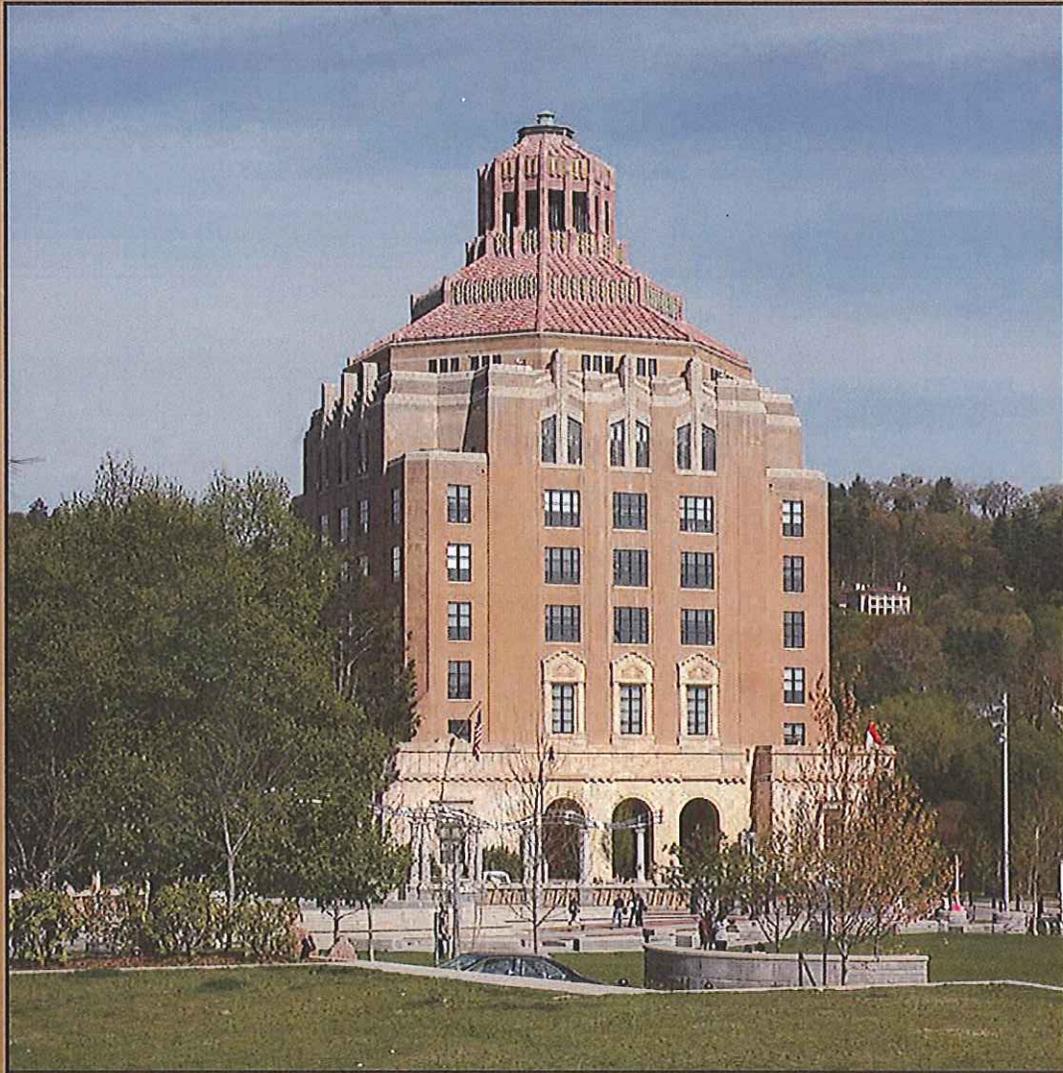


CITY OF ASHEVILLE NORTH CAROLINA



"Our Quality of Service, Your Quality of Life"



2014 Downtown Enhancement Plan

www.ashevillenc.gov

**ASHEVILLE POLICE DEPARTMENT
OFFICE OF THE CHIEF OF POLICE
ASSIGNMENT SHEET**

February 17, 2014

Due Date: **April 1, 2014**
Periodic updates should be regularly scheduled, with the first on February 27th.

Assigned to:

_____ Deputy Chief of Police – Chief Wood

XX Patrol Division – Capt. Splain

_____ Administrative Services Division – Capt. Gonce

_____ Criminal Investigations Division – Capt. Reece-Young

CC: Lt. Mark Byrd, Patrol Special Operations Commander
Heather Dillashaw, Homeless Coordinator
Marsha Stickford, Neighborhood Coordinator

SUBJECT: 2014 Downtown Enhancement Plan

Instructions:

During the summer of 2013, after identifying an increase in criminal behavior in the Central Business District, the Downtown Unit (DTU) took positive steps to address the increase in criminal offenses and nuisance behaviors by taking a proactive enforcement approach through physical arrests, citations and additional staffing. With the anticipation of a very busy spring, summer and fall season in the CBD, your assignment is to prepare and implement the 2014 Downtown Enhancement Plan. However, the mission of the Downtown Unit should remain one based on Community Oriented Policing and Problem-Solving.

The 2014 Downtown Enhancement Plan should continue to focus on reinforcing existing partnerships in the CBD with service providers, business owners and residents, and utilize innovative problem-solving methods to reduce the amount of criminal activity impacting the downtown area. In addition, based on our meeting held last Friday, February 14, the following strategies should be developed:

- Build upon successful strategies already being used by APD to address the issues facing the homeless and transient population in the CBD, including updating informational brochures and other educational materials.

- Work with DARN and other area groups to identify volunteers to staff the downtown substation at 29 Haywood St.
 - Work with IT to provide a desktop computer and phone line for use by the volunteers;
 - Design an in-house training program for the volunteers;
 - Review and make recommendations for the security of volunteers when working at the substation.
- Attend scheduled meetings with downtown residents and businesses to educate and seek input as to the direction APD is taking to address issues in the CBD.
- Design and create the Asheville Police Department Homeless Network utilizing the Milwaukee Police Department model.
- Partner with the COA Homeless Coordinator to provide training to all APD personnel on the COA efforts to address the issue of Homelessness and the Ten Year Plan to End Chronic Homelessness.
- Identify and work with business and residents to implement the SafeCam Program.
- Review with Legal and make recommendations for changes to the Street Performer Ordinance.
- Organize and schedule meetings with bar owners, ALE and ABC, similar to those held in 2013.

As part of this assignment, please review and assign reasonable dates for completion of the above action items. The goal is to have the 2014 Downtown Enhancement Plan in place no later than April 1. We will meet again on Thursday, February 27, as a follow up to our February 14 meeting.

Project Completed:

CRAPT. Jim John #2006
Division Commander

Date 03/31/14

Approved:

[Signature]
Chief of Police

Date: 03/31/14

2014 DOWNTOWN ENHANCEMENT PLAN

2014 Downtown Enhancement Plan

The APD Downtown Enhancement Plan is a fluid document that continues to evolve as conditions in the Central Business District change. In 2013, the influx of the transient population and the marked increase in violent crime caused APD to address these issues through community education and a strict enforcement model. The 2014 variation of the APD Downtown Enhancement Plan improves upon a number of recognized strategies and greatly expands the scope of homeless outreach for APD, to include a written policy on interacting with homeless persons.

Listed below are the components of the 2014 Downtown Enhancement Plan:

Homeless Outreach

- 1) Homeless Outreach Program Description
 - See attachment
- 2) APD Policy on Homeless Persons
 - See attachment

Volunteer Staffing for 29 Haywood Street

- 3) Volunteer Program at 29 Haywood Street Substation – scheduled to begin on April 9th, 2014.
 - a) Hours will be Wednesday – Friday from 12-4pm.
 - b) Duties: Greet walk-ins, answer the phone, provide directions, provide information on community resources, contact district officers when needed for reports or other police related information.
 - c) Computer, printer and telephone have been installed.
 - d) Volunteer training to be conducted consistent with City of Asheville Volunteer Guidelines.
 - Volunteer training to be held on April 1, 2014 at 11:00am.
 - See attachment

Alcohol Establishment Meeting

- 4) Meeting with Alcohol Establishments scheduled for March 31st – US Cellular Center Banquet Hall.
 - a) Including drug induced sexual assault discussion.
 - See attachment

SafeCam Initiative

- 5) SafeCam Initiative
 - Beginning April 1st SafeCam information will be distributed to businesses, and businesses with camera systems already in place will be documented.

Homeless Initiative Training

- 6) Departmental Roll Call trainings will be held providing information on the role of the Homeless Initiative Coordinator and the Ten Year Plan to End Homelessness.
 - April 1st and 2nd.

Ongoing and Additional Initiatives

7) Street Entertainer Ordinance

- Working with legal to review the ordinance.

8) Park Wardens

- Looking at current assignments, schedules, etc.

9) FTO Program

- At least four of our new trainees will be coming downtown for FTO training.

10) Created a new shoplifter guide for downtown business owners

- Now also includes prevention tips and other information on shoplifting.

11) Enforcement:

- Continued enforcement following the Downtown Comprehensive Plan which was implemented in September 2013 which consists of proactive arrests verses citations for repeat nuisance and alcohol related crimes. See attachment.

12) Meeting on March 24th, 2014 to review the current augment schedule and staffing to ensure it is meeting the needs of the APD, the COA and the community.

- Possible revisions forthcoming.

**HOMELESS
OUTREACH**

Asheville Police Department Homeless Outreach Program

Purpose:

The Asheville Police Department Homeless Outreach Program is designed to provide a written outline of available resources and strategies to ensure that Asheville's homeless and transient population are aware of the Police Department's strategy in dealing with criminal behavior as well as connecting them to resources. This document outlines policing options and problem-solving approaches based on anticipated, existing and constantly changing situations. This document also defines community-oriented policing, a commitment of this type of policing from the Asheville Police Department. Officers should be aware of the options available to them for immediate and long term objectives and problem solving initiatives.

History:

With the significant amount of diversity that is drawn into Asheville, it is imperative that the police department maintain control of public safety concerns. The City of Asheville's population includes a homeless and transient population. It is important for the Asheville Police Department to educate officers and the community that homelessness is not crime and officers will enforce the law fairly and equally regardless of residency.

Through the partnerships already created between the Asheville Police Department and area Resource Providers over the past year, we have seen a reduction in the number of homeless persons on the street.

- January 2013 the overall count for homeless persons in the City of Asheville was 570
- January 2014 the overall count for homeless person in the City of Asheville was 533

It is imperative that these partnerships continue to grow and strengthen in an effort to end chronic homelessness in Asheville.

Benchmarking:

- Milwaukee, WI
 - Homeless Outreach Team consisting of six full time officers to work with the homeless population, all C.I.T certified.
 - Implemented a policy on dealing with homeless persons.

