

**UNC Charlotte
Presents the Fourth Annual**

TALKING POLICY **IN THE QUEEN CITY**

Friday, February 11, 2022

9 a.m.-3:15 p.m.

A Virtual Event, Free and Open to the Public



Sponsored by the UNC Charlotte Public Policy Doctoral Program (celebrating its 20th year!), the Urban Institute, the Department of Public Health Sciences, and the Gerald G. Fox Master of Public Administration Program

Supported by the Pam Fawcett-Brandon and William P. Brandon Endowment for the Graduate Public Policy Program

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You may email your questions for the speakers to talkingpolicy@uncc.edu. We will monitor the questions and pose them to the speakers throughout the day.

Welcome Message

Welcome to the 2022 Talking Policy in the Queen City. We initiated this event during the 2018-2019 academic year to bring together policy professionals, faculty, and students to discuss new research and policy priorities. The UNC Charlotte Public Policy Doctoral Program is pleased to partner with the Urban Institute, the Department of Public Health Sciences, and the Gerald G. Fox Master of Public Administration Program to present this year's program. In celebration of the 20th anniversary of the UNC Charlotte Public Policy Doctoral Program, we have invited alumni to share insights regarding careers in public policy. This complements our research panels and plenary address. Each session has a unique login. We invite you to attend all of the sessions.

You may submit questions for the speakers by emailing us at talkingpolicy@uncc.edu. We will monitor the questions and pose them to the speakers throughout the day. We look forward to a productive and insightful conversation. Thank you for joining us.

Stephanie Moller
Director, Public Policy Doctoral Program

Symposium Schedule

9 a.m.–10:20 a.m.	Education Policy Panel	https://uncc.zoom.us/j/96144356684
10:30 a.m.–11 a.m.	Careers in Public Policy	https://uncc.zoom.us/j/94848738870
11 a.m.–12:20 p.m.	Transportation Policy Panel	https://uncc.zoom.us/j/6550215070
12:20 p.m.–12:50 p.m.	Lunch Break	
12:50 p.m.–1:50 p.m.	Plenary Address: Critical Issues for Public Health and Policy; Marcus Plescia, MD, MPH, Chief Medical Officer, Association of State and Territorial Health Officials	https://uncc.zoom.us/j/8675735879
2 p.m.–3:15 p.m.	Careers in Health Policy	https://uncc.zoom.us/j/91768080745

Education Policy Panel

9 a.m.–10:20 a.m.

<https://uncc.zoom.us/j/96144356684>

Panelists will share their research and expertise on Education Policy, addressing developments, challenges, and opportunities. Attendees may submit questions for the panelists online during the event. The panel will conclude with a 20-minute open-networking opportunity where all participants may chat informally in groups.

Panelists

Dr. Andy Baxter, Educator Recruitment and Support Research Fellow, North Carolina Department of Public Instruction

Dr. Martha Bottia, Senior Research Analyst, Institutional Research, UNC Charlotte

Dr. Sara Dahill-Brown, Associate Professor, Department of Politics and International Affairs, Wake Forest University

Dr. Stephanie Potochnick, Associate Professor, Department of Sociology, UNC Charlotte

Presider

Dr. Jason Giersch, Associate Professor, Department of Political Science and Public Administration, UNC Charlotte

Breakout Room Moderators

Cayce Jamil, Doctoral Student, Public Policy Doctoral Program, UNC Charlotte

Ian Mikkelsen, Doctoral Student, Public Policy Doctoral Program, UNC Charlotte

Organizers

Dr. Jason Giersch and Dr. Stephanie Potochnick, UNC Charlotte

Education Policy Panel Bios

Dr. Baxter is Educator Recruitment and Support Research Fellow with the North Carolina Department of Public Instruction. Dr. Baxter has spent the last thirteen years working with policymakers and educators to build a quantified understanding of education's impact on student lives and develop, implement and evaluate policies to increase that impact. Prior to joining the Department of Public Instruction, Dr. Baxter was Vice President of Policy and Management Research and Consulting with Public Impact, Vice President of Educator Effectiveness with the Southern Regional Education Board, and Director, Center for Human Capital Strategies with Charlotte-Mecklenburg School. Dr. Baxter earned a Ph.D. in Public Policy from UNC Charlotte, a Master's in Divinity from Duke University, and a Bachelor's in Public Policy from Duke University.

