

**FAYETTEVILLE CITY COUNCIL
WORK SESSION MINUTES
LAFAYETTE ROOM
DECEMBER 1, 2014
5:00 P.M.**

Present: Mayor Nat Robertson

Council Members: Kathy Jensen (District 1) (arrived at 5:05 p.m.); H. Mitchell Colvin, Jr. (District 3); Chalmers McDougald (District 4); Robert T. Hurst, Jr. (District 5); William J. L. Crisp (District 6); Larry O. Wright, Sr. (District 7); Theodore Mohn (District 8); James W. Arp (District 9)

Absent: Mayor Pro Tem Kady-Ann Davy (District 2)

Others Present:

Theodore L. Voorhees, City Manager
Kristoff Bauer, Deputy City Manager
Rochelle Small-Toney, Deputy City Manager
Jay Reinstein, Assistant City Manager
Karen McDonald, City Attorney
Lisa Smith, Chief Financial Officer
Rusty Thompson, Engineering and Infrastructure Director
Scott Shuford, Development Services Director
Harold Medlock, Police Chief
Tracie Davis, Corporate Communications Director
Dwayne Campbell, Chief Information Officer
Jerry Dietzen, Environmental Services Director
Steve Rickman, Contractor with the US Department of Justice
Dr. Rod Brunson, Associate Professor of Criminology at Rutgers University
Russ Rogerson, The Alliance, Vice President
Doug Peterson, Chamber of Commerce President
Andy Honeycutt, Managing Director of Davenport Lawrence
Kurt Fickling, Managing Member of FIRM Consulting
Jane Starling, Deputy City Clerk
Members of the Press

1.0 CALL TO ORDER

Mayor Robertson called the meeting to order.

2.0 INVOCATION

The invocation was offered by Council Member Wright.

3.0 APPROVAL OF AGENDA

MOTION: Council Member McDougald moved to approve the agenda.

SECOND: Council Member Colvin

VOTE: UNANIMOUS (8-0)

4.0 OTHER ITEMS OF BUSINESS

4.01 Department of Justice OJP Diagnostic Center Progress Report

Police Chief Medlock introduced Mr. Steve Rickman, Contractor with the U.S. Department of Justice and Dr. Rod Brunson, Associate Professor of Criminology at Rutgers University. Mr. Rickman presented to Council an Executive Summary of the report titled Diagnostic Analysis Briefing for Fayetteville Police Department. He explained that the Diagnostic Center is a technical assistance center for Department of Justice (DOJ) that helps state, city, and local communities use data in a science driven way to inform leadership in law enforcement areas so they can make informed decisions. They help communities grow capacity, and evidence based programs that are proven to work.

In March 2014, Fayetteville Police Department requested the Diagnostic Center provide support and recommendations for data-driven solutions in three priority areas in order to develop data-driven strategies that improve community-police relations, decrease violent crime and enhance law enforcement accountability, ethics and standards for the Fayetteville Police Department. Mr.

Rickman was very complimentary of the fact that Chief Metlock invited the Diagnostic Center to perform this assessment.

Fayetteville Police Department and the Diagnostic Center completed the diagnoses phase of data-driven analysis and identified recommendations for change by collecting and analyzing community and crime data to identify factors contributing to strained community-police relations. They conducted onsite interviews of key stakeholders and city residents and also identified programs and technical assistance to strengthen collective efficacy in the community and develop a community engagement plan.

To further scope the request, the Diagnostic Center gathered data to identify underlying factors and map factors to recommendations. The Diagnostic Center conducted multiple site visits to engage with stakeholders, collect crime data and evaluate past research reports to develop an assessment tool for improving community-police relations and addressing violent crime.

