

**Meeting Minutes
November 12, 2025**

**MINUTES OF MECKLENBURG COUNTY, NORTH CAROLINA
BOARD OF COUNTY COMMISSIONERS**

The Board of Commissioners of Mecklenburg County, North Carolina, met in Budget/Public Policy Session in Conference Center Room 267 on the 2nd floor of the Charlotte-Mecklenburg Government Center located at 600 East Fourth Street, Charlotte, North Carolina at 2:30 p.m. on Tuesday, November 12, 2025.

ATTENDANCE

Present: Vice-Chair Leigh Altman
and Commissioners George Dunlap, Arthur Griffin,
Vilma D. Leake, Laura J. Meier, Elaine Powell,
Susan Rodriguez-McDowell, Yvette Townsend-Ingram
County Manager Michael Bryant
County Attorney Tyrone C. Wade
Deputy Clerk to the Board Arlissa Eason

Absent: Chair Mark Jerrell
Clerk to the Board Kristine M. Smith

CALL TO ORDER

The meeting was called to order by Chair Mark Jerrell, which was followed by reading of the County's Mission and Vision and the FY2026 Board Budget Priorities, introductions, and the Pledge of Allegiance to the Flag.

25-0635 Community Service Grant Redesign Follow-Up Discussion

The Board discussed Community Service Grant Redesign options presented at the Fall Retreat.

Background: At the recent Fall Retreat on October 28, 2025, staff presented options to the Board for consideration in redesigning the Community Service Grant program. The program is currently paused for FY2026 due to funding constraints. The Board requested that staff bring the options back to the Public Policy Workshop for additional discussion.

Meeting Minutes

November 12, 2025

Adrian Cox, Budget Director, gave the presentation.

Community Service Grant Redesign

Public Policy Workshop
11/12/2025



Overview

Summary of Redesign

Feedback from Organizations

Options

Recommendation

Community Service Grant Redesign 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 (Feb. – Jan.)				✓		
6. Provide grants up to a 2-year period						✓

3

Former CSG Vendor Feedback

- The Board asked staff to seek feedback from existing organizations funded as vendors that were former Community Service Grantees regarding 2 proposals related to the timing of funding.

- Shifting the funding timeframe from July – June to Feb. – Jan.
- Offering 2-year awards

- Staff polled **22** vendors
- 8** responded

4

Timeline Feedback

The County is proposing to shift this funding period to February-January. This timeline provides many advantages to managing the County's budget. Besides an initial disruption between the end of the prior fiscal year and February, please provide feedback on the potential impact of this change on your organization.

- 2** – Did not indicate a concern
- 2** – Noted the initial gap
- 4** – Preferred funding on a July – June

5

2-year Grant Option Feedback

The second change is to provide an option of funding across two years rather than one. Vendors would be approved for a specified amount of funding based on their request and program strategy that would be reimbursed across two years. Please provide feedback on the potential impact of receiving funding on a biennial basis.

- 7** – view 2-year grants as positive
- 1** – Would also like the 2nd year to include a cost-of-living increases

6

Possible Options

1. Approve Community Service Grant redesign as presented on October 28

- The Manager will identify \$2.8M to cover the one-time “gap” for existing vendors to transition to a February – January timeframe as part of the FY2027 budget
- There is no guarantee all existing vendors will be awarded grants through the competitive process

2. Approve Community Service Grant redesign, but maintain the timeframe aligned to the fiscal year

- New grants would be awarded in the FY2028 budget

3. Continue to pause the Community Service Grants, & design a program that will align partner funding to the Balanced Scorecard in FY2028 **(Recommended)**

7

What to Expect

FY2027

- The Community Service Grant Program would remain paused
- Existing vendors will not be required to compete as grantees, but will be assessed as usual through the FY2027 budget process
- Contingency funding will be included in the Manager’s Recommended Budget which can be used to fund one-time initiatives that are brought to the Board’s attention throughout the year
- The County will accept applications for grants in October 2026 that will be awarded with the FY2028 Budget

FY2028

- The County will fully implement the Balanced Scorecard
- Performance outcomes aligned to the objectives of the Scorecard will be used to determine the areas of greatest need in the County
- Funding for partners will be determined through a competitive process based on the areas of greatest need
- Programs that are selected will receive grant awards in July 2027

8

Meeting Minutes

November 12, 2025

Draft Corporate Scorecard – October 27, 2025

Asterisk (*) = BOCC Priority Alignment

Dotted Lines = Partnership / Collaboration Required

Improve overall Quality of Life for Mecklenburg residents							
WHY	Community		Healthy and Thriving Community	Learning and Educational Opportunities	Jobs and Economic Opportunities	Environment, Culture, and Recreation	Safe and Prepared 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						
HOW	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		
55							

55

Timeline

Now – July 2026

- The Office of Strategy & Innovation will complete the Balanced Scorecard and identify performance outcomes aligned to each objective
- The Office of Management & Budget will assess existing vendors, but former Community Service Grantees will not be required to compete for funding for FY2027

May 2026

- The Manager's FY2027 Recommended Budget will include a contingency budget for one-time initiatives

Oct 2026

- Organizations will have an opportunity to apply for FY2028 grants that support the objectives of the Balanced Scorecard

May 2027

- The Manager's FY2028 Recommended Budget will include Community Service Grants aligned to the Balance Scorecard

Appendix

1. Responses from vendors

2. Board Presentation 10.28.2025

11

2-year Grant Option Feedback

The second change is to provide an option of funding across two years rather than one. Vendors would be approved for a specified amount of funding based on their request and program strategy that would be reimbursed across two years. Please provide feedback on the potential impact of receiving funding on a biennial basis.

This is a positive change.

Funding for 2 years would be great! It would allow for more accurate budgeting of funds. Because we are a small agency, knowing in advance of what funds we have been allocated allows us to allocate the time spent applying each year to finding funding from other sources.

Given the extreme financial challenges all nonprofits are experiencing it would be most helpful to support maintaining operations to reimburse funding over one year.

There will be no issue on receiving funding across two years. in fact, it will be beneficial in terms of planning funding & programs

We would be open to two-year funding and don't see a major impact if this change occurs

If the County will consider a cost-of-living increase (projected for 2027-2029) with the next funding cycle, and that amount be guaranteed annually, a two-year funding cycle would be favorable for us. This would allow for better forecasting.

We would greatly welcome a multi year funding option as this will allow us to plan our programmatic offerings and our budget with firmer estimates. This is crucial in these current times of uncertainty and budget constraints.

This would work fine for us.

12

Timeline Feedback

The County is proposing to shift this funding period to February-January. This timeline provides many advantages to managing the County's budget. Besides an initial disruption between the end of the prior fiscal year and February, please provide feedback on the potential impact of this change on your organization.

There would be no impact for this change.

We have a July 1 - June 30 fiscal year. Payments February through January would cross over 2 fiscal years. I assume our Director of Finance will determine how to properly book the revenue

Our Fiscal year runs July - June & we prepare our budget based on the Fiscal Year period so that will initially probably create a gap at the initial disruption time period

My Agency Fiscal Year runs July - June. For accounting purposes, receiving reimbursements during this timeframe works better for us.

Our fiscal year calendar currently runs from July to June as does that of the majority of funders who support our agency. Should the County switch to a February to January funding schedule, it would slightly skew our projections and financials for the initial year. This would be offset should the County also implement a multi-year funding model.

The new timeline would be a bit more challenging for us, because our fiscal year is July-June, and it is nice that the county's current funding period aligns with our fiscal year. It simplifies our budgeting and planning processes.

Our fiscal year currently aligns with the County fiscal year and this creates a smoother budgeting processing for us. Moving our funding cycle to February to January would considerably disrupt our budgeting process. As an organization with a smaller accounting team, this would create a hardship for us.

This would be hard for us with our financials because it will not only cut our fiscal year but also our program year. We follow the school schedule with our program. We could, of course, make it work if this change is made.

