

## Ben Farmer

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**From:** Sunshine Request <records@sunshinerequest.com>  
**Sent:** Tuesday, April 04, 2017 7:18 PM  
**To:** Records Request Mailbox  
**Subject:** Public Records Request: Communications between Asheville City Manager's Office and CPAC Chairman Larry Holt

Hi City of Asheville,

We've received a new public records request via [SunshineRequest.com](http://SunshineRequest.com)!

**Subject:** Communications between Asheville City Manager's Office and CPAC Chairman Larry Holt

**Message:**

Hello,

I would like transcripts of any and all communications (whether written or verbal) including but not limited to appointment logs of face-to-face meetings, emails, phone calls, text messages, physical letters, faxes, etc. between any and **all members of the Asheville City Manager's office and the Chairman of the Citizen's Police Advisory Committee, one Mr. Larry Holt, occurring in the period between the February 1st and April 5th meetings of CPAC.**

**Start Date:** 02/01/2017

**End Date:** 04/05/2017

Thank you for your help with this request - I hope you have a great day!

Sunshine Request

**Ben Farmer**

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**From:** PFetherston@ashevillenc.gov  
**Sent:** Monday, April 03, 2017 5:50 PM  
**To:** ldholtavl@gmail.com  
**Subject:** APD Fiscal Year 2018 Budget Submission  
**Attachments:** 20170403174413276.pdf

Hi Larry,

As requested in your capacity as a resident within the Downtown Asheville area, I have attached a copy of the memo recently completed by the Asheville Police Department regarding its Fiscal Year 2018 budget request. This information, in addition to other FY 2018 budget information, was provided to the City Council on Friday. This memo, along with the other information provided to Council, will be posted and available through the internet by end of business tomorrow.

Please let me know if I may be of further assistance.

Thank you.

## Memorandum

To: Gary W. Jackson, City Manager      Date: March 31, 2017  
From: Tammy Hooper, Chief of Police  
Subject: APD Multi-Year Work Plan - "Safer Together"

### Review:

The City Council vision for Asheville, adopted in January 2016, seeks to continue to be a city where all people experience a high quality of life. To sustain that vision, it is important to acknowledge communities are complex and constantly-changing systems. The Asheville Police Department's (Police Department) Multi-Year Work Plan known as "Safer Together", lays out a strategic approach for supporting a basic community need, safety (Attachment A).

This core city government service is one part of a complex system. Investments in safety will complement city priorities in areas that address other basic needs; such as food security (food action plan), water (water utility) and shelter (affordable housing). These simultaneous investments in core basic needs will enhance our entire community, recognizing that attention must be given to each in order to sustain a high quality of life.

The Police Department's Multi-Year Work Plan outlines the goals, objectives and action items intended to assist it in providing service to the community in pursuit of its vision which states, in part, the following:

The Asheville Police Department is committed to being the leading professional, progressive, and community focused police department in the State of North Carolina by promoting the highest standards of performance, best practices, and accountability that reflect our values and those of the community we serve.

As outlined below, the Police Department has submitted a maintenance budget for Fiscal Year 2018 which would continue the current level of response to demand for police services. In addition, this memo outlines the future funding implications associated with the implementation of the Multi-Year Work Plan.

### Background:

Asheville, a community that is recognized as a great place to live based on its high quality of life and access to outdoor recreation and cultural resources, is described by Google's Asheville Travel Guide as being "known for a vibrant arts scene and historic architecture...[T]he vast 19th-century Biltmore estate displays artwork by masters like Renoir. The Downtown Art District is filled with galleries and museums, and in the nearby River Arts District, former factory buildings house artists' studios."

Based on the community's quality of life and vitality, Asheville has realized significant growth in population, development and tourism over the past decade. During that time, the community's residential population has grown to an estimated 90,000, while its daytime population is estimated at 161,000 (28,000 from tourism (18%), 44,000 from commuters (27%), 89,000 from residents (55%))<sup>1</sup>. From a development perspective, the Department of Planning and Urban Development lists 22 large scale development projects in the downtown area alone. Additional development and growth has and continues to occur throughout the community including but not limited to South Asheville and the River Arts District. In addition, according to the Tourism Development Authority approximately eight million people visited the community in 2009, rising to over ten million visitors by 2015.

There is no question that Asheville is a booming and vibrant place to live and be. At the same time, the draw of the community as a choice place to live, regional employment hub and tourism also presents challenges related to such growth. An example of the challenges presented by such growth is the impact on livability ratings. While Areavibes.com livability ratings for Asheville acknowledge the amenities and other community characteristics with an A+ rating, it rates the community with an F for crime. In doing so, it states in part that:

- for 2015 "the overall crime rate in Asheville is 90% higher than the national average," and 75% higher than the rest of North Carolina; and
- "in Asheville you have a 1 in 19 chance of becoming a victim of any crime"; and
- gives Asheville very low ratings in terms of safety.
- Asheville has 2.9 police employees per 1,000 residents in comparison to 4.8 police employees per 1,000 residents across North Carolina.

It is important to recognize that Asheville is generally a safe community in which to live, work and play. At the same time, unless resources are provided to address the challenges that come with growth, the trends recognized by sources such as Areavibes.com could continue to negatively impact the perceived and real sense of the community.

### *Workload*

Ultimately, the growth of the City has created a substantial increase in demand for services by all City departments, including the Police Department. Calls for service have increased by over 1,000 per year for the past eight years and are projected to continue at or above that rate with the city's current planned growth.

Calls for service are only one of the measures of officer workload. In addition to calls for service, officers are expected to conduct traffic enforcement, foot and bike patrols, and employ community policing practices to improve trust, among a host of other duties. Although there has

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<sup>1</sup> "The Economic Impact of Tourism in Buncombe, North Carolina, 2014 Analysis," by Tourism Economics, June 2015.

been substantial growth in officer workload, additional positions have not been added to the Police Department to address the growth in demand for police services.

Growth has and continues to occur across the Asheville community. While the level of service for Downtown is detailed below, it is important to acknowledge the growth and corresponding impacts in areas such as South Asheville (increased population and development from Biltmore Park to the Airport Road corridor) and West Asheville. In an effort to maintain and maximize the level of service and response times across the community, patrol districts were restructured in 2015 without the addition of personnel resources. Those efforts have resulted in limited success with the Department struggling to maintain current levels of service without modifying the type and timing of calls to which service can be provided.

#### *Downtown Level of Service*

In order to address the impact of growth in popularity and corresponding crime and nuisance issues, the Downtown Unit (DTU) was created in 2010 to supplement the beat officer assigned to handle the area and reduce the use of overtime to fill the service needs. The mission of the DTU is to employ community policing strategies and proactive enforcement to ensure a safe environment for downtown visitors, residents, and businesses. By early 2015, due to the increase in workload demands, the DTU was expanded to two shifts (each with six officers and a supervisor). In the second half of 2015, the DTU was expanded again to include a second night shift to increase the days of coverage. Formation and growth of the DTU was implemented without the addition of any new personnel resources within the Police Department. Instead, internal vacancies in Criminal Investigations, Drug Suppression, Traffic and other units have been left vacant to support the initiative. In addition to the beat officer and the DTU, four to six officers are hired back on overtime each day to address the level of activity and calls in the downtown.

In 2016, officers working in the area of the downtown handled approximately 21% of all calls for service in the City. In addition they spent more than 300 hours in community and downtown stakeholder meetings, made more than 14,000 contacts with downtown businesses, worked over 300 permitted special events, innumerable non-permitted free speech assemblies, and collected sock, food and toy donations to assist area homeless.

#### *Investments to maintain community-wide level of service*

While the Police Department has worked hard over the past decade to maintain current levels of service in a community experiencing community-wide growth without additional personnel resources, it has reached its limit of capacity to continue the current level of service to residents.

### *Fiscal Year 2018 Continuation Budget Request*

In order to *maintain* the Police Department's ability to handle the increasing demand for services in a manner that addresses crime, violence, and quality-of-life issues through modern, evidence based strategies integrated with the principles of community policing, additional sworn officers are needed in Fiscal Year 2018. In recent years, the Police Department - with support of city management, the community and City Council - has made great strides in moving the culture of policing in Asheville towards 21st century policing practices that employ the elements of procedural justice and ensure equitable, fair and impartial policing. In order to continue that momentum and move towards these common objectives, the Police Department has submitted a continuation budget request to the City Manager seeking the addition of 12 patrol officers, two sergeants and one lieutenant position for Fiscal Year 2018.