Mr. Rickman asked Dr. Brunson to go over the steps that were taken during the interview process. Dr. Brunson stated The Diagnostic Center conducted interviews in the Murchison Road area. 47 African American young adults; ages 16 to 34, engaging in pro-social activities, within the Murchison Road Area, were interviewed. These participants were recruited voluntarily by informal community leaders and were interviewed with strict confidentiality. The data collection consisted of face-to-face interviews, using a data collection instrument developed by the Diagnostic Center that focused on:

- Perceptions of Fayetteville Police Department and crime in their neighborhood
- Experiences interacting with Fayetteville Police Department
- Recommendations for improvements for Fayetteville Police Department

Four themes emerged from all stakeholder interviews, reflecting historical concerns of community-police relations and policing activities. The Diagnostic Center interviewed approximately 80 stakeholders included in two site visits. Additionally, the Diagnostic Center attended multiple community, police leadership and academic meeting to interact with an additional 100 stakeholders and identify concerns among residents.

The four themes included:

1. Procedural Justice and Police Legitimacy - Uncertainty regarding Fayetteville Police Department's commitment to procedural justice and police legitimacy frameworks.
 - a. Perceptions of mistrust resulting from police interactions with the community or victims of crime, particularly among African Americans
 - b. Desire for most respectful style of policing
 - c. Concern over the rate of arrests and police contact with the African American community
2. Policing Operations – Lack of confidence in the Fayetteville Police Department's ability to fully deliver fair and consistent policing.
 - a. High level of trust and support in the upper ranks of the Fayetteville Police Department, which is potential impacted by negative reports of residents' daily interactions with officers
 - b. Ambiguity around police officers' roles, which is compounded by limited Fayetteville Police Department and community resources
 - c. Disconnect between officers and residents perceptions and understandings of policing strategies or techniques
3. Policing Practices – Historical and contemporary allegations of racially discriminating policing practices.
 - a. Shared experiences around negative interactions during routine policing activities
 - b. Perception of racially-biased policing practices among the African American community
 - c. Sensitive and controversial topics increasing tensions between police and community members (e.g. racial profiling, officer involved shootings)
4. Community-Police Relations- Minimal communication and engagement between Fayetteville Police Department and young residents.
 - a. Few pro-social programs and initiatives to engage youth and young adults in constructive activities

- b. Siloed efforts among schools, recreation centers and other community organizations minimizing extent of outreach opportunities and crime prevention techniques
- c. Limited programs to facilitate coaching and/or mentoring efforts between residents and Fayetteville Police Department personnel

Collective efficacy is defined as residents' ability to produce social action to meet common goals and preserve shared values. Research has shown communities that possess a shared investment in a neighborhood have lower rates of crime and residents report less fear of crime. Even unorganized neighborhoods have pockets of people who care about the community and trust one another. Community-police engagement must go beyond traditional community meetings to develop sustainable solutions. The Diagnostic Center uses this model to develop recommendations and implementation plans for your community.

Overview of Recommendations and Model Practices

Factor #1: Use of academic institutions as force multipliers to build trust, increase community outreach and/or address internal agency needs – The Fayetteville Police Department should develop a multi-track, strategic plan to engage with undergraduate and graduate students enrolled in criminal justice, political science or other social science programs to develop and implement community awareness projects.

Factor #2: Collaboration with faith-based leaders for transparency and community events – The Fayetteville Police Department should collaborate with faith-based leaders to build capacity in community outreach and crime prevention techniques.

Factor #3: Improve Fayetteville Police Department messaging and outreach to community members through multiple media sources – The Fayetteville Police Department should develop all-media communications strategy to produce clear and consistent messaging.

Factor #4: Identify pilot neighborhood to develop a Collaborative Policing Initiative – The Fayetteville Police Department should develop a collaborative policing approach to encourage and promote areas of collective efficacy and build community trust.

Next Steps

- Review recommendations and engage with stakeholders as necessary
- Identify best options for your department and community
- Contact your Diagnostic Specialist for additional information and/or questions regarding recommendations and strategies

Mr. Rickman stressed working together over time to build trust between the Fayetteville Police Department and the community will change fundamentally how policing is done in Fayetteville. Discussion ensued.