13

Community Service Grant Redesign

BOCC Fall Retreat
October 28, 2025



Overview

CSG History

Challenges & Opportunities

Recommendations

Next Steps

15

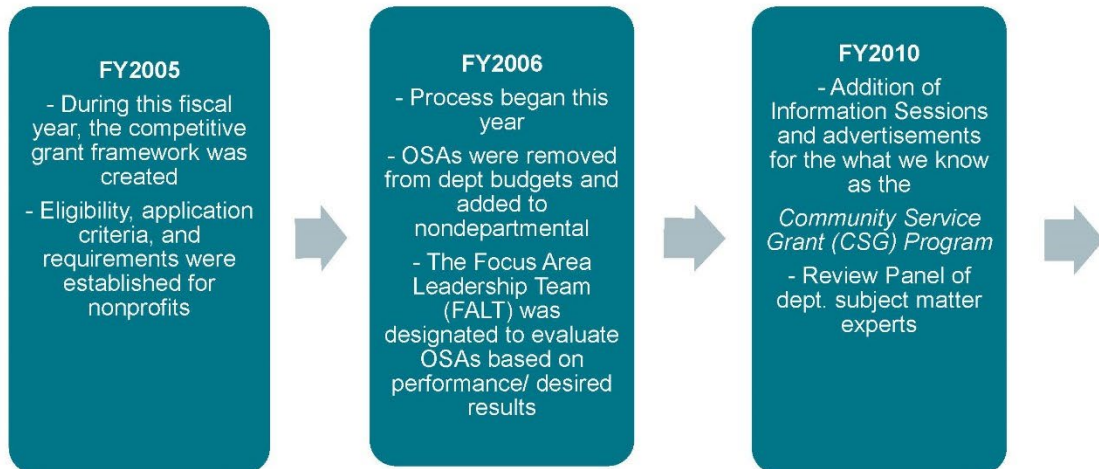
CSG History

- 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

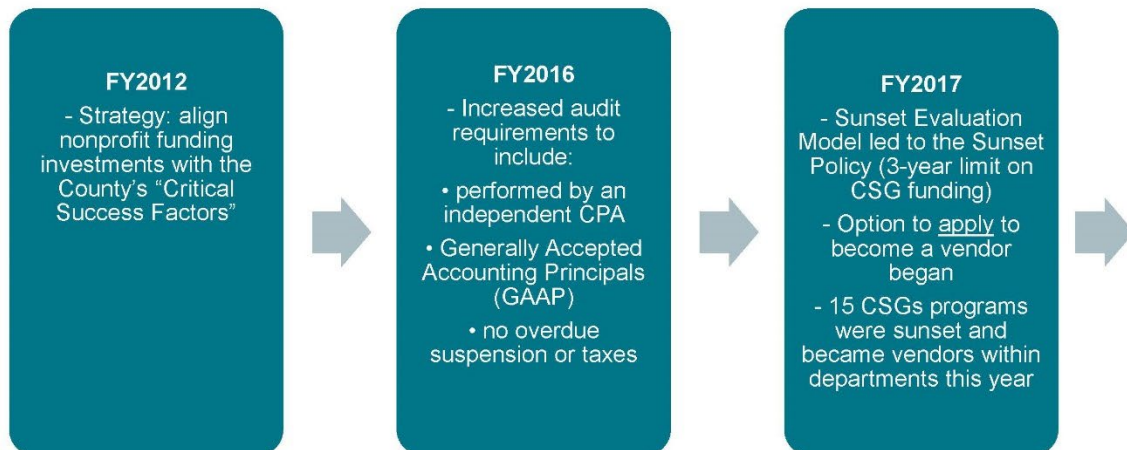
16

CSG History



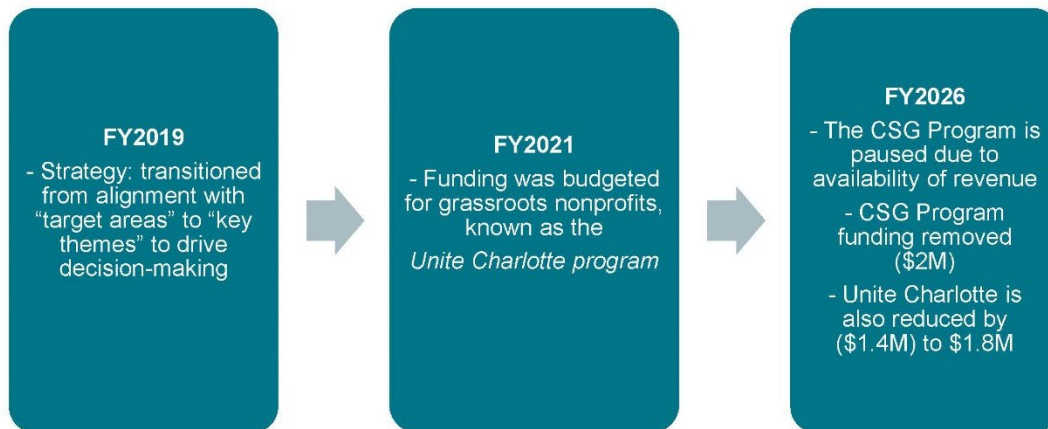
17

CSG History



18

CSG History



19

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

\$4.8M Total
Vendor Funding

20 Organizations

22 Unique Programs

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

* Does not include one-time funding

20

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

21

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.

22

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

23

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

24

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 25

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:

- Improve hypertension outcome (% blood pressure < 140/90) for uninsured / underinsured residents
- Improve diabetes outcomes (% A1c ≤ 9) for uninsured / underinsured residents
- Increase uninsured / underinsured resident maintaining medication compliance
- 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

27

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

28

Meeting Minutes
November 12, 2025

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

29

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						✓

30

Comments

Commissioner Leake thanked him for the presentation. She said she agreed with what he presented.

Meeting Minutes

November 12, 2025

Commissioner Townsend-Ingram asked how many vendors they sent it to. *Mr. Cox said 22 were former CSGs, and only 8 responded within the week or so they were given.* Commissioner Townsend-Ingram asked if there was a reason they did the former instead of the current. She also asked how they defined what constitutes the small of the contingency. *Mr. Cox said they didn't have any current CSGs because the program was on pause. Concerning the contingency fund, he said they hadn't defined what that was, but the previous balance was \$125,000 total, so they were proposing to reinstate that contingency, making it available for use one time when unforeseen circumstances arose.*

Commissioner Powell entered the meeting at 2:44 p.m.

County Manager Michael Bryant entered the meeting at 2:45 p.m.

Commissioner Rodriguez-McDowell thanked him. She asked for clarification of how the cycle would take place. *Mr. Cox provided a reiteration of what would take place going forward.* Commissioner Rodriguez-McDowell mentioned the funding gap. *Mr. Cox said it referred to whether they moved forward with the February timeframe.* Commissioner Rodriguez-McDowell said she liked staying aligned with their budget. She asked if the proposal would remove the line item from the budget. *Mr. Cox said it would still be a line item; it would just change its origin.* Commissioner Rodriguez-McDowell stated that she wanted to advocate for a quarterly process and increased open communication and accountability. She said they should be clear in their categories and fair and balanced distribution.

Commissioner Meier agreed with keeping it within the fiscal year. She asked if the amount would change yearly. *Mr. Cox said yes.* Commissioner Meier asked if there would be a limit on what would be available. *Mr. Cox said they would base the amount on the fund balance that they had at the end of the fiscal year for the next fiscal year. He said there was a lag in time so they could provide plenty of notice.* County Manager Bryant added that, in addition to the significance of the total budget's dollar amount, the services being invested in to support the various goals and outcomes were also important. Commissioner Meier mentioned the categories and asked if they were Board Priorities. *Mr. Cox said it was essentially a balanced scorecard that would encompass the areas, and they would know what areas were in need.* County Manager Bryant said Michael Griswold conducted a crosswalk of the Board Priorities and the outcomes, so there was a clear relationship between the two.

Commissioner Dunlap stated that when removing the 3-year sunset policy, they placed themselves back in the predicament they had previously faced. He said it seemed like a sense of entitlement, which was why they ended it. He said he would like to hear how they'd resolved the issue of applying every two years and staggered applications. He also asked for clarification on the notion that those not part of the CSG received what was left. *Mr. Cox stated that the sunset policy allowed applicants to have successful applications for 3 years, after which they*

Meeting Minutes

November 12, 2025

could apply as a vendor but no longer as a CSG. He said a lot of the programs became vendors, and it began to balloon the budget. He said it was never guaranteed that any applicants would be funded year after year. He said this would suggest that they return to a grant program that ran on an annual basis.

Commissioner Griffin emphasized the importance of clarity in the goals for both the Commission and the community so they could see the improvement and success. He thanked Mr. Cox for his work.

Commissioner Powell asked them to discuss how it promoted fiscal discipline and inquired if it would help deflate it. *County Manager Bryant said it would lead them to be more intentional. He said that as they defined the SMART goals and evaluated where they were trending well, they could be more descriptive about the type of investments they wanted to make.*

Commissioner Leake asked what programs the County had been receiving funds for the longest. *Mr. Cox said they had been looking back to try to answer that question; he stated that Arts and Science had received a lot, but he was unable to provide a comprehensive answer due to his limited access to historical budget books.* Commissioner Leake inquired about how Board members operated when they served on other boards. *Mr. Cox said that if they were sitting on another board that was a nonprofit being funded by the County, they would have to recuse themselves. County Manager Bryant added that with the new model, they identified 3 to 5 areas they wanted to focus on, and if they don't align, then they may not be funded.*

Commissioner Townsend-Ingram asked if this was separate from sponsorships. *County Manager Bryant said yes.*

Commissioner Dunlap requested clarification on whether the existing vendors would continue to be considered vendors and, if so, whether they would award grants to applicants. *Mr. Cox stated that in FY27, the vendors would remain, but in 2028, they would need to reapply.* Commissioner Dunlap asked if they would have to create a new vendor list. *Mr. Cox said they would all have to reapply. County Manager Bryant said they would remain in the budget initially, but would then be reviewed to determine if they were achieving the targets.* Commissioner Dunlap asked how they planned to address the concern of building in an increase. *Mr. Cox said he suggested that if they were applying for 2 years, the nonprofit would outline the expenses over time, and if they felt they needed increases within that second year, it would be part of their application.*

Commissioner Powell said they heard concerns from the community about the same organizations getting funding. She said this process would scrutinize that so that the one's receiving the money were the people making the most difference.

Commissioner Rodriguez-McDowell asked for clarification and an example regarding vendors.

Meeting Minutes
November 12, 2025

Mr. Cox clarified and further explained what was presented.

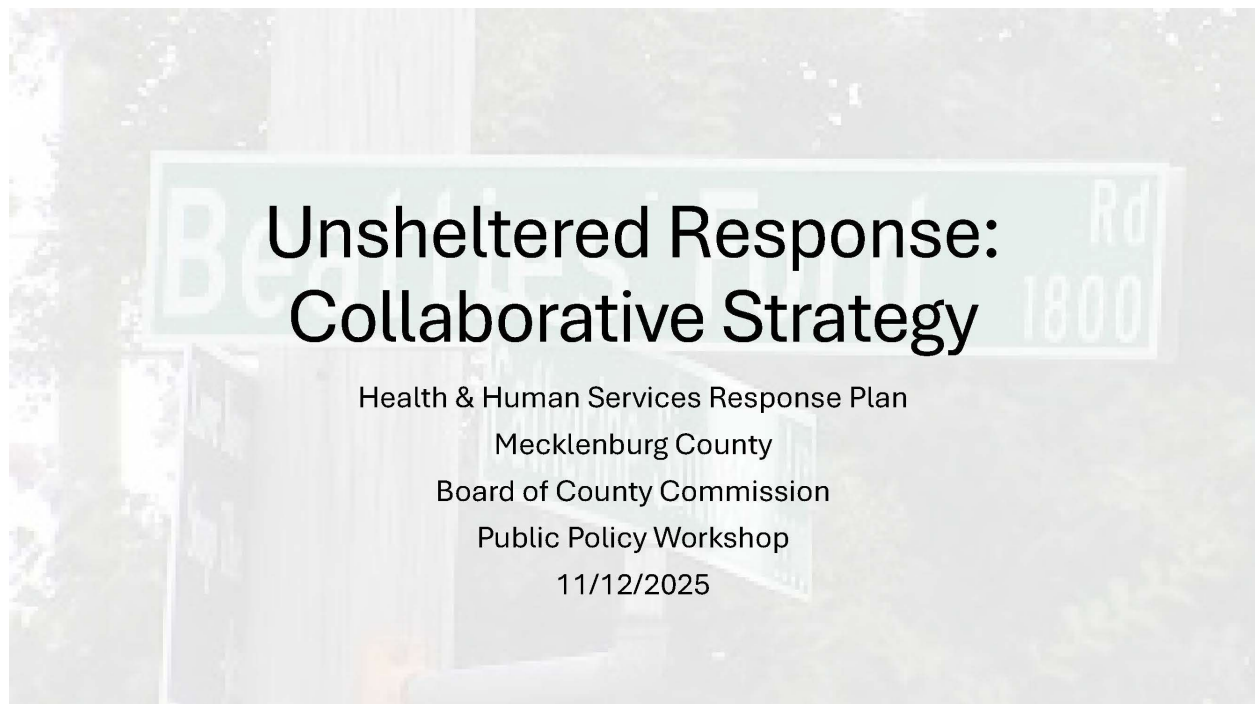
Vice Chair Altman stated she supported the option provided by the County Manager.

25-0644 Unsheltered Response Strategy Update

The Board received an update on strategic work being done to address the needs of people living unsheltered.

Background: The purpose of this presentation is to provide an update on the strategic work being done in collaboration with community stakeholder to address the needs of people living unsheltered. This includes deploying a street outreach team with the intention of connecting people to resources ranging from behavioral health supports to immunization and testing to emergency shelter.

Karen Pelletier, Division Director of Housing Innovation & Stabilization Services, gave the presentation.