- Phoenix, AZ
 - Homeless Outreach Officers operating in the Central Business District, all CIT certified.
 - Emphasis on referral to Human Services Campus for assistance instead of focusing on misdemeanor arrests.
 - Have experienced reductions in violent crime and property crime in the CBD since utilizing social service referrals instead of arrest.

- Colorado Springs, CO
 - Homeless Outreach Team (HOT) officers provide assistance and referrals to homeless persons.
 - Emphasize human service referrals over arrest.

- Washington, DC
 - Officers in the CBD work as part of a Homeless Outreach Service Team (HOST).
 - Provide assistance and human service referrals to homeless persons.

- Pinellas Park, FL
 - Homeless Outreach Team (HOT) officers provide assistance and human service referrals to homeless persons.

Ongoing Outreach Initiatives:

- The Asheville Police Department partners with area human resource providers to ensure that officers can provide useful and accurate referral information to homeless persons.
- Members of APD attend the Homeless Coalition meetings monthly.
- Members of APD attend luncheons for the homeless and transients at Haywood Street Church to help build relationships with these populations outside of enforcement.
- Regular coordination exists between APD staff and the City of Asheville Homeless Initiative Coordinator. Information and police reports involving homeless persons are shared with the coordinator to better facilitate assistance for the involved parties.
- Resource cards were created which are handed out to the homeless and transient population by officers to ensure they know where to go to get the services they may need.
- A brochure of the most common criminal charges was created. The brochure is handed out to the homeless population and resource providers in an attempt to educate them and to avoid criminal intervention.
- A protocol was put in place to assist officers in dealing with homeless camps. A seven day notice was also created. This protocol is discussed in full in the new “Homeless Policy”.
- Officers provide extra checks at shelters regularly, but especially during inclement weather / Code Purple nights, when the shelters are above their normal occupancy levels.
- A Downtown Comprehensive Plan was created in September 2013 to specifically address the recent increase in nuisance and criminal activity. See attachment for further information.

New Initiatives:

- An APD “Homeless Policy” was created to ensure that the appropriate outreach to homeless persons is being conducted cohesively across the agency. The policy also provides an available resource list. See attachment for further information.
- Resource cards and seven day notice cards were updated and distributed to all districts in March 2014.
- The APD is aggressively working toward getting every officer Crisis Intervention Training by the end of 2014.
- Roll call training will be provided by the COA Homeless Initiative Coordinator to educate officers on the City’s Initiative to end Homeless. Roll calls will be April 1st and 2nd, 2014.

Community-Oriented Policing:

Community policing is not a fad but rather a philosophy and a way of policing that encompasses many different programs and strategies. These strategies support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues. The most important thing to know about community policing is that it is not soft on crime and still embraces the enforcement aspect of policing.

Problem solving calls for a more proactive approach and goes beyond answering calls for service. It requires officers to think outside the box and to start looking at the long term desired outcome verses a quick fix. Partnership involves more than just support and focuses on building working relationships. Community policing approaches police-community partnerships not as giving up power and control, but as forming alliances with other groups that can bring distinct resources to bear on diverse problems.

“Engaging the community without problem solving provides no meaningful service to the public. Problem solving without partnerships, risks overlooking the most pressing community concerns. Thus partnership between police departments and the communities they serve is essential for implementing a successful program in community policing.”

Goals:

- Create a more cohesive approach to dealing with homelessness through a Standard Operating Procedure (SOP) at the Asheville Police Department.
- Continue to create and strengthen partnerships throughout the City of Asheville with human resource providers in an effort to end chronic homelessness.
- Be able to seek problem solving methods outside of enforcement.
- Educate the community about homelessness and the Asheville Police Department’s efforts in dealing with homelessness.
- Provide homeless persons with resource information to get the help they may need.

NOTICE: YOU ARE NOT ALLOWED TO CAMP HERE

City Ordinance # 4057

The Asheville police Department will return within (7) days to remove this campsite.

You are encouraged to connect with outreach worker or contact the resources listed on the other side of this page.

Asheville Police Department

(828) 252.1110

City of Asheville

(828) 259.5851

Asheville - Buncombe Community Resource Guide

	Shelter		WCRM	
	ABCCMs Steadfast House <i>women & children</i> (828) 259.5365		<i>Men, Women, & Women with Children</i> (828) 254.0471 225 Patton Ave.	
Meals				Housing
ABCCM Crisis <i>Lunch</i> (828) 259.5300 24 Cumberland Ave.	ABCCMs Vets Quarters <i>Men</i> (828) 259.5333 1329 Tunnel Rd.		Helpmate <i>Women & Children (Domestic Violence)</i> (828) 254. 0561	A-Hope Day Center (828) 252.8883 19 N. Ann St.
WCRM <i>Lunch & Dinner</i> (828) 254.0471 225 Patton Ave.	Salvation Army <i>Men, Women & Families</i> (828) 253 4723 204 Haywood St.		Trinity Place <i>Children/Youth</i> (828) 253.7233 12 Ravenscroft Dr.	Housing Authority of Asheville (828) 257.2655 165 S. French Broad Ave.
				VA Medical Center (828) 298.7911 1100 Tunnel Rd.



- By NC State Law: General Statute 14-4 any violation of a local ordinance is a misdemeanor.
- Did damage any tomb, gravestone, fence or railing, or vegetation in a cemetery. (CO5-10)
- Did attach, place, post, paint, write, stamp, paste, or staple a sign, advertisement, or bill to a structure of public nature (CO11-1) to a structure of privately owned property without obtaining written permission (CO11-2).
- Did advertise by distribution of samples or printed matter without an annual license. (CO11-4)
- Did beg, solicit, or panhandle by use of spoken or written word by accosting, 20 ft. from bank, at dining area, transit stop, by touching, profane language, after dark, while drunk, while person is standing in line, or downtown. (CO11-5)
- Did discharge a firearm of any type within city limits. (CO11-7)
- Did engage in loud or boisterous cursing or swearing in a public place within city limits. (CO11-9)
- Did consume or possess an open container of malt beverage or unfortified wine on city municipal property. (CO11-11)
- Did solicit from a roadway or median strip a ride, employment, business, guarding a vehicle while parked, contribution, distribution of merchandise. (CO11-14)
- Did urinate or defecate upon a public street, road, alley, sidewalk, or right of way. (CO11-15)
- Did sleep outdoors in such a way or manner as to interfere with pedestrian, vehicular traffic, or permitted activities. (CO11-16)
- Did loiter so as to obstruct a public street, sidewalk, entrance to a business, or public place by hindering or impeding or tending to hinder or impede the free and uninterrupted passage of traffic after being told by an officer to disperse. (CO11-17)
- Did enter a public park owned or operated by the City of Asheville, while being registered as a sex offender in (name state). (CO11-19)
- Did smoke a (name tobacco product) in (name municipal building or vehicle), a building owned and operated by the City of Asheville, where smoking is prohibited. (CO11-32)
- Did enter park by climbing over any fence or enter any park in any manner except through the regular entrances designated for the admission of persons to the park. (CO12-28)
- Did go, stand, sit, or loiter in any park for the purpose of watching any game being played in the park, to which an admission fee is charged, without paying the admission. (CO12-29)
- Did pick, break, walk, step on, or in a way injure or destroy a shrub, flower, or bush in a city park. (CO12-37)
- Did interfere, annoy, molest, a bird, animal, or reptile in a city park. (CO12-38)
- Did throw or break a bottle, rock, ball or other hard substance in a city park. (CO12-39)
- Did bet or wager on any game of skill or chance or engage in any game of chance in a city park. (CO12-40)
- Did enter or remain in a city park between the hours of 10:00 PM and 6:00 AM. (CO12-41)
- Did Possess a knife or firearm in a city park. (CO12-42)
- Sell or offer to sell, exhibit, or demonstrate any goods, wares, merchandise, mechanical devices, animals, or any article of any kind whatsoever, upon any public street, sidewalk, square, avenue or alley within the corporate limits of the city of Asheville to wit: (CO16-142)
- Did cross, attempt to cross, tamper with or remove any barrier from any public street or highway which had been placed by APD, AFD, or Public Works, to prevent entry due to a public emergency. (CO16-179)
- Did fail to display, carry, present for inspection a valid taxicab drivers permit while operating a taxi in the City of Asheville. (CO18-71)
- Did use a skateboard, rollerskates, coasters, or toy vehicles on a city roadway. (CO19-6)
- Did use a skateboard, rollerskates, or coaster on sidewalks in the business district.(CO19-7)
- Did leave a motor vehicle unattended on a public street, highway, or public vehicular area without first stopping the engine, setting the brake, and turning the front wheels toward the curb while on a grade. (CO19-136)
- Did park in an intersection, sidewalk, curb, median strip, or on a landscaped or planted area. (CO19-137)
- Did stand or park upon any highway, street, or roadway in the business district in any place other than where officially designated while operating a bus or taxi. (Exemption made while loading / unloading) (CO19-139)
- Did fail to stop a vehicle with emerging from an alley, private road, driveway, or building. (CO19-142)
- Did enter or remain in a city parking garage and not be within, going to, or coming from their vehicle. (CO19-201)
- Did cross street against traffic control signal. (CO19-226)
- Did fail to yield right of way to pedestrian traffic at a crosswalk where no traffic control signal was in operation. (CO19-228)
- Did cross street between adjacent intersections at which traffic control signals are in operation. (CO19-229) and fail to yield right of way to vehicle traffic. (CO19-231)
- Did stand in a roadway for the purpose of soliciting a ride from the driver of any private vehicle. (CO19-232)
- Did unlawfully and willfully connect an electric wire to receive service by bypassing a utility meter not belonging to them or without their permission.(GS14-151)

DRAFT
POLICY

Asheville Police Department Standard Operating Procedure

SOP Number:

Effective Date:

Subject: Homeless Persons

Last Revision Date: N/A

Introduction

The purpose of this directive is to outline standard operating procedures to be used in the interaction with homeless individuals, homeless camp protocols, and information on outreach assistance to social service resources.

Policy Statement

It is the policy of the Asheville Police Department to treat all persons, including the homeless in a manner that respects their individual rights, human dignity and community values, while enforcing laws that protect life and property and sustain civic life. Whenever possible, APD members should exercise proper discretion and refer homeless individuals to an appropriate social service agency, unless circumstances dictate otherwise.

Definitions

1. Homeless – a person is considered homeless if he or she lacks a fixed, regular and adequate nighttime residence, or has a primary nighttime residence that is:
 - a. A supervised publicly or privately operated shelter designated to provide temporary living accommodations;
 - b. An institution that provides a temporary residence for individuals intended to be permanently institutionalized;
 - c. A public or private place not designated for, or ordinarily used as, a regular sleeping accommodation for human beings.
2. Homeless Camp – Any place where homeless individuals gather to store their property and/or sleep.
3. Outreach – The initial and most critical step in connecting or reconnecting, a homeless individual to needed health, mental health, recovery, social and housing services that

involves the process of engagement, assessing needs, defining service goals or agreeing on a plan for delivering those services.