The addition of the requested positions will enable the Police Department to do the following:

- Restructure current patrol districts in a manner that evenly distributes the workload across the city and maintains or improves the current level of service and response times;
- Respond to the increasing demand for services across the community influenced by growth;
- Evolve the DTU into a fully functioning district which operates on a 24 hour/ 7 day a week basis expanding the area to include the rapidly growing South Slope and River Arts District. Due to the time required to hire and train a sufficient number of officers, the targeted date for implementation of the district is Fiscal Year 2020 (July 1, 2019). Efforts to enhance retention within the Police Department could speed up the targeted implementation date; and
- Continue to meet the increasing demand for services within the proposed area, reassign current district resources to better meet the growing needs of other areas of the City as described above and through the addition of a beat officer to the South Asheville area.

Without the investment of these resources, the Police Department will need to reallocate existing resources and prioritize calls for service. As a result, the Police Department's capacity to conduct foot and bicycle patrols, increase citizen engagement, partner with community members and organizations, and mentor youth will be diminished and eventually prove impossible. Other proactive activities such as traffic enforcement and safety, preventative patrols, and community meetings would also have to be reconsidered.

### *Fiscal Impact - Fiscal Year 2018*

The Police Department has worked with the City Manager's Office and Finance Department to identify options to implement this continuation budget within the City's Manager's Recommended FY 2017-18 Budget which will be presented to City Council on May 9. As such, the following plan is proposed for consideration:

***Capital Impact - Fiscal Year 2018***

In the first year of the plan, the Police Department will need to purchase an additional eight (8) patrol vehicles at a cost of \$384,000. Staff is recommending that this capital purchase be funded with an appropriation of fund balance.

***Operating Budget Impact - Fiscal Year 2018***

Personnel costs for the 12 patrol officers, two sergeants and one lieutenant position would be funded at 50% in the first year of the plan at a cost of \$469,000. Equipment and uniform costs are estimated at \$98,000, for a total first year operating cost of \$567,000.

***Future Investments - Police Department Multi-Year Plan***

In support of the Police Department's Multi-Year Work Plan which is focused on moving the culture of policing in Asheville towards 21st Century policing practices through the employment of the elements of procedural justice and ensure equitable, fair and impartial policing, a chart listing anticipated investments beyond Fiscal Year 2018 is attached.

The Police Department appreciates the opportunity to continue to partner with the City Manager's Office and City Council in implementing a work plan that continues to maximize the high quality of life that the Asheville community enjoys.

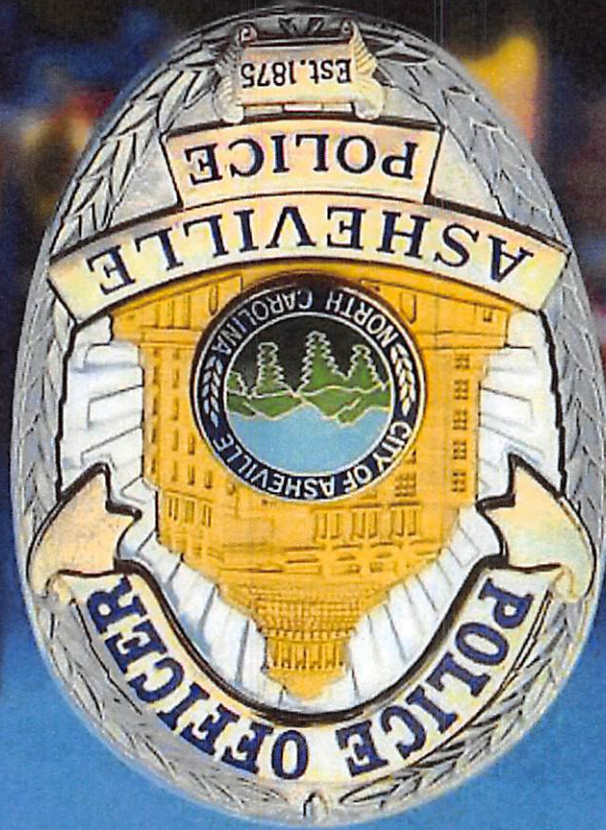
**ATTACHMENTS:**

- A. Police Department Multi-Year Work Plan
- B. Downtown District Four Year Investment Layout
- C. Current and Proposed Allocation Maps



FY16/17 to FY 18/19

# Asheville Police Department Multi-Year Work Plan





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## Introduction

The City of Asheville Police Department (Police Department), serving the residents and visitors of the largest city in Buncombe County, is fully accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Police Department, first accredited in 1994, continually strives to maintain high standards in the law enforcement community.

While looking to the future, it is imperative that the Police Department develop a long term, multi-year work plan that considers factors such as increased population, additional workload demands along with the anticipated improvements and investments necessary to maintain the level of service expected by the community.

As the City continues to evolve and prosper, the Police Department faces unique challenges inherent with the community's growth and expansion.

The information contained in this Multi-Year Work Plan (Work Plan) represents a comprehensive three year work plan that formulated through a collaborative internal process. It also represents a consolidation of the Police Department's Strategic Operations Plan and recommendations contained within the Organizational Assessment completed by Matrix Consulting Group in March 2015. The focus areas within this Work Plan are strongly influenced by these documents as well as ensuring alignment with the City Council's 2036 VISION.

The Police Department's Work Plan is designed to be iterative – a guiding document that is constantly reviewed, updated and aligned with our community's values. It is intended to maximize the Police Department's ability to effectively manage resources, provide accountability through measured results, and adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise.

As with any community, the landscape of Asheville continues to evolve. As such, it is imperative that the Police Department continue to develop and nurture partnerships, build trust, and instill confidence in its ability to maximize the community's quality of life by providing a high performing law enforcement services. This Work Plan is intended to be a roadmap for achieving both short and long term goals.

## Vision Statement

The Asheville Police Department is committed to being the leading professional, progressive, and community focused police department in the State of North Carolina by promoting the highest standards of performance, best practices, and accountability that reflect our values and those of the community we serve.

We are united in partnership with our community and city in our commitment to addressing crime, violence, and quality of life issues through modern, evidence based strategies integrated with proven problem solving tactics and adherence to the principles of community policing.

The Asheville Police Department is accountable to protect our citizens by enforcing the laws of the State of North Carolina and upholding the United States Constitution through fair and impartial policing, treating all individuals with dignity and respect.

We strive to hire, retain and promote the most talented and loyal officers and staff who demonstrate the highest level of integrity and dedication to our profession by ensuring access to training, development and advancement opportunities, providing clear communication of our expectations, and rewarding innovation and commitment to duty.

## Mission Statement

The City of Asheville Police Department is dedicated to providing public safety and maintaining order, enforcing the laws of North Carolina, upholding the United States Constitution and enhancing National Security. The City of Asheville is committed to supporting a safe city with safe neighborhoods.

## Core Values

### City of Asheville

*Continuous Improvement* - Asheville Employees are trained professionals who improve service delivery by balancing needs, resources and innovation.

*Integrity* - Asheville employees demonstrate character with courage, honesty and pride.

*Diversity* - Asheville employees value and respect a diverse community, workforce and ideas.

*Safety and Welfare* - Asheville employees value the safety and welfare of our employees and the citizens we serve.

*Excellent Service* - Asheville employees strive to address needs with courtesy, compassion, timeliness, efficiency and commitment.



## Asheville Police Department

*Integrity* - Honesty, compassion, trust, and accountability. Police Officers have the courage to do what is morally, ethically, and legally right regardless of risk.

*Fairness* - The Police Department will treat everyone impartially without favoritism or bias.

*Respect* - The Police Department will treat everyone with dignity and courtesy without prejudice.

*Professionalism* - The Police Department will deliver quality services through cooperation, open communication and a commitment to continuous improvement.

## Goals and Operational Objectives

### Long-Term Agency Goals

Goal 1: Strategic Goals and Objectives - Annually review and update strategic goals and objectives and implement best practices as we evolve.

