

**HIGH POINT CITY COUNCIL
SPECIAL MEETING
February 28, 2018 – 3:30 P.M.
3RD FLOOR LOBBY CONFERENCE ROOM**

MINUTES

Present:

Council Members Don Scarborough, At Large; Jeffrey Golden (Ward 1); Monica Peters (Ward 3); Wesley Hudson (Ward 4); Victor Jones (Ward 5); Council Member Jason Ewing (Ward 6)

Absent:

Mayor Jay Wagner; Mayor Pro Tem Chris Williams (Ward 2); and Council Member Britt Moore (At Large)

Staff Present:

Randy McCaslin, Deputy City Manager; Randy Hemann, Assistant City Manager; Eric Olmedo, Budget and Administrative Director; Laura Altizer, Senior Budget Analyst; Roslyn McNeill, Budget Analyst; Jolie Helton, Communications & Public Engagement; Ryan Ferguson, Marketing Manager; Gary Smith, Director of Fleet Services; Kenneth Shultz, Police Chief; and Lisa Vierling, City Clerk

News Media:

No News Media Present

Note: The following presentations will be attached and incorporated as a permanent part of these proceedings.

- ✓ Fleet Services- PowerPoint Presentation (**Exhibit Book, Volume XII, Page 73**)
- ✓ High Point Police Department- PowerPoint Presentation (**Exhibit Book, Volume XII, Page 74**)

The meeting was called to order at 3:30 p.m.

Fleet Services Presentation

Gary Smith, Director of Fleet Services, provided an overview of the Fleet Services Department. The Fleet Services facility is located at 3524 Triangle Lake Road. The Fleet Services Department provides vehicle and equipment acquisition, fuel, and asset disposal. They also manage the maintenance and repair operations, replacement funding, purchasing, and coordination of outside vendor repairs. He shared the Mission and Vision Statement for Fleet Services and provided some background information on the department.

Fleet Services has a staff of 19 employees. The two largest departments that they service are the Police Department and Public Services Department. Hi Tran and the Fire Department take care of and maintain their own vehicles. Over 1,000+ pieces of equipment are maintained through Fleet

Services. They predominantly offer preventive maintenance, provide mobile emergency service, fuel, and tire repairs, and they have a complete tire inventory. They fully outsource all paint and body work, towing, glass replacement, and upholstery work.

Fleet services operates two fully automated fuel sites (3524 Triangle Lake Road and 816 W. Green Drive), and over 900,000 gallons are dispensed annually to the city fleet vehicles and equipment. The Wex Fleet fuel cards have been a real success and offer the benefit of convenience, as well as discounted fuel at other gas pumps.

Regarding Fleet Management, Mr. Smith advised that they begin placing orders and bring over 90,000 items to Council for approval. They generally start purchasing fleet vehicles that have been approved in the budget early in July and are able to take advantage of pricing that allows them to purchase newer vehicles at a lower price. In the Fall/Winter, they analyze the fleet program, review maintenance history, and make decisions as to what vehicles/equipment need to be replaced due to age, mileage, maintenance costs, etc.... They take into consideration the annual usage, benefits of purchasing new versus used, reassignments, and cost saving rental opportunities. In January, Fleet Services meets with the city departments to discuss their needs.

Surplus equipment is now sold through on-line auctions (GovDeals), which generates \$450,000 - \$500,000 annually and \$5 million in revenues have been received since 2008.

Mr. Smith shared that Fleet Services received recognition from the Department of Labor for no accidents and having an excellent safety record.

Regarding future needs, Mr. Smith noted that although the 18-bay facility has served them well, he hopes to add a couple of additional work bays over the next year to give them additional space to work on vehicles/equipment.

High Point Police Department Presentation

Police Chief Kenneth Shultz provided an overview of the High Point Police Department. They have 255 sworn positions; 44 sworn civilians; and two dozen volunteers (reserves) The Executive Team is comprised of:

- ✓ Chief Kenneth Shultz
- ✓ Major Larry Casterline
- ✓ Major Ken Steele
- ✓ Major Travis Stroud
- ✓ Police Attorney Brian Beasley

Chief Shultz reported that last year's budget for the Police Department was around \$27,528,000 and that 82% of funding for his department is attributed to personnel costs. They have about \$1.6 million that is allocated towards the vehicle operations on the fleet side, which does not include gas and this leaves them the flexibility of about \$3 million for other equipment and budgetary needs. They do use grants as a means to supplement much of their operations/equipment/various needs.

