

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sunshine Request <records@sunshinerequest.com>
To: Sarah Terwilliger <sterwilliger@ashevillenc.gov>
Date Sent: Wednesday, June 20, 2018 2:37:52 PM GMT-04:00
Date Received: Wednesday, June 20, 2018 2:37:53 PM GMT-04:00

Sarah,

Our apologies for the delayed reply, thank you so much for your help getting this request complete.

- Sunshine Request

On Mon, Jun 11, 2018 at 10:48 AM, Sarah Terwilliger <sterwilliger@ashevillenc.gov> wrote:
Good morning Sunshine Request,

In response to the follow-up question, please note that Information pertaining to individual complaints on any employee are not subject to public information pursuant to NCGS 160A-168, and therefore, there are not any responsive public records to this request.

Thank you,
Sarah

Sarah Terwilliger
Deputy City Clerk
Interim Public Records Officer
City of Asheville
(828) 259-5839



On Fri, Jun 1, 2018 at 4:16 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Sarah,

Looping you in here on a request we sent on March 20th, 2018. You may find all the details and updates on that request here: https://www.sunshinerequest.com/records_request/asheville-police-department-citizen-complaint-forms-list-officers-2017/

As always, we thank you so much for your time and assistance with these requests!

Have a great afternoon!
Thank you.

Sunshine Request



On Mon, Apr 30, 2018 at 2:05 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:

Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Rugeiro
Charles Sams
Christopher Hickman
Lisa Taube

Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests



Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sarah Terwilliger <sterwilliger@ashevillenc.gov>
To: Sunshine Request <records@sunshinerequest.com>
Date Sent: Monday, June 11, 2018 10:48:50 AM GMT-04:00
Date Received: Monday, June 11, 2018 10:48:50 AM GMT-04:00

Good morning Sunshine Request,

In response to the follow-up question, please note that Information pertaining to individual complaints on any employee are not subject to public information pursuant to NCGS 160A-168, and therefore, there are not any responsive public records to this request.

Thank you,
Sarah

Sarah Terwilliger
Deputy City Clerk
Interim Public Records Officer
City of Asheville
(828) 259-5839



On Fri, Jun 1, 2018 at 4:16 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Sarah,

Looping you in here on a request we sent on March 20th, 2018. You may find all the details and updates on that request here: https://www.sunshinerequest.com/records_request/asheville-police-department-citizen-complaint-forms-list-officers-2017/

As always, we thank you so much for your time and assistance with these requests!

Have a great afternoon!
Thank you.

Sunshine Request



On Mon, Apr 30, 2018 at 2:05 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:

Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Christina Hallingse <challengse@ashevillenc.gov>
To: Sarah Terwilliger <sterwilliger@ashevillenc.gov>
Date Sent: Wednesday, June 6, 2018 11:53:05 AM GMT-04:00
Date Received: Wednesday, June 6, 2018 11:53:16 AM GMT-04:00

Sarah,

Good afternoon. Ben was provided with the public personnel records for each of these individuals. Information pertaining to individuals complaints on any employee are not subject to public information pursuant to NCGS 160A-168, only the information provided on the PPRs.

On Wed, Jun 6, 2018 at 11:35 AM Sarah Terwilliger <sterwilliger@ashevillenc.gov> wrote:
Christina,

Please see the follow-up request below- please let me if this information is available.

Thanks!

Sarah

[Sarah Terwilliger](#)

[Deputy City Clerk](#)

[Interim Public Records Officer](#)

[City of Asheville](#)

[\(828\) 259-5839](#)



----- Forwarded message -----

From: **Sunshine Request** <records@sunshinerequest.com>

Date: Fri, Jun 1, 2018 at 4:16 PM

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

To: Sarah Terwilliger <sterwilliger@ashevillenc.gov>

Sarah,

Looping you in here on a request we sent on March 20th, 2018. You may find all the details and updates on that request here: https://www.sunshinerequest.com/records_request/asheville-police-department-citizen-complaint-forms-list-officers-2017/

As always, we thank you so much for your time and assistance with these requests!

Have a great afternoon!

Thank you.

Sunshine Request



On Mon, Apr 30, 2018 at 2:05 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:
Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams

Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Thank you,

Christina Hallingse
Asheville Police Department
Public Information Officer
(O): 828-259-5881
(C): 828-230-4471

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sarah Terwilliger <sterwilliger@ashevillenc.gov>
To: Sunshine Request <records@sunshinerequest.com>
Date Sent: Wednesday, June 6, 2018 11:35:43 AM GMT-04:00
Date Received: Wednesday, June 6, 2018 11:35:43 AM GMT-04:00

Thank you for bringing to my attention- I will follow-up with the appropriate department.

Thanks!
Sarah

Sarah Terwilliger
Deputy City Clerk
Interim Public Records Officer
City of Asheville
(828) 259-5839



On Fri, Jun 1, 2018 at 4:16 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Sarah,

Looping you in here on a request we sent on March 20th, 2018. You may find all the details and updates on that request here: https://www.sunshinerequest.com/records_request/asheville-police-department-citizen-complaint-forms-list-officers-2017/

As always, we thank you so much for your time and assistance with these requests!

Have a great afternoon!
Thank you.

Sunshine Request



On Mon, Apr 30, 2018 at 2:05 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:

Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Fwd: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sarah Terwilliger <sterwilliger@ashevillenc.gov>
To: Christina Hallingse <challingse@ashevillenc.gov>
Date Sent: Wednesday, June 6, 2018 11:34:46 AM GMT-04:00
Date Received: Wednesday, June 6, 2018 11:34:46 AM GMT-04:00

Christina,

Please see the follow-up request below- please let me if this information is available.

Thanks!

Sarah

Sarah Terwilliger

Deputy City Clerk

Interim Public Records Officer

City of Asheville

(828) 259-5839



----- Forwarded message -----

From: **Sunshine Request** <records@sunshinerequest.com>

Date: Fri, Jun 1, 2018 at 4:16 PM

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

To: Sarah Terwilliger <sterwilliger@ashevillenc.gov>

Sarah,

Looping you in here on a request we sent on March 20th, 2018. You may find all the details and updates on that request here: https://www.sunshinerequest.com/records_request/asheville-police-department-citizen-complaint-forms-list-officers-2017/

As always, we thank you so much for your time and assistance with these requests!

Have a great afternoon!
Thank you.

Sunshine Request



On Mon, Apr 30, 2018 at 2:05 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sunshine Request <records@sunshinerequest.com>
To: Sarah Terwilliger <sterwilliger@ashevillenc.gov>
Date Sent: Friday, June 1, 2018 4:16:36 PM GMT-04:00
Date Received: Friday, June 1, 2018 4:16:37 PM GMT-04:00

Sarah,

Looping you in here on a request we sent on March 20th, 2018. You may find all the details and updates on that request here: https://www.sunshinerequest.com/records_request/asheville-police-department-citizen-complaint-forms-list-officers-2017/

As always, we thank you so much for your time and assistance with these requests!

Have a great afternoon!
Thank you.

Sunshine Request



On Mon, Apr 30, 2018 at 2:05 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Fwd: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Benjamin Fulmer <bfulmer@ashevillenc.gov>
To: John Maddux <jmaddux@ashevillenc.gov>
Date Sent: Tuesday, May 1, 2018 8:58:14 AM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:46:40 PM GMT-04:00

Hi John,

We need confirmation on what is public record regarding data about the number of complaints individuals have. He isn't asking for the complaints themselves anymore, but is singling out specific officers asking for the number of complaints they've had.

Thanks,

----- Forwarded message -----

From: Christina Hallingse <challingse@ashevillenc.gov>
Date: Tue, May 1, 2018 at 8:48 AM
Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
To: Benjamin Fulmer <bfulmer@ashevillenc.gov>

Ben,

PLEASE CONFIRM WITH LEGAL PRIOR TO RESPONDING, but I believe information regarding complaints, other than what is provided in the annual report, is not subject to public pursuant to NCGS 160A-168.

On Tue, May 1, 2018 at 8:39 AM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Christina,

He's asking now for docs containing the number of complaints for each person listed in the original request. Does something like that exist?

----- Forwarded message -----

From: Sunshine Request <records@sunshinerequest.com>
Date: Mon, Apr 30, 2018 at 2:05 PM
Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
To: Benjamin Fulmer <bfulmer@ashevillenc.gov>

Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on

information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Thank you,

Christina Hallingse
Asheville Police Department
Public Information Officer
(O): 828-259-5881
(C): 828-230-4471

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sunshine Request <records@sunshinerequest.com>
To: Benjamin Fulmer <bfulmer@ashevillenc.gov>
Date Sent: Monday, April 30, 2018 2:05:34 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:46:25 PM GMT-04:00

Ben,

Can you provide us the same statistics included in the professional standards report, but applied only to the individuals listed in our request? To be clear, we're not asking to create a new database for us - just to filter the existing database to match our request.

Thank you,
Sunshine Request

On Mon, Apr 30, 2018 at 12:10 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Sunshine,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

Thanks,

On Mon, Apr 30, 2018 at 11:38 AM, Sunshine Request <records@sunshinerequest.com> wrote:

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the

following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Christina Hallingse <challengse@ashevillenc.gov>
To: Benjamin Fulmer <bfulmer@ashevillenc.gov>
Date Sent: Monday, April 30, 2018 12:08:58 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:46:23 PM GMT-04:00

Ben,

The [Professional Standards Annual Report](#) is available on the Asheville Police Department's website. This report provides information on citizen complaints, and internal complaints, from 2008-2017. The report is completed on an annual basis based on information from the previous calendar year.

On Mon, Apr 30, 2018 at 12:03 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hi Christina,

Do we have a record of overview data for citizen complaints for January 2017 to February 2018?

Thanks,

----- Forwarded message -----

From: **Sunshine Request** <records@sunshinerequest.com>

Date: Mon, Apr 30, 2018 at 11:38 AM

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

To: Benjamin Fulmer <bfulmer@ashevillenc.gov>

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplcity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville
City Clerk's Office
(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Thank you,

Christina Hallingse
Asheville Police Department
Public Information Officer
(O): 828-259-5881
(C): 828-230-4471

Subject: Fwd: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Benjamin Fulmer <bfulmer@ashevillenc.gov>
To: Christina Hallingse <challingse@ashevillenc.gov>
Date Sent: Monday, April 30, 2018 12:03:46 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:46:22 PM GMT-04:00

Hi Christina,

Do we have a record of overview data for citizen complaints for January 2017 to February 2018?

Thanks,

----- Forwarded message -----

From: **Sunshine Request** <records@sunshinerequest.com>

Date: Mon, Apr 30, 2018 at 11:38 AM

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

To: Benjamin Fulmer <bfulmer@ashevillenc.gov>

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:

Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker

Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Sunshine Request <records@sunshinerequest.com>
To: Benjamin Fulmer <bfulmer@ashevillenc.gov>
Date Sent: Monday, April 30, 2018 11:38:33 AM GMT-04:00
Date Received: Friday, June 22, 2018 2:33:44 PM GMT-04:00

Ben,

Thank you! We understand that the complaint forms are not public record, however we believe that there should exist data related to these reports that may be public record. Can you please try this request again asking not for the content of the report but for factual data - that could include as little information as the number and/or date of any complaints filed against the individuals listed above.

Sunshine Request

On Wed, Mar 21, 2018 at 12:34 PM, Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
Hello Sunshine,

Complaints about specific city employees are not public record per N.C. Gen. Stat. 160A-168

On Tue, Mar 20, 2018 at 1:50 PM, Sunshine Request <records@sunshinerequest.com> wrote:
Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube
Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

Subject: Re: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
From: Christina Hallingse <challengse@ashevillenc.gov>
To: Benjamin Fulmer <bfulmer@ashevillenc.gov>
Bcc: sterwilliger@ashevillenc.gov
Date Sent: Wednesday, March 21, 2018 11:16:11 AM GMT-04:00
Date Received: Wednesday, March 21, 2018 11:16:23 AM GMT-04:00

Ben,

Questions of whether or not something is public record better served to be answered by Legal. If you could get a response from them (police questions go to John Maddux) before sending to me that would be really helpful.

Could you check with John (which is what I would need to do)?

Thank you,
Christina

On Wed, Mar 21, 2018 at 11:13 AM Benjamin Fulmer <bfulmer@ashevillenc.gov> wrote:
These seem like personnel file items. Can you confirm for me?

----- Forwarded message -----

From: **Sunshine Request** <records@sunshinerequest.com>
Date: Tue, Mar 20, 2018 at 1:50 PM
Subject: [Public Records Request] Records Request: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017
To: City of Asheville Public Records Request <opengov@ashevillenc.gov>

Good Afternoon City of Asheville,

We recently received a request for information via www.sunshinerequest.com that may be available in both of your offices.

Here are the details of the request:

Subject: Asheville Police Department Citizen Complaint forms for - list of officers - from 2017

Message: "ALL Citizen Complaint Forms from January 2017 - February 2018 for the following officers

Justin Burns
Colby Davis
Luis Delgado
Josh Gibson
Heaven Mitchell
Shawn Parker
Version Ruggeiro
Charles Sams
Christopher Hickman
Lisa Taube

Douglas Williams"

Thank you for your assistance with the request.
Have a great afternoon!

--

Ben Fulmer

Public Records Officer

City of Asheville

City Clerk's Office

(828) 259-5631

Additional Resources:

[Simplicity Portal](#) for information by address or location

[Seamless Docs](#) and [Permit Portal](#) to make a requests or view past requests

--

Thank you,

Christina Hallingse
Asheville Police Department
Public Information Officer
(O): 828-259-5881
(C): 828-230-4471

Subject: 05.15.18 Transit Committee Meeting Materials

From: Dianna Martinez <dmartinez@ashevillenc.gov>

To: Adam Charnack

<charnack@gmail.com>,Emiller533@yahoo.com,emory22@charter.net,Kim Roney
<mskimroney@gmail.com>,mraville73@gmail.com,lodwick.t@gmail.com,Dana Williams
<oddreywilliams@gmail.com>,Edward Johnson <ejohnson1869@gmail.com>,Angi West
<westangi@gmail.com>

Cc: Elias Mathes <emathes@ashevillenc.gov>, Ken Putnam <kputnam@ashevillenc.gov>,
Vaidila Satvika <vsatvika@ashevillenc.gov>, Jacob Stein <jstein@ashevillenc.gov>, Scott
Burnette <stburnette@ashevillenc.gov>

Date Sent: Friday, May 11, 2018 4:30:54 PM GMT-04:00

Date Received: Wednesday, May 30, 2018 6:46:59 PM GMT-04:00

Good Afternoon Everyone,

Attached is the Transit Committee Meeting Packet for the next scheduled meeting on May 15, 2018, from 3:30 pm - 5:30 pm, in the conference room on the 4th floor of the Municipal Building.

Eli will be sending the Transit Master Plan packet out in a separate email later on this afternoon with a brief summary of the changes.

Please let me know if you have any questions or if you are having issues with opening any of the attached documents.

Sincerely,

Dianna Martinez

Account Clerk

Transportation Department,
City of Asheville
828-259-5402
dmartinez@ashevillenc.gov



Agenda
Transit Committee
May 5, 2018 - 3:30-5:30 PM
4th Floor of the Police/Fire Training Room-Municipal Building

Current Transit Committee Members: Adam Charnack, Chair; Edward Johnson, Vice-Chair; Gary Ray; Bruce Emory; Calvin Allen; Angi West; Kim Roney; Sabrah n’haRaven; Thomas Lodwick; Dana Williams; Eric Miller.

1. Call To Order

- Welcome announcement and explanation of public comment standards and opportunities
- Introductions
- Welcome Eric Miller to the committee!
- May 5, 2018 Agenda - review and approval
- April 17, 2018 Minutes- review and approval-attached

2. Public Comment

3. Rider Experience

- Transit Committee and Just Economic noteworthy transit experiences riding ART

4. Unfinished Business

- Transit Committee Orientation Packet- Gary Ray
- Final TC Review and Recommendation for TMP Draft Final Plan- Materials on website: AshevilleNC.gov/TransitMasterPlan

5. New Business

- NCPTA Update- Elias
- Transit Committee Appointment Renewal - Kim Roney- attached TC Roster

Additional material on above agenda items may be available at the Transit Committee meeting. Past meeting minutes and meeting documents can be found at: ridetheart.com; click on “Transit Committee”



Agenda
Transit Committee
May 5, 2018 - 3:30-5:30 PM
4th Floor of the Police/Fire Training Room-Municipal Building

6. Transit Committee Business

- MMTC Minutes Update for May – Bruce

7. Staff updates

- ART Monthly Operating Statistics- Attached- Tom
- Real Time Passenger Info System RFP- Elias
 - i. RFP available on City's Purchasing website:
<http://www.ashevillenc.gov/civicax/filebank/blobdload.aspx?blobid=30344>

8. Retreat Goal Working Groups (every other month- July)

9. Public Comment

10. Future Agenda Items

- Next Year's Retreat Date: October 19th, 10:00AM-4:00PM

11. Next Meeting: June 19, 2018 3:30-5:30 PM – 4th Floor Police/Fire Training Room, Municipal Building

Adjournment

Additional material on above agenda items may be available at the Transit Committee meeting. Past meeting minutes and meeting documents can be found at: ridetheart.com; click on "Transit Committee"



**Transit Committee
Minutes - Fin**

**Regular Meeting
Tuesday, March 27, 2017**

Attending:

Committee Members: Adam Charnack, Chair; Ed Johnson, Vice Chair; Kim Roney, Secretary; Calvin Allen, Dana Williams, Bruce Emory, Sabrah n'haRaven, Thomas Lodwick; Gary Ray

Absent: Angi West

City/ART Staff: Elias Mathes, Transit Planning Manager; Jacob Stein, Transit Planning Apprentice; Joe Brooks, Director of Operations for RATPDEV

Public: Tom Tomlin; Vicki Meeth, Just Economics; Nathanael Roney; Leslie Anderson; Tina Stovall; Cindy Oak; Mindy Reid

3:33 Call to Order:

- Welcome & Introductions
- March agenda:
 - Ed: motion to approve with move of retreat goals to next agenda, Sabrah 2nd, passes unanimously.
- February minutes:
 - Bruce: motion, Gary 2nd, passes unanimously

3:36 First Public Comment: none

3:37 Noteworthy Rider Experiences

- Thomas: Last night a rider got in a fight with a driver. Rider had been sitting by bus stop and was passed by; driver said they have to be standing for the bus to stop. Weird to required standing when we provide seats.
 - Dana: What if you can't stand physically?
 - Thomas: Yes. Happen to know this rider lives in camp by the river. It was a bad interaction and I don't know what the rule is. I felt bad for her, and it's not good to see.
 - Ely: Ask to bring up with Joe once he arrives.
 - Adam: Should we wait to continue once Joe arrives?
 - Ely: Yes, we can move to staff updates.

3:39 Unfinished Business

- Future TC vacancies or term expirations:
 - Adam: Talked last meeting about composition of the TC. Copy of roster is attached. When we have term expirations, want to make sure we're not missing them. We've had a habit of doing that in the past. We also wanted to review some other Transit Committee applicants. There are 3 applicants: Tricia Scarborough, Eric Miller, and Mark Jaynes. I think Eric and Tricia have both attended.
 - Kim: Confirming that they have attended.
 - Adam: Mark has has a difficult time attending, though interested.
 - Kim: Making motion the same as last month since we tabled. Because Eric is a necessity rider and represents routes that aren't already represented at the table, I think he could bring unique experience. The other 2 applicants also have a lot of experience to bring, and Mark brings a lot to the table, but he lives on my street, so there's an issue of geographic equity. Recommend MMTC consider Eric Miller for TC.
 - Gary: Point of order - I believe such a motion was made at the last meeting and you (Adam) tabled it. What Kim may want you to do is put that motion back on the table.
 - Adam: Appreciate that.
 - Gary: Continue 2nd of the motion.
 - Thomas and Sabrah: Agree with Kim's comments.
 - Adam: So that would bring us to 11 members. You all feel confident that 11 members is efficient? Do we want to consider more? Less?
 - Bruce: 11 is the limit.
 - Adam: I thought it was 13, so that question is answered.
 - Passes unanimously.

- **3:43 New Business**

- TMP Draft presentation w/ Ely: Working with consultant team from Tyndale-Oliver for the past several months. They're going to give you an overview of the routing recommendations. Important to understand this is the foundational level of the plan, which will set the bar for future year expansions. Meeting at end of April/early May, will review material again once we've got recommendations for outer years. Randy and Justin here will take us through it.
 - Calvin: From last night's meeting - important thing missing was the it takes to drive these routes. Just looking at a route, that's not going to tell how much time it takes. If we had the time tables, we could match routes, for example, how long does it take N3 run to run it's whole route.
 - Randy: Have the time tables and did drive all the routes.
 - Calvin: We have it in email, but it wasn't available to the public to use for input, which would have been very helpful.
 - Ely: It's in remix, but not in print. Bare with us and let them do a crash course.
 - Randy from TO: Trying at this point to look at recommendations to restructure your route network based on existing resources without additional funding or use of additional vehicles, looking at expansion that we've heard about and looked at. Can't build that expansion until we've restructured the network. The way transit works, everything is connected. If we extend, we need additional time and have to take from another route, same with vehicles. Phase implementation plan for 10 years based on the availability of funding. Had some guiding principles: first, assume that we're doing everything cost neutral for the first piece; the other thing is, we've had several meetings with community, supervisors and drivers, and we've taken a look at what you're doing right now. Heard what you'd like to see, what's working and not working, and heard need for more direct routes, since not everyone is thrilled about having to come to downtown transit center or having to transfer, want direct trips and we agree. Reduce number of transfers - trying to get from point A to B considering travel time and one-seat rides. We looked at ways to improve connectivity Downtown. Looked at creating some through routes, and since not all routes are going to transfer, a downtown circulator could be an additional way to get around Downtown while connecting routes within 1-2 blocks of each other. Circulator would require additional bus and not based on existing network.
 - Justin from TO: The basic design of the master plan is routes with overlay. We're trying to build on that with existing frequency. (Pointing to color-coded maps and frequency.) Looking into route specifics and alignment. Trying to get those routes through downtown with cross towns that would use new facilities at Pack Square for shorter layovers. For future years, gives more capacity at Downtown Station for beefed up network with a lot more vehicles you couldn't accommodate now and gives capacity to grow network.
 - Randy: Provides infrastructure for EW and NS throughtrips. Using your existing route naming convention, just combining for understanding. Need to see if naming conventions make sense or if we want to create new naming conventions that are more intuitive.
 - Justin: The 2 cross towns are W4E1, W5N2, and UNCA/ABT. Aiming to keep E1 frequency at 30 minutes. Looking at modification to Emma for transfer needs; still a work in progress. The big change for West-bound routes is considering arrangement with County for Erwin High and Ingles service on W4. Recommending PVA 30 minute service to Downtown, which will not go to Ingles in current format. Allows W1/W2, which has some of the worst on-time performance, to get out of PVA, and helps to balance schedule which is a big improvement while acknowledging weakness of not going to Ingles. Maintaining really nice, 30-minute service, but we can't make that route go to the grocery without it becoming an hour route and being a reduction of service.
 - Dana: Have you talked with residents of PVA, and have they expressed any need to not go to Ingles? I understand justification of time, but if I'm riding the bus with chance to go to grocery store, I need to go there and be picked up from there.
 - Justin: We've heard good and bad feedback. Stop is 2 blocks from (Ingles.)
 - Adam: Don't want to stop everything, since this line of questioning is great, but it's a slippery slope. What happened last night is they had a difficult time getting through presentation. Suggests saving questions until end. Clarifying questions like previous are great, but let them proceed.
 - Justin: Big change North-bound is N2. For areas like up near Beaverdam Rd, it's some of the lowest ridership in the network, so recommending to turn around at the Ingles and not serve UNC so it doesn't have to go in and out on both directions. Saw few riders going into UNCA and 1 boarding at Beaverdam. There is a service warranted to not go into UNCA every trip. There's a lot

of population and employment density, so preserving 30-minute frequency as well as 20-minute between WT Weaver and Downtown.

- Randy: new through bus connects campuses. Areas like Beaverdam have low ridership and low density. Have recommendations, and there may be other ways to serve those areas which require funding commitments in expansion.
- Justin: E routes look fairly similar. Considering serving Haw Creek directionally with 2 trips and looking at adding a 3rd. This is one of the worst OTP in the network, created by back tracks, so considering removal of service, which has problems too. Talking about using the 170 to serve Haw Creek because it's got a little extra time with long layovers, which would keep E2 on Tunnel Rd and establish a trunk-line corridor. The South routes, other than S2 which we've proposed eliminating, are mostly the same. Eliminating stops on S5 that are unproductive and have overlapping serving with E1. Without additional vehicles, can't really improve the frequency on S3 and S6, so looking at those recommendations for next phase when we have more funds and vehicles.
- Randy: The S1 was a struggle - area with not a lot of demand and a long distance to travel in order to get to the demand. Trying to serve it more efficiently, and it's kind of difficult, so we've left it the way it's shown on the map here. Open to ideas to improving the access to serve that area more efficiently.
- Justin: Open to questions and alignment going forward.
 - Ely: Do you want to take questions, Adam?
 - Adam: I think people should start asking questions. Open to approach. Like to leave the floor open for a certain amount of time, half an hour and see how it goes.
 - Ely: If you can, we really want to look at specific changes we can make, like questions you had about access to grocery store on PVA route. Helping us identify those things we're missing and try to identify ways to potentially serve those areas. Drill down questions; it's helpful.
 - Randy: This is the existing route map with ridership activity at each stop.
 - Adam: Maybe best approach is by NSEW quadrant. Talk about cross-town routes first and foremost. This dialogue is an important way to get points across, but also written a good way to concretely get point across. These guys will take information then sit at computer and draw out boards. If you have ideas, this conversation is a great starting point, but something written would be helpful.
- Kim: Clarifying question - Know that you were tasked with looking at our transit system. Curious if you were tasked to understand our housing crisis and access to food? That's where a lot of my questions and others' will be. Stated goals of the City. What are some of the documents you used to understand specific issues Asheville's having?
 - Randy: Absolutely. Looked at previous plans and existing plans, information on the City website, socio-economic demographic research. You know better than we do; that's why we're here working with you.
 - Justin: Looked at some of the new development that's occurring. Know there's an affordable housing issue here for sure. Can't extend service into the County where some of this affordable housing is going without County partnership. Got to stay City-specific to a certain extent. Looked at a few extensions that are warranted, but a few others are problematic. Some services out there the County is providing, some would say are not adequate. Looking at existing system, we'll have a lot of good ideas that people will like, but for future growth, that's what we're focusing on.
 - Randy: With Weaverville, we've looked at the opportunity of extending existing (service) as a local extension, which includes additional vehicles and funding.
 - Calvin: What Kim is trying to say is like: Several years ago, the City turned our housing over a thing called RAD: Regular Assistance Development, meaning that the City does not own public housing - it's privatized. They're already selling off Lee Walker Heights, so a whole group of housing. All this housing on the bus line, all this people is gonna be pushed out into the County where there's no service. They did this TMP too early because the people that need the bus aren't gonna be in town to use it. I'm a necessity rider; I don't drive - period. If we lose our housing, and the only place I can find is out in Weaverville, how am I supposed to make a living?
 - Vaidila: The City's doing other work to try to make land more efficient. Last year, we changed zoning to try to make for more density and smaller lots. I know that's only a small part of fixing the problem, but that's beyond the scope of Tyndale-Oliver. So just to use our time best, we could focus on what's under our control here.