Goal 2: Crime Reduction - Reduce crime by ensuring timely, thorough, and efficient investigation of major crimes and trends with a focus toward evidence-based practices, prevention, suspect apprehension, case closures, and successful prosecutions.

Goal 3: Accountability, Credibility and Community Relations - Implement programs, training and initiatives to promote accountability and strengthen relationships between the department and diverse communities.

Goal 4: Resource Management - Implement an updated and efficient process for personnel, equipment, and unit inspections with a focus on accountability.

Goal 5: Employee Development - Promote recruiting, career development opportunities, and future leadership of the department.

Goal 6: Technology - Keep pace with emerging concepts and technologies to direct police services for the greatest effect.

Goal 7: Accreditation - Review and update departmental policies and procedures in accordance with nationally accepted standards and maintain the department's accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

## Goal 1 Actions – Strategic Goals and Objectives

Annually review and update strategic goals and objectives and implement best practices as we evolve.

FY 2016/2017 - **Special Services Division:** Annually review and report on the department's MYP performance measures and update strategic goals and objectives accordingly.

**All Major Organizational Components:** Provide follow-up assessments to the Special Services Division by the end of each fiscal quarter on progress toward goals and objectives in the MYP.

## Goal 2 Actions – Crime Reduction

Reduce crime by ensuring timely, thorough, and efficient investigation of major crimes and trends with a focus toward evidence-based practices, prevention, suspect apprehension, case closures, and successful prosecutions.

FY 2016/2017: **Administrative Services Division:** Provide complete, accurate, timely and integrated crime analysis reports that assist in planning and resource deployment through geographical and intelligence-based analysis of crime.

**Investigations and Support Operations Division:** Designate a current detective position to conduct a thorough review of cold cases as a primary duty.

**Investigations and Support Operations Division:** Obtain full authorized staffing at the Family Justice Center (FJC) by maintaining four Special Investigations Unit Detectives and one Sergeant at the FJC.

**Patrol Operations Division:** Employ evidence-based responses and preventative measures to reduce Part One Crime by 5% in each Patrol District.

FY 2017/2018: **Administrative Services Division:** Provide complete, accurate, timely and integrated crime analysis reports that assist in planning and resource deployment through geographical and intelligence-based analysis of crime.

**Investigations and Support Operations Division:** Achieve full authorized supervisory staffing in Criminal Investigations to support staff and their investigative efforts.

**Investigations and Support Operations Division:** Achieve and maintain full authorized staffing of Detectives in Criminal Investigations.

**Investigations and Support Operations Division:** Evaluate and recommend any changes to the Forensic Services Unit.

**Patrol Operations Division:** Employ evidence-based responses and preventative measures to reduce Part One Crime by 5% in each Patrol District.

**FY 2018/2019:** **Administrative Services Division:** Continue to provide complete, accurate, timely and integrated crime analysis reports that assist in planning and resource deployment through geographical and intelligence-based analysis of crime.

**Investigations and Support Operations Division:** Achieve full authorized supervisory staffing in Criminal Investigations to support staff and their investigative efforts.

**Investigations and Support Operations Division:** Maintain full authorized staffing of Detectives in Criminal Investigations.

**Patrol Operations Division:** Continue to employ evidence-based responses and preventative measures to reduce Part One Crime by 5% in each Patrol District.

### **Goal 3 Actions – Accountability, Credibility and Community Relations**

Implement programs, training and initiatives to promote accountability and strengthen relationships between the department and diverse communities.

**FY 2016/2017:** **All Major Organizational Components:** Develop a Community Liaison Program to increase and improve communication and trust between APD and the diverse neighborhoods and organizations of Asheville.

**Administrative Services Division:** Implement and administer a body-worn camera system with the assistance of the newly hired Law Enforcement Technology Specialist.

**Special Services Division:** Identify and implement quality diversity training, implicit bias and de-escalation training for all department personnel.

**Operations Bureau:** Implement the phased-in use of body-worn cameras in the Patrol Operations Division as the devices become available.



**FY 2017/2018:** **All Major Organizational Components:** Implement the Community Liaison Program to increase and improve communication and trust between APD and the diverse neighborhoods and organizations of Asheville.

**Administrative Services Division:** Manage access and security of body-worn camera data to promote departmental transparency while maintaining personnel and investigative confidentiality as required by law and policy.

**Special Services Division:** Identify and implement quality diversity training, implicit bias and de-escalation training for all department personnel.

**Patrol Operations Division:** Expand the use of body-worn cameras to include all operational personnel as equipment becomes available.

**FY 2018/2019:** **All Major Organizational Components:** Continue the Community Liaison Program to increase and improve communication and trust between APD and the diverse neighborhoods and organizations of Asheville.

**Administrative Services Division:** Continue to manage access and security of body-worn camera data to promote departmental transparency while maintaining personnel and investigative confidentiality as required by law and policy.

**Special Services Division:** Identify and implement quality diversity training, implicit bias and de-escalation training for all department personnel.

**Operations Bureau:** Review, maintain and update the body-worn camera program and policy.

**Investigations and Support Operations Division:** Review and update the Citizen's Police Academy course and delivery platform to ensure it meets current community needs and expectations.

#### **Goal 4 Actions – Resource Management**

Implement an updated and efficient process for personnel, equipment, and unit inspections with a focus on accountability.

**FY 2016/2017: Special Services Division:** Implement staff/line inspections, digitally record and manage all inspections and audit for accuracy and timeliness. Identify areas for improvement and suggest changes to enhance performance and effectiveness.

**Special Services Division:** Continue the purge of property from the old property room, with a projected timeline for completion in 12 months. Publish quarterly reports on purge progress and update the projection for completion as necessary.

**Special Services Division:** Work with the Administrative Services Manager to eliminate the intake of all non-evidentiary case file items to the Property Section through implementation of the Electronic Records Policy.

**Financial Services Section:** Through the Financial Services Manager, ensure that adequate resources and technology are available to track and inventory all agency assets, with the primary goal to establish or procure software that enables tracking of all equipment. An annual audit will be conducted of all department equipment.

**Investigations and Support Operations Division:** Formalize a process that better tracks the agency's efforts in addressing traffic complaints.

**FY 2017/2018: Special Services Division:** Digitally record and manage all line inspections and audit for accuracy and timeliness.

**Special Services Division:** Complete inventory and purge of all property from the old property room.

**Financial Services Division:** Through the Financial Services Manager, ensure that adequate resources and technology are available to track and inventory all agency assets, with the primary goal to establish or procure software that enables tracking of all equipment. An annual audit will be conducted of all department equipment.

**Investigations and Support Operations Division:** Review and recommend whether the Department will continue with the DWI Task Force efforts when the funding source ceases at the conclusion of 2017.

**Patrol Operations Division:** Ensure 100% of TASER operators are CIT trained.

FY 2018/2019: **Special Services Division:** Digitally record and manage all line inspections and audit for accuracy and timeliness.

**Special Services Division:** Continue to inventory and purge all eligible property items to prevent a backlog.

**Financial Services Division:** Through the Financial Services Manager, ensure that adequate resources and technology are available to track and inventory all agency assets, with the primary goal to establish or procure software that enables tracking of all equipment. An annual audit will be conducted of all department equipment.

### Goal 5 Actions - Employee Development

Promote recruiting, career development opportunities, and future leadership of the department.

FY 2016/2017: **Special Services Division:** Continue to forecast vacancies and maintain an on-going list of eligible applicants using the recruitment plan. Focus recruitment efforts on qualified minority applicants to reflect the diversity of the community.

**Patrol Operations Division:** Increase the number of CIT trained patrol officers by 20% annually until all patrol officers are CIT trained.

**Patrol Operations Division:** Provide extra CIT classes to train all current TASER certified officers ensuring that all TASER certified officers are trained by FY-2018.

**Patrol Operations Division:** Be courteous and professional to our customers while providing superior service. Reduce sustained courtesy complaints by 20%. Provide training opportunities and recommendations for those officers that may benefit. Develop a process for call auditing by supervisors.

**Patrol Operations Division:** In conjunction with Recruitment and Career Development, devise a career progression plan for patrol officers that identify core training competencies that each member of patrol can achieve, and flexible timelines for them to achieve their goals for knowledge and career advancement opportunities.