4. Crisis Intervention – Psychotherapy approach that focuses on acute critical situations such as depressive episodes, attempted suicides, or drug overdoses with the aim of restoring the person to the level of functioning before the crisis.
5. Homeless Initiative Coordinator - The liaison from the City of Asheville Planning and Development Department whose responsibilities include conducting research and investigation into issues about homelessness, and formulating recommendations to local governmental entities and social service agencies to reduce the incidence of homelessness.

Procedures

- A. Absent reasonable suspicion that a homeless person is violating the law, APD members should approach homeless individuals as they would any other citizen. Homelessness, on its own, does not constitute reasonable suspicion. If reasonable suspicion is present, officers may detain and identify a homeless person.
- B. No items of personal property shall be destroyed or discarded. Homeless individuals keep many personal belongings, including documents and medications in what might initially appear to be an item of trash or other type of refuse. Members shall adhere to APD Policy 1100 - Property & Evidence Control in the handling of any property. No personal property shall be searched or seized unless reasonable suspicion or probable cause exists.
- C. Homeless individuals cannot be forced to move to another location if they have a legal right to be present at a location. A homeless person may be asked to relocate for safety or security reasons.
- D. Whenever possible, homeless individuals should be referred to a health, mental health, recovery, social, and/or housing services.
- E. Many homeless persons suffer from mental health and substance abuse issues that are beyond their control. If an officer encounters an individual who is suffering an episode, the officer should notify an APD member trained in Crisis Intervention techniques (CIT

officer) to assist. The officers should then complete a CIT incident report and forward that case number to the Homeless Initiative Coordinator.

Homeless Camp Procedure

- A. The primary officer responding to a homeless camp call for service will complete an 'Information Only' report in order to identify all individuals located at the camp, and document pertinent details of the scene such as location, conditions, etc.
- B. If individuals are located at the camp, responding officers will instruct them that they have seven (7) days to vacate the property. They will also provide them with resource cards outlining outreach assistance options. Prior to the conclusion of their shift, the primary responding officer will email the details and the case number of the report to the appropriate district Community Resource Officer(s) and District Commander notifying them of the call for service.
- C. The district Community Resource Officer will in turn notify the Homeless Initiative Coordinator to facilitate outreach workers' referral to the campsite.
- D. During the seven (7) days, outreach workers will respond to the campsite and offer to assist with needed social services, as well as moving belongings. The Homeless Initiative Coordinator will let that district's Community Resource Officer know that outreaches have responded and the result.
- E. On the 7th day or soon thereafter, the district Community Resource Officer will respond back to the camp location to take appropriate enforcement action of any original inhabitants which may remain or have returned to the property.
- F. The district Community Resource Officer will notify the property owner that the property should be cleaned along with any trespass letter information. This procedure will apply for private as well as public properties.
- G. The Community Resource Officer will conduct follow up to ensure the property has been cleaned, and complete a supplement to the original report documenting that the property has been cleaned.

- H. If officers respond to a camp three (3) times without locating anyone, they should assume the property is abandoned and move forward with contacting the property owner for appropriate clean up.

Outreach

- A. Outreach is important in connecting or reconnecting a homeless individual to needed health, mental health, social and housing services. Officers should collaborate with physical and mental health experts in order to visit individuals and homeless camps to allow for joint assessment and planning.
- B. Winter Contingency Plan – People experiencing homelessness have a higher risk than the general population of developing exposure related conditions such as hypothermia and frostbite. These conditions can be immediately life threatening, and may also increase the risk of dying from unrelated conditions in the future. Increased homeless services, especially additional shelter availability, are necessary to accommodate such amplified needs in the winter.
- C. The Winter Contingency Plan, also known as “Code Purple” has been developed to provide relief to the homeless when inclement weather conditions occur. The City of Asheville has a number of shelters that provide overflow space during the winter months to provide additional protection against the harsher elements. Each shelter generally bases its overflow on weather conditions below 32 degrees.

Referrals to Asheville Shelters and Contact Information

- ABCCM
Steadfast House (Women & children only)
(828) 259-5365
- ABCCM
Veterans Restoration Quarters (Men only)
1329 Tunnel Road
(828) 259-5333
**Winter overflow accommodations

- ABCCM
30 Cumberland Ave
(828) 253-5300
**Monday – Friday hours only
- A-Hope Day Center
19 N. Ann Street
(828) 252-8883
- Helpmate (Women & Children only, specifically for domestic violence)
Crisis Line: (828) 254-0516
Office: (828) 254-2968
- Rescue Mission
225 Patton Avenue
(828) 254-0471
**Winter overflow accommodations
- Salvation Army
297 Haywood Street
(828) 253-4723
**Winter overflow accommodations

VOLUNTEER PROGRAM

**Asheville Police Department
Volunteer Service Description
Downtown Sub-Station**

Position Title:

Volunteer Information Referral Specialist

Department/Location of Position:

Information Desk - Downtown Sub-Station at 29 Haywood Street

Work Hours for Position:

12 Noon to 4:00 pm Wednesday afternoon

12 Noon to 4:00 pm Thursday afternoon

12 Noon to 4:00 pm Friday afternoon

Position Description:

The APD Volunteer will perform the following activities:

- Greet walk-ins
- Answer the phone
- Provide directions
- Provide information on community resources and events
- Respond to a variety of questions and make referrals as necessary
- Contact district officers to forward a concern or take a report if needed

VOLUNTEER GUIDELINES

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**CITY OF ASHEVILLE
ADMINISTRATIVE POLICY FOR THE VOLUNTEER PROGRAM**

Mission for the City of Asheville Volunteer Program:

To actively engage citizens in the delivery of enhanced community services by providing appropriate, safe and rewarding volunteer opportunities in local government in a supervised and inviting environment.

The City of Asheville Volunteer Program:

- Strives to involve volunteers in relevant, meaningful and appropriate work;
- Supports volunteers with training and adequate resources and supervision;
- Recognizes volunteer contributions at all levels through appropriate reward and recognition; and
- Works in partnership with key agencies in community that support volunteering because this approach:
 - Encourages more effective and sustainable use of resources;
 - Establishes and maintains best practices for management of volunteer programs and activities;
 - Creates opportunities for cross organization skills development and training; and
 - Provides volunteers with additional opportunities to participate and be involved in civic life.

Purpose: The City of Asheville Volunteer Program

- Provides the city with:
 - An expanded ability to provide services effectively and efficiently and conserve resources;
 - Opportunities to expand existing services and create new ones
 - Citizens with a better understanding of and participation in city government;
 - Stronger ties with the community through collaboration and partnerships; and
 - Utilization of one of our community's primary resource – skilled, capable and enthusiastic citizens.
- Provides citizen volunteers with:
 - Opportunities to develop skills and gain experience;
 - Opportunities to be involved in local government;
 - An increased understanding of city government and opportunities to improve its positive impact and effectiveness; and
 - The personal satisfaction of providing a service to their community.

DESCRIPTION OF CATEGORIES OF VOLUNTEER OPPORTUNITIES, REGISTRATION AND ASSIGNMENT

There are three (3) basic categories of volunteers:

- One time or Short term
- Ongoing volunteers/unpaid interns
- Ongoing Partnerships-by-Agreement

While volunteers all perform valuable services for the City of Asheville and its citizens, the registration process for each category varies. Please find below descriptions of each of the categories and a summary of the application process for each:

Short term placement for one time projects or events: These placements include service projects, Day of Caring projects, and contracted one-time projects and can involve either individuals who register on their own or existing groups or organizations that register and complete a project or event as a group. There are two general types of volunteer participation in this category:

1. A project or event proposed/sponsored and organized by a city Department and listed on the city web site or with one of the city's community partners. Groups wishing to participate in these city-designed opportunities will complete an interest survey and be matched with a project by the Volunteer Coordinator. Volunteers will be oriented to their tasks when they report for the project and be asked to sign a general waiver or release before they can participate in the project. Volunteers for this type of project can be individuals or organized groups and will be supervised by trained city staff. Examples of this type of placement include volunteers for Bele Chere or a city-sponsored park clean-up.
2. Group designed/proposed projects that involve a public location or facility. Community, business, or non-profit groups can propose a specific project using a Citizen Volunteer Project Proposal form. The Volunteer Coordinator will work with the group and the appropriate city department to develop a one-time project confirmation agreement. The volunteering group will sign the designated waivers before participating in the project. The group will be oriented and supervised by trained staff from the city department involved in the project agreement. Examples of this type of project: A youth group working together to spread mulch on a city playground or a neighborhood group wanting to do a beautification project in a neighborhood park.

Ongoing volunteer placement: These volunteer opportunities are longer in duration and require a more in depth application process because volunteers are integrated into the service delivery activities of their assigned departments. Placements are for specific positions within a department and require a greater commitment of time from both the volunteer and city staff. Because of the nature of the volunteer activities, the application process contains additional steps that are outlined below.

Types of Ongoing volunteer placements include:

- Placements of individuals to positions with a position description within city departments
- Volunteers appointed by City Council to Boards and Commissions
- Interns: Interns can be either paid or non-paid. Both categories of interns will make application using the City of Asheville Volunteer application form and be referred to the appropriate department to complete the Intern Application process.

- *Non-Paid Interns* are students involved in education or training programs designed to provide students with professional experience that furthers their education and training and are academically oriented. Non-paid interns are not regarded as employees and are supervised and guided by the City of Asheville Volunteer Policy as outlined in the Volunteer Handbook.
- *Paid Interns* will be considered employees of the City and be treated as such (i.e. minimum wage, overtime, recordkeeping requirements, pre-employment drug testing, background check, letter of offer, New hire Request form, etc.) Therefore, timesheets/timecards must be completed and the established, applicable wage and hour policies and procedures must be followed. These processes are handled by the Human Resources Department.
- Other
 - Youth Volunteers can be placed in either short- or Ongoing placements, but need to be over the age of 16 years old and completed a registration form. A permission form completed and signed by a parent or legal guardian will be required for volunteers under the age of 18.