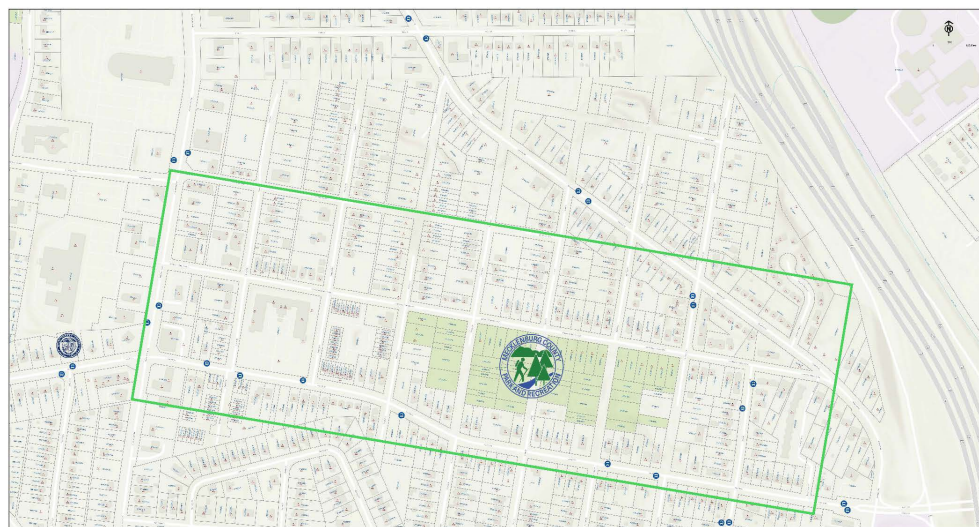


Intention

- In ***collaboration with community stakeholders***, develop intentional and strategic framework to rapidly deploy in high need areas that focus on providing street outreach and connection to resources ranging from behavioral health supports to immunization and testing to emergency shelter
- In order to be successful, this project must be executed in partnership with non-profits, business community, City of Charlotte and CMPD.
- This is one piece of a complex puzzle.
- First area of focus is Beatties Ford/Catherine Simmons corridor

2

Focus Area



3

Proposal

- Expand street outreach services by adding 2 additional workers dedicated to the corridor
- Expand emergency shelter options to include capacity and resources
- Open temporary HHS hub at vacant Lasalle Street property to serve as workspace for HHS staff and partners, provide mobile services and connect clients to services.
- Expand access to other HHS services, including health screenings, mobile hygiene services, and on-site connection to substance use treatment

4

Services Overview

Strategy	Action	Potential Partner	FY26 Budget Through 6/30/26	Funding Source
Expand street outreach	2 dedicated outreach staff	Hearts for the Invisible	\$128,042	General Fund
Expand hygiene services	Provide +3 hours of showers	Project Outpour	\$21,000	General Fund
Expand emergency shelter for up to 75 single women	Operational and case management support for My Sister's House & Church in the City	My Sister's House	\$225,454	General Fund
Sustain emergency shelter for up to 138 single men	Sustain operations at Giles Center	Roof Above	\$165,000	General Fund
Security and Maintenance at Lasalle Street Site to serve as temporary response service center/hub (3 months)	Open temporary hub at Lasalle Street property for ~3 months	--	Maintenance: \$3,500 Security: \$19,430	General Fund
TOTAL			\$562,426	General Fund

5

Timeline

- Most strategies can begin by November 18 by redeploying existing resources
- Strategies that require hiring additional staff (outreach and shelter expansion) will be *fully operational* once on-boarding and training are complete (expected December 2025)
- These response activities will be needed for 6 months or longer, depending on community conditions
- Some strategies are needed to support other hot spot responses

6

Funding Overview

- Total Estimated Cost (General Fund) through June 30th: **\$562,426**
 - BOCC approved \$7M for housing insecurity to purchase and renovate hotel
 - Hotel purchase and renovation budget estimate: \$8,573,500
 - Expected funding source: \$9M (County \$4.5M/City \$4.5)
 - Funding to support this response will be allocated from the remaining balance
- Annualized Costs: \$1,746,235 to be funded through A Home for All

7

Summary

- Plan is one piece of complex puzzle – responding to quality of life needs for unsheltered neighbors
- Developing a framework to be replicated in other high need areas
- One-time funding for FY26, with ongoing funding expected through A Home for All

8

Questions – Comments – Discussion

9

Comments

Commissioner Leake said there were centers that weren't being utilized. She asked about the outcome of the hotel purchase. *Ms. Pelletier said it would be used for emergency shelter.* Commissioner Leake said talking about it was fine, but it was time for action. She asked if they

Meeting Minutes

November 12, 2025

could afford what they wanted to do. *County Manager Bryant said they couldn't afford what was being presented. He said they could reappropriate the funds from the hotel purchase to do what was before them. He said that \$1.8 million would be part of a larger initiative, and he hoped the community would help share the load.*

Commissioner Powell said she appreciated Ms. Pelletier's work and was excited.

Commissioner Townsend-Ingram thanked her. She asked, based on what was proposed, whether they had a list of pre-approved partners. She asked if they were going to replicate a model that had been done before and whether there was an understanding of how many people they could serve in a specific amount of time, so they could replicate it further in other hotspots. She asked, in reference to building on LaSalle Street, if they had polled to see if that was the best use for that area. *Ms. Pelletier said they were starting with Hearts for the Invisible and Project Outpour as they were trusted in the community and were working at the time as part of an action task force. She said they could build off of that model and adjust accordingly. County Manager Bryant said in reference to the facility, he had given a presentation previously. He said it would be for temporary use.*

Commissioner Rodriguez-McDowell thanked her. She asked if the amount of money was to get them through June, then go to Home for All funding. *County Manager Bryant confirmed that it was indeed the intent.*

Commissioner Meier thanked her. She asked on page 5 whether they were potential partners or guaranteed partners. *Ms. Pelletier said they were guaranteed.*

Commissioner Dunlap asked if they were preparing for what they anticipated would happen that winter. *County Manager Bryant said yes. He said they had recently had conversations about the homeless and cold weather.*

Commissioner Griffin asked what the reality was with getting a census. He said he would like to know if people had resided in the area for at least 3 years or were just moving from one county to another. He said a census would help get a handle on the population of people who are unhoused. He asked what County Manager Bryant would do in the next cycle.

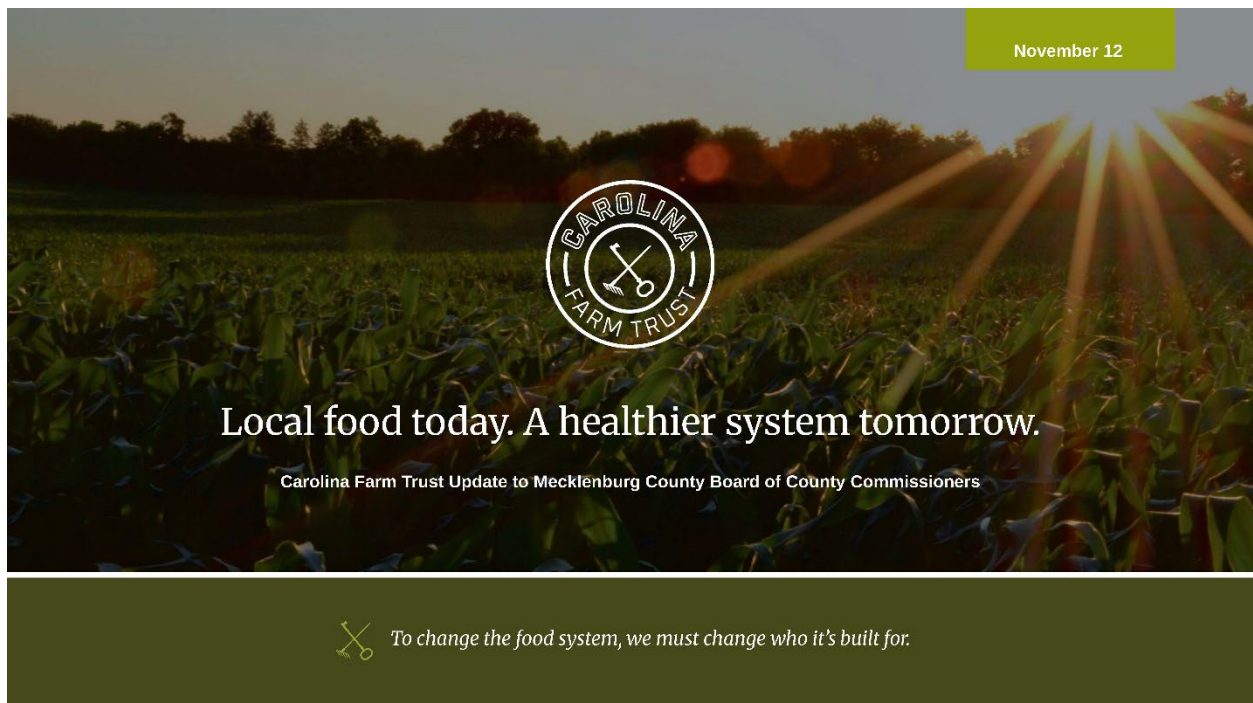
Vice Chair Altman echoed the sentiments expressed by the other Board members. She said she shared the concern of addressing the needs across the County and not just in Uptown.

Meeting Minutes November 12, 2025

The Board received an update from Carolina Farm Trust.

Background: Zack Wyatt will provide an update on Carolina Farm Trust's west Charlotte food distribution facility project.

Zack Wyatt, President and CEO, gave the presentation.



Meeting Minutes November 12, 2025

AGENDA

- Carolina Farm Trust Mission
- CFT Market Update
- Mecklenburg County Contract Review
- Carolina Farm Trust Current Status



OUR MISSION

We build a regional food system designed to nourish, employ, and empower—by investing in local farms, protecting farmland, expanding access to nutrient-dense food, and training the next generation of growers.

Our mission goes beyond farming. We reconnect people to food as a source of health, restore farmland as a vital part of community infrastructure, and uplift farmers as builders of equity and resilience, promoting systemic food change through health, equity, and sustainability.

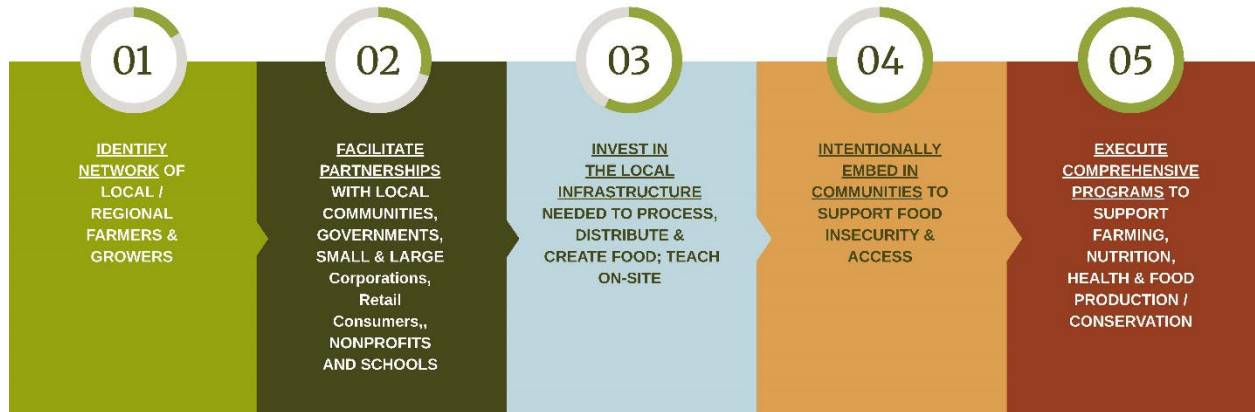
This is a system designed for long term *impact*—reducing the burden on healthcare, increasing economic mobility, and ensuring every community has access to food that *truly fuels a better future*.





Change Starts at the *Local Level*

Creating a local food system model in Charlotte that can be replicated, will build equitable access to local, affordable food options, improve key health indicators, and foster environmental sustainability.