Consensus of Council was the OJP will continue to work with the Fayetteville Police Department to begin implementing their recommendations and hope to return with an update in 3 or 4 months.

4.02 Renewal of Memorandum of Agreement between the City of Fayetteville and Fayetteville Cumberland County for Economic Development Services for the Remainder of FY2015

This item was presented by Ms. Rochelle Small-Toney, Deputy City Manager, Russ Rogerson, Vice-President, The Economic Development Alliance of Fayetteville & Cumberland County, and Tim Richardson, Board Chair, The Economic Development Alliance of Fayetteville and Cumberland County.

Ms. Small-Toney stated at the October 6, 2014 work session City Council authorized the renewal of an Agreement between the City of Fayetteville and the Fayetteville Cumberland County Chamber of Commerce for Economic Development Services and the first two quarterly payments of \$50,000 from the City of Fayetteville and \$157,000 from the Public Works Commission.

The City of Fayetteville has contracted with the Fayetteville Cumberland County Chamber of Commerce for economic development services since 2009. In 2012 The Fayetteville Cumberland Chamber of Commerce established The North Carolina Alliance as its economic development division. The Alliance, in partnership with the City of Fayetteville, Cumberland

County and the Chamber of Commerce, works collaboratively and diligently to maximize our local talents and resources to promote opportunities for new industries and businesses to locate or expand in our community. The City of Fayetteville financially supports the mission of The Alliance and allocates funding in its General Fund and its Public Works Commission budget. On October 6, 2014 City Council authorized the renewal of an Agreement for the first two quarters of FY2015 and the payment of \$50,000 from the General Fund and \$157,000 from the Public Works Commission. The current Agreement will expire on December 31, 2014. The remaining funding for FY2015 is available; however, a renewal of the Agreement is required for services from January 1, 2015 through June 30, 2015. As previously directed by City Council, the proposed Agreement does not include an automatic annual renewal clause for an additional two years, as in previous agreements. The level of funding and services to be provided will be considered each year by City Council.

Discussion ensued.

Consensus of Council was to move this item forward for a vote on the December 8, 2014 regular City Council meeting.

4.03 Presentation of the Audited FY2013-2014 Comprehensive Annual Financial Report

Ms. Lisa Smith, Chief Financial Officer, Ms. Michelle Thompson, Managing Partner, Assurance Services, and Ms. Cherry Bekaert presented this item. Ms. Thompson presented the report on the City's FY2013-2014 Comprehensive Annual Financial Report (CAFR) at the December 1st work session. Ms. Lisa Smith provided an overview of the Statement of Revenues, Expenditures and Changes in Fund Balance for the General Fund for the same reporting period. A hard copy of the CAFR was provided to each Council Member.

Discussion ensued.

At Council's request, an abbreviated presentation will be provided by the Chief Financial Officer at the televised December 8, 2014 meeting. At the conclusion of the presentation, Council will be asked to accept the audited CAFR.

Consensus of Council was to move this item forward for a vote on the December 8, 2014 regular City Council meeting; not on consent, and to include an abbreviated version of the report.

4.04 Risk Management Update

This item was presented by Mr. Andy Honeycutt, Managing Director of Davenport Lawrence and Mr. Kurt Fickling, Managing Member of FIRM Consulting. Mr. Honeycutt stated pursuant to the objectives of Resolution R2013-052, the City of Fayetteville and the Fayetteville Public Works Commission (FPWC) launched a series of functionally aligned key processes managed centrally as Business Process Reviews (BPRs). The Risk Management (RM) BPR was initiated in order to evaluate the RM activities of the City and FPWC, to identify prospective benefits from realignment and consolidation, and to recommend a plan for realignment, consolidation, and improved coordination. The assessment and recommendations are made with the goals of cultural, operational, and safety enhancements in order to reduce costs of risk and lower loss exposures for the City and FWPC.

