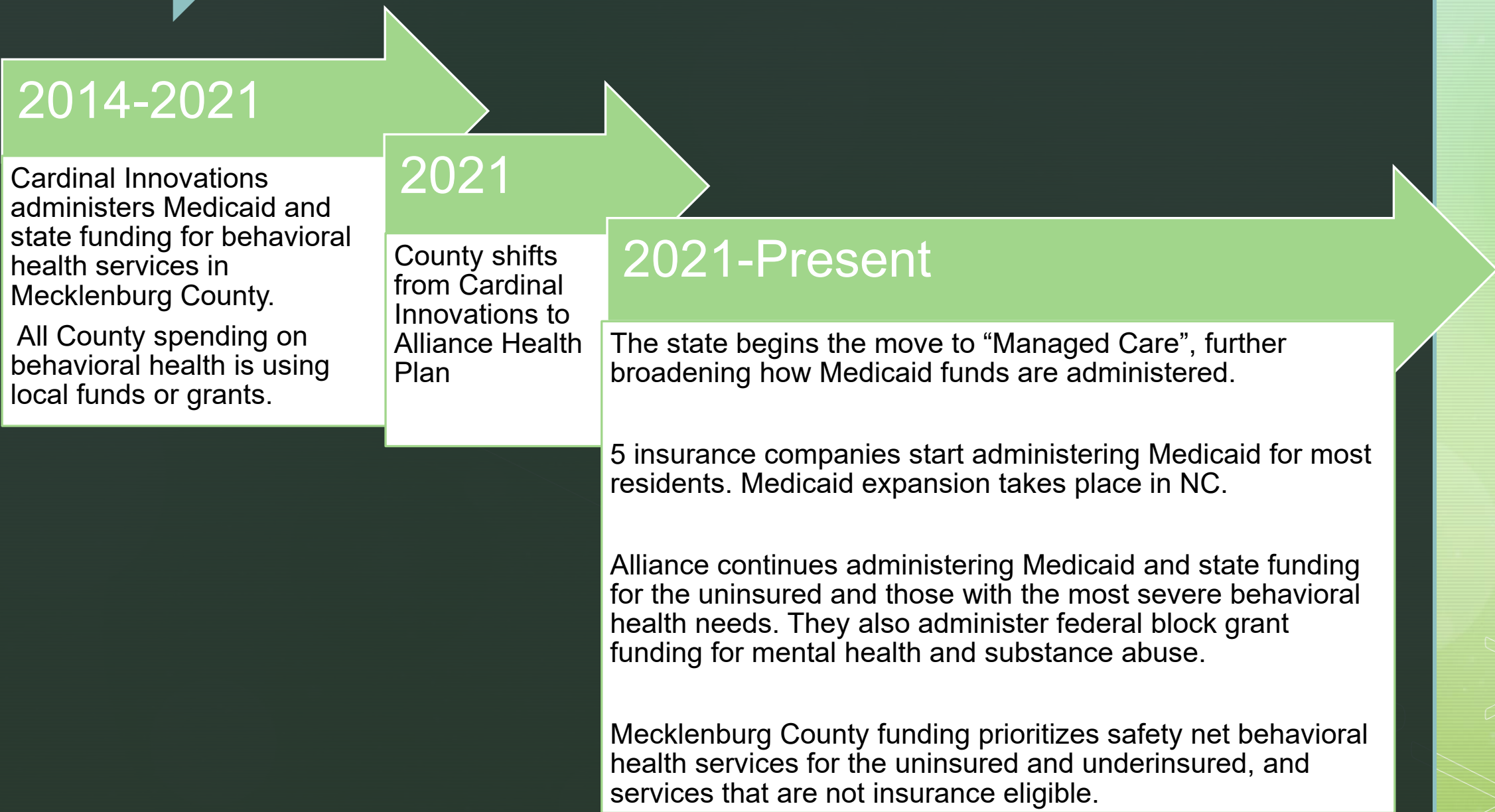
2001- NC passes the MH Reform Act, aiming to reduce the number of entities managing state and Medicaid funds. Gradually, NC counties stop delivering services and administering state and Medicaid funds.

Mecklenburg continues service delivery and state/Medicaid funding administration. By 2007, Meck was the only county doing this.

2014

After a few years of controversy, County decides to work with Cardinal Innovations for the administration of Medicaid and state funding.

Mecklenburg County stops providing Medicaid/state-funded behavioral health services and no longer administers these funds for behavioral health.



2014-2021

Cardinal Innovations administers Medicaid and state funding for behavioral health services in Mecklenburg County.

All County spending on behavioral health is using local funds or grants.

2021

County shifts from Cardinal Innovations to Alliance Health Plan

2021-Present

The state begins the move to “Managed Care”, further broadening how Medicaid funds are administered.

5 insurance companies start administering Medicaid for most residents. Medicaid expansion takes place in NC.

Alliance continues administering Medicaid and state funding for the uninsured and those with the most severe behavioral health needs. They also administer federal block grant funding for mental health and substance abuse.

Mecklenburg County funding prioritizes safety net behavioral health services for the uninsured and underinsured, and services that are not insurance eligible.

The Takeaway

- In the past 25 years, North Carolina's management of behavioral health services and funding for low income and uninsured residents has changed dramatically
- With it, the role that counties play has changed too.
- Currently, supporting residents' access BH services is technically a state and managed care organization responsibility only.

If that is the case, what is our County investment, and why?



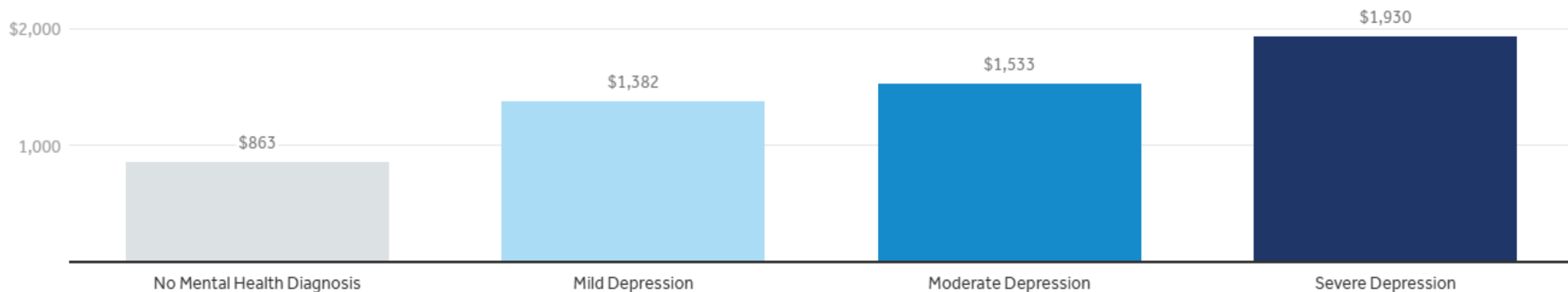
Access to Services in Mecklenburg County

Residents' Insurance Status

Residents with Private Insurance or Medicare

- In 2023, 75.7% (855,410) of County residents had private, Medicare, or military/VA insurance.
 - This is a 4-percentage point increase over 2015.

Annual out-of-pocket spending for privately-insured individuals treated for depression, by severity, 2021



Includes nonelderly adult enrollees with private insurance from large employers. Enrollees are categorized as mild, moderate, or severe based on the highest severity of depression for which they received treatment in 2021. Enrollees with or without co-occurring anxiety diagnoses are included. Enrollees are included in the no mental health diagnosis group if they were not treated for any mental health diagnosis in 2021. Enrollees with mental health diagnoses other than GAD and depression are not represented in figure. Data does not include payments for services that enrollees do not claim under their employer coverage.

Residents with Medicaid Insurance

Medicaid

- 347,152 residents enrolled

Medicaid Expansion

- 84,832 residents enrolled when NC voted for expansion

No copays but low reimbursement rates make serving people with Medicaid less attractive for clinicians

- As of 10/1/25, the state cut reimbursement rates by 3-8% for many behavioral health services, placing greater strain on providers who accept Medicaid.

Residents with No Insurance

Over 130,000
residents in
Mecklenburg
County have no
health insurance.

- Limited access to care— can use County-funded services and if the BH needs get bad enough, then they could possibly access state funded services through Alliance.
- Undocumented persons cannot access care through Medicaid or state funding.



The Takeaway

- As Medicaid cuts loom due to the passage of the latest federal budget, less of our residents will be enrolled in a health insurance plan, whether it is Medicaid or private insurance.
- The burden of treating the uninsured will fall on Mecklenburg County, including behavioral health access.



How are we doing?

What the Behavioral Health Data Tells Us



LEADING CAUSES OF DEATH

Identifying the leading causes of death in Mecklenburg County helps us understand the most significant health challenges facing our community. These causes highlight where prevention and early intervention can save lives and improve quality of life.

Data provided in this section underscores the latest updates on local leading causes of death including breakdowns by race and ethnicity, gender, and age.