CFT Market: From Vision to Reality

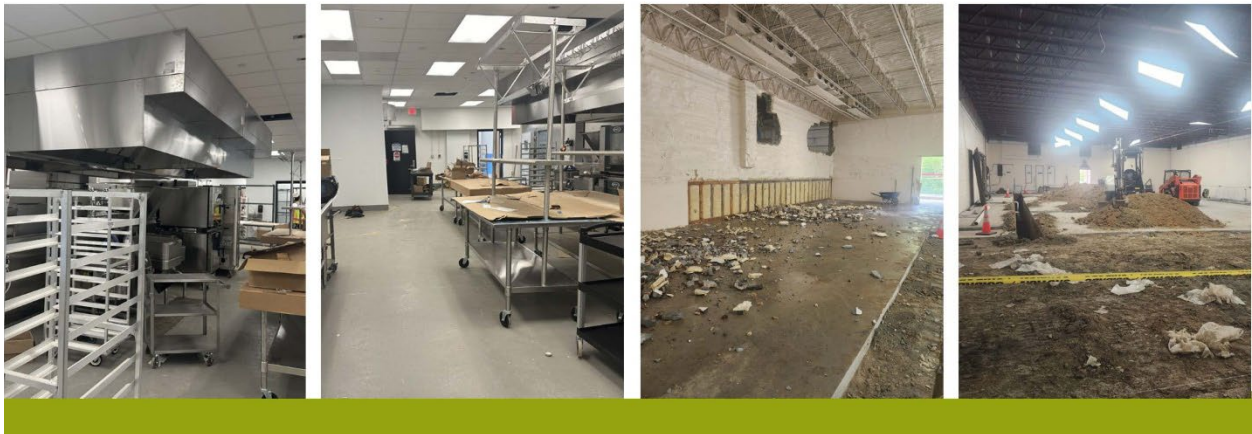




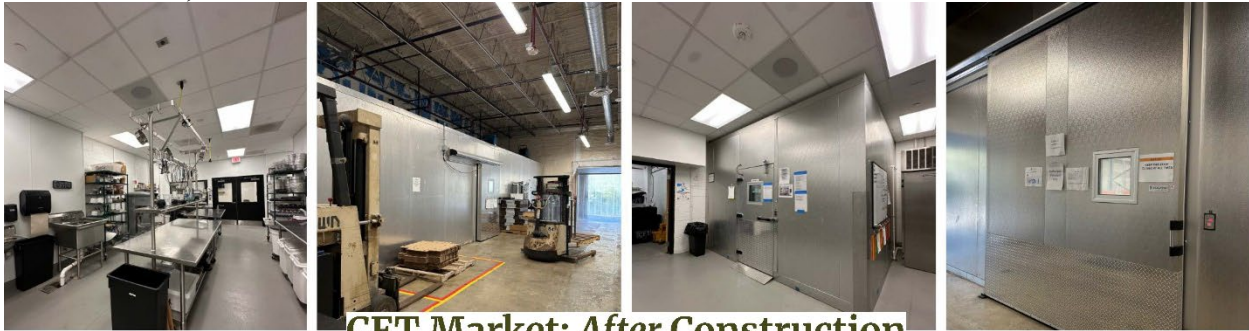
CFT Market: *Before Construction*



CFT Market: *During Construction*



Meeting Minutes November 12, 2025



CFT Market: After Construction



CFT Market Investment Breakdown

Every dollar invested supports local food access, infrastructure, and community resilience.

- Renovation Costs: \$6.2 Million
- Equipment Costs: \$1.2 Million
- Fleet: \$275,000
- IT Infrastructure: \$250,000
- Operations:
 - 2022: \$733,473
 - 2023: \$1,708,534
 - 2024: \$2,883,221
 - 2025: \$2,179,265





Impact and Community Outcomes

- 25 local jobs created
- World Central Kitchen: 23,269 Meals Oct/Nov 2024
- 2022 to Date Revenue generated to NC/SC Farms: \$646,047
- 147 CFT Pop Up Markets in 2025/Mobile SNAP
- 57 Total NC/SC Farms

Community Partnerships

- The Park Church
- Archwell Health
- Centerwell
- North Carolina Central University
- Brighter Day Ministries
- Freedom Fight Missionaries
- Isabella Santos Foundation
- ART POP
- Heal Charlotte
- Metro School

Mecklenburg County Senior Nutrition



Fiscal Year 2025 (Oct 2024 – June 2025)

- Senior Nutrition provided 20,405 lbs. of produce to 505 customers per month at 13 locations

Fiscal Year 2026 (July – Aug 2025)

- Senior Nutrition provided 6,045 lbs. of produce to 470 customers per month at 11 locations

Meeting Minutes
November 12, 2025

Carolina Farm Trust: Mecklenburg CRC Partnership



Fiscal Year 2025 (Oct 2024 – June 2025)

- Ella B. Scarborough CRC: Served 1,286 households / 3,422 individuals, distributing 9,457 lbs. of food
- Valerie C. Woodard CRC: Served 1,729 households / 4,600 individuals, distributing 10,530 lbs. of food

Fiscal Year 2026 (July – Aug 2025)

- Ella B. Scarborough CRC: Served 204 households / 487 individuals, distributing 945 lbs. of food
- Valerie C. Woodard CRC: Served 466 households / 729 individuals, distributing 1,187 lbs. of food

Challenges and Opportunities

Current Challenges

- \$2.5M loss due to FY25 Federal Budget not passing
- \$850K delayed and tied up in FY26 Federal Budget during the shutdown
- Short-term funding gap impacting operations and program expansion

Emerging Opportunities

- Demand is up – increasing community need and engagement
- More time to grow revenue – focusing on local sales, partnerships, and grants
- First Non Profit Grocery store is permitted and shovel-ready – construction will launch once funding is secured

511

Please post this sign on a window so that it is visible from the street. Failure to do so may delay inspections. For inspections call (704) 336-8000

Mecklenburg County Building Document

Permit No: 84736858	Lien Agent
Issued Date: 11/19/2024	Agent: Chicago Title Company, LLC
Contractor: BALFOUR BEATTY CONSTRUCT LLC	Phone: (888) 690-7384
	Fax: (919) 489-5231
	Email: support@liensc.com
Parcel No: 06302102	Mailing Address: 19 W Hargett ST Unit: 507,
Address: 511 S HOSKINS RD	Raleigh, North Carolina 27601
	Physical Address: 19 W Hargett ST Unit: 507,
	Raleigh, North Carolina 27601
	Lien Agent No: 1987763

SCOPE OF WORK

Project Name (Description of Work)

Food Distribution Center- Retail & Meat Processing - Complete renovation of 2 existing buildings. The main building will upgrade and compartmentalize the cold storage areas, convert a warehouse space into a commercial kitchen, and multipurpose event space. A new lobby, restrooms, and primary circulation will be created. The meat building will convert a smaller food processing facility into a meat processing facility. Structural scope is limited to new doors/windows in existing masonry walls and repairing the brick facade of the meat building.

EXPANDED SCOPE OF WORK

Meeting Minutes November 12, 2025

Farm Quotes



- *"We love working with Zack and CFT! We've been able to sell a lot to them which of course helps our bottom line, but also helps us find homes for some produce that we would otherwise have to toss. They're great to work with."* – Joe and Amy Rohrer, Boy and Girl Farm
- *"Russell Brothers Farms has been working alongside Carolina Farm Trust for the last year. In doing so we have been delighted to know that we are able to provide families with 100% grass fed beef. It is so important to us as a business to make people aware that nutritional foods are accessible to them without having to pay top dollar. We look forward to continuing being a beef supplier for Carolina Farm Trust for the years to come."* – Cameron Russell, Russell Brothers Farm
- *"Working with Carolina Farm Trust has had a great positive impact on our farm. Their ability to purchase larger quantities more often has enabled us to invest in infrastructure improvements that most small farms don't get to do. Working with CFT has allowed us to build an air chill room for our meat poultry, purchase an egg washer, and increase our feed capacity with large feed bins for feed storage. Their ability to keep purchasing from us makes a huge impact on our farm and local economy!"* – Jeremiah Shalvey, Free Folk Pastures



Thank You

Zack Wyatt

President and CEO, Carolina Farm Trust

zack@carolinafarmtrust.org

(C) 704-264-6088

CAROLINAFARMTRUST.ORG

@carolinafarmtrust

@carolinafarmtrust

@NCSCFarmTrust



*We are the supply chain shift
we've been waiting for.*

APPENDIX

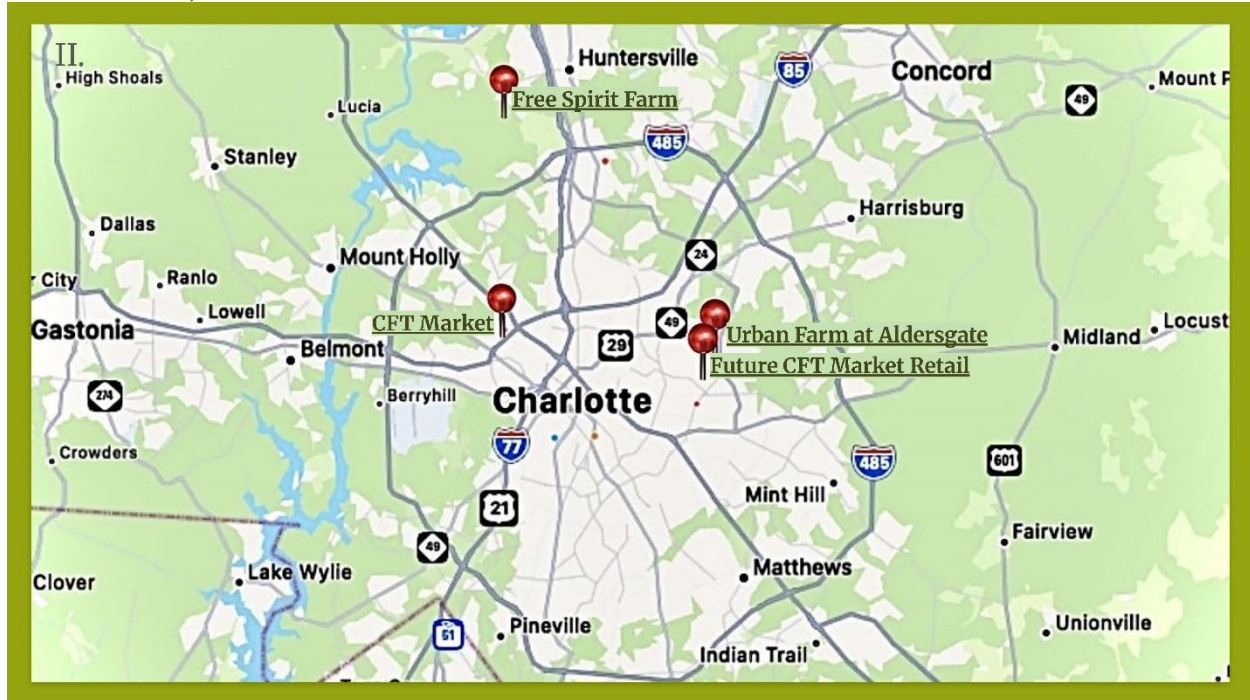
- I. Regional Food System
- II. CFT Map



I.



**Meeting Minutes
November 12, 2025**



The following minutes will be transcribed verbatim.

