

City of High Point

*Municipal Office Building
211 South Hamilton Street
High Point, NC 27261*



Minutes

Thursday, January 21, 2016

3:00 PM

Council Chambers

Special Called Meeting of City Council

*William S. Bencini, Jr., Mayor
James C. Davis, Mayor Pro Tem
Latimer B. Alexander, IV, Cynthia Y. Davis,
Jason P. Ewing, Jeffrey J. Golden,
Alyce E. Hill, Christopher Williams,
Jay W. Wagner*

160095

Pre Budget Meeting #2 - Topics : Police Department, Theatre, High Point Fire
Department

_____Transcript_____

City Manager City Manager Demko: We'll get started and I just wanted to give a quick briefing before Chief Marty talks a little bit about the Police Dept. and the future budgets that we've got. Just the storm that's been coming up and we've just had twenty-two of our operations leaders and our emergency operations just going over storm and how we're prepared and what we're doing. We're still expecting 6-8" of snow right now with a 1/3 to 1/2" to maybe 3/4" of ice to follow but right now the way that's it tracking it looks like the ice will be more down Charlotte area and below, but it all depends on how things move tonight. So we've got preparations, of course, you've seen the brine out on the streets. We've got all of our crews on emergency; we've got trucker 24 operations coming out of Fleet starting tomorrow morning to take care of our vehicles. Our police department has corralled all their 4-wheel drive vehicles and making sure that those arrangements are made for officers. We've ordered or we've requested and got an agreement, because everybody is in the same situation for electric-we are expecting pretty heavy electric outages should the ice come. It's going to be bad with the trees. We've got two crews coming in tonight out of Tennessee because everyone else has got all the crews coming.

Mayor Bencini: They soaked up the crews?

City Manager City Manager Demko: They've soaked up the crews. We've got Pike and Asplundh. Two extra crews of them on call as well and if we have wide spread power outages, our priorities are going to be the hospital. They are going to be public safety. Neighborhoods will be last. Neighborhoods with powerlines in the backyards are going to be last, I'll just tell you that now. So, if you get the calls, it is, if you get the calls...that's where we're at. We've got all the precautions that we possibly can and the help that's available to be out there. We've got some service operations that will be running 24/7 through the weekend-through the event, because people are going to call anyway. Even though there's nothing that can be done, they'll get a body to tell them we know precautions.....

Mayor Bencini: So, we will have human beings answering?

City Manager City Manager Demko: We'll have human beings, we got...

Randy McCaslin, Deputy City Manager: The problem with that is as you well know, we have more lines coming in than we have people, so we may get 200 phone calls and we'll try to answer 150-175 of them so...

City Manager City Manager Demko: But, the predictions and, of course, Mayor you signed a preemptive State of Emergency we joined up with Guilford County on that should they declare it. I think Jeff's going to do that tonight anyway. The Governors has already declared a State of Emergency for this event for this state.

Mayor Bencini: All that does is speed up the collection process if we have to file with FEMA.

City Manager City Manager Demko: Right, right that's what it does and our people are geared up. Jeff Moore's got the processes and people are geared up for documentation of the FEMA stuff and that's where we're at.

Council Member Latimer Alexander: What about our..... because of Martin Luther King, our garbage schedule shifted, so our Thursday pickups would normally be tomorrow.

City Manager City Manager Demko: We are normally..... looking at..... we are probably going to cancel tomorrow.

Randy McCaslin, Deputy City Manager: Yeah, we are looking at that right now. More than likely it will be canceled for tomorrow and that will be moved to Monday and then they will try to get Monday's also next week, but that's a... and probably no recycling pickup.

City Manager City Manager Demko: As far as City Hall and essential personnel and everything else, I will make that call probably about 4:30-5:00 tomorrow morning. Right now, we are open for business. And police and fire are going to advise me about the safety of the streets if we want to keep people out and Jeron's got protocols for his communications out through Social Media about...don't come pay your bill because we're not here.

Council Member Latimer Alexander: It'll be a good thing to get out something on the garbage thing.

Randy McCaslin, Deputy City Manager: We're going to try to get it out right away.

City Manager City Manager Demko: We've been running meetings, meetings as well, so that's probably it and I told Terry my can is all ready, so..... Any other questions about the storm?

Council Member Cynthia Davis: I just had one. I heard the hospitals. Does that include the Hospice area or do they operate off of generators. Does anybody know?

Chief Reid: All the big medical facilities have generators, but Hospice is a struggle like anything else and it's still priority to power back to them. They do have generator equipment, and I think about all the nursing homes and assisted living homes, they all have generators.

Randy McCaslin, Deputy City Manager: Hopefully they have been maintaining them.

Mayor Bencini: We'll find out tomorrow, won't we...

City Manager City Manager Demko: We have exercised our generators to make sure

that we've got them fueled, topped off and ready to go. Chief Marty.... 2016-2017 Budget Requests, unfortunately it's probably your last one, but break a leg.

PRESENTATION BY CHIEF SUMNER- HIGH POINT POLICE DEPARTMENT

Marty Sumner, Police Chief: It is. We, at the Manger's discretion wanted to highlight the things that we are going to ask for that's going to be an increase. Little things, line item...this is just going to be the things that need to focus on that need justification that you need to really know a whole lot about before you will be able to approve it so. I will just tell you up front what ours is. **It is personnel requests this time. For the first time since 2006, we are going to be asking for eight police officer positions, one firing range maintenance worker, a civilian and one crime scene technician.** And keeping with the City's vision, our part is right in the middle of it, *safety*, so I'll tie that back to this request and answer any questions you have. We've got 45 minutes or less and so I've got plenty of time for questions so if one comes in the middle, stop me.

So our current staffing is we've got 239 authorized positions, 41 civilians. Right now, we have 235 of those filled. We have four vacancies that we're actively hiring for. And the reason I tell you this is to show you that we have five getting ready to start basic training in January (that's a five-month school) and then we've got seven in field training (riding with an experienced officer) and that's 16 weeks. So, in effect, every time we hire a new policer it's 9-12 months before they are actually in the car patrolling by themselves and answering calls. Whoever gets hired and replaces me in March, it'll be about February next year before they're out there answering their own calls.

Council Member Latimer Alexander: Chief, do we still have a policy in place that allows for an over hire?

Marty Sumner, Police Chief: Here's the answer to your question. It's okay, we're with you. Last year, as part of that 239, over the years we had these temporary over hires and there was always some debate about how many did we have, are they really funded and we had to get permission to use them every time. So no, we didn't really have them. Last year in the budget, July 1, you guys made that.... there were ten positions we were using them for police cadets. Every year we lose, we did a study going back 5-6 years, every year just through attrition, 10-12 people. So that's the number of positions that's going to be required to keep people in the machine to keep caught up. So we are no longer dependent on this temporary over hire thing. Thank goodness...we fixed it. But operational strength is 229. That's what we can keep trained and fielded and just keep reminding everybody that we do ride one officer to a car. If we seat two people to a car, it's field training. And we have that luxury because most of the areas we do have to ride two officers to certain calls like Domestic and Hot calls, and there are times when we have two officers assigned, but for the most part, we put one more cop on, it's one for one benefit for patrol.

A couple of definitions to make sure....I know Latimer...you got some of this history a long time ago. But for everybody's sake, uncommitted time is the time a patrol officer can use. Most of the way we do it is for community and policing activities. So I'll tell you how we figure that because that's important in calculating how many positions we really need. Priority call, think of that as an Emergency 9-1-1 call. It's just classified as priority

in our system. That has to be dispatched immediately. It can't be held. But we get a number of those every day as you might guess. Signal Four...if every car in the city is on a call right now, we get an emergency call, they will say we are Signal Four. That's what they will let the supervisor and every officer know, we've got a call right now that needs to be dispatched immediately. There's nobody available to be sent. So somebody's going to have to drop what they are doing and go answer that call. Then, Part 1's are the serious crime and that's murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. So when I talk about crime increases, we're primarily talking about Part 1 crimes.

There's two studies that goes into what I'm going to talk about. Some of you might be familiar with the benchmarking study that the Institute of Government puts out in Chapel Hill. We have that and we are referencing the Glendale Study here that's endorsed and done by IACP. Those are two of the most recent pieces of literature that we use to help us in researching how many officers we need, how many should we have. The history, to make sure everybody is aware, in 2004, we reorganized the entire department and changed our patrol schedule to get better lined up with when the calls come in per day, during the peak times. We were not deployed very well and didn't have the right number in patrol back then. We also took every position that we could take that was a gun-toting sworn position and if we could turn them into civilian we did: records manager, crime scene unit supervisor, equipment officer, the training officer. Every position that did not require a sworn officer, we got them out of the building and back out in the street. So we did that and we were able to reduce response times, getting it under five minutes. Primarily we're talking about emergency response time. We got that under five minutes after that reorganization and we almost eliminated Signal Four calls.

Here's what the bad thing is about Signal Four. If everybody's busy and somebody's got to break away, it triples or quadruples your response time when we did the math. Way back here, the worst it ever was 542 Signal Four calls back there in 2003. By 2004, after we reorganized, we had gotten that down under 150. So the reorganization and the change in the schedule was tremendous, but that was something we continue to watch over the years because we don't ever want that number to creep back up because we know what the effect is. We were way ahead of our time. Fealy was the Chief. I estimated he's the one that asked me how much un-committed patrol time and I said I don't know. We came up with a formula. Well, it turns out six years later when IACP, International Association Chiefs of Police, does it and it was really close to what we had used back in 2004. We were running about 41 percent un-committed time after the reorg. Then in 2006, we got 12 more positions, which was part of our reorg and reorganization and restaffing plan. So that's the last time there.