Application for Ongoing volunteer placements:

- Completion and submission of a Volunteer Application form
- Interview with representative from the supervising department;
- Screening: All volunteers may be required to submit to a background check if appropriate for placement. Screening may include:
 - Request for and checks of references
 - Resume or work record
 - Volunteers working with children, youth and older citizens or citizens with disabilities, or are responsible for handling money will be asked to sign a release for a criminal record check (state and federal as deemed appropriate).
 - Volunteers who will be operating vehicles as a part of their assignment will also be asked to agree to a drivers license check.
- Review of the Volunteer Handbook and signature on a Volunteer Agreement that includes a job description/ work schedule and a Waiver and Release.
- Orientation to the City of Asheville and the assigned Department
- Training as appropriate

Ongoing Partnerships-by-Agreement: At times, community organizations want to pursue ongoing projects with a broad scope or a group of projects occurring in public spaces or facilities and/or requiring city resources. This category of project will require a formal agreement between the organizing or sponsoring organization and the city. Examples of these projects are the adoption of a street, traffic calming device, or park or larger scale community clean-ups that require City resources. These agreements will be evaluated annually and updated as needed. More comprehensive partnership agreements will be developed with input from the departments providing supervision and/or resources to the project or group of projects.

VOLUNTEER REGISTRATION AND PLACEMENT:

Recruitment:

Members of the community wishing to volunteer with the City of Asheville can find information about opportunities to volunteer in a number of places. Opportunities for all city departments will be listed on the Volunteer Web page of the City of Asheville Web site at www.ashevillenc.gov. Interested citizens can also find out about volunteer positions and projects at Hands on Asheville (web address) and through the Land of Sky RSVP program (web address). Community volunteers can begin the volunteer registration process through both of those organizations. Volunteers over the age of 55 are encouraged to register with the RSVP Program through Land of Sky as it offers insurance coverage and other benefits.

Citizens who participate in the Police Citizens Academy or the City of Asheville Citizens' Academy will be offered opportunities to apply for long- or short-term volunteer placement. A current list of openings will be made available to them at the end of their participation in each of these City-sponsored programs.

Service clubs and other organizations interested in participating in larger group projects can ask for a city representative to meet and speak with their organizations about how to arrange for a larger one-time service project or ongoing Project-by-Agreement. These groups are encouraged to review the list of projects available through Hands On Asheville and make application through the Hands On Web site. These opportunities will be listed on the City of Asheville Volunteer Web page along with information on how to sign up for a service project.

Application

Volunteer applications are available on the City of Asheville Web site to be printed up and mailed or hand delivered to the Volunteer Coordinator on the second floor of City Hall. Applications are also available at City of Asheville Community Centers and other city facilities and on the Hands On Asheville Web site.

Completed Volunteer Registrations will be kept on file for a period of 2 years. This will enable return applicants to update their existing registration instead of needing to reapply. After 2 years all new or returning applicants will be asked to complete an application form.

Groups interested in participating in one-time service projects with the city will also find information on the City of Asheville Volunteer Web page. Currently available opportunities will be listed and forms for expressing interest in a project can be printed from that Web page.

Volunteer Opportunities and Duties

Short-term or one-time volunteer opportunities will be developed by departments or in conjunction with groups or individuals who can propose a specific, one-time project that will benefit public property or facilities. City departments also create volunteer and intern positions that will be ongoing in duration and create opportunities for citizens to participate over time with a specific department or program. Departments will be responsible for developing position descriptions that will be advertised. Potential volunteers and interns will fill in an application and follow the application process to be considered for assignment to these positions.

The city department in which the position is located will be responsible for carrying out the application process, making the assignment, orienting and training the volunteer and ongoing supervision and monitoring of the volunteer/intern's performance.

Volunteers may not perform professional services for which certification is required, unless they already hold the appropriate certificate or license and have received approval from the project supervisor and City Risk Management. Copies of any related certificates or licenses, including any special driving licenses, first aid or CPR certification will be submitted and approved before start of projects.

Placement:

Volunteers will be selected and placed according to their skills, ability and interests. Applicants for On-going volunteer positions who do not match the needs of the organization will be referred to other community groups using volunteers. The City of Asheville reserves the right to limit the use of volunteers, adjust the hours of any volunteer or to reject services as it deems fit in order to comply with the guidelines and purpose of this program. Volunteers reserve the right to refuse placement and ask for another situation.

Participation in all volunteer positions is open to any individual and no individual shall be discriminated against based upon race, color, religion, age, sex, national origin or physical, mental or sensory handicap, or on the basis of any other characteristic protected by law.

Evaluation: In order to enhance the experience and performance of the volunteer, City staff will develop performance measures for longer term volunteers. These will be provided to volunteers at the beginning of their placement/assignment and serve as the basis for a volunteer evaluation at the completion of the placement/assignment.

All volunteers will be given an opportunity to provide feed back on their volunteer experience. In the case of group projects involving an outside organization, the leaders of the volunteer group will be asked to complete a feed back form for the group. This information will be shared with the department in which the volunteer served and compiled to be included in the Annual Volunteer Report.

Records and storage of records: Each Department will be responsible for tracking and monitoring their volunteer hours and participation and reporting them to the Volunteer Coordinator on a quarterly basis. Records will be kept for each ongoing volunteer/intern placed and include name, address, contact information, emergency contact and relevant medical conditions that impact their ability to perform the volunteer situation. Medical checks may be required when appropriate to the position and listed in the job description. The City of Asheville is a public entity and records in its possession are considered public records, including records containing information about volunteers.

Recognition: It is the City of Asheville's goal to provide volunteers with formal recognition. This may include: Certificates of completion of assignment, recognition in City publications and other media outlets and at City Council meetings, and other activities as resources allow. The City will undertake the development of a Volunteer Recognition program to ensure that valued volunteers receive public recognition for their contributions to the public good.

GUIDELINES FOR VOLUNTEERS

Orientation and training: All citizens volunteering with the City of Asheville will be provided with appropriate orientation and training to be able to complete their volunteer assignment safely and successfully. Ongoing volunteers will be given a clear description of their duties and responsibilities and an orientation to City Services, with a focus on the specific duties carried out by the department with which they are placed. Volunteers will be given opportunities to learn new skills and develop existing skills.

Supervision: All volunteers will be provided with an appropriate level of supervision and resources needed to successfully complete their volunteer assignment. Staff supervising volunteers will be provided with the training and information to ensure a mutually satisfactory working relationship and effective and efficient service provision.

Safety

All volunteers will be alerted to potential safety issues related to their volunteer placement and instructed in safety practices. Volunteers will be informed ahead of time if there are special dress or equipment needs for their placement.

Timesheets: Ongoing volunteers will be provided with timesheets on which to record their involvement. Tracking of time is important to help the city gather valuable information for the Annual Volunteer Report that will be presented to City Council and used to plan future programs and funding.

Expense Reimbursement: Volunteers will be informed of expenses for which they can expect to be reimbursed and informed of the process for approval and reimbursement of expenses.

Insurance and Liability: Volunteers are covered by the City of Asheville while performing volunteer duties. (from PRCA volunteer handbook)

Waivers and Releases

Individuals volunteering for all city-organized and sponsored projects and events are not employees of the City and bear sole responsibility for their own health and safety. Upon registration for participation in an event or project, all volunteers will be advised of the risks and dangers inherent in the volunteer activity and accept and assume all such risks and responsibility for losses, costs, and damages they incur as a result of their participation. They will be asked to sign a waiver that releases, discharges and holds harmless the City, and their officers, agents, employees, assigns, representatives, sponsors, officials and volunteers from any and all actions, the actions of others or from dangerous or defective property or equipment, know or unknown, now existing or which may arise in the future, on account of or in any way related to or arising out of their participation in the project or event.

Volunteers with the City must be at least 16 years old or accompanied by an adult. If the volunteer is under eighteen (18) years of age, the volunteer's parent or legal guardian must review the Volunteer Waiver and Release, understand and consent to its terms and authorize the volunteer's participation with their signature on the Waiver and Release form.

Driving: The City may conduct a motor vehicle driving record check for volunteers who drive as a part of their volunteer work. These volunteers will be asked to provide proof of insurance and a copy of their driver's license at the time of their interview.

Volunteers who use their own vehicles may wish to record their mileage and check with the IRS or an accountant for more information on if this can be claimed as a deduction.

Reporting accidents/injuries on the job: Volunteers are required to report any injury, incident, accident or unsafe condition to their supervisor immediately. Supervising staff will use the following form to report to the City of Asheville Risk Management Division for follow-up and action within 24 hours after the accident/incident occurs.

Volunteers involved in vehicle accidents while volunteering should immediately contact the Asheville Police Department at 252-1110. If injuries sustained in the accident require emergency attention, call 911. The volunteer should also contact their staff supervisor, who will help them comply with the accident reporting process.

Identification: Ongoing Volunteers will be issued a City Volunteer Identification Badge when they report for their placement. These will remain the property of the City and be turned in at the end of the volunteer assignment. Volunteers for events like Belle Chere will be identified as designated by the event organizer.

Confidentiality: On occasion, a volunteer may witness an incident, be entrusted with information or have access to records or files deemed confidential in nature. It is the City's expectation that any volunteer privy to such information, material or event will respect and safeguard the trust and privacy rights of affected individuals.

Parking: Volunteers will be given guidance on appropriate parking locations when volunteering in areas where parking is limited. Ongoing volunteers will be assigned parking when possible.

Attendance: Volunteers are expected to perform their duties as scheduled and agreed. If a volunteer is unable to complete their service as scheduled, they are expected to inform their supervising staff member as far in advance as possible so that alternative arrangements may be made to complete the assigned tasks.

Appearance: Because they will be working on City property and in city facilities, volunteers are encouraged to dress appropriately for the work to be performed and to present a professional and positive image to the public.

Smoking

Smoking is prohibited in all City facilities, including all City vehicles. Volunteers who wish to smoke may do so in the designated smoking areas for facilities. Volunteers will observe the no smoking restrictions for all city parks and recreational facilities.

Use of Alcohol and/or Drugs:

Volunteers shall not consume or possess alcoholic beverages or use, possess or be under the influence of any form of drug (except prescribed drugs under the care of a physician) while

conducting any City business or on any City property. Volunteers who violate this policy are subject to immediate dismissal.

Political Activities: Volunteers may not engage in political or partisan activities during their assignment as City of Asheville volunteers.

Personal Conduct: While volunteers are not considered employees of the City, citizens who register as volunteers with the City of Asheville are held to the same high standard of conduct required by employees. Volunteers are expected to:

1. Cooperate with law enforcement officers as required by law.
2. Refrain from harassing, accosting, or engaging in illegal activity involving City Officials, staff or co-workers.
3. Report to supervisor any "Driving While Impaired" (DWI) arrest. Volunteers may be disciplined up to and including termination for this offense.
4. Refrain from unlawful or inappropriate conduct which affects or tends to affect the individual's ability to carry out his/her job or is prejudicial to the interests of the City.

Sexual Harassment: It is the intent of the City of Asheville to maintain a workplace free of sexual harassment from any source. Sexual Harassment, either through physical, verbal, or non-verbal actions, is a violation of the law and is inappropriate personal conduct as described by City of Asheville Personnel Policies. Volunteers engaging in behaviors that are found to be harassment will be subject to immediate dismissal.