Comments

Well, Vice-Chairman Altman, Board of County Commissioners, County Manager Bryant, really thank you guys so much for inviting me today to kind of give you an update. I kind of do a terrible job of just reflecting, you know, on progress that we've made. You know, we turned 10 years old this year, you know, and when we were kind of going through this and Commissioner Dunlap you and Jim Babb (phonetically spelled) and I met, you know, kind of in the summer of '21 kind of talking about this vision, you know the County Manager's Office – County Manager Bryant and at that time County Manager Diorio and Adrian we all went to the location and just kind of sat in an empty warehouse to kind of see what could be. And then I was in this building four years ago kind of presenting what this project can -- can look like for the County. So, really thank you so much for giving us, you know this opportunity and really giving this opportunity to update you on, kind of what we've accomplished.

Meeting Minutes

November 12, 2025

How do you -- oh. There we go. So, just kind of give a quick agenda. It's just a really kind of a background on our mission as a whole; give you an update around CFT Market; the contracts that we have with Mecklenburg County, a quick review and then just our current status.

So, really, our mission truly is to kind of build an economic model. To protect farm land, foster an ecosystem that's sustainable performing and then help create the next generation of Carolina farmers. But it's very much about building a system, you know, for everyone. And the way that we solve food insecurity through food access is really kind of building a local regional system truly for everyone. And so, our footprint has expanded a little bit this year. But we have Free Spirit Farm which is still under development up in this Huntersville/Charlotte line right -- right behind Northlake Mall. We have the Urban Farm at Aldersgate. We did get a piece of property donated to us a few months ago right off Sharon Amity Road. It's an abandoned church that we long term hope to kind of turn into another CFT Market retail sight. But that's kind of a long term, and then obviously we have our CFT Market location that's in West Charlotte.

And what we were really trying to push to the community -- our government community, our corporate community, our other non-profits and the public as a whole is how do we really look at local first and not local last. So, we've been really identifying all of our farmers all across North and South Carolina, you know, who are the partnerships that we want to align with from government, corporations, small businesses, our non -- our other non-profit partners and retail consumers and schools. And then how is with this project again, investing in that local infrastructure. Is cause (sic) the infrastructure is what's so important on how we can build this and really scale it and then intentionally embed into communities where it's needed. And then continue to offer comprehensive programs to continue to come kind of remind everyone on that why and, and why do we need this, and why that this is important.

So, just to go over a quick, you know, with from vision to reality, we identified the build - well, the building kind of identified us in April of 2021. We really spent, you know, June of '21 to '22 kind of in that planning mode. Getting support from the County Manager's Office,

Meeting Minutes

November 12, 2025

getting support from Commissioner Leake, you know it was -- this building is in her district. We were very fortunate and lucky to be the first ARPA recipient in January of '22, which we immediately, you know, hit the ground running, you know with getting architects, getting our engineering, getting all our permitting, which took about two years to do and then construction began in December of '23 and then we got our certificate of occupancy of August of '24 and we've been open since August for a little bit of kind of -- kind of a year and a half and then we did get our permit for phase two of the project that I'll talk about later in December of '24.

So, here's just a few pictures of kind of before construction. I know some of you have been on site, you know, prior to us starting construction. I know a few have been on site since we've finished. So, it was just one big empty shell. It was important for us to really kind of keep the integrity of the building. You know, with renovations sometimes are a little bit more expensive than just a -- a new build, but we definitely wanted to keep the character, you know of the building in the South Hoskins neighborhood. You know, here is just a little bit more of just how the construction process and kind of our commercial kitchen kind of taking -- taking shape. And here is kind of more of kind of when it's finished with our cold storage, you know our commercial kitchen, kind of our box truck there. And then kind of our logo kind of in our lobby.

So, here's basically the investment breakdown. This is not in -- in its just in -- inclusive of County funds. This is kind of the funds that we have raised, you know over the last three or four years. So, the renovation costs, you know were about \$6.2 million. Equipment costs were about \$1.2. We have two Sprinter vans and a big box trucks with the fleet that we've been able to create (\$275,000). The IT infrastructure that we've been building out (\$250,000). And then from an operational standpoint, our '22 operational budget as we've kind of -- to get started was \$733,000; 2023, as we kind of ramped up there was \$1.7; 2024 was \$2.8; and then 2025 we kind of reduced -- we had to reduce down to \$2.1 from kind of a year to date.

So, here's kind of the community impact that we've had so far. We did create 34 jobs in 2024. Just to some attrition we landed kind of around 22 -- 25 of what thought we would kind of maintain at the current state that we were in. When Hurricane Helene came through in --

Meeting Minutes

November 12, 2025

last fall. We were able to partner with World Central Kitchen. So, we spent really the entire month of October and early part of November, and we were able to create 23,269 hot meals that went direct into the Boone area. So, we delivered them every morning, hot. It was a great -- great realization of how important that space is especially in an emergency situation. And we really want to thank our volunteers from Bank of America, Truist, Wells Fargo, and others that, I mean, we were in at four -- five o'clock in the morning making sure all of that was packaged hot to get delivered out.

Since 2022 to date, we've been able to generate \$646,000 to our North and South Carolina farmers which is a great number for us, especially at this stage that we're in, but that is a very small number to what we're capable of. And we're really excited of -- of -- of that revenue generation. We've add -- we've been able to do 147 pop up markets just around Charlotte. You know over the course of this year we did get our mobile SNAP capability in August of 2025. It took us about like a year and a half to get that. But the cool thing about that mobile SNAP capability is it's mobile. So, it's really not tied to an -- an address. We can kind of hop scotch, you know, kind of anywhere we want in the county. And then we were able to work with 57 total farms over the last three years. Around 15 is where we've kind of spent the most of that \$646,000. But we did work with a total of 57.

And so, just to kind of highlight some of our community partnerships, The Park Church, Archwell Health Centerwell, North Carolina Central University all work with us and buy produce from us and -- and we deliver it to them and they can give the produce out to their stakeholders in the community. Which has been great, because it's revenue generation for our farms and then we just handle all those logistics and make it very easy on them on that distribution side. Brighter Day Ministries is a partner of ours in South Hoskins with (Unintelligible) Hocks-Davis. They utilize our space from time to time for events and then as we have things we donate -- we donate to them. I can't say enough about Freedom Fighting Missionaries, with Kenny. He had helped us with some housing for some of our employees and very much helped one of our employees with some -- with some, you know court issues that they had. We had a great partnership with Isabella Santos Foundation. They gave us a grant to supply medically tailored

Meeting Minutes

November 12, 2025

meals to ped -- pediatric cancer kids at the St. Jude in Novant Clinic over off Hawthorne cause (sic) there really was no food component there. So that's been really -- really great. We have a great relationship with ART POP and kind of interweaving their artists kind of into our events, which has been great. When Heal Charlotte had their housing facility over in Sugarcreek we had a little bodega in there and was really helpful and grateful for Greg's support and partnership. And then Metro School our farm -- farm team was really able to help Metro School, which is a special needs school up in Up Town, renovating their greenhouse, which is now operational and were able to work with our contractor Belfore Beatty (phonetically spelled) and they basically did the renovations at no cost so they could kind of keep that grant funding for more of the programming that they wanted to use.

So, highlighting just what we're doing with Mecklenburg County Senior Nutrition. So, we have provided 20,000 in FY25 -- we provided 20,405 pounds of produce to 505 customers per month at 13 locations. And then, so far, FY26 year-to-date, we're at 6,045 pounds at 470 customers at 11 locations. And so, Senior Nutrition will come to our facility, you know, sometimes three times a week, sometimes once, sometimes twice, you know and picks up produce and then -- and does their mobile pantry run.

And then to highlight our partnership with the Mecklenburg Community Resource Center partnership in Ella B. Scarborough, CRC in FY25 we helped serve 1,286 households, with 3,422 individuals -- individuals distributing 9,457 pounds of food. And with Valerie C. Woodard, we served 1,729 households, with 4,600 individuals, distributing 10,530 pounds of -- of food. And so far, year-to-date, FY26 serving 204 households, and 4 -- 4 -- 487 individuals and 945 pounds of food to Ella B. Scarborough; and 466 households, 729 individuals and 1187 pounds of food to Valerie C. Woodard.

And again, this is just another great example of using, you know funds to support our farming -- farming community from an economic standpoint and really getting the best food on earth, you know to the most vulnerable people in our communities.

So, here's kind of where our kind of our challenges and opportunities. 2025 is always supposed to be a very big spend year for us cause (sic) we wanted to get kind of a true baseline of kind of

Meeting Minutes

November 12, 2025

where we were from a revenue standpoint -- our spend standpoint. And so, we had \$2.5 million in -- in a community project fund grant with Congresswoman Adams' office in the FY25 Federal Budget that we were counting on and then obviously we found out in late March, you know that were not gonna (sic) get that since they did a full year continuing resolution. And then we were able -- lucky enough with -- with County Manager's support get another \$850,000 in Community Project Funding Grant, you know, through Congresswoman Adams in this FY26 budget, but obviously we understand that that's been delayed. And with the current shutdown hopefully ending now we have a new January 30th date of when that CR expires and hopefully they'll pass a full budget which will obviously allow us to kind of access that money almost immediately. And so, we are, you know, searching for our short-term funding. You know, transparently we have about four months of cashflow to keep going, but we are working very -- we're working very hard, you know, working every angle that we can and we're kind of gonna (sic) begin kind of our public campaign here shortly. But there is a lot of opportunity. I mean, I think the demand is way up. I think the undersanding to the -- to the public as a whole that our food system is really in crisis. You know, our farming community across the United States are struggling. And so, there is no better time to focus on regional food systems. You know, everyone we talk to, you know, is wanting to know how they can kind of work with us. How they can kind of buy from us and we're excited that our online platforms are starting to -- hope -- they're in testing mode and beta testing now and we're hoping they will go live here shortly. And so, we will actually have a retail online portal where folks can go on our online retail portal and -- and buy and we're gonna (sic) have specific pickups and we're gonna (sic) work on a delivery model. And that'll work with our retail consumers and kind our wholesale partners. And we're also very excited about, you know we have a permit ready phase two, which consists of a, you know a grocery store and a food insecure area, event space, you know a teaching kitchen, the meat processing facility. You know, this project is shovel ready. You know, so we are, you kow really looking at, you know, private, you funders and -- and really trying to get this, you know next phase funded. Cause (sic) that's really where all of revenue generation can really happen. I mean, just the event space alone will pretty much pay for all of our operational

Meeting Minutes

November 12, 2025

costs at the building. So, you know, Commissioner Leake, we will not rest until we get that grocery store, you know, open in your district. And I know the community in South Hoskins, you know is -- is really eager for it to open as well.

And just to kind of leave you with just some quotes that we have from the farmers that we've worked with, you know over the last few years with, you know, Senior Nutrition at VCW. I mean, I'll let you guys read these, you know in your packets. You know, but the -- the funds that you have allocated, you know purchase these foods to the CRCs and the Senior Nutrition has had major impact, you know on the farmers that we're working with and allowing them to scale -- it is not one farmer that wants a grant. You know, they want to earn it. And funds like this and being able to actually put it back into the economy really allows that to happen. And once there's revenue there, all good things start to follow. And that's kind of really excite -- what's excites me about the work that we've been doing and what we've been you know striving for for the last 10 years is really starting -- is really starting to take shape. You know, and I'm very very proud of the work, you know that we've done and getting this far. I know all - you all -- all of you know how hard a construction projects are. So be able to get in this and to a very tight timeline and deal with all of the supplychain and inflation and everything that we've had to deal with during, you know those renovation costs, I'm so proud of the relationship we've been able to build with Congresswoman Adams' office and her continued support. I really want to say thank you to our past County Manager Dena Diorio for all of her guidance and support as we've gone through. And our current County Manager Bryant who has continued that support. And we're very proud of our relationship with the County and we hope its -- it's a long -- long lasting. I've been to climate week in Clintonville global initiative and conferences all over the place. We are leading as a county in this space and I hope you all are very proud of that as well.