**Investigations and Support Operations Division:** Train three Detectives per year for basic homicide investigation skills with the goal of having all detectives in Criminal Investigations trained with this specialty.

**Investigations and Support Operations Division:** Create a performance enhancement plan for the Animal Control Unit.

**Investigations and Support Operations Division:** Increase the staffing level of the Emergency Response Team to 15 members for safety and availability/ response needs.

**FY 2017/2018:** **Special Services Division:** Continue to forecast vacancies and maintain an ongoing list of eligible applicants. Achieve and maintain full authorized staffing within the department.

**Special Services Division:** Provide training opportunities to all Peer Support Team staff. Provide assistance to regional agencies requesting peer team debriefings of critical incidents.

**Patrol Operations Division:** Review the new career progression plan for patrol officers and track progress through the system.

**Patrol Operations Division:** Provide training opportunities in areas for officers to continue to reduce sustained courteous and professional complaints by an additional 20%. Continue to be courteous and professional to our customers while providing superior service.

**Investigations and Support Operations Division:** Train three Detectives per year for basic homicide investigation skills with the goal of having all detectives in Criminal Investigations trained with this specialty.

**FY 2018/2019:** **Special Services Division:** Continue to forecast vacancies and maintain an ongoing list of eligible applicants. Achieve and maintain full authorized staffing.

**Special Services Division:** Maintain and review the formal training program for newly promoted supervisors.

**Patrol Operations Division:** Maintain and review the career progression plan for patrol officers.

**Patrol Operations Division:** Expand TASER Conducted Electronic Weapons (CEW) deployment so that every patrol officer who has completed CIT training is assigned a TASER.

**Investigations and Support Operations Division:** Train three detectives per year for basic homicide investigation skills with the goal of having all detectives in Criminal Investigations trained with this specialty.

## Goal 6 Actions - Technology

Keep pace with emerging concepts and technologies to direct police services for the greatest effect.

FY 2016/2017: **Administrative Services Division:** Augment Crime Analysis by hiring a second analyst to aid in the compilation, analysis, and department wide dissemination of crime analysis products to provide valuable actionable intelligence to operational personnel.

**Administrative Services Division:** Acquire an analytical technology system (Automated Tactical Analysis of Crime Regional Analysis and Information Data Sharing – ATACRAIDS) for enhanced crime analysis.

**Special Services Division:** Implement technological upgrades to provide P-25 digital communications department wide and phase in encrypted communications for specialty units and Command Staff.

FY 2017/2018: **Administrative Services Division:** Provide immediate access to complete, accurate, timely, and integrated information reports that assist in planning and resource deployment through geographical and intelligence-based analysis of crime.

**Special Services Division:** Digitally record and manage all line inspections and audit for accuracy and timeliness.

FY 2018/2019: **Administrative Services Division:** Continue to use the two crime analysts and ATACRIADS to provide immediate access to complete, accurate, timely and integrated information reports that assist in planning and resource deployment by geographical and intelligence-led analysis of crime trends, including performance assessment and accountability.

**Special Services Division:** Complete replacement of all radios remaining in APD inventory at their end-of-life. Transition all radio equipment to full encryption and measure radio improvement needs for future planning.

## **Goal 7 Actions - Accreditation**

Review and update departmental policies and procedures in accordance with nationally accepted standards and maintain the department's accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)

**FY 2016/2017: Administrative Services Division:** Continue to organize the Records Management System (RMS) for retention of police records and set the groundwork for transition from summary based uniform crime reporting (UCR) to Incident Based Crime Reporting (IBR).

**Administrative Services Division:** Implement the conversion process of original documents to an electronic media format in accordance with state law and city policy.

**Professional Standards Section:** Review and revise 30 policies annually to ensure they reflect best practices and the Department is in compliance with current CALEA guidelines.

**Professional Standards Section:** Achieve CALEA reaccreditation for the 2014-2017 accreditation cycle, to include a successful August 2017 CALEA on-site assessment.

**Special Services Division:** Publish a Critical Incident Stress Management (CISM) policy and provide training opportunities to all Peer Support Team staff. Provide assistance to regional agencies requesting peer team debriefing of critical incidents.

**Investigations and Support Operations Division:** Review and update APD Policy 3001 – CID Administration.

**Investigations and Support Operations Division:** Draft and implement a policy for the Animal Control Unit.

**Investigations and Support Operations Division:** Review and update APD Policy 164Q - Informants.



**FY 2017/2018:** **Administrative Services Division:** Upgrade, based in part on user feedback for improvement, SunGard's Computer Aided Dispatch (CAD), Mobile Computing (MCT), and Records Management System (RMS). Prepare to transition from summary based UCR to Incident Based Crime Reporting (IBR).

**Professional Standards Section:** Review and revise 30 policies annually to ensure they reflect best practices and the Department is in compliance with current CALEA guidelines.

**FY 2018/2019:** **Administrative Services Division:** Upgrade SunGard's Computer Aided Dispatch (CAD), Mobile Computing (MCT), and Records Management System (RMS) for use of Incident Based Crime Reporting (IBR).

**Professional Standards Section:** Review and revise 30 policies annually to ensure they reflect best practices and the Department is in compliance with current CALEA guidelines.

## Population Trends, Anticipated Workload, and Personnel Levels

### Population Trends

The City of Asheville, with a current population of 89,000, averages a daily working population of 133,000, excluding tourism. Tourism data indicates that Asheville hosts approximately 27,000 daily visitors. In total, the City's population may exceed 160,000 at any given time during the year.

#### Historical population growth trend

- 1.55% increase per year on average, including residential, commuter and tourist
- Annual Projected Growth
  - Projected residential growth is 700 individuals
  - Projected commuter growth is 700 individuals
  - Projected tourism growth 800 individuals

#### Anticipated trends

- Increased calls for service, particularly in the Downtown, South Slope and River Arts District with plans for increased development.
- Increased traffic congestion and vehicle accidents.
- Increased reliance on digital technology, resulting in increased need for maintenance and data storage.
- Continued enhancement of community engagement efforts.

### Anticipated Workload

The department utilized existing data to estimate anticipate and project the impact on the department's workload during the period of this work plan. The chart below summarizes the actual data through fiscal year (FY) 2015-2016, along with projections for FY 2016-2017 through 2018-2019. The projections are based on actual data, historical trends, and anticipated population growth.

	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
<b>Calls for Service</b>	113,448	114,954	116,977	117,977	118,977	119,977
<b>Arrests</b>	5,418	4,792	4,920	5,110	5,179	5,249
<b>Citations</b>	8,671	10,025	9,960	10,127	10,264	10,402
<b>Incident Reports</b>	10,313	9,652	10,550	10,775	11,000	11,225
<b>Vehicular Accident Reports</b>	6,820	7,153	8,000	8,600	9,200	9,800

### Personnel Levels

The department, with an authorized staffing level of 222 sworn and 62 non-sworn positions, is anticipated to reach full staffing by the end of calendar year 2017 based on applicant data analysis. With estimated increases in workload over the next three years, additional staff will be needed to ensure that service levels are not reduced.

The addition of a Downtown District (which would serve the Central Business District (including downtown and South Slope) as well as the River Arts District) will allow the department to maintain a high level of service and to address the increased workload that is projected with the proliferation of new development in these areas. A request to expand patrol coverage to these areas by adding nine additional officer positions and two additional sergeant positions has been included in the department's enhancement budget requests for FY17/18.

In addition to expanded patrol coverage provided by a Downtown District, additional staffing is needed to address projected increases in traffic safety needs and accident investigations. The addition of 2 officers to the Traffic Safety Unit will enhance the Police Department's response to traffic safety complaints and concerns. A request for these positions has been included in the department's enhancement budget requests for FY17/18.

Consistent annual increases in the volume of calls for police services will necessitate increased resources in the Communications Section to handle that workload. An additional four positions (one per shift/group) is needed for this purpose. The current infrastructure in the Communications Section is capable of accommodating an additional call taker on each shift, so funding for the positions is all that is needed.

## Current and Projected Capital Improvement Needs

**Vehicles** - Ongoing replacement and up fit will cost approximately \$1.5 million in the 2017 fiscal year (FY17). This cost is inclusive of new mobile data terminals and required equipment for each vehicle. This is currently funded through CIP.