- Adam: Why don't we just turn this into a free-for-all? If you've got questions, let's keep them within the scope of redesigning the transit routes here. All questions are valid.
- Kim: Okay - UNCA/ABTECH: I've never heard a single person say they need to get from UNCA to ABTECH, so is the purpose to increase frequency along major corridors or to get people to housing, jobs...?
 - Ed: Quite a few students who will take a class at ABTECH in an area they want to move forward in an UNCA, so there are a few.
 - (Group convo)
 - Justin: It's not one thing or the other, it's about satisfying a number of goals. Didn't want to reduce service frequency to UNCA or North, so no we've got one route across town which happens to anchor 2 education institutions. There's a lot of things at play here. This is one of the cross town routes that we thought could provide some frequency and through Downtown while still providing some service to what's out there today.
 - Calvin: On the other one, where the PVA bus is supposed to go to UNCA, add another bus to the system.
 - Justin: That's no longer in the recommendation but was in a previous recommendation.
 - Ely: This bus would go directly Downtown.
- Calvin: Let's talk about this bus right here - I always thought the N1/N2 was crazy to go inside UNCA and PVA on the outbound and inbound. That's what's the major hold up on some of these. If you've got W1 going outbound on Haywood Rd going through PVA, once you come back, you're going through PVA again - that's useless.
 - Justin: One of the recommendations was to take one trip to PVA on the inbound and one on the outbound. Led us to think that would add more confusion to riders, plus we still wanted 30-min. Frequency since it's a real anchor and a lot of people are riding there. With that in mind, looking at OTP for W1/W2, PVA was just killing them. So we said, let's get them out of there but still provide PVA with a really good service into town. May not be able to connect to Ingles, it's only a few blocks, it's not a perfect scenario, but we think it's a major improvement to what exists today.
 - Kim: The reason the ridership is so high is because the people in PVA are subsidizing our bus system and they need access to groceries. I know we're going to talk about hours later, but it has to be past 7pm, otherwise these people are stranded.
 - Randy: We're not making any recommendations at this point about service hours and how long. Just looking at structure right now.
 - Ely: PVA's got service past 7pm - we're not trying to cut service hours, we're trying to keep it or expand it.
 - Dana: I know you say it's just a couple blocks. Have you ever tried to carry 6 bags of groceries 2 blocks on a busy street in the rain? I hate being like that, but as someone who has been a necessity rider for over 7 years, it's really annoying and hard to do.
 - Adam: Going to go ahead and say I agree with the way you've done it, and at the risk of being shamed, I don't care. I've been a necessity rider in other cities, so while I drive a lot of times here, I've lived in a town with no car and taken the subway with groceries with the majority of people who live in cities who rely on subway and bus and you walk a couple blocks. It's not ideal, but you have a lot of things to juggle here. If you have a solution...
 - Kim: I have a solution - Instead of using an entire bus, free up capital expense and offer an ADA-compliant van and run 15-minute shuttle to Ingles, where it would connect with the W1/W2.
 - Bruce: Then you're forcing an extra transfer to go Downtown.
 - Ely: Still have operating costs with a smaller vehicle.
 - Randy: 75% of cost of transit is the driver.
 - Adam: If you make a detour to Ingles, you're inconveniencing the other riders who are not going to Ingles.
 - Calvin: If you look at West Asheville, period, it's never gonna be on time. You've got at least 4 elementary schools, so getting behind school bus traffic - going through PVA or not - you're not going to be on time.
 - Justin: So what we're going to do is build more time into the schedule to accommodate those delays more regularly and we can tweak the schedule.
- Randy: Looked at Downtown performance, which routes and scheduled running time and made adjustments with what you're doing could have what it needs to run on time.

- Dana: What do you consider the main hubs of where people are going. What are the important areas? I live in South Asheville, so I was scared when I saw potential changes to that, but if I'm trying to head towards Downtown, I see that as one, central hub. Or the mall, those major areas of business, what's your plan to connect between those?
 - Justin/Randy: Looking to what ya'll think those hubs of growth should be. Right now, focusing hubs Downtown.
 - Randy: Took existing activity enters into consideration for what we have to serve.
 - Dana: So what are your activity centers? What you have here or UNCA/ABTECH? Where are we turning around to come back? If I'm going to have to transfer, where is the area where I'm likely to be able to catch a bus?
 - Ely: Particular route?
 - Dana: To your research, what are the most important areas you have seen?
 - Justin: Biltmore is a natural hub, but hard to turn around. For future, like that area for turning around S3/S6 for more frequent connection. Heard from operators that turning around the bus there is problematic. We tried a number of things, but didn't work out.
 - Randy: We haven't really changed anything in terms of activity centers. With the N2, suggested truncating the end of that with so little demand.
 - Dana: Used to live on Beaverdam Rd, and the only reason I stopped using it because it ended at 6:30, so there was no chance to use it. For a lot of people, it's not convenient. There's no sidewalks, no major indication of where stops are. There are people who use it, so are there contingency plans for what those people are going to do?
 - Kim: To backup Dana's point, thinking about how to increase ridership, keeping in mind some of the helpful articles Ely sent to our group about how to move into this process - One of the ways you increase ridership is frequency, the other is longer (expanded). If it comes only every so often and not later, people will stop relying on it...
 - Randy: That's 101 of transit planning - you can't add frequency and service hours. In either case, need to add more vehicles. Basically been given your system without changing number of vehicles or the budget.
 - Bruce: How did that become the charge to consultants - that restructuring could not result in increase costs? Could be good ideas in the restructuring could cost an extra bus. For example, PVA to Ingles may require bus to make restructuring work.
 - Ely: Not doing this thinking we're not going to expand budget at all. Trying to look at budget to make efficient use as possible, then look at expansion. If we plan for expansion in year 3 but get funding in year 2...
 - Bruce: But in order to make this work, they're having to cut service in a number of areas. Isn't another approach to not make those cuts but still make improvements like taking PVA out of W1/W2, which I certainly endorse because of the OTP, even though it's going to cost a little more.
 - Ely: Given our budget situation, it's not likely we're going to see a major expansion in the next year or two.
 - Randy: The way we do these plans, we look at a status quo - if nothing changes, this is what you can do with it. Usually do a scenario where, if funding is not constrained, what can we do? Coming up with something reasonable, practical, and within expected, contextual funding. Trying to get your input on the basic changes to structure. Hearing key things.
- Sabrah: Are the recommendations for the expansion beyond this immediate draft going to be available by the April/May meeting?
 - Randy: Have a number of those we can show on remix if we can tap in.
 - Justin: Can't design those recommendations until we know what we're working on to begin with, which is why we're looking to figure this out.
- Calvin: Went to the Downtown comprehensive parking study a couple years ago. Was that information included to ya'll? That included Downtown circulators. They proposed from this meeting the budget money to put these circulators free of charge. Should be funding to do what we need to do with our system now.
 - Bruce: They never had the money to implement, just a wish list.
 - Eli: The budget is where it is.
 - Calvin: So that is \$75k they paid those consultants for nothing, just for an idea.
 - Bruce: Most of that was for the parking study; circulator was a relatively small add on.
 - Calvin: We're talking about a Downtown Circulator. We had the people from Slidr in front of us a couple months ago, which would provide transportation free Downtown, and we

we wouldn't have to worry about no buses. All the City got to do is make one little ordinance change, and all the City has to do is allow them advertisement on the side of a vehicle and we could have free service Downtown.

- Kim: I'm sure comparing last night to today and tomorrow at MMTC, it would be helpful for me to see a side by side comparison, recognizing that not all members of our community have the same ability for vision. It's really important that information be available, for example, what was formerly the S4 is now... a detailed comparison of what improvements and cuts were.
 - Justin: Different audience; going about it differently.
- Bruce: I've got an issue on the cross-town routes you're proposing. Certainly reducing the number of transfers with a single-seat ride is desirable, but you're proposing hooking up the W3 and W4 with E1 - that's going to serve people making that particular trip from that portion of West Asheville to the E1 corridor, but everyone else who wants to transfer to E1 is going to have a more difficult transfer because it's not going to connect at the transfer center. With many of the Southside routes, you're going to have to get off at the transit center, walk up to Patton, maybe there's a shelter... but not going to be as easy a transfer. There's no way to schedule crosstown through-route while making a 5-10 minute transfer as currently happens at the transfer center. You're benefiting a small number of people but inconveniencing a larger number. I think there's another way of doing that by having it go through transit center. It adds a few minutes for the person who's got the single-seat ride, they're still avoiding the possibility of missing that connection if their bus is late, but you're still maintaining that time transfer window with all the other routes.
 - Dana: That goes along with what I was saying about center hubs. Maybe not a lot of people are going from UNCA to ABTECH, but it's still a transfer for people coming from West Asheville. In one of your plans, there was a link up between W2 and North Asheville.
 - Randy: This provides access to an area that doesn't have access. You have a lot of opportunities to connect East to West, and this really opened up the catchment area for activity centers more conveniently.
- Dana: Is there an East-South proposal or a South-West proposal?
 - Randy: Not right now.
 - Dana: I have to go from South to West every morning. I would want Asheville to be a place where you don't need a car to get around and I think that also includes having to use a taxi service. If I need to do it quickly and conveniently, I need something like that without a ton of transfers. If we're talking crosstowns, there should be multiple options for that.
 - Randy: Looked at idea of maintaining connection at transit center, but it added more time to the route and made it difficult.
 - Bruce: On the East-West one, you're talking about one block off of Patton. If you don't have a layover at the transit center, you're going to have a layover there.
 - Randy: That's why we thought it was okay to go straight through because it's only half a block.
 - Bruce: But the timing isn't going to work - you've got 4 different transfer moves possible on a crosstown route. You may be able to make one of those, and if you're lucky 2, but not for all four of those transfers.
- Dana: I want to talk about that docking bay at Pack Square for a second - so we're wanting to lessen the amount of time for layover, but where are buses parking?
 - Justin: The blue part.
 - Dana: so do we have suggestions for traffic coming around?
 - Justin: It will be converted from on-street parking.
 - Dana: That's a cramped space to begin with if we're taking up parking space already. Asheville has such little parking, and we have a transit center already.
 - Ely: Part of the idea is thinking long-term, for a North-South route that could also transfer at that location. Still within close proximity to the transit center, and the East-West bus is going to get within a half block. I think Bruce makes a good point about the potential of still bringing that bus to the transit center, and that's something we can look at to see if it will work. This isn't meant to compete with the other center, it's meant to give greater access to different routes. If the North-South has to go to the ART station every time, it's a significant deviation, while this one, you're just going one block.
 - Bruce: Their plan doesn't propose a North-South going there, so why are we doing this now?

- Ely: That would be one of the later recommendations.
- Bruce: So this initial transfer center wouldn't be done in the first phase?
- Ely: You have to have somewhere the drivers can switch out and use the bathroom or whatever. Long term, it can support additional routes.
- Leslie: Can you explain when you say "this?" I'm not sure what "this" is, When you have layovers and transfers at Pack Square, that sounds like to me the Pritchard Park of 25 years ago. What is the point of that? Use of the facilities in the new park?
 - Bruce: agree.
 - Justin: We are providing this as facility for driver - a new bus bay.
 - Ed: Clarifying that we're talking about the blue lines.
 - Group clarification: Market and Spruce location.
 - Ely: We don't have a North-South crosstown yet in base-level plan; there's a lot of additional routes we'd like to create in the long-term, and one of those is one that would go down Hendersonville and Biltmore on top of existing service. You get extra frequency, more connections, and don't have to transfer every trip. The way to connect to East-West crosstown is to have it come over one block. Saving a lot of time not to come off the route, like most of our other routes, which have a 5-10 minute layover at the transit center. Also making it easier to transfer in future. There are 5 spaces on the left side, and the two on the right side are already used for Parks & Rec vehicles, so it's pretty minimal to parking. We clearly think it's worth it to give those parking spaces to support transit.
 - Randy: What we're trying to do though is, if you're riding through Downtown, your destination is not Downtown, it's inconvenient to have to stop and wait at transit center. By doing this, we can overlay a new crosstown structure that allows you to go straight through more efficiently, so it saves the rider time and saves operating costs, but that's an overlay on top of what you're already looking at there.
 - Calvin: Going to turn South Spruce into a 2-way street right there?
 - Justin: Yes, and this part of college.
 - Ely: Not entirely necessary, but in general easier.
- 4:38: Public Comment on TMP
 - Adam: I feel like the folks behind me are getting a little ancy. We've talked about this for 35 minutes, so let's interline our conversation and let them talk to get their issues on the table. Let's start public comment.
 - Leslie: Hear to listen with no prior information. We're trying to catch up and find out what your thinking is right now and don't have enough sets of papers for us to have the routes. Trying to figure out what you're doing. We have a bias and didn't come with prepared remarks - here to try to learn.
 - Ed: You have a bias - what are those things?
 - Mindy: When you mention Erwin High School, is there a bus literally going to Erwin?
 - Justin: Just the area; it's in close proximity.
 - Leslie: Is that outside the city limits?
 - Ely: This guys have been looking at extensions outside the city limits and can talk about that. Understand that you're interested in County extension service to Reynolds.
 - Leslie: Was told we weren't talking about expansions today, and now you've mentioned Erwin.
 - Justin: We're talking about a small addition to the route that would not require additional vehicles or service hours. If recommended by County, we're recommending in the near-term. Reynolds, we do not think that warrants an hourly, fixed-route bus.
 - Leslie: Based on what?
 - Randy: There's no way to get there and the population density is very low. There may be a different way to get there, but a fixed-route is not the right tool.
 - Mindy: We're not talking about going past; we're talking about going to Reynolds High - 1400 students there and 600 at the middle school.
 - Randy: But that's certain times during the day.
 - Mindy: We surveyed all this - shown the need, which is why we're irritated. Done the work, so when we hear that you're going to go to Erwin when Reynolds is less than 1.9 miles outside the city limits...
 - Leslie: Are you going to propose the other options to meet this need? That's within scope of work.

- Ely: Again, looking at short term with existing capacity. There's no way to service Reynolds without funding and vehicles. That's the difference between that really small extension and that route.
 - Cindy: We've been told to wait on the 10-year plan. Who's going to County for ask?
 - Randy: Section of the report will identify funding and operations recommendations for expansion, including populations served and annual operating costs. .
 - Leslie: You will do level of detail for study for Reynolds?
 - Jacob: Confirming April/May meeting for expansion info. Also looking at fares as well as long-term recommendations.
 - Leslie: Clarify demand for bus to Reynolds - what was that based on?
 - Randy: Would take an additional bus, and don't have the density of demand that seems to indicate that it's warranted for hourly service. Ideally what you want is not for fixed route to travel long distance for a few people. Rather service where there's more demand and more productive. There may be other options for service; may include some trips in the morning or a different type of vehicle.
 - Ely: You will get from these guys detailed options with pricing you can take to the County to help try to get funding.
 - Leslie: We go to the County regularly, they say go to the City, so we come here and hear something like we're not able to do that. These students at Reynolds are city residents that go to a highschool outside the city limits who pay for transit. There's an equity situation here. When it's finished, can't hear "we can't do it."
 - Group conversation: unique situation.
- Vicki: Important for ya'll to know how frustrating it is that we were told for years that we were to wait for this TMP. Feels like a pressure of time to make sure that our voices are heard and we don't want to make this another situation where my organization is still fighting the stuff that came out of the last TMP. We don't want to make these fights for another 10 years. Was at the public meeting last night, and these are my concerns and ones I heard: I heard concern that getting Hendersonville Rd to less than 90 minute frequency was more important than getting Haywood Rd to 15 minutes. Heard that we're not ready to cut out entire neighborhoods like Kenilworth and Haw Creek without adequate replacements. Heard that expectations of this TMP were not addressed in this phase, like expansions in the County - Candler and Reynolds were expected in this phase. There are a couple positives: sending previous S4 past Bartlet Arms. The crosstown routes make sense, but don't see the point of the City/County Plaza layover. I also think it doesn't make sense not to at least go past the transit center in both directions on the W5N1 and N3 since those routes serve the Emma community and Hillcrest, and both areas have necessity riders. This plan makes at least one daily transfer more difficult for people riding the bus every day. To walk to and from Patton to make that connection. I think you can do better on some of the route suggestions. I brought concerns about the new PVA route that doesn't go past Ingles. I understand the benefit of on-time performance of giving PVA their own route, but you can think outside the box for ways to address this. Personally, I have a ton of respect for our transit staff, and have no negative opinion of the consultants. I think some changes are needed and that there are a lot of unanswered questions. We still need a side-by-side comparison to individual routes with positive and negative impacts, including frequency. Currently it's hard to catch all of those changes, for example: on remix, the PVA currently goes to 7pm while the W1 goes to 10pm. (Consultant interruption about timing.) Vicki: I heard that, but I'm saying we can't see that, and we need to make sure that we're not losing service hours there. We need to involve the County now, getting City and County staff together because the need in the County is clear, and the need for the City to bring in some funding is clear, and work with the County is long overdue. We need to be sure that we're working with the neighborhoods who have route changes to ensure we don't have to spend another 10 years fighting. Is it possible to get a smaller vehicle to service Kenilworth and Haw Creek? Where are we going to put the bus stop at the corner of Haywood and State if the changes in the new plan is putting the stop at last a block further from that corner because of where that corner actually is? Bottom line is that there are a few changes that seem beneficial in the recommendations and a lot that raise concerns. The directive for the consultants was to work with the current resources, but there's not a lot we can do without additional resources without negatively impacting some people. We need more investment in transit and we were hoping that this first draft would provide recommendations that would help us to advocate for more. At this point, a lot of the significant changes need attention to navigate negative impact.
- Gary: Well put.
 - (Applause.)

- Randy: Don't think of this as a first draft of the report because we're not there yet. This is to get your input on the bones, then we'll piece together a more bilt out plan and write the report around that, which becomes the draft. A lot of the questions you've raised, we are addressing but not ready with the answers because we're still looking at base system, which makes a difference in terms of expansion. We agree we need more funding to make the system better, which is part of what will come out of here.
- Michael: Encouraged by what I hear about reduced travel time and reduction of transfers, reduced going in and out of residential areas, but there's more work to be done. Are we still talking about a final draft plan by May?
 - Randy: Final draft by end of May.
 - Ely: Will take to Council on May 21st.
 - Michael/Leslie: A lot to do before then.
 - Randy: Been working on this in a lot of detail.
 - Adam: If we don't get it done by May, it won't be in next budget cycle.
 - Bruce: Not sure about pressure of budget cycle if there's no change in this initial plan.
 - Ely: If we need to push it back, willing to do it to get a good plan.
 - Sabrah: Verify the May 21st will be vote
 - Elias: Still a draft until they approve it. When it goes to Council, they recommend changes.
 - Randy: Generally we get to a draft, get comments, becomes the draft final.
- Tom Thomlin: I was on the TC when Reynolds began requesting and we haven't seen anything in presentation yet about Candler.
 - Sabrah: Heard the W4 extension go through HIAC a few years ago and I warned them that that was nice to tell the homeless staffer at the City, but that person doesn't have power to do anything about it, so they needed to come here, and they chose not to.
 - Ely: Extension past Mt. Carmel is something I get calls about a lot. There are a lot of people who aren't able to be here to represent themselves. Just because someone's not sitting at this table doesn't mean we can't consider them too.
 - Leslie: What's the connection with the homeless?
 - Sabrah: There was a lot of affordable housing being built out there, and the HIAC group is formed by people who have spent most of their lives trying to get people into housing. Aware of need for transit in city as well as out to where the housing options are.
 - Tom: Most of it looks good, i like the maps and routes and should be able to get it to work, but I'm an advocate that buses need to come into the transit center, not set up at Pack Square. We got a lot of complaints about C route transfers not being able to get to transit center without 2-3 transfers. The N route to grove park, would come up Biltmore at Rankin toward Klondike. Got a lot of complaints from people having to walk down to the transit center from Pritchard Park, and we're going to get the same complaints from these crosstown routes, knowing it's just one block, but especially hard if it's raining or snowing. We finally were able to get that route into the transit center, so saying we need to have buses come into transit center. The bus is going to have to go by the square anyway. I've been around transit here for a long time.
- Adam: Not suggesting we cut things, but have some other things to go through . Happy to spend the next 20 minutes talking about this if everyone's comfortable cutting agenda, perhaps sending rider experiences offline to Joe.
 - Kim: Motion to move other items from agenda, send our comments to Joe because we have consultants here right now.
 - Adam 2nd, passes unanimously.
- Bruce: Is the long-term part of this coming to this committee in April?
 - Ely: Yes, anything we have available we'll give to ya'll.
 - Kim: Do we need to move our meeting?
 - Bruce: Not enough time between now and that May 21st Council date for a proper iteration.
 - Ely: Is an option to try to move back the transit committee meeting a week.
 - Ed: Would like to do that if it ensures we can see material.
 - Bruce: Consultant meeting has not been scheduled yet?
 - Ely: Not yet. We're going to take comments on what you're seeing now through April 9th. We will have another steering committee scheduled.
 - Sabrah: If we move it back, it will be in conflict with a Finance Committee meeting, which is important when you talk about transit.

- Adam: In the interest of time, keep looking forward.
- Kim: Suggest 1:30 on that Tuesday if it works for everyone's schedules.
- Ely: Will look at options.
- Justin: To Vicki's Comments: Hear concern about Hendersonville being less important than Haywood. Those kinds of trade offs are really tricky on a route that's that long. To increase frequency of route on Hendersonville, it would be at the cost of an entire route to take a bus out of somewhere. We think there are some ways we can serve Kenilworth with some possible adjustments, but that was just one example. You said you heard these things, but that's not what we said would happen, it's just a very difficult to serve without taking a bus out of the network.
 - Vicki: I was relaying what I heard back from people who were present last night.
 - Justin: Okay, I thought you were saying you heard it from us.
 - Bruce: The PVA service is giving the 15 minute frequency - where is PVA bus coming from? You're still having two buses on W1/W2.
 - Jacob: S2
 - Justin: And the time savings from the N2.
 - Dana: Wasn't one of the N routes going to the SSA now?
 - Justin: Yes, the N3.
- Calvin: Not to disqualify your work, but I just think it need to be - By me being an Asheville native, I've been here 45 years, and I've seen this city change. If we don't have a full city on this plan, it's never gonna work. Need to consider the school system and how their buses impact our OTP every more. Share story of school cluster going through Montford. Stuff like that will be a problem every time. In Hillcrest alone, you got 5 elementary school buses coming through there every morning, that's not counting the middle schools and the high schools.
 - Justin: Understand complications of public school buses, but that's not our scope..
 - Calvin: If we don't get the whole scope in this, we're never going to get a system that works.
 - Dana: Will have to revise again in the future.
 - Ely: What Justin's saying is, can't alter what the school buses do, but can alter schedule to avoid those kinds of things. Can try to delay for 15 minutes.
 - Cindy: Hear him saying that, unless you bring together to the table the leaders of the schools, County and City, we'll be so close that our noses touch but not able to hear. Heard Commissioner say the way to avoid lane expansion is to provide bus expansion. A lot of people travel down Sweeten Creek. How are you going to afford to widen street when it's way more than providing transportation. That's an outside thought and haven't heard anyone talk about it when a lot of people and businesses are there and involves Reynolds community. Hear you saying there's more players that could be helpful and you might have to be the leader since you've been working with transit for so long.
 - Calvin: Yes, the school superintendent should be involved.
 - Ely: Agree, and no one here likes the idea for road widening when we can add funding to transit. One the same page of not having people need to rely on their cars. Beyond the scope of what these guys could look at. Coordinate with Vaidila's team, who's constantly looking at issues like that.
 - Randy: Has to be in line with city plans, Comprehensive Plans.
 - Mindy: Sat in Council meeting where the mayor said to the manager to contact the County and get this moving. It hasn't gone anywhere, and until somebody says get the City and County together, not going to get the resources you need to expand into the County, not the for Reynolds.
- Kim: I was really encouraged by my colleague Bruce's comments, and it made me think about what the goal is here. Example of Anthony at Green Opportunities, who's actively trying to get Green Opportunities to have employment contracts at Reynolds Crossing, which requires use of Beaverdam stop, so the loss of that stop is the loss of people's jobs. Even though I don't like us cutting transit from anyone, that's the perfect example of where the County can come in and say, do something. The loss of access to Kenilworth residents is unacceptable, and the loss of access to a close-by grocery store for PVA residents when we can move a different way is also unacceptable because I think we can do better than that. There are other ways, where we can trim like North Asheville, South Asheville you've already done that with cutting the S2, but the County could have an immediate solution. What I'm hearing is that's your next step, but if we're reducing the population size of Asheville, I would in all honesty rather my neighbors have a bus that runs late instead of not having service at all.