Table 2. Top Ten Causes of Death Mecklenburg County, 2023

Rank	Cause	Total Deaths	% of Total Deaths
1	Cancer	1,371	19.03%
2	Heart Disease	1,269	17.61%
3	Unintentional Injuries	640	8.88%
4	Stroke	408	5.66%
5	Alzheimer's Disease	350	4.86%
6	Chronic Lower Respiratory Disease	227	3.15%
7	Diabetes	223	3.10%
8	Kidney Disease	147	2.04%
9	Suicide	126	1.75%
10	Chronic Liver Disease and Cirrhosis	125	1.73%
Total Deaths 2023: All Causes		7,205	

Source: North Carolina Department of Health and Human Services; Division of Public Health; State Center for Health Statistics, Mecklenburg County Vital Statistics

Suicides

Table 5. Mecklenburg County, Cause of Death by Age, 2023

Rank	Infant (<1 year)	Ages 1–14 yrs	Ages 15–24 yrs	Ages 25 –44 yrs	Ages 45–64 yrs	Ages 65 yrs +
1	Conditions in the perinatal period	Unintentional Injuries	Unintentional Injuries	Unintentional Injuries	Cancer	Cancer
2	Congenital*	N/A	Homicide	Heart Disease	Heart Disease	Heart Disease
3	N/A	N/A	Suicide	Suicide	Unintentional Injuries	Alzheimer's Disease

*Congenital malformations, deformations and chromosomal abnormalities

N/A: data is based on provisional estimates and is not available at the time of the report.

Source: North Carolina Department of Health and Human Services; Division of Public Health; State Center for Health Statistics

Youth Behavioral Health

YOUTH BEHAVIORS

The choices young people make today can shape their health into adulthood. The table below highlights key behaviors among Mecklenburg County youth that impact overall well being.

Table 8. Percentage of Charlotte-Mecklenburg High-School Age Teens Reporting Conditions

	2019			2021			2023*		
	Meck	NC	US	Meck	NC	US	Meck	NC	US
Psychological Health									
Teens ever attempted suicide or tried to kill themselves	12.0%	10.0%	9.0%	9.0%	10.0%	10.2%	*	*	*
Teens who made a plan to commit suicide	17.0%	15.0%	16.0%	15.0%	18.0%	17.6%	*	*	*
Teens who felt so sad or hopeless almost every day for 2 weeks or more in a row that they stopped doing some usual activities	37.0%	36.0%	37.0%	43.0%	43.0%	42.3%	*	*	*
Substance Abuse	Meck	NC	US	Meck	NC	US	Meck	NC	US
Had at least one alcoholic drink one or more days in the past 30 days	23.0%	24.0%	29.0%	17.0%	19.0%	22.7%	*	*	*
Used marijuana one or more times in the past 30 days	24.0%	22.0%	22.0%	13.0%	16.0%	15.8%	*	*	*
Weight Management	Meck	NC	US	Meck	NC	US	Meck	NC	US
Physically active for a total of 60 minutes or more per day on 5 or more of the past 7 days	34.0%	38.0%	44.0%	33.0%	34.0%	15.8%	*	*	*
Violence	Meck	NC	US	Meck	NC	US	Meck	NC	US
Teens reported carrying a weapon to school in the past month	12.0%	16.0%	13.0%	N/A	N/A	3.1%	*	*	*
Teens reported being physically hurt by their partner	7.0%	7.0%	8.0%	9.0%	13.0%	8.5%	*	*	*

*Date not available. 2023 YRBS data release has been delayed. Source: Charlotte-Mecklenburg YRBS, 2019 - 2023



Substance Abuse

- Overdose deaths among Black and Hispanic residents in Mecklenburg County have increased by 20% since 2019, compared to a 15% increase among White residents.
- Fentanyl contamination in cocaine and counterfeit pills is a major contributing factor to these disparities

General Mental Health

Table 11. MECKtrics Population Health Indicators (continued)



Indicators	Goal	Status	Baseline	2019	2020	2021	2022	2023	2024
Suicides <i>Suicide Rate per 100,000</i>	8.6	Worsening	9.6 (2018)	8.6	9.7	11.7	9.6	11.0	n/a
Youth Suicide Attempts <i>Rate of Youth ED visits due to suicide attempts per 100,000</i>	185	Worsening	102.4 (2018)	115.4	111.4	139.6	213.5	205.6	199.1
Opioid Overdose (Deaths) <i>Opioid Overdose Deaths per 100,000</i>	13.1	Worsening	15.5 (2018)	13.6	15.6	17.4	24.1	25.8	n/a
Mental Health ED Visits (Depression) <i>Rate of ED visits due to Depression per 100,000</i>	751.2	Worsening	1451.7 (2018)	1194.3	885.6	784	853.9	834.7	894.1
Mental Health Days Not Good <i>% Adults reporting mental health not good for 8 or more days per month</i>	14%	Worsening	15.7% (2018)	14.8%	17.6%	15.8%	19.4%	20.1%	21.2%



The Takeaway

As the mental health of our residents is worsening, coupled with even more of our residents predicted to be uninsured, Mecklenburg County is facing tough funding decisions around behavioral health.



How the County Supplements the Existing Service Array

Safety Net Services for At-Risk Residents



County Funding for Behavioral Health

Department	Service Type	County Funding
Child, Family, and Adult Services	Behavioral Health Contracts for Community-Based Services	\$13,415,574
Child, Family, and Adult Services	Mental Health America of Central Carolinas-Community Service Grant	\$165,000
Community Support Services	Adult Substance Abuse Treatment Continuum-Services for Shelter Residents	\$2,628,459
Criminal Justice Services	Forensic Evaluations- Psychological assessments for Justice-Involved Adults	\$1,481,893
Criminal Justice Services	Drug Treatment Court	\$2,695,936
Public Health	Child Development Community Policing- Services for Children Impacted by or Witnessing Traumatic Events	\$2,914,617
	Total	\$23,301,479

County-Funded Program and Services FY2025

Vendor/Provider

Alliance Center for Education

Anuvia Prevention and Recovery Center

ARJ (Acceptance, Responsibility, Judgement)

Charlotte-Mecklenburg Schools (CMS)

School-Based Mental Health Program

Charlotte-Mecklenburg Schools (CMS) Student Assistance Program

Clinical & Contractual Services

Community Support Services

Criminal Justice Services

Daymark Behavioral Health Urgent Care

Family First Community Services (FFCS)

Forensic Evaluations (multiple contractors)

Hinds' Feet Farm

Hope Haven

HopeWay foundation

INREACH

JCPC BH Contracts (not listed)

Lifespan

McNiel Family Counseling

Mental Health America of Central Carolinas

Pat's Place Child Advocacy Center

Project 658 dba Hope Community Clinic

Promise Resource Network (PRN)

Public Health

SPARC

Stride Services

Supportive Housing (Vendor name not provided)

SYDKIMYL

Teen Health Connection

The Relatives

Thompson Child and Family Focus

Time Out Youth

The Big Takeaway

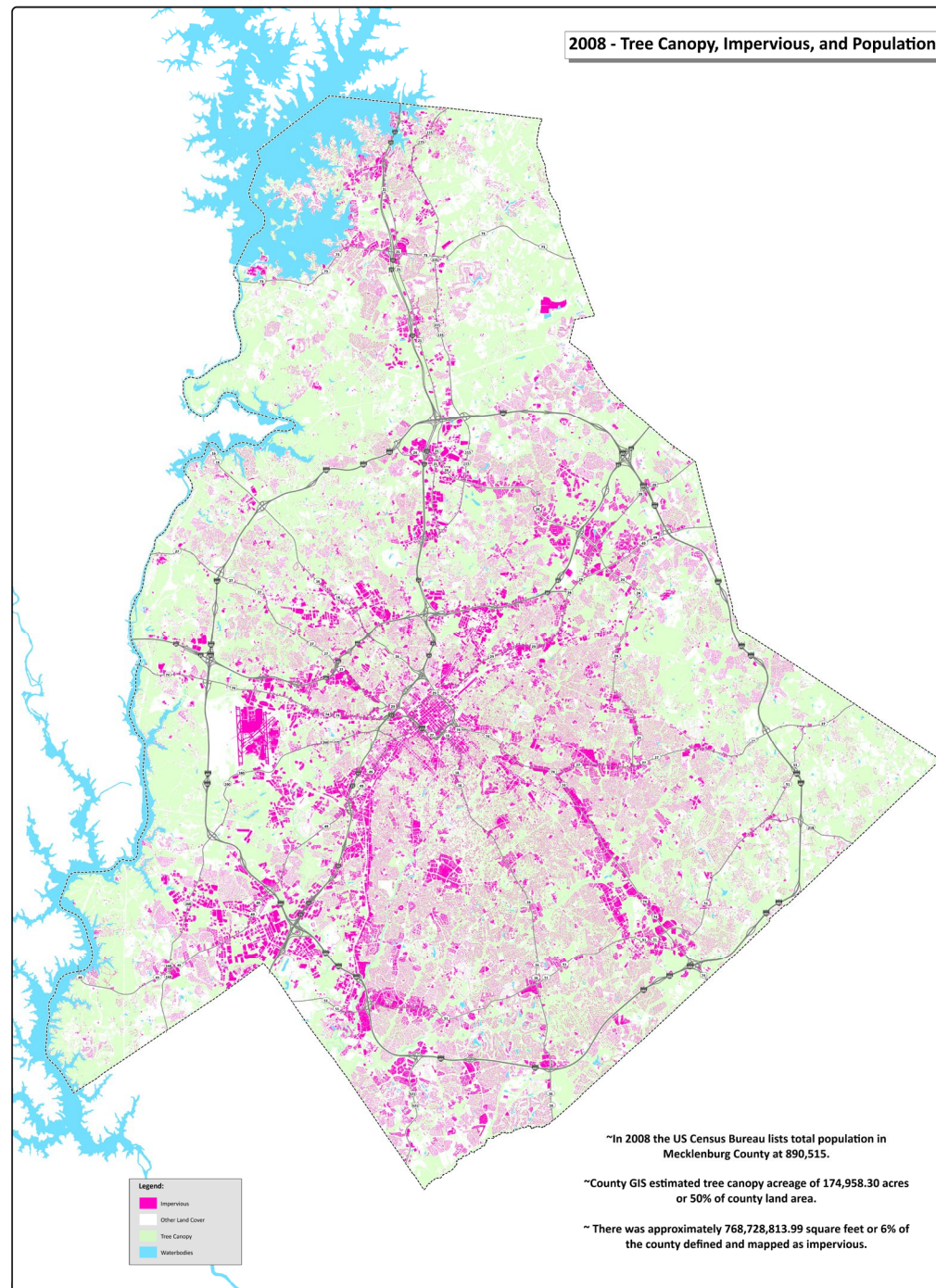
- It is imperative that the county continue to provide funding support for Behavioral Health Services, particularly for those who are uninsured and underinsured, allowing our most vulnerable residents access to critical prevention and intervention services.
- As we continue to support services for individuals, we in turn support their families, their neighbors and the community at large.