Internet/Email Use: Internet access is intended for the commission of City business only. Volunteers who will have access to the Internet and Email will be given a copy of the City Policies that provide guidance for employee use to review by their supervisor during orientation. Volunteers will be held to the same standards as employees regarding Internet and email use.

Policy Regarding Volunteer Authorization to enter into agreements or contracts on behalf of the City of Asheville: Volunteers, boards, commissions, committee, sub-committees, non-profits or any other volunteer group are not authorized to enter into agreements or contracts on behalf of the City of Asheville or any of its departments.

Only City of Asheville staff can make budgeting, finance or spending decisions through approved policy and procedure outlined by the City. No authorizations approved by volunteers without COA staff input and approval via proper procedure will be honored.

Publicity/Statements to the Media: Volunteers are not authorized to make public statements to the media on behalf of the City of Asheville. All publicity and public statements will be channeled through the department in which the volunteer placement is located. Volunteers asked for a public statement regarding city business are expected to make it clear that they are representing their personal point of view and not that of the City.

Dismissal: Volunteers who do not follow the rules, policies and regulations of the Volunteer program and the direction of their volunteer supervisor, or who fail to perform the duties assigned to them will be subject to dismissal and may be dismissed at any time. Ongoing volunteers will be subject to a 60 hour trial period and evaluated by the department in which they serve before being accepted as an ongoing placement. The City reserves the right to request that a volunteer leave their

placement immediately in the event of serious issues such as gross misconduct or insubordination, being under the influence of alcohol or drugs, theft of property, misuse of City equipment or materials, mistreatment of clients or co-workers including sexual harassment, failure to abide by City policies and procedures, failure to meet the standards of performance relating to the essential functions of the volunteer position, and/or failure to satisfactorily perform assigned duties.

Problem Solving: If volunteers experience a problem or concern with any aspect of their volunteer experience or placement, they are encouraged to discuss the matter with their supervisor. If, after making a good faith effort to address a problem or concern within the department to which they are assigned, a volunteer feels that a workable solution to the problem has not been found they should contact the Volunteer Coordinator.



City of Asheville Volunteer/Intern Program

Reporting accidents/injuries on the job:

Volunteers are required to report any injury, incident, accident or unsafe condition to their supervisor immediately. Supervising staff will use the following form to report to the City of Asheville Risk Management Division for follow-up and action within 48 hours after the accident/incident occurs.

Volunteers involved in vehicle accidents while volunteering should immediately contact the Asheville Police Department at 252-1110. If injuries sustained in the accident require emergency attention, call 911. The volunteer should also contact their staff supervisor, who will help them comply with the accident reporting process.



**CITY OF ASHEVILLE VOLUNTEER PROGRAM
Volunteer/Intern Accident/Incident Report Form**

NOTE: This form is to be filled out by the Staff with the volunteer and submitted to Risk Management within 48 hours after an accident occurs.

Incidents that must be reported are:

- Accidents to staff/volunteer or client
- Damage to possessions of staff/volunteer or clients
- A situation that seems unusual or dangerous to volunteer or intern

Name of Volunteer/Intern involved in incident/accident: _____

Volunteer Project or Position: _____

Supervising Staff, Department and contact info: _____

Name and contact information for person(s) involved:

Name _____ Phone(s) _____

Address _____

Name _____ Phone(s) _____

Address _____

Date and time incident took place: _____

Location of accident/incident: _____

Description of the accident/incident. Include any injury or damage that occurred.

Were the police or other emergency services called? If so, who?

Was medical attention required? If so what?

Volunteer/Intern signature

Date

Staff/Volunteer Supervisor

Date

ADMINISTRATIVE POLICY

SUBJECT: CITY OF ASHEVILLE INTERNET POLICY		IT Services Department
		EFFECTIVE DATE: April 1, 1998
POLICY NUMBER: 30	ADDENDUM NUMBER	
REVISION: June 28, 2011	REVISION:	
ISSUED BY: Internet Policy Team Jonathan Feldman, Director of Information Technology Services		CITY MANAGER APPROVAL Gary W. Jackson, City Manager

Purpose

- The goal of this policy is to ensure that all usage of City-owned equipment to access Internet resources is consistent with City Policies, all applicable laws, and the responsibilities of the individual user. It is also to encourage and promote responsible, efficient, ethical and legal utilization of Internet resources and to establish basic guidelines for appropriate use of these resources. Finally, this policy serves to remind users that the City has guidelines for utilizing social media.

Scope

- The policy applies to all users of City-owned equipment accessing Internet resources.

Policy

- All users are encouraged to use the Internet to its fullest potential, providing effective services of the highest quality, discovering innovative and creative ways to improve services, and encouraging staff development.

- Whether provisioned through internal City networks or via City owned smart phones or hot spots, Internet access is intended to be used for business purposes. The Internet should not be used to compromise the integrity of the City and its business in any way. The city employee shall make no intentional use of Internet services in an illegal, malicious, or obscene manner, included but not limited to, using the services to access materials such as those advocating hate, pornography or violence when not directly related to official City business. All use of the Internet should be sensitive to the perceptions of the other City employees and the public. The Internet may also be used on a personal basis. In addition to following the criteria for the business usage. Personal usage must not interfere with normal business activities, must not involve solicitation, or be associated with any for-profit business activity related to the City of Asheville.

Responsibilities

1. All information placed on the Internet should accurately represent policies and positions of the City of Asheville. All information should be accurate and up-to-date. All information that is no longer accurate or up-to-date should be removed immediately. It should represent views of the City and not personal opinion.
2. All users have been supplied with security measures, and are prohibited from intentionally bypassing these measures (e.g. virus protection, site screening, and any other security measures).
3. For security and network integrity reasons, programs downloaded from any external source may be installed on City computers only with authorization by Information Services staff or by an Information Services authorized departmental liaison. The easiest way to get authorization is to contact the Help Desk.
4. The Internet provides easy access to software distributed by companies on a trial basis. This should not necessarily indicate that the software is free or that it may be distributed freely. All applicable software copyright and licensing laws must be followed.
5. The safety and security of the City's network and resources must be considered paramount when using the Internet. User passwords are confidential. It is the user's responsibility to maintain the confidentiality of their password(s). The unauthorized use or disclosure of anyone's password(s) is prohibited (see City Password Policy for more detail on passwords).
6. All Internet users need to understand the e-mail messages and other transfer of information via the Internet is presently not secure. Do not send confidential communications via the Internet unless secure forms of communication are used

(example: https: addresses rather than http: addresses). If there is any question about the security of a given method of transmission, please contact the Help Desk.

7. It is the user's responsibility to read and abide by this Policy.
8. For security reasons, Internet access is monitored & controlled by software that blocks inappropriate types of access. If you believe that a site has been incorrectly classified, please contact Help Desk. For access to bona fide restricted sites (i.e. Police access to crime sites) Department Directors approval is required.

Ownership

- All electronic systems, hardware, software, temporary or permanent files, and any related systems or devices are the property of the City of Asheville. Employees who use information systems provided by the City of Asheville cannot be guaranteed absolute privacy. Any documents produced by City employees are a matter of public record unless it is related to personnel or legal matter. When members of the public request access to this information, individuals must work with the Public Information Office to disclose this information.
- Internet use is routinely monitored, with monthly reports delivered to supervisors. Supervisors may also exercise their authority to inspect the contents of any files, electronic or otherwise, in the normal course of their supervisory responsibilities. Hardware or software system problems, general system failure, legal expediency, an urgent need to perform work or provide a service when the employee is unavailable, or any other reasonable need are considered just cause for examination of employees' files or audit logs.

Compliance

Internet access is a privilege. Anyone found in violation of this policy will be subjected to disciplinary action which could result in termination of system access, termination of employment and/or criminal prosecution, if appropriate. Notwithstanding any statement herein, or any policy or in any verbal statements, the Asheville City Manager, or his/her designee has sole discretion to grant, transfer, suspend, or cancel any employee's Internet access at any time for any reason.

**City of Asheville
Administrative Policy**

Subject: Workplace Harassment Policy		Manual
		Effective Date November 1, 2013
Policy Number #34	Addendum Number	Filing Instructions
Revision November 1, 2013	Revision	
Issued By: Human Resources Department <i>Keely C. Decker</i>		City Manager Approval: <i>[Signature]</i>

PURPOSE

The City of Asheville is committed to a workplace in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, the City of Asheville expects that relationships among persons in the workplace will be professional and free of harassment. The City of Asheville expressly prohibits employee harassment for any reason, including but not limited to marriage to, or association with, individuals of a particular race, color, religion, age, military status, pregnancy, national origin, disability, sexual orientation, gender, or gender identity or expression, or genetic information. All City of Asheville employees are responsible for helping to ensure an environment free from harassment.

The purpose of this policy is to educate employees about what constitutes workplace harassment to include sexual harassment, what remedies are available to employees who believe they may have been harassed, and management's responsibility in dealing with harassment complaints.

Harassment is a violation of the City of Asheville's Personnel Policy (Section 61) referencing inappropriate personal conduct. The intent of this policy is to clarify the City of Asheville's position in matters relating to compliance, discovery, and remedy.

POLICY

It is the intent of the City of Asheville to maintain a workplace free of harassment from any source. This policy affirms the City's refusal to tolerate workplace harassment; informs managers and supervisors and other employees of performance expectations, guidelines and possible penalties related to harassment; and provides procedures for

employees to follow when they believe they may have been harassed. The policy also prohibits retaliation against employees who report harassment or participate in an investigation involving harassment.

DEFINITIONS

1. Sexual Harassment

Sexual harassment is defined as unsolicited and unwelcome sexual advances, requests for sexual favors, or other unsolicited and unwelcome verbal, visual, or physical conduct of a sexual nature, when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or;
- b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual or;
- c. Such conduct has the purpose or effect of substantially interfering with a person's work performance or creating an intimidating, hostile or offensive work environment.

The definition of sexual harassment includes conduct directed by the opposite sex as well as the same sex. Prohibited acts of sexual harassment can take a variety of forms ranging from subtle pressure for sexual activity to physical assault. Some examples are unsolicited and unwelcome conduct can take the form of pinching, grabbing, patting, sexual flirtations, touching, propositioning; making either explicit or implicit job threats or promises in return for submitting to sexual favors; making sexual-oriented comments about appearance, including dress or physical features; leering, catcalls, or other insulting or obscene comments or gestures; jokes or innuendo; telling sexually explicit stories; displaying, transmitting, or circulating sexually explicit or pornographic material (including but not limited to email, text, or other electronic means), no matter how it is displayed; sexual assaults on or off the job by supervisors, fellow employees, or others; or other physical, verbal, or visual conduct of a sexual nature. When response to any of the foregoing conduct influences employment decisions or makes the job environment intimidating, offensive, or hostile, or substantially interferes with work performance, this policy has been violated.