The Risk Management assessment project was conducted in collaboration with key employees involved in risk management at both the City and FPWC. Through dedicated involvement and cooperation of the project team along with the expertise of DavenportLawrence through its Subject Matter Expert (SME) and support staff, the analysis was conducted with a high level of detail and presents the framework for very specific recommendations for service changes to the benefit of all operations of the City. It is believed that implementation of the recommendations contained within the summary report will reduce risks to the City of Fayetteville, its employees, and citizens while lowering costs and increasing accountabilities. Risk Management is ultimately the responsibility of the City and therefore the recommendations present actionable, measurable, and sustainable initiatives for minimizing operational risks to safety and financial loss. The project team through its outside consultant conducted the following actions as part of the assessment process:

- Collected relevant Risk Management (Safety and Loss Prevention) data and evaluate current state operations

- Conducted interviews with RM stakeholders from COF and FPWC
- Evaluated current operations in comparison to industry best practices
- Collected and evaluated financial data associated with RM operations for both COF and PWC
- Collected and evaluated benchmark data from peer municipalities
- Prepared an interim checkpoint analysis for Executive sponsors, including observations and findings and preliminary recommendations
- Confirmed findings and complete assessment with input from project stakeholders
- Identified “quick hits” targeting reduced risk/cost or increased compliance
- Prepared final recommendations to Executive Sponsors addressing ways to improve overall RM operations from a people (organizational), process, and technology perspective

The project team identified clear opportunities for both financial and operational improvements by combining the Risk Management processes of the City and FPWC into one centralized organization with specific characteristics. The recommendations are set within six key areas and are as follows:

- **Design:** A centralized Enterprise Risk Management that combines Risk Management functions under one organizational design led by a qualified Risk Manager with reporting responsibilities to the City Manager’s Office.
- **Culture:** Promote Risk Management from the top down and bottom up across the enterprise and embed risk-awareness in Departments through risk mapping, education, and a “best practices” safety culture.
- **Finance:** Capitalize on economies of scale between the City and FPWC to create cost savings through shared policies, shared management, and combined insurance quoting avoiding duplication and gaps in coverage.
- **Core Competencies:** Through a centralized Risk Management Department, leverage existing personnel and newly appointed certified specialists to fill key roles. Establish continual improvement programs and training as a component of operational accountabilities within RM.
- **Performance:** Establish consistent standards and reporting requirements to allow for the tracking of trend loss and incidents and include employee loss and incidence rates in performance reviews.
- **Infrastructure & Technology:** Develop a centralized Risk Management Information System (RMIS) and establish proper data management and reporting.

This item was for information only.

4.05 Technology/Business Change Initiatives Update

This Item was introduced by Mr. Theodore Voorhees, City Manager, and presented by Mr. Jay Reinstein, Assistant City Manager, Dwayne Campbell, Information Technology Director, Scott Shuford, Development Services Director, Tracie Davis, Corporate Communications Director, Rusty Thompson, Engineering and Infrastructure Director, Jerry Dietzen, Environmental Services Director, and Lisa Smith, Chief Financial Officer.

Mr. Campbell stated the City of Fayetteville is currently implementing several enterprise technology initiatives that will positively impact internal and external service delivery, represent longer term integration and value, and create process efficiency in order to provide an excellent customer/citizen experience.

Mr. Shuford stated FayWorx, a GIS based system, will track all information associated with a case or permit for the development community and status reports will be sent in real time to customers. Ms. Davis stated the Call Center and Environmental Services will also be using FayWorx to generate service requests and work orders enabling call center staff to know at any given time the status of a request using a simple system inquiry process.

Discussion ensued.

Mr. Thompson stated the FayFixIt mobile application will empower city residents and allow them to report pot holes and street maintenance issues using their mobile device and receive an e-mail regarding status; this is our local version of See-Click-Fix.

Discussion ensued.

Mr. Dietzen stated FleetMind will be launched by Environmental Services in the coming weeks as onboard technology in an effort to improve routing efficiency and safety, to validate missed trash collections, and to enable drivers to assign new work orders using in truck automation.