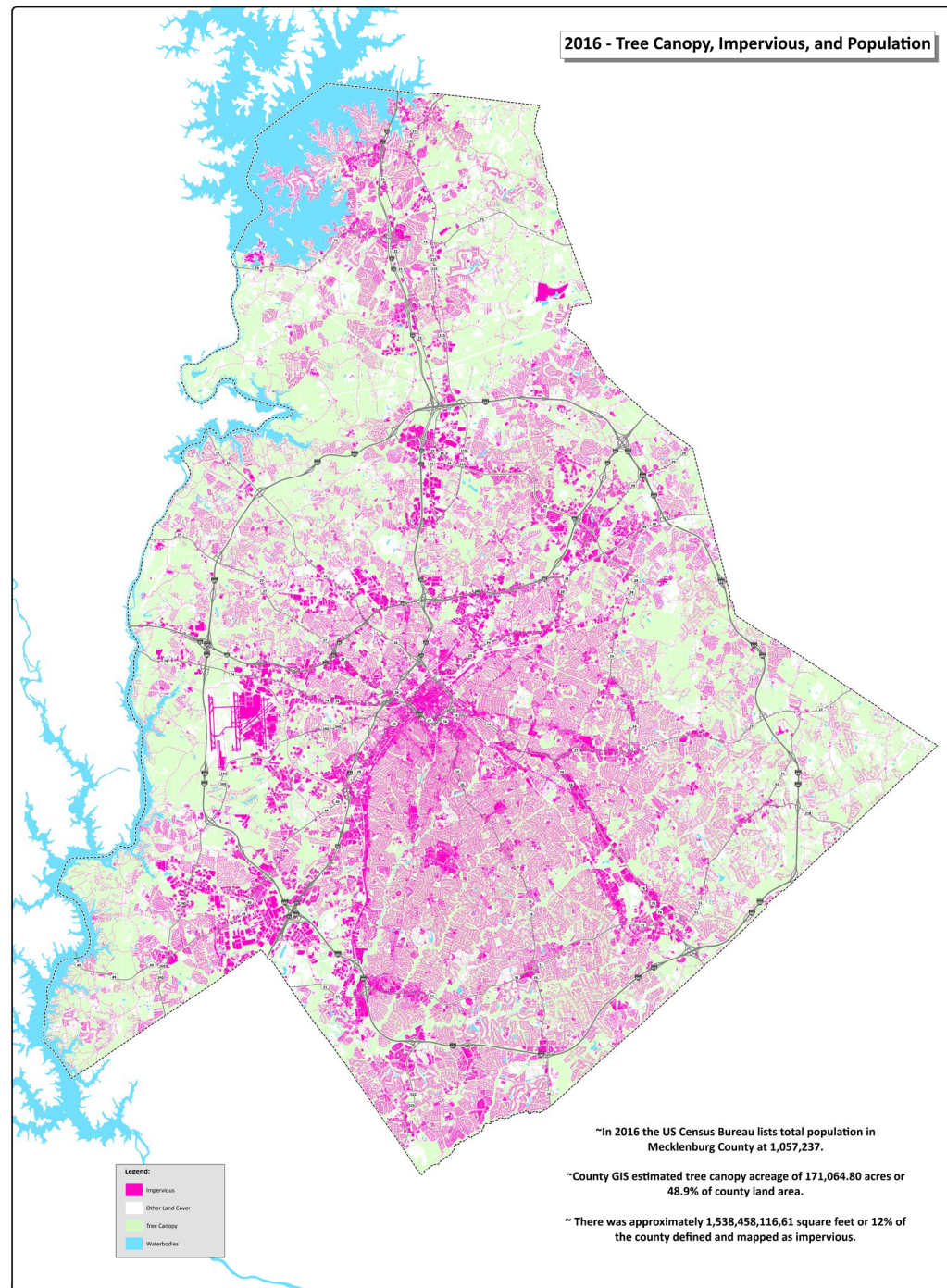
Natural Resources: The Priority of Land Acquisition with the Conservation & Preservation Framework

Commissioner Elaine Powell, District 1
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025

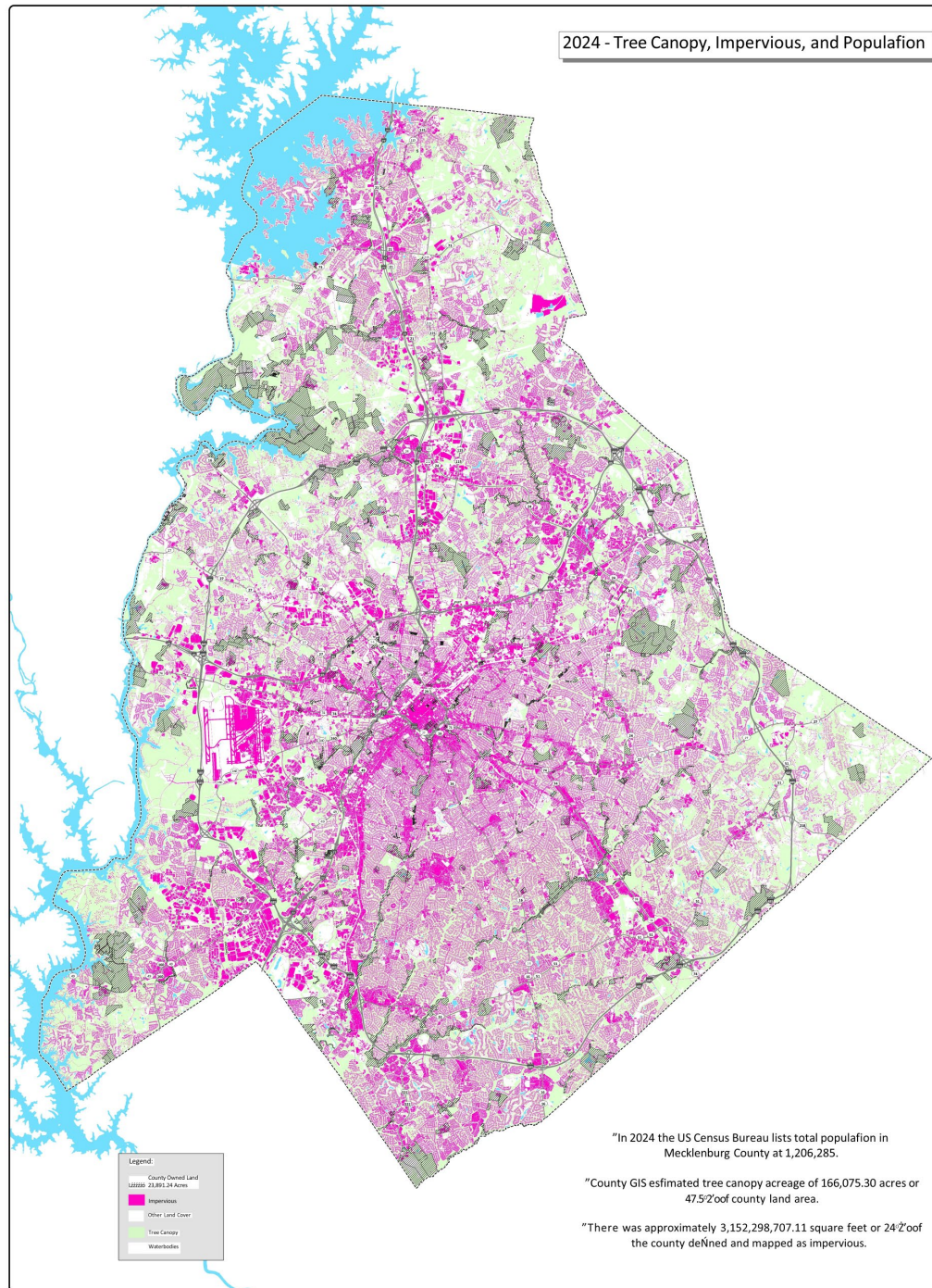
2008 - Tree Canopy, Impervious, and Population