- Adam: I'll try to tie it all together by encouraging the County to do something now. Maybe we should be making a motion to bring in the County, agreeing that with this first step, it's abundantly clear that a big roadblock to our board is a lack of financial resources. What we can do as a committee is bring our voice to MMTC and they can amplify to Council. That way staff can do their thing and leadership for the City can do their thing. If we want to take action, we can do that. We're reviewing the first level of the plan, and that's what we're doing.
- Bruce: (couldn't hear comment)
- Kim: One of our retreat goals was to do outreach to the County, and I have a meeting next Friday with Jasmine and Brownie, so if you want me to invite you and TC members to join, could invite community partners. But it's specifically to address the draft plan of this.
- Adam: sure.
- Leslie: One of the things that came out of the Council retreat, where Kim and I both were, was the recognition that the boundaries between the city and county limits are ridiculous at this point. Sweeten Creek, Vijay is very fixed on the fact that the Southern boundary of the city is meaningless because urbanization has gone way beyond into the county. Part of the City and County's goals is really to do joint planning in these places, irrespective of where the lines are. Whether at Reynolds or South Asheville, I think it would be a huge mistake to have a master plan that hasn't coordinated the two local governments in the plan. If you want the County to help pay, getting their buy-in now is essential.
- Ely: And they definitely are involved in the County's new person in charge of transit system is on our steering committee. Matt is new since Denise quietly retired. We're not working in a vacuum. Things you're talking about, extensions in the County, are in there. Whether it's the first year or 3rd year, we are going to have a plan for how to approach.
- Vicki: Our current, existing system maybe needed some tweaks, but what it really needs is the investment, and we can't get that investment without the County. Some of the places that we're talking about removing, if you send a smaller vehicle to Kenilworth or Haw Creek, one of the things the County is rich on is vehicles. If there's a way to do that to make up the capital expense and just add operational. It's hard for us to say, if we don't see a replacement plan and if we don't fight for the necessity riders and we don't fight for the jobs off the N2, and this plan comes out, then we're stuck fighting after the fact. That's one of the issues. It seems like there's a lot of work put into this first part, and I respect that because there are some, small tweaks, but the problem isn't the routes - there are more problems with the investment and not having a plan that we can talk to the County and remind them that the city is in the county. We can talk about bigger sources of funding.
- Adam: Motion that Transit Committee would like MMTC, that it's become abundantly clear that implementation of the TMP should and requires additional funding from the County to be able to provide services that would benefit people of the region. We would like either City staff and/or Council to meet with their respective leaders to discuss it immediately.
 - Dana: 2nd
 - Kim: My concern, now that we have a motion and a 2nd - I can't even suggest the implementation of this plan the way that it is right now without funding from the County. So I have to vote against your motion because I can't vote to endorse this plan.
 - Randy: It's not being proposed to be implemented. There's still the rest of the plan that has to be put together.
 - Kim: Sure, I'm just saying I'm not going to vote to implement anything, so I would take the word implement out.
 - Adam: What word do you want to use? You make the motion.
 - Sabrah: Let me add something first to clarify what the motion needs to be - the problem is that the needed County extensions have been overdue too many years already. If we leave them now in the 4-6 year phase instead of the 1-3, they're going to keep getting kicked down the road.
 - Leslie: right.
 - Sabrah: We need to make sure that County extensions are included in the 1-3 year period, and in order to do that, we need to make sure that the County and City are sitting down within the next month.
 - Randy: One thing that will help you is what we propose to bring back will be a plan that would reflect what we think the system ought to look like, and it may take 10 years to get there because we're doing a 10-year plan, but this is what we're trying to get to. The phasing of that is going to depend on some operational issues, funding issues, and capital issues, but that gives you the vision of what you think the system ought to look like.

- Adam: Randy, we get that. The issue is that we've been discussing trying to get the County to recognize that the city is 40% of the economy for the county, and the County provides zero funding for our essential service. We're all super frustrated and none of us know how to do that because we're just little people in a room trying to figure it out and talk about it, but at the end of the day, what we can do is use our voice to inform our commission that we're a sub-committee of to use their voice to tell the City that, look, we like some of the things in your ideas. It's abundantly clear that this stuff won't work unless you guys talk more and put some money into this system. I respect what you said, I think it's a good lightening rod to have a vision. At the risk of something being another "shelf turd" that collects dust, I want to use this opportunity - your first ideas are great... it's abundantly clear that you need these people talking to actually get something.
- Kim: Instead of taking a word out, why don't we say - "The successful implementation of the transit master plan cannot without loss of ridership unless the City collaborates with the County on funding and planning."
 - Dana: That's what I wanted to 2nd.
 - Adam: So I withdraw my motion, Kim. You make your motion.
 - Mindy: I think you need to be bold. We unknowingly, unwittingly maybe, stepped into this role because it was a need that was presented to us. All the feedback we have gotten at I think 31 meetings since 2013, is that this is something we need. So I think this group and the City people have been working so hard - this is the time to be bold. That's what you're feeling back here on your shoulder, Adam. You are in the position to help with being bold.
 - Sabrah: And it's not just the Reynolds ladies.
 - Adam: I want to amend yours because we need to add having Council and/or staff talking as soon as humanly possible.
 - Kim: The transit committee recognizes that successful implementation of the TMP cannot be realized without loss of ridership unless the City and County collaborate on funding and planning.
 - Adam: Which we demand to happen as soon as possible.
 - Calvin 2nd,
 - Adam: Disagree with loss of ridership.
 - Kim: Okay, we'll take out loss of ridership.
 - Randy: Equitable service coverage.
 - Kim: The transit committee recognizes that successful implementation of the TMP cannot be realized without reduction of service coverage, which is why we recommend that the MMTC advise the City to act immediately with staff.
 - Calvin: 2nd
 - Passes unanimously
 - Bruce: MMTC meets tomorrow.
- **5:31 Staff Updates**
 - Management Company update with Ely: Change in general manager position. Bernie is no longer the GM at ART. Joe is acting as GM and we've had the VP from RATPDEV making sure transition happens smoothly. This includes the resume of the interim director that's coming in. There's going to be a bigger search for the permanent director. Joe is the acting with interim.
 - Sabrah: Want to say we've had a lot of GM changes over the years. Want to ensure that whatever's happening that it's something that... how much is coming from within our system that's within our possibility to change?
 - Ely: This is a decision coming directly from the company.
- Comment from Ed: As we're moving forward in this process, it's very important to keep in mind that, as we try to balance near-term costs, the system and improvements, there's a tendency to compare apples to oranges. Saying we're going to eliminate a little piece of a route to make the system more efficient, well, that balance that we're striking there.. If there's a few people that might not get service now as opposed to a great number of people on a given route that will not have their bus last ¾ of the time. It's an important thing to keep in mind. I ride the W's, and they are late very frequently - you know this, Kim. So, when you're talking about someone getting to a job, cutting a little piece of a route, it might mean a few people can't get to their job, but quite a few people are not going to be late 2-3 days out of the week so they're going to lose their job because they can't get there on time. As we move forward, let's make sure we keep that perspective too.
 - Sabrah: We need to stop phrasing as frequency vs. coverage and start phrasing as impacts.

- Ed: Just want to make sure, because there's a tendency to see that some of these changes to the system are done in a vacuum and we're just losing riders. If the system is running better at some of its core locations, we're probably serving a lot more people better. That's what we have to look for.
- Dana: I have a feeling in the next 5 years, these places we're not seeing a lot of ridership are suddenly going to blow up in ridership. I know that goes along with what we were saying with the housing issue earlier, and why I was hoping there was some research done into this. From what I understand, you want UNCA students to be able to go to West Asheville for housing, but what I'm concerned about is that suddenly housing in this area is no longer affordable anyway. The outskirts are cheaper, and why you see South Slope building up . East Asheville going to continue to go up. All the sudden, these people can't afford car.

Adjourned 5:34. Next meeting: April. 17th, 3:30pm in Municipal Building.

2017/2018 System Operating Data																		5/11/2018															
Vehicle Miles		July	August	September	Q1 Cumulative		October	November	December	Q2 Cumulative		January	February	March	Q3 Cumulative		April	May	June	Q4 Cumulative		Cumulative											
MB Actual Miles		(AMS)	84594	88163	86241	258998		91780	83118	80764	255662		92519	87661	96974	277154		92766			0		791814										
MB Revenue Miles of Service		(RMS)	84325	83266	82006	249597		88616	81361	85329	255306		88145	86368	90120	264633		89841			0		769536										
Passenger Miles Traveled		(PMT)	537668	589999	550635	1678302		550635	530262	507145	1588042		558110	425472	537614	1521196		526897			0		4787540										
Vehicle Hours																						Cumulative											
MB Actual Hours		(AHS)	6235	6561	6498	19294		6561	6087	6153	18801		6883	6293	6950	20126		6720			0		58221										
MB Revenue Hours of Service		(RHS)	6191	6530	6418	19139		6530	6071	5853	18455		6564	6136	6730	19431		6531			0		57024										
Black Mountain		170	2058	2916	2713	53%	7687	2916	3038	2451	57%	8405	3584	2908	3387	58%	9879	2499			64%	2499	58%	#DIV/0!	28,470	18							
Toward Veterans Affairs		E1	29591	31262	30025	50%	90878	29172	29152	27674	52%	85998	25731	17179	22539	61%	65449	23110			61%	23110	56%	#DIV/0!	265,435	1							
Toward E. Asheville/Porter's Cove Rd.		E2	10375	11289	10677	38%	32341	11289	11665	10895	42%	33849	11619	8361	11341	54%	31321	11041			56%	11041	47%	#DIV/0!	108,552	4							
Klondyke Place toward Grove Park Inn		N	1163	7164	4848	54%	13175	7164	5061	5742	58%	17967	5511	4682	5864	72%	16057	5864			76%	5864	65%	#DIV/0!	53,063	15							
Toward Beaver Lake Loop		N1	11301	13182	13992	61%	38475	13182	12099	10591	70%	35872	9236	7155	10695	70%	27086	10069			70%	10069	68%	#DIV/0!	111,502	3							
Toward Beaverdam Rd/Gldn Lvng Ctr.		N2	4531	6613	6574	59%	17718	6613	6314	5000	69%	17927	5537	5169	6658	59%	17364	7257			57%	7257	61%	#DIV/0!	60,266	13							
Toward ART Center/Chamber/Hillcrest		N3	9364	9914	8462	51%	27740	9914	9314	9784	54%	29012	9692	7985	9630	69%	27307	8791			64%	8791	59%	#DIV/0!	92,850	7							
Toward Shiloh/Medical Park		S1	7968	8509	7896	64%	24373	8509	7313	7427	61%	23249	7073	5877	7322	66%	20272	6982			69%	6982	65%	#DIV/0!	74,876	11							
Toward Kenilworth/SSAdmin		S2	475	3693	3327	74%	7495	3693	3252	3933	69%	10878	2750	3765	4040	71%	10555	5202			69%	5202	71%	#DIV/0!	34,130	17							
Toward Asheville Regional Airport		S3	10755	10708	9966	58%	31429	10708	10024	8909	56%	29641	10342	8072	11628	63%	30042	11050			65%	11050	61%	#DIV/0!	102,162	5							
Toward A-B Tech		S4	8844	9996	9721	58%	28561	9996	9920	8772	59%	28688	9064	7930	8976	66%	25970	9386			63%	9386	62%	#DIV/0!	92,605	8							
Toward Fairview Rd.		S5	9331	9354	7770	55%	26455	9354	9474	8920	54%	27748	9416	7045	10836	70%	27297	9042			62%	9042	60%	#DIV/0!	90,542	9							
Toward Biltmore Park		S6	4307	4407	4283	59%	12997	4407	3694	3599	58%	11700	3624	3601	4713	78%	11938	4273			78%	4273	68%	#DIV/0!	40,908	16							
Toward Deaverview Area		W1	19078	19622	19491	47%	58191	19622	17094	17154	54%	53870	16330	12653	16815	59%	45798	15855			57%	15855	54%	#DIV/0!	173,714	2							
Toward Brevard Rd./Asheville Outlets		W2	7975	10541	1755	39%	20271	10541	9629	8375	49%	28545	9684	8187	9821	62%	27692	8775			65%	8775	54%	#DIV/0!	85,283	10							
Toward Goodwill		W3	10486	10038	10544	50%	31068	10038	8611	9438	52%	28087	9432	6276	9998	63%	25706	10032			62%	10032	57%	#DIV/0!	94,893	6							
Toward New Leicester Hwy		W4	5921	6325	6220	54%	18466	6325	5523	4859	59%	16707	5356	4399	5783	64%	15538	5703			62%	5703	60%	#DIV/0!	56,414	14							
Toward Emma		W5	8279	8190	6075	56%	22544	8190	7295	7454	59%	22939	7276	5959	7325	67%	20560	7620			66%	7620	62%	#DIV/0!	73,663	12							
Passengers (1 way) - Grand Total **			161802	183723	164339	54%	509864	181633	168472	160977	57%	511082	161257	127203	167371	65%	455831	162551	0	0	65%	0	60%	1,476,777									
Passenger Trips/On Time Performance (APC)					OTP	Rank	UPT				OTP	Rank	UPT			OTP	Rank	UPT			OTP	Rank	UPT	OTP	Rank	Cum UPT	UPT Rank						
Regular Fare Passes & Tickets			63363	69644	64206		197213		60821		58589		53867		173277		44830		35753		59632		140215		58075		0	510,705					
Discounted Fare Passes and Tickets			5930		6334		17627		3697		4855		4432		12984		3787		3312		5204		12303		4761		0	42,914					
Passport Fares			10398	15325	20442		46165		8617		9946		12366		30929		11067		10904		15658		37629		16661		0	114,723					
Free Fare (Including family)			2269	2542	1689		6500		6605		5676		1705		13986		1187		1088		1715		3990		2019		0	24,476					
Wheelchairs			362	425	414		1201		389		398		214		1001		262		240		453		955		380		0	3,157					
Bikes			1324	1550	1537		4411		1396		1091		746		3233		615		656		1040		2311		1040		0	9,955					
Transfers			16266	17457	16409		50132		16535		14860		13573		44968		13068		9925		15735		38728		15113		0	133,828					
Service Fleet Information (Not Cumulative)																																	
No. of Vehicles In Peak Operations			17	17	17		17		17		17		17		17		17		17				#DIV/0!				#DIV/0!						
No. of Vehicles in Fleet			22	22	22		22		22		22		22		22		22		22				#DIV/0!				#DIV/0!						
Road Calls (Cumulative)			63	35	43		141		39		33		9		81		25		27		14		66		15		0	288					
Passenger Incidents/Accidents			0	0	0		0		0		2		0		2		0		1		0		0		0		0	3					
Vehicle Incidents/Accidents			6	5	4		15		4		5		3		12		2		4		2		8		1		0	35					
Missed Miles			618	450	663		1731		348		226		3807		4382		4120		1823		3508		9450		2308		0	15,563					
Missed Hours			45	31	34		109		27		16		300		344		320		157		220		696		189		0	1,149					
Financial Data (report each quarter as non-cumulative)						Cumulative					Cumulative					Cumulative					Cumulative			Grand Total									
010 - Revenue Operations			\$ 327,693.58	\$ 391,278.15	\$ 701,228.05	\$	1,420,199.78	\$	253,693.60	\$	227,485.86	\$	252,526.68	\$	733,706.14	\$	321,600.56	\$	262,018.58	\$	274,711.28	\$	858,330.42	\$	-	\$	-	\$	-	\$	3,012,236.34		
041 - Maint Admin - Vehicles			\$ 38,832.34	\$ 49,698.85	\$ 39,663.42	\$	128,194.61	\$	31,097.97	\$	41,992.06	\$	39,631.13	\$	112,721.16	\$	38,697.66	\$	49,005.00	\$	35,912.00	\$	123,614.66	\$	-	\$	-	\$	-	\$	-	\$	364,530.43
042 - Maint Admin - Facilities			\$ 4,977.55	\$ 5,876.85	\$ 13,630.11	\$	24,484.51	\$	3,639.92	\$	10,422.39	\$	7,484.31	\$	21,546.62	\$	21,105.16	\$	12,645.78	\$	81.00	\$	33,831.94	\$	-	\$	-	\$	-	\$	-	\$	79,863.07
160 - General Administration			\$ 5,615.08	\$ 13,492.34	\$ 6,146.44	\$	25,253.86	\$	16,314.89	\$	8,469.73	\$	13,131.00	\$	25,253.86	\$	13,840.86	\$	10,503.25	\$	8,455.20	\$	32,799.31	\$	-	\$	-	\$	-	\$	-	\$	95,968.79
Total System Expenditures (Adjusted)			\$ 377,118.55	\$ 460,346.19	\$ 760,668.02	\$	1,598,132.76	\$	304,746.38	\$	290,118.01	\$	312,773.12	\$	907,637.51	\$	395,244.24	\$	334,172.61	\$	319,159.48	\$	1,048,576.33	\$	-	\$	-	\$	-	\$	-	\$	3,554,346.60
Farebox Revenue (Fixed Route/General Public)			\$ 44,608.04	\$ 49,069.46	\$ 45,364.89	\$	139,042.39	\$	45,364.89	\$	43,814.89	\$	40,559.22	\$	129,739.00	\$	44,073.75	\$	45,254.47	\$	-	\$	89,328.22	\$	-	\$	-	\$	-	\$	-	\$	358,109.61
Para-Transit Op Stats																																	
Mountain Mobility Service Expense			\$ 36,114.17	\$ 39,398.45	\$ 36,120.50	\$	111,633.12	\$	37,372.93	\$	36,275.91	\$	31,564.61	\$	105,213.45	\$	35,679.51	\$	36,881.55				\$	72,561.06	\$	-	\$	-		\$	-		289,408
DR/PT Average Net Cost Per Trip			\$ 12.14	\$ 11.54	\$ 12.45	\$	12.04	\$	11.79	\$	11.68	\$	12.16	\$	11.88	\$	12.19	\$	11.18				\$	11.69					#DIV/0!		#DIV/0!		
DR/PT Total Trips			2,665	2,980	2,506		8,151		2,739		2,784		2,326		7,849		2,624		2,808					5,432									21,432
DR/PT Farebox			\$ 5,148.00	\$ 5,960.00	\$ 5,012.00	\$	16,120.00	\$	5,080.00	\$	5,104.00	\$	4,484.00	\$	14,668.00	\$	5,046.00	\$	5,492.00				\$	10,538.00					\$	-		\$	41,326.00
Performance Indicators																																	
Days of Service			31	31	30		..		31		29		30		90		31		28		31		90		30		31		30		30		Average
Trips/Hour (System-Wide)			26	28	26		27		28		28		28		28		25		21		25		23		25		#DIV/0!		#DIV/0!		#DIV/0!		26
Trips/Mile (System-Wide)			1.92	2.21	2.00		2.04		2.05		2.07		1.89		2.00		1.83		1.45		1.86		1.71		1.81		#DIV/0!		#DIV/0!		#DIV/0!		1.92
TOTAL SYSTEM Operating Recovery Ratio			11.83%	10.66%	5.96%		9.48%		14.89%		15.10%		12.97%																				

TRANSIT COMMITTEE ROSTER				
SEAT	CURRENT MEMBER	TERM	NOTES	Proposed Future Member
1	ADAM CHARNACK (Chair)	1st Term: 3/1/2014-2/28/2017		
	141 Cumberland Avenue	2nd Term: 3/1/2017-2/29/2020		
	Asheville, NC 28801			
	C: 828-407-0447 charnack@gmail.com			
2	BRUCE EMORY	Must follow MMTC appointment.	*MMTC	
	9 Sandon Circle	1/1/213 - 6/30/2016		
	Asheville, North Carolina 28804	7/1/2016 - 7/1/2019		
	H: 828-225-4588 emory22@charter.net			
3	KIMBERLY RONEY	Must follow MMTC appointment.	*MMTC	
	293 Westwood Place	5/1/2016 - 7/1/2018		
	Asheville, NC 28806			
	828-450-1099 (c) mskimroney@gmail.com			
4	CALVIN ALLEN	1st Term: 3/1/2014-2/28/2017		
	100 Atkinson Street	2nd Term: 3/1/2017-2/29/2020		
	Asheville, NC 28801			
	H: 828-407-6733 C: 912-433-5311 mraville73@gmail.com			
5	Thomas Lodwick	1st Term: 10/1/2017-9/30/2020		
	54 Louisiana Avenue			
	Asheville, NC. 28806			
	828-775-5642 lodwick.t@gmail.com			
6	GARY RAY	1st Term: 1/1/2016-12/31/2018		
	18 Sandon Drive			
	Asheville, NC 28804			
	828-505-0338 (home) 828-301-1594 (M) gary.hubert.ray@gmail.com			
7	Dana Williams	1st Term: 1/1/2016-12/31/2018		
	109 Bear Creek Ln Apt 13			
	Asheville, NC 2886			
	828-713-1370 oddreywilliams@gmail.com			
8	ED JOHNSON	1st Term: 3/1/2014-2/28/2017		
	26 Richmond Avenue	2nd Term: 3/1/2017-2/29/2020		
	Asheville, NC 28806			
	H/C: 828-280-1533 ejohnson1869@gmail.com			
9	Eric Miller	Vacancy Term Balance: 2/1/2018-12/31/2018		
	48 Wake Robin Way	1st Term:		
	Asheville, NC 28805			
	828-280-7998 Emiller533@yahoo.com			
10	Sabrah n'haRaven	1st Term: 3/1/2017-2/29/2020		
	61 Annandale Ave, Apt. 2			
	Asheville, NC 28801			
	wncomeless@gmail.com			
11	Angi West	1st Term: 3/1/2017-2/29/2020		
	59 Park Square			
	Asheville, NC 28801			
	828-337-8359 westangi@gmail.com			
STAFF				
360 West Haywood Street		Elias Mathes, Transit Planning Manager	emathes@ashevillenc.gov	828-232-4522
Asheville, North Carolina 28801		Joseph Brooks, Director of Operations	joseph.brooks@ratpdev.com	828-782-3967
		Kimille Miller, Grants Coordinator	KMiller@ashevillenc.gov	828-253-5691
		Dianna Martinez, Transit Account Clerk	dmartinez@ashevillenc.gov	
revised 5/4/2018				



Transit Committee Orientation Packet

Table of Contents

Section	Location
Welcome to the Asheville Transit Committee	Page 2
Rules of Procedure	Page 3
Boards and Commissions Orientation Booklet	Page 10
Transportation Department Organizational Chart	Page 35
Transit Committee Roster	Page 37
Transit Stakeholders	Page 40

Welcome to the Asheville Transit Committee!

As an appointed member of the Transit Committee (TC), you are serving all or part of a three-year term. The committee consists of up to 11 members, all of whom are active, community-minded residents of Asheville. We're pleased to welcome you to the team!

The Asheville Transit Committee is a sub-committee appointed by the City's Multi-Modal Transportation Commission (MMTC). Our TC is specifically tasked with advising Asheville's Transit Staff and the MMTC on matters regarding Asheville's bus system, ensuring Asheville bus riders are getting what they need and want.

As volunteer members of the committee, we're informed of route details and changes, and we review operating statistics and funding data. We put out information to the public and, in turn, listen to public comment. The TC holds monthly meetings. Two of our members are appointed to the MMTC to advise city staff and the City Council, and to serve in a liaison capacity.

The documents enclosed in this packet are meant to provide you with information on how to be an effective, informed member. Thank you for serving the City in this capacity!

Sincerely,
Your Fellow Transit Committee Members

--

Kim Roney - Piano Teacher

Asheville City Multi-Modal Transportation Commission & Transit Committee
Member

RULES OF PROCEDURE ASHEVILLE TRANSIT COMMITTEE

ARTICLE I NAME AND CREATION

- A. The name of the entity shall be the Asheville Transit Committee (herein “Committee”).
- B. The Committee is established by Ordinance No. 4190 which authorizes the City’s Multimodal Transportation Commission (herein “MMTC”) to establish and appoint a transit committee.
- C. The Committee shall be a public body with all meetings of the Committee subject to the open meetings laws of the State of North Carolina.

ARTICLE II PURPOSE

The purpose of the Committee is to study public transportation in the City and serve as an advisory body to the MMTC and the Transportation Department on matters affecting the transit system and its operation, including, but not limited to the following:

- 1. The current and future direction of the transit system;
- 2. Transit system quality, effectiveness, problems, needs, and requirements;
- 3. Transit-related matters of public interest and concern;
- 4. Proposed budget and plan of operations;
- 5. Rate system and bus routing;
- 6. Grants and other sources of funding;
- 7. Rules, regulations, and procedures;
- 8. Coordination of transit matters with other agencies as may be necessary or desirable; and
- 9. Other transit matters as necessary for the effective operation of the transit system.

ARTICLE III MEMBERSHIP

A. *Composition*: Membership of the Committee shall be governed by Ordinance No. 4190 and the Rules of Procedure of the MMTC. The Committee members shall be appointed by the MMTC. MMTC members appointed by Council that represent transit interests shall be automatically appointed by the Commission to the Committee.

The Committee shall have no fewer than 7 and no more than 11 members. Provided however that this cap shall not apply when a member of the MMTC is automatically appointed to the committee by the MMTC and the Committee consists of 11 members at the time of the appointment.

The Committee will review applications received and make recommendations of one or more candidates for consideration by the MMTC.

B. *Removal*: Members of the Committee may be removed at the discretion of the MMTC.

C. *Attendance*: The failure of any Committee member to attend 75 percent or more of the meetings of the Committee held during a 12-month period, unless excused, may be grounds for removal.

D. *Term of Office*: Members of the Committee shall be appointed for three year terms or until the member's successor is duly appointed and qualified. Any vacancies occurring shall be filled by the MMTC for the unexpired term. Members may serve up to two consecutive full terms.

Membership shall be staggered to the end that the terms of all members shall not expire at the same time. The terms of the members on the Committee who are also members of the MMTC representing transit interests will run concurrently with his/her term on the MMTC.

ARTICLE IV OFFICERS AND DUTIES

A. *Chair*: The Committee shall have a Chair, who shall be elected by a majority

vote of the voting membership of the Committee. The term of office shall be for one (1) year, or until the successor is duly elected beginning on January 1st of each year. The Chair shall be eligible for re-election.

1. The Chair shall preside over meetings of the Committee, shall call the meetings to order, shall declare a quorum, shall carry out the agenda for meetings, and shall state and put to a vote all motions properly before the Committee, and shall perform and carry out other duties as necessary and pertinent to the office.

2. Subject to these rules and applicable law, the Chair shall rule on all points of order.

3. The Chair may sign any documents approved by the Committee.

B. *Vice-Chair*: The Committee shall have a Vice-Chair who shall be elected by the Committee from among its members in the same manner and for the same term as the Chair and shall be eligible for re-election. The Vice-Chair shall serve as Chair in the absence of the Chair, and when serving as Chair shall have the same powers and duties of the Chair.

C. *Secretary*: The Committee shall elect a Secretary to take minutes. Minutes at each Committee meeting which shall be kept in a permanent volume, for such duration as may be required by the North Carolina Municipal Records and Disposition Act. The minutes shall reflect all important facts pertaining to each meeting, every motion acted upon by the Committee, and all votes of members of the Committee upon any motion or upon the final determination of any question, indicating the names of members absent or failing to vote.

D. *Staff Liaison*: The Transportation Director or his or her designee will serve as Staff Liaison to the Committee. The Staff Liaison will (1) keep all records; (2) conduct all correspondence of the Committee; and (3) arrange for all required public notices to be given.

ARTICLE V

MEETINGS

- A. *Number of Meetings:* There shall be at least 9 regular meetings of the Committee each year.
- B. *Regular Meetings:* The Staff Liaison, in conjunction with the members of the Committee, shall establish its regular meeting schedule annually and set a regular meeting place for the year. The Committee may amend the meeting schedule as deemed necessary.
- C. *Quorum:* A quorum shall consist of a majority of the membership of the Committee, excluding vacant seats. Once a quorum is established, it shall not be destroyed by one of the members leaving or recusing themselves. No action shall be taken (other than continuation or adjournment of the meeting) by less than a majority of the members.
- D. *Procedure:* Unless otherwise provided for by these Rules, the Roberts Rules of Order will govern all points of order and procedure.
- E. *Agenda:* The Chair in consultation with the Staff Liaison shall set the agenda for each meeting. The agenda for regular meetings shall be as follows:

Call to Order
Approval of Minutes
Unfinished Business
New Business
Public Comment
Future Agenda Items
Adjournment

The order of the agenda may be changed at any time by the Committee by general consent.

- F. *Special meetings:* Subject to the provisions of Article 33C of the N.C.G.S. Chapter 143 (the Open Meetings Law) special meetings of the Committee may be called at any time by the Chair or Staff Liaison. At least forty-eight

(48) hours written or oral notice of the time and place of the special meeting(s) shall be given by the Staff Liaison to each member of the Committee and the local press.