Why have we and how have we been able to defer asking for personnel positions this long? Here's the answer. We were going to ask for some positions in 2008, wrote the grant, submitted it. I think we would have gotten it; however, whenever the great recession hit, Strib said, "I can't commit to the match which was 25 percent. I can't commit to keeping the positions after four years. We're not going to be able to do that", so we had to pull that back. Then, the city went into a hiring freeze which also included Public Safety. So those two things there kept us from asking for personnel for years and the way we got by is you know the success of the folks with the deterrence applications that we have used over the years. That's helped us lower crime. So that helped lower the need and we kept chipping away and chipping away and we couldn't get more. We did more with what we had and

got better results. In 2013, we switched....they call it Smart Policing now. We created this and called it Focused Patrol, but literally once a month, the patrol commanders will get together and decide what is the top two or three priorities, which would more likely be a crime problem in the city that everybody's going to work on those until they get solved. Instead of playing "whack a mole" all over the city and shifting the resources back and forth and not getting results. Hey, we're just going to all work on these one, two or three things. It could be a liquor house. Last month it was the robberies. We had had a string of a dozen robberies and then they did surveillance and/or closely held up to the convenience stores and we actually caught the robbers that did the store that night. So that's the kinds of things that patrol focuses on, which has improved our efficiency a great deal. We run about twice as high as other agencies on clearance rates. So, unfortunately, we have crime reported, but fortunately we're clearing twice as many as the other agencies around and that's straight from the benchmarking study.

And, we were able to fill the gaps with guaranteed overtime. So whenever we did not have the minimum number of staff on the street, we let the patrol commanders call off-duty people in and get overtime for it. So there's two numbers to keep in mind. There is the minimum staffing. This is how many officers have to be on a team before we take the street. Then there's a number above that where we would like to be all the time to make sure that we're running really efficiently. So that helped us stave off this request and quite honestly, what we were trying to help and wait for is, we knew the city's revenues were tanked. We knew that Council wouldn't be able to provide this, so we waited until we could see some improvement. And until we knew it was really a critical need, to ask. So we haven't.

So, here's what prompted me to ask Major Steele. I think everybody knows the Majors, but Major Steele is in the middle. That's Major Casterline over to your right. Major Schultz over to your left-my left. Major Steele....I commissioned him to do the staffing study again a few months ago and I told him how I did it for Fealy and I said you go out and do your own research and then do a new one and see what you get because here's what we saw. We had, for the first time in seven years, a 20 percent increase in violent crime last year. Now, it was directly related to armed robbery, which was up 40 percent and aggravated assault, which was up 7 percent. I will tell you that we have already looked at the armed robberies and delved greatly into that and we're talking only in numbers, of say more than 50, a little over 50 more armed robberies than it was the year before contributes to that 40 percent. These guys I just showed you right here, they confessed to six. We think they probably did more than ten. Then the other guy on this same page, coincidentally since the media is not in here, who we had been after for a couple of months and committed suicide when the Marshalls found him at the hotel, we know for a fact that he's responsible for more than a dozen shootings. So this one week when these two end results happened, and I'll leave it at that, the next two weeks our robbery went down 40 percent across the city. Again, we always know this, it doesn't take but just a few guys who are very, very active.

What's different about High Point is we still concentrate on the people. We've got to patrol and we've got to work on hot spots, but still we can identify people and that's what we continue to do. So part of the area of concern is I had watched the benchmarking study and over the years, they use number of officers per 10,000 residents. That's not the best measure and I'll tell you why. However, it was something we kept an eye on and we noticed that the areas around us (Greensboro, Winston and all the ones that participated in

that study), we had started to drop and were down to 21 and they were averaging 24. Our Priority response time now is creeping a little over five minutes and the average in the benchmark study is 4.4. You see how bad Greensboro is. Yeah, they talked about that all last summer about how they were changing their patrol. They haven't got there yet; they're still almost seven minutes. Winston is at 3.6. We would like to be well under five, closer to four, but some of that is absolutely having to have somebody out there available to get there.

Council Member Latimer Alexander: Chief, when you add eight positions, effectively that's one officer on patrol because if you're 24/7, 365 which you are, for one position, it takes almost five people by the time you factor out your vacation and your training time and all that.

Chief Sumner: I'm going to show you the slide that calculates all of that so you can see what the real impact will be. Yeah, it doesn't sound like many, but I'll show you what we calculate the impact to be. **So what we're asking for this year is eight** and I'm going to tell you what the study said in just a second. You know, we're still trying to ask for....and I have noticed that we're now up....last year we had over 150 of those again, which we had them down under, we had them almost eliminated, now they're creeping up over a 100. So this right here concerns me greatly because Signal Four is something....it makes sense to everybody. Everybody we've got is on a call. We're not doing anything proactive whatsoever. Everybody is doing whatever they want to do and it dramatically increases our response time to that next event. You've got to have some number of people out there ready to respond to anything.

Mayor Bencini: Could you go back.....the Winston Salem, 3.6 minutes, is that purely just staffing levels?

Chief Sumner: Yes, they do have a lot more staff. We can....the budget office and we both have an Excel spreadsheet of that benchmarking study where I can literally go in right now in real time and click Greensboro and Winston and bring that up and show you. So the benchmark study has been going on for fourteen years and it's comparing apples to apples. But it is, it's staff. It's numbers. And that's why that 24 number versus 21....it doesn't sound like a big deal, but it's starting to be a big deal. Now, the benchmark study that I just referenced, I'll just let you know that we have it. It's pretty exhaustive, but I threw this one snapshot up there to let you know when it's a light purple box, that means you've got the highest in that category and this is where I talked about clearance rates. You can see how much higher all of our clearances are than the other agencies.

City Manager Demko: And that's good.

Chief Sumner: That's a good thing. So efficiency....being able to prevent, reduce and deter crime we've been really good at and we've been really good at clearing cases, but I and Fealy both knew and I was hoping it wouldn't be on my watch, but it does come on my watch, there would be a time when we got that down as far as we go and that's all we're going to be able to get out of what we've got. We're just going to have to increase some staff at some point because all the while you guys know the population has increased over the last seven, eight, nine, ten years. Just so you see....you talk about patrol areas, some of our patrol areas are quite large. Some are small, like two is right here and this is around the Police Department and E. Green, but they are all divided in nice little areas of how many percent of calls. So if we've got two officers in this beat and they have about fourteen percent of the calls, this one's smaller, but they've got about fourteen percent of the calls because it's more densely populated. And, as you would not be surprised to

know, every year....like last year's hot spot map showing the density of crime, the lower income areas-the areas that are in your City Core project, are targets. These are the areas these people are documenting more victims of crime than anywhere else in the city and more of our resources are pulled tighter down into there to address that, as they should be. And the commercial areas always generate.....see that hot spot right there, it's Walmart. Four is Chestnut, English Road and I'll give you a.....

Council Member Cynthia Davis: Say no more.

Chief Sumner: Just in case you ask, all the crime right here....this is just for....not even quite a whole year, but you'll see even in a beat, the crime can be concentrated over here near English Road and S. Elm Street and here is traffic stops and field contacts laid out. They're working exactly where they should be working to address those crimes.

Council Member Latimer Alexander: Do you still have the Carr family on your radar screen?

Chief Sumner: 508 Carr. There are not enough of them around to be a problem anymore. Occasionally we get a call there.

Council Member Latimer Alexander: Yeah, that was always a place to go watch a good fight.

Chief Sumner: Notorious. That gives you an idea. We do police the entire city, but quite logically there are some areas that get higher patrols for the right reason. And there's that picture, that long-term picture how we've driven that crime index down until last year, so the next chief can blame that on me; he let it slip on his watch and it crept up just a little bit. It's not completely out of control, but that's something every other time we had an increase, we did something specific to address it.

I want to give you one over the year picture because as I said we've got those twelve budgeted positions. We have added a couple, but they were purely contract positions. SROs, the school wanted one for SCALES, they paid for it fully. ABC wanted one....they wanted a second ABC Detective and they paid for it and then in 2012, the Governor's Crime Commission gave Guilford County a grant for a DWI Taskforce and they paid for two of our officers and they have paid every year. Our part has gotten greater; however, they have offered to....they were so happy with the success of that DWI Taskforce, the Governor's Crime has basically said that if you guys will keep putting in for it, we will continue to fund it. The funding was supposed to cut-off, but they're going to extend that. But, yeah, we did get some positions, but they were specific contract positions. Then you see where you guys authorized that to help us keep wealth with attrition. That hiring freeze really hurt us because imagine this, not only did we not get to hire or add, every year we lost 10 or 12 and I'm going to tell you, we had to go to an emergency staffing plan to dissolve units for two years and change how we recruit, just to get out of that hole. And we're back now, but it took forever.

The staffing study that Major Steele did and I'll give him credit, it's fantastic. I have shared it with the Manager and the Budget Office because this is part of our justification for making such a request. Here's what he has recommended as part of that study. We would use un-committed time to calculate how many officers we should ask for. We won't use residents for 10,000 because that's not really accurate. You just can't really throw numbers of bodies at a crime problem. It's got everything to do with efficiency and are you getting the job done and solving the problem and how you police it. The community policing agency according to IACP, you should have between 40 and 45 percent commitment of time. Ours was calculated at 33 when we started in 2015. To

reach 42 percent, we would have to have sixteen officers; however, when we discussed it at the executive level, we don't think even asking for sixteen is realistic because finding, hiring, training, in this day in time, good qualified candidates like you want in High Point is a challenge. We don't think we can find sixteen qualified. **So we figure if we break it over two budget years and say eight this year and eight next year, we could probably find and hire and put eight on.**

The study says we should have sixteen. I agree with that, but we're only asking for eight because we just don't think it would be reasonable to do. When we started in 2015, way back in January, I will show you how we calculate this un-committed time-not to make a math problem out of it-but we take all the hours available that patrol officers can work and yes Sir, Latimer, we subtract vacation, holidays and the stuff that we know they're not going to be there for, get an average number for each officer and you multiply that by the officers. That's how many hours the current staff patrol had available. We take the number of hours that we stay on a call out of it. We take the calls, multiply it by the average number of minutes we spend on a call and that's how many hours we spend on calls. How much time they spend on self-initiated activities, stopping cars, serving warrants, serving subpoenas, serving the domestic violence letters, all the things that they do, we subtract that from it. The administrative time, meal breaks, you know there's breaks, they have to go back to the station to do things, paperwork. And then what that does is gives you the number of hours that's left and of course if you divide that out by the total up there, you turn it into a percentage of time that's un-committed. So that's how you get it. That's what IACP recommends you use, rather than numbers per 10,000. And that's how the pie looked at the first of this year.