**Body-Worn Camera (BWC) and Conducted Electronic Weapons (CEW)** - The BWC and CEW program is estimated at \$1,273,738 over the next five years. This will need to be funded through the Police Department's General Operating Budget.

**High Density Shelving** – High density shelving, which will increase storage capacity within the Property and Evidence Section by fifty percent, is estimated to cost \$125,000 and is funded in FY17.

**Crime Analysis Software** - ATACRAIDs and related software from LexisNexis is needed for efficient crime analysis that includes predictive analysis. The cost is estimated at \$60,000, and will be purchased in FY17.

**Police Facilities Improvement and Maintenance** – As indicated during the development of potential bond referendum items for City Council consideration in June 2016, the facilities that support law enforcement operations are in need of capital improvement. In FY2017, costs to maintain and repair existing facilities are estimated at \$75,000. Over the next three to five years, it is estimated that approximately \$5 million of renovation and construction costs to support adequate facilities is needed. Similar funding requests will continue for years as the Police Department expands to meet growing community needs.

**Radio Infrastructure** - Upgrade and modernization of radio equipment is estimated at \$1.4 million. APD will work with City IT and Finance to determine funding.

**Command Post Vehicle** - A modern Command Post is needed to enable on-scene management of critical law enforcement incidents that require an extended period of time to resolve. The purchase of this resource is estimated to cost \$700,000 which will be requested in FY18. Grants or other funding sources may be available to offset the City's cost.

**Hazardous Devices Vehicle** – The Hazardous Devices Unit's operational vehicle needs to be replaced and will be requested in FY18 at an approximate cost of \$350,000. Grants or other funding sources may be available to offset the City's cost.

## Technology and Equipment Needs

There will be ongoing needs in order to keep pace and adapt to “cutting-edge technology” for SunGard’s Records Management System (RMS), Computer Aided Dispatch (CAD). This will include exploring cloud storage systems.

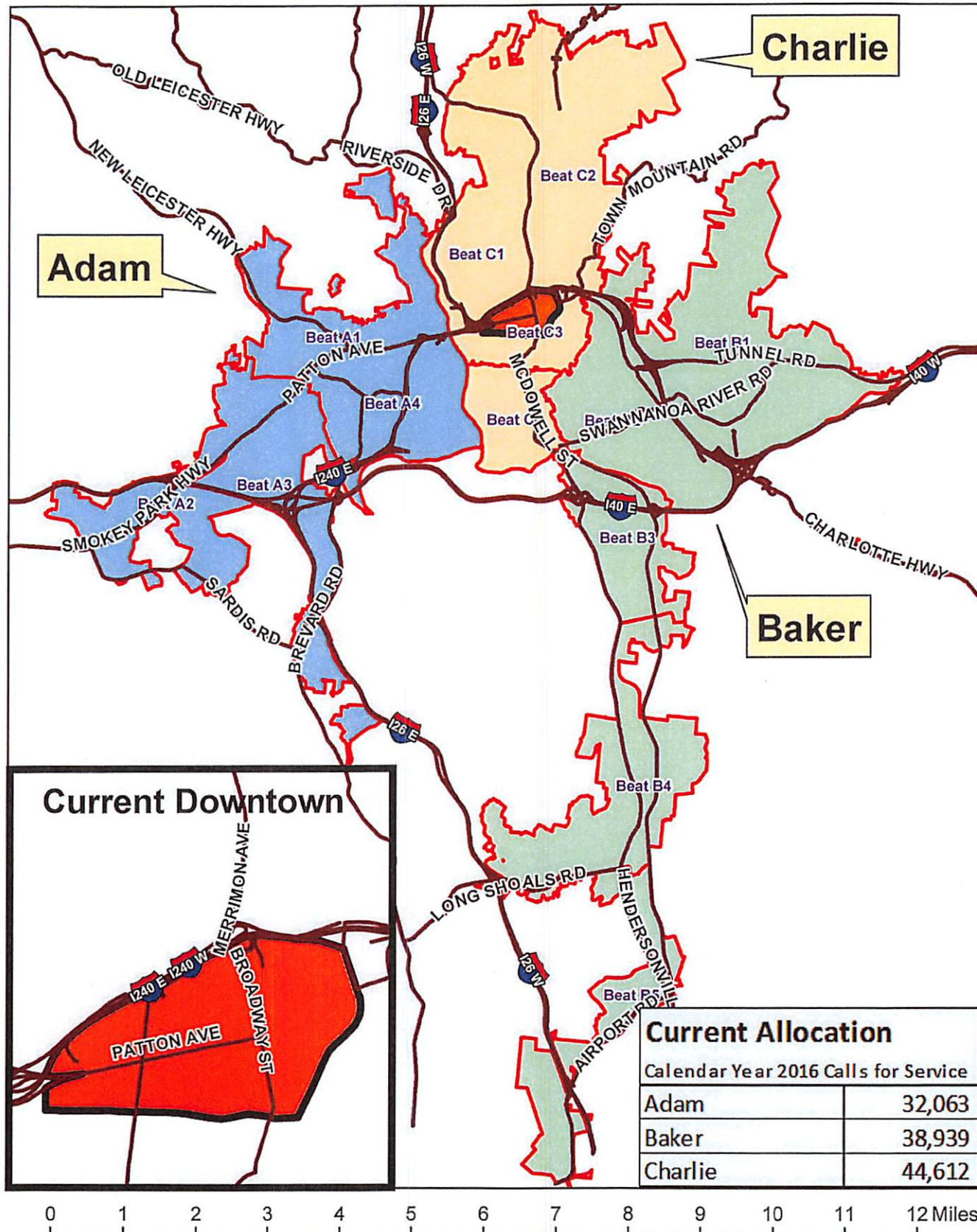
In FY17, 180 body-worn camera systems and 180 TASER Conducted Electronic Weapons (CEWs) will be purchased. Grant funding has been awarded to complete the final purchase of 60 BWCs and CEWS.

ATACRAIDS (ATAC Regional Analysis and Information Data Sharing) software by Lexis-Nexis enables local, regional, and national crime data sharing. This software is needed for efficient crime analysis that includes predictive analysis, i.e., pattern analysis, crime mapping and reporting. It will be purchased in FY17.

Asheville Police Dept					
Downtown District					
		FY' 2017- 2018	FY' 2018-2019	FY' 2019 - 2020	FY' 2020 - 2021
Personnel Cost:					
1 Lt, 2 Sgt & 12 Officers		469,007.00	966,155.34	995,140.00	1,024,994.00
Operating Cost:					
Uniforms and Equipment		98,800.00	86,450.00	32,250.00	32,250.00
Vehicles		384,000.00	336,000.00		
		(8 Vehicles)	(7 Vehicles)		
	Total	951,807.00	1,388,605.34	1,027,390.00	1,057,244.00
Potential Savings:					
Augment with fringe benefits payment		-	-	(129,810.00)	(324,526.00)
	Net Impact	951,807.00	1,388,605.34	897,580.00	732,718.00
Notes:					
	Need approval to promote Lieutenant and Sergeants during FY '17 to start recruitment process for Feb, 2018 class. Once approved, the Impact will be a potential savings on "augment payment" during FY '20 and FY '21.				
	First Class starting on Feb, 2018 will be ready FY 2018-19 (October 2018)				
	Second Class starting on Aug, 2018 will be ready FY 2019-20 (June 2019)				
Fiscal Year	Estimated Augment Payment	Savings			
FY 2018	420,098.00	0%	-		
FY 2019	432,701.00	0%	-		
FY 2020	432,701.00	30%	129,810.30		
FY 2021	432,701.00	75%	324,525.75		