G. *Emergency meetings*: The Chair and the Staff Liaison may at any time call an emergency Committee meeting by signing a written notice stating the time and place of the meeting and the subject(s) to be considered. The notice shall be delivered to the Chair and each Committee member at least six (6) hours before the meeting. Notice of the meeting shall be given to all media that has filed a written emergency meeting notice request with the City Clerk or the Staff Liaison. This notice shall be given either by telephone or by the same method used to notify the Chair and Committee members and shall be given at the expense of the other party notified. Emergency meetings shall only be called because of generally unexpected circumstances that require immediate consideration by the Committee. Only business connected with the emergency may be considered at an emergency meeting.

ARTICLE VI VOTING

- A. *Requirement*: All voting members are entitled to one vote, including the Chair. All voting members including the Chair must vote on all matters unless excused by the remaining members from voting. No committee member shall vote on any matter whereby the member was not present.
- B. *Exceptions*: A member who wishes to be excused from voting shall so inform the Chair, who shall take a vote of the remaining members. No member shall be excused from voting except in cases of conflicts of interest or official conduct. Unless excused, a failure to vote shall be recorded as an affirmative vote.
- C. *Majority*: The concurring vote of a majority of the members present of the Commission shall be necessary to act on any matter before the Committee.
- D. *Conflicts of Interest*: No Committee members shall take part in the hearing, consideration or determination of any case in which the member is

personally or financially interested.

ARTICLE VII SUBCOMMITTEES

The Chair may establish subcommittees to assist the Committee in carrying out any purpose in which it is authorized to engage. Subcommittees must comply with the following rules:

- A. Subcommittees are established to work under the supervision of the Committee in accordance with specific instructions from the Committee. Subcommittees may not take action on behalf of the Committee or independently perform any function of the Committee.
- B. Members of the subcommittee must be members of the Committee who currently serve on and have been appointed to the Committee in accordance with the City's ordinances, the Rules of Procedure of the MMTC, and these Rules. Members of subcommittees are appointed by a majority vote of all voting members to the Committee. A subcommittee may have no more than four (4) members.
- C. Each subcommittee shall appoint a Chair who shall report to the Committee on behalf of the subcommittee. Subcommittees report directly to the Committee.
- D. All subcommittee meetings must comply with the rules governing public meetings. Subcommittees must keep full and accurate meetings of all official meetings.

ARTICLE VII PUBLIC ADDRESS TO THE COMMITTEE

- A. *Agenda:* The Committee shall include on every agenda a public comment period at the beginning and end of the meetings.
- B. *Time Limit:* Any person addressing the Committee shall be limited to a

three-minute presentation. Any group of three (3) or more individuals, not including the speaker, making a presentation to the Committee may have a single spokesperson who will be allowed ten (10) minutes to address the Committee. The Committee will receive written information from any individuals or groups that cannot conclude their presentations within these time limitations.

- C. *Requests to be on Agenda:* Any individual or group who wishes to address the Committee may make a written request to the Staff Liaison to be on the agenda at least two (2) working days before the meeting. The Chair and the Staff Liaison will determine, based upon the completeness of the request and any other necessary business of the Committee, whether the matter will be placed on the agenda.

ARTICLE VIII AMENDMENTS

- A. These rules may be amended by a three-fourths affirmative vote of the members of the Committee, however all amendments must be presented in writing at a regular meeting preceding the meeting at which the vote is taken.

These Rules of Procedure of the Asheville Transit Committee are adopted this _____ day of _____, 2017.

Staff Liaison _____

Chair _____



Boards & Commissions Orientation Booklet

December, 2017

City Clerk's Office

MESSAGE FROM THE MAYOR:

Members of boards and commissions provide an invaluable service to our City. Through the over 30 boards and commissions established by Asheville City Council, citizens can provide input on the policies that shape their government and their city. They advise the City Council on a wide variety of subjects by making recommendations on important policy matters. As services and programs provided by the City continue to grow, boards and commissions play an integral role in providing detailed studies and considered advice to City Council. Boards and Commissions are often catalysts for innovative programs and improved services.

Serving on a board or commission can be a rewarding experience for community service-minded residents. It is an excellent way to participate in the functioning of local government and to make a personal contribution to help shape the future of Asheville. Making local government effective and responsive is everybody's responsibility.

This Boards and Commissions Manual provides information about applying for and being a member of an Asheville Board or Commission. It explains in detail the roles and responsibilities of board members in relationship to Asheville City Council, city staff and the community. Please take advantage of the information provided to be successful as a member of an Asheville Board or Commission.

On behalf of the City Council, I wish to thank each board and commission for their service and extend an invitation to all residents of the City to give serious consideration to serving on a citizens' advisory body.

Index

Overview of Local Government Structure.....	17
Authority to Govern.....	17
Council-Manager Form of Government.....	17
Fund Accounting.....	19
Budgeting.....	20
Department and Divisions.....	20
Citizen Participation.....	21
Organizational Chart.....	22
Overview of City of Asheville Boards and Commissions.....	23
Types of Boards and Commissions.....	23
Council Committee on Boards and Commissions.....	25
How do Boards and Commissions Operate?.....	25
Procedural Responsibilities.....	26
Attendance and Term Length.....	26
Conflict of Interest.....	26
Voting and Recusal.....	27
Open Meetings Law.....	27
Resignations and Replacements.....	28
Inclement Weather.....	27
Role of the Board and Board Members.....	29
Role of the Chair.....	29
Role of the Board Secretary.....	30
Role of Staff Support.....	30
Role of Council Liaison.....	30
Effective Boards and Commissions.....	31
Strategic Planning for Boards and Commissions.....	31

What Makes Effective Boards and Commissions?.....	31
Annual Reports.....	33
Orientation Booklet Highlights.....	33

Overview of Local Government Structure



Authority to Govern

Cities are creatures of the state – that is, the state authorizes a city to govern through its enabling legislation and dictates the reaches of a city's authority. North Carolina cities have been given power to govern over only the specific functions where authority has been granted to them by the state. You can read the state statute on cities and towns in Chapter 160A of the North Carolina General Statutes, which can be found on the NC General Assembly website.

Council-Manager Form of Government

The City of Asheville operates under a council-manager form of government, which is prescribed by its charter. More than 3,400 cities and 371 counties operate under this system, which means more than 89 million American citizens live in communities with this form of government. Since its establishment, the council-manager form has become the most popular form of government in the United States in communities with populations of 5,000 citizens or more.

Under the council-manager system, Asheville City Council provides leadership by establishing the city's policies. They are the leaders and policy makers elected to represent the community and to concentrate on policy issues that are responsive to citizens' needs.

Asheville City Council has the authority to:

- Determine policy in the fields of planning, traffic, law and order, public works, finance, and recreation;
- Appoint and remove the city manager, city attorney and city clerk;
- Adopt the budget, levy taxes, collect revenues, and make appropriations;
- Authorize the issuance of bonds by a bond ordinance;
- Appoint members of the city boards, commissions and committees;
- Inquire into the conduct of any office, department, or agency of the city and make investigations into municipal affairs;
- Provide for an independent audit; and

Asheville City Council appoints a city manager to achieve the desired end set by the City Council. The manager oversees city operations and executes Council established laws and policies. The city manager also ensures the equitable and responsive delivery of services to all the community is being served. City Council also appoints the city attorney and the city clerk. All three Council employees (manager, attorney and clerk) are “at will” employees, and may be terminated by the governing body at any time.

Some responsibilities of the city manager include:

- Work with elected officials as they develop policies. The manager may discuss problems and recommendations, propose new plans, or discuss issues that affect the community and its residents.
- Ensure that laws and policies approved by elected officials are equitably enforced throughout the city.
- Develop recommendations for new programs indicating scope, cost and impact for consideration by City Council.
- Seek feedback from residents and members of the business community to address and solve problems.
- Prepare the annual budget, submits it to elected officials for approval and implements it once approved.
- Hire and supervise department heads.
- Investigate citizen complaints and problems within the administrative organization and recommend changes to elected officials.
- Manage the operations and service delivery to the city.

Fund Accounting

The accounts of the City of Asheville are organized and operated on the basis of funds. A fund is a fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

Funds included in the City of Asheville Adopted budget can be grouped into two types: governmental funds and proprietary funds. Governmental funds are those through which most functions of the City are financed. Proprietary funds are used to account for City activities that are similar to those often found in the private sector. Specific City of Asheville funds include:

General Fund

The General Fund is a governmental fund that encompasses most of the City's day-to-day operations, such as police, fire, refuse collection, street maintenance, and parks and recreation. General Fund operations are primarily funded through property tax dollars, but are also supported through sales tax revenue, charges for service, license & permit fees, and investment earnings.

Enterprise Funds

Enterprise Funds are proprietary funds used to account for activities that operate like private businesses, where expenses are primarily financed by revenues derived from user charges. For the City of Asheville, these funds include:

- Transit Services Fund
- Parking Services Fund
- Water Resources Fund
- US Cellular Center Fund
- Stormwater Fund
- Street Cut Utility Fund

Capital Funds

Capital Funds are used to account for capital replacements and improvements. Funding is provided from operations, federal or state grants, or long-term financing and may be annual appropriations or project appropriations. Appropriations are approved through the Capital improvement Plan process. Capital Funds include:

- General Capital Projects Fund
- Community Development Fund
- Water Major Capital Improvement Fund
- HOME Fund
- US Cellular Center Capital Fund
- Parking Services Capital Fund
- Transit Services Capital Fund

Budgeting

The City of Asheville adopts its annual operating budget in accordance with North Carolina General Statutes (N.C.G.S. 159 – Local Government Budget and Fiscal Control Act). These statutes require that City Council adopt a balanced budget in which estimated revenues and appropriated fund balances equal expenditures. The City Manager must submit a balanced budget proposal to the City Council by June 1 of each year, and City Council must adopt the Budget Ordinance by July 1. A formal public hearing is required to obtain taxpayer comment before City Council adopts the budget. By state law, the fiscal year begins on July 1 and ends on June 30.

In order to meet these requirements the city must have a dynamic and comprehensive budgeting process. Budget preparation affords departments the opportunity to reassess their goals and objectives and the strategies for accomplishing them. Even though the budget may be heard by City Council in May and adopted in June, its preparation begins at least six months prior. The process begins with the Budget Office preparing revenue and expenditure projections. These projections serve as the framework for financial decision making during the City's annual strategic planning and budgeting process. Departments begin developing their budget requests in January. During this phase, departments are encouraged to thoroughly review all programs and services assessing their "value" and priority to the citizens of Asheville.

Linking important objectives with necessary resources requires a process that identifies key goals at the very beginning of budget preparation. The annual strategic planning process begins with the City Council Retreat in early February, at which time Council identifies its goals and priorities for the upcoming fiscal year. The Council's directives set the tone for the development of the annual budget.

City staff's careful fiscal management and ongoing efforts to reengineer in order to provide the highest level of service for the lowest cost is allowing management to entertain strategic goals beyond the maintenance of core services. Each year, City staff has plans, prioritizes and collaborates to ensure that the budget for each fiscal year is sustainable.

Board and commission members participate in this process by monitoring organizational performance related to the work of their board, participating in public hearings and reporting board and commission priorities to council.

Departments & Divisions

Departments are organizational units that provide a major type of public service, such as fire or police protection. Departments are usually subdivided into one or more divisions. For instance, the police department consists of three divisions: administration, criminal investigations, and patrol. Often within each division there are smaller units responsible for performing specific activities. For example, within the police patrol division is the K-9 patrol team and the anti-crime team.

Citizen Participation

The purpose of commission meetings is to permit open discussion on specific topics in a setting that is more informal than a Council meeting, to hear public expression on issues and to inform the public of what the commission is doing. Commissioners have the obligation to consider the welfare of the entire City, to be fair, objective and courteous, and to afford due process to all who come before them.

Successful examples of citizen participation in the local government decision-making process are widespread among professionally managed communities. Because professional local government management offers government of the people, by the people and for the people, it sets the stage for citizen activism by encouraging open communication between citizens and their government. Because political power is concentrated in the entire governing body rather than one elected official, more citizens have an opportunity to be elected to a position in which they have significant influence over the future of their community.

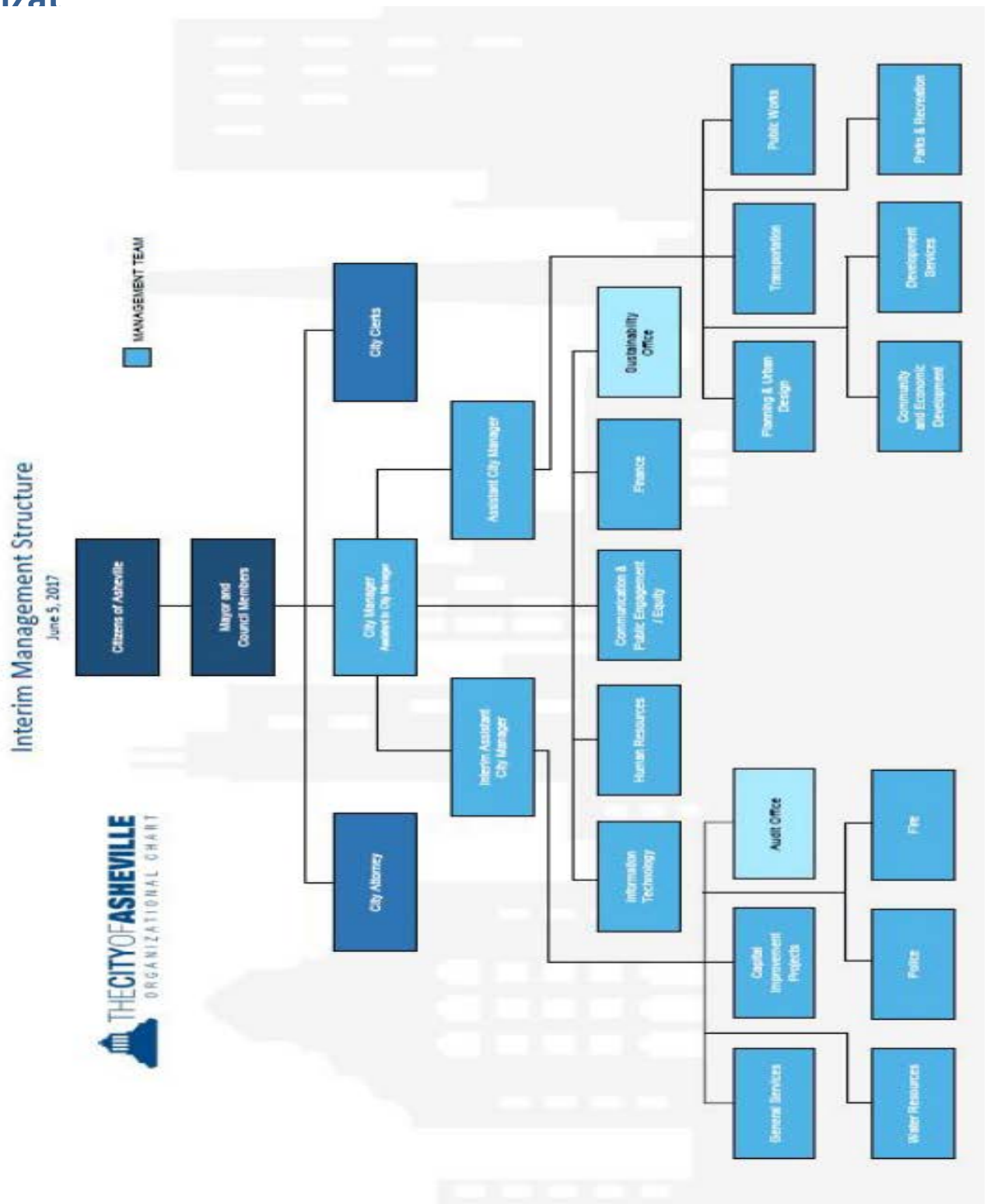
The City of Asheville values and encourages citizen participation and feedback. The City appoints over 250 members to 30 advisory and/or quasi-judicial bodies. In addition, the City regularly holds public hearings and community meetings to gather community input.

Organizational Chart

Overview of City of Asheville Board Commissions

Why have boards commissions?

The City of Asheville has over 30 active, standing boards and commissions. Some are advisory in nature to the City Council while others have direct responsibilities that are established by law. Boards and commissions help City



Council set priorities by balancing public interest and providing informed recommendations, offer citizens an opportunity to participate in the City's governmental affairs, and help Council get a more comprehensive understanding of public opinion.

Types of boards and commissions:

Commission activities are varied but generally fall into four categories. Any particular commission may belong to one or more of the types listed below and all boards and commissions act on an advisory level.

1) Autonomous Boards – These boards are structured under general laws or local acts of the state. They are self governing and function independently of any outside control. They report to the City Council and adhere to policies of the City Council that directly affect board responsibilities.

- Air Quality Agency
- Housing Authority of the City of Asheville
- Alcoholic Beverage Control Board
- HUB Community Economic Development Alliance
- Asheville City Board of Education
- Metropolitan Sewerage District Board of Directors
- Asheville Regional Airport Authority
- Tourism Development Authority
- Board of Electrical Examiners
- Police and Firefighter Disability Review Board

2) Quasi – Judicial Boards – These boards make findings of fact and conclusions of law in handling appeals that affect provision of the City Code. They are quasi-judicial in that the hearings must comply with due process requirements and the decisions are subject to review in Superior Court. They may also have an advisory role.

- Board of Adjustment
- Civil Service Board
- Historic Resources Commission

-Planning and Zoning Commission

3) Administrative Boards – These boards carry out administrative functions and administer funds for fulfilling the objectives of the organization.

-Firemen's Relief Fund, Board of Trustees -Crimestoppers, Asheville-Buncombe

4) Advisory Boards – These boards develop short and long term goals and make recommendations to the City Council. In their advisory capacity, the boards act as important sources of citizen information on a variety of activities that affect the city and residents.

-Affordable Housing Advisory Committee	-Multimodal Transportation Commission
-African American Heritage Commission	-Neighborhood Advisory Committee
-Asheville Area Riverfront Redevelopment Commission	-Public Art and Cultural Commission
-Citizens Police Advisory Committee	-Recreation Board
-Civic Center Commission	-Sustainability Advisory Committee on Energy & Environment
-Downtown Commission	-Tree Commission
-Homeless Initiative Advisory Committee	-Noise Ordinance Appeals Board

The majority of boards and commissions in the City of Asheville are advisory boards. Advisory boards make recommendations to Council. They do not have the authority to make final decisions, but their informed recommendations to council are heavily weighted. Advisory boards are tasked with taking on the issues and concerns of citizens, understanding and exploring possible options and providing feedback and recommendations to council.

Council Committee on Boards and Commissions

The Mayor may appoint a committee of City Council, with the Vice-Chair as Chairman, to evaluate the on-going need for each board and recommend to the City Council elimination of any for which there is no longer a need. This committee

may also consider other items in regard to board structure, appointments or other items at the request of the Mayor and/or the City Council.

How do boards and commissions operate?

- ❖ Each board receives its charge from the North Carolina General Statutes and/or from a City ordinance or resolution establishing the board.
- ❖ Each board shall adopt Rules and Procedures including but not limited to the following:
 - ❖ Purpose
 - ❖ Meeting schedules and guidelines for posting meetings
 - ❖ Membership composition and the election of officers
 - ❖ Outline of the duties of each officer
- ❖ The City Council may, from time to time, ask a board to consider specific items not in conflict with existing laws.
- ❖ Each board shall hold an annual retreat to: 1) identify priorities; 2) set direction with a planning calendar; 3) review roles and responsibilities; and 4) clarify roles and expectations.
- ❖ The City Council may appoint a City Councilperson as liaison to a board or commission. The role of the liaison shall be to serve as a direct communication link between the City Council and the board or commission, and not to play an active role in the deliberations of the board or commission.
- ❖ Each board shall provide an annual report to the City Council outlining their activities for the past year.
- ❖ An orientation session shall be conducted for all new appointees by the City staff liaison and the Chairperson.
- ❖ No board or commission member who is not present at a meeting shall be allowed to vote by proxy.
- ❖ The board will comply with open meeting laws, including notice of meetings.
- ❖ In order to conduct official business at a regular or special meeting, a quorum of the board must be present. In the absence of a rule, by-law, or statute providing otherwise, a quorum is more than half of the members of the board, not counting vacant seats.

PROCEDURAL RESPONSIBILITIES

Attendance and Term Length

- 1) Appointees to boards and commissions are expected to attend all meetings possible.
- 2) Any appointee who fails to attend at least 75% of the regularly scheduled meetings of a board or commission within a twelve (12) month period, may be removed.
- 3) The board chairman or staff liaison shall be responsible for reporting on attendance to the City Clerk upon request.
- 4) Attendance provisions are not imposed upon Council liaison members but are in effect for a Councilperson serving as an appointed regular member on a board or commission.
- 5) The term of service on most City boards is three years, unless otherwise provided by law.
- 6) The length of service on all boards and commissions shall be limited to two full successive terms (plus any unexpired term to which a member is appointed). Reappointment to a second term is not automatic and will be based on circumstances to be determined by the City Council in each individual case.
- 7) A member shall serve until the expiration of their term or until such time as a successor is appointed, whichever occurs later, unless otherwise provided by law.

Conflict of Interest

Board members shall follow conflict of interest rules as listed in the board bylaws or rules of procedure. If the bylaws are silent on this subject, the following rules shall apply:

- 1) No member of a board shall participate in the discussion or vote on any item involving their own official conduct or financial interest.
- 2) It is the responsibility of an individual board member to bring to the attention of the entire board any item for which there may be a conflict of interest. It is up to the entire board to decide if a conflict exists and vote to excuse a member from considering a particular item.
- 4) Several boards and commissions have additional provisions regarding what constitutes a conflict of interest. Staff and legal assistance is available to all boards and commissions to help the board with decisions in this area.

Voting and Recusal

As a general rule, board and commission members shall vote on all matters before the board or commission unless excused from voting by a majority of the members due to conflict of interest

No Commission member shall take part in the consideration or determination of any matter or proposal in which he/she is personally or financially involved or which creates any other form of conflict of interest. Such members of the Commission shall be excused from voting due to the conflict of interest by a majority of Commission members present. After being excused from voting, said Commission member may not participate in the hearing or presentation of any matter or proposal from which he/she has been excused from voting as a Commission member.

Considerations When “Conflict” is Not Clear

- Duty to vote- In general, board member or commissioner should vote unless clearly prohibited by conflict
- Disclosure-Let other members decide if rises to level of conflict
- Is board member/commissioner able to make a fair and impartial decision?
- Contact the City Attorney’s Office with questions

Open Meetings Law-N.C.G.S. 143-318.12.

All city boards and commissions are public bodies and their meetings shall comply with North Carolina Open Meeting Laws, which requires: 1) proper notice; 2) opportunity for the public to attend; and 3) keeping official meeting minutes.

Noticing Meetings

The Staff Liaison to the board is to provide the City Clerk with their schedule of regular meetings with the predetermined time and place. Any deviation from a regularly scheduled or special meeting must be reported to the City Clerk at least 72 hours prior to the special meeting date to be properly noticed by the City Clerk at least 48 hours prior to the meeting- as required by law. The staff liaison shall update the website, notify interested parties, and post the change to the regular meeting room door.

Open and Accessible

Open meetings law requires that all official meetings of public bodies are noticed and open to the public (unless subject to a closed session exception). Therefore, electronic meetings and meetings in inaccessible locations are prohibited.

Meeting Minutes

Meeting minutes are required for every official meeting. A designee, often the elected board secretary shall: 1) document the legal requirements for a valid meeting (quorum present); and 2) record actions taken. Meeting minutes may, but are not required to contain a summary of full discussion.

Subcommittees

Boards and commissions may create subcommittee as needed to help carry out the work of the board. Subcommittees should work under the supervision of the board, in accordance with instructions from the board (i.e: the stated purpose of the subcommittee). A subcommittee should report only to the full board and may not take action on behalf of the board. Unless otherwise permitted, subcommittee members should be members of the board or commission.

As public bodies, subcommittees must comply with North Carolina Open Meetings Law and be properly noticed, open and accessible, and keep meeting minutes (see above).

Resignations and Replacements

- 1) Any member of a board or commission who desires to resign shall do so in writing to the City Clerk.
- 2) Unless otherwise provided by law, ordinance or resolution, all appointment by the City Council to a board or commission serve at the pleasure of Council, and may be removed from a board or commission at the discretion of Council.
- 3) For those boards and commissions whose members may be removed for cause, cause shall include, without limitation, the following: conflict of interest, failure to attend meetings.

Press and Other Media

Notices of meetings are sent to the media and interested parties by the city clerk's office when notified of meeting changes. The staff liaison shall post the agendas and approved minutes on the webpage and send the approved minutes to the City Clerk for Council review.

Inclement Weather

- 1) If the Asheville City Schools are cancelled, then any board/commission meeting scheduled for that day will be cancelled.

2) The chairman of the board/commission will have the discretion of cancelling a meeting in the event of safety concerns when the Asheville City Schools have delayed starts.

3) In the event of inclement weather, the Chairs of the respective City Council Committees (Housing & Community Development Committee; Planning & Economic Development Committee; Public Safety Committee; Finance Committee; and Boards & Commissions Committee) will have the discretion whether or not the meeting is held that day.

ROLE OF THE BOARD AND BOARD MEMBERS

Roles and Responsibilities

As a member of a board, you represent the City of Asheville. Along with the opportunity to serve the City, comes the requirement that you abide by all of the applicable rules and laws that govern ethical behavior. Briefly this means you need to be aware of and avoid conflicts of interest. You may not solicit or accept gifts and you may not use City facilities, personnel, equipment, or supplies for private purposes. More detailed information on the City's Code of Ethics, Standard Code of Conduct and Conflict of Interest is provided in other sections of this workbook.

Role of the Chair:

The chairperson, or in her/his absence, the vice chairperson, performs the following duties:

- Presides at all meetings of the commission and ensures that the work of the commission is accomplished. To this end the chairperson must exert sufficient control of the meeting to eliminate irrelevant, repetitious or otherwise unproductive discussion. At the same time the chairperson must ensure that all viewpoints are heard and are considered in a fair and impartial manner. The Chair cannot make rules related to the conduct of meetings or commission procedure without approval of the full commission.
- Appoints commission members to temporary subcommittees with the approval of the full commission.
- Approves the agenda discussion items prior to distribution.
- Prepares the annual report of the board each year.
- Signs correspondence and represents the commission before the City Council with the formal approval of the commission by motion and vote.
- The Chair or a quorum of the commission may call a special meeting. The Chair may also cancel a regular meeting.
- Performs other duties necessary or customary to the office.