So here's what we did already. We didn't like that. We knew that was low, so back in April we had some vacancies and took vacancies from these units and there is a cost to be paid for this because this is an efficiency thing, but I took three traffic slots, two from property crimes, and one narcotics detective, and put one more officer on each team. Now those were vacant positions. I didn't make anybody go back to patrol. We figured while they are vacant right now, let's move them and we'll get built back up and then we can hopefully put them back. But that's what we did and that changed it to 35 percent. **If we can get the eight additional officers, that will take us to 247.** We could have 19 officers on a team, put one more on each patrol team and put one of the narc detectives back and one of the traffic back. The ones I took from it this year. That would bring us up to 40 percent of un-committed time. **So the Year 2 asking would be eight additional officers and that could put 20 on a team, 42 percent un-committed time.** We think at 255 strength, that put us in a great place to do the kind of policing that y'all want done, which is community policing and all the things that we have to have time to do to do it right and not be rushed and not have quality hurt. Twenty officers per team right now, the good news about that also is we have three supervisors on each Patrol team, so that still keeps us at 1:6; 1:7 span of control, which is what is recommended. So we wouldn't have to really ask you for anymore admin staff to go with that.

I'm going to leave the patrol officers now. Any questions about patrol before I start about the range? Good?

Range:

So the range maintenance worker, you guys know we have a nice regional range. It's very well used. We got Federal earmarked money, almost a million and a half. We used seized funds over the years and we marketed it as a regional range and we got a grant. So we

have probably the nicest facility on the east coast between Quantico and Glynco, Georgia-I'd say in rivals. We have a Special Forces unit come up and use it and they said if they had the option to train anywhere in the world, they like our range. So we've got a nice facility. But, we've only got one range master out there and last year, that range was in use 268 days. If you take the weekends out, that's just about every weekday somebody was out there, more than 34 different agencies including us. Plus, there were many days we had multiple things going on the same day. You had somebody down in the range doing pistol, somebody in the classroom, so it's getting a lot of use. So you can imagine right quickly. The range master got a lot of overtime last year and I don't put that up there to say that we can totally fund the range maintenance worker. It will greatly reduce his overtime. He still may need to get some overtime. But, we had to postpone a bunch of maintenance last year and literally block off some time so we could get out there and get that done. **If we had a civilian range maintenance worker out there just to help the trainer, the firearms instructor, and it's not a sworn position that we're asking for, we can keep up with stuff.** It doesn't require a tremendous amount, but things have to be cleaned, kept up, targets painted. You get a bullet trap that gets too full of lead, it's got to be torn apart and removed. Just things like that, you know. In the summertime, the grass has got to be cut and, you know, there's things that you don't really want a sworn police officer to have to do and he should be able to focus on training.

So, it really is not that expensive every year as far as dollars, **but we just need somebody out there with some labor.** How did we get by? Well, we had anybody that was on light duty, we would shift them out there and make them do it. When we got new recruits, before they go to school, they've been out there. We don't really have anybody right now that fills in.

Council Member Cynthia Davis: Will that be a full-time or part-time position?

Chief Sumner: That would be a full-time job.

Council Member Cynthia Davis: What would the pay be?

Chief Sumner: It's in the budget documents.

Council Member Cynthia Davis: Oh, you can just shoot off the top of your head. It don't have to be exact.

Chief Sumner: It was in the twenty something thousand. I forgot what range. We compared it to several other maintenance workers like in Parks & Rec and stuff.

Crime Scene Technician

Chief Sumner: **Our other asking, it's for a Crime Scene Technician.** In this position, we have somebody now who is already trained to do firearms examinations and this is Sammie Jo Pryor. She can do examinations of bullets, shell casings, restore serial numbers that's tried to have been removed or scraped off, but she spends only half of her time doing that. She's still making calls and processing scenes this year. Well, as you might imagine, with that dramatic increase in the shootings and robberies, she really needs to dedicate 100 percent of her time and we think it's probably a long time since we should have said yes, we need a full-time firearms examiner and crime scene tech instead of just somebody doing it part-time. **So what we're asking for is one position, which would allow us to dedicate once we got that person hired, she can dedicate 100 percent of her time.** This is very similar to what we did a few years ago. We took somebody who we got trained in fingerprints and eventually made her a lead training examiner and hired somebody else to backfill her.

Thirty-five thousand, with everything, benefits. That's for the maintenance worker. The

salary was \$23,000. With the benefits and everything it came up to \$35,000.

Council Member Cynthia Davis: Thanks.

Chief Sumner: So, I will tell you this about that position. I asked for recent examples; I get them all the time. I had two cases in December where she linked shell casings at a scene to three other scenes. The benefit of that was two of our scenes had no suspects. The third one had a suspect. So we at least knew that that gun was used at them other two and we had a name. She also linked shell casings from different scenes to homicides that w

Chief Sumner: So, I will tell you this about that position. I asked for recent examples; I get them all the time. I had two cases in December where she linked shell casings at a scene to three other scenes. The benefit of that was two of our scenes had no suspects. The third one had a suspect. So we at least knew that that gun was used at them other two and we had a name. She also linked shell casings from different scenes to homicides that we've had. One on Taylor. She linked shell casings from another place to that Taylor homicide and then the one that occurred last year when it was snowing, if you remember that one, where kids tried to rob a guy and shot him and that one she linked with the others. And these are the ones she linked to another suspect. This is how we know...we don't have witnesses, we know how many shootings because he used it for several shootings. So, what she does is very valuable and we'd like to get her to dedicate 100 percent of time to that.

So in keeping with my time slot, the last thing I'd say is we're not asking for any significant increase in any other area. We've submitted our budget overtime request to keep it flat. You know, there may be some increases. Well I'm not talking about increases associated with these positions we're asking. I imagine they have some dollars that's already built into the requests in the budget. If you guys don't know, you should have hopefully have seen it, but the seized funds, Equitable Sharing program, is all frozen indefinitely. We're not getting any money from that. It had slowed down to a trickle and I guess now I know what was going on. But as of December 21, that's indefinite. We had no idea. So last year, you might remember, I hit you up and we ordered ten police cars. I've already paid for that, so we've got that. And in 2014, we outfitted half the cars, which completed the fleet with in-car cameras. That's the kind of things we were using our seized funds on. We were getting about \$200,000 a year, but since we don't generate any other revenue, I just wanted to make sure you guys knew that. We get money from the contracts from the Housing Authority and ABC and that just specifically pays for that.

Council Member Latimer Alexander: Where did the seized funds go?

Chief Sumner: I'll tell you where they're at. They are somewhere at the Justice Department in a folder and they say they don't have the funding to manage the program, which I find remarkable because the way the program is set up, the agencies involved with the seizure split 80 percent and the government keeps 20 percent for the management of the program. So apparently they haven't been operating within their 20 percent and Congress cut them in the budget bill, so they said they have to get solvent again before they

can start....

Council Member Cynthia Davis: What about your residual? Did you have to turn over anything that you hadn't used or do you get to keep what you didn't use?

Chief Sumner: No, everything that is seized is immediately turned over to the Feds. Like if we seize money today, it'll be in a Treasury account tomorrow.

Council Member Cynthia Davis: No, that wasn't what I was asking. If you didn't use everything at the end, did you have to give that money back or just keep it?

Chief Sumner: Anything you've already got is fine. They're not going to send anymore payments out. So it may be some time....it's so backed up anyway. I looked back at our cases that are pending. We've got some 2013 cases that have already been through the courts. There's no civil appeal. They could have cut us a check and made a direct deposit sometime in the past. So these things are always lagging behind, but it's shut off now.

Mayor Bencini: What's the current balance on the funds?

Chief Sumner: That I can't tell you because the Federal and the State are separate. We can still get State money like drug tax money or revenue. We get some of that. It's never much. Like today, we got \$1,000 in for last month. It's going to be in the neighborhood of \$300,000. I don't know the exact dollar amount. It's in an interest bearing account. Every year I tell the manager exactly what we spend it on, but we save it up because we've been spending it on big ticket items that would be very hard for you guys to give us the money for. So I would be reluctant. I wouldn't spend any of that right now because you just don't know what's going to come up. But you've got some there.

Council Member Latimer Alexander: Could it be that some agencies were buying militia toys and they didn't want them to have them?

Chief Sumner: Well, it could be that they're made about that. It could be that influence because they had already stopped that.

Council Member Latimer Alexander: I would think that had a lot to do with it.

Chief Sumner: It could be that they're trying to point to the Republican Congress....they objected to some of the budget cuts they made, so they are punishing them for a program they do like. It's politics.

Mayor Bencini: There's some County SROs with segways.

Council Member Cynthia Davis: The other question I had was, December 21st back, did they owe you anything that you will get, I mean other than the 2013.....

Chief Sumner: We've got cases from 2013, 2014 and 2015.

Council Member Cynthia Davis: So you'll still get that at some point?

Chief Sumner: Eventually at some point. The only thing that I worry about with this program and this is why I say don't spend what you have on deposit and hang onto it if you can help it is because I have no guarantees that they won't decide to revamp the program and say we're going to start back up again, but your administrative cut is now 40 percent. They can make that retroactive on anything that they haven't already delivered to us. So I really just don't know. But I will tell you this department, we never spent it on luxury or ridiculous items and we never depended on it like some places do supplant their budget and they really depend on it, which is illegal. But we never did that, so it's not like we're not going to get anything done that has to be done, it's just going to be things that we'll have to put off for much longer.

Mayor Bencini: Just an administrative question. I know that the County, we used to always have to approve what the Sheriff wanted to spend those funds on and I don't know that's the case at the municipal level.

Chief Sumner: No, you don't have to. All you have to.....it depends on how much we're spending. If we're spending enough to require that formal bid like for the cars, that came before Council.

Council Member Cynthia Davis: How about that armored car? Was that seized money?

Chief Sumner: That was seized funds. We saved up for about six years for that. And the other big ticket item, that range classroom, we used \$700,000. We saved for ten years to build that classroom with seized funds.

City Manager Demko: It's been a real important tool here and other places I've been to get things that we didn't set aside regular tax money for.

Council Member Cynthia Davis: Is there a letter or something that we should write as a municipal government to those bodies and try to....have we done that?

Chief Sumner: Every police organization, everybody has sent letters. I've already talked to the Congressmen.