2016 - Tree Canopy, Impervious, and Population



2024 - Tree Canopy, Impervious, and Population





Rural Hill

















| Open
Discussion



Thank You

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



LUNCH

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Child Fatality Review (CFR) and Child Abuse Prevention

Commissioner Susan Rodriguez-McDowell, District 6
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



BOCC Fall Retreat Child Fatality Review (CFR) and Child Abuse Prevention

Commissioner Susan Rodriguez-McDowell
October 27-28, 2025



MECKLENBURG COUNTY
North Carolina
Public Health

A Day in the Life – Safe Sleep Promotion



Photo Source: [Safe Sleep NC](#)

What is Child Fatality Review?

A multidisciplinary team that assesses child death records age birth to 17 years old to:

- Encourage a community-wide approach to the prevention of child abuse/neglect
- Identify gaps/deficiencies across all public and private agencies who serve children and families
- Make recommendations for laws, rules, and policies to improve the health and safety of children
- **Goal is to eliminate preventable deaths and reduce all child deaths**



Types of Cases Reviewed for CFR

Cases specified in G.S. 7B-1406.5(c) will be reviewed:

Deaths of resident children under 18 years whose death fall in the following categories:

- Undetermined cases
- Unintentional injury
- Violence
- Motor vehicle incidents
- Sudden unexpected infant deaths
- Suicide
- Deaths not expected in the next six months
- ***Deaths related to child maltreatment or child deaths involving a child or child's family who was reported to or known to child protective services***



Mecklenburg County Child Fatality Review System

Child Fatality Review Team (CFRT)

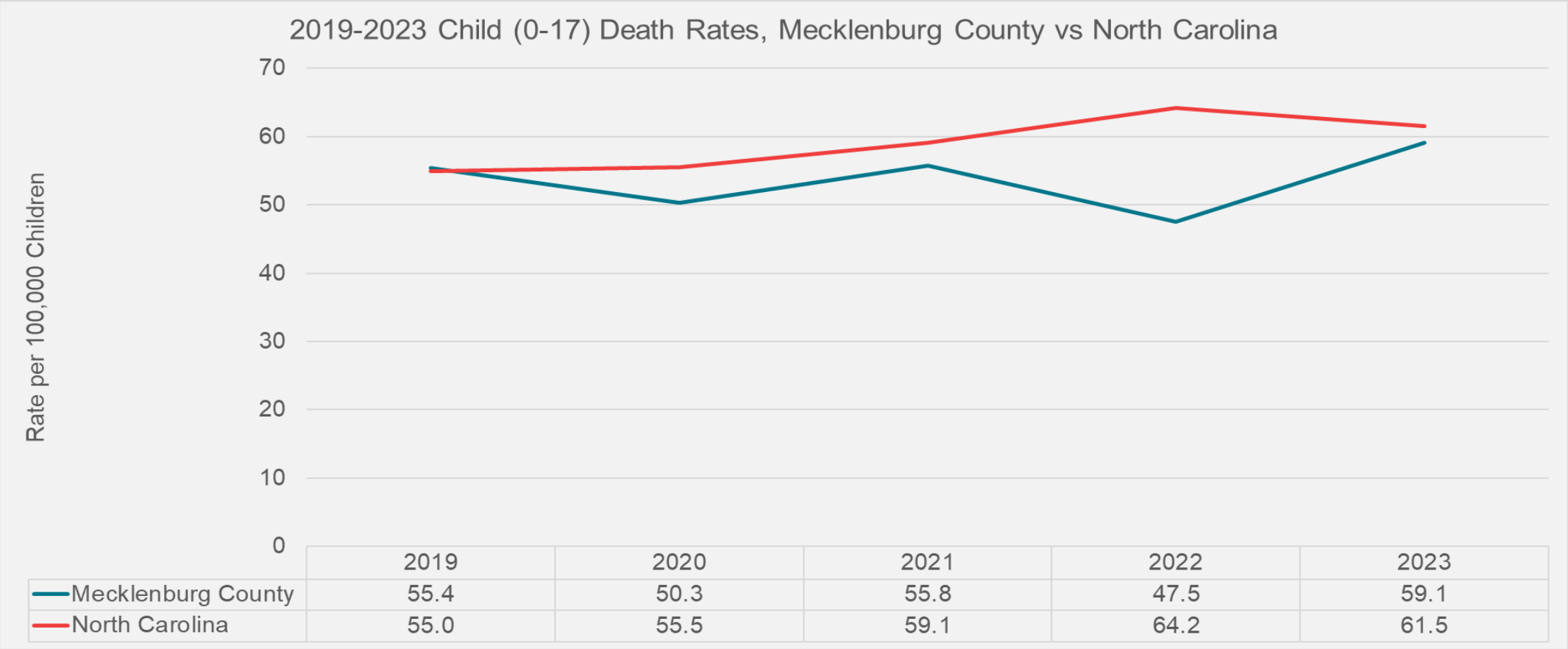
- Review all deaths age 0-18 years
- Identify systems gaps/deficiencies
- Provide recommendations for preventive actions
- Review selected cases of children being served by DSS
- Cases in which a child died because of suspected or confirmed abuse/neglect and received DSS services within 3 years of the fatality

Proposed
Community
Action &
Advisory Team

One Central Team



Child (0-17) Death Rates, Mecklenburg County vs. North Carolina, 2019-2023



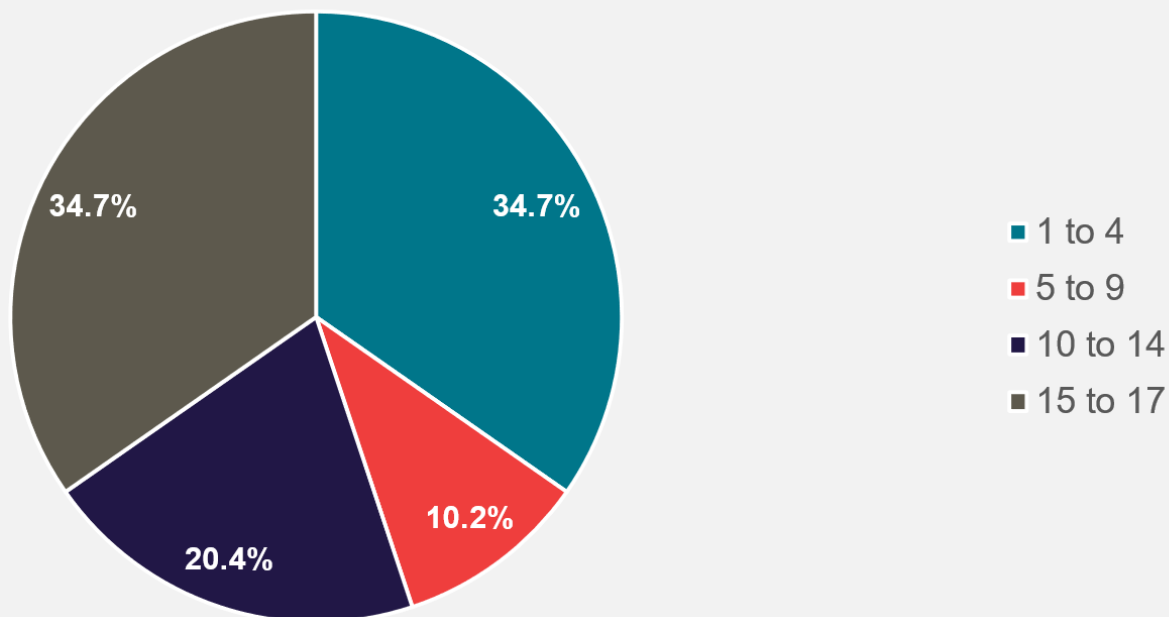
All Child Deaths (0-17), Mecklenburg County, 2023

Cause of Death	Number of Deaths	% of Deaths
Perinatal Conditions	49	31.6%
Illnesses	33	21.3%
Birth Defects	21	13.5%
Suicide	10	6.5%
All Other Causes	10	6.5%
Motor Vehicle Injuries	9	5.8%
Homicide	8	5.2%
Other Unintentional Injuries	5	3.2%
Poisoning	4	2.6%
Suffocation/Choking/Strangulation	3	1.9%
Drowning	3	1.9%
Total	155	100.0%

- Leading causes of death for infants (less than 1 year) are due largely to natural causes; for ages 1-17 the causes are primarily injury-related.
- Perinatal conditions continue to be the largest category of deaths when looking at ages 0-17.