Role of the Board Secretary:

The Board may elect a Board Secretary to:

- Write and maintain action minutes from board meetings
- Keep attendance records
- Assist staff with meeting coordination

Role of the Staff Support:

The city manager designates a City department to provide staff support for each board. The city manager appoints an executive level staff person to serve as the liaison to the board. The executive liaison ensures the board complies with deadlines and code provisions, monitors the conflict of interest declarations to ensure the rules are followed and helps the chair keep the board functioning within their mission statement. The department director may appoint an administrative staff person to help the board prepare agendas, post meeting notices, maintain minutes and keep attendance records for board members.

Staff liaisons and staff support are City of Asheville employees with significant staff responsibilities that relate to the same work area as the advisory board to which they have been assigned. They do not work “for” or “at the direction of” the group they support. The board does not supervise or manage staff liaisons and may not direct staff to perform work on behalf of the board. The board may make reasonable requests for information or resources they need by contacting the executive liaison.

Management Staff Liaison’s responsibilities include:

- Development of meeting agenda and information packets with Chair
- Act as a resource on city policies, procedures and information
- Ensure that administrative requirements are met
- Ensure that federal and North Carolina laws as well as city policies pertaining to the advisory board are met
- Help facilitate, but not to participate in discussion
- Notify Clerk’s office of special meetings to notice the public
- Notify all members of upcoming meetings and new developments
- May provide technical expertise to the group

Role of the Council Liaison:

Every city board and commission is assigned a Council member liaison. The role of the Council liaison shall be to serve as the direct communication link between Council and the board, and to provide information regarding long-range issues and projects under consideration for both Council and the board. The liaison can address questions regarding Council’s strategic goals and assist the board with procedural questions and scope of work, but shall not play an active role in

deliberation. In addition, Council liaisons are encouraged to attend meetings, but it is not required.

Effective Boards and Commissions

Strategic Planning for Boards and Commissions

Strategic planning is imperative to a board's success. It is recommended the board hold an annual retreat to identify yearly priorities and prioritize recommendations to Council for the upcoming budget cycle. A board's priorities should be aligned with the mission and charge set forth by City Council in the board's enabling authority. The board should also refer to City Council's 2036 Vision, the City of Asheville's Comprehensive Plan, as well as other related city master plans.

The retreat is a time for the board to: 1) identify priorities; 2) set direction; 3) review roles and responsibilities; 4) clarify roles and expectations; and 5) regroup, reconnect and recharge. Further agenda setting for the year should revolve around the strategic planning and priority setting from the retreat. A retreat facilitator may be available upon the City Manager's approval.

What makes an effective board or commission?

There are many things you can do to make sure that your board or commission is strong and effective and that it has successful meetings. A successful meeting involves effective communication between individuals or groups. Good meeting planning and good facilitation skills are needed. Here are a few pointers to conducting a successful meeting.

- ❖ Keep the meeting under control. The board chair and board members are responsible for making sure the meeting is conducted in an orderly manner. To do this, follow a set meeting procedure and explain the procedure to those present at the beginning of the meeting.
- ❖ Plan ahead. Hold a yearly retreat to define priorities, outline tasks and assign deadlines.
- ❖ Stay focused. Do not get bogged down in details or constant requests for more information. Bring issues to a consensus.
- ❖ Ensure the board's action is aligned with goals and objectives and adopted plans and policies of the City of Asheville.
- ❖ Strive for consensus when making policy recommendations.

- ❖ Do your homework. Read and review your agenda and spend as much time as necessary to become thoroughly familiar with each matter.
- ❖ Think about whether you have a conflict of interest with any item on the agenda. If so, recuse yourself. If you are unsure, consult with city staff or the city legal department.
- ❖ Follow the bylaws, policies and procedures for your board or commission. The rules provide that each person and board member attending a meeting should observe decorum.
- ❖ Be on time. Arrange your schedule to be at the meeting on time. This will ensure that a quorum is present and the business of the meeting can proceed. As soon as a quorum is in the room, the meeting should be called to order. A healthy respect for the time of other commissioners, staff and the public is of critical importance.
- ❖ In order to develop a useful liaison between commissions, each commission should determine which other bodies regularly deal with overlapping subject matter. Commissions which regularly overlap on each other's activities should request agenda, minutes and relevant reports from each other.
- ❖ Commissioners are encouraged to interact and engage with the public; however, if commissioners are contacted by the public outside a meeting, commissioners should encourage citizens to send their comments to the designee for distribution to all commissioners or come to a meeting and speak at public comment. This will allow the full commission to hear and consider all pertinent information and points of view.
- ❖ Work cooperatively with other members. Commissioners should exercise self-discipline and strive always to be objective, fair and courteous with each other as well as with staff and the public.

There are many ways you can have a successful board or commission. These are just a few. Think about your actions, how you present yourself and how you represent the city. These things make an impression on your board or commission and its effectiveness.

Annual Reports

To ensure that boards and commissions are functioning efficiently and effectively, a review process is in place. The steps for this process are outlined below:

- Prior to January 30 of each year, the chair should prepare a report listing the: 1) mission statement; 2) description of actions taken to support the mission during the previous year; 3) the goals for the upcoming year; and 4) yearly strategic plan, or retreat documents. While staff can assist in this process, it is the work of the board or commission chair to provide the final draft of the report for review.
The report should be approved by the board and submitted to the city clerk (by January 30th annually) who will collate the reports and provide to the city council.
- City Council will review these reports. If there are problems, council will take appropriate action.

Orientation Booklet Highlights

- The City of Asheville operates under a council-manager form of government, which is prescribed by its charter. Under the council-manager system, Asheville City Council provides leadership by establishing the city's policies.
- The City of Asheville has over 30 active, standing boards and commissions. Some are advisory in nature to the City Council, while others have distinct responsibilities that are established by law.
- The majority of boards and commissions in the City of Asheville are advisory boards. Advisory boards make recommendations to council. They do not have the authority to make decisions but rather they give advice only.
- Boards and Commissions must ensure all actions are aligned with goals and objectives and adopted plans and policies of the City of Asheville.
- As a member of a board, you represent the City of Asheville. Along with the opportunity to serve the City, comes the requirement that you abide by all of the applicable rules and laws that govern ethical behavior.
- The City Council may appoint a City Councilperson as liaison to a board or commission. The role of the council liaison shall be to serve as a direct communication link between the City Council and the board or commission, and not to play an active role in the deliberations of the board or commission.

- The city manager designates a City department to provide staff support for each board. The city manager appoints an management level staff person to serve as the liaison to the board.
- The board does not supervise or manage staff liaisons and may not direct staff to perform work on behalf of the board. Staff support does not work “for” or “at the direction of” the group they support. The board may make reasonable requests for information or resources they need by contacting the management liaison.
- An individual committee member may not represent the committee before the general public unless the committee has authorized the individual member.
- As a general rule, board and commission members shall vote on all matters before the board or commission unless excused from voting by a majority of the members due to conflict of interest.

City of Asheville
Transportation Department Organizational Chart
12/13/2017

****Note**** This chart does not include every position within the Transportation Department. It includes all current positions within the Transit Planning Division, as well as certain other key positions at the Department and Division levels.

DEPARTMENT LEVEL POSITIONS

1.) Transportation Director- Ken Putnam

Positions reporting to the Transportation Director:
Business Services Specialist- Janet GeorgeMurr

2.) Assistant Transportation Director- Vacant

Positions reporting to the Assistant Transportation Director:
Transportation Special Projects- Dan Baechtold
Transportation Planner- Barb Mee
Greenway Coordinator- Lucy Crown

DIVISION LEVEL POSITIONS

1.) Transit Planning Division. Transit Planning Manager- Elias Mathes

Positions reporting to the Transit Planning Manager:
Grants Coordinator- Kimille Miller
Account Clerk- Dianna Martinez
Transit Operations General Manager- Vacant

2.) Traffic Engineering Division. Traffic Engineer- Vacant

3.) Parking Division. Parking Manager- Harry Brown

SEAT	CURRENT MEMBER	TERM	NOTES
1	ADAM CHARNACK (Chair)	1st Term: 3/1/2014- 2/28/2017	
	141 Cumberland Avenue	2nd Term: 3/1/2017- 2/29/2020	
	Asheville, NC 28801		
	C: 828-407-0447		
	charnack@gmail.com		
2	Bruce Emory	Must follow MMTC appointment.	*MMTC
	9 Sandon Circle	7/1/2016 - 7/1/2019	
	Asheville, North Carolina 28804		
	H: 828-225-4588		
	emory22@charter.net		
3	Kimberly Roney	Must follow MMTC appointment.	*MMTC
	293 Westwood Place	5/1/2016 - 7/1/2018	
	Asheville, NC 28806		
	828-450-1099 (c)		
	mskimroney@gmail.com		
4	Calvin Allen	1st Term: 3/1/2014- 2/28/2017	
	100 Atkinson Street	2nd Term: 3/1/2017- 2/29/2020	
	Asheville, NC 28801		
	H: 828-407-6733 C: 912-433-5311		
	mraville73@gmail.com		
5	Thomas Lodwick	1st Term: 10/1/2017- 9/30/2020	
	54 Louisiana Avenue		
	Asheville, NC. 28806		
	828-775-5642		
	lodwick.t@gmail.com		

6	Gary Ray	1st Term: 1/1/2016- 12/31/2018	
	18 Sandon Drive		
	Asheville, NC 28804		
	828-505-0338 (home)		
	828-301-1594 (M)		
	gary.hubert.ray@gmail.com		
7	Dana Williams	1st Term: 1/1/2016- 12/31/2018	
	109 Bear Creek Ln Apt 13		
	Asheville, NC 2886		
	828-713-1370		
	oddreywilliams@gmail.com		
8	Ed Johnson	1st Term: 3/1/2014- 2/28/2017	
		2nd Term: 3/1/2017- 2/29/2020	
	26 Richmond Avenue		
	Asheville, NC 28806		
	H/C: 828-280-1533		
	ejohnson1869@gmail.com		
9	VACANT	1st Term: 1/1/2016- 12/31/2018	
10	Sabrah n'haRaven	1st Term: 3/1/2017- 2/29/2020	
	61 Annandale Ave, Apt. 2		
	Asheville, NC 28801		
	wncomeless@gmail.com		
11	Angi West	1st Term: 3/1/2017- 2/29/2020	
	59 Park Square		
	Asheville, NC 28801		
	828-337-8359		
	westangi@gmail.com		

STAFF		
70 Court Plaza	Elias Mathes, Transit Planning Manager	emathes@ashevillenc.gov
Asheville, North Carolina 28801	Kimille Miller, Grants Coordinator	KMiller@ashevillenc.gov

TRANSIT STAKEHOLDERS

1. City Council
 - a. **Transit Committee Liaison:** Councilwoman Gwen Wisler - gwenwisler@avlcouncil.com
2. City Manager's Office
 - a. **City Manager:** Gary Jackson - GJackson@ashevillenc.gov
 1. Assistant City Manager: Cathy Ball - cball@ashevillenc.gov
3. City Transit Staff
 - a. **Transportation Director:** Ken Putnam - kputnam@ashevillenc.gov
 1. Assistant Transportation Director: Jessica Morris – jmorris@ashevillenc.gov
 2. Business Services Specialist: Janet George-Murr - jgeorgemurr@ashevillenc.gov
 3. Transportation Special Projects: Dan Baechtold - dbaechtold@ashevillenc.gov
 4. Bike and Pedestrian Coordinator: Barb Mee - BMee@ashevillenc.gov
 5. Greenway Coordinator: Lucy Crown - LCrown@ashevillenc.gov
 - b. **Transit Planning Manager:** Elias Matthes - emathes@ashevillenc.gov
 1. Grants Coordinator: Kimille Miller - KMiller@ashevillenc.gov
 2. Account Clerk: Dianna Martinez- DMartinez@ashevillenc.gov
 3. Transit Planner: *vacant*
 4. **ART Operations Staff**
 - i. General Manager: Joe Brooks - joseph.brooks@ratpdev.com
 - ii. Maintenance Manager: *vacant*
 - iii. Director of Operations: LaShawn Abraham- lashawn.abraham@ratpdev.com
 - iv. Director of Safety and Security- Erick Hawkins- erick.hawkins@ratpdev.com
 - c. **Parking Manager:** Harry Brown - HBrown@ashevillenc.gov
 1. Business Services Specialist: Deborah McCarson - DMcCarson@ashevillenc.gov
 2. Parking Enforcement Supervisor: Adam March - AMarch@ashevillenc.gov
 3. Accounting Clerk: Elizabeth McLamb
 - d. **Traffic Engineer:** *vacant*
 1. Transportation Engineering Tech.: Ted Williams - twilliams@ashevillenc.gov
 2. Traffic Signal Supervisor: Joel Tweed - jtweed@ashevillenc.gov
4. ATU Local 128 Transit Staff
 - a. **Union President:** Diane Allen - atulocal128president@yahoo.com
 1. Union Vice President: Jim Palkovic - jimpalkovic@gmail.com
 2. Union Financial Secretary: Brother “Jerry” Sutton sectreaslocal128atu@yahoo.com
 3. Drivers
 4. Mechanics
5. Multi-Modal Transportation Commission
 - a. **Chair:** Bruce Emory - emory22@charter.net
 - b. **Two members representing Transit interests:** Bruce Emory and Kim Roney
 - c. MMTC Sub-Committees:
 1. **Transit Committee**
 - i. Chair: Adam Charnack - charnack@gmail.com

2. Greenway Committee

- i. Chair: Kimberly Williams - kimberly.kimchi.williams@gmail.com

3. Bike/Ped Task Force

- i. Co-Chair: Till Dohse - till.dohse@gmail.com
- ii. Co-Chair: Janet Barlow - jmbarlow@accessforblind.org

6. Riders

- a. **Necessity riders of Asheville**
- b. **Elective riders of Asheville**
- c. **Non-Asheville Residents**
- d. **Tourists**

7. Non-Profit Groups & Stakeholders:

- a. **Just Economics:** Amy Cantrell - amy@justeconomicswnc.org
 - 1. 19-Point People's Agenda on Transportation Reform
- b. **FBRMPO**

Subject: Fwd: Complaints and Allegations
From: Sean Aardema <saardema@ashevillenc.gov>
To: Tammy Hooper <THooper@ashevillenc.gov>
Date Sent: Wednesday, April 11, 2018 5:08:32 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:42:34 PM GMT-04:00

Lt. Sean Aardema
Professional Standards Section
Asheville Police Department
Office: 828-259-5791

Begin forwarded message:

From: Ed Eads <eeads@ashevillenc.gov>
Date: April 11, 2018 at 4:47:53 PM EDT
To: Sean Aardema <saardema@ashevillenc.gov>
Cc: Daniel Lemley <dlemley@ashevillenc.gov>
Subject: Complaints and Allegations

Note that Asheville is the only jurisdiction that shows combined citizen and internal information. The others appear to focus in on the citizen complaints and allegations, and hence the last column for these other locales are not directly comparable to Asheville.

The third column for citizen complaints per 10,000 CFS appears to be directly comparable across all jurisdictions.

Asheville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Allegation Dispositions (citizen and internal)	Allegation Dispositions Sustained	Sustained Allegations per 10,000 CFS
2013	105,147	57	5.4			
2014	102,856	47	4.6			
2015	105,861	32	3.0			
2016	103,858	39	3.8	112	44	4.2
2017	108,880	21	1.9	87	44	4.0
Durham	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	288,628	48	1.7	103	22	0.8
2015	280,670	75	2.7	114	6	0.2
2016	277,611	71	2.6	116	9	0.3
Wilmington	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	174,152	46	2.6	75	26	1.5
2015	189,495	65	3.4	110	27	1.4
2016	196,429	27	1.4	42	0	0.0
Fayetteville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	307,973	62	2.0			
2015	321,826	56	1.7			
2016						
Greensboro	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014						
2015	223,657	81	3.6	143	27	1.2
2016	217,735	63	2.9	121	38	1.7

--

Ed Eads
 Crime Analyst
 Asheville Police Department
 828 259-5883

eeads@ashevillenc.gov  **Think Green! Please do not print this e-mail unless necessary** Confidentiality Notice: This email message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized use, disclosure, or distribution is prohibited.

Asheville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Allegation Dispositions (citizen and internal)	Allegation Dispositions Sustained	Sustained Allegations per 10,000 CFS
2013	105,147	57	5.4			
2014	102,856	47	4.6			
2015	105,861	32	3.0			
2016	103,858	39	3.8	112	44	4.2
2017	108,880	21	1.9	87	44	4.0
Durham	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	288,628	48	1.7	103	22	0.8
2015	280,670	75	2.7	114	6	0.2
2016	277,611	71	2.6	116	9	0.3
Wilmington	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	174,152	46	2.6	75	26	1.5
2015	189,495	65	3.4	110	27	1.4
2016	196,429	27	1.4	42	0	0.0
Fayetteville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	307,973	62	2.0			
2015	321,826	56	1.7			
2016						
Greensboro	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014						
2015	223,657	81	3.6	143	27	1.2
2016	217,735	63	2.9	121	38	1.7

Subject: Complaints and Allegations
From: Ed Eads <eeads@ashevillenc.gov>
To: Sean Aardema <saardema@ashevillenc.gov>
Cc: Daniel Lemley <dlemley@ashevillenc.gov>
Date Sent: Wednesday, April 11, 2018 4:47:53 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:42:26 PM GMT-04:00

Note that Asheville is the only jurisdiction that shows combined citizen and internal information. The others appear to focus in on the citizen complaints and allegations, and hence the last column for these other locales are not directly comparable to Asheville.

The third column for citizen complaints per 10,000 CFS appears to be directly comparable across all jurisdictions.

Asheville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Allegation Dispositions (citizen and internal)	Allegation Dispositions Sustained	Sustained Allegations per 10,000 CFS
2013	105,147	57	5.4			
2014	102,856	47	4.6			
2015	105,861	32	3.0			
2016	103,858	39	3.8	112	44	4.2
2017	108,880	21	1.9	87	44	4.0
Durham	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	288,628	48	1.7	103	22	0.8
2015	280,670	75	2.7	114	6	0.2
2016	277,611	71	2.6	116	9	0.3
Wilmington	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	174,152	46	2.6	75	26	1.5
2015	189,495	65	3.4	110	27	1.4
2016	196,429	27	1.4	42	0	0.0
Fayetteville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	307,973	62	2.0			
2015	321,826	56	1.7			
2016						
Greensboro	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014						
2015	223,657	81	3.6	143	27	1.2
2016	217,735	63	2.9	121	38	1.7

--
 Ed Eads
 Crime Analyst
 Asheville Police Department
 828 259-5883

Asheville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Allegation Dispositions (citizen and internal)	Allegation Dispositions Sustained	Sustained Allegations per 10,000 CFS
2013	105,147	57	5.4			
2014	102,856	47	4.6			
2015	105,861	32	3.0			
2016	103,858	39	3.8	112	44	4.2
2017	108,880	21	1.9	87	44	4.0
Durham	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	288,628	48	1.7	103	22	0.8
2015	280,670	75	2.7	114	6	0.2
2016	277,611	71	2.6	116	9	0.3
Wilmington	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	174,152	46	2.6	75	26	1.5
2015	189,495	65	3.4	110	27	1.4
2016	196,429	27	1.4	42	0	0.0
Fayetteville	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014	307,973	62	2.0			
2015	321,826	56	1.7			
2016						
Greensboro	Calls for Service	Citizen Complaints	Citizen Complaints per 10,000 CFS	Citizen Allegations	Sustained Citizen Allegations	Sustained Citizen Allegations per 10,000 CFS
2014						
2015	223,657	81	3.6	143	27	1.2
2016	217,735	63	2.9	121	38	1.7

Subject: Greensboro Annual Report
From: "Lt. Sean Aardema" <saardema@ashevillenc.gov>
To: Ed Eads <eeads@ashevillenc.gov>
Date Sent: Wednesday, April 11, 2018 1:29:56 PM GMT-04:00
Date Received: Tuesday, May 29, 2018 7:35:05 PM GMT-04:00

--

Lieutenant Sean Aardema
Professional Standards Section
Asheville Police Department
Phone: 828-259-5791
Fax: 828-250-8856
saardema@ashevillenc.gov



Greensboro Police Department Professional Standards Report 2016



Partnering to Fight Crime for a Safer Greensboro



This is the Greensboro Police Department's sixth Annual Professional Standards Report. As in years past, the data in this document examines areas such as complaints, uses of force, in-custody deaths, forcible entries, vehicle pursuits, and motor vehicle collisions. All of these impact public trust.

This has been an interesting and challenging year in policing – both locally and nationally. Our profession is under unprecedented public scrutiny. This scrutiny is a double-edged sword. On one side, this outside perspective requires us to closely examine ourselves and improve the way we provide services to meet evolving community expectations. On the other side, the scrutiny has brought with it narratives that have made our jobs more difficult, and less appealing to this generation.

This degree of oversight makes this annual report even more relevant. Understandably, our public demands transparency; and, we are welcome to provide it. The findings in this report help identify our strengths and areas for improvement. What we learn helps shape policy, training, and community interactions--- all of which can benefit from rational discussion among key stakeholders. Several of our key accomplishments for 2016 include:

- Creation of the Office of Community Engagement – responsible for 294 intentional community engagements involving 41,000 participants; 972 engagement hours and 732 volunteer hours.
- Conducted mandatory professional development training for command staff personnel focused on the topic of cultural diversity, communication, and procedural justice.
- Launched a monthly 30-minute television program called “Building Bridges” to highlight ways police and members of the community can connect with each other.
- Revived the Motor Unit, with the focus on addressing traffic concerns from residents.
- Issued NARCAN to every patrol officer as an emergency measure to treat opioid overdoses.

Annual PSD Reports from previous years are posted at www.gsopd.org in the “How Are We Doing” section.

Wayne Scott
Chief of Police

CONTENTS

Executive Summary.....	1
GPD Vision Statement.....	2
GPD Professional Standards Division Goals	2
Professional Standards Division Annual Report.....	3
Professional Standards Division Staff.....	4
Community Oversight	5
Complaint Investigations	6
Citizen-Police Mediation	11
Criminal Investigations Involving Employees.....	12
Uses of Force.....	13
In-Custody Deaths.....	17
Police Vehicle Pursuits	18
Employee Motor Vehicles Collisions.....	20
Body Worn Camera Disclosure and Release	20

Executive Summary

This report represents a compilation of information provided by the Greensboro Police Department's (GPD) Professional Standards Division evaluating key topic areas that are of interest to the community and can impact public trust, including: complaints, uses of force, in-custody deaths, forcible entries, vehicle pursuits, and motor vehicle collisions. The information contained in the annual report is utilized for statistical analysis, performance measurement, and policy considerations. This is a comprehensive compilation of the measurements that aid the organization in better managing areas of risk, while providing increased transparency and accountability to the public.

Of the hundreds of thousands of police-citizen interactions occurring in 2016, only .02% involved substantiated allegations of police misconduct. There were 199 total complaints lodged against GPD employees in 2016. Some of the complaints had multiple alleged policy violations. Of these complaints 136 were identified internally citing 177 different allegations. Members of the public filed 63 complaints, identifying 121 allegations. Of the total allegations stemming from internal complaints, 87% were found to be in violation of Departmental policies or procedures. Sustained allegations for external complaints in 2016 were 31%, as compared to 19% the previous year. Consistent with past annual reports, courtesy violations remain the most prevalent complaint expressed by citizens, while adherence to laws and regulations continues to be the prevailing internal allegation. For the first time in three years, allegations of employees violating the Duty Responsibilities policy did not increase from the previous year.

For the third consecutive year, incidents involving less lethal force continued to decrease from 226 incidents in 2015 to 193 in 2016. Physical use of force remains the most common force option utilized by GPD officers. There were a total of eight excessive force complaints investigated in 2016, with three sustained allegations of excessive force. The most common calls for service resulting in use of force incidents were domestic disturbances, disorderly conduct, and wanted subjects. There were four deadly force incidents involving GPD Officers' in 2016. In each incident, the officers' actions were deemed lawful by the Guilford County District Attorney's Office, and were found to comply with Departmental policies and procedures.

Compared to 45 vehicle pursuits in 2015, there only 38 vehicle pursuits in 2016. Due to a 37% increase in injuries as a result of pursuits in 2015, a review and subsequent changes were made to the pursuit policy. The changes resulted in a decrease to both injuries from pursuits and damage to vehicles involved.

GPD employees were involved in 149 motor vehicle collisions in 2016 which is the exact same number as 2015 however 98 were deemed preventable compared to 79 the previous year. The majority of the preventable accidents resulted in no injuries and minor damage.

The analysis of complaints in aforementioned key topic areas gives us insight into our strengths and areas in need of improvement. As with previous years, an in-depth analysis has led to policy review and some changes in 2016 that will aid the Department in addressing some of the findings contained in this report. These efforts along with continued emphasis on positive community interactions continue to move the Greensboro Police Department towards becoming a national model for exceptional policing.

GPD Vision Statement

The Greensboro Police Department will be a national model for exceptional policing, through our commitment to excellence, selfless public service and effective community partnerships.

Our Values

- ❖ Honesty – Always being truthful, ethical, and principled
- ❖ Integrity – Embodying and firmly adhering to the principles of honor, trustworthiness, and moral courage, which are reflected in our interactions with the public, and internally through fair and consistent disciplinary, transfer and assignment, and promotional processes
- ❖ Stewardship – Recognizing the responsibility we have for the protection and care of community resources, we will work with a unity of purpose, placing the needs of the community and our mission above our individual needs
- ❖ Respect – Treating all members of our community and our employees with dignity and respect, always acting with compassion and valuing the diversity of our community by building partnerships and relationships
- ❖ Trust – Being transparent in our policies and procedures, ensuring they are designed to be fair to the community and our employees and providing all with effective redress for their concerns
- ❖ Accountability – Providing leadership throughout the department in a professional and responsible manner and holding all of our employees accountable for their conduct, effective job performance; including quality of work and knowledge, and dedication to our mission

GPD Professional Standards Division Goals

The goal of the Professional Standards Division is to provide agency oversight in the administrative and complaints investigation processes involving Departmental members, provide complete and thorough pre-employment background investigations on all prospective Greensboro police applicants and administer and maintain the integrity and professionalism of the Agency through investigative processes in compliance with established standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Professional Standards Annual Report

The purpose of this 2016 Professional Standards Division Annual Report is to:

- Describe the mechanisms of oversight for police administrative investigations related to allegations of employee misconduct.
- Outline the complaint, investigative and corrective action processes of the police department.
- Provide an overview of the results of complaint investigations and supervisor investigations into uses of force, forcible entries, vehicle pursuits, employee vehicle collisions and employee injuries.

Police employees must respond to and assess situations they encounter within a few short moments and take the most appropriate course of action. The majority of interactions between police officers and the public are favorable for all parties involved. In the face of danger or stress, police-public encounters become increasingly complex, but even in those situations most all are concluded without complaint or use of force.