So, thank you again for the opportunity and I would love to answer any questions you may have.

VC Altman Thank you so much. I will start on my right with Commissioner Griffin.

Com Griffin Can I -- I need to get these questions -- Thank you Mr. Wyatt for your

Meeting Minutes
November 12, 2025

presentation. I first got this information almost a year ago, exactly during an HHS presentation on food insecurity with Dr. Washington. And I started looking into all the food insecurity, not yours, I asked for contracts for everybody --

Mr. Wyatt Yep.

Com Griffin -- we do business with. And I was really heartbroken when I started reading your -- your documents. They were all focused on black folk that lived in the Hoskins community. You spoke eloquently about the conditions of African Americans in Hoskins and why the building was on 511 South Hoskins Road. Everyone that was in that -- that program I talked to, Samya (phonetically spelled) Haynes, Chris Smalls, Beverly -- everyone, and they really have not good things to say, but I'm gonna (sic) run -- was that up already?

Com Dunlap No. That was --

Com Griffin Oh. I'm gonna (sic) run through my -- my questions real quickly, if I run out you have them in your hand. How much taxpayer funding, combined from Mecklenburg County, the City of Charlotte, the State of North Carolina, and the federal government has Carolina Farm Trust received to address food insecurity in the Hoskins area? 2021 to present? How do you reconcile the many public statements, promises and interviews such as the one on WBTV February 2, 2022 with Chris Peake in regards to Carolina Farm Trust attacking food insecurity in the Hoskins Community with your current level of food insecurity service being delivered by Carolina Farm Trust? Disparities. Explain your ability to provide Mecklenburg County as a vendor, locally sourced eggs for \$3 per half dozen; fresh ground beef at \$7.50 per pound; fresh ground pork at \$6 per pound; seasonal produce at \$3.87 per pound; bread at \$4.50 per half loaf, and cooking demonstrations for \$15 per person while residents of the Hoskins Community can still not have access a comparable, reliable, year-round source of affordable, nutritious foods? Forth, in your opinion, is the pop-up market one day a week on Wednesdays from 12 noon to 4 p.m. fulfilling your commitment to provide the

Meeting Minutes
November 12, 2025

Hoskins Community with reliable, year-round source of fresh, affordable, nutrient-dense foods? And five, in your Funding Proposal of 2021 to Mecklenburg County, on page 2 -- Outcomes, what did you mean by "fresh, nutritious, culturally relevant foods"? I've looked at the minutes from the -- this Board from January of 2022 and all documents and its just heartbreaking that all the folks that you're serving, all the things you're doing and the folks in Hoskins are not receiving those services. All I can determine from the County so far, is \$6.7 million. Your proposal to the County was \$14 million for the whole shabang -- and my time is up. Madam Chair, if there's a second round I'll come back to it.

VC Altman I'm happy to defer some of my time to you also, but go ahead.

Com Griffin But the -- the --

VC Altman On the second round.

Com Griffin On the second round. All right.

Com Dunlap Well, I'll defer since -- since I'd rather hear it all.

VC Altman Okay. Then if you want to defer your time, continue Griffin -- Commissioner Griffin.

Com Griffin I just -- my -- my point is the -- the folk who live in Hoskins, of which the premise for this local food production and distribution center was supposed to be supportive of. It seems to be supportive for everybody else except the people in Hoskins and that concerns me deeply, Mr. Wyatt in terms of any more public dollars going into this production. If you so kind to answer those questions, I'd appreciate that. And if there's any follow up I'll -- if time permits, we'll try to respond to those. But I'd really like to hear your response.

Mr. Wyatt Yes. Sure. So, as far as the year funding question, the total Mecklenburg County was \$6.7, the City of Charlotte was 1.5, we have not gotten any State funding directly, and the federal government was four. You know, and so, but you guys have to also understand that all of that money wasn't give all in one shot. You know, it was -- it was kind of peace meal throughout the process and the costs,

Meeting Minutes

November 12, 2025

as you guys understand when the moment when we started construction every went -- everything went three-fold. Supplychain issues and trying to get the building done, you know, and so we were making the best decisions that we could at the time. And we were very clear from the onset that we were building an earned revenue model. I mean, we've helped Shamy Haynes with refrigeration with you know her project over off of Tuckaseegee -- Enderly. We have -- we helped Beverly, you know with Brighter Day Ministries with refrigeration for her hub. And so, I feel like we have -- we're working as best we can. I agree that we haven't been able to do enough, but in -- a large part of that is -- is funding. You know, and it's trying to kind of build an earned revenue model so we can kind of continue to do this work without -- without it just being 100 percent linear and is gone.

You know so, with your -- so the -- We were going into 2023 and 2024 with a lot of momentum and then a lot of thing shifted, you know from -- with the economy. You know, so there was a lot of things just kind of had to pause because we had that \$2.5 million that were -- I mean -- most of these can -- most of the costs of these up front went to renovations. It went to equipment to get the whole entire building set up. And then it went to build a whole staff and to build that capacity, you know, with that staff. I mean -- I mean when I was in -- at that vote in January of '22 we were an organization of one and then we grew very rapidly, you know we, I mean, as you kind of seen through our timeline we worked very hard to kind of get to where we were and then not understanding -- kind of making decisions with funding just being not -- not -- the funding at that point in time was kind of -- it just -- it just gave us pause or gave me pause because we had kind of put the peddle to the metal to it and started to kind of really ramp up and then when that budget didn't -- when the federal budget didn't get passed in '24 it got delayed and so, we then kind of paused and then it didn't happen, you know, in '25, you know and then it was like okay, now we're

Meeting Minutes
November 12, 2025

kind of in survival mode. So, I will 100 percent take accountability that we haven't done as much as we would want to on the food insecure space in the Hoskins Community. We're trying. We continue to try. But again, we're in a survival mode at this -- at this moment in time and then we're trying to create as much earned revenue, you know as we possibly can to stay afloat.

VC Altman Sir, I don't want to interrupt you, but I do want to be sure that Mr. -- Commissioner's Griffin's questions get answered.

Mr. Wyatt Yeah (sic).

VC Altman Could you address two through five, cause (sic) I don't know that I've heard that yet.

Mr. Wyatt The -- not number two?

VC Altman I guess to the extent you -- you -- you can. Can you address the remaining things that you don't think you've addressed?

Mr. Wyatt Yes. So, and as far as the disparity goes, I mean, the contracts that we have with Senior Nutrition and with the CRCs are pretty much pass through. I mean, we -- it's not a -- a money making venture for us. Most of those funds are going to the farms and cells that we're sourcing from and by the time we take delivery and labor into it, I mean, we're not getting \$3.87 a pound, you know on seasonal produce. I mean, Senior Nutrition is at \$3.47 and the CRCs are at \$3.67. We haven't really done any bread or any pork. We do do the ground beef. I mean, Russell Brother, I mean, that we're getting the pork from -- I mean the ground beef from in -- in Concord, I mean, their cost to us is \$7.25 a pound. You know, the eggs are \$6 a dozen we -- we are getting from Harmony Ridge and from Free Folk over in Conover. So, does that answer your question around the disparity on the cost there?

Com Griffin The question is about if you could provide it to the County why couldn't you provide some of this for -- for residents of Hoskins?

Mr. Wyatt Well, I mean, we've done -- I mean it's hard to -- they -- the communication that's

Meeting Minutes
November 12, 2025

been received to me is they really want that brick and mortar there and I just don't have the brick and mortar yet. You know, we've --

Com Griffin The people from Hoskins has said they want to have the brick and mortar there?

Mr. Wyatt That's the communication that I've received. They want to see that grocery store built -- and which I completely understand. I mean, we've played with the -
- the farm stand -- we've done the farm stands every week up until October --

Com Griffin Do -- do you know Dr. Greg Moss?

Mr. Wyatt I do not.

Com Griffin Okay.

VC Altman I assume that Commisser's and Commissioner's Dunlaps collective six minutes have lapsed? I didn't hear the bell, but I'm gonna (sic) move on to Commissioner Meier.

Com Meier Hey Zack, thank you. So, I'm just gonna (sic) go through my questions really quickly. First of all, do you support Mecklenburg County farmers and specifically out of that 57 how many and which ones specifically? And how -- how often are ou open for the community? And how many employees do you have? And -- so I got the list of farmers, and the community partners that you listed, starting with the Park Church, etc., when you say they're community partners, can you explain, you know, I heard what you said about Kenny and Freedom Fighting Missionaries but what part of food is it that you're doing with them? I mean, we gave you \$6.7 million for food insecurity. So, what exactly are you doing with some of them, if you could just give me some examples?

Mr. Wyatt Well, I mean, again, I want to be clear, you guys gave us \$6.7 million and I was very clear that we were gonna (sic) build a model. And it's a model that we have to have all full functioning parts of to really address food insecurity. It can't be peace mealed. You know to -- as far as the farmer in Mecklenburg County, I mean we've supported farmers in Mecklenburg County in the past. Most of the farmers in Mecklenburg County are more focused on retail, not wholesale. We --

Meeting Minutes
November 12, 2025

most of the farms that we are working with are in kind of the 16 county Charlotte Metro area. But we've -- we work with any farmer that wants to work with us. So, that -- I mean, there's no not working with a farmer. We had about 25 employees, as I said, you know, kind of over the past couple -- two years. We're now down to about seven. You know, through attrition we just weren't kind of replacing because of, you know, just kind of were we were with the budget. And then when the shutdown kind of happening and having our -- the federal funds we had secured being in doubt we just had to do a -- a layoff in October, so we're kind of down to the bare minimum for just for us to continue to operate. So, we have had to pivot. And I totally understand that. And so we are very much again focusing on our one big mission too is making sure, you know just supporting our farming community as best we can. I know we have big initiatives to protect farm land and the biggest way to protect farm land is making sure our farmers have revenue to support the farm itself. And as far as our -- the partnerships that we, I mean, the Park Church, Center Well Archwell, they reach out to us and it's very similar to the Senior Nutrition program, you know, they put orders in for us to provide -- that they buy produce or proteins or eggs from us and we deliver them and then they are able to distribute that to their stakeholders. So, we're very much, you know, as trying to play a conduit and -- and that's another premise of what we were trying to do. I was never happy with what we were able to do for the Hoskins Community. But it was hard just with staffing and trying to kind of figure that out. And it's something that we will continue to focus on and work on as our hopefully funding streams, you know can get turned back on. You know, I'm not pleased with it either.

Com Meier And just -- he didn't answer -- how often are you open?

Mr. Wyatt Well, I mean, right now we don't have any -- we had to tail back all of the retail markets that we've done. And just do to staffing and -- and budget.

Com Meier And what? I'm sorry.

Meeting Minutes
November 12, 2025

Mr. Wyatt We don't have the -- I don't have the budget right now to have staff to operate the retail markets like we were doing.

VC Altman Commissioner Rodriguez-McDowell.