The Chief briefly reviewed the **Police Vehicle Take Home Policy**. He noted that each police officer is assigned a personal vehicle that can be taken home if they live within a 15-mile radius of the city. He explained that it was concluded years ago that it is cheaper to pay for the cars upfront, rather than not seat them because the officers tend to take much better care of the vehicles and the vehicles last longer. He shared other associated benefits are:

- ✓ Crime deterrent (visibility in the neighborhood)
- ✓ Big recruiting point for getting new officers in
- ✓ Quicker recall and deployment of officers

Chief Shultz stated that training is a very important part of the department's work, as they have to be very well-trained and ready for the situations they encounter. He pointed out that in High Point, the officers get a minimum of 75 training hours in, which far exceeds the 24-hour minimum that the State of North Carolina requires. Approximately \$100,000 is included in the budget for training purposes.

Additionally, High Point is a teaching agency and always eager to share what has been learned. They enjoy partnerships with the Department of Justice, Office of Violence Against Women, National Network, etc.... and they are constantly working with these types of organizations and sharing the High Point Model with them. High Point hosts visitors from all across the United States, as well as the country, who are interested in learning more about the High Point Model so they can take ideas/work back and implement them in their jurisdictions.

The Chief stated he would be spending quite a bit of time reviewing crime data and the analyses they use to determine what the focus of the department will be. He advised that they now have two analyst positions, who also offer statistical support to a lot of other city department functions, as well as nonprofits and organizations within the community.

He then shared a breakdown of the demographics for his department. He advised that although he is down 12 officer positions, they are essentially 14% below staffing levels taking into consideration the vacancies, training, officers out on leave, etc.... He explained that the villainization (assaults and murders of officers) has affected law enforcement across the country in the ability to fill officer positions.

Chief Shultz proudly pointed out that 60% of the officers have degrees and out of that number, about 47 have 4-year degrees or higher and they do pay incentives for the degrees.

The numbers across the State show that there are 50% fewer recruits going through Basic Law Enforcement Training. The Chief noted that High Point is very competitive with salaries, equipment, and has great city government support behind law enforcement.

The Chief advised that the #1 disqualifier in trying to get new recruits is their criminal background/criminal history. He reiterated that the Basic Law Enforcement Training is down 50% and mentioned a study that just came out this week from the American Medical Journal that

law enforcement is now the most dangerous profession. From 2004 to 2011, it showed that assaults on officers increased 10% every year. So far this year, 12+ officers have already been killed.

To help with recruiting efforts, the Police Department has entered into a contract with a marketing firm to help entice more recruits. They are doing this through 15-second videos geared towards Social Media postings to target people specifically on Facebook. This helps them gather demographic data, ages, interest, and as they click on the links, they will be targeted to get more focused links to encourage them to apply. The Chief then briefly reviewed the hiring process starting with submittal of the application through NeoGov, oral interview, physical testing, polygraph testing, BLE training, Field Training, etc... He advised it essentially takes a year to get an officer through Basic Law Enforcement training and fully trained.

He then reviewed the **Officer Rank Structure**, salary adjustments, and training points for Police Officer I, Police Officer II, Master Police Officer I, Master Police Officer II, and Master Police Officer III, and the Command Rank Structure that consists of:

- ✓ Chief of Police
- ✓ 3 Majors (Assistant Chiefs)
- ✓ 11 Captains
- ✓ 30 Lieutenants

Chief Shultz pointed out 18% of the Police Department staff is at a supervisory level and they try to keep a 1:6 supervisor/officer ratio.

He then reviewed the Police Department Organizational Chart and elaborated on the responsibilities.

Police Attorney Brian Beasley assists in navigating personnel matters, constitutional/legal issues, etc....

Captain James McNeill oversees the **Professional Standards Unit**, which is another critical aspect of the department. He handles use of force investigations within the Police Department, injuries, citizen's complaints, internal criminal matters, policy violations, etc....

Major Larry Casterline is responsible for **Field Operations-North Division**. His responsibilities include: Office Support, Adam Team, Charlie Team, Fox Team, Special Investigation Section, Traffic Unit, School Resource Officers, Property Crimes Unit, Community Engagement, Special Projects.

Major Ken Steele is responsible for **Field Operations- South Division**. His responsibilities include: Office Support, Reserves, Baker Team, David Team (training), Edward Team, Support Services Section, Records Section, Personnel & Training, K9, Animal Control.