Sometimes, members of the public feel police employees have exceeded their authority, acted inappropriately or may have simply not treated them properly. Therefore, it is critically important to have a system that allows the public to bring these concerns to the attention of police managers. This system must achieve at least three important objectives:

- It must create a sense of confidence for the public that their complaints will be taken seriously, properly investigated and will correct employee behavior that is inconsistent with department values, policies and procedures.
- It must give employees confidence that complaints will be investigated within a reasonable amount of time and that they will be treated fairly. To do their work effectively, police employees must also know that they will be supported when their behavior is consistent with department expectations.
- It must provide sufficient information for the department to identify favorable and unfavorable trends in order to influence policy, operations, and training.

This Department has more than 378 directives and standard operating procedures for topics ranging from using force to towing vehicles. However, to establish behavioral expectations more clearly, Greensboro Police Department employees have 38 Rules of Conduct which must be followed. These rules provide clear expectations for a broad range of behaviors. For comparative purposes, this document also contains information for the calendar year 2015 when possible.

Professional Standards Division Staff

Captain

T.J. Biffle

Lieutenant

M.J. Harris

Sergeants

R.L. Alston

R.G. Bateman

A.C. Bell

J.R. Flynt

V.H. Sanchez

W.E. White

Administrative Support Specialist

R.L. Faulk



All of the Greensboro Police Department Professional Standards Division investigators are members of the National Internal Affairs Investigators Association (NIAIA) and the North Carolina Internal Affairs Investigators Association (NCIAIA). These organizations provide training, leadership, and support for internal affairs investigators and administrators. Several of the Greensboro Police Department's Internal Affairs investigators have served on the state board of the NCIAIA.

Community Oversight

The Greensboro Police Department embraces the concept and process of community involvement and recommendation, and consistent with state law, strives to be transparent in its disciplinary process. Including members of the community in the disciplinary process serves to strengthen professionalism in the Greensboro Police Department and your confidence in us.

Police Community Review Board

During 2016, the City of Greensboro tasked the Human Relations Department with coordinating the functions of the Police Community Review Board (PCRB), which is comprised of citizens who are recommended by members of the City Council and appointed by the chair of the Human Relations Commission. With respect to community involvement and recommendations related to GPD complaint investigations, the PCRB serves three primary functions:

- It accepts complaints of police misconduct on behalf of the public and ensures that the GPD fully investigates and determines appropriate findings in such complaints;
- It accepts and hears appeals in cases where the complaining person disagrees with the finding(s) of the GPD investigation;
- In appeals where the PCRB and GPD disagree on the findings, the PCRB will request a review of the findings by the Chief of Police and may appeal his findings to the City Manager for final determinations and disposition. The City Manager is responsible for all City personnel and actions, and is supervised directly by the City Council.

Biased-Based Policing Committee

The Biased-Based Policing Committee is a police-initiated policy group comprised of citizens and police. The group is charged with reviewing policies, training and accountability measures of the police department, related to the concern of racial profiling. In 2012, this committee recommended changes in all three areas to reduce the likelihood that bias plays any role in police action.

As a result of this group's work, GPD revised how it managed complaints of biased-based policing, and increased training on the topic. The department now investigates all allegations of biased-based policing, whether they appear credible or not.

District Attorney and Other Police Agency Review

As mentioned earlier, there are certain situations requiring both administrative and criminal investigations. In cases where an employee's actions result in the death of a person, we request the North Carolina State Bureau of Investigation to investigate. The results of their investigation are first presented to the District Attorney to determine whether prosecution is appropriate, and then with the department to provide facts that aid in the adjudication of its internal investigation.

In other cases where an employee is alleged to have violated the law, facts of a preliminary or detailed investigation are presented to the District Attorney for determination on whether he or she has any interest in prosecuting the matter. This outside review removes perceived internal political influence over the outcome of criminal investigations.

Complaint Investigations

Making a Complaint

Complaints against employees may be made by citizens and other employees. People may lodge a complaint in several ways. A complaint can be filed by telephone, in-person, written correspondence, e-mail or to the [GPD website](#). Anonymous complaints are also accepted, although this sometimes reduces our ability to gather all relevant facts upon which decisions about any given employee's behavior are made.

Not all complaints result in a formal investigation. There are times when communication between an employee and a citizen is not productive or effective, but also is neither discourteous nor a violation of other conduct rules. In such cases, a supervisor may simply work with the citizen and employee to resolve the problem or the incident may be referred to the Department's mediation program. However, a formal investigation is conducted in all cases where a credible allegation, if proven true, would constitute a violation of departmental conduct rules, policies, or procedures. When the investigation is complete, the employee's chain of command reviews all the facts of the investigation and adjudicates the complaint.

The Professional Standards Division investigates all citizen complaints and allegations of misconduct that generally carry more serious consequences for the employee, the department or has the potential to damage the community's confidence in the police. An employee's immediate supervisor conducts administrative investigations and investigates internal complaints with less serious consequences for the employee or Department.

The Greensboro Police Department makes every effort to investigate and adjudicate all complaints within 45 days from the time a complaint is made. However, there are circumstances, including case complexity and witness availability, which might prevent us from achieving this goal in every instance.

Violations of Criminal Law - When an employee is alleged to have violated a criminal law, two parallel investigations occur: the internal administrative investigation described above; and, a separate criminal investigation. The administrative investigation is handled in the same way, but the criminal investigation is investigated by criminal detectives. The criminal investigation is reviewed with the District Attorney, who makes the determination whether or not to prosecute the employee.

Use of Deadly Force Resulting in Death - If an officer uses deadly force resulting in death, or if a person dies while in police custody, the incident is investigated as if it were a violation of criminal law as above with one exception: the criminal investigation is completed by the North Carolina State Bureau of Investigation (SBI). The findings of the SBI's investigation are presented to the DA for a decision on whether to prosecute the employee.

Other Investigations - Using the same investigative process outlined above, police department supervisors conduct investigations into all less lethal force, forcible entries, vehicle pursuits, police vehicle collisions, and employee injuries. The investigation is completed by the employee's supervisor and the chain of command renders a finding (described in Section 1.4). If

a conduct rule violation is suspected, the adjudication process outlined in Section 1.3 applies. The Professional Standards Division reviews every supervisor investigation for consistency with the established investigative process, disciplinary policy and philosophy, and works with the chain of command to resolve any inconsistencies.

Case Adjudication

Adjudication is a review by the employee's chain of command in order to determine a finding and decide on appropriate corrective action measures, if warranted. Adjudication includes multiple options of ensuring due process for employees.

Case review – When the investigation reveals a less than fair probability that the alleged misconduct is sustainable, an accused employee's commanding officer or non-sworn equivalent communicates with the Professional Standards Division staff to review all facts of the case. The employee's commanders will assign a finding of Not Sustained, Exonerated or Unfounded, or they will direct the Professional Standards Division to convene a Chain of Command Board Hearing.

Chain of Command Board Hearing – When an investigation reveals a fair probability that a policy violation has occurred, the Professional Standards Division outlines the alleged conduct violation and summarizes the events which support the allegation. The Professional Standards Division also coordinates a board hearing for that employee. The members of that board include the chain of command of the accused employee. The accused may also request a peer be included on the board in applicable hearings. The members of the board question and hear from the accused and police employee witnesses to fully understand all facts necessary to make a finding. Members of the public generally are not requested to participate in hearings, but their statements are incorporated as evidence in the hearing.

The accused employee may waive a Chain of Command Board Hearing. In this case, the employee's chain of command reviews all facts obtained in the investigation and renders a finding and, possibly, corrective action.

Findings

Findings are determined by the chain command after the case has been investigated and as the complaint is adjudicated. Each complaint will receive one of five possible findings:

Sustained – The investigation disclosed sufficient evidence to prove the allegation made in the complaint. The standard of proof to sustain an allegation is defined as *preponderance of the evidence*, a much lower standard than *proof beyond a reasonable doubt*.

Not Sustained – The investigation failed to disclose sufficient evidence to prove or disprove the allegation made in the complaint.

Exonerated – The acts that provided the basis for the complaint or allegation occurred, however, the investigation revealed that they were justified, lawful and proper.

Unfounded – The allegation is false or the employee could not have committed the violation.

Cleared by BWC – The allegation is proven false by Body-Worn Camera footage.

The Professional Standards Division does not participate in determining findings or assigning corrective action in sustained complaints. These actions are the responsibility of the employee's chain of command.

Complaint Disposition

None of the findings or corrective action prevents a chain of command from requiring an employee to receive additional training, address performance concerns through the performance appraisal process or obtain assistance through the Employee Assistance Program. Such actions are not disciplinary. These steps are designed to help an employee handle job responsibilities more effectively.

Corrective Action

Corrective action is administered only when an allegation of misconduct is sustained. If an allegation is sustained, the Chain of Command will discuss and impose corrective action consistent with the department's Corrective Action Philosophy which ranges from counseling to employment termination.

The goal of the department is to apply progressive corrective action to prevent misconduct from reoccurring. In some cases, employees also receive corrective counseling or training in areas where violations occur or a supervisor has concerns.

Employees do have appeal rights. In cases of reprimand, employees may appeal to the next level of authority beyond the commander who imposed the reprimand. For suspensions, employees may appeal to the Chief of Police. In cases where employment is terminated, affected individuals may appeal for redress to the City Manager.

Overview of 2016 Complaints

Extent of Police-Citizen Interaction

Greensboro Police Department employees have hundreds of thousands of interactions with the public each year. Attempting to quantify the number of police-citizen contacts is impossible due to the nature of our function, size of our workforce, and dynamics of our daily duties and interactions with people.

To put in perspective the extent of interactions that involve employee misconduct, we analyzed the number of citizen complaints compared with total number of calls for service in 2015 and 2016. Calls for service are those requests for assistance that are entered into the department's computer aided dispatch system. These calls for service can be initiated by both citizens and employees. ***Calls for service do not include the thousands of other contacts our employees have each year with the public in follow-up investigations, community outreach events, meetings and other interactions which are not entered into the dispatch system.*** Of the hundreds of thousands of police-citizen interactions each year, a nearly immeasurable amount involves actual police misconduct. [**Figure 1**](#) shows the number of complaints in comparison to the calls for service.

Citizen and Employee Complaints In General		
	2015	2016
Calls for Service	223,657	217,735
Citizen Complaints	81	63
Citizen Allegations	143	121
Sustained Citizen Allegations	27	38
Complaints per CFS	.04%	.03%
Sustained Complaint Allegations per CFS	.01%	.02%
Internal Employee Complaints	72	136
Internal Employee Allegations	111	177
Sustained Internal Allegations	95	154

Figure 1 The percentage of sustained citizen complaints increased from 2015 to 2016.

Scope of Complaints

As many complaints implicate more than one employee and/or contain multiple allegations, totals for employees and allegations exceed the number of complaints. [Figure 2](#) portrays the scope of complaints for the past two years.

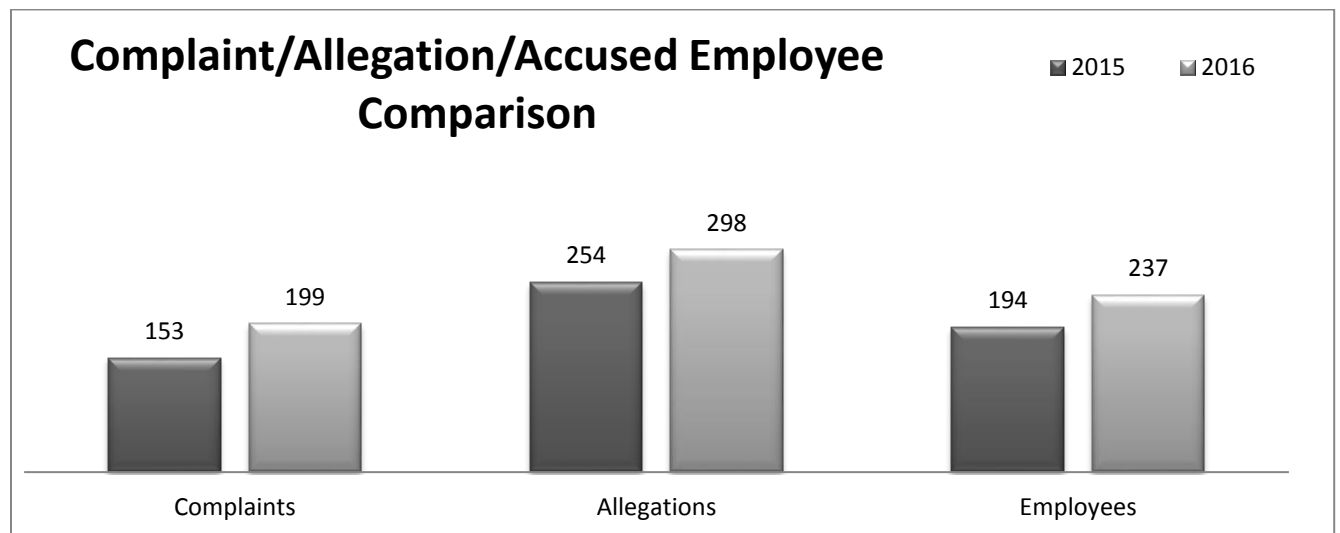


Figure 2 In 2016, 199 complaints contained 298 allegations of misconduct by 237 employees.

Citizen and Internal Complaints

For 2016, the number of internal complaints (those identified from *within* the department) exceeds the number of external complaints.

Internal complaints are initiated when one officer files a complaint against another officer for misconduct. Additionally, internal complaints encompass **administrative investigations**. These investigations are initiated when misconduct or a potential departmental policy violation has been identified. Such investigations are generally initiated by a supervisor when a policy violation has been observed/alleged by a member of the department or through internal reviews of body worn camera video footage.

Internal administrative investigations are far more common than internal complaints.

Nature of Complaints -Complaints can be levied against an employee either internally or by citizens for both procedural infractions and the manner in which they conducted themselves. [Figure 3](#) lists the conduct rules that comprise the most frequent citizen and internal complaint allegations of employee misconduct. One complaint may consist of multiple allegations against one or more employees.

Most Common Allegations							
Conduct Violation	2015			2016			Change
	Citizen	Internal	Total	Citizen	Internal	Total	
Duty Responsibilities	22	14	36	28	6	34	-6%
Courtesy	40	5	45	32	6	38	-16%
Laws and Regulations	24	31	55	7	43	83	51%
General Conduct	7	9	16	8	5	13	-19%
Discretion	8	8	16	10	2	12	-25%
Excessive Force	6	1	7	4	3	8	14%
Bias-Based Policing	7	0	7	6	0	6	-14%
Arrest Search & Seizure	15	4	19	7	3	10	-47%
Duty to Report Violation	0	1	1	0	0	0	-100%
Truthfulness	2	1	3	1	8	9	200%

Figure 3 Violations of professional courtesy were the basis of most citizen complaints for 2015 and 2016.

A review of the complaints revealed significant decreases in some categories when compared to the 2015 Annual Report. For example, in the category of Courtesy, there were forty-five (45) complaint allegations received in 2015 and thirty-eight (38) received in 2016. Further analysis of these complaints did not reveal any significant patterns or trends related to training or policies of the Department.

In 2016, incidents involving use of force decreased from 226 to 193. The number of allegations of excessive force also remained constant at 7 allegations in both 2015 and 2016. The complaint allegations were thoroughly investigated and 3 incidents were determined to be excessive.

An increase was noted among Laws and Regulations complaints during 2016. The number of complaint allegations increased from 55 in 2015 to 83 in 2016, equating to a 51% rise in that specific area. All the complaint allegations were thoroughly investigated and forty (40) allegations were sustained.

[Figure 4](#) provides information about the number of complaint allegations (alleged multiple acts of misconduct within a complaint) filed by citizens and GPD employees. It also shows the number of sustained allegations as a portion of the whole in each of these categories.

Complaint Allegations Received/Sustained		
	2015	2016
Citizen Complaint Allegations	143	121
Sustained Portion and % of Total	27 (19%)	38 (31%)
Internal Complaint Allegations	111	177
Sustained Portion and % of Total	95 (86%)	154 (87%)
Total Complaint Allegations	254	298
Sustained Portion and % of Total	122 (48%)	192 (64%)

Figure 4 All investigations involve conduct rule violations. Each conduct rule violation qualifies as an allegation, so a complaint that alleges multiple conduct rule violations will require that each allegation be adjudicated individually. This table reflects all allegations received and adjudicated.

Sustained Allegations

Of the 298 allegations of misconduct, 192 revealed sufficient evidence to prove the allegation made in the complaint. [Figure 5](#) outlines the nature and source of the most common sustained allegations.

Nature of Most Common Sustained Allegations	Citizen Complaint	Internal Complaint
Compliance to Laws and Regulations	4	36
Courtesy	9	4
Truthfulness	1	6
General Conduct	4	4
Discretion	7	2
Duty Responsibilities	4	0
Driving	0	50

Figure 5 Violations of Compliance to Laws and Regulations accounted for 11% of the sustained external complaints and 23% of the sustained internal complaints. Violations of Driving accounted for 0% of the sustained external complaints 49% of the sustained internal complaints.

Citizen-Police Mediation

Mediation is used as an alternative to the traditional complaint investigation process. A neutral, professional mediator helps citizens and police employees resolve complaints involving cases in which a lack of effective communication led to the complaint. Mediation provides an opportunity for police employees and citizens to understand the actions, behaviors, and motivations of each other; thereby cultivating the relationship between the community and the police department.

The Greensboro Police Department implemented its mediation program in May of 2014. Complaints are referred to mediation on a case by case basis if the nature of the allegation(s)

meets the established criteria for referral. Since its inception in 2014, 60 cases have been referred to mediation. During 2016, a total of 29 cases were referred. Of the 29 cases, 15 cases were successfully mediated. In the remaining cases referred for mediation, the citizens either declined the offer or withdrew from the process.

Criminal Investigations

When a Greensboro Police employee is suspected of a crime, a criminal investigation is completed in addition to a Professional Standards Division administrative investigation. Criminal investigations are conducted by detectives assigned to the Criminal Investigations Division and are subsequently presented to the Guilford County District Attorney for a decision on prosecution. If the alleged crime occurs outside of Greensboro NC, then the agency with jurisdiction in that area conducts the criminal investigation in accordance with local procedures. Decisions on the final disposition of the criminal and administrative cases are made independently of one another. Employees charged with a crime, including certain traffic offenses, are required to report the charges to the Chief of Police.

In 2016, there were no criminal charges filed against any employees of the Greensboro Police Department.

Disposition of Complaints

Because complaints may contain multiple allegations of misconduct, each allegation is investigated, reviewed and adjudicated separately. As a result, the number of dispositions significantly exceeds the number of complaints – something we believe is a more appropriate measure to consider in evaluating complaint investigation results. In 2016, 199 complaints (including all citizen and employee initiated complaints) involved 298 misconduct allegations. [Figure 6](#) portrays the number of complaints and their dispositions for the last two years.

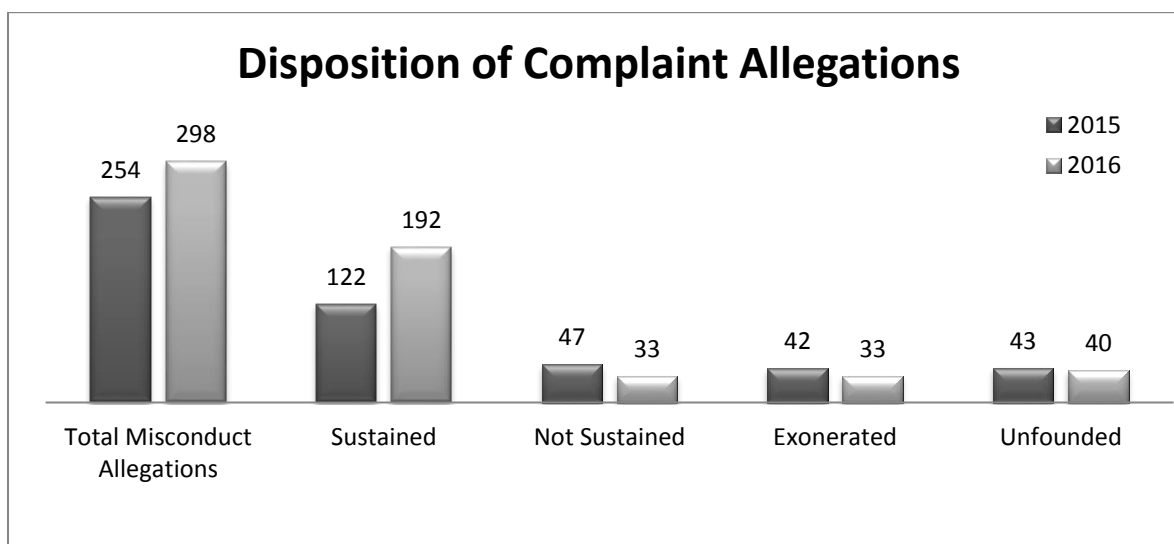


Figure 6 In 2016, approximately 13% of misconduct allegations against GPD employees were unfounded.

Upon disposition of a case, the Professional Standards Division mails a letter to the complainant to advise them of the investigation findings. Citizens who are dissatisfied with the disposition of

their complaint may discuss their concerns with Professional Standards and/or may appeal the decision to the Police Community Review Board.

Corrective Action

The Chain of Command decides the appropriate corrective action based on the Department's Corrective Action Philosophy. This philosophy takes into account employee motivation, degree of harm, employee experience, whether the violation was intentional or unintentional, and the employee's past record. [Figure 7](#) illustrates the corrective action taken for sustained allegations in 2016 compared to 2015. There are fewer actions taken than sustained allegations, as not all sustained allegations require corrective action. Retraining and counseling are sometimes used as corrective and/or preventative measures.

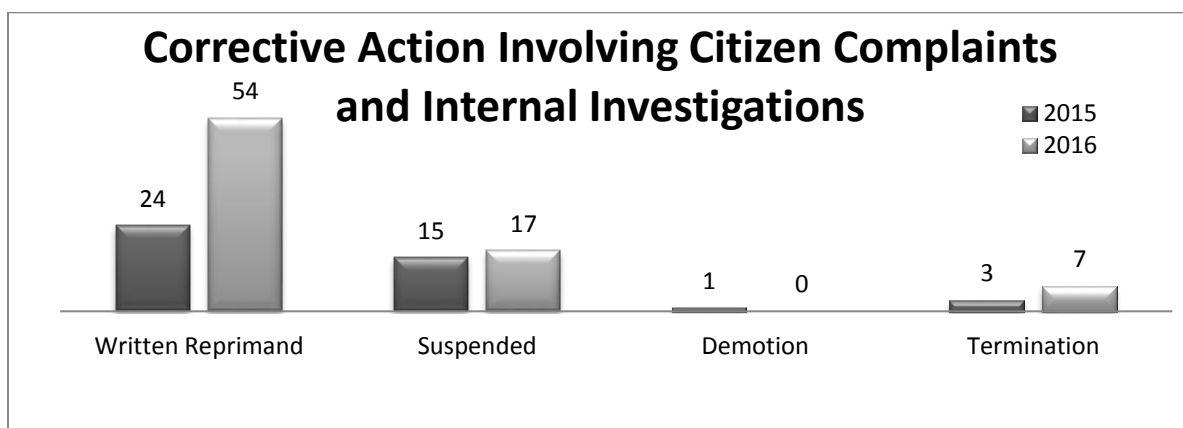


Figure 7 Written reprimands were deemed appropriate corrective action in the majority of instances at 69% in 2016.

Uses of Force

Police officers strive to seek the public's voluntary compliance to their lawful direction and de-escalate situations when possible. However, sometimes a situation requires officers to use force in order to gain compliance. Officers may use less lethal force under both North Carolina law and departmental directives in situations where the officer believes force is necessary to protect him or herself, another person, or to effect a lawful arrest.

The circumstances in which an officer may use deadly force are limited by North Carolina General Statutes and further restricted by Departmental Directives. Officers are justified in using deadly force upon another person when the officer reasonably believes deadly force is necessary:

- To defend the officer, or another person, from what the officer reasonably believes to be the use or imminent use of deadly physical force.
- To affect the arrest, or prevent the escape from custody of, a person whom the officer reasonably believes is attempting to escape by means of a deadly weapon.

- To affect the arrest, or prevent the escape from custody of, a person whom the officer reasonably believes presents an imminent threat of death or serious physical injury to others unless apprehended without delay.

Greensboro Police Department policy requires officers to report all use of force events and a supervisor is required to investigate and document each event.

Uses of Force per Calls for Service

We compared our use of force incidents to the number of calls for service to gain perspective on the prevalence of uses of force, and whether or not they were applied appropriately. [Figure 8](#) shows the frequency in which employees used force in comparison to dispatched calls for service, and the number of complaints received and sustained for 2015 and 2016.

Uses of Force In General		
	2015	2016
Calls for Service	223,657	217,735
Use of Force Events	226	193
Use of Force Events per CFS	.10%	.09%
Use of Force Complaint Allegations	7	8
Use of Force Complaint Allegations per CFS	.003%	.004%
Sustained Excessive Force Complaints	0	3

Figure 8 Force was rarely used when responding to calls for service. Over the past seven years, force events have fallen 47% from 367 in 2010, to 193 in 2016.

Use of Force

The Greensboro Police Department uses a State recommended *subject control options guide* to identify what actions may be taken in response to varying levels of subject resistance. This helps officers train and understand what level of force is most appropriate in certain circumstances. These control options and definitions listed below are intended as a guide. An officer's decision to use any force in a situation is a response to the behavior of the subject(s) involved and other relevant factors known to the officer. The subject control options do not follow a preset order of escalation – by law and policy, an officer must continually assess the totality of the circumstances and appropriately escalate, de-escalate, or completely cease any force used to overcome subject resistance.

- **Presence:** a form of control established through the officer's appearance and professional demeanor at a scene.
- **Verbal Direction/Control:** communication used by an officer to gain control or de-escalate a situation.
- **Physical Control:** the use of bodily contact, to include; touching, assisting, grabbing, joint manipulations, kicking or striking. Physical control includes "soft" and "hard" hand options. "Soft" hand techniques are those with a low probability of injury, such as joint locks and pressure points. "Hard" hand techniques are those with a higher risk of injury, and include strikes such as punches and kicks.
- **Aerosol/Chemical Agents:** the use of Oleoresin Capsicum (OC) pepper spray or other approved chemical irritants to control resistance.

- **Intermediate Weapons:** impact weapons utilized in a manner consistent with current departmental training, in order to reduce the probability of serious bodily injury. This includes the baton, flashlight, police bicycle and specialized impact munitions such as less lethal sponge rounds for crowd control, issued to field supervisors and the Special Response Team (SRT).
- **Precision Immobilization Technique (PIT):** a maneuver that may be used by properly trained officers which involves the controlled striking of a violator's vehicle with a police vehicle to stall the vehicle and enable police to apprehend its driver. The PIT is considered a less than lethal use of force when performed as described by the training guidelines of the GPD.
- **Police Canine:** canine handlers employ their assigned police service dogs in a manner consistent with departmental training and guidelines. If the police canine is deployed, and the canine bites a suspect, this is considered a less than lethal use of force. The mere release of police canine is not considered a use of force.
- **Conducted Electrical Weapon (CEW):** a device which deploys electrical current into a subject's body to disrupt normal muscular control and assist officers in securing custody.
- **Deadly Force:** an action likely to cause death or serious bodily injury, including but not limited to the use of lethal weapons.