Dr. Bottia is Senior Research Analyst in Institutional Research at UNC Charlotte. Previously, she served as Research Associate Professor of Sociology. Dr. Bottia's research focuses on the effects of school racial and socioeconomic composition on educational outcomes, the impact of the implemented curriculum on racial and socioeconomically diverse students, the role of K-12 school structural characteristics on college STEM outcomes, and the education of immigrant students. She has published recent articles in *Economics of Education Review*, *Review of Educational Research*, *Sociology of Education*, *Journal of Research in Science Teaching*, *Science Education*, *Social Justice Research*, *Elementary School Journal*, *Social Forces*, and *Teachers College Record*. She earned a Ph.D. in Public Policy and a Masters in Sociology from UNC Charlotte. She earned Master's degrees in Economics and Environmental Economics from Los Andes University in Colombia.

Dr. Dahill-Brown is Associate Professor in the Politics and International Affairs Department at Wake Forest University in Winston-Salem, North Carolina. Her research and teaching center on educational politics and policy in the United States with a focus on state-level variation, state-local relations, and implementation. She is an alumna of Utah's public schools, a graduate of Trinity University in San Antonio, Texas, and a recovering middle school teacher. She has worked as a researcher and volunteer in the school systems of Wisconsin, where she earned her doctorate, and North Carolina, where she now lives. Her book, *Education, Equity, and the States: How Variations in State Governance Make or Break Reform* was published with Harvard Education Press in 2019, and her writing on educational politics and inequality has been featured in edited volumes, refereed journals, and professional magazines. Dr. Dahill-Brown earned a Ph.D. and a Master's in Political Science from the University of Wisconsin-Madison. She earned a Bachelor's degree in Political Science and Sociology from Trinity University.

Dr. Potochnick is Associate Professor of Sociology and Public Policy at UNC Charlotte. Her research examines the social demography of immigration and how programs and policies can promote the education and health of immigrant youth. She uses an interdisciplinary perspective to identify the health and educational needs and resources of immigrant children and families, and to examine the impact national, state, and local-level policies have on their well-being. Current projects examine how federal immigration raids and local-level immigration enforcement policies affect the mental health and school investment decisions of immigrant children at different times in their educational pathway, how pre-migration schooling and parental resources affect children's post-migration mobility, and how settlement in new immigrant growth areas affects the health of immigrant children. Dr. Potochnick earned a Ph.D. in Public Policy from the University of North Carolina at Chapel Hill, a Master's in Sociology from UNC Charlotte, and a Bachelor's in Political Science from Emory University.

Dr. Giersch is an Associate Professor in the Department of Political Science and Public Administration. He teaches courses on American politics, research methods, state and local politics, politics & film, and education policy. His research focuses on education policy, specifically the areas of school choice, high-stakes testing, segregation, and teacher quality. Prior to joining the faculty at UNC Charlotte, Dr. Giersch taught in public, private, and charter high schools. He also taught at the college level in Pennsylvania and in Nairobi, Kenya. He currently serves as a board member of the North Carolina Association for Research in Education and the North Carolina Political Science Association. Dr. Giersch earned Ph.D. in Public Policy from UNC Charlotte.

Cayce Jamil is a Ph.D. candidate in Public Policy. His dissertation is entitled, *Status Inconsistency, Solidarity, and Vocal Dynamics in Small Groups*. His research examines the interplay between group solidarity and hierarchy in social interaction.

Ian Mikkelsen is a doctoral student in Public Policy. His dissertation will focus on the intersections of extracurricular activities, cultural capital accumulation, and social inequalities. He anticipates a 2023 graduation.

Careers in Public Policy Panel

10:30 a.m.–11 a.m.

<https://uncc.zoom.us/j/94848738870>

Panelists will share their career experiences along with challenges and opportunities in their fields, emphasizing what can be learned by current students and individuals launching their careers in policy research.