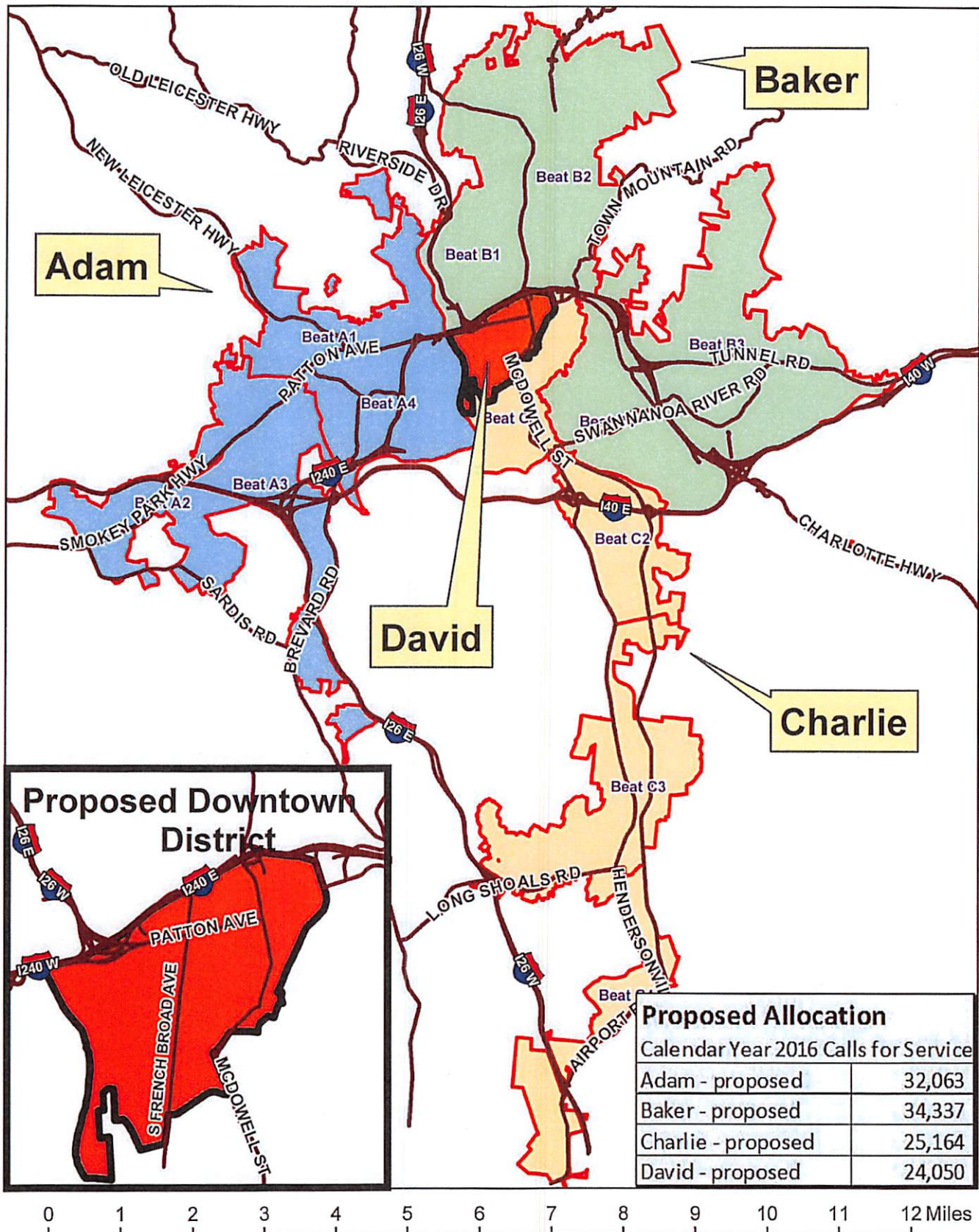


# Current Allocation





# Proposed Allocation



## Ben Farmer

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Sunday, March 26, 2017 10:34 PM  
**To:** ldholtavl@gmail.com  
**Subject:** Fwd: CPAC March Mtg. Notes-Attached  
**Attachments:** CPAC.MtgNotes.3-1-17.docx; ATT00001.htm

My apologies - thought you had received these. Missy sent them during our meeting at SPARC.

Safe travels tomorrow.

Begin forwarded message:

**From:** Missy Reed <[mreed@thesparcfoundation.org](mailto:mreed@thesparcfoundation.org)>  
**Date:** March 16, 2017 at 11:58:07 AM EDT  
**To:** Paul Fetherston <[PFetherston@ashevillenc.gov](mailto:PFetherston@ashevillenc.gov)>, Dawa Hitch <[dhitch@ashevillenc.gov](mailto:dhitch@ashevillenc.gov)>  
**Cc:** Lucia Daugherty <[ldaugherty@thesparcfoundation.org](mailto:ldaugherty@thesparcfoundation.org)>, Jackie Latek <[jlatek@thesparcfoundation.org](mailto:jlatek@thesparcfoundation.org)>  
**Subject:** Fw: CPAC March Mtg. Notes-Attached

Notes from the community CPAC meeting.

Thanks, Lucia!

Missy Reed - Project Director

Changing Together

The SPARC Network

276 East Chestnut Street

Asheville, NC 28801

828-777-7130

[mreed@thesparcfoundation.org](mailto:mreed@thesparcfoundation.org)

*Please make a notation that my email address has changed to [mreed@thesparcfoundation.org](mailto:mreed@thesparcfoundation.org).*

---

**From:** Lucia Daugherty <[ldaugherty.consult@gmail.com](mailto:ldaugherty.consult@gmail.com)>  
**Sent:** Thursday, March 16, 2017 2:14 AM  
**To:** Missy Reed  
**Subject:** CPAC March Mtg. Notes-Attached

Thanks Missy!

--

Best Regards,  
Lucia Daugherty

Civil Rights Specialist,  
SPARC Foundation

## **Citizen Police Advisory Committee Meeting**

**March 1, 2017**

**(Location: Wesley Grant Center)**

### **Agenda:**

**Introductions**

**Review of Committee Charge**

**Role and Purpose**

**Ground Rules**

**Open Dialogue**

**Wrap Up and Review of Next Steps**

### **Ground Rules**

- 1) Out of respect for other dialogue participants, and so that everyone has ample time to share, please limit your commentary to 3-4 mins in total duration. (suggested by **facilitator**)
- 2) Refrain from personal attacks (suggested by **facilitator**)
- 3) No cross talk (suggested by **participants**)
- 4) State your name each time you share (suggested by **participants**)
- 5) Project or speak loud so that others can hear you (suggested by **participants**)
- 6) Stand when speaking (suggested by **participants**)

### **What is currently going well?**

- Stakeholders engaging is crucial to the process of change
- CPAC working to bring in fresh new voices; Diversifying the Committee
- Access to CPAC meeting minutes
- Community and Police came together to revise Use of Force policy; de-escalation to avoid violence
- Ms. Dee Williams, and others bringing information about police stops to lessen the occasions of violence (examination of racial disparity as pertains to traffic stops)
- Great strides have been taken to improve functionality of the Committee, in partnership with City Council
- CPAC's willingness to listen and come out into the community to engage (also, willingness to change the meeting time and location to further accommodate community)
- Grateful for this dialogue

- De-escalation training is currently being done within the Police force.
- Data is working. Diverse groups of people coming together. Low cost to no cost to stop racial profiling, to lower the numbers
- CPAC can advise City Council
- Information is reaching the school system
- As a protester, being arrested sort of draws a line in the sand, to show which side of the issue folks are on

**(What's going well continued....)**

- Many thanks to David Forbes for her presence, and for helping to get the word out
- Happy that young people from the community are present [for meeting]. Keep showing up, you have a voice

**What not working?**

- Communication needs improvement- how CPAC is spreading the word to community
- Function of CPAC needs to be further clarified
- Changes need to be made around assault weapons
- Information needs to be brought to the community about what CPAC is, what its role is, to increase trust and communication
- Deadline/Systematic sign off with officers
- CPAC needs to ask Council to create more balance between officer rewards and responsibility (for example, clarify what police can and cannot do regarding undocumented immigrants)
- Police officers need to be involved in these discussions. Marginalized segments of the community need to be given opportunities to ask questions and voice concerns directly to APD officers and chief
- Needs to be a power dynamic shift unarmed officers at mtgs. creates a lessened threat (response: If officers are in uniform or on duty, protocol requires that they be armed)
- How do we get information back to law enforcement, from community members? (will require direct interaction between community members and officers- relationship building, officer accountability, etc.)
- Another power dynamic issue: Those who have the privilege/ability to bring voices of those people to the room and carry pertinent information back to those members of the community
- Police shouldn't have to deal with marginalized people (examine containment policies especially concerning people of color)
- Data and Policy change is imperative (look at baseline, gather data, examine changes)
- HARM principle should be encouraged (relating to de-escalation and nonviolent communication). Move away from the corporate model and into 21<sup>st</sup> century policing (human relationship, data, accountability), serve and protect (service), and community policing