Comm Rodriguez-McDowell Thank you. Yeah (sic). I echo the concerns of my colleagues. And you know, you did talk about the beef and pork coming from Concord and Conover, you know and yet, this is Mecklenburg County dollars mostly that you're, you know, operating from or that you -- you used to build your business. So, I'm concerned about the local farmers. You had said in your comments that most of the farmers in Mecklenburg are focused on retail not wholesale. So, does that mean that the model isn't working for what you intended to do because my understanding was we were trying to help local farms survive and -- and so, I -- I'm really concerned about that -- and I better get all my words out before the bell rings. So, I would like more clarity around does that mean you've given up on Mecklenburg farmers? And also you said that you have seven employees. I'd like to know if those are fulltime or parttime employees. And I also would like to know, Mr. Manager from you if this project fails what sort of recourse -- is there any recourse for the County because we've put in the most -- this is similar to my concerns around the Excelsior Club and other projects that we've taken on that, you know, we contribute money and then what happens if it fails? Do we have contingencies that are built into our contracts where, you know, we get some -- some stake, you know back. Do we get to sell part -- you know, how do we -- what is the recourse? Let's see, that is -- I did speak to a local farmer who said that they -- they wanted to work with you all and they were -- they couldn't even get the food safety protocol like figured out. Like how to transport food -- the protocols that you are using to transport food. And so, I'm -- I'm at this point really -- I'm really concerned about this whole model and whether it's gonna (sic) work at all.

Mr. Wyatt Well, to your last point, I mean, unless I know specifics, I mean, I don't know

Meeting Minutes
November 12, 2025

what to say to that. And as far as the model -- the model is working. I mean, that's what's exciting to me the most -- that it is starting to really work.

Comm Rodriguez-McDowell Before -- before you move on, the model is supposed to be earned revenue -- an earned revenue model, but you said that's not working. That's the aspect of it that's not working?

Mr. Wyatt No. I mean, we need time. You know, and when we had the funding model that -- I mean, when we had the funding -- we need time to build that earned revenue model. It's not gonna (sic) get turned on overnight. It was -- I was very clear, you know, when we had our conversations four years ago that it was gonna take about three years to kind of build it out. You know, and to your point, I mean, retail verse wholesale, there are farms that operate on a retail model. You know, they have, I mean, I've talked to Hodges Farms, they don't have the production, you know to work with us because what they do on a retail level is -- is what they do. They don't have the production level to move into kind of a wholesale. I mean, Senior Nutrition, I mean, you know, the CRCs are going through 140 pounds of chicken every week. You know, and so, it's not a -- it's not a either or model. A retail -- a farm that can operate on a retail model and be successful is amazing. And so, the point of what we're building in the -- in the -- in the vehicle that we're kind of building is those farms that are wanting to grow and have a blend of a retail model that they have a direct access to their clientel too and they also have land that they want to grow and have a wholesale, you know opportunity because they can move more volume. You know, obviously at -- at lesser -- at lesser price points. So, it's not a -- it's not -- it's not either or. You know, and so, the whole point in what we're trying to create, you know is that earned revenue model so we can be never -- revenue neutral but also be self funded in a lot of these buckets. I mean, that's the -- what the -- especially once phase two, you know, comes on line, that is the large part of our revenue generating activity, cause (sic) it has the mose margins in it.

Meeting Minutes
November 12, 2025

So, I mean the -- the -- the things that we're dealing with -- SNAP and all of that, that is the system that we're really trying to build off the ground because it's scalable. I mean, the government, I mean, you -- it's hard I'm sure for you all to feel like how are we supposed to respond to 140,000 people, you know that are not gonna (sic) get their SNAP benefits. The model that we're trying to build is utilizing the access for everyone to participate in this system and then we can take those profits and then self fund buckets so we can scale up, you know, when the needs are really truly there. So, it's not completely reliant on philanthropy and it's not completely reliant on government. We have to have an economic engine that kind of feeds the need and really looking into solvin those needs and again not treating them because the needs are always gonna (sic) outweigh what we can do philanthropically and from a government level. So, that's what this whole model is trying to kind of really build out.

VC Altman Thank you. Commissioner Townsend-Ingram

Com Townsend-Ingram Thank you Madam Vice-Chair. I've got several questions. A lot of them Commissioner Griffin asked and I don't that we got -- actually I don't think we've gotten an answer to any of the questions that have been posed so far. But I'm gonna (sic) just go and list all of my questions down the line and hopefully maybe at another time, cause (sic) there's no way that you could answer all of this now. My first question is where and how do you collect the data? Specifically, you know, on -- the data that you provided from these slides. I don't think that's enough data because what I'm looking for is impact. So, I would love to see a chart as to when you first began with your contracts what you proposed was going to be done and the return on investment versus what has actually been done. What has been the return on those investments. You know I know that as a 501c3 -- I'm assuming that's what your desination is, that you have to have yearly audited records. So, I would love to know who does those and if we could be made privy to those. As well, is there any -- do you look at and are you

Meeting Minutes
November 12, 2025

coordinating with our dashboard that we have in those areas and hearing what you were saying about Hoskins I -- I think I know the answer to that. How many - - so, we have about 150 farms in Mecklenburg County. You said that over three years -- I don't know what the slide -- because our slide numbers are different than yours. Over three years you have generated \$646,047 to farmers. How many farmers is that and are any of those farmers in Mecklenburg County? Cause (sic) I think that's significant. I think that's significant if there are no farmers in Mecklenburg County that you've served. That number is not good at all. \$646,000 for farmers and you said you didn't know any farmer that would rather have a grant. You're not talking to the right farmers. So, what was the target and the number of farms? How are you working with those farmers as far as environmental stewardship? We have our Chair here with that. Let's see. The -- the list of partners -- I know that you had some comments from farmers there on your sheet. Are there any testimonials that you can give from community partners that say that yeah (sic), this is a great program and if it were not for this program we would not be able to serve the community of folks that we serve. I would love to see that.

Mr. Wyatt I mean, I -- I can provide -- I can ask them for testimonials for sure, Commissioner. You know, back to you know the audits, our contracts require audits, so we have a federal audit from 2023 and a federal audit from 2024 that Dena Dorton has done. I'm happy to share that with you. We have worked with 57 farms across the region over the last couple years. As I have said, there are a lot of farms in Mecklenburg County, they're just not true production farms from a wholesale perspective. And those are the ones that we kind of work with.

Com Townsend-Ingram Is that what you proposed -- that you would only work with wholesale farmer?

Mr. Wyatt It's not only. We'll work with any farm. I mean, we're not hard to find. I mean, we've, I mean, we're not hard to find and I mean if farmers are looking to sell if

Meeting Minutes
November 12, 2025

they have extra produce I mean we're -- we're right there.

Com Townsend-Ingram But it was your proposal that you would go them. So, you said you're not hard to find.

Mr. Wyatt We have.

Com Townsend-Ingram But if you're only going to wholesale farmers or expecting farms to go to you then that's the question that I'm asking. How -- what does your model do for us? What is the impact to Mecklenburg County?

Mr. Wyatt Well, I mean, our hope is -- is that we're gonna (sic) create more and more demand and then more farms will move from hay and maybe move into production. Most of those farms are -- are farms that are doing hay or they're doing some sort of you know cattle or what have you that they sell at a wholesale market.

Com Townsend-Ingram So, how many of those markest in Mecklenburg County are wholesale?

Mr. Wyatt I don't know. I don't think I would be, I mean, I don't know -- I can't say its for certain zero. But I don't think there's many.

VC Altman I think the alarm went off. We're gonna need a second round. Commissioner Powell.

Com Powell Thank you. Thanks for being here. So, I think I'll just start off with like the survival mode.

Mr. Wyatt Can I grab a -- a water?

Com Powell Well as -- as we're sitting here I'm thinking about how serious the problem is in this area -- in District 2 and how you know how I've heard Commissioner Dunlap speak to you know how -- how deeply this affects him. I remember Commissioner Jerrell talking about it. Even this week just seeing how much groceries cost at Dollar General just to have groceries, like if you don't have a place it's so -- like it's more expensive than Harris Teeter. So, we want this to work. We wouldn't have invested this many dollars. We want this to work. And

Meeting Minutes
November 12, 2025

so, I think when you're in survival mode people get really defensive. And so, we're hearing a lot of defensiveness and we need to change the -- change that. So, how, you know, we want it to work. We want -- we want to get there. So, how can you change your approach to where you're instead of being defensive, you're really thinking about why the community is upset right now. How do you listen better? Instead of being defensive, how can you listen? And I think a good step and it's up to you Commissioner Leake, I really think there needs to be a some kind of community town hall where you have community partners, and community that is suffering from not having a food dessert to come in. There's so many volunteers that work in this space, so, you know, while you're in this -- this state of survival, you know, how do you find people to come in and help? You know, I know St. Andrews does tons of gleening on farms and you know how to -- I really want you to think about how you connect with people to hear them and -- no -- no. It's your district. So, it's your choice, like if you want to have a town hall. I'm happy to come with you. I think that listening to the community about why they're upset right now is really important. So, I just would encourage you to answer the questions. This is a lot of money. But remember we all want this to work. So, how do we do it together without being defensive and really listening to the community because there's been such a huge investment in it and defensiveness isn't working. You have to really hear people to -- to respond to them. Thank you.

VC Altman Thank you Commissioner Powell. Commissioner Leake.

Com Leake Let me first say thank you for being here. I've listened to all of the comments and I have been into that community and I have a second community -- the west side, and it's struggling too with food dessert. It didn't just happen last night or last week or two years ago. It's always been a food dessert. And I met with our former Manager on several occasions to talk about how and what can we do as a Board and community to eradicate that problem. And what I'm finding that the

Meeting Minutes
November 12, 2025

grocery stores will not come into the Black community because of numbers.

That's number one. Number two, in those apartment buildings downtown that I said I would sit out at 4:00 and watch who came out. The numbers are not that large. But they have small grocery stores within the confines of those facilities. So, that says to me that there's some form of segregation when it comes to food being provided in our community. Where do you find heart problems? Where do you find high blood pressure? All of this in -- in -- and also the problem of air is always in our community. And when I talk about it people want to get upset with me. But I could care less. I'm living in the community. And I'm not going to say it's all his fault or all our fault. My question now is where is his budget and where is the contract? What are we being held accountable for? And the Manager and his team can give us a recommendation because we are asking the same kinds of questions around this dias and getting the same answers. So, how do we eradicate this problem looking at the west side and it's food dessert process; looking at the same community that we're just talking about.

I remember the first meeting we had in a home in that community, three people were killed. And I rushed and left a meeting here to go to the neighborhood over there to see what I could do as a county commissioner, which was nothing - I'm not trained in medicine. So, there are major issues and major problems in our community that didn't just happen. They were inherited because of how Charlotte has set up housing and community in our community. So, I'm asking for a copy of your budget and the Manager and to see how funds have been spent, where they have been spent; what corrections could be made to eradicate this problem or either to bring the two communities together that's working on the food desserts. If that would be possible, I would like to ask who was the staff person who oversaw this process -- who worked with this young man in that community from the -- from the Board.

Manager Bryant Madam Vice-Chair at some point, if it is the Board's pleasure, Dr.

Meeting Minutes
November 12, 2025

Washington is prepared to speak to what is outlined in the contract, what the accountability is and the terms to give you a little more insight on that.