Panelists

Dr. Kirstin Wells, Principal Economist, Payments Division, Federal Reserve Board

Dr. Stephany De Scisciolo, Vice President of Impact and Evaluation, Enterprise Community Partners

Presider

Dr. Jason Windett, Associate Professor, Department of Political Science and Public Administration and Associate Director, Public Policy Doctoral Program, UNC Charlotte

Careers in Public Policy Panel Bios

Dr. Wells is a Principal Economist at the Federal Reserve Board in Washington, D.C. Dr. Wells' career has been focused on regulatory and policy analysis of financial market infrastructures including large-value and retail payment systems and derivatives clearing houses, both at the Federal Reserve Board and Federal Reserve Bank of Chicago. Dr. Wells' publications include papers on the emergence of faster payments worldwide and governance arrangements for retail payment systems. Most recently, Dr. Wells worked on policy analysis related to the Board's decision to offer a new interbank settlement service for instant payments. Dr. Wells also spent time in the private sector, leading payment strategy at Wachovia Corporation and risk management policy at the Options Clearing Corporation. Dr. Wells earned a Ph.D. in Public Policy from UNC Charlotte.

Dr. De Scisciolo is the Vice President of Impact and Evaluation at Enterprise Community Partners. She drives the collection and dissemination of data and information across the affordable housing industry to support innovative solutions that demonstrate achievable impact. She leads a multi-disciplinary team of researchers, data scientists and evaluation specialists creating tools and resources for use in the field, cultivating key partnerships and implementing a robust research agenda. An expert in evaluation and impact assessment, she published *Reducing Race Differences in Direct-to-Consumer Pharmaceutical Advertising: The Case for Regulation*, in collaboration with Teresa Scheid. Dr. De Scisciolo earned a Ph.D. in Public Policy from the UNC Charlotte and a Bachelor's in Political Science from Wellesley College.

Dr. Windett is Associate Professor of Political Science and Public Administration as well as a core faculty member in the Public Policy Doctoral Program at UNC Charlotte. His research agenda focuses broadly on the area of representation in American politics with a focus on state politics, state courts, and gender and politics. His current research on state courts of last resort and policy diffusion has been supported by multiple grants from the National Science Foundation. Dr. Windett was awarded the Christopher Z. Mooney Award for the best dissertation in the area of State Politics by the American Political Science Association for his dissertation, *Understanding Female Candidates and Campaigns for Governor*. He earned a Ph.D. in Political Science from the University of North Carolina at Chapel Hill in 2011.

Transportation Policy Panel

11 a.m.–12:20 p.m.

<https://uncc.zoom.us/j/6550215070>

Panelists will share their research and expertise on Transportation Policy, addressing developments, challenges, and opportunities, especially in the light of the recently passed Federal Infrastructure Bill. Attendees may submit questions for the panelists online during the event. The panel will conclude with a 20-minute open-networking opportunity, where all participants may chat informally in groups.

Panelists

Dr. Genevieve Giuliano, Distinguished Professor of Public Policy and Director, METRANS Transportation Center, University of Southern California

Dr. Noreen McDonald, Department Chair, Thomas Willis Lambeth Distinguished Professor, Director of Carolina Transportation Program, The University of North Carolina at Chapel Hill

Dr. Olga Smirnova, Associate Professor of Public Administration, East Carolina University

Organizer and Presider

Organizer and Presider: Dr. Jean-Claude Thill, Knight Distinguished Professor of Geography and Earth Science, UNC Charlotte

Breakout Room Moderators

Emily Mikkelsen, Doctoral Student, Public Policy Doctoral Program, UNC Charlotte

Robert Pinka, Doctoral Student, Public Policy Doctoral Program, UNC Charlotte

Transportation Policy Panel Bios

Dr. Giuliano is Margaret and John Ferraro Chair in Effective Local Government and Director of the METRANS Transportation Consortium at the University of Southern California. Her research examines the relationships between land use and transportation, transportation policy analysis, travel behavior, and information technology applications in transportation. Current research includes examination of relationships between urban form, online shopping behavior, and local freight demand; market potential for zero emission trucks; reducing local impacts of truck traffic, and applications for transportation system analysis using archived real-time data. Professor Giuliano is a past Chair of the Executive Committee of the Transportation Research Board, and of the Council of University Transportation Centers. She is a former member of the ITS Joint Program Advisory Committee and the National Freight Advisory Committee. She has participated in many TRB policy studies; most recently on the Committee on the Future of the Interstate Highway System. At the state level, she is working with Caltrans and CARB on the implementation of the California Sustainable Freight Action Plan. Dr. Giuliano earned a Ph.D. in Social Sciences from the University of California, Irvine.