- To create change you must understand how the structure works. It is necessary that community members understand the role of each public servant, each board and commission, etc.
- Demotivating factor in lack of police presence
- No knowledge of what information is being taken back to Council
- CPAC's purpose is not to strictly take complaints
- Clarity needed to be provided to community, making them aware that police would not be present
- Suggestion: Hold one meeting with police presence, and one meeting without police presence
- Council should require that APC officers document (for the sake of transparency) stops and incidents
- Collective opportunity needed for CPAC members to more solidly plan and execute meetings in the future
- Request for this to be on record: Status of de-escalation training needed. Requested once by Carol. This request was recorded on meeting minutes
- Request for this to be on record: Carol would like clarity about the impact of executive orders as they relate to immigration
- Expectation not met due to communication issues, which also prevents trust
- Wish that more community members were present
- Officers should dress down a little more when attending community events and meetings. Also, when they attend, instead of only engaging with peers (other officers), leave cluster and interact with community attendees
- Officers can build trust by showing up during times outside of policing (building relationship with community in between time)
- Poverty and racism need to be dealt with locally. Telling the truth in these dialogues. Police protect Privilege
- Coffee with a Cop only works for some segments of the community, but not for all (like Public Housing residents). Make it more accessible to all
- Add a formal presentation about de-escalation training to meeting agenda
- Discuss powers of chairperson. Decisions need to be made by full committee (for example: lack of police presence at community meeting decision)
- Doesn't seem like issue was "not enough community engagement", but rather "too much engagement"
- Timing and location need to be changed

#### **Wrap Up and Review of Next Steps:**

- Changes need to be made and steps need to be taken
  - Discussion of de-escalation policy and deadline projections among committee members

- Determine the status of the de-escalation training (suggestion- present to City Council)
- Communication improvement: internal to the committee and out in the community
- List Serve? Post meeting information on the City of Asheville Facebook page?
- De-escalation training- Motion: Allison 2<sup>nd</sup>: Carol

**(A quorum was present)**

## Ben Farmer

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**From:** Larry D. Holt <ldholtavl@gmail.com>  
**Sent:** Sunday, March 26, 2017 10:09 PM  
**To:** Paul Fetherston  
**Subject:** Re: Touch base

Welcome back. I have talked with Missy about this Thursday evening at 6:00pm. Shana is on for that time. Cliff is available Wednesday afternoon. Debbie is available most any time. I have left messages with Jay and Allison - no response (busy I think). Have not contacted Carol or Sir Charles until I know the times for the others. I have contacted Lucia but still have not received her notes from the March meeting. I have been tied up this week with Civitan Club Scholarship interviews. We give scholarships to all 7 high schools in the County - I am the Scholarship chair!?! I am going to Chapel Hill tomorrow afternoon (Monday). And returning Tuesday morning. I hope to make some calls during the drive. I

Sent from my iPhone

On Mar 26, 2017, at 8:50 PM, Paul Fetherston <PFetherston@ashevillenc.gov> wrote:

> Hi Larry,  
>  
> I hope all is well.  
>  
> I am back in the office starting tomorrow after a week of training. It would be great to touch base with you to see where we are, next steps, any way I can support, and agenda. Let me know what might work for you - happy to treat you to a coffee or iced tea and get out of the office.  
>  
> Thank you!

**Ben Farmer**

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Sunday, March 26, 2017 8:51 PM  
**To:** ldholtavl@gmail.com  
**Subject:** Touch base

Hi Larry,

I hope all is well.

I am back in the office starting tomorrow after a week of training. It would be great to touch base with you to see where we are, next steps, any way I can support, and agenda. Let me know what might work for you - happy to treat you to a coffee or iced tea and get out of the office.

Thank you!

**Ben Farmer**

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Monday, March 06, 2017 8:57 PM  
**To:** ldholtavl@gmail.com  
**Subject:** Invitation to meet with CPAC representatives

Hi Larry,

As a follow up to CPAC's Community Meeting at the Grant Center on March 1, I wanted to invite you as CPAC Chair along with up to three representatives of CPAC to meet in the next two weeks to discuss the following:

- Debrief of community meeting – agenda and communications
- Moving forward – how to support effective meetings moving forward to support CPAC charge

I would also like to invite Dawa Hitch (City's Director of Communication and Public Engagement) and potentially Lucia Daugherty and Missy Reed – both from the SPARC foundation – to offer resources in support of maximizing the dialogue moving forward.

I will be out of the office in training from March 20-24, and would like to host a meeting in advance of the April 5 scheduled CPAC meeting.

Let me know if I may be of assistance.

Thank you.

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**Ben Farmer**

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**From:** Lucia Daugherty <lداugherty.consult@gmail.com>  
**Sent:** Wednesday, March 01, 2017 12:56 PM  
**To:** ldholtavi@gmail.com; Paul Fetherston  
**Subject:** Facilitator's Agenda-attached  
**Attachments:** Facilitation.Agenda.CPACMar1st.docx

Hi Larry and Paul,

For the sake of time, I am sending you both a copy of a proposed facilitation outline (attached)that I've created for our process tonight, which can fit within the meeting agenda that you all created . The portions that are highlighted are pieces that I need clarity or confirmation about. I welcome your suggestions and revisions, if there is anything that you disagree with or things you would like added. Let me know if you have questions. Thanks!

--

Best Regards,  
Lucia Daugherty

Civil Rights Specialist,  
**SPARC Foundation**

Supplies- Flip Charts (2), Markers,

- 1) **Introductions-** Committee and Community Members (Committee members to state name and position Community Members encouraged to mention the neighborhoods that you represent, or the agency that you represent. If you don't desire to state your name, feel free to say "pass")
- 2) **Review of Committee Charge-** Larry
- 3) **Role and Purpose:**
  - *What is the role of the Citizen's Police Advisory Committee (CPAC)?*- Larry
  - *What is the purpose of today's meeting?*- Lucia (?): The Committee desired to get out of the police station and into the community to hear your thoughts, concerns, questions, and suggestions- a large part of CPAC's role is to carry your input back to City Council.  
(Larry to add to purpose if needed. Would you like to explain why APD will not be present? Also, would you like to mention the sign up sheet? )
- 4) **Ground Rules-**

Lucia (to the community): Your role is important in this work and your time is valuable, so I want to create a structured atmosphere, that will allow us to use the short amount of time allotted in the most productive way possible.

That said, there are just a couple of ground rules that I would like to go over, so that we're all on the same page, and so that we can move through this process as smoothly as possible.

- 1) Discussions of this nature can be difficult, so it is understandable that emotions sometimes get high, which often causes us to talk for extended periods of time. We want to accommodate your voices today, but simply ask that you limited your commentary to around 2-3 minutes in duration, so that everyone can have an opportunity to share.
- 2) Keep in mind the purpose of today's meeting, remembering that we all showed up tonight because we care and want to work toward solutions, so personal attacks are discouraged.

\*Larry to add ground rules

Should we ask participants if there are any ground rules they would like to add? (sometimes participatory processes warrant that. Let me know how you all feel about that)

- 5) **Open Dialogue:**
  - a) What is going well?
  - b) What is not going well?
- 6) **Wrap up and review of next steps**

\*Lucia to take thorough notes, keep time, and add heavier facilitation if the need arises. The Committee to answer questions and address concerns offered by community members.

**Ben Farmer**

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Friday, February 24, 2017 1:59 PM  
**To:** ldholtavl@gmail.com  
**Subject:** RE: CPAC Agenda March 1, 2017

Larry,

I met with the City Manager today and reviewed the plan for Wednesday's meeting. He was comfortable with it, requested that I be in attendance at the meeting (in the background), and that you and I speak with Keith in his role as Council liaison via conference call early next week to let him know of the plan.

Let's connect on Monday to see what times we can offer Keith for a conversation.

Have a great weekend!