2. Harassment

Under this policy, harassment is verbal, visual or physical conduct that denigrates or shows hostility or aversion toward an individual.

Harassing conduct includes, but is not limited to: epithets, slurs, or negative stereotyping; threatening, intimidating, or hostile acts; denigrating jokes and display, transmission, or circulation in the workplace of written or graphic material that denigrates or shows hostility toward an individual or group (including but not limited to email, text, or other electronic means).

COVERAGE AND DISTRIBUTION OF THIS POLICY

This harassment policy applies to all officers and employees of the City of Asheville, including, but not limited to, full and part-time employees, board members, regular and temporary employees, and employees working under contract. Conduct prohibited by this policy is unacceptable in the workplace or any work related setting outside the workplace, such as business trips, business meetings, or business related social events. This policy shall be distributed initially to all employees. Every employee will be required to acknowledge his or her receipt of this policy in writing. A copy of that acknowledgment shall be kept in the permanent personnel file. Department directors and supervisors shall be responsible for ensuring that all employees under their direction are familiar with this policy. Formalized supervisory training is required and conducted through the Human Resources Department on an on-going and periodic basis.

REPORTING AND INVESTIGATING HARASSMENT COMPLAINTS

The City encourages employees to follow the chain of command where possible when dealing with a job related complaint. However, due to the personal nature of harassment, any employee who feels he or she is being subject to harassment may complain to anyone listed below, orally or in writing:

1. The employee's immediate supervisor.
2. Any supervisor employed by the City of Asheville.
3. Any employee in the Human Resources Department.
4. The City Manager.
5. The Deputy City Manager or Assistant City Manager.
6. The City Attorney.

Supervisors are not permitted to receive or have knowledge of a complaint of alleged harassment without taking prompt and immediate action. In an instance where a supervisor receives or has knowledge of such a complaint, he/she is required to contact the Human Resources Director or his/her designee immediately.

All complaints shall be fully investigated immediately by the Human Resources Department to determine if the conduct of the person whom a complaint of harassment has been made constitutes a violation of this policy. The City Manager may determine that someone other than the Human Resources Department shall investigate if the Human Resources Department is involved in the allegation. If allegations are substantiated, a determination of the level of disciplinary action shall be made on a case-by-case basis and based on the findings of the investigation.

The Department Director in consultation with the Human Resources Director or his/her designee, reserve the right to render disciplinary action up to and including dismissal.

Harassment is considered inappropriate personal conduct in accordance with our City Personnel Policy.

The City of Asheville intends to foster an environment free from harassment. Management and supervisory level staff shall be held to the highest level of accountability for their behavior in situations involving harassment of another employee. Supervisors are expected to set the appropriate example by modeling a work environment that discourages inappropriate behavior that may be deemed as harassing in nature.

The City acknowledges that there are certain situations when an employee may not be aware that certain behavior is offensive to a co-worker. An appropriate manner in which to handle a complaint of this nature may be as simple as placing the offending party on notice that their behavior is offensive and counsel them to stop. Once the supervisor or complaining party places the offending party on notice to stop the behavior, the supervisor is required to follow-up within thirty (30) days to ensure the behavior has stopped.

In such cases, the Human Resources Department is required to keep written record of such occurrences in case of additional occurrences at a later date. Any reoccurrence of this behavior once the offending party is placed on notice may constitute disciplinary action up to and including dismissal from employment.

Knowingly communicating or filing a false or malicious discrimination/retaliation complaint is a violation of this Policy and is subject to discipline, up to and including dismissal.

HARASSMENT COMMITTED BY NON-EMPLOYEES

In cases of harassment committed by a non-employee against a City employee in the workplace or while engaged in work, the Department Director and/or City Manager shall take appropriate steps to insure that the harassment is brought to an immediate end. Employees should immediately report any instances of harassment by non-employees in accordance with the reporting lines outlined in the policy.

THREAT OF RETALIATION PROHIBITED

It is the obligation of the City of Asheville to create an environment that encourages employees to come forward and report when they feel that they are being harassed. To that end, it is imperative that employees understand that once a charge has been filed, the City will not tolerate any actions by staff that are deemed or could be deemed retaliatory in nature. Retaliation is any adverse treatment or disciplinary action that is directed to an individual because they came forth with an allegation of workplace harassment. The City of Asheville prohibits retaliation against one who reports harassment or any who participates in an investigation. Any behavior exhibited by employees that may be interpreted as retaliatory in nature will be treated as

Inappropriate Personal Conduct as discussed in Section 61 of the City of Asheville's Personnel Policy.

OBLIGATION OF EMPLOYEES

Employees are obligated to report instances of harassment. Employees are prohibited from withholding information regarding knowledge of supposed conduct that may meet the definition of harassment. Harassment exposes the City to liability, decreases morale, and affects productivity. It is every employee's job to ensure that the City is free of harassment.

Employees are expected to treat other employees with respect and consideration, realizing that standards of acceptable language and conduct are different for different people, and that behavior which may be acceptable in a congenial social setting may be inappropriate for work. You are expected to show good judgment in the area of work relations and avoid actions which violate another person's right to a workplace free of harassment.

Employees shall cooperate in every investigation of harassment, including, but not limited to: coming forward with evidence, whether favorable or unfavorable to a person accused of harassment, and fully and truthfully answering questions during the course of an investigation of harassment.

CONFIDENTIALITY

City officials, managers and supervisors are bound to maintain the confidentiality of all investigations of alleged violations of the policy. However, management cannot "guarantee confidentiality". Depending on circumstances, there may be situations where investigative findings must be released to appropriate outside authorities.

All personnel involved in a matter dealing with harassment shall honor the need for strict confidentiality in order for the City to investigate such allegations without undue disruption in the workplace. Information gathered either before or after investigations shall not be shared with anyone other than those parties deemed responsible for conducting the administrative investigation or where required by law or court order. Therefore, if you are involved in an investigation you are not at liberty to discuss anything related to that activity with coworkers, friends or family.

All records placed in the employee's personnel file are protected under the provisions of North Carolina General Statute § 160A-168.

Employees are encouraged to direct questions about this policy to their Department Director, Human Resources, the City Attorney, the Deputy City Manager, the Assistant City Manager or the City Manager.

**BAR OWNERS
MEETING**

Memo To: Business Owners/Managers/Employees of establishments that conduct sales of alcoholic beverages in the Central Business District

From: Asheville Police Department, Downtown Unit

Re: Meeting to discuss issues related to alcohol-serving Establishments within the Central Business District

When: Monday, March 31st, 2014 at 3:00pm

Where: 87 Haywood St (U.S. Cellular Center, Banquet Hall)



Please plan on attending this important meeting with representatives from the Asheville Police Department, the Alcohol Law Enforcement, and the Alcohol Beverage Commission. Our primary objective is to discuss the importance of partnerships and working together collectively. Additional topics of this meeting will include, but not limited to, the following:

- Safety issues with patrons that are impaired are causing a disturbance within the establishment as well as safety issues and concerns for staff during these disturbances.
- Law enforcement concerns with the disturbances and the effects of that activity spilling out into the community once the patron leaves the establishment.
- Law enforcement response and protocol for dealing with intoxicated persons, disturbances, etc.
- Effects of over-serving alcohol and legal issues regarding over-serving.
- Concerns that businesses may have with their patron conduct.
- Law Enforcement expectations of door security, bouncers, etc.
- Discussion of some crime statistics, i.e. assaults, fights, etc.
- Opportunity for questions for ALE, ABC, and APD from the community.
- Opportunity for alcohol training.

For more information about the meeting, please contact Sgt. Mike McClanahan mmclanahan@ashevillenc.gov or Sgt. Jackie Stepp at jstepp@ashevillenc.gov

Asheville Alcohol Meeting 2014

Problem of Assaults in and around bars:

- Those who fight in bars are not deterred by negative consequences
 - The perceived rewards are more immediate, i.e. feeling like they are fighting for a worthy cause, creating stories to tell, getting attention, etc.
- Many assaults are not reported to the police by either the bar staff or the victim
 - Staff may have mixed incentives for reporting assaults. i.e. They need police assistance to maintain an orderly establishment but they do not want official records to reflect negatively on their liquor license. Staff may feel that if they involve the police their reputation may be damaged, loss of future customers, etc.
 - Victims are often drunk, are ashamed, and see themselves as partly responsible. They may believe it is trivial to involve the police.

Therefore police records do not reflect the total amount of violence in and around bars

Factors that Contribute to Aggression and Violence in bars:

- Drinking alcohol is the most obvious factor contributing to aggression and violence in bars
 - Alcohol limits drinkers' perceived options during a conflict, heightening their emotionality, increasing their willingness to take risks, reducing their fear of sanctions, and impairing their ability to talk their way out of trouble.
 - Those who drink excessively are more aggressive and also get injured more seriously.
- Closing time
 - When bars close at the same time a large number of patrons exit simultaneously causing crowds to linger on the sidewalk, i.e. waiting for transportation, trying to find food, etc. This may also bring patrons from incompatible social groups together, creating conflict.
- Price of Discounted Drinks:
 - This attracts patrons, but price discounting increases patrons' intoxication level and thereby increases the risk of aggression.

Asheville Alcohol Meeting 2014

- Continued Service to Drunken Patrons:
 - Drinkers report that the most common reaction to their drunkenness in bars is continued alcohol service.
 - Occurs because:
 - Staff have difficulty determining whether patrons are drunk (especially when they get drinks from multiple sources)
 - It is more difficult in crowded bars when staff is pressured to serve customers quickly
 - In noisy bars, staff may not have the opportunity to hear verbal cues of drunkenness
 - Refusing service can make patron angry
 - Risk of losing tips
- Crowding and Discomfort
 - This discomfort increases risk of aggression and violence – accidental bumping into someone can start a fight
- Low Ratio of Staff to Patrons
 - Increases the completion for service and the frustration of patrons, and reduces opportunities for staff to monitor excessive drinking and aggression
- Tolerance for Disorderly Conduct
 - If the bar staff tolerates profanity and other disorderly conduct, it suggests to patrons that the staff will tolerate aggression and violence, as well.
- Aggressive Bouncers
 - Some security staff see themselves as enforcers, rather than as protectors of customers' safety.
 - The more aggressively the security staff handles the patrons, the more aggressively patrons respond.
 - Bouncers are implicated (justifiably so or not) in a significant proportion of assaults

Asheville Alcohol Meeting 2014

The following techniques can defuse aggressive incidents

- Remove the audience (get aggressors away from onlookers)
- Employ calming strategies
 - Verbal skills
 - Allow the aggressor to talk and express anger
 - Use role-appropriate language
 - Avoid hostile or angry remarks
 - Respond indirectly to hostile questions
 - Express an understanding of the aggressor's mood
 - Nonverbal skills
 - Increase the distance between oneself and the aggressor
 - Avoid sustained eye contact with the aggressor
 - Move slowly and avoid sudden movements
 - Maintain calm, relaxed facial expressions
 - Control the vocal signals of anxiety and stress
- Employ control strategies
 - Clearly establish the situation requirements
 - Depersonalize the encounter
 - Emphasize one's role requirements
 - Encourage the aggressor's decision-making
 - Offer the aggressor face-saving possibilities

**SAFECAM
PROGRAM**

SafeCam Program Guidelines

Asheville Police Department



Program Description

The purpose of the Asheville SafeCam Program is to encourage businesses and property owners within the City of Asheville to utilize their surveillance cameras and make areas safer for shoppers and the community while providing a public service to the citizens. The program allows owners of commercial buildings to register their existing camera systems free of charge, with the Asheville Police Department, and assist in criminal investigations by providing the digital recordings upon request. This will assist in identifying offenders in such crimes as vandalism, assaults, shoplifting and other crimes. The camera security system must be installed on the outside of your building providing surveillance for your business and the public space.