Dr. McDonald is Professor and Chair of the Department of City and Regional Planning, Distinguished Chair in Public Policy, and Director of the Carolina Transportation Program at the University of North Carolina at Chapel Hill. She also serves as Associate Director of the Collaborative Sciences Center for Road Safety and Southeastern Transportation Research, Innovation, Education and Development Center. Her work is at the intersection of planning and public health. Currently, she studies how changes in transport technology and policy impact road safety and access to healthcare. Her previous work focused on how infrastructure such as schools, roads, and bike lanes impact road safety and physical activity especially for children and young adults. Dr. McDonald earned a Ph.D. and Master's Degree in City Planning from UC Berkeley and a Bachelor's degree from Harvard in Engineering and Chemistry.

Dr. Smirnova is an Associate Professor of Public Administration in the Department of Political Science at East Carolina University. Her research focuses on green transportation innovations, contracting out, program evaluation, economic development, and performance measurement. She edited *Building a Sustainable Transportation Infrastructure for Long-term Economic Growth* (2019), which focuses on the ways infrastructure can be financed to be sustainable and contribute to long term economic growth. Together with Dr. Strumsky and Ashley Qualls, Dr. Smirnova recently published an article discussing the lack of appreciable impact of federal policies on the green transportation innovations (*Energy Policy* 2021). Together with Dr. Leland and Dr. Yusuf, Dr. Smirnova completed the 6th round of the bi-annual independent transit survey. Dr. Smirnova earned a Ph.D. in Public Policy from UNC Charlotte and a Master's in Political Science from Central European University.

Dr. Thill is the Knight Distinguished Professor of Geography and Earth Science and Professor of Public Policy at UNC Charlotte. His research focuses on transportation and mobility systems and spatial knowledge discovery. His research examines the ability for people, freight, capital, and ideas to create new spatial structures, while erasing others. He studies the modalities of spatial operations of transportation and communication networks and their articulation with their surrounding regions, in technologies and policies that frame these modalities, and in the socio-economic implications on the regional context. Dr. Thill earned a Ph.D. in Geography, a Master's in Regional Science, and a Bachelor's in Geography from Université Catholique de Louvain, Belgium.

Emily Mikkelsen is a doctoral student in Public Policy at UNC Charlotte. Her dissertation will focus on intergenerational policy feedback. She anticipates a 2023-2024 graduation.

Robert Pinka is a doctoral student in Public Policy at UNC Charlotte. His dissertation will focus on the disparate impacts of automation on vulnerable populations throughout the United States. He expects to graduate in 2024.

Plenary Address: Critical Issues for Public Health and Policy

12:50 p.m.–1:50 p.m.

<https://uncc.zoom.us/j/8675735879>

Marcus Plescia, MD, MPH, Chief Medical Officer, Association of State and Territorial Health Officials

Dr. Marcus Plescia is the Chief Medical Officer for the Association of State and Territorial Health Officials (ASTHO). He provides medical leadership and expertise across the agency and oversees ASTHO's portfolio of chronic disease prevention and control programs. During the COVID-19 epidemic he has served as ASHTO's principal spokesperson, and primary liaison to the Centers for Disease Control and Prevention. ASTHO is the national nonprofit organization representing the public health agencies of the United States, U.S. territories, and District of Columbia, as well as the more than 100,000 public health professionals these agencies employ. Dr Plescia has served in public health leadership roles at the local, state and federal level in North Carolina and at the Centers for Disease Control and Prevention. In these roles he has led successful efforts to enact systemic public health interventions including expanded cancer screening coverage, prescription drug and disease reporting requirements, revised clinical guidelines, and state and local tobacco policy. He has been prominent in nationwide efforts to transform public health practice to a more population-based, strategic framework, and led the implementation of the CDC's national colorectal cancer screening program based on this approach. Dr Plescia received his Medical Degree, Master of Public Health and Bachelor of Science from the University of North Carolina at Chapel Hill. He trained in Family Medicine at Montefiore Medical Center in the Bronx, NY. He is Board Certified in Family Medicine and has practiced in a variety of settings serving homeless, urban poor and rural underserved populations. He has published extensively in the public health and family medicine literature.