Mayor Bencini: To the Department of Justice?

Chief Sumner: Yes. Everybody is screaming.

Deputy City Manager McCaslin: It's just what they want you to do, so they can then go to Congress and say we're getting all these letters from your constituents and if you'll give us more money, we'll release this money.

Council Member Latimer Alexander: Have you still got your warehouse and off-site training?

Chief Sumner: We do. We renewed the lease a couple of years ago. It's \$1 a year. I know that's kind of fast and furious, but we only had a certain number of minutes and wanted to make sure you got everything in front of you. I don't want there to be any unanswered questions.

Mayor Bencini: Is there any High Point citizen that has had more ride arounds than Councilman Alexander?

Council Member Latimer Alexander: I haven't been on one in a long time.

Chief Sumner: I've examined the official records and he's still way ahead.

City Manager Demko: Anything else for Chief Marty?

Council Member Williams: Is there any way we can get access to the maps that you were showing with concentration of crime and all that?

Chief Sumner: I sent it to....

Deputy City Manager McCaslin: All of those will be put in your Dropbox.

Eric Olmedo: They already are.

Chief Sumner: The copy of the PowerPoint and if you'll look at any individual slide, I put notes below the slides, so you can look.

Unidentified individual: One map was a crime mapping site wasn't it?

Chief Sumner: It is, and you can go to crimemapping.com and pull last week in real time where things were. I was just showing you an example of 2015 and where things were concentrated.

Council Member Cynthia Davis: I prefer a printed copy so when we're going through it so we can write notes on it. So if we can do that, Greg that would be easier to keep track of what we're writing on paper as we go through the presentation.

City Manager Demko: We'll keep trying to endeavor to do that. David, you're next.

HIGH POINT THEATRE

David Briggs: Good afternoon. Thank you so much. I appreciate this opportunity. I don't get to speak in front of Council very often, but I'm glad to be here. I am the Director of the High Point Theatre. If you don't know who I am, please come and see us. We'd love to have you. The High Point Theatre is celebrating its 40th year of operation. Since 1975, when that building was built, we have been a center for entertainment in the Triad and specifically for High Point. We are truly established to entertain. Our vision is to provide the highest quality experience for our guests and hopefully when you've come to our

Theatre, you will have experienced that. This is a wonderful picture of a full house featuring Jeanne Robertson. Jeanne brings a great house for us. Our mission is to serve the community by providing a venue for diverse cultural, public and private events. I think if you'll look at our schedule of events, you'll see that it's quite diverse and if you look at the events that come in as rental events, you'll also find out that they are very diverse in their offerings.

This is your High Point Theatre staff. We're a fairly small group. There are six of us who are full-time employees, including myself and three part-timers. I have a part-time marketing assistant and two part-time box office associates. The director, I have a business manager, a box office manager, a house manager, and two technical directors. We produce all the events that you see at the High Point Theatre and the Mendenhall Terminal.

I wanted to share with you the first half of the year. And this is our slow half. Our busy half is from January 1st to June 30th. So I wanted to share with you where we are with this particular year because I think this is pretty remarkable. The confidence this Council gave to the Theatre to start producing events and bringing people to our venue. The total attendance was 32,058. In the Theatre alone was 18,308. Mendenhall Transportation Terminal.....this is 13,750, now this does not include market. These are only the events that we had like the Beach Blast, the beer festivals, the Arts Council Arts Splash events and so on. Our gross ticket sales this year, this is just the first half, \$27,438.88. The .88 is because we have to collect tax now. Otherwise it would be .00 number and that's 44 percent over the same period of the previous year in 2014. The total tickets sold in this first half of the year is 11,514. That's up 31 percent over the same time period the previous year. That is a telling number.

The net facility rental to date is \$98,395.76. And remember, this spring is our busy time. That's when we have our dance competitions, dance recitals and an awful lot more rental events going on. Gross concessions, that's when you go up and you buy a soft drink or a bottle of beer, a glass of wine or a snickers bar or whatever; it totaled \$9,833, which is lower than we anticipated because six of our events didn't allow us to sell beer or wine. And that's fine. They're rental events. We will do whatever the renter wants us to do. So that's imperative that we do that. Our lobby sales commissions....whenever an artist comes in and they sell a t-shirt or a coffee cup or whatever, we get between 10-20 percent depending on the deal that I make with that particular group and it was \$860. Again, just for the first half of the year. We had five ticketed shows with over 500 attendees in the first half of the season. And here's something that's a little more impressive and I know my staff came to me at Christmastime and they said, man I'm kind of tired. We've had 1,017 hours used, 143 bookings in 116 days-for that staff that you just saw. That includes significant terminal growth in the Mendenhall Terminal. It sounds like I just died, but..... I'm coming Elizabeth. [laughter].

Here's some of our recent accomplishments because we're very proud and we want you to know the money that you put into the Theatre really helps us bring it up to contemporary professional standards. We completed the riggings project. We've got new curtains. New rigging. It's quiet. It's efficient. And we love it. Even better than that, our clients love it. Our tenants love it. So we know that's working well for us. We also replaced, we added,

we didn't replace. We added a new interior handicap ramp. Now if you came to the Theatre and you were in a wheelchair or a walker, you could buy a ticket, but you couldn't get in the Theatre. You had to go outside and come down an outside ramp. This allowed us to have an interior handicap ramp and not segregate our audience. The other things we added, new gallery doors for the Main Gallery downstairs and Gallery B upstairs. That allows us to use those spaces for private meetings. When you came in before, they were wide open spaces and while they might have looked nice, they were not very efficient for us to have a meeting. If you call me and say, Dave, I want to have a meeting and you walked in there and there was this wide open gap, I guarantee you you're not going to talk about anything confidential in there. And remember a couple of years ago, we added LED lighting throughout the entire lobby facility within the galleries. We can now dim that as well. So when you're showing a PowerPoint or whatever, we've got that capability. We also added new touchless entry doors. So when you come in the front door of the building, you no longer have to strain to pull one of our doors open. You come in and we've reworked the traffic pattern there which works very well for us, carpeted that entryway so it's fairly quiet. I'm not going to tell you it's really warm in there, but it's quieter. Then on the other side, in the box office....our box office window, we had a will call window that was actually inside the facility. So we would have people come to the window and say where are my will call tickets and we'd have to send them around the corner to get that. Now we don't do that. We have three sales windows right there for audience and patron convenience.

Now, budget and expectations. Our total budget this year was \$1,415,341. Of that, \$280,000 were in capital improvements, that was the rigging project. The doors, the ramps, and the box office improvements were \$75,000. Our total operating, what we needed just to open the doors to have the shows and have the staff and so on, was \$1,060,341. Our return on investment...I think you guys have a different name for it.

City Manager Demko: Cost recovery.

David Briggs: Cost recovery. Our anticipated, and this is for the full year, is that we're going to get to 35 percent of the operating costs, which is \$375,000. That's what we intend to put back, or you look at that and you say his math is terrible, which is about 28 percent of the overall total budget. So basically I took out the capital and other improvements to get to the 35, but in reality 35 to 28 is that segment. We anticipate that we'll have over 1,200 hotel room nights from the events that we present. Our dance competitions alone fill up, not just the Radisson, not just J. H. Adams Inn, but it fills up the Marriott. So when we bring in dance competitions, body building competitions sort of the same way....we don't do as many body building competitions as we used to, but we're putting the heads on beds. And when people come into our city, they're eating dinner here. Going to grocery stores. Buying gas. They're spending their money in High Point and that's what we are trying to do. That's part of us giving back to the community as well. Also, we are building bridges with the community through diverse programming relationships and I hope that out in the community, you've heard people say good things about what's going on at the High Point Theatre. I hope you have. And if you don't if somebody says something bad, please tell me. I can't fix it if I don't know it's broken. That's key.

Mayor Bencini: David, is there any way that you can at least **project what the approximate impact on the heads and beds portion of patron spending in High Point is?**

David Briggs: I think the CVB has a formula for that and I know that the N.C. Division of Travel/Tourism does. That's a good point. **We'll see if we can't pull together some numbers.**

Mayor Bencini: I mean at 35 percent recovery, I think for municipal activities is not that bad, but when you add in all the additional money spent by people that come here to go to an event.

David Briggs: That's right. Thank you. And the next slide actually kind of shows that. Now this is from the Theatre Study Committee that was commissioned a couple of years ago. And I do want to review these again to see where they are because I know, for instance, that Carolina Durham's numbers have changed and that Carolina Greensboro's numbers have changed. They've actually downward trended. Morganton....Bill Wilson, who is now retiring in Morganton, 25-30 percent tops ever. Paramount Goldsboro, which is a Theatre that's half of our size gives back about 36 percent. The High Point Theatre, in the year that this was done, we gave back 47.7, but we've also put a lot of money back into the facility. The Clayton Center, a 500-seat hall. The Paramount Burlington, another 350 seat hall and they give back more than we do. But we're right in the middle. We're in a good position for a municipal Theatre. I'm real proud of the numbers that we've done.

The Mendenhall Transportation Terminal events have been a huge success for us. When I was hired Randy said, you know, we need to try to put more things out in the Terminal and Latimer said the same thing. It's taken a while to grasp and get the growth that we really want and we're still not there, but we hosted the Beach Blast this year, which took it off of Ilderton's parking lot and took the congestion off of S. Main, put it in the Terminal. They loved it. Their growth was exponential. What they had when they were at Ilderton, tripled it. So that's very impressive. We do a half marathon and a beer fest. What fun! The Arts Splash that is done in conjunction with the Arts Council. We do the "Cool to Serve" event for Guilford County Schools. That's where they give away the car. It's a lot of fun for kids who do community service work. Then we have the Go Far event. That's just an example of some of the things that we're doing out in the Terminal and just a lot of other things that happen that you all may not necessarily be aware of, but our folks are constantly on it and trying to make things more usable.