Eligible Applicants

Applicants must be the owner of a commercially occupied property or an operating tenant business with approval of the property owners or an established business association or community based organization representing a number of businesses in a particular area. Applicants must be operating legally, properly registered, licensed with the City of Asheville and current with all City obligations, including but not limited to taxes, licenses, and water revenue billings. Unoccupied properties may be registered but must have a current contact phone number for a person to be able to obtain the digital recordings.

Eligible Equipment

All surveillance system equipment may be registered through the Asheville Police Department and may vary by business type and property. The following are the camera specifications preferred for participation in the Safecam Program.

CAMERAS

1. IP-enabled.
2. Operate with a minimum of 480 Total Vertical Lines (TVL) of resolution.
3. Capable of recording color images during sufficient lighting and recording black and white images during hours of low light.
4. Tailored to each Eligible Property taking into consideration:
 - the distance to the target image;
 - the "lux rating" or compatibility with the amount of light available to include excessive amounts of sunlight; and
 - the view angle of camera in relation to area of desired coverage.
5. Have a clear and unobstructed view of outside areas of desired coverage.

DIGITAL VIDEO RECORDINGS (DVR) or NETWORK VIDEO RECORDINGS (NVR)

1. DVRs must have one dedicated channel for each camera in operation.
2. Record at least 640 X 480 recording resolution levels.
3. Have the capacity to record at least fifteen (15) frames per second, per camera.
4. Have sufficient memory to retain data from all cameras for a period of at least fifteen (15) days. Possess the ability to view and retrieve data while the system remains in operation.
5. Possess the ability to produce a copy of desired data for evidentiary purposes.
6. Be placed in a locked and secured location to prevent destruction or tampering.

Application Process

1. Contact the Asheville Police Department at 828-259-5870 to request an application. The application will require:
 - a. Photos of your building clearly showing where surveillance camera(s) are located, and at least one photo showing the entire front façade of your building; and
 - b. Photos showing the views down the block to the right and left of your building.
 - c. List number of SafeCam decals needed for your business.(6 maximum)
2. Completed applications should be delivered to the Police Information Desk, 100 Court Plaza, Asheville, M-F 7:30AM - 6PM, or at jsams@ashevillenc.gov
3. The applicant will be notified that the application has been received and whether anything is missing.

Additional Program Requirements

SafeCam Program Application

Asheville Police Department



PART 1 - APPLICANT INFORMATION

Section A – INDIVIDUALS - Use this section if you are an individual business or property owner.

Address of Property with Cameras _____

ZIP Code _____ Police District _____ (If unknown, leave blank)

Applicant Name (person or company registering) _____

Applicant's Mailing Address (if different than above) _____ ZIP Code _____

Applicant Business Income and Receipts Tax # _____ EIN or SSN# _____

Contact Person & Title _____

Contact Phone Number _____ Email _____

Name of Business Property with Cameras _____

Type of Business _____ Number of Employees _____

Legal Name of Property Owner _____

Section B – ASSOCIATIONS - Use this section if you are registering as a business association or community organization with multiple cameras in a business district.

Location of Business District or Commercial Corridor _____

ZIP Code _____ Police District _____ (If unknown, leave blank)

Name of Applicant Organization _____

Applicant's Mailing Address _____ ZIP Code _____

Organization Business Privilege Tax # _____ EIN or SSN # _____

Contact Person & Title _____

Contact Phone Number _____ Email _____

Type of Businesses in Corridor or District _____

On additional sheet, list the following for every identified camera location:

1. Name of Business, 2. Address, 3. Legal Name of Property Owner

PART 2 – COMMERCE SAFECAM PROJECT PROPOSAL

Describe the camera(s) you have installed to your business. Please describe how your system will provide surveillance to public space.

Describe any other security improvements you will be making and the current system (if applicable):

Describe your communication with the local police district (community resource officer or other).

PART 3 – SAFECAM PROJECT BUDGET

Use this form to itemize costs of installing surveillance cameras on your business. You may include permit and inspection fees. This information is voluntary, and will only be used for statistical purposes as the City is working on obtaining future funding for this program.

Security/Surveillance Cameras	Cost	Your Selected Contractor/Vendor
	\$	
	\$	
	\$	
	\$	
	\$	
TOTAL Costs for SafeCam Project	\$	

PART 4 - APPLICATION ATTACHMENTS

CHECKLIST -Please attach the following:

- Color photographs of your building clearly showing the following:
 1. Photo of your building with arrows or other clear indications identifying where the camera(s) are installed;
 2. The entire front facade of your building; and
 3. The views down the block to the right and left of your building of your building.

- List number of SafeCam decals needed for your business. _____(6 maximum)

PART 5 - REQUIREMENTS

I certify that:

1. The information contained here is accurate.
2. The business and property owner(s) are current with all City obligations, including but not limited to taxes, licenses, and/or water revenue billings,
3. I have read and will comply with the requirements outlined in the Asheville SafeCam program Guidelines.
4. I will register the surveillance camera(s) with the Asheville Police Department's SafeCam program.
5. I will furnish a copy of any and all digital recordings from my camera system to the Asheville Police Department to assist in a criminal investigation that my cameras may have observed and recorded.
6. I will secure any and all permits and inspections required to do electrical work for future expansion of my camera system, and also update my registration.
7. In consideration of any award that the signatory below may receive under the Asheville SafeCam Program, the signatory below for itself and for its heirs, successors and assigns, does hereby remise, quitclaim, release and forever discharge the City of Asheville, and their respective officials, officers, employees, agents, successors, assigns and representatives (acting officially or otherwise) from any and all actions and causes of action, suits, claims and demands whatsoever at law or in equity which they may have against any or all of the foregoing released parties that relate in any way whatsoever to their participation in the Asheville SafeCam Program.

APPLICANT OR DESIGNATED REPRESENTATIVE

Name _____ Title _____

Signature _____ Date _____

Submit your completed application to Asheville Police Department, Records Division, P.O.Box 7148, 28802
or email jsams@ashevillenc.gov or fax to 828-259-5546.

You will receive a notification by e-mail when your application is received.

NOTE: Applicants may cancel or revoke their registration at any time upon a written request.

SHOPLIFTER GUIDE



City of Asheville, NC

Asheville Police Department

2014

Re: Downtown Shoplifter List

Attn: Downtown Business Owner:

Enclosed is the latest revision of the downtown larceny, shoplifter and concealment list. It is a prepared list of currently identified persons who commit larcenies. The list includes pictures and names of individuals charged with larceny, shoplifting and/or concealment in the past two years in the Central Business District. We recommend familiarizing yourself with the pictures of the individuals should they frequent your business.

It contains the original pictures along with pictures of those charged since that date. Not all these individuals have been convicted of a crime but all have been charged with larceny, shoplifting and/or concealment. Should any of these individuals come into your store, they would warrant extra vigilance on your part. If someone has committed a crime in your business in the past, you have the right to deny his or her patronage.

If this list is used as a discretionary tool, it will go a long way towards reducing incidents of larceny, shoplifting and concealment.

What to do if you witness a larceny shoplifting and/or concealment:

- Call 911 if the larceny is in progress.
- Be sure to give the dispatcher a good description of the suspect.
- Provide a direction of travel if they leave the store before police arrival.
- Try to keep the suspect inside the store if possible but avoid confrontation.

What to do if you suspect a larceny may occur:

- Don't be afraid to watch the person and let them know you are watching.
- Talk to the person, i.e. ask if they need help, etc. This will also help you get a better description should a larceny occur.
- Call 252-1110 (non-emergency) and ask the dispatcher to have police respond if you would like to them removed from your store.

Sincerely,

Asheville Police Downtown Unit
jstepp@ashevillenc.gov

P.O. Box 7148 • Asheville, NC 28802 • 828-259-5880 • www.ashevillenc.gov

The City of Asheville is committed to delivering an excellent quality of service to enhance your quality of life.

Shoplifting

Expense, time, liability . . . we know that actively apprehending and prosecuting shoplifters can be a time consuming, difficult and costly task. However, a decision **NOT** to apprehend and prosecute shoplifters comes at a significant cost to your bottom line and the community you serve.

- The most important factor in determining if a person will shoplift again is their experience the time before.
- Complacency to shoplifting sends a message to our youth and communities that crime pays.
- Complacency will bring repeat offenders back to steal.
- Complacency tempts paying customers to try their hand at it.
- Complacency tells loyal paying customers that the company doesn't mind if some people take merchandise without paying because the losses will be made up for by higher prices charged to them.

A few Prevention Tips:

- Train employees in how to reduce opportunities for shoplifting. Work with law enforcement to teach employees what actions may signal shoplifting.
- Speak to all customers, this lets them know that you are paying attention and watching.
- Keep the store neat and orderly. Use mirrors to eliminate "blind spots" in corners that might hide shoplifters. Merchandise should be kept away from store exits to prevent grab-and-run situations.
- Keep displays full and orderly, so employees can see at a glance if something is missing. Keep expensive merchandise in locked cases. Limit the number of items employees remove at any one time for customers to examine.
- Design the exits of the business so all persons must pass by security personnel or store employees before leaving. You may want to use an electronic article surveillance system or other inventory control devices.
- The cash register should be inaccessible to customers, locked, and monitored at all times. Place it near the front of the store, so employees can also monitor customers coming and going.
- Dressing rooms and rest rooms should be watched at all times. Keep dressing rooms locked and limit the number of items taken in. Keep restrooms locked also and require customers to get a key in order to access it.
- Alternate hanger directions. This prohibits someone from grabbing a lot at once off the rack and running out.
- Require a receipt for ALL returns.