Organizer and Presider

Dr. Teresa Scheid, Professor, Department of Sociology and Public Policy, UNC Charlotte

Dr. Scheid is Professor of Sociology at UNC Charlotte with joint appointments in Public Policy, Public Health, and Health Services Research. She has published widely on the organization and delivery of mental health services and the work of mental health, including the 2004 book *Tie a Knot and Hang On: Delivering Mental Health Care in a Turbulent Environment*. Her 2015 book, *Comprehensive Care for HIV/AIDS: Community-Based Strategies*, focused on community-based initiatives designed to integrate diverse systems of care for minority groups living with HIV/AIDS. Her 2018 book was co-authored with a former doctoral student (Dr. Stephany De Scisciolo) and based on Dr. De Scisciolo's dissertation, *Reducing Race Differences in Direct-to-Consumer Pharmaceutical Advertising: The Case for Regulation*. Dr. Scheid has also examined the impact of a number of legislative mandates including outpatient commitment and the Americans with Disabilities Act, and is currently analyzing state level legislative reforms to mental health care. She recently published a book with co-author Megan Smith on community mental health: *Ties That Enable: Community Solidarity for Adults Living with Serious Mental Illness*. Dr. Scheid earned a Ph.D. from North Carolina State University.

Careers in Health Policy Panel

2 p.m.–3:15 p.m.

<https://uncc.zoom.us/j/91768080745>

Panelists will share their career experiences along with challenges and opportunities in health policy, emphasizing what can be learned by current students and individuals launching their careers in policy research. The panel will conclude with a 30-minute open-networking opportunity, where all participants may chat informally in smaller groups.

Panelists

Dr. Ashley Dunham, Senior Director of Clinical Research, Cleerly

Dr. Cicily Hampton, Deputy Director of Operations and Eligibility Services at UMWA Health and Retirement Funds

Dr. Stephen Stemkowski, Research Consulting Principal at Humana Healthcare Research

Organizer and Presider

Dr. Bill Brandon, Emeritus Metrolina Medical Foundation Distinguished Professor of Health Policy, Department of Political Science and Public Administration, Department of Political Science and Public Administration, UNC Charlotte

Breakout Room Moderators

Lilian Ademu, Doctoral Student, Public Policy Doctoral Program, UNC Charlotte

Jingjing Gao, Doctoral Student, Public Policy Doctoral Program, UNC Charlotte

Careers in Health Policy Panel Bios

Dr. Dunham is Senior Director of Clinical Research & Evidence at Cleerly where she oversees research & evidence generation in support of Cleerly product development, market access, and reimbursement. Prior to joining Cleerly in 2021, she worked at the Duke University School of Medicine for 15 years, most recently as Managing Director of the Department of Population Health Sciences. Dr. Dunham earned a Ph.D. in Public Policy from UNC Charlotte, a Master of Science in Public Health from the University of South Carolina, and was a NIMH postdoctoral fellow at the Sheps Center for Health Services Research at the University of North Carolina Chapel Hill.

Dr. Hampton is Deputy Director of Operations and Eligibility Services at UMWA Health and Retirement Funds. Formerly, Dr. Hampton served as Chief Policy and Program Officer and the Senior Director for Health Science and Policy at the Society for Public Health Education. Dr. Hampton earned a Ph.D. in Public Policy from UNC Charlotte and a Master's in Public Administration from American University.

Dr. Stemkowski is Research Consulting Principal at Humana Healthcare Research. Prior to joining Humana in 2011, Dr. Stemkowski worked as a Research Scientist at LRRI, as the Director of Analytics and Research at Premier, Inc., and as the Director of Major Accounts at the Kaiser Foundation Health Plan. Dr. Stemkowski earned a Ph.D. in Public Policy and a Master's in Health Administration from UNC Charlotte.

Dr. Brandon is Emeritus Metrolina Medical Foundation Distinguished Professor of Health Policy in the Department of Political Science and Public Administration, with a joint appointment in Public Policy at UNC Charlotte. He retired in 2014, but remains an active researcher and student mentor. Dr. Brandon was the 2008 recipient of the Harshini V. de Silva Graduate Mentoring Award at UNC Charlotte, a Fullbright Scholar, and an

Elected Fellow of The Royal Institute of Public Health. Dr. Brandon earned a Ph.D. in Political Science from Duke University, a Master's in Public Health from the University of North Carolina at Chapel Hill, and an MSc in Politics (University of London) earned at the London School of Economics and Political Science.