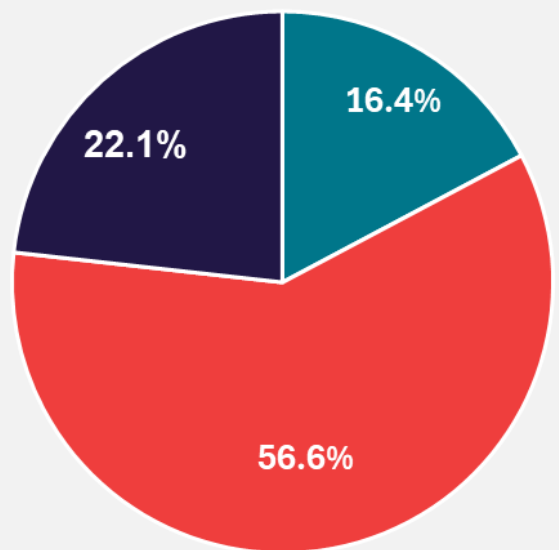
2022 Child Deaths (1-17), Mecklenburg County, by Age Group

2022 Child deaths (1-17) by age Group, Mecklenburg County



- Youth aged 1 to 4 and 15 to 17 made up over two-thirds (69.4%) of child deaths.
- Among the leading causes of death in the 15-17 age group are assault (homicide), suicide, and other unintentional injuries.

2022 Child Deaths (0-17), Mecklenburg County, by Race & Ethnicity



■ NH White ■ NH Black ■ Hispanic

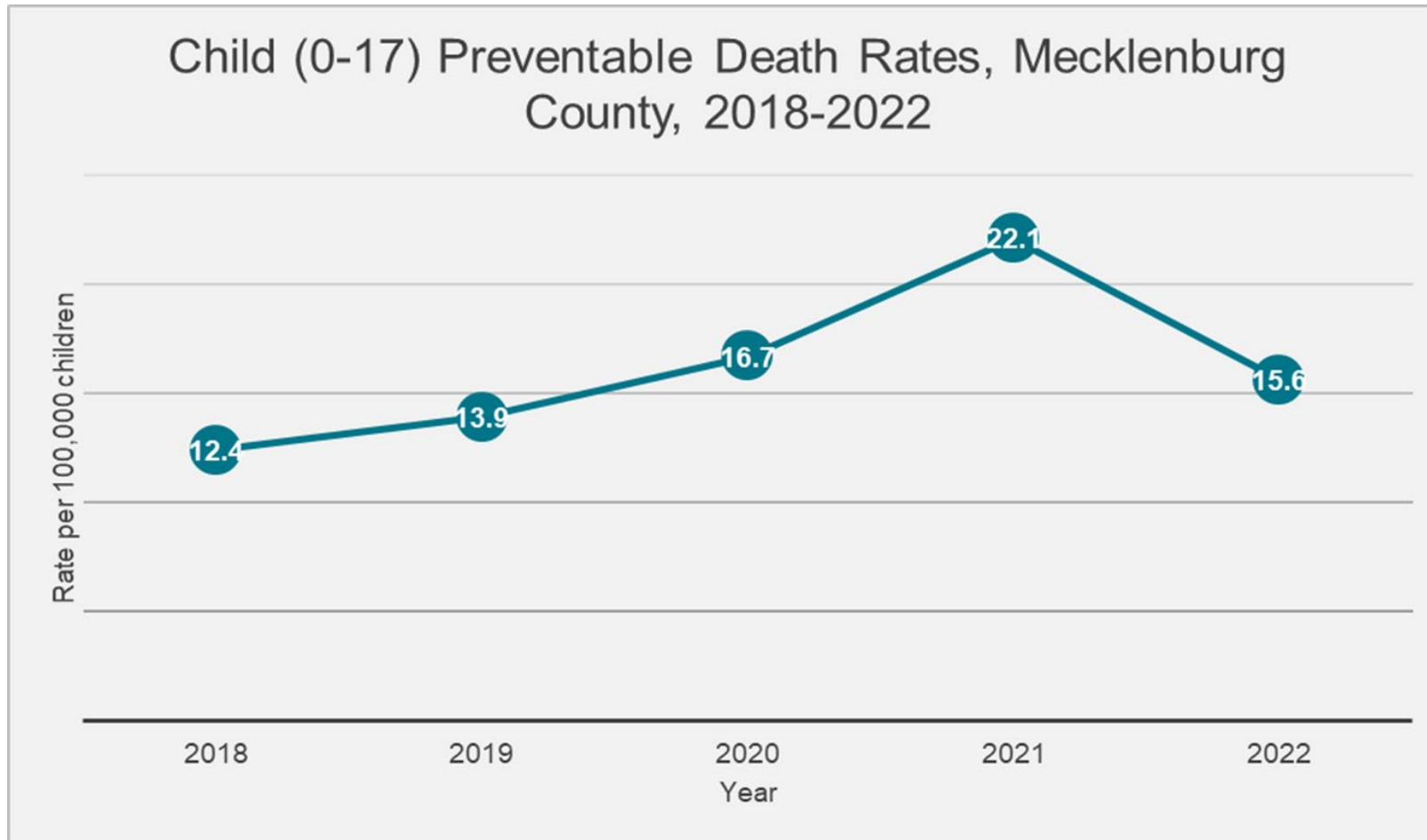
- NH Black children made up over half (56.6%) of all child deaths in 2022 yet only made up 32.2% of the total population of children in Mecklenburg County.

Preventable Deaths

- Intentional Deaths
 - Consist of Homicide and Suicide
- Unintentional Deaths
 - Consist of motor vehicle injuries and all other unintentional injuries (accidents)
- Child Abuse
 - Direct result of violence against a child by a caregiver

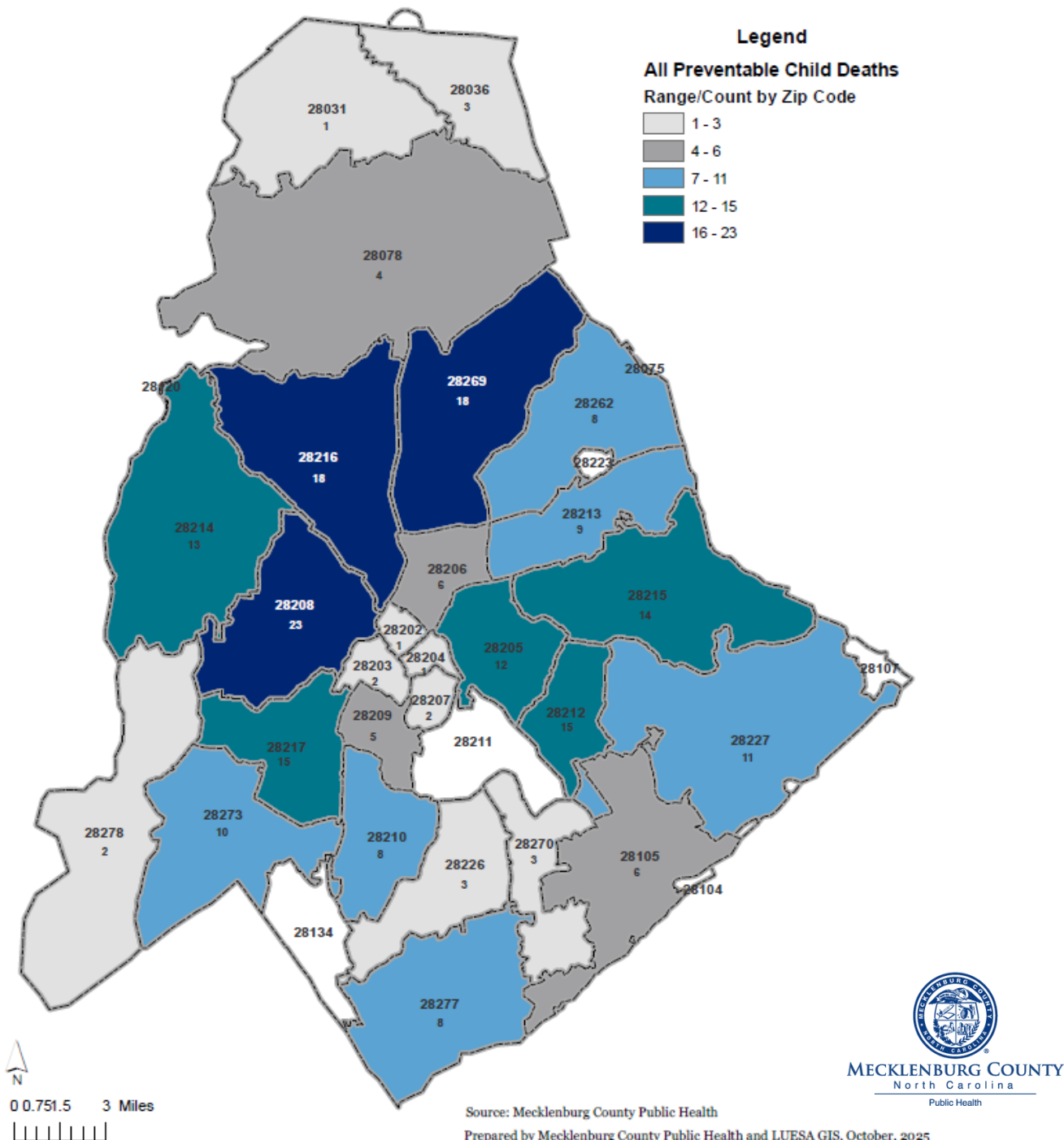


2018-2022 Mecklenburg County Preventable Child Death Rates



- 208 child deaths could have been prevented from 2018-2022.
- Preventable deaths made up nearly a third (32.8%) of all child deaths in 2022.
- Peaked in 2021 before decreasing in 2022