VC Altman Thank you. I was actually going to call for that when it was my turn, but before we do that I just want to do a time check. It's 4:30, I'm happy to, you know, I know there was some interest for a second round. We can do that. We can skip Commissioner Reports or we can have motion to extend our time and do both. I would like to know staffs assesment of compliance with the contract and I would like to make a formal request that we get the contract so we can all look at it and to get a copy of the budget, since we've been a major contributor. If you can please, Mr. Wyatt agree to provide that to the Board. Can you do that?

Com Townsend-Ingram The audited financials.

VC Altman The audiged financials. Thank you Commissioner Townsend-Ingram. Dr. Washington.
We talk about inputs and outputs and outputs and outcomes, and to Commissioner Commissioner Townsend-Ingram's point, I would like to have a heat map of food insecurity befor and after so that we could have a clear sense -- if it can be done of what progress, what outcomes we have actually achieved around closing the gap for food insecurity in this particular part of the County. All right.

Com Griffin I will say something because the Manager raised something about food insecurity. What I've been asking since last November is how do we measure that? The State of North Carolina HHS has a program about accountability -- results based accountability -- RBA and one of the questions was, whateer the intervention is regarding food insecurity over whatever period of time the next question is, are any of those interventions causing food -- households to be secure or are they permently and constantly food insecure. And so, that's a longer discussion, Mr. Manager as we look at everthing we do in terms of food insecurity, in terms of what's the purpose. Because right now, I've looked at all

Meeting Minutes
November 12, 2025

of the contracts that Dena gave me and this was the very last one and the question that I posed to -- do Dena basically was, how do you figure out what the impact is? And I think what you've said and what the contract so far has been that there are no metrics on this particular one other than he's to build a local food production and distribution center. Period. There's nothing in the contracts I've read that's related to the Hoskins Community.

Com Dunlap I'm assuming that you had the opportunity to look at this document produced by Commissioner Griffen and, you know, when I look at that I'm trying to figure out how this model worked. If you got to pay \$3 for a half dozen eggs and \$6 a pound for ground beef, I'm trying to understand that when yesterday I went to Walmart and I got a dozen eggs for \$1.97, why are we paying \$3 for a half dozen eggs? You know, that's a side from dealing with the farmers. I want to understand if these numbers are correct and what that means in terms of your ability to purchase produce. But aside from all the other questions, it's clear that there are some issues here. I'd like to know what we can expect in phase two; and what can we expect from the investment that we've made, cause (sic) at some point we're gonna (sic) have to make a decision to either continue with this project or to sever ties. And I'm hoping this is something that we can finish. I don't like investments where we invest the County monies and then walk away. And so, regardless of what's being said here today, we're gonna (sic) have to figure out how we work together to move forward because the community still suffers. And so, can you just respond to those concerns?

Mr. Wyatt Yeah (sic). I mean, the whole point is supporting local agriculture. You know and can local agriculture compete on pricing when in industrialized food system? No, it can't. But that industrialized food system is also ruining your social determinants of health. You know, so we have to really rethink how we're looking at the cost of food, because yes, you can buy cheap food but then you're gonna (sic) have chronic health issues. You know, and again, that's another data

Meeting Minutes
November 12, 2025

point, you know, that we're hoping to really fix long term. And this has always been a long term project.

Phase two addresses the food insecurity piece. Hard stop. We work very hard to get that permit. We didn't have to do it, you know, because it was a very big expense, you know, cause (sic) I wasn't unsure, but I didn't want to give the funding community any excuse not to fund it. I don't know how to describe how I feel having a shovel ready project and going into the funding community after we have received almost \$14 million in government money to start this project because phase one feeds phase two. I can't get them at the table. And I can't tell you why. I can only look in the mirror on that. But phase addresses the food insecurity piece of it.

The other, you know, I mean, that's -- I agree with you Commissioner Dunlap, I mean, its how do we figure this out? My opinion, the government has done its job. You know, we have been trying to go to private sector. There is not a door that I have not knocked on here locally. I'm trying to knock on them nationally. Food system work is hard because most of the foundations are very program specific. The only thing we don't touch from a impact sector is housing. Everything else we have kind of a huge implication on. But it's also very broad and it's not specific. It's -- it's a system -- we have a system problem and we need -- we need a system solution and that's what we've been really focused on. I mean, you guys have seen the facility. You know, it -- that's again, phase two will address the food insecurity piece. If the money is there it will be built in six to eight months -- doors open.

Com Dunlap Thank you.

Mr. Wyatt And back to the point with -- with all of you, from a community standpoint, you have every right to be upset. I'm upset. I mean, I feel terrible that we haven't been able to deliver faster. You know, when we initially went into this we were really hoping that the initial investments would spur you know the private

Meeting Minutes
November 12, 2025

foundations, you know to the table because it would be less risky. But that just hasn't happened. And I will only say I -- I'm the only piece in that. I can't -- I'm not gonna (sic) blame anyone. You know, but we have a shovel ready project that will address this issues in eight months if it's funded. And all I'm asking you know support. I've -- I've -- Commissioner Leake I have -- I have tried to align with other partners because Three Sisters is trying to build one, Five Points is trying to build one. I have gone to them multiple times to try to come together and how do we have one ask that can address the entire west side. And you know, for whatever reason that just hasn't come to fruition. You know, so I mean, I want to and -- and, Commissioner Powell forgive -- forgive me on the defensiveness, cause (sic) all this is very real. I mean, I think about it all day everyday. It never leaves. I take the investments that you all have provided very very seriously and we want to deliver. And the hardest point in this whole equation is we're like this close. You know, but we were supposed to get that private foundation community to compound what the government money runway that we had to really move forward quickly and it just didn't happen.

Com Townsend-Ingram I would just ask if we can get like written responses to some of the questions. I think that the -- the scorecard that we're building will prevent this from happening in the future and I don't know if we can retroactively go back and apply it to certain things, but you know, since I've been here I know that there has been a lot of talk about return on investment. I write grants. I've done grants. I know, I used to do all of the budget financials for grants. So, understanding what you promised and then in your reports telling us specifically where that money went line item by line item, where it goes and what's been the impact. Go back to your slide where you put your -- the challenges and opportunities. You said you're in survival mode right now. That's not up there. You put up there that you've got \$2.5 million in loss but show us where the others are. Where are the other challenges that you stated? We want to know.

Meeting Minutes
November 12, 2025

Where are those coming from? Where are the lines that those are coming from? And at some point, you know if you can't handle it, if you're the only name on the contracts I've looked at and you're the only name up there, if you can't handle the fiduciary responsibilities have you considered handing it over to someone else, because we do want this to work. We've invested so much. And Hoskins Community is literally walking distance from me. From my home.

Com Powell I think sometimes when people like in life when people are in survival mode it's a -- such a heavy weight and so they get slowed down by the heaviness of survival mode, in a time where you really -- it hurts you. And so, in this survival mode how you know like the self-awareness matters and cause (sic) you said, you know looking in the mirror of how did this friction get created? And you know, when we went to advanced leadership at the School of Government we worked through -- we do all kinds of different things to look within ourselves. And then at the end like we help each other. And I think that would be good for you to have somebody to have like a coach kind of person to help you like understand how did this friction get created. Because your intention is so good and now we have this amazing facility. So, you know, how do you in this really hard time come up with brainstorming ideas to get out of it, because it's possible. Like really good things can come from this hard time. And I wish that for you. I wish that for Hoskins. You know how do -- how do you keep the heaviness from pulling you down, because a lot of people are going through really heavy times now.

Mr. Wyatt Well, I mean, I think you know back to the broken promises comment. I mean, I haven't broken any promises yet. Unless I quit, I haven't broken it yet. Again, we got to a permit. You guys know how hard that permit is. I mean, I -- we haven't quit. We're still here. We're still fighting. And we're doing the best we can, you know, and I'm happy to be accountable, but there are some failures of trying to build a system rather than doing it block by block. But the system

Meeting Minutes
November 12, 2025

doesn't work that way. We would never even have broke ground if we you know tried to do it block by block. So, we are trying to tackle you know something big. And you guys did a big thing. You know, you guys should be proud of that big thing. None of us could have foreseen you know the pendulum swinging that far to the other direction this quickly. I mean, the funding community just seems to be paralyzed which I totally understand. You know, again I will take the accountability that I have in that, but it's not all on me either. You know, so we're doing a good job. My staff is doing a good job. You know I feel like we can head -- you know have our head held high on what we delivered. We said what we were going to deliver. We said that it was gonna (sic) be in two phases and we needed phase two funded and that's where the food insecurity piece really was going to be you know the most apparent to everyone because you have a brick and mortar that people can kind of walk into, which is -- Commissioner Leake, will be kind of the first grocery store at that scale to come into manage that. You know, so I am very proud of this building permit. Cause (sic) it gives us -- it's there. There is, I mean, you know it -- and again back to permitting, you know, it's hard. Community saw amount of money that got invested. Okay, it's two years, why isn't more progress happening? Well, it took two years to get though permitting. That's why we were so aggressive you know with this permit, you know so we would be shovel ready when those funds hit. You know, so, you know, to all the Board of County Commissioners we're open to any and every idea. We're open to a merger. We're open to you know anything to kind of see this forward. So the assest and the investments that have been made can flourish. And everything is teed up.

Com Meier I understand what Commissioner Powell said about defensiveness and I don't want that. But we do have questions. My question is, you're 501c3, correct?

Mr. Wyatt Yes ma'am.

Com Meier So, you have a board of directors?

Meeting Minutes

November 12, 2025

Mr. Wyatt Yes ma'am.

Com Meier So, you have -- you have to produce the financials for them every however long -
-

Mr. Wyatt We have two -- we have two clean federal audits that we're happy to share.

Com Meier So it's not gonna be a problem to get all that information to us in a timely manner?

Mr. Wyatt No

Com Meier And also, who owns that building out right?

Mr. Wyatt It's the Lee family. So, we have a 25 year lease on that we're four years into. And then we have the first option to purchase the building if they ever wished to sell. They've been phenomenal through this whole process. You know, so we've been you know very lucky with them.

Com Leake My recommendation is that we ask the Manager along with this young man to provide the budget and the contract. To make sure you look at the contract -- all contracts. And when I look and see first non-profit grocery store is permitter and shovel ready and we don't want to give up for this venture for this community who needs it terribly bad and have always needed. And in the community that we live in we've always needed appropriate grocery stores that we have not ever gotten and we're still not getting it unless we find out where the shortcomings are. If we can enlarge that building or take the building that you have, make part of it into a grocery store and do the other profiting of the work that needs to be done from the farmers perspective and work closely with the staff that we have and not just give up on us because we voted to provide the funds. Funds have been provided. And I still say any organization that we finance we must always look at their budget. But we never do. We don't want to look at peoples budget. But we need to see how the money is being spent, where there's an error if there is one shortcoming that we can handle. Be we as nine people can't make any of this happen. All I'm saying is that we put it in the hands of the Manager and his

Meeting Minutes
November 12, 2025

staff to come back to us with a recommendation of what will best be suited to maintain this facility and the movement of getting rid of the food dessert in Hoskins.

25-0641 COMMISSIONER REPORTS

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

ADJOURNMENT

With no further business to come before the Board, Vice Chair Altman declared the meeting adjourned at 4:57 p.m.

A handwritten signature in dark ink, reading "A. Eason". The signature is written in a cursive, flowing style. The "A" is large and loops around the "Eason".

Arlissa Eason, Deputy Clerk to the Board

Mark Jerrell, Chair