Less Lethal Force

Officers in patrol assignments are required to carry OC spray, a conducted electrical weapon, flashlights, and collapsible baton as less lethal force options. Crime Scene Investigators also carry OC spray and collapsible baton. As with the use of deadly force, officers receive training consistent with the force options guidelines issued by North Carolina, as well as federal and state statutes. Officers are required by the North Carolina Criminal Justice Education and Standards Commission to receive use of force training each year in order to maintain their police certification. In addition, officers are re-familiarized with the GPD use of force policy during their annual firearms training and qualification sessions.

Officers may use several types of less lethal force in order to gain control of a subject when one type proves ineffective in accomplishing that goal. In some instances, more than one officer may apply force to one or more subjects in response to the level of resistance. For those reasons, the actual number of times less lethal force is used will exceed the number of incidents in which the use of force is required. [Figure 9](#) depicts the number of times less lethal force was applied by weapon type.

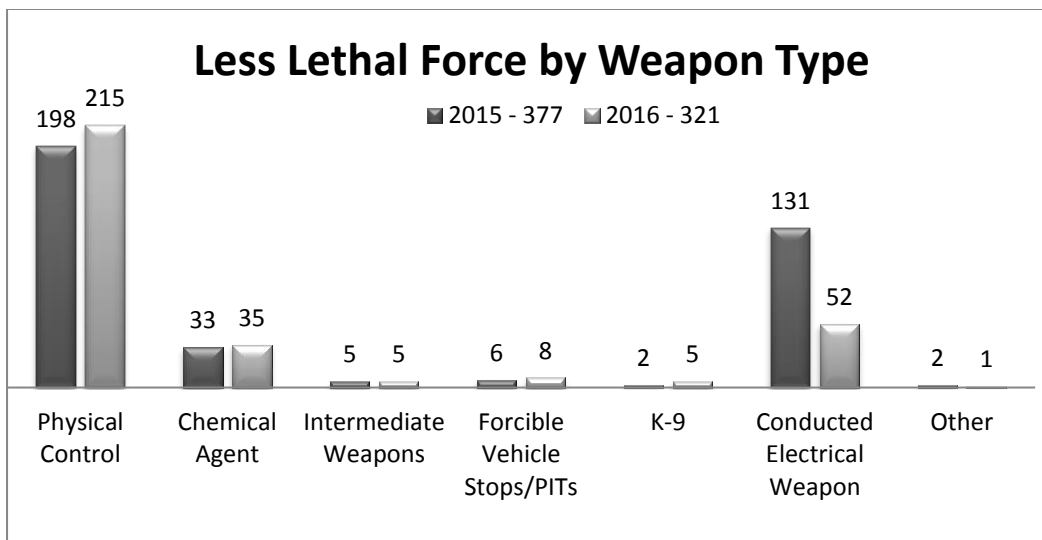


Figure 9 Officers rely on CEWs and physical force more than any other less lethal means to gain subject control.

Incidents Precipitating Use of Force

The department also analyzes the types of incidents that precede the use of force. If systemic issues are identified, we evaluate our training methods and policies to determine if revisions are warranted. [Figure 10](#) lists the types and frequency of incidents which have resulted in a use of force during 2016.

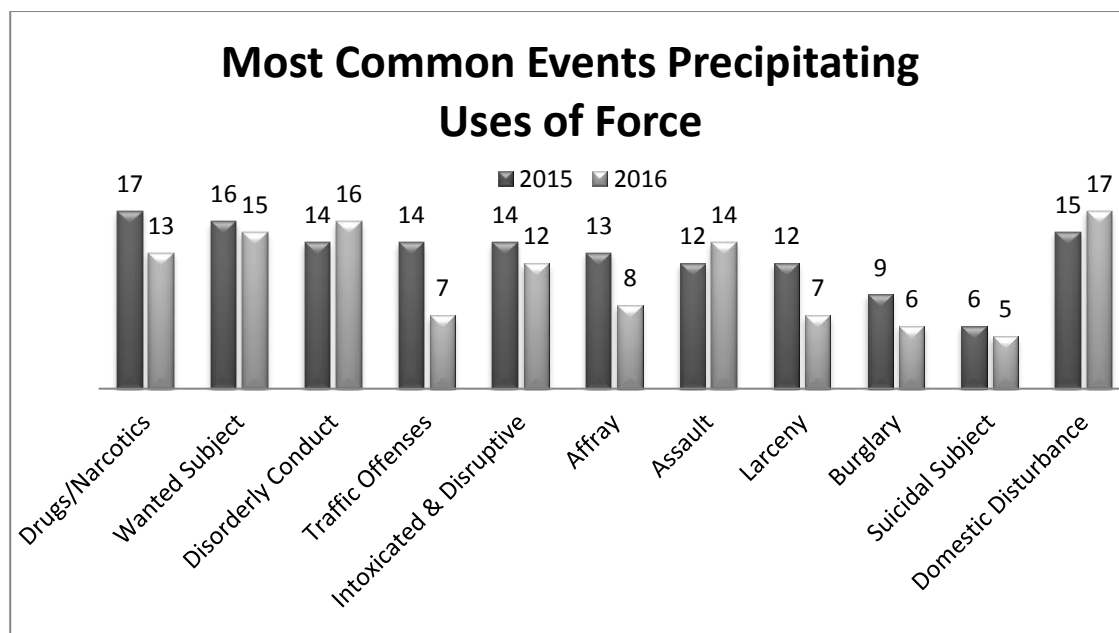


Figure 10 Officers responding to drug/narcotic and domestic disturbance calls were more likely to need to use force than on any other call for service in 2016.

Use of Deadly Force

Deadly force is an action likely to cause death or serious bodily injury, including but not limited to the use of lethal weapons. The use of deadly force does not necessarily result in death. Most commonly, deadly force involves the discharge of a firearm. Each officer must qualify annually

with his/her assigned firearm and department-issued shotgun. Officers review the deadly force policy at that time.

An officer's use of deadly force is rigorously investigated and thoroughly reviewed. An administrative investigation is conducted by the Professional Standards Division to determine if the officer complied with all policies and training. A criminal investigation is also conducted. If death does not occur, the Department's Criminal Investigations Division conducts the criminal investigation. If death occurs, the North Carolina State Bureau of Investigation (SBI) conducts the criminal investigation. Since October 2008, North Carolina law has required the SBI to investigate fatal shootings by police if the family of the deceased person requests such an investigation within 180 days of the death. The law applies to shooting deaths by any law enforcement agency in the state.

In all deadly force investigations, the facts revealed by the criminal investigation are presented to the Guilford County District Attorney, who reviews the entire case and determines if the officer's action was justifiable under law or should result in criminal prosecution. The employee's commanders and chief of police are presented with the administrative investigation, to determine compliance with department policies, and assess whether the shooting was justified, not justified or accidental in nature. The group also determines whether adjustments to policies or training are necessary.

In 2016, four (4) of 193 use of force events involved discharging a firearm against a person. [Figure 11](#) graphs the number of deadly force incidents throughout the past six years.

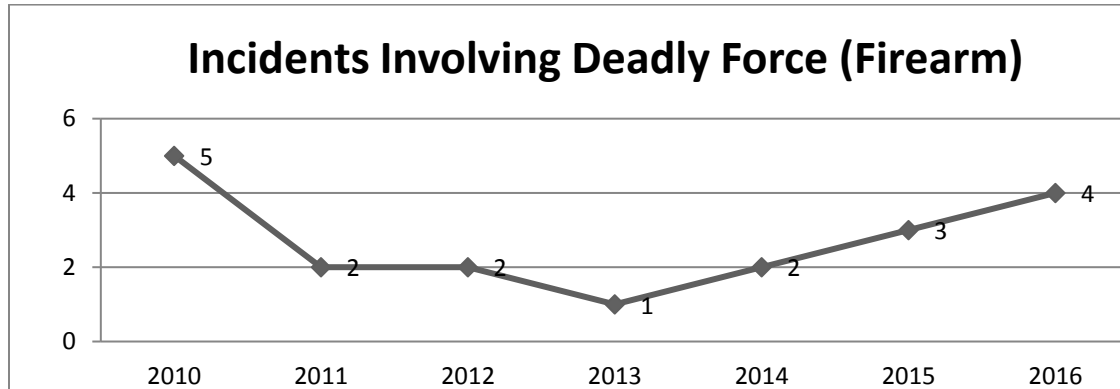


Figure 11 Despite an increase, incidents involving deadly force remain lower than in 2010.

In-Custody Deaths

The department trains employees to monitor all persons taken into custody and summon medical treatment whenever a subject appears or states they are in distress. To help reduce risk, the GPD has developed several policies related to prisoner care and transportation. These policies are periodically reviewed and updated to best guide employee handling of persons in-custody.

If a person dies while in-custody, the SBI is requested to conduct a criminal investigation. The investigation is presented to the Guilford County District Attorney, who reviews the entire case investigation and determines if officer action was justifiable under law or should result in criminal prosecution. A Professional Standards Division administrative investigation is simultaneously conducted to determine if officers complied with GPD policies and directives. The employee's commanders and chief of police are presented with the administrative investigation; determine if any department policies were violated.

There were no in custody deaths in 2016.

Police Vehicle Pursuits

Frequency of Vehicle Pursuits

From time to time, police officers encounter vehicle operators who refuse to stop when blue lights and sirens are activated. When police keep pace with a vehicle in attempt to stop it, a pursuit is declared. Vehicle pursuits can pose a significant risk to the general public, to those in the pursued vehicle and to pursuing officers. For these reasons, the department thoroughly investigates and reviews each incident. It also conducts intensive practical training in police pursuits every two years, which exceeds the North Carolina training requirements. [Figure 12](#) graphs the number of vehicle pursuits throughout the past six years.

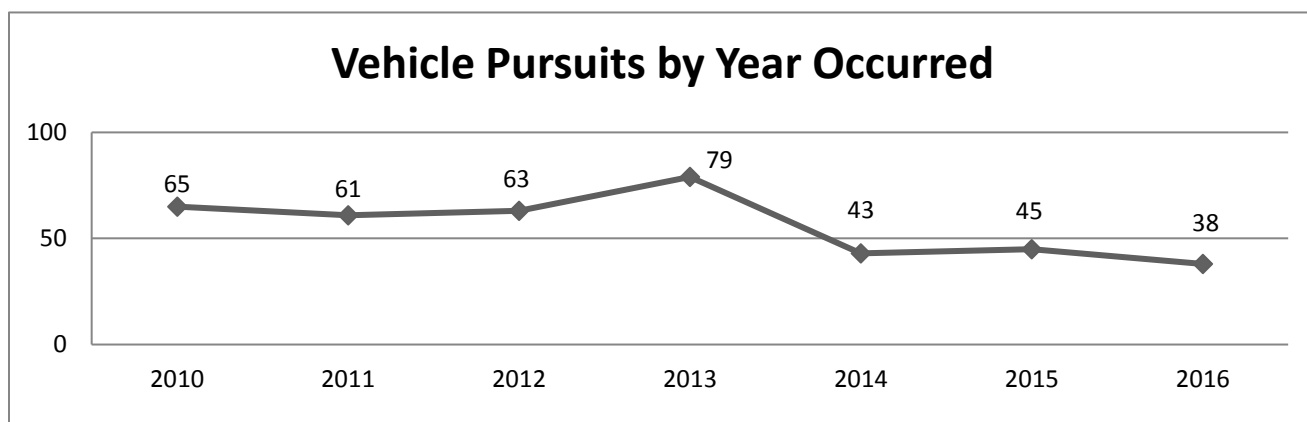


Figure 12 Vehicle pursuits decreased by 16% compared to last year.

Offenses Precipitating Pursuits

Understanding what is likely to precipitate a vehicle pursuit allows officers to anticipate the offender's likely course of action. [Figure 13](#) details the types and number of offenses preceding a pursuit.

2016 Offenses Precipitating Pursuits			
	Count		Count
Traffic Offense (excluding DWI)	10	Stolen Motor Vehicle	2
Robbery Suspect	7	Hit and Run	2
DWI	5	Narcotics	1
Discharge of Firearm	3		
Burglary Suspect	3		
Assault	3		
Kidnapping	2		
Total Pursuits			38

Figure 13 Traffic offenses accounted for 26% of the precipitating events for all police pursuits.

Conclusion of Pursuits

An officer must terminate a pursuit when further pursuit would create excessive danger after considering: location, volume of pedestrians and/or vehicular traffic, road and weather conditions, distance between violator and police vehicles.

In cases where simple efforts to stop the fleeing vehicle have failed, advanced action may be required. Advanced action techniques include the use of stop sticks to flatten tires, the use of multiple police vehicles to create a moving road block, or the use of the Precision Immobilization Technique (PIT), where a subject vehicle is immobilized at low speed in order to apprehend the driver. A PIT maneuver is also considered a use of force. All attempts to forcibly stop the violator must be made with due regard for the safety of the violator, officers executing the stop, and the general public. [Figure 14](#) shows how pursuits concluded in 2015 and 2016.

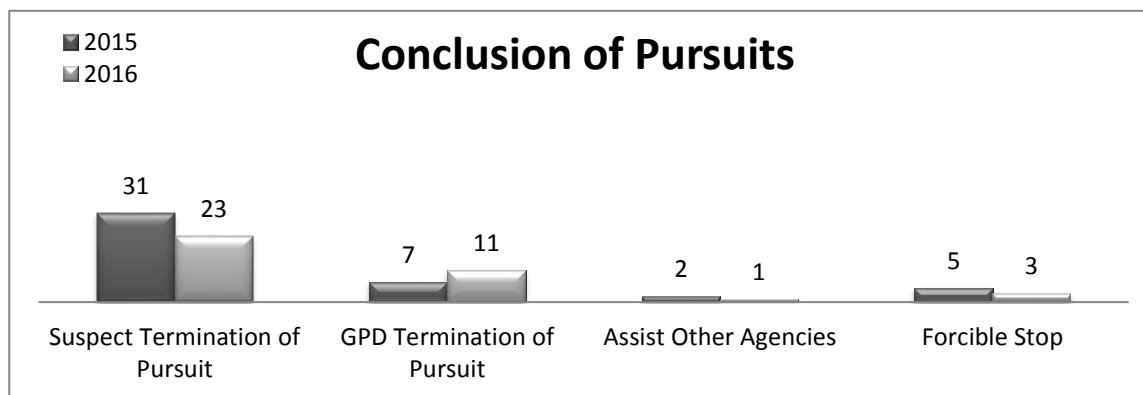


Figure 14 Each year, more than half of police pursuits were concluded due to the subject's action such as voluntarily stopping or crashing. Out of the 23 vehicle pursuits where a suspect's action terminated the pursuit, 43% resulted from the suspect voluntarily stopping, 40% resulted from the suspect vehicle crashing, 17% resulted from the suspect jumping from the vehicle and attempting to flee on foot, and none resulted from the suspect eluding police.

Employee Motor Vehicle Collisions

Employee Involved Collisions

Employees operate their vehicles in all types of weather, traffic, and emergency conditions. GPD employees were involved in 149 collisions in 2016. The majority of the preventable collisions are attributed to backing and inattention. We review the circumstances associated with each collision to determine whether or not it was preventable. Non-preventable collisions include all collisions where the employee was not at fault and could not reasonably have avoided the collision. Preventable collisions include all collisions that the employee could reasonably be expected to have avoided. [Figure 15](#) shows the number of preventable and non-preventable collisions in 2016 compared to 2015.

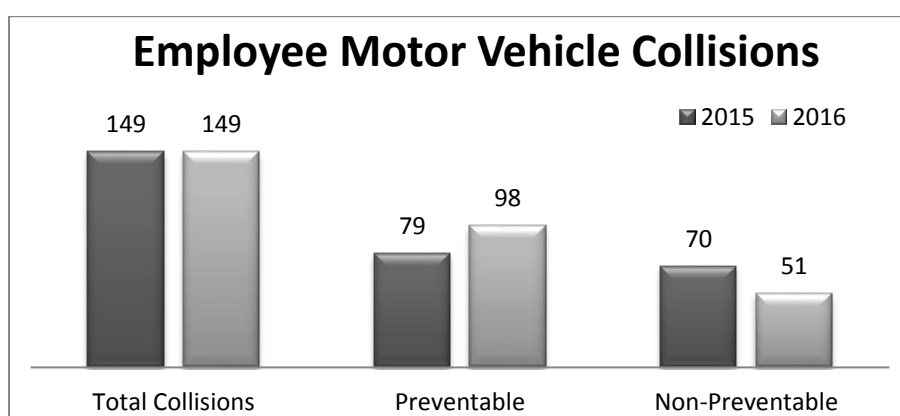


Figure 15 The number of preventable motor vehicle collisions increased by approximately 24% from 2015 to 2016.

Body Worn Camera Disclosure and Release

Body Worn Camera Disclosure and Release

During the early months of 2016, the Department made several presentations to the Joint Legislative Oversight Committee on Justice and Public Safety, as well as presentations to the North Carolina Criminal Justice Information Network Governing Board. During these presentations the Department identified for these groups the benefits of having a law that would separate Body-Worn Camera (BWC) recordings from other state laws which governed personnel records and evidence in court cases. It was the desire of the Department to have the ability to share the BWC recordings with individuals who were directly involved in an interaction with any officer. As a result of these efforts by the Department, effective October 1, 2016 State law changed permitting the disclosure and release of BWC recordings under certain circumstances. The Department embraced the new law and was the first law enforcement agency in the State to implement a BWC viewing room in order to facilitate disclosure of BWC recordings. [Figure16](#) outlines the number of request related to BWC recordings.

Approved	15	0
Delayed until investigation could be completed, then approved	0	0
Denied	1	0
Incident occurred years prior to request, recordings no longer available	0	0
Withdrawn by Requestor	2	0
Ordered by the Court	0	0

Figure 16 In Accordance with NCGS 132-1.4A, release of BWC recordings may only be approved by a Superior Court Judge. The Department is not permitted to release BWC recordings absent a court order. The Department received 18 requests for disclosure of BWC recordings in 2016. Of those, 94% of were approved by the Department. The only denial of a disclosure request was due to the fact that the recording was requested almost two years after the encounter, and the recording was no longer available.

Subject: Tolemi Info
From: Andy Brown <abrown@tolemi.com>
To: mmatheny@ashevillenc.gov
Date Sent: Thursday, April 5, 2018 4:28:41 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:41:45 PM GMT-04:00

Good afternoon Mark,

My name is Andy Brown, and I work for a data-analytics company called Tolemi. I reached out to Russell Row on Tuesday and had a productive conversation with him about code enforcement practices and procedures in Asheville. Russell mentioned that you and him both wish that you could take a more proactive approach to code enforcement (cross-departmental property research, problem area scoring, etc.), however, that you are being held back by City Council as well as other higher powers.

At Tolemi, we work with over 70 Cities across the US to provide them with data-driven solutions to take on more proactive code enforcement work. Is this something that you or the City has an interest in? I'd love to have a quick 10-15 minute conversation with you about Asheville's current process, as well as areas in which you think you could improve in. I would also like to share with you how we are currently working with cities to help them work towards solving property related issues.

I've attached a few documents that should aid in any research that you wish to do and hopefully answer a couple of questions that you may have.

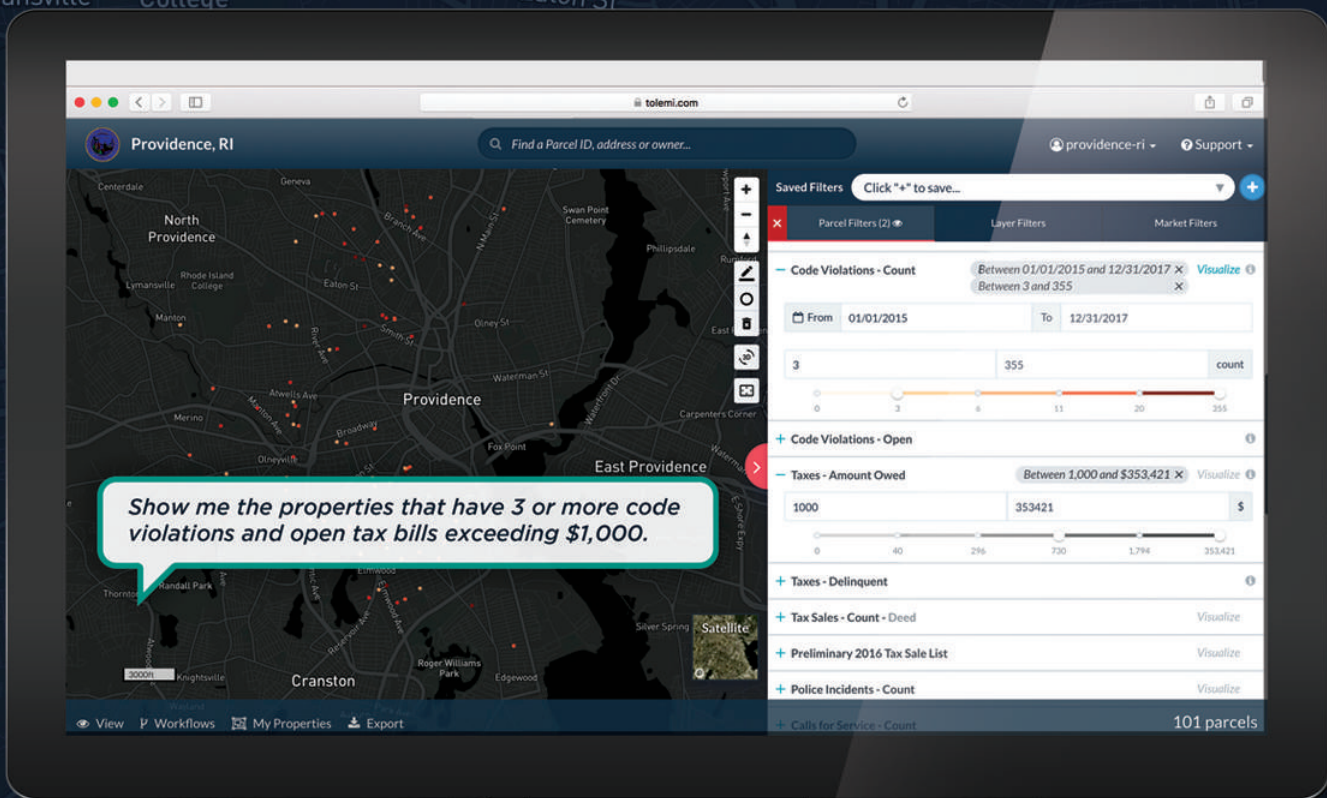
Let me know if there is a time next week in which you would like to connect! I will be standing by.

Thanks,

Andy

--
Andy Brown
Development Rep

617-832-9225
www.tolemi.com



A map-based dashboard that cleans, consolidates and updates data for easy, fast reporting and analysis on properties and neighborhoods.



WHAT IT DOES

Email Us For a Live Demo:
Info@tolemi.com



FAST & EASY PROPERTY SEARCHES:

BuildingBlocks is an intuitive, Zillow-like tool that lets you search, retrieve, and share information on a property in seconds, not hours or days. Save time tracking down key information.



EVERYTHING YOU NEED TO KNOW IN ONE PLACE:

BuildingBlocks pulls together every piece of information on a property from your existing business systems - tax assessments and ownership to code violations and police reports - all in one online profile so you know history and risk factors before you act.



QUICKLY IDENTIFY GROUPS OF PROPERTIES:

BuildingBlocks will save you hours of combing through property files and layering data with GIS to try identify and organize targets for select resources, programs, and interventions. Highlight groups by combining multiple search criteria.



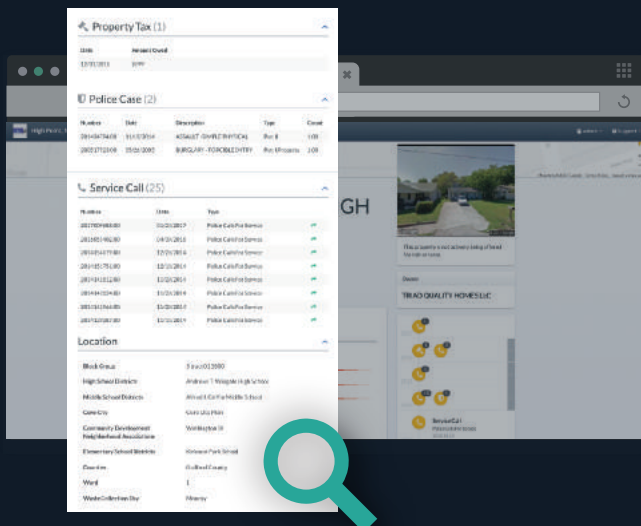
EASILY REPORT AND SHARE YOUR FINDINGS:

Raise awareness of and attention to growing problems by highlighting trends; stop them before they gain momentum. Export and share your findings and insights with your team, leadership, and key stakeholders.

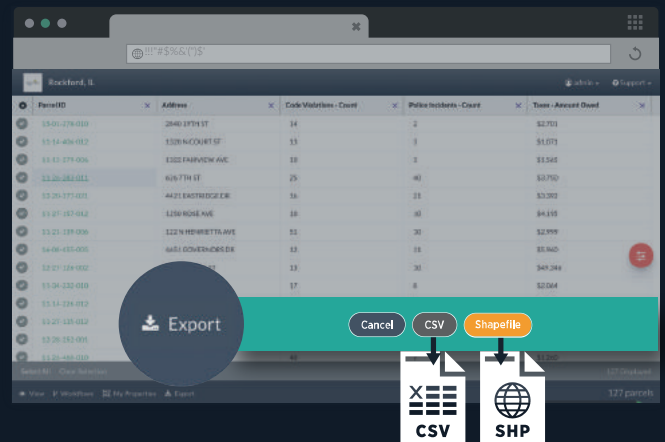


BuildingBlocks is 60x faster than the standard process for property review and saves thousands of hours per user per year.

Complete Property Profile



Easy to Export and Share



High Point, NC's

Shift From Reactive to Proactive Code Enforcement



TOLEMI

High Point, North Carolina is a growing city in a state with strong economic prospects. The City's gains, however, are not experienced in all communities, resulting in deteriorated and substandard properties in a number of areas. Determined to stop and reverse the viral impacts of those problem properties, High Point implemented a proactive code enforcement strategy. Tolemi's BuildingBlocks technology empowers High Point leaders to analyze their internal data in order to target code enforcement actions in specific locations.