All Preventable Child Deaths, 0-17 Years Mecklenburg County, 2019-2023



Intensive Case Reviews – DSS Involved Fatalities

2022
9 cases

2 Fentanyl Toxicity
2 Gunshot Victims

4 Unsafe Sleep
1 Brain Injury due to Near Drowning

2023
9 cases

2 Gunshot Victims
3 Homicides
1 Strangulation

1 Motor Vehicle Collision
1 Unsafe Sleep
1 Drowning

2024
3 cases

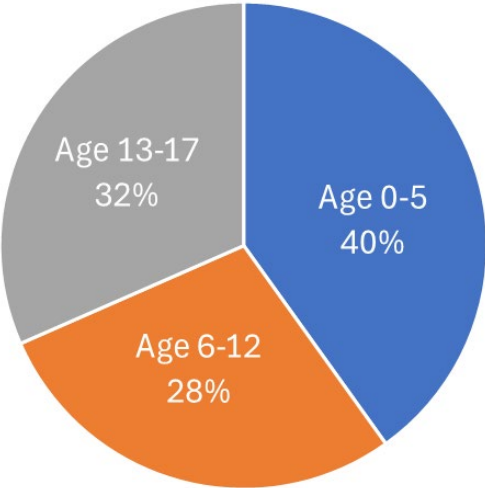
(last reviewed case: April 2024)

1 Homicide 1 Gunshot Victim 1 Motor Vehicle Collision



Child Protective Services Data

Children in Custody by Age



Age	#
Age 0-5	160
Age 6-12	113
Age 13-17	126
Total	399

Number of Children Age 0-5 Substantiated or In Need of Services - Fiscal Year 2025	
Case Decision	#
Child Protective Services Needed	770
Services Provided, CPS No Longer Needed	169
Neglect	107
Serious Neglect	5
Abuse	4
Dependency	2
Total	1057

Current Partnerships & Collaborations

Representation of Groups and Agencies in the Community Action Team (previously CFPPT)

Alliance Health	NC Courts	Project 658
Atrium Health	Community Volunteers	Smart Start
Charlotte Mecklenburg Schools	Juvenile Justice	Council for Children's Rights
Mecklenburg County Public Health Department	Safe Alliance	Jewish Family Services
Novant Health	Guardian Ad Litem	Charlotte Mecklenburg Police Department
Pats Place	YFS Director	Teen Health Connection
Thompson Child and Family Focus	Youth and Family Services	Department of Social Services
Mecklenburg County Clinical Director	Mental Health America of Central Carolinas	Children, Family and Adult Services
Johnson C. Smith University	Care Ring	Community Support Services
NC Department of Public Safety	Mecklenburg County Commissioner	University of NC Charlotte

Current Partnerships & Collaborations

Community Action Team (Previously CFPPT) Recent Efforts:

1. Child Abuse/Maltreatment Prevention Strategic Plan (paid collaboration with UNCC)
 - Working with both hospital systems to address the lack of effective protocols in their emergency rooms as it relates to potential cases of child abuse/neglect
2. Marketing and Distribution of safe sleep related materials
 - Purchased Pack 'n Plays that supported families in local shelters
3. Purchased gun locks and engaged in community events for distribution



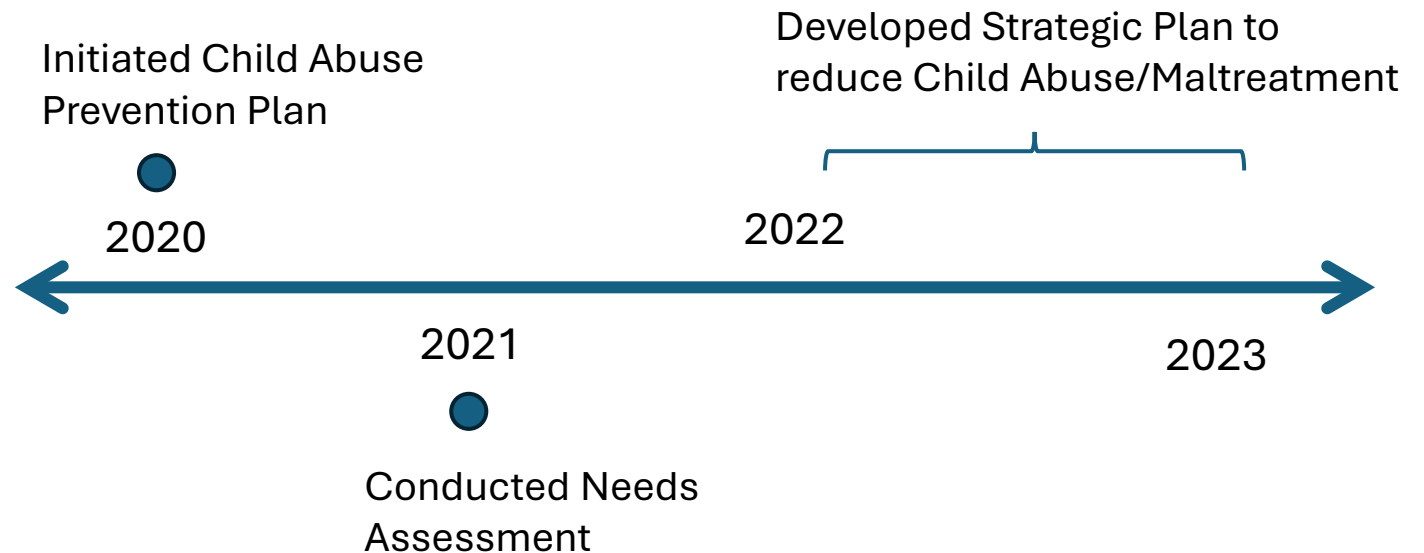
Child Abuse/Maltreatment Prevention Strategic Plan

Background:

- Created in partnership with UNCC
- Community wide strategic plan to align efforts, secure funding, and develop programs for safer families and thriving children

Priority Areas for Prevention

- Positive Parenting
- Parental Mental Health
- Parental Substance Abuse
- Domestic Violence



Promoting Positive Parenting

- Positive Parent Program (Triple P)
- Home Visiting Programs
 - Nurse Family Partnership (NFP)
 - Parents as Teachers (PAT)
 - A Guided Journey (AGJ)
- Improving Community Outcomes for Maternal & Child Health (ICO4MCH)
- Children Developmental Services Agency (CDSA)



Addressing Parental Mental Health

- Resiliency in Communities After Stress and Trauma (ReCAST)
- Child Development Community Policing (CDCP)
- Infant and Early Childhood Mental Health (IECMH)
- Kindermourn
- Care Ring
- Case Management for High-Risk Pregnancy (CMHRP)



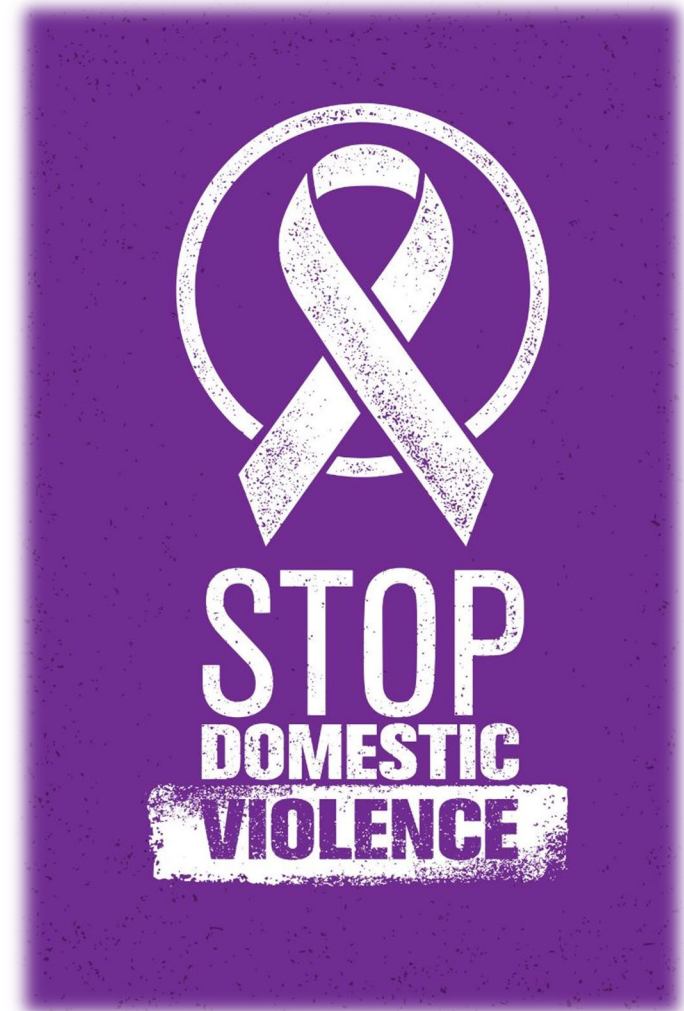
Parental Substance Abuse Prevention

- Thompson Child and Family Focus
- Project 658
- Center for Prevention Services
- Anuvia Prevention
- Charlotte Community Health Clinic
- Amity Medical Group