Discussion ensued.

Ms. Smith stated Kronos will impact all City employees as a consistent method for tracking time, approval of time, compliance with labor related regulations across the enterprise, FMLA tracking and compliance and overall accuracy of payroll.

Discussion ensued.

Mr. Reinstein stated Laserfiche is a standardized document management system that uses electronic signatures to assist with the prioritization of the review and approval of contracts, eliminating wait time and improving accountability.

Discussion ensued.

Mr. Campbell stated in the past, City departments would often make singular software purchases without communicating with IT or thinking through how other departments could use the software application. This led to increased software purchase redundancy as well as fewer opportunities for integration, which often resulted in a greater cost to the organization. A collaborative environment ensures that business requirements are understood at both the department level and by IT which leads to enhanced collaboration and business partnerships.

Discussion ensued.

This item was for information only.

4.06 Consideration of Logo/Branding recommended by City staff for the City of Fayetteville PWC in accordance with City Council Resolution No. R2013-052

This item was presented by Tracie Davis, Corporate Communications Director.

Ms. Davis stated during their work session of November 3, 2014 City Council by consensus directed City staff to revise the proposed FPWC logo in order for it to mirror the logos of City Departments, and for it to read "City of Fayetteville, North Carolina, Public Works Commission". The proposed branding of the City of Fayetteville Public Works Commission is consistent with the overall branding of the parent organization, the City of Fayetteville. The official City script shall remain the dominant element of the branding.

In response to the Fayetteville City Council's request in City Council Resolution No R2013-052, the City of Fayetteville Public Works Commission discussed and reviewed logo/branding options, as well as estimated costs for the logo replacement for FPWC during meetings of September 24, 2014, October 8, 2014 and October 22, 2014. The City of Fayetteville Public Works Commission selected the logo/style of "PWC, Fayetteville's Hometown Utility" as their recommendation for the FPWC logo.

During their work session of November 3, 2014, the City Council was presented and reviewed the City of Fayetteville Public Works Commission's branding recommendation "PWC, Fayetteville's Hometown Utility". City Council by consensus directed City staff to revise the proposed FPWC logo in order for it to mirror the logos of City Departments, and for it to read "City of Fayetteville, North Carolina, Public Works Commission".

Discussion ensued.

Consensus of Council was to direct staff to coordinate with PWC Communications/Community Relations Officer Carolyn Justice-Hinson and bring this item back to the January 2015 work session, with a sample design incorporating the City of Fayetteville logo above the PWC logo utilizing one color.

4.07 Resolution to Adopt the Proposed 2015 City Council Meeting Dates Calendar

This item was presented by Jay Reinstein, Assistant City Manager. Mr. Reinstein stated to ensure that citizens are aware of all the public meetings and the city adheres to the North Carolina Open Meetings Act; staff has prepared the attached proposed 2015 City Council meeting dates calendar. The calendar takes into account all City Holidays, Council retreats, and conferences identified by staff.

Consensus of Council was to move the item forward to the December 8, 2014 regular City Council meeting and to direct the City Manager to eliminate the lengthy budget kickoff with

presentations by each department, which was a half day meeting last year.

4.08 City Council Agenda Item Request - Crime Prevention Task Force follow up

This item was presented by Council Member Crisp. Council Member Crisp stated that based on the report heard in item 4.01; this item has been answered.

4.09 Consideration of Term for Fayetteville City Council Mayor Pro Tempore

This item was presented by Mayor Nat Robertson. Mayor Robertson stated a Mayor Pro Tem traditionally has been elected following elections only; some interest was shown last year in changing the term to electing the Mayor Pro Tem on an annual basis.

Discussion ensued.

Consensus of Council was to bring this item back to the January 5, 2015 work session; Mayor Pro Tem Davy will be present.

6.0 ADJOURNMENT

There being no further business, the meeting adjourned at 9:10 p.m.