Our challenges..... any questions about the Terminal? We do have challenges and, you know, **one of those challenges is that there's a lack of non-theatre event activities to attract people to downtown High Point.** You know, you've seen it. It's in all the studies. We know that there's no restaurants that are open past a certain time. Although the Radisson tells me their bar is now open until 10:00 p.m. But most of my shows go until 10:30. No, I'm kidding actually, Corrine works very well with us. I'm not really poking fun at them, but it's the only restaurant and bar in downtown High Point. I mean you can go get pizza at Jimmy's or you can get a crepe at the crepe shop and the Plaza Café closes early. So there's just not a lot down here. And the other thing that we're competing

against, quite frankly, are the number of events that Winston Salem, Greensboro, Kernersville, I might have added Jamestown because all of those places have lots and lots of little events. They've got things going on. They've got lots of things going on in one area and that concentration really helps drive people.

The other problem that we have is if you're driving down Main Street.....take you back, you get off the interstate and see the big brown sign that says High Point Theatre, you take that to Centennial. So you drive down to Centennial and there's another sign that says High Point Theatre and it's kind of loosey-goosey. So you pull in front of Commerce Avenue and you're driving and you see this huge building and you've got it on your GPS and it says the High Point Theatre is in this building. **There's no signage out front that a traveler can actually see.** It's against the side of the building. Now when they created the Terminal, it was lovely. Before they did the Terminal, it said High Point Theatre and Theatre Art Galleries and you could see it, you know, coming down Wrenn, but that wasn't the only place. **We need way finding signs in this community, not just to help people find the Theatre, find this building, find our parking deck facilities, where the golf courses are.** You know when I'm driving around, I'm looking for things and that's part of our identify crisis. **Another part of our identify crisis, frankly, is that we're a Performing Arts Center. When I mention Theatre, most people think of movies. We really are a Performing Arts Center. And that's really....when we rebrand, that's where we've got to go.** You know, it's not the Tanger Theatre that they're building in Greensboro. It's the Tanger Center for the Arts. We need to rebrand in that way. So that's something to keep kind of in the back of your mind.

We also have opportunities. I guarantee you that I've got a staff that is itching at opportunities and they do a great job of taking whatever you give them and working it to death. When there's an uptick in the economy, that's helpful because it means that more people are spending their money wisely or spending their entertainment dollars. They've got more money in their pocket and I hope soon they'll have even more money in their pocket. Who knows. **Then there's continued interest in revitalization in downtown High Point.** I don't care whether it's a baseball stadium, a soccer stadium, or restaurants, hotels, or whatever. **If we can bring people to downtown High Point, give them a place to be entertained, a place to live, a place to buy groceries. If we can do all of that stuff, we're going to drive traffic into this area.** We're building relationships with High Point Area Arts Agencies and Institutions. Not just High Point area Arts Agencies. We've reached out to a network that includes Winston Salem, Kernersville, Jamestown, Greensboro, Asheboro, and folks in Davidson County Community College. We're reaching out to people. The continued success of Theatre Art Galleries, they've had quality shows and if you have quality art, people will come and see it. And that's the key. In the past, I went to some shows and said I couldn't bring my mom to that. What they've got up now is good quality work and that's key to keeping people in. Now they don't generate a lot of foot traffic, but we don't have signs to point people there either. But their success is really critical to our continued growth.

Broad-based marketing approach to reach targeted audiences. One of the things that I've done in the last couple of years....in May I will have been here five years. The time has just flown. I can't believe that it's been that fast, but it's taken me this long to kind of

figure out where our niche and target market is. You don't just jump in and suddenly you know everything. You explore. You push. You try things. So we've done some things with electronic billboards for instance. We've got an electronic billboard on US 52 in Winston Salem that we get calls on nearly every day. When we've got a show up, folks say hey I saw this show that's coming to your Theatre. Where did you see, where did you hear about it? Did you hear about it in the newspaper? No, I saw it on a billboard. I'm not a huge fan of outdoor advertising, but that one works. So we've targeted that. We've targeted specific zip codes to send things to. We're targeting areas that we know that this is the demographic that's going to appreciate this particular show. That doesn't mean that we eliminate anybody else, but we're trying to target those folks. So you'll see our advertising in different places.

The other thing is frequency. Frankly, if you don't know about us, you're not going to go. So you have to have that constant frequency. So when we went from \$45,000 a year in advertising to \$75,000 in advertising, it's paying off. Those numbers that I showed you, direct correlation.

We're also building clientele to use Mendenhall Transportation Terminal. I've got some really fun ideas that actually IMC came up with an idea that I had kind of pitched to Ron Blair and he said, yeah, that sounds like a great idea. And he pulled in some guys and they put together a PowerPoint slideshow for some **LED lighting for the Terminal that will actually make it a destination.** If we have time today, I'd like to share that with you.

City Manager Demko: You've got four minutes.

What's up next? **We've got to upgrade our restrooms.** Our restrooms were built in 1975. They look like it. They are not up to code. That's something that we've got to do. **Our carpet was last replaced in 1988.** Not bad. If you've been in there, the carpet looks pretty good for 1988. I worked with a professional seat guy. He came in, looked at our seats and said **you don't need to replace your seats, but we do need to rework them. And when we do that, we'd like to add cup holders, which will increase our revenue in concessions.** If you saw on-line, we had a **10KDLP projector program that the Friends of the Theatre has started.** They've garnered about \$8,500 so far. We need about another \$25,000 to make that happen and then we can show films in there and have film series and so on.

We've got to have additional staff to support the growth. I need additional hours in box office in particular. And I need to upgrade one of my employees so that person can help us do some more marketing.

We want to increase the Mendenhall Transportation use by making it more user friendly. If you were out there for the Beach Blast or on Saturday for the Martin Luther King Celebration, there are aluminum poles right in the middle of your sight line and Mark McDonald would like to get rid of those also. If we got rid of those, it would create an open environment right there for us to be able to do more events in that space.

Then lastly, **we'd like to do a summer concert series where there's a Live After Five**

event whether it's managed through the Theatre or through an outside agency. The funding is not in our current budget. So that's something that we would like to add in our budget so that we can produce that type of event. And then we can discuss, are we going to do a ticketed event. How will I do this? Will it be sponsor driven so that it will be free to the public? There are some things that we'd like to do in that regard.

Any questions about any of that stuff?

Council Member Latimer Alexander: David, one of our greatest secrets in High Point is the Amphitheatre down at GTCC. Is there any way that we could begin a discussion with GTCC to host events down there so their students could get some intern training, which was the reason that they created that. Is there anything that we could do through our Theatre to help them? And, you know, thinking about your Summer concert series, if you were going to have a ticketed event, that might be a place you could do that.

David Briggs: It's a great space and it holds about 500 or so. Before they changed management down there. Jeff Little left and they brought in somebody else who was there for a very short time. He's now gone and they've got a new person in there. I will revisit that conversation again. We were this close to actually putting together a program.

Council Member Cynthia Davis: He was actually at the meeting today over at High Point University and he said please do not forget that we have this fabulous Amphitheatre, so he's open to that conversation.

David Briggs: I'll get back with him after I get through Snowmageddon. And they get their semester kicked off and we'll revisit that because there are some things that we can do. Or if they want to partner with the Arts Council, but we'd love to do that. And we do use GTCC interns by the way. So that is part of our programming.

Deputy City Manager McCaslin: Don't you sell tickets for them too?

David Briggs: That's true. We handle off-site ticketing for a number of agencies and right now the number's really low. GTCC, we used to handle tickets for the Coltrane Festival and we've handle tickets for the High Point Ballet when they were off-site. Anything else?

City Manager Demko: You have one minute to show the laser light show just for some potential that might happen.

David Briggs: This is not it, this is a fun photograph. I was up for a 6 a.m. call for GO FAR and that's sun rising over High Point over the Mendenhall Terminal and I just thought it was just too cool for school.

City Manager Demko: This is, this is something when we did the library project Scott and some of them were showing potential for doing some projection up on the screen also we've got a big metal building and this is something that we could..... I don't know how many people that have been to many different parts to say Chicago or Buckingham

Fountain that has these shows, light shows.

Eric Olmedo: You didn't tell me about this.

David Briggs: Okay, so this was commissioned by IMC and we were talking about the possibility about making the terminal a true destination. And in so doing, we were talking about using LED lighting. This lighting would be projected actually from ShowPlace, so this lighting would be underneath the canopy of the glass. We could change it to multi-colors. I think it creates a destination. I want people to say, "I wonder what the terminal looks like tonight?"

Deputy City Manager McCaslin: I was thinking they agreed to pay a big portion of it and it never got to that point in negotiations.

David Briggs: Exactly, Ron left and they changed their minds.

City Manager Demko: But we have kept some of the conversations alive and as we add our amenities to downtown and work to attract people to different spots in downtown, this is just another tool that could be there as an amenity to us.

David Briggs: And I did meet with the folks from the Library and we talked digital mapping and so far...

City Manager Demko: So, keep that in your heads as possibilities of things that could happen and as we work to provide the theatre experience, the performance experience of where we're at.

Council Member Cynthia Davis: How often does it change colors?

David Briggs: It can change colors...

City Manager Demko: As often as you want.

Deputy City Manager McCaslin: It's computerized, you can see that.

Council Member Latimer Alexander: David does your landlord that provides your cost air conditioning and heating are they being reasonable to you?

David Briggs: I think so.

Deputy City Manager McCaslin: There's no way to actually monitor what it is, but David renegotiated the contract we had and instead of going up and down and up and down we never knew what it was, we reached an amount that we think that was set, standard every month.

Council Member Latimer Alexander: Because I knew that was all over the place for a while.

David Briggs: That was ridiculous. It could go from \$12,000 from one month to \$2,000 and then they wouldn't bill us until they were halfway in the middle of a

Deputy City Manager McCaslin: We wouldn't get a bill for about 2 ½ years. And we kept reminding them.

David Briggs: Thank you all very much.

Council Member Latimer Alexander: Did they, did they go back and catch up?

David Briggs: Once the new management came in, you know that bill got forgotten. They sat down.

Council Member Latimer Alexander: Oh God Bless them...

David Briggs: They regret they let them.

Deputy City Manager McCaslin: They just wrote it off.

David Briggs: Tonight, Soul Street Dancers in the Theatre. Great show, please come and see us 7:30 p.m.

Deputy City Manager McCaslin: Thank you David.

Mayor Bencini: Is the Tag event for tomorrow night?