Lilian Ademu is a doctoral student in Public Policy at UNC Charlotte. Her dissertation will focus on the impact of breastfeeding and the built environment on child health outcomes in sub-Saharan Africa. She anticipates a 2024 graduation.

Jingjing Gao is a Public Policy Ph.D. Candidate at UNC Charlotte. Her dissertation is entitled, *Health Policies and Local Political Ideology's Impact on Spatiotemporal Patterns of Public Emotions Toward COVID-19*. Her research examines how health policies impact the public's health outcomes. She expects to graduate this May.

Study Public Policy at UNC Charlotte

The Public Policy Program at UNC Charlotte is an interdisciplinary program focusing on the study of policy development, implementation, and evaluation. It stresses the development of skills, tools, and specialties, as well as a theoretical understanding of them, that contribute to our understanding of the structure of institutional systems and sub-systems and of how policy should be shaped within political environments.

The Public Policy Program at UNC Charlotte prepares students to be researchers, decision makers and policy analysts in local, state or federal governments, non-profits, industry, and academics. The program is currently accepting applications for Fall 2022 from prospective students interested in the Doctorate in Public Policy or the Graduate Certificate in Public Policy, Research, and Analysis. If you want to gain the insights and grow the skills to develop evidence-based, practical solutions to challenging policy issues, join us for our Prospective Student Virtual Information Session. We will discuss program requirements and application strategies. Please choose from the following dates:

Wednesday, February 16, 2022 at 4:30 p.m.

Wednesday, March 16, 2022 at 4:30 p.m.

[RSVP for the information session here](#)



To celebrate the Public Policy Doctoral Program's 20th Anniversary, we are launching a fundraising campaign with the goal of raising \$20,000 to celebrate 20 years!

With your support, we will provide transformational educational and professional development opportunities for current and future students, advance research, and host programs that bring people together to discuss crucial policy issues and challenges.

We invite you to be part of this effort. Consider making a donation to the Public Policy program to support our goals. Your gift propels the progress of UNC Charlotte's Public Policy program and for that we are deeply grateful. You may donate to an existing fund or create your own endowment or planned giving.

[Click Here to Donate to the Public Policy Doctoral Program](#)



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Giving Back to the Public Policy Doctoral Program

Your gift helps support our mission to generate leading public policy scholarship, achieve excellence in public policy doctoral education, and advance the design and conduct of public policy application and research in a local, regional, state, national, and global context. We invite you to support our program by donating to one of the funds below.

The Ph.D. in Public Policy Fund

This fund provides immediate resources to the program to be utilized at the discretion of the program director. Donating to this fund supports a vibrant culture of social and professional gatherings among students and faculty. The program relies entirely on gifts for these activities as state funds may not be spent on food. Contribute [here](#).

The Public Policy Alumni Fund

This fund provides immediate resources to support student research, travel, teaching activities and social events related to Public Policy. Contribute [here](#).

Pam Fawcett-Brandon and William P. Brandon Endowment for the Graduate Public Policy Program Fund

This endowment was established by Emeritus Professor Brandon as an expression of his commitment to graduate education in public policy. Contributions facilitate networking opportunities for students, alumni, and industry professionals by supporting events like *Talking Policy in the Queen City*. Contributions also support student and faculty research and development. Contributions to this fund are placed in the endowment. Money is distributed to the department annually based on financial performance. Donations to this endowment allow the program to be prepared for a financially strong future. Learn more about and contribute to this endowment [here](#).

R. Kenneth Godwin Memorial Fellowship Fund

This endowment was established by faculty to honor the memory and legacy of Dr. Godwin. This fund will provide scholarship, travel, or other financial assistance to Public Policy Doctoral students. Donations are placed in the endowment and fellowships are awarded based on the income generated from the endowment. We seek to expand this endowment so that we may have a consistent stream of resources to support students. Learn more about this endowment and contribute [here](#).

Want to Mail Us a Check?

Please make your check payable to UNC Charlotte Foundation. **In the ledger of your check, please write the fund name.** If you have gift instructions, please include a letter. Mail to UNC Charlotte, Office of University Development, 9201 University City Boulevard, Charlotte, NC 28223. If you are sending checks by UPS or FedEx, please use the following address: UNC Charlotte, Office of University Development, 8724 University City Blvd. Charlotte, NC 28223.

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