Jerry Cox 4/4/78



Madison Duckett 11/21/94



Keith Fleming 3/6/68



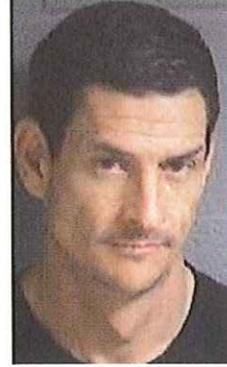
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Michael Folston 11/12/57



David Foster 3/1/58



James Freeman 3/2/71



Michelle Gaddy 12/24/76



Hannah Gillick 6/3/89



Kedrick Green 9/15/92



Patricia Green 9/27/58



Charles Harris 5/19/91



Sara Hensley 1/5/82



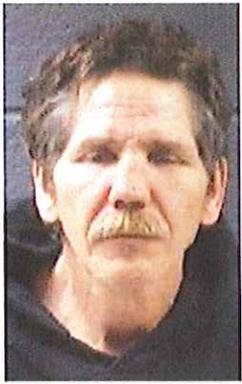
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Kirk Kemmerling 7/5/61



Matthew Kitchens 3/18/91



Sean Koffarnus 1/15/85



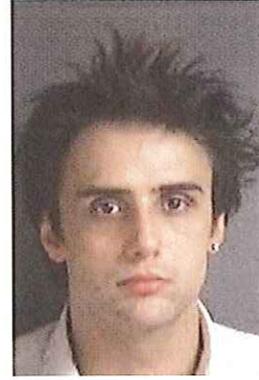
Paul Lafon 8/6/68



Jeremiah Lambert 5/19/84



William Lamm 8/10/76



Jesse Lemons 7/25/86



Jeffrey Lowe 9/25/65



Dennis Lyles 12/30/73



Mark McClintock 10/5/74



Adam McConnell 1/27/63



Tanya McDaniel 1/25/73



Michael McDowell 5/18/56



Robert Miller 1/25/79



Jeremiah Moore 10/26/91



Denise Mullen 12/14/64



Thomas O'Neil 9/1/65



Rosemary Percival 9/24/93



Jenny Phillips 2/3/74



Tiffany Pickens 1/10/88



Christopher Place 7/31/70



Avery Powell 9/27/91



Katrina Price 2/22/72



Tiffany Prieur 9/21/87



Rodney Richardson 11/22/79



Anna Roach 10/5/92



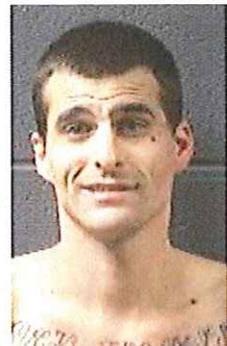
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Randall Shaninger 11/5/70



Kenneth Sherlin 6/15/83



Walter Short 6/27/65



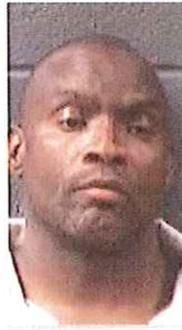
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Kelvin Suber 11/3/91



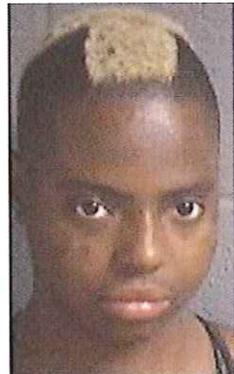
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Michelle Thomas 6/10/68



Ashley Tweed 2/26/80



Shaquanna Wade 9/1/85



Tamela Webb 8/8/67



Jacob Worley 2/5/90



Jennifer Banks 2/16/73



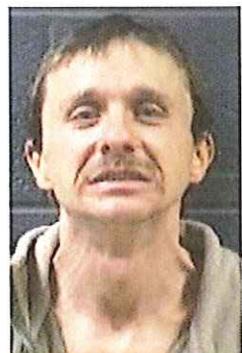
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Robert Benight 5/2/76



William Billings 4/5/81



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Omega Brown 12/6/87



Lorraine Bryant 1/5/60



William Burris 3/4/69



Melissa Burt 2/22/68



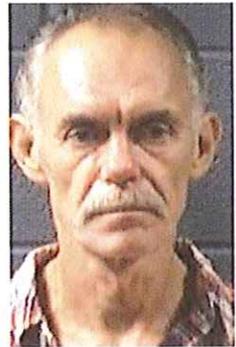
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William Clark 9/27/65



Antwan Clinkscales 11/20/82



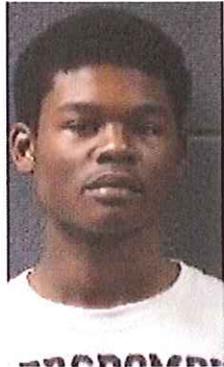
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Terry Cole 3/6/86



Quentearious Coleman 6/28/92



Stephen Corn 3/22/84



Walter Cornelius 6/18/81



Alexis Cromer 11/24/95



Michael Cross 3/5/72



Jerry Cunningham 6/4/64



Bryan Deal 4/4/94



Bryan Dodson 12/31/55



Michael Dorch 11/8/77



Jessica Downey 7/9/92



Joshua Dubin 1/26/89



Jerry Jimmerson 1/27/69



Michael Dunovant 11/13/60



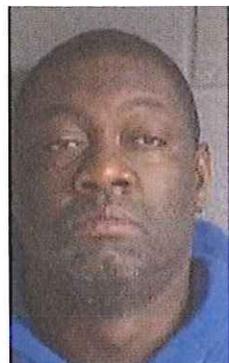
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James Ferguson 4/20/70



Johnny Freeman 3/5/84



Edward Freyer 9/28/65



Nicole Gaddis 8/19/85



Matiyahu Benayim 1/24/69



Jonathan Johnson 7/21/72



Stephen Newman 4/24/81



Angelique Walsh 4/9/92



Pierre Griffin 12/12/92



Kyle Giddens 9/25/84



Alicia Sibbach 11/30/92



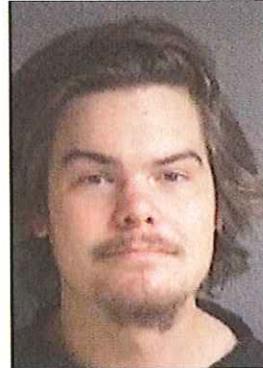
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James Parris 1/4/57



Andrew Budd 8/14/89



Benjamin Brown 4/9/77



Amber Banks 8/18/85



Amber Byrd 5/28/81



Cody Huffman 7/12/87



Maggielean Miller 10/22/53



James Christian 12/28/67



Bobby Lowery 1/29/60



Christina Means 4/13/89



Luke Stafford 12/23/82



Brian Absher 1-27-92



Brooklyn Anderson 12-19-92



Katie Arrowood 3-11-52



Derrick Barineau 2-25-81



Luvonia Barrett 4-15-55



Hannah Bell 10-10-87



Michelle Boyd 2-3-87



Barbara Bradley 11-10-84



Kevin Brown 11-28-65



Ashley Calloway 3-8-88



Chelsea Christenbury 11-24-91



Tche Clay 11-15-91



Douglas Cooke 5-26-70



Robert Corn 7-13-87



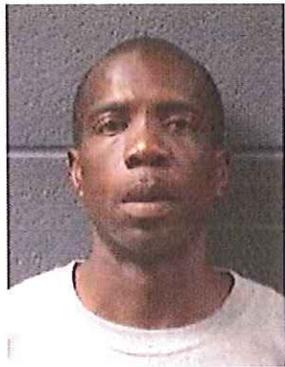
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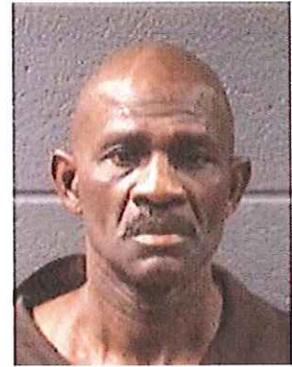
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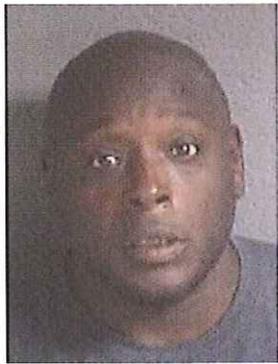
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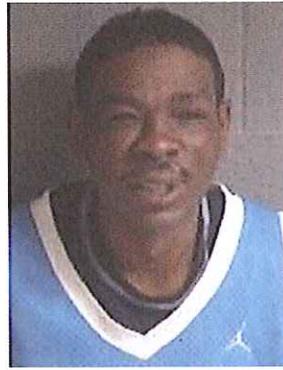
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Rodney Haynes 4-18-66



Hines Martaise 10-12-95



Teri Hughes 1-6-88



James Inabinett 4-1-76



Elijah Johnke 4-20-96



Zoe Johnson 3-2-95



Christopher Jones 12-25-75



Michael Jones 1-15-80



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Rodney Lane 11-21-60



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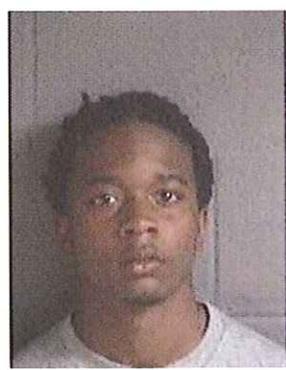
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Tristin Maewether 9-7-96



John McCrary 9-2-93



Christopher McIntosh 10-30-71



Ethan McIntosh 6-22-96



Kanecha McKinney 9-20-90



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Jonathan Metcalf 7-26-82



Tyqon Moore 4-3-86



Khiari Mullen 6-8-80



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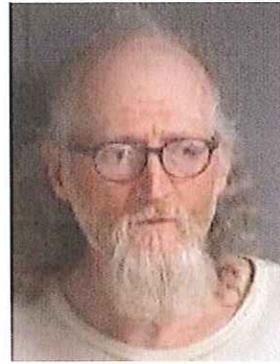
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Nathan Riddle 22-6-90



Donna Rogers 5-31-64



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Richard Sexton 11-10-89



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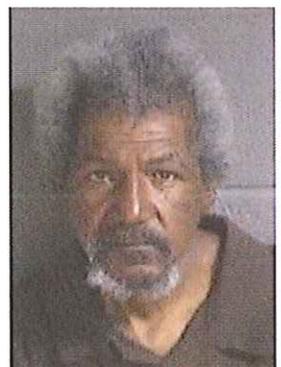
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Jamey Tuggle 5-12-77



Albrekht Vladislav 5-7-78



Cornelius White 6-22-60



Courtney White 8-23-66



Desmond Whitmire 6-9-93



Valarie Williams 1-19-86



Charles Willingham 6-5-65



James Wilson 2-10-70



Christopher Word 10-28-85



Young Brandi 2-6-81