Chief Shultz explained that the city has a contract with the county for the School Resource Officers (SRO) and the county pays for the 8 SRO positions. He pointed out that he does not have the authority as to where these officers are assigned and to what schools.

The Chief shared numbers for the calls of service that show 60% of the calls are driven by 911 calls from citizens. He advised that at any given time, there are 21 officers on duty that are covering all of High Point and elaborated on the three shifts.

1st Shift (6:00 a.m. – 4:30 p.m.)

2nd Shift (3:00 p.m. – 1:30 a.m.)

3rd Shift (8:00 p.m. – 6:30 a.m.)

To help with the overload of calls during specific times, there is a 5.5 hour overlap of 2nd and 3rd shifts.

The Chief noted that officers work four days on and four days off. He stated his next challenge is his officers are interested in moving towards a fixed shift and will be offering a proposal in March.

Regarding the **Police Beats**, the Police Department is constantly evaluating data to better assign officers to these beats/zones. The idea is to have the officers visible in the communities and build relationships. The Chief reported that on January 1, 2018, the department went to a different geographic orientation, and they now have six beats with each of the beats having two zones. The size of the beats/zones is based on call density, low response times, etc....

The **Specialty Unit** consists of:

- ✓ Tactical Team
- ✓ Civil Emergency Unit
- ✓ Crisis Negotiation Team
- ✓ Reserve Officers (volunteers who have saved the city over \$25,756 for the special events they have covered in the city)
- ✓ Police Chaplains (four on staff, unpaid positions)
- ✓ Police Explorer Post

Major Travis Stroud is responsible for the **Major Crime Deterrence & Prevention Division**. Chief Shultz explained that High Point is different in that they have a Deterrence and Prevention aspect built into the organization. Every unit that is responsible for addressing violent crime is included in this section.

The Chief then shared what the department and officers do on a daily basis (track commander's log, vice blog, respond to calls for service, review intelligence/data for all three shifts, violent crimes, and arrests made). This information is shared with the police officers for better policing efforts in the hotspot areas.

The Chief shared some **data on violent crimes** starting in 1992, which goes into detail to address gang violence, robberies, drug market initiatives. He pointed out in 1994, they maxed out at 1,494 and had 537 violent crimes in 2017. Taking it into context, and while there has been an upturn since 2014, violent crimes are down 57% due to the various initiatives/programs and the work being done with the Violent Crimes Task Force on the drug market, gang initiative, domestic

violence, etc... He also pointed out a positive is that the population has grown 48% while the violent crime rate has gone down 57%.

Domestic Violence Initiative

The Chief ended his presentation with a video they made for the Domestic Violence Initiative. Before they started the initiative, 33% of the homicides were domestic related and since the work on the initiative, that number has drastically dropped to only 11% only being domestic violence related. The Chief advised that High Point gets a lot of recognition for these initiatives and noted the Department of Justice is constantly putting out work/publications about High Point's efforts. High Point has received many different awards/commendations, including the prestigious Herman Goldstein Award in 2016, for the Domestic Violence Initiative work. High Point Community Against Violence was also recognized by the FBI in 2014 for their efforts as well.

Following his presentation, he entertained questions.

Council Member Scarborough inquired about how the Furniture Market impacts the department and if officers from other jurisdictions are used. Chief Shultz replied that the Furniture Market brings in an additional 70,000 people to High Point and many police officers generally work overtime, while the other officers continue the regular functions and regular schedules to provide coverage and protection for the rest of the city. He noted that generally they do not bring in officers from other jurisdictions and explained that a lot of things happen behind the scenes that people are not aware of. He offered assurances that the Tactical Team is aware of the target areas and is deployed downtown and ready to respond should the need arise.

Council Member Hudson asked about the effectiveness of the Notification Call-Ins. The Chief agreed that the last Call-In was unique because the offenders and participants were disruptive and mouthy. He noted they are not sure what made this one different from the others and thought it was possibly in the message the offenders got from their probation officers. They are looking to see why that messaging was skewed because it was a strange reaction to an offer for help. The Chief stated they have had much success with the program and pointed out the recidivism rate without the program was upwards of 75%, and from the offenders that are brought in, they have less than 13% that are going back and committing violent crimes.

The meeting adjourned at 5:10 p.m. upon motion duly made and seconded.

Respectfully Submitted,

*Lisa B. Vierling, MMC
City Clerk*