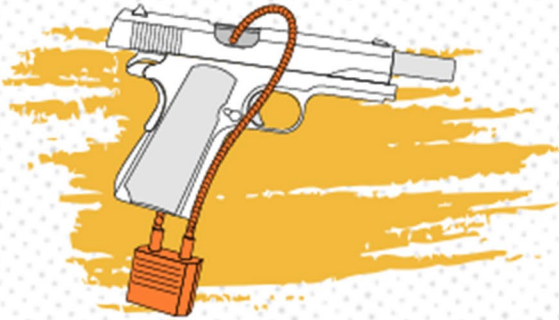
Domestic Violence Prevention

- Adult Intimate Partner Violence Counseling and Clinical Services
- Child and Teen Intimate Partner Violence Counseling and Clinical Services
- Housing for Good (H4G)
- Supervised Visitation Safe Exchange Center (SVSE)
- New Options for Violent Actions (NOVA)

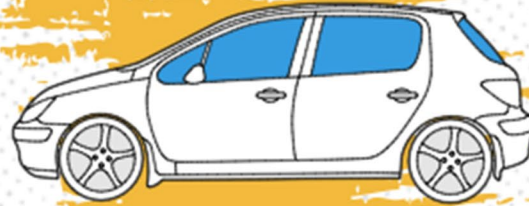


A Day in the Life – Promoting Firearm Safety

Lock It Up



Keep It Secure

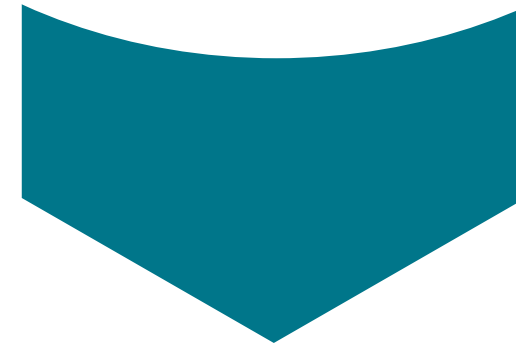


Keep Them Safe



Next Steps

- Disseminate and operationalize action items from the Child Abuse Prevention Plan
- Collect robust data across agencies for thorough and effect case reviews to identify key recommendations for prevention and interventions
- Collaborate with partnering agencies and organizations to maximize collective impact in priority areas to reduce child abuse/prevention and child fatalities





Equitable Lens of Global Trade through the African-Caribbean Diaspora

Commissioner Yvette Townsend-Ingram, At-Large
Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025

Objectives

Present information to dispel myths about the image, civil development and profitability of countries on the continent of Africa.

Present data for support of a marketing and communication model for Mecklenburg County small minority-owned businesses that aligns with the most prevalent and profitable services and commodities on the continent of Africa.

Form relationships with international trade organizations that will assist Mecklenburg County Small Businesses compete in the emerging African Global Trade Diaspora.

Objectives Continued



Evaluate and reform data collection of Small Minority-Owned Businesses in Mecklenburg County.

Align the county's priorities of workforce development and economic development with global trade opportunities.

Explore the creation of an ad-hoc committee for global trade and economic development for Small Minority-Owned businesses with a focus on the continent of Africa.

Important Points or Data

IMPORTANT FACT TO REMEMBER—TAXES ARE HOW WE PAY FOR SERVICES! TAXES ARE USED TO MITIGATE THE IMPACT OF INEQUALITY!

- Because of quality workforce and overall economy, North Carolina named as number one state to do business in 2025 for the third time.
- NC is number one state to do business in 2025 because
 - Tax rate for businesses is 2.25% as of 2025
 - Projected 0% tax rate for businesses in 2030
 - Lowest utility and water rates in the nation



Important Points or Data

Best Ranked/Tiered Counties in NC to do Business

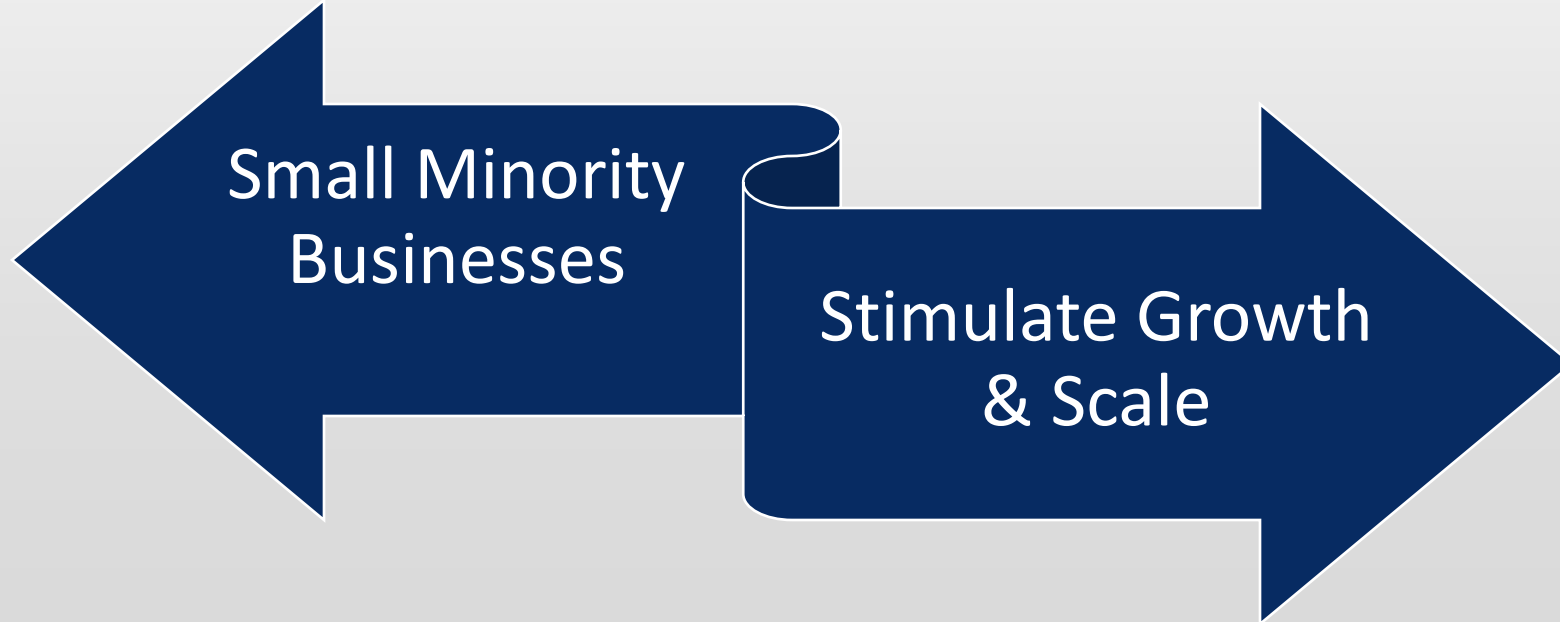
- ❖ **Wake County** has major corporate investors, and is where the capital city of NC, Raleigh is located. The Raleigh/Durham area, has the highest average household income which stimulates the overall economy.
- ❖ **Chatham County** is known as having the best “strategic growth for negotiation.”
- ❖ **Nash County** is known as a tier one county for manufacturing, food production, and logistics, and also offering the best business incentives.
- ❖ **Mecklenburg County** is known as the second largest banking capital in the country and is where Charlotte, the 14 fastest growing city in the country. It is home to Charlotte-Douglass International Airport which is the largest driver of revenue.

These benefits are only enjoyed by large corporations, not small businesses.

IMPORTANT FACT TO REMEMBER—TAXES ARE HOW WE PAY FOR SERVICES! TAXES ARE USED TO MITIGATE INEQUALITY!

New Incentives for Small Business Growth

In this current economic environment that is unduly influenced by politics, it's easier for minority businesses to regress, lose sales, market share, or even go out of business. Global Trade opportunities can slow or reduce the impact of varying threats.



Data – Why do we need Global Trade?