Paul

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**From:** Larry Holt [mailto:ldholtavl@gmail.com]  
**Sent:** Friday, February 24, 2017 11:41 AM  
**To:** Carol Rogoff Hallstrom <crhesq@gmail.com>  
**Cc:** Janet Lampkin <jlampkin@ashevillenc.gov>; Allen Brailsford <allenbrailsford7@gmail.com>; Allison Scott <alliescott2256@gmail.com>; Cliff Joslin <ctjoslin@charter.net>; Debbie Applewhite <apple@exitrealtyvistas.com>; Jayden Gurney <jgurney@haca.org>; Keith Young <KeithYoung@avlcouncil.com>; Lt. Michael Lamb <mlamb@ashevillenc.gov>; Paul Fetherston <PFetherston@ashevillenc.gov>; Shana McDowell <shanamcdowell@hotmail.com>; Sir Charles Gardner <rcco14@gmail.com>  
**Subject:** Re: CPAC Agenda March 1, 2017

Carol - The purpose of this meeting is to hear concerns and issues of the community. The items you suggested, I feel, are best presented and discussed in a formal meeting. - Larry

On Thu, Feb 23, 2017 at 8:27 PM, Carol Rogoff Hallstrom <[crhesq@gmail.com](mailto:crhesq@gmail.com)> wrote:

Thank you.

I find the agenda useful so long as it incorporates items identified for discussion at the last meeting:

- concerns, clarifications and implications of immigration federal orders on local policing,
- Update on training on de-escalation policy

- Further discussion with Chief on traffic stop data presented at last meeting

Thank you for incorporating these substantive matters referenced at the prior meeting which I agreed to defer to the March meeting.,

Carol

Carol Rogoff Hallstrom, Esq.

Asheville, NC 28804

[crhesq@gmail.com](mailto:crhesq@gmail.com)

[828.505.0528](tel:828.505.0528)

---

**From:** Janet Lampkin [mailto:[jlampkin@ashevillenc.gov](mailto:jlampkin@ashevillenc.gov)]

**Sent:** Thursday, February 23, 2017 3:41 PM

**To:** Alex Carmichael; Allen Brailsford; Allison Scott; Carol Rogoff Hallstrom; Cliff Joslin; Debbie Applewhite; Janet Lampkin; Jayden Gurney; Keith Young; Larry Holt; Lt. Michael Lamb; Paul Fetherston; Shana McDowell; Sir Charles Gardner

**Subject:** CPAC Agenda March 1, 2017

All,

Please see the attached agenda for the March 1 meeting, as well as draft minutes from February 1.

Let me know if you have any questions,

Janet

*Janet Lampkin*

*Office of the Chief of Police*

*City of Asheville*

[828.259.5813](tel:828.259.5813)

**Ben Farmer**

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Thursday, February 23, 2017 3:32 PM  
**To:** jlampkin@ashevillenc.gov  
**Cc:** THooper@ashevillenc.gov; DHitch@ashevillenc.gov; ldaugherty.consult@gmail.com; ldholtavl@gmail.com  
**Subject:** CPAC Community Meeting Agenda  
**Attachments:** 03012017CPAC Agenda.docx

Hi Janet,

Attached is the CPAC Community meeting agenda that was discussed with the Chair. It is ready for distribution.

Thank you!



**Ben Farmer**

---

**From:** Larry Holt <ldholtavl@gmail.com>  
**Sent:** Wednesday, February 22, 2017 3:36 PM  
**To:** Paul Fetherston  
**Subject:** Re: Thursday meeting and Colorado question

I will see you there. - Larry

On Wed, Feb 22, 2017 at 12:03 PM, Paul Fetherston <[PFetherston@ashevillenc.gov](mailto:PFetherston@ashevillenc.gov)> wrote:  
How does 9am work for you at High Five on Rankin?

> On Feb 22, 2017, at 2:55 PM, Larry Holt <[ldholtavl@gmail.com](mailto:ldholtavl@gmail.com)> wrote:  
>  
> Any word from Dawa about meeting tomorrow. - Larry

**Ben Farmer**

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**From:** PFetherston@ashevillenc.gov  
**Sent:** Wednesday, February 22, 2017 3:03 PM  
**To:** ldholtavl@gmail.com  
**Subject:** Re: Thursday meeting and Colorado question

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**Ben Farmer**

---

**From:** Larry Holt <ldholtavl@gmail.com>  
**Sent:** Wednesday, February 22, 2017 2:55 PM  
**To:** Paul Fetherston  
**Subject:** Thursday meeting and Colorado question

Any word from Dawa about meeting tomorrow. - Larry

**Ben Farmer**

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Tuesday, February 21, 2017 9:12 AM  
**To:** ldholtavl@gmail.com  
**Subject:** RE: Connect

Thanks Larry. I'm checking Dawa's availability and will get back with you. Have a great day.

**E-mail correspondence to and from this sender may be subject to the North Carolina Public Records Law and, as such, may be disclosed to third parties.**

**From:** Larry Holt [mailto:ldholtavl@gmail.com]  
**Sent:** Monday, February 20, 2017 3:38 PM  
**To:** Paul Fetherston <PFetherston@ashevillenc.gov>  
**Subject:** Re: Connect

Paul - I am currently free all day Thursday with a 7:00 pm meeting with your storm drainage contractor at the Jewish Community Center. What time is good for you and Dawa? - Larry

On Mon, Feb 20, 2017 at 10:34 AM, Paul Fetherston <[PFetherston@ashevillenc.gov](mailto:PFetherston@ashevillenc.gov)> wrote:

Hi Larry,

Thank you for the voicemail on Friday, I appreciate it. I was in an off-site Council retreat all day. Chief Hooper also provided me with a brief update on the conversation.

Do you have some time later this week (Thursday?) to connect with both Dawa and me to discuss options and recommendation for facilitation of the Grant Center community meeting on March 1?

Thank you!

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**Ben Farmer**

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**From:** Larry Holt <ldholtavl@gmail.com>  
**Sent:** Monday, February 20, 2017 3:38 PM  
**To:** Paul Fetherston  
**Subject:** Re: Connect

Paul - I am currently free all day Thursday with a 7:00 pm meeting with your storm drainage contractor at the Jewish Community Center. What time is good for you and Dawa? - Larry

On Mon, Feb 20, 2017 at 10:34 AM, Paul Fetherston <[PFetherston@ashevillenc.gov](mailto:PFetherston@ashevillenc.gov)> wrote:

Hi Larry,

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**Ben Farmer**

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**From:** PFetherston@ashevollenc.gov  
**Sent:** Monday, February 20, 2017 1:34 PM  
**To:** ldholtavl@gmail.com  
**Subject:** Connect

Hi Larry,

Thank you for the voicemail on Friday, I appreciate it. I was in an off-site Council retreat all day. Chief Hooper also provided me with a brief update on the conversation.

Do you have some time later this week (Thursday?) to connect with both Dawa and me to discuss options and recommendation for facilitation of the Grant Center community meeting on March 1?

Thank you!

E-mail correspondence to and from this sender may be subject to the North Carolina Public Records Law and, as such, may be disclosed to third parties.

**Ben Farmer**

---

**From:** Larry Holt <ldholtavl@gmail.com>  
**Sent:** Tuesday, February 14, 2017 2:47 PM  
**To:** Paul Fetherston  
**Subject:** Re: CPAC

Paul - I will be at Council meeting this PM for the Prichard Park item. I have a 3:30 meeting but could stop by after that and before the Council meeting if that would work for you. Are you on the 2nd floor? Let me know by text. - Larry

On Tue, Feb 14, 2017 at 7:11 AM, Paul Fetherston <[PFetherston@ashevillenc.gov](mailto:PFetherston@ashevillenc.gov)> wrote:

Hi Larry,

Thank you again for lunch on Friday, I appreciated it. You have a great home!

Do you have time to connect today or tomorrow to discuss the possibility of cancelling CPAC's March meeting?

Thank you!

**Ben Farmer**

---

**From:** PFetherston@ashevillenc.gov  
**Sent:** Friday, February 10, 2017 11:58 AM  
**To:** ldholtavl@gmail.com  
**Subject:** Running late

I will be there ASAP. Maybe 10 or so