USA Confronting A Triple Challenge: COVID-19, Recession, & Social Justice

VML Mayors Institute

October 2020
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Community Leadership During a Crisis

Virginia Municipal League – Virginia Mayors Institute

October 6, 2019

Critical Functions

1. Provide oversight
2. Communicate with other elected officials
3. Communicate and engage with the public
4. Reinforce community values; “brand” the crisis
5. Learn from others
6. Learn from your experience and share
Three Challenges in the U.S.

Challenge #1
COVID-19

Challenge #2
Economic Recession

Challenge #3
Social Justice

Challenge #4 POLARIZED POLITICS
Challenge #5 Climate – It Changes
What happened? Where are we? What’s next?

From Crisis to Recovery
We didn’t see if coming
What happened?

LOCK DOWN

Curved Flattened

Recession

FREAK-OUT
### Challenge #2 Recession

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Vulnerable Taxes as Percent of Total Revenue</th>
<th>Total Revenue Losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>11.8%</td>
<td>4.4%</td>
</tr>
<tr>
<td>County</td>
<td>6.6%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Town</td>
<td>31.1%</td>
<td>14.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tax</th>
<th>Mild Scenario</th>
<th>Moderate Scenario</th>
<th>Severe Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions taxes</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Business and franchise license taxes</td>
<td>10%</td>
<td>25%</td>
<td>40%</td>
</tr>
<tr>
<td>Hotel and motel lodging taxes</td>
<td>50%</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td>Restaurant and meal taxes</td>
<td>50%</td>
<td>75%</td>
<td>90%</td>
</tr>
<tr>
<td>Sales and use taxes</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Where are we?

By The New York Times  Updated September 24, 2020, 12:03 A.M. E.T.

TOTAL REPORTED  ON SEPT. 23  14-DAY CHANGE
Cases 142,590 580  -8%
Deaths 3,089 29  +266%

Day with data reporting anomaly. Includes confirmed and probable cases where available. 14-day change trends use 7-day averages.

The revised forecast anticipates a decline of 1.8 percent in total general fund revenue collections in fiscal year 2021.

In Virginia, payroll employment fell 7.0 percent in July from July of last year.
- Northern Virginia fell by 8.0 percent;
- Hampton Roads fell 5.8 percent;
- Richmond-Petersburg fell 6.7 percent.
COVID19 Death Rate 2.4X Higher  
African American compared with White Americans

Unemployment 1.5x Higher  
African American Men compared with White Men

Killed by Police 2.5x Higher  
African Americans compared with White Americans

### U.S. Police Shootings: Blacks Disproportionately Affected

Number of people killed in police shootings in the U.S. since January 01, 2015

<table>
<thead>
<tr>
<th></th>
<th>Deaths per million</th>
<th>Total deaths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>30</td>
<td>1,252</td>
</tr>
<tr>
<td>Hispanic</td>
<td>22</td>
<td>877</td>
</tr>
<tr>
<td>White</td>
<td>12</td>
<td>2,385</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>214</td>
</tr>
</tbody>
</table>

As of May 28, 2020  
Source: The Washington Post
What is a Mayor to do?

1. Build confidence
2. Build relationships
3. Maintain situational awareness
4. Do contingency planning
5. Reinvent & Reimagine
6. Act when needed

- The Virus
- The Economy
- The Social Fabric
Stop the virus

EVENTS, RESTAURANTS, & BARS
Situational Awareness

- The Virus
- Revenues & Expenses
- Social Unrest

Build Confidence Through Partnerships

- Use Clear, Consistent, and Transparent Messaging
- Avoid Undue Attention to the Frequency of Socially Undesirable Behaviors
- Foster a Sense of Efficacy and Avoid Fatalism
- Appeal to the Collective Good of One’s Community
- Use Messengers Trusted by the Target Audience
- Tailor the Framing of the Message to the Audience
- Link Prevention Behaviors to People’s Identities
- Highlight Social Disapproval of a Target Audience Member’s Failure to Comply When It Occurs
- Highlight the Growing Prevalence of Behavior Change within the Target Audience When It Occurs
- Avoid Repeating Misinformation, Even to Debunk It

- The Virus
- Justice
- The Election
Contingency Planning

- At what point in a COVID-19 spike would action be taken and what would the actions be?
- What amounts of loss revenue would trigger what actions?
- What levels of protest would trigger what actions?
- What are other threats to your community?
Engage with the full community
Build Understanding
Thank You!

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Stay Safe.