JOB CREATION

- ❑ In North Carolina, **1.3M jobs** were supported by trade, representing **20%** of all jobs in the state.^{1,2}
- ❑ In 2023, **11K companies** exported goods from North Carolina, of which **87%** were **small and medium-sized enterprises**.
- ❑ In 2022, more than **300M people** were employed by affiliates of companies at least 50% foreign-owned.^{3,4}

EDUCATION AND RESEARCH

From 2023-2024, **24,468 international students** were enrolled in North Carolina colleges and universities, contributing **\$914 million** to the North Carolina economy.¹⁰

Other Benefits of Global Trade on Small Businesses

**Expanded Customer
Base**

**Increased Revenue &
Growth**

Market Diversification

Reduced Competition

**Access to International
Government Procurement**

Trade Policy Advocacy

Data – Why does NC need Global Trade?

EXPORTS AND GROWTH

WHO TRADES WITH NC?

North Carolina exported \$72 billion in goods and services to foreign markets in 2023. ^{1, 5}

- ✓ **Canada (\$10.0 billion)**
- ✓ **China (\$7.2 billion)**
- ✓ **Mexico (\$6.8 billion)**
- ✓ **Ireland (\$4.1 billion)**
- ✓ **United Kingdom (\$3.7 billion)**

Mecklenburg County currently has trade contracts 39 different countries, but only 2 South African countries.

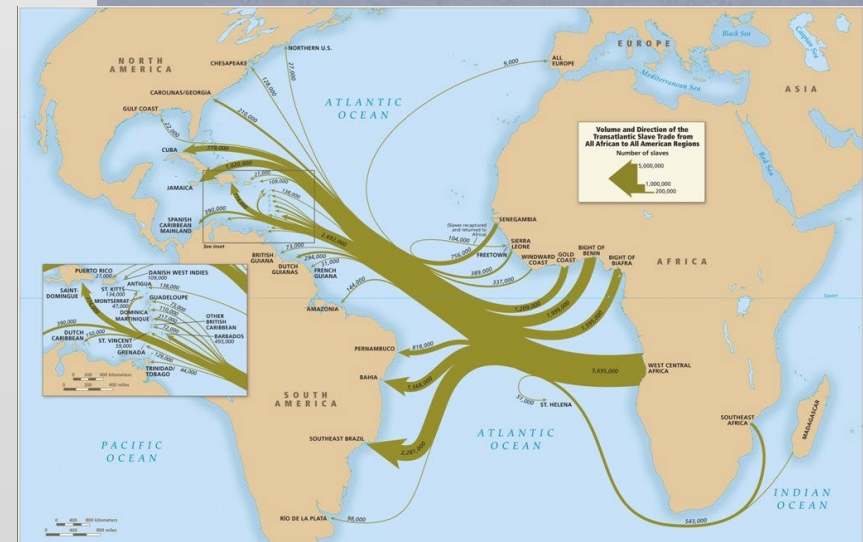
Sappi Fine Paper North America	South Africa	Mecklenburg	4--9	Wholesale Trade
Safmarine Inc.	South Africa	Mecklenburg	4--9	Transportation and Warehousing

What Does Diaspora Mean?

Diaspora = Disperse a group of people.

Diaspora = A movement of a people away from their ancestral territory.

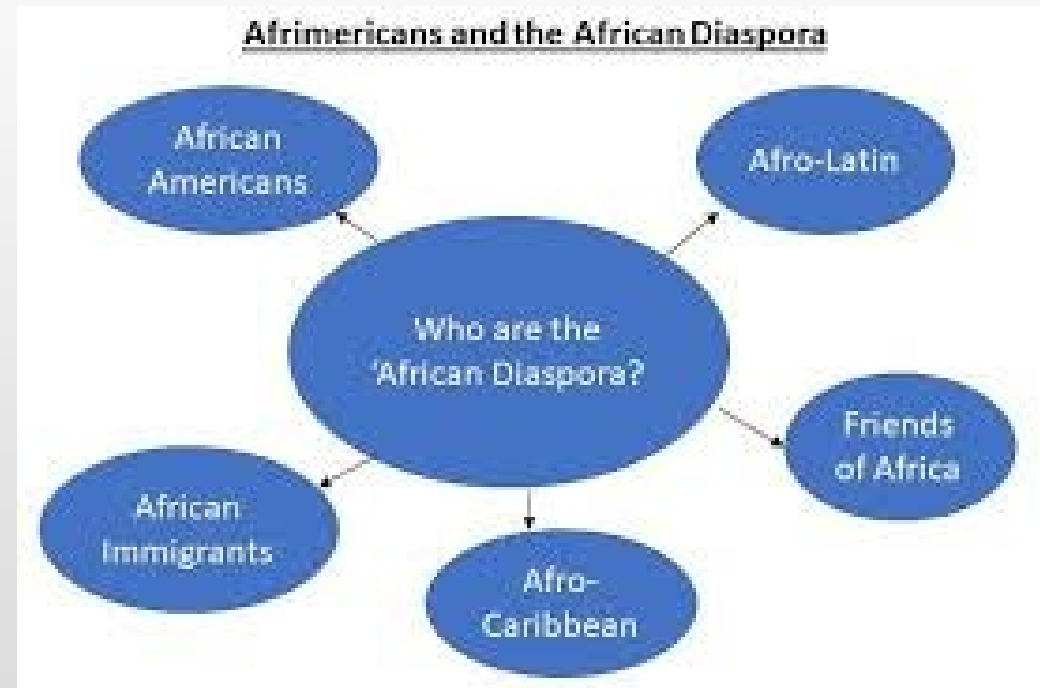
Diaspora = A diaspora maintains emotional, cultural, or even political ties to the country of origin. This is often done through language, traditions, and active support for homeland affairs.



African-Caribbean Diaspora

African-Caribbean Diaspora

The worldwide dispersal of people of African descent, historically linked to forced migration from the transatlantic slave trade, but also including voluntary migrations. It is important because these communities have created a global network with shared heritage, contributing significantly to the cultural, economic, and political development of both their new homelands and Africa through remittances, skill transfer, and advocacy



Myths about African Countries & Trade

One of the systemic barriers to realizing the vast global trade opportunities of African Countries are myths that persist about the continent due to a lack of education on multiple levels of business.

1. Many don't understand that Africa itself is not a country, but a continent composed of 54 different countries.
2. All countries on the continent of Africa are impoverished, requires aid, and has no infrastructure to support varying business models.
3. Africa can only provide raw materials and cannot manufacture products or provide progressive services that involve technology.
4. US companies can't compete with cheaper Chinese and Indian goods.
5. Many are unaware of The African Growth and Opportunity Act (AGOA): Since its enactment in 2000, the African Growth and Opportunity Act (AGOA) has been at the core of U.S. economic policy and commercial engagement with Africa. AGOA provides eligible sub-Saharan African countries with duty-free access to the U.S. market for over 1,800 products.



Why Mecklenburg County should pursue African Trade

- ✓ North Carolina has seen an **850% increase** in its African immigrant population from 20K residents in 2000 to 190K residents in 2023.
- ✓ There are over **1,200 African-owned businesses in North Carolina**, contributing to the state's economy.
- ✓ North Carolina hosts **25 African cultural festivals, 450 African cuisine restaurants, and has 3,200 African students in its universities**, showcasing a strong cultural impact.
- ✓ The **Africa Growth and Opportunity Act (AGOA)** has contributed to a **13% growth** in trade volume between Africa and the U.S. from 2020 to 2023, particularly in agriculture, textiles, and energy sectors.
- ✓ The future of U.S.-Africa trade relations will focus on sectors **like technology, green energy, and materials**, presenting promising opportunities for both regions between 2024 and 2034.

NC Cities with Highest African Immigrant Population

CITY	POPULATION
Charlotte	45 K
Raleigh	32 K
Durham	27 K
Greensboro	15 K
Winston Salem	12 K
Fayetteville	11 K

Why Mecklenburg County should pursue African Trade

A Platform for Navigating Systemic Barriers



**1. Establish County Ad Hoc
Advisory Committee**

**2. Establish Civil Society
Organization (CSO)
Community**

**3. Launch Collaborative
Innovation Initiatives with
Call to Action**

Implementation Roadmap & Next Steps



Global Africa Summit 2025

October 14-15, 2025

The summit took place just ahead of the IMF/World Bank fall meeting from Oct. 17-19, 2025.

GAS DC 2025, hosted at The Catholic University of America, is the premier trade and investment summit bridging Africa and its global diaspora. This transformational event unites investors, visionaries, policymakers, and changemakers to explore game-changing opportunities in Agribusiness, Renewable Energy, Healthcare, Scientific Research, Innovation, Real Estate, Tourism, and Youth Entrepreneurship.

Through cutting-edge panels, exclusive networking experiences, and high-level investment matchmaking, attendees will connect with key decision-makers shaping the future of cross-continental collaboration.

Be part of a movement that empowers economic transformation and global partnerships. Don't miss your chance to lead, invest, and innovate at one of the most influential gatherings of the year.



Pictures

GAS – Global Africa Summit

October 14-15, 2025

Catholic University

Washington, DC





| Open
Discussion



Thank You

Mecklenburg County
Board of County Commissioners
Fall Retreat
October 27-28, 2025



Closing Remarks

Michael Bryant, County Manager
Mecklenburg County
Fall Retreat
October 27-28, 2025