David Briggs: Thank you very much; I just got a notification from Jeff that Tag event for tomorrow night has been canceled. I don't have the postponement date on my list, but I'm sure Jeff will send it.

Mayor Bencini: You're welcome.

Council Member Latimer Alexander: Tommy, I've known a lot of Fire Chief's and you've seem to enjoy the job more than all the rest of them put together.

Chief Tommy Reid: Oh, I do, I come to work....1981 when I rode in back of the truck. I still love my job.

Council Member Latimer Alexander: Well, everyone in town smiles when you say Tommy Reid.

Chief Reid: That's a good thing. That's what pays the bills.

Council Member Latimer Alexander: That's a good thing.

Deputy City Manager McCaslin: You're good to go, go ahead.

HIGH POINT FIRE DEPARTMENT

Chief Reid: This is pretty much kind of like Marty's, it just won't be long and won't have as many statistics and all that as he does, but don't have as much crime as he does either. This is a somewhat shorter version on what we done when we did the Council presentation back...almost a year ago. And talking to the individuals, it was pretty beneficial and thought it was kind of nice to know what's going on in the city.

Basically, you can see we have started rebranding. Dave talked about rebranding. We've started rebranding. This is our new logo that we came up with and started putting our apparatus this past year. It captures several things. It captures our ISO rating, it captures our... where we started. That center ring there is kind of purple and it's kind of near and dear to us and it's near and dear to Nido. He likes us and we like him. So....but, HPU has been a great partner to us and they help us in a lot of ways-not just money. You'd be surprised at the kind of answers you get from going over there. They've got a lot of research people and all that stuff. They're a great tool for us for outreaching and in fact,

we entered into a partnership that will start in the next couple of months. They've given us a \$100,000, \$20,000 a year to run an "Explorers" program that will target disadvantaged youth. It's basically a Boy Scout program and they target the disadvantaged youth. And we, like Police and a lot of other people, we have trouble when people get to the age they need to be hired and getting them through the process and the background because of the stuff they've done when they were younger. So the goal with HPU partnering with them is to try to catch some of these youth and mentor them and give them an avenue to teach them so they are more productive in society. So it's a great concept. So anytime anybody wants to give us some money to do something with, we'll find a use for it.

But uh, our capital improvement plan this is mostly what we're going to talk about. Big ticket items, a lot of stuff that's been on the horizon for quite a while, which is station generators, station alerting systems. Each one of these, I'll cover a little bit more as I go through. Station upgrades and renovations, fire facility infrastructure renovations, training education facilities, video & media conference and teaching platform, servicing future growth areas, new facilities, additional personnel, & fleet apparatus replacement plan. Most of this stuff is stuff that has been deferred or has been neglected for years, a lot of it. And some of it was due to the economy and some of it's just due to....well we'll just shove it off and we'll do something else.

But **we currently have five facilities that don't have generators.** As we build new facilities and we've upgraded some of our old facilities, but we have four fire stations and a training center that we use as a backup EOC as well as other things that do not have a generator. **It costs about \$50,000 per facility to put a generator in to power that building.** Right now we actually have started with the city manager trying to at least get a plan in place to do one a year or something. But, what makes this so vital is like when we had the big storm last year, and if this storm comes....well, if we lose power to that building, we basically have to shut that building down and move that crew because they can't survive there for 24 hours without any heat. Another thing is there's nothing to power the doors and so forth. So were working.... it's kind of on top of our radar to fix that and when we have to take a station or a crew out of the station and move them somewhere that's got heat, then all we do is increase the response time, as well as the stuff that happens in the neighborhood and not being able to service it.

Station alerting. This is, you're going see, when I gave this kind of a forerunner the other day and people kind of chuckled. You just don't understand. Like uh, this stuff here that you see in the bottom right hand corner, this is basically the system that gets our people out. You've got a radio, you've got mobile wires, you've got a little old battery backed up, so we lose power in those places that don't have it, well, obviously that battery didn't last very long. The big thing with this is we've got a speaker and a bell, but this is 1950s and 60s era technology that we're still using. I'm going to surprise you here with a couple of things. This is what new stuff looks like. This is kind of the layout and so forth, but some of you have been on Council before like Councilman Alexander. We built new fire stations seven or eight years ago: Station 3, Station 4, Station 12. We took that old message you see in that cabinet right there and put it in a \$3 million buildings and that's what we get those guys out with. So we're talking about a system that costs \$50,000 to put into a station, but we built a \$3 million building, but we take the old junk that's worth a \$1,000 at the most and we try to make it work. Our problem with that is is that it's all relay stuff. It's old technology, so we have to go out and if something breaks we have to find somebody to build us a relay box out of old switch towel relays. So that's kind of on

our front runner, but the benefit to that is basically.... you see this is a schematic. Actually the TV...when they get a call, a call takes priority of the station. The TVs go to it, the call comes up. There's different monitor boards, so they know when they are heading to the truck, they can see what they are going to. There's a lot information. The plus side to that, it's quicker, it's more reliable. We also.... it makes it more efficient for timing these trucks to get them out.

It helps us with several things. One of the major factors is being in compliance with 1710. 1710 is a crucial part of our ISO 1 rating and to give you.... we deal with SAC people talk about medicine hours. We deal with SAC. A fire doubles in size every 60 seconds. So if this room was on fire, in 60 seconds you're going to have twice as much fire. The same thing with the medical. We have a truck on the scene 90 percent of the time in less than 5 minutes anywhere in the City. We meet that....a lot of times it's quicker. There's a few cases on the north end that may be a little further. But that's our goal and that's what we have to maintain to maintain our ISO rating.

Those yellow and white EMS trucks that you see, their goal is to have a truck at your house in ten minutes. So if you have a heart attack, people want to know why the firetruck comes. That's because we're usually there and we've done shocked you and we're pumping your chest and we're doing everything we can to sustain your life for that five minutes while you're waiting for that ambulance to come there to take you to the hospital. So that's why I say....it's very crucial. We deal in seconds, everything that we do and I assure you if you talk to anybody that ever needs somebody that calls the fire department when they need them....it may take us three minutes to get there. It seems like it took ten to them. But we actually do that.

Another important part of the alerting system is wellness. If you have ever been in a fire station when that alarm comes in, it's a loud bell and I can assure you when you are laying there at 2 a.m. in the morning or 3 a.m. and you're asleep your heart goes from 40-50 beats a minute to like 200 when that bell goes off. It's like it just startles you. It gets you awake. The studies over the years have pointed to the fact that's one of the contributing factors with the firefighter's health. So with these new systems, it's called ramped up feature where the lights come on. And they don't just come on at full speed, they come up. It's kind of been proven that the tone comes in and it starts at a low pitch and it builds progressively in like 10-15 seconds. That allows you to be more cognitive when you wake up and more responsive to what you are doing so. So it's not just a fact that we need new stuff. There's reasons behind it and it also helps us do our job and better serve the citizens and that's our number one goal.

Stations upgrades and renovations, infrastructure upgrades, energy efficiency, modernization and gender neutral design, and space need study, which I think the City Manager, Mr. McCaslin has commissioned, something that's going on at the present time.

Deputy City Manager McCaslin: We're working on that. We're doing a space study or soon will have a space study group selected that will look City Hall, Fire Administration, Police Department and Senior Center. So we'll know what we'll know what we can recommend to y'all in the near future.

Chief Reid: So we're like everybody else, we're looking for stuff. When we talk about fire facility infrastructure, I think our budget has about \$50,000 a year to replace concrete. We've got a lot of facilities with a lot of concrete. I think totally, we have our own maintenance guy that takes care of our stuff. Tim McKinney looks after our big projects, him and his staff. But I think Brian, what have we got, about \$150,000 in the budget to

maintain sixteen buildings?

Brian Evans, Assistant Fire Chief: Correct, \$150,000...

Chief Reid: Yeah, which is not very much, because we have to scavenge from other parts of our budget usually to make that. Right now, we are getting ready....we're looking at Station 1 was built in '72 or '73. It has got the original HVAC equipment in it. Johnson Control has been gracious enough, under their contract they put about 10-15 cylinders a year in the HVAC to try to keep them running. He told us last year he said, "Man we've got to quit this. You are out of compliance with federal laws. You're basically dumping this in the atmosphere." So we're scrounging to get money to replace that. That's about a \$40,000 endeavor just to replace the HVAC in that building.

That's the kind of the needs of a lot of our stuff that's built and other just like you heard from Dave and some others, we are just doing enough to kind of get by. This is our Headquarters Fire Station. Our administration is there. Our inspections to division is there, our training division our admin staff is there. This building was built in 1966, beautiful building, **it just needs some upgrades. Actually we're actually proposing in our upcoming budget.** If we were to go in and totally remake this building, we're forecasting somewhere between about \$750,000 to a million dollars just to upgrade the building, but if you built that building from scratch with the square footage and stuff in it, you're talking about an 8-10 million dollar building easy. And the thing with it is, you can't pick it up and move it somewhere else because it's got to be located to meet the standards of ISO and meet the response center. But one of the key studies of that thing and we'll talk about it a little bit more is the city manager was kind of taken back a bit when he came to visit us down there. Our inspections division, which is outside people that ride the trucks, has the most interaction on a daily basis with anybody in the City. They do the inspections, they do fire planning, and if you have a problem at your house or if you need a fire report, investigations...they're the ones that do that. So we've got them stuck in the basement down there and uh, so if you come, you've got to come down a ramp and then you've got to come in what was our old shop-that's what it was. That's where they are. **So one of our proposals, with the space study, is to find a customer-friendly space for them to welcome the public and be in compliance.** Right now if you are handicap or whatever, you have to pull up behind the station and blow the horn and hope that someone is there to come out and be able to get you what you need to service it. So we're not very customer friendly. When these places were built in the 60s, they weren't thinking about customer service or ADA or anything else.