Despite Sustained Growth, Certain High Point Neighborhoods Remain Challenged

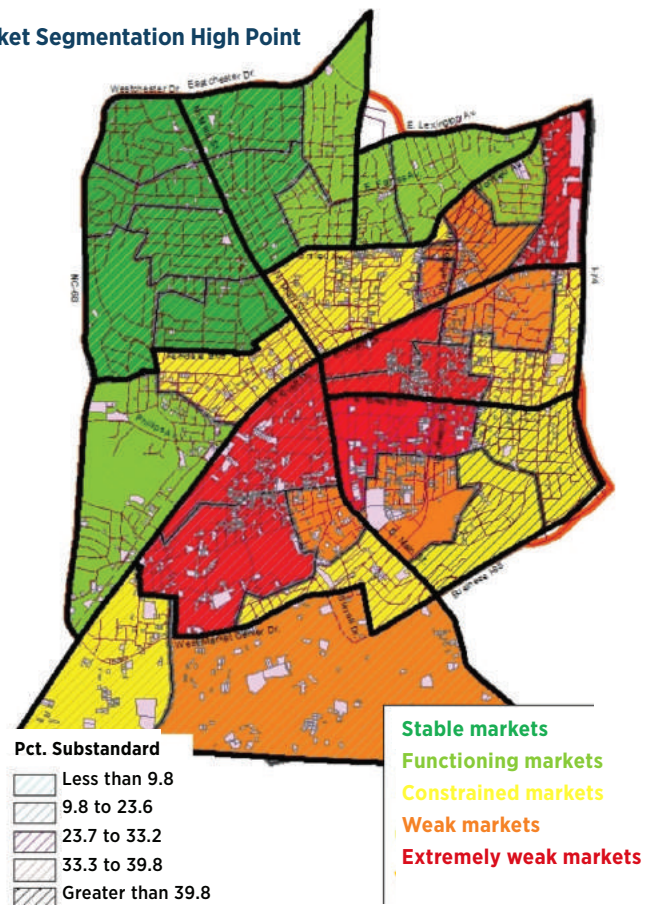
A hotbed of light manufacturing, and known as the “Home Furnishing Capital of the World”, the City of High Point (pop. 111,223) is the ninth largest municipality in North Carolina. Its population has been steadily growing since the turn of the 20th century, at times by leaps and bounds. Despite the continuous gain, concentrations of poverty and disinvestment tied to areas of racial/ethnic segregation undermine the quality of life in specific High Point communities. A 2016 report by the University of North Carolina Greensboro (UNCG) Center for Housing and Community Studies described the impacts of such imbalance as, “intergenerational lack of opportunity and little chance of upward social mobility...persons living in such areas are greatly disadvantaged.”

Like all cities and towns grappling with how to stretch limited resources, High Point would have to carefully allocate available community development tools and investments in order to most effectively address those under-served areas. Previous efforts to revitalize and redevelop select areas as well as to preserve the standards of housing had failed because they were unrealistic, unfocused, and unsupported by data. “We needed to mobilize our available resources effectively,” one city official said.

High Point’s leadership, including Director of Community Development and Housing, Mike McNair, determined that an integrated, multi-disciplinary strategy that would match appropriate tools with specific needs of neighborhoods was critical. High Point could deploy an array of policy tools, fiscal devices, and support services to address problem properties, namely home rehabilitations, property receivership, demolition, tax foreclosure, targeted inspections. The key was to land the right tool on the right property at the right time.

Most critically, High Point would have to adjust from a posture of being reactive and response-driven to proactive and strategic.

Market Segmentation High Point





The Role of Code Enforcement

While there had been a long-standing sentiment that code enforcement was a key city function to addresses substandard and problem properties, in 2015 there was a paradigm shift. The new city council made enhancing code enforcement a “Top 3” priority, increasing the number of officers and allocating a substantial redevelopment fund for revitalization work.

To drive the integrated strategy McNair sought, code enforcement would collect data, communicate field observations, pinpoint nuisance properties for various interventions, and work directly with property owners to influence change, but canvassing the City’s roughly 60,000 parcels was not feasible. Code enforcement leadership and teams needed to know where to spend precious time and effort.

Property and Neighborhood Prioritization

A first step to prioritize code enforcement effort was to define the relative strength of High Point neighborhoods through a “market segmentation” analysis.

Such an analysis considers data including housing conditions, economic indicators, demographics, and spatial/proximity variable. The 2016 UNCG Study completed that necessary baseline assessment and segmentation. It combined and analyzed both primary and secondary data to categorize neighborhoods as Stable, Functioning, Constrained, Weak, or Extremely Weak. The resulting typology provided leadership with a guide of how to approach specific neighborhoods and select the right tools for each context. This first level of segmentation provides a solid basis for High Point’s strategy addressing substandard properties.

McNair stated, “the study was informative strategically, but not tactically.” Leadership required more details before they could allocate human and financial resources; the housing department might be able to act on a small fraction of properties within a target area. “We’ve got to find the right ones,” McNair said.

Code Enforcement





Pinpointing Properties for Action with Key Parcel Indicators

In order to identify and predict areas with substandard properties on a real-time basis, the team needed to combine the neighborhood segmentation with parcel-level data points - tax delinquency/lien, code violations and fines, police and fire calls, utility data, and then analyze them with customized algorithms to pinpoint properties of interest for actions and interventions. This integration and analysis would also have to be completed on an ongoing basis in order to stay fresh. The time and effort to continuously gather, clean, analyze, visualize, and report that data would have required the City's Geographic Information Services (GIS) team to hire an additional full-time employee. Tom Tricot, the City's GIS Manager who holds a PhD Geography and multiple GIS certificates, stated, "this would have required about 20 - 30 hours a week of my time."

High Point engaged Tolemi as a technology partner and deployed the company's BuildingBlocks tool to manage data integrations and streamline analysis.

As part of the BuildingBlocks deployment, Tolemi first consulted with High Point on the datasets and their utility to ensure that they would serve as the right ingredients to build the insights to meet the City's particular objective. Once the scope of datasets was defined, Tolemi began the process of data integration. It utilized its out-of-the-box integrations that have been built to accommodate all different brands of existing government technology systems. This enabled BuildingBlocks to hook into High Point's existing GIS data server where critical location-based resided. Tolemi also built a specialized file transfer method in order to consume offline spreadsheets directly from High Point department and agency sources.

Any data you can get that has a spatial context to it, whether that be an address, whether that be a piece of property or a neighborhood, basically anything that could be in a GIS can be made to apply to this application. - Tricot said

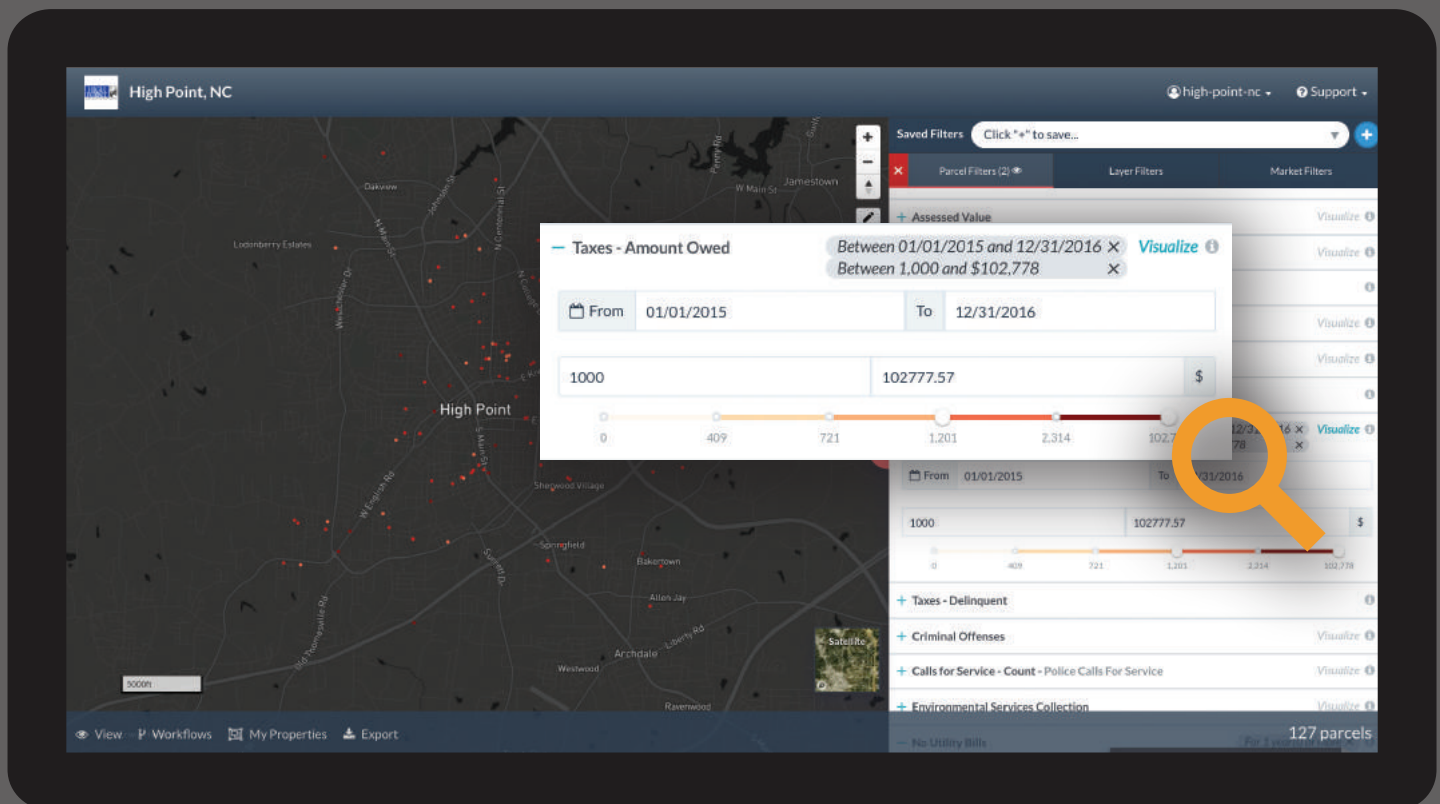




Executing Analyses in Seconds

The code enforcement team is able to identify properties as potential nuisance that were otherwise not on the department's radar because they had not been reported by residents to city administrators or referred by other departments, nor had they been subject of a **pre-existing code enforcement case**. By searching for properties that are tax delinquent, that had no utility usage, and that are the subjects of citizen complaints and/or of multiple police calls for service, the team surfaced properties that should be targeted for a field visit. As a result, code enforcement can get ahead of property problems before they become severe and more expensive threats to the surrounding community.

Live map of target properties for proactive enforcement based on key indicators (tax delinquency, service calls, etc.)





Executing Analyses in Seconds

In a related example, the City's ability to realize nuisance property liens had become frustrated by the fact that property owners would systematically skirt collection by staying current on property taxes due to the County, but defaulting on code liens due to the City. This eroded enforcement efficacy and code enforcement team's ability to deal with problem property owners. Nine hundred liens remained outstanding, and among those cases, six hundred owners were up-to-date on taxes. The department used BuildingBlocks to identify tax-current properties with outstanding nuisance liens, totaling \$966,000 due to the City, and then referred these to the County. "We added these liens to the County property tax bill. So far, we've collected about 10% of the amount, and expect a surge of repayment in December when the property bills are due," McNair clarified.

Report of properties with outstanding code enforcement liens that are tax current, including owner name and address.

Parcel ID	Address	Owners
0157923	1506 LAKE VILLAGE DR	DOBSON, JAMES R JR 1157 HAWICK DR HIGH POINT, NC 27262
0174309	1001 PARK ST	FLORINE, ROBERT J ; REED, RACHEL M PO BOX 17829 SEATTLE, WA 98127
0173457	1014 MILL AV	CISCO PROPERTIES LLC 5955 S. WESTERN AVE LOS ANGELES, CA 90047
0190905	1405 EAST AV	EVANS, KATIE GILL ESTATE 7518 RUSSELL RD DURHAM, NC 27712
0176374	1605 GAVIN DR	FARMER, LESLIE BENTON P O BOX 10 JAMESTOWN, NC 27282

Select All Clear Selection 687 Displayed

View Workflows My Property Export 687 parcels

KEY OUTCOMES



The ability to combine, analyze, view, and refresh otherwise disconnected data points with BuildingBlocks yielded results quickly:



1,500 hours per year saved on location data collection and analysis



Neighborhood trends discovery



Proactive, strategic enforcement on nuisance properties



Aggressive and significant lien recovery



Cross-departmental coordination and information-sharing

By integrating current and complete data across offices and bureaus and making it accessible to decision-makers and staff, analysis that took hours and weeks took seconds, and also enabled discovery.

We're able to find patterns in the data that we weren't able to before, when we were dealing with strictly a reactive environment. This has really enabled us to be proactive with the way that we approach where we put the resources. - Tricot said



Beyond the Code Enforcement function, “another benefit of BuildingBlocks is greater inter-departmental interaction,” McNair added. “Since departments need to share their data to make the platform work, it’s knocking down stovepipes. It’s actually changing our organizational culture,” McNair said. “These data strings are coming from individual departments, so now we know they understand this is the city’s data, this is not the department’s data, which makes us all work together in ways we had not in the past.” Tricot confirmed that at least eight (8) distinct City functions, and one County office, were actively sharing data through BuildingBlocks at the time of writing this case.



With the ability to track and measure property vital signs at the parcel-level in an instant, McNair and Tricot outlined the next phases of High Point's data-driven approach:

1

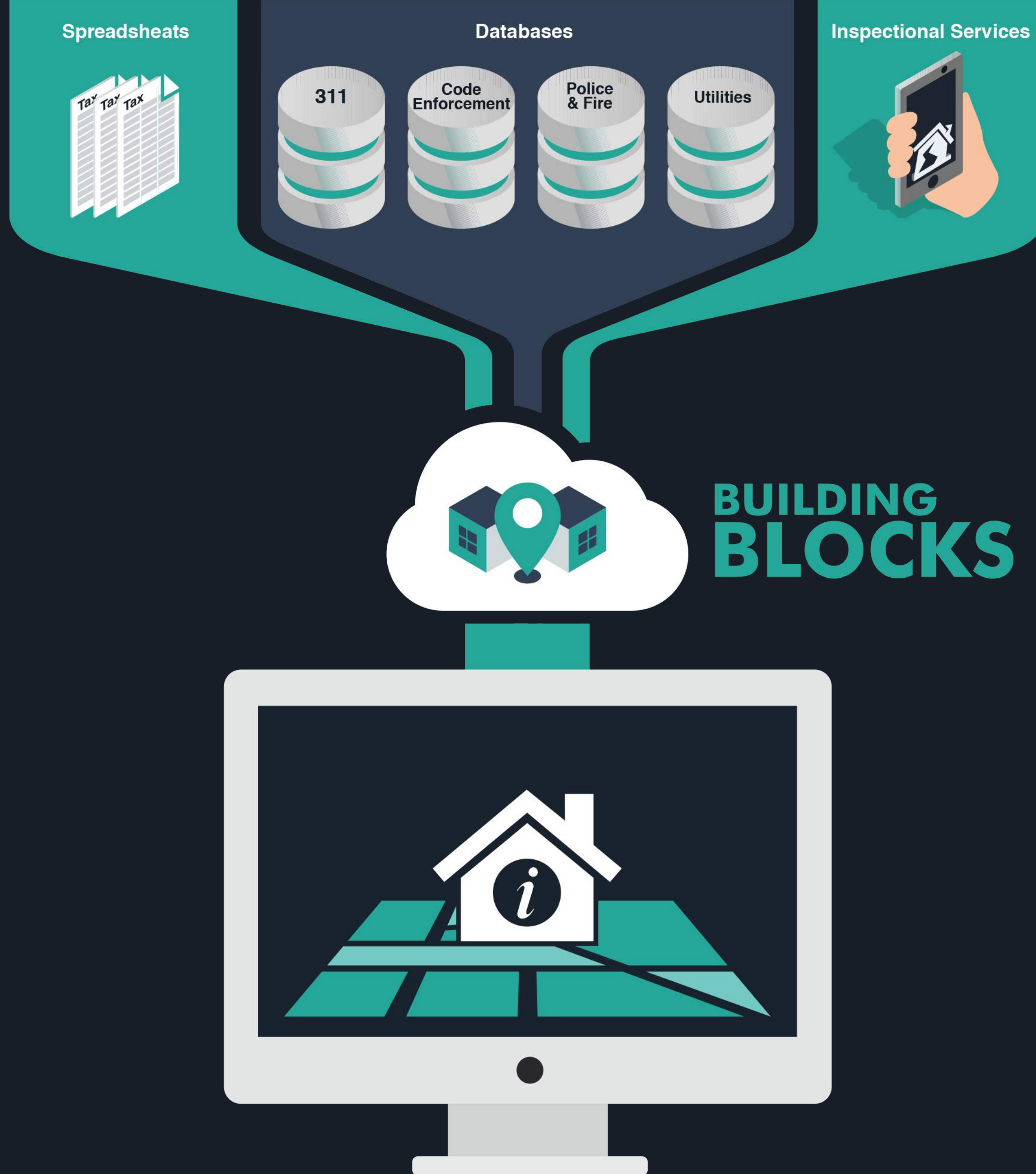
High Point is preparing a new local ordinance that will allow for code enforcement to actively inspect properties that are in the Top 10% of crime/disorder offenses, based on the rate of police call and case data at each location, even if there is no observable code violation from the outside.

2

The City Manager's office is engaged in an effort to define the cost of blight in the City, looking at relationship between the locations of problem properties and the concentration of emergency and services calls.

3

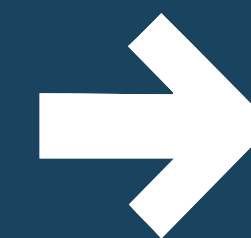
With capacity freed from collecting and analyzing data, the GIS team is focused on working with departments directly to improve the quality of data and shed light on the importance of location-based information to enhance city operations.



What is BuildingBlocks?

A data management system and map-based dashboard that cleans, consolidates and updates data for easy, fast reporting and analysis on properties and neighborhoods.

Contact:



Alex Kapur | Co-Founder

alex@tolemi.com

BuildingBlocks is a product of:



BUILDINGBLOCKS

Governments Using BuildingBlocks



Providence, RI: The City visualizes and analyzes a number of property and neighborhood indicators to target high-priority properties eligible for the receivership program. Receivership is the legal tool that Providence uses to influence ownership change on problem properties to get them back to productive use. The City's [EveryHome](#) initiative seeks to convert 700 problem properties to vital housing.



Richmond, CA: The City of Richmond and Richmond Community Foundation together analyze multiple parcel data points (code enforcement, tax liens, utility information) together with market strength indicators to pinpoint specific properties for rehabilitation, in-line with their [Housing Renovation Program](#). The Housing Renovation Program leverages funding from a highly innovative municipal "social impact bond" to finance the rehabilitations, and is repaid through profits from sales of the finished homes.



New York State: The NY Attorney General's Office together with partners, Enterprise Community Partners and LISC, are assisting up to 40 municipalities to identify, manage, and prevent "zombie" properties (properties stuck in limbo during foreclosure) through their [CitiesRISE](#) program. BuildingBlocks is the technology solution being provided to cities and towns in the program to help leaders and staff efficiently and effectively monitor and prevent zombie properties.



Louisville, KY: Louisville instantly analyzes multiple parcel, location, and community factors to prioritize vacant and abandoned properties for strategic foreclosure. The [Vacant and Public Property Administration](#) is triaging a pool of 6,000 distressed properties, enabling the team to optimize the use of limited resources to tackle this large problem.



Sherman, TX: City Management is leading the effort to coordinate code enforcement, police, solid waste, animal control, and building inspections in order to improve quality of life through the [Neighborhood Refresh Initiative](#). These departments will use BuildingBlocks to share updated data to highlight properties and areas where resources are needed BEFORE the city receives complaints, shifting from a reactive to proactive approach.

Number of Cities / Towns	50+
Largest (pop.)	8.5M
Smallest (pop.)	15K

Subject:**From:** "Lt. Sean Aardema" <saardema@ashevillenc.gov>**To:** Christina Hallingse <challengse@ashevillenc.gov>**Date Sent:** Wednesday, April 4, 2018 11:22:07 AM GMT-04:00**Date Received:** Wednesday, May 30, 2018 6:41:25 PM GMT-04:00

The Blue Team software is a field reporting program designed supplement to the IA Pro system the department uses for IA case management and statistical reporting. The IA Pro program is currently used by over 250 agencies in the USA, Canada and Australia including the US Border Patrol and NYPD. The program will allow us to move to a paperless system for reporting Use of Force and Pursuit incidents by officers. The program will be expanded to allow supervisors to complete internal incident reports, citizen complaints and other documentation online.

--

Lieutenant Sean Aardema
Professional Standards Section
Asheville Police Department
Phone: 828-259-5791
Fax: 828-250-8856
saardema@ashevillenc.gov

Subject: Info
From: "Sgt. James Boyce" <jboyce@ashevillenc.gov>
To: Amy McCray <amccray@ashevillenc.gov>
Date Sent: Friday, March 23, 2018 8:20:01 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:40:20 PM GMT-04:00

Zoning Code Enforcement Officers respond to citizen complaints concerning situations which might be out of compliance with the zoning code. These situations include:

- junk cars or abandoned cars
- setback violations
- Short-Term Rental Violations
- sign violations
- inadequate landscaping on commercial or multi-family property
- non-permitted uses

If you have received a notice of violation concerning your property, please contact the Code Enforcement Officer who signed your letter. Contact information is listed below.

Harry Gillis, Zoning Enforcement Officer, 828-259-5446
Penny Sams, Zoning Enforcement Officer, 828-259-5829

If you wish to make a complaint regarding a potential zoning violation, please use the **Asheville App to submit your complaint**. Please be aware that any written or email communications is part of the public record.

--
Sgt. James Boyce
Asheville Police Department

Patrol/Baker District A-Nights

jboyce@ashevillenc.gov

Subject: Re: News 13 WLOS Media request
From: Christina Hallingse <challengse@ashevillenc.gov>
To: "Jennifer M. Emert" <jmemert@sbgvtv.com>
Cc: Public Records Request Inbox <opengov@ashevillenc.gov>
Date Sent: Friday, March 23, 2018 3:43:47 PM GMT-04:00
Date Received: Wednesday, May 30, 2018 6:40:10 PM GMT-04:00

Jennifer,

Good afternoon and thank you for your patience as we worked to provide the information you requested on March 9. Due to a pending criminal case, at this time, the APD will not be providing additional personnel information regarding the administrative investigation into the actions of Christopher Hickman on August 25 and 25, 2017. The release of information obtained over the course of any administrative investigation could have a potential negative impact on any criminal prosecution. For example, statements made during an administrative investigation are considered compelled testimony, and their presence in the public sphere could potentially impact the District Attorney's ability to prosecute a subsequent criminal case.

The Racial Equity Institute offers the police department a limited number of attendees each time the course is offered in Asheville. This is to ensure that participants reflect a diverse makeup, not only by race/ethnicity, but of organizations that are represented. Each time the course has been offered, APD has filled all allotted spots. Since 2015 the Asheville Police Department has sent fifteen sworn personnel through the Racial Equity Institute. Those participants are as follows:

- Chief Tammy Hooper
- Deputy Chief Wade Wood
- Deputy Chief James Baumstark
- Captain Mark Byrd
- Captain Stony Gonce
- Lt. Don Eberhardt
- Lt. Geoffrey Rollings
- Lt. Joe Silberman
- Lt. Jonathan Brown
- Sgt. Charles Wells
- Sgt. Brien Griffin
- Sgt. Scott Lunsford
- Sgt. Ricardo Martinez
- Officer Christopher Morrow
- Officer Jon Collins

The remainder of the records request references personnel records that are not public records pursuant to NCGS 160A-168. However, because this is a very important topic and I want to strive for a better public understanding of use of force events and the process of conducting administrative investigations, please allow me to share some information with you on background.

Internal Complaints

Page 26 of the Professional Standards report outlines the number of citizen and internal complaints for calendar years 2008 to 2017. Although these complaints come from two different groups, community members and internal staff, they are investigated in the exact same manner. Once a complaint is received it is investigated to determine whether there has been a violation of APD or City of Asheville policy. If after a full and thorough investigation it is determined that a policy was violated, the employee will face disciplinary action.

Administrative investigations will typically include interviews with all relevant witnesses, as well as a review and analysis of any available body-worn camera, dashcam or security camera footage or photographs, and any relevant recorded radio traffic of 911 calls. Any relevant documents or reports are also reviewed by the investigating supervisor and included in the investigatory file, including criminal incident report or summaries, computer aided dispatch (CAD) records, complain forms, as well as any documentation provided by citizens. It is the department's goal to complete less complex investigations with 60 days, however, the Professional Standards Unit and department supervisors often take longer when the allegations are complex or are likely to lead to serious discipline such as suspension, demotion or termination.

If the investigation concluded that an employee has violated any APD or City policy, the employee's Division Commander will review and recommend the appropriate disciplinary action, which is then reviewed by the Bureau Commander. Disciplinary actions can range anywhere from a documented verbal warning to termination. Final approval of all discipline rest with the Chief of Police.

All department supervisors document employee performance issues such as tardiness to work or uniform violations. These types of issues are treated as performance issues and usually do not result in an administrative investigation unless there are multiple instances. The corrective actions for these type of employee performance issues include supervisory counseling, coaching sessions, and verbal and written reprimands.

In addition, you can see from page 26 that in 2017, internal complaints outnumbered citizen complaints. Supervisors are expected to ensure that employees are in compliance with policy, and the number of internally-sourced investigations demonstrates that the Asheville Police Department takes measures to hold all its employees accountable.

External (Citizen Complaints)

Once an investigation into a citizen complaint is completed, the complainant is expected to be notified in writing. Due to NC general statutes regarding personnel records, information which can be released about the final outcome or specific disciplinary actions is very limited. As a result complainants are rarely advised of the results of the complaint.

The final outcome of an investigation is classified in one of five ways.

1. **Unfounded:** the accusation(s) in the complaint were found to be false.
2. **Exonerated:** the accusation(s) in the complaint were found to be true, but the actions were lawful and did not violate policy.
3. **Not sustained:** the investigation determined that sufficient evidence did not exist to either prove or disprove the allegation(s).
4. **Sustained:** the accusation(s) is supported by sufficient evidence and it was determined that a policy violation occurred.
5. **Policy Failure:** the accusation(s) is supported by sufficient evidence and the action of the employee was within existing policy. The policy requires review or modification.

There are a number of different ways for community members to report complaints regarding officers to the Asheville Police Department.

- Online - A copy of the citizen complaint form can be filled out online and submitted electronically. You will be able to save a copy of your submission. Utilizing this method is not anonymous and will be required to provide your contact information. If you wish to submit an anonymous complaint you can utilize one of the additional methods below.
- Contact an on-duty supervisor 24 hours a day at [\(828\) 252-1110](tel:8282521110). A complaint may be made in-person or over the phone.
- Contact the Office of Professional Standards during business hours (Monday through Friday 8:00 - 5:00) at [\(828\) 259-5907](tel:8282595907).
- Email: professionalstandards@ashevillenc.gov
- Fill out a Citizen Complaint Form and return in-person, by mail, email, or fax.
 - PO Box 7148, Asheville, NC 28802
 - Fax: [\(828\) 250-8856](tel:8282508856)