These are....**we actually have three of these: Stations 6, 8, & 7.** They were all built at the same time. They are all identical. Six is on Springfield. They were built in 1963. As you can see, we've done a little bit of upgrade, like we've come in here at Station 8 and we just took and just put board on the front of it to try to change the looks of it a little bit. I think this past year 2014-2015 we spent in Station 7...we had a lot of plumbing issues with trees and so forth. We spent almost \$60,000 and had to take the whole interior floor out and put new plumbing in and put it back. We spent right at \$50,000 to raise those doors so we could get a ladder truck in there. So I was going to say we're getting by, we're improvising but at some point we need to tackle the issue and fix it. There's nothing wrong with those site, it's just that the buildings need upgraded. We're patching and piecing roofs and so forth and at some point outside the study that there doing for the others, there needs to be a study that might be commissioned to say how can we come in here and take this building here and bring it up to today's standards, make it livable,

useable and so forth. So that's kind of food for thought.

Fire training facility and infrastructure, we spent...and I appreciate every dime of it. We've spent a lot of money. We've done a lot of work on our training center on the actual training grounds. Our training building....this is the only training classroom that we have in the City. Other than where we may go out and try to find stuff. The concept is not have, you know there are some classes that we have to bring here, but we've been looking and we thought maybe the cable platform was going to work, but it didn't. But we have a lot of classrooms and we can sit in this room right here and have a classroom and put it on the media feed and the guys in the station in those areas can sit there and interact with you and have that classroom. That technology has been out there for a long time. We just haven't had the money or had anybody....I actually credit it to Jeron and his staff that was just hired. They've been working diligently with us trying to plan and throwing out ideas for how we can sit and keep a guy in their station and they can still get their training and still interact with them. So that's whata lot of this stuff, it does cost money, but it's not like building a \$10 million building. You can take \$50-100,000 and build an AV platform that's affordable, but the problem is like everything else that y'all tackle. Finding \$50,000 somewhere to do this or so forth. Don't hold me to those numbers.

Council Member Cynthia Davis: That's all right. It gives me a ballpark, Tommy.

Chief Reid: That is the future of where we want to go. Actually, this is a map of showing the basic layout and just like Chief Sumner, 1, 2, 3 that's what the Core City is. Basically that's where those stations are. One, 2, 8, 6 that's where our call volume's at too. It's driven by socio-economic scale. At some point we've got some that we'll share with the City Manager from our benchmarking study. When you look at those hot spots it all ties into....it correlates the factors that drive that.

Blighted housing, vacant housing and so forth and all that stuff. Anyway this is a general outlay of the City, and as you can see this next map that we go to, all those gray areas that you see are outside of what we traditionally look at as a mile and a half coverage area for a fire pumper. But how we get by with some of that is we went to 1710 on a national standard which is a standard to cover, built on accreditation ISO. So these stations down here that ride the most calls, well when you're five blocks or ten blocks and a third or a fourth of your calls are there, when they get there most of the time in probably 3 minutes or less. So when you stretch that out to those areas, they'll have a station to sit and cover them and it may take you six minutes. When you equal it out, we get under that five-minute goal, 90 percent of the time. So it pays dividends and it's hard work. But what I wanted to show you with this is obviously the 350 holdings and the Polo property. Those are city properties. Everything you see in gray is in the city limits of High Point. So when we are running out in these areas right here, we're scrambling and actually we're partnering with other agencies so that we can keep from getting out of compliance with our rating.

Our future growth, what we really forecast and project is the next big coming thing is around the Polo area. Because with Polo, all the infrastructure that was put in up there water/sewer, at some point, I don't know, we were just kind of guessing and looking at forecasting and so forth and we think within four to five years that area will develop and really take off. A lot of things will happen up there. And when the density gets up there, then we're looking to put a fire station there. With that station, notice that says Fire Station, Communications, & Radio Tower Site. **The weak link that we have in our radio communication for police fire or anything else on our radio system is that northwest**

corridor around the 74/311 exchange. So Steve Lingerfelt and Lee they've identified....they would like when we plan that future station to buy enough land to put a tower as well as incorporating another communication center in there. Right now they are depending on us for a backup at our training center or either going outside to Greensboro and using a backup over there. So that's that the goal. Actually they were in a different building and when I met and talked with Eric about it, Eric said why don't they incorporate a fire station. They do it all the time. It's a fire station, but it's a multi-use facility as well. So that's what we're looking at long range.

That star that you see right there is a round Squire Davis, Bame Road, Bigford Road area-that's just kind of a general block with overlays in with the road structure and so forth. But Gallimore Dairy Station 15 is just.... a lot of it rides on what happens with 350 Holdings up there and road infrastructure they put in. What people don't really think about when they're developing these areas that **we need to be more concentrating on in the future is if they develop that whole area and the main entrances are coming in from the north side, our ISO class our standard recovery is dealt by how you ride around.** So if you've got to come around here and come in the top, you've added time to us so it may make a difference on whether we can use an existing station or we have to build a station. So somewhere we need to get that thought process into the beginnings of those things that are happening, rather than the developer has got this big nice development coming in here. And now we've got to ride five miles to get around there to get into the entrance to get to it. Just food for thought.

Council Member C. Davis: What about that project that came before Council, Tommy, out in Colfax, where they wanted to do the 400 houses. How will that impact your fire stations out in that area?

Chief Reid: Not at all. Actually, I've got a pointer here....this TV is supposed to take it. It'll take it on black, it won't take it on color. But actually where you're talking at is right in this area right here. Even though that's County area, well they already pay us to service it. We already service it. Those people that are living there now that 400, 300 whatever that acreage is....they're getting a Class 1 rating right now because of us and they pay .10 on the dollar to get that fire protection-or .10 on \$100 dollars. Everybody else in the city's paying sixty some percent to get the same fire protection that they get.

Deputy City Manager McCaslin: In other words, you can cover it out of your Colfax station.

Chief Reid: As far as we're concerned, we submitted the stuff back before that plan. It has no effect on us at all. One thing it does for us is gives us more tax base.

Council Member C. Davis: Well, I.....

Council Member Alexander: Tommy.....

Council Member C. Davis: I'm sorry, go ahead.

Council Member Alexander: Tommy, what kind of partnership can we establish with

Horneytown?

Chief Reid: Well, I have talked with them when the POLO thing was first starting and there's some people up there that are receptive and there's some people up there that don't want anything to do with us because they think we are going to come in and take over.

Council Member Alexander: Well, you know, we've got a history with Deep River and we've got a history with Colfax. You know, if we build a station up there as things get incorporated, they've got nothing to do.

Chief Reid: Well I don't know about that. You'll be surprised.

Council Member Alexander: Well, I mean, you know, you build a station up there and all of a sudden growth occurs up there and their tax base goes away.

Chief Reid: Oh, I'm sorry....I know what you're talking about. I've got it.

Council Member Alexander: No, no, not your guys.

Chief Reid: Well I'll tell you. It won't take me but a few minutes, but I have sat down and met with them. I met with some of them and actually when we weren't sure what was going to happen, but after ISO came in, it was a totally different story. But when I say they weren't receptive, the first thing out of their mouth is we don't want what Deep River got and we don't want what Colfax got because they think when we come in there, okay we're going to take over. Well, I can't help what happens in the future, but this other guy he said well if you put a truck in my station, they can't ever leave and they can't got to training. And I said they have no concept of what the real fire service is, I can tell you that.

Mayor Bencini: But they have a pretty strong sense of territoriality.

Chief Reid: You're exactly right.

Deputy Chief McCaslin: And they've done some nice station renovations up there fairly recently.

Council Member Alexander: Well.....

Chief Reid: Their problem is with a lot of stuff that they've done, they don't really have any room for us even if we wanted to put a truck in there. And I ain't saying that it's totally out of the realm, but obviously they've got some issues and some stuff. But we have talked to them.

Mayor Bencini: Well, you know, it's this way all over. As urban growth happens, the volunteer fire departments feel completely threatened.

Council Member Alexander: Oh, I know.

Chief Reid: And I will tell you from what's going on from a volunteer perspective, I heard Jim Albright talking about this the other day, twenty years ago there was 1,800 volunteer firefighters in Guilford County. Today, there is about 300 volunteer firefighters in Guilford County. Most of them.....

Mayor Bencini: They're making up the paid staff, aren't they?

Chief Reid: Yeah because you can't get volunteers any more. The community kind of stuff is gone and a lot of people that were really volunteering have aged out of it. So at some point, they are going to be in the same boat as everybody else. Like right now, they've got more men on the truck that they staff 24 hours.

Mayor Bencini: That's probably going to take care of itself.

Council Member Alexander: Well, you know, if we need to build a station, we build a station. But the minute we build a station, we don't need them or they can't help us.

Chief Reid: **Additional personnel**, I'll try to cover this real quick. **We are going to ask in our budget for three firefighters** and I'll show you a little bit about that. And **one roving battalion chief. I'd like to have three, but my goal is to try to get one.** Actually these positions will help us become compliant in a certain way without having to fund overtime. I'll share what I mean by that. That battalion chief.....we have two battalion chiefs on duty each day. We have six, so if one of them is on vacation, we have to backfill that position. Last year, I spent almost \$120,000 backfilling that position. I can hire somebody far cheaper than that. And the purpose of a rover....when I came on the department in 1981, they had a rover and he worked when one was off and that just kind of off called away over time. So we'll continue to do what we've got to do to staff those trucks with those positions, but there are more efficient ways to do that. Everybody's looking for ways to cut money.

We have four **ladder trucks** in the city. We have one that's got three personnel assigned to it. The minimum standard for a ladder truck is four. The maximum staffing is recommended at six. Nobody other than New York City and maybe a couple of other big cities can even afford to do that. So we'll never see that, but we would like to have that fourth person for that ladder. One thing recently is it's a safety factor. Greensboro somehow miraculously got a grant to staff their other ladders with four and actually one of the reasons of the driving factors in that was when Captain Suddarth over there, when that building fell on him, well he's a ladder captain and it's three-man crews. And to give you a little background, a ladder crew is a lot different than a pumper crew, the ones that puts the fire out. Those guys go in, well two of them are responsible for ventilation, opening that building, getting a secured entry. The other two are search and rescue guys. Well when you've got a three-main crew, it means one of those guys is by himself and that's what happened in Greensboro. Captain Suddarth was in that building by himself and when it fell on it, they were scrambling trying to get the stuff off of him and get him out. So it's a safety factor. It's not just something that's nice to have.

The highlight of this tour right here is what you see here is the Fleet Apparatus

Replacement Plan, which the reason we're showing it to you is to kind of show you how this thing is working. It was kind of crafted by my staff, myself, city manager's office and the budget office, and was presented to Council last year. This is the description of it. We actually revised it a little bit. We shuffled some trucks around and we actually reduced it. We were able to cut that 2.5 million dollars down to a little over \$2 million to fund that first year. This coming year in the budget, it was projected at \$2.5 million. So we're starting to look and see what we can do truck wise. But when you get down to that green line right there, after three years, we'll be on track and everything in one of those every year is replaced in the budget and it's on a 15 year replacement plan. It goes to a 5-year reserve and then it's out the door. Like right now, we're replacing trucks and as you can see, 1995 models. So those trucks are still running front line today. That one on the very top line up there should be replaced in May. That was what was funded this last budget and actually the city manager....I don't know if he talked to you about it, but the goal was to try to get this thing working so that we're eventually not financing trucks. We've got a fund built because we know what we've got to buy every year and that money is a budget item. So part of what got us in this position to start with is I didn't realize it until I talked with Eric here last year, but we used to go out and buy six, eight trucks on a bond measure. Well a bond is good, he said for 20 years, but the truck lasts for 15 years. So now we're paying for something that's broke and won't run any more. So that's kind of what led to this. It's a great program that's working and I hope and pray for everything to keep going.

Our goals are:

- To maintain our ISO rating
- Continue to evaluate and improve service
- Become Internationally Accredited agency, which includes strategic plan, standard of cover and self-assessment.
- Expand Emergency Disaster Plan for key areas and events in the city
- Maintain fleet apparatus replacement plan

We've been working on this for a year. We have sent most of our stuff to our mentor in Florida. We expect a peer review team to be in about May or June. Brian and Kyle are leading this and if all goes well, then about August, we should see the accreditation. It's not just in title, there's a lot of benefit to it. I can assure you if the High Point Fire Department has been an accredited agency in 2010 when OSHA came in and busted our butts, it would have never happened because there's so many standards and checks and balances in place to keep stuff going that your organization doesn't get that bad. There's a lot of planning. There's a lot of things that's written out, guidelines to follow, updates. There's audits and checks. It's not a one-time thing, it's a continual basis and it's updated every year. So that's the plus side of it is to help us.

Council Member Alexander: Tommy, this is a difficult question to ask because it's real personal. Strategic Plans are extremely important. If we formulate a Strategic Plan and we buy into that, is that going to be the Plan that our agency carries forward for the next period of years? Or is that going to carry forward until the next Fire Chief comes in and gives us

the next Strategic Plan?

Chief Reid: Hopefully, what we're laying is we're laying a base and it doesn't matter whether it's me or anybody. We're laying the plan for the future of the fire department so that it'll keep going. Next year if somebody came in behind me.....you see that's been our problem. We've never had a plan, so when the Fire Chief came in, he decided he wanted to do this. Well if you'll look....and Chief Taylor was a good man and he did a lot of things, but the problem was they would start a project and never finish it. We're doing projects right now that were started and never finished, so that plan will layout the goals in the future. And obviously it's like anything else, it's like a living document. It'll need to be reviewed and updated on a continuous basis. But at least the thought is, just like with the City's Strategic Operating Plan, we've got a goal and a vision for the future.

Council Member Alexander: Well, I know we.....at one time, we wanted to scatter fire trucks out so we could get boots on the ground in four minutes and then we said, oh, we created a hole in the middle. So then we want more trucks in the middle and then we need some tankers, then we need some ladders and it was like every year, it was like you were just in the middle of a tornado and it just mattered what hit you in the head in the next year. I mean it was....

City Manager Demko: That's one of the other benefits that Tommy mentioned on accreditation because it sets the standards. We need the accredited standards. It's like an internal audit every year of how they do, well every three years I guess. Because if they have to provide compliance with how they met the standards in between years, they get another site visit and they come out to look at it. In the Strategic Plan is about how are you going to stay in compliance. Then it takes discipline of all of us to work it.

Council Member Alexander: Well, I know it's.....

Chief Reid: What you said, you're exactly right. That's why you see that north end looking like it did. Because it is scattered. There was a lot of stuff that was.....what I call robbing Peter to pay Paul, like those stations that we built on the north end where we robbed....we've got trucks in the city, when I came on in 1981, every truck that we rode had four people assigned to it. So we had vacation, sick leave. You had to staff it. They started migrating and they started stripping truck and they'd take one guy off this truck and one off this truck to build those new stations and when they built the new stations and put the personnel in them, so all that does is spreads you thinner and makes it harder to make compliance. But what Greg said is absolutely correct. A lot of that stuff was done with no plan. What we're doing....everything that we're doing with accreditation meets ISO standards and it meets NFPA standards. So we're not basing it on hey we want this to be nice. We're basing it on something....it's like Marty does. It's proven data

Council Member Alexander: Well, I think it will pay great dividends. I don't want to see

us go back to where we were.

City Manager Demko: Well, the accreditation is more like a recipe or a cookbook. You follow it, you're going to succeed.

Chief Reid: I know we want to get out of here, because I'm going duck hunting.... [laughter]....For years, we've been a Class 2 department as long as I can remember and I always heard the horror stories saying oh man, we're going to 3 if you don't give me this, if you don't give me that. When I got this position to try to get there to see....well, a lot of that was not true. A lot of it you've got to dig in, make a commitment and you've got to know what you're doing and you've got to get the standard and you've got to follow it. And that's exactly what we done in my staff. We took those standards, we put all the stuff in place and we didn't just come out and say we need money to do this. We started in house. We fixed the training division. We fixed everything that we had control of and between that and then some other things like that plan, we did a lot of this to get where we needed to be. Like having that ladder truck at Station 7. You know we used to....they had that squad mentality. Well I get no credit for a squad, but I get all kind of credit for a fire truck with personnel on it that can put a fire out at your house or save you if you're having a heart attack. So what we done is we started applying the standards and we started fixing some things in house and that's how we got to a Class 1 rating. It didn't take millions and millions of dollars to get it. I hope that makes you feel better. But I can assure you that we're wisely looking after your money.

Council Member Williams: I've got a couple of questions to ask. You mentioned the partnership with HPU. Now is that program that's working right now?

Chief Reid: We started, we met with the Boy Scouts and we actually have been. We had a meeting at Andrews High School, a meeting at Central High School, going out at lunch time and putting out brochures and talking to the students. Right now we're taking applications and we're going to try to have about 20 people in that. So if you know somebody that would be interested....one of the problems we've got with some of that is trying to compete with sports. But we are right now actively recruiting in trying to get that program and get people into that.

Council Member Williams: It is kind of hard to convince millenials to run into a burning building. [laughter] So, basically that program is geared towards firefighting, right?

Chief Reid: Well this is one of the side benefits. The underlying factor is to make a difference in the community and make a difference in people's lives to try to teach them about the consequences in making a bad choice. When you're 12 or 13 years old as opposed....you know they don't think about when I'm 20 years old and I'm trying to find a job out here.

City Manager Demko: One of the things, and I'll just be real blunt. One of the things that we've been having difficulty with in getting firefighters is because we go into people's homes. Our requirement is that they have no record. And if they do, they're discounted because the level of trust or obedience to the law and the ethics that we want for our fire

department. They can't produce it. So if they want to be a firefighter, they've got to know from Day one, they've got to stay clean.

Council Member Williams: So as far as your....because you're talking about hiring three more additional firefighters, but the additional firefighters, what are your recruiting....how do you recruit? Do you just post it and that's that?

Chief Reid: Probably one of our best things is word of mouth. Ride and go out to churches and so forth. We've got people, like a guy we call "Pork Chop". Him and Kelly Giles from Greensboro, they'll go to a part of A & T University with some of the groups over there and we try to canvass and target things and so forth, but it's like anything else.

Council Member Williams: There's a....my Pastor's son is now a Greensboro firefighter, but he lives right off of Dillon Road and one of the things that struck me was I was like how did you....and he said they just asked me pretty much. I don't know if you know Derrick Boger, yeah, and I was like you don't want to work for your own city and he said, no, he was like the one that came and talked to me. And I was wondering if we had any kind of thing in place.

Chief Reid: Well, we do go out and things. And actually we're working with Angela in HR now trying to fix the process a little bit. One of the problems that we have is with recruiting and so forth is if we're going to hire four or five firefighters this year, okay, we'll start in February and March and people that put in any interest cards or applications, then we'll start that process. Then we'll build a pool. The problem is you may be in the pool when they have the pool done, but you run across fabulous guy....like you talked about that wants to be a firefighter. Well, I don't have any means to bring him in the system, so we need a system that it's a continual process to be able to train or do whatever other than what we do traditionally. That makes it a little bit easier. Like if you go to a military base, you know, a lot of the minorities on a military base are already at a pretty sharp level and they are the kind of people that you're looking for, but the problem is when they get out, they want a job. We may not have a job to offer them for six months or a year, then they've got to go through the process. So that's kind of a handicap. We're not just setting on our laurels, we're working trying to find different avenues to increase diversity and so forth.

Council Member C. Davis: Tommy, you had said something about one of the problems that you had with recruitment was that the math was so difficult and they can't do the map. So is High Point U in their mentorship program going to address the math needs?

Chief Reid: Well actually we're running the program. You know I hate to say.....Let me think of a good way to say this.

Council Member C. Davis: You don't have to say it because you said it the last time and I'll remember it.

Chief Reid: What we need to start at is back in the school system. That's where it's got to start at. It's got to start in the home and then the school system. It's like, you know, how

you raise your children and you educate them. I mean it's been a proven fact that the more interaction a parent has with their kids when they're raising them, the better they do.

Council Member C. Davis: Well I didn't know if maybe that was an aspect of the program that you'd want to look at.

Chief Reid: Well if you're 20 years old, it's kind of hard for me to teach you math.

Council Member C. Davis: Well, maybe

Chief Reid: Thank y'all. I appreciate the time.

City Manager Demko: I know this takes a lot of effort, a lot of time, but there's some background information and as you can see we'll have some decisions we'll have to make on serious levels as we put together and formulate our strategic plan in our recommended budget for next year. Thank you.

[end of transcript]

There being no further discussion, the meeting adjourned at 5:00 p.m. upon motion.