

COUNCIL MINUTES
SPECIAL WORKSHOP MEETING

January 5, 2016

A special workshop meeting of the City Council of the City of Jacksonville was held Tuesday, January 5, 2016 beginning at 5:00 PM in Meeting Rooms A and B of Jacksonville City Hall. Present were: Mayor Sammy Phillips presiding; Mayor Pro-Tem Michael Lazzara and Council Members: Jerry Bittner, Randy Thomas, Bob Warden, Angelia Washington, and Jerome Willingham. Also present were: Richard Woodruff, City Manager; Ronald Massey, Deputy City Manager; Glenn Hargett, Assistant Manager for Communications and Community Affairs; Mike Yaniero, Director of Public Safety; Kimberly Williams, Human Resources Director; Wally Hansen, Public Services Director; Carmen Miracle, City Clerk; and John Carter, City Attorney. *A video recording of the Council Meeting is presently available for review on the City's website.

CALL TO ORDER

Mayor Sammy Phillips called the meeting to order at 5:00 PM.

ADOPTION OF AGENDA

A motion was made by Councilman Bittner, seconded by Councilman Willingham, and unanimously approved to adopt the agenda as presented.

ADOPTION OF MINUTES

A motion was made by Councilman Bittner, seconded by Councilwoman Washington, and unanimously approved to adopt the minutes of the December 1, 2015 Swearing In Ceremony; December 1, 2015 Joint City Council and Advisory Committee Meeting; and December 8, 2015 Special Workshop Meeting as presented, and the December 8, 2015 Regular Meeting, as amended.

WORKSHOP TOPICS

CITY OF JACKSONVILLE DIVERSITY REPORT

As shown in the PowerPoint Presentation herein attached as Exhibit A, Mr. Richard Woodruff, City Manager, provided a detailed review of the August 2015 City of Jacksonville Diversity Report. The presentation included a review of City Policy and the Equal Employment Opportunity Statement, current Employment Process, and statistical information (FY13-FY15)

representing the current diversity of the workforce. Mr. Woodruff pointed out that the City was challenged by the applicant pool for our area in regards to the diversity of applicants. He also said that all positions were advertised widely, both internally and externally, locally and through trade magazines, as well as G10 television and more.

In regards to the statistical data as shown in Exhibit A, Mr. Woodruff said there was not a lot of turnover within the Director category, as many of those employees had been in place for many years. In looking at the Deputy and Division Directors, there were 22 people in that category and again, there had not been a lot of turnover. However, this category was one where they were working toward training the next group of leaders for promotion from within to provide for more diverse candidates for leadership in the future. In the Supervisory category, he felt the City had made great strides promoting females. This was especially evident in Public Safety, where the workforce included females, African Americans, and a Native American and where Sergeants and Lieutenants were promoted from within.

As a former Deputy Police Chief, Mayor Phillips said that he could only remember one time when there was a person hired from outside and that was because there were no candidates in the existing department with the proper credentials. He also recalled that in 1987 there were accreditation standards put in place that provided mechanisms for the hiring and recruitment of a diverse Police force.

Councilman Bittner asked for the number of Firefighters hired from the volunteer agencies. Mr. Woodruff responded he did not have exact figures, but would get them for Council. However, he did know that most of their Firefighter trainees were hired from volunteer positions. He pointed out he had recently become aware that firefighter volunteers only had to be 16 years old to volunteer with one of the Volunteer Departments around the County, but had to be 20 years old to volunteer with the City. He said the City was currently looking at reducing their volunteer age.

Mr. Woodruff said an issue they faced was that diverse applicants with the necessary credentials were able to compete for jobs “anywhere.” He went on to describe a hiring situation a few years ago in which a highly qualified African American female applicant had been asked to interview for the Recreation Director position. She had contacted the City to cancel the interview and stated that she had been offered a substantial increase in pay to stay with her current employer. Another obstacle to increased diversity was that the federal government did

not allow race as a question on the application so there was no way to know the ethnicity of applicants.

Councilwoman Washington asked how the City could encourage racial diversification especially in regards to white-collar workers

Mr. Woodruff said there was the obligation to train a diverse group of internal candidates so that there was fairness in the opportunity to promote. He said in the mid level supervisory category, they were working with and training a group of employees for future promotion from within.

Mayor Pro-Tem Lazzara stated that he recalled several years ago that Council members challenged management to promote from within for these same reasons.

Councilwoman Washington asked what other actions they could take to assist in diversifying the City workforce.

Mr. Woodruff said he would do everything in his power to have the best-qualified workforce and to make sure there was a fair hiring process so that where there was equal ability there would be diverse hiring. Mr. Woodruff said there were three possible ways to achieve this: Prepare internal candidates for advancement as they were the people already pledged to working here; At the top level positions, do everything you can to have a good and fair recruitment effort; and for Council to continue to create a positive community, because a safe community with quality Parks and community pride caused people to want to live here and also attracted qualified people to the community.

Councilman Willingham stated he did not feel there was intentional discrimination, however, equally as concerning was the adverse impact. Meaning, what was being done that might be facially neutral, that was not designed to discriminate but that might have the same impact of discrimination. He also said there was equal liability for adverse impact situations as there was for disparate treatment, which would be intentional discrimination. He said quotas and identifying race on applications in order to produce a certain result was not what was being suggested. He said equal opportunity was about looking at triggers, such as in the statistics provided. He explained that if you were analyzing for diversity and the result showed a lack of diversity, that was a trigger. In this regard further analysis was called a barrier analysis, which would look to see if there were discriminatory reasons for the statistics. For example, if American Indians were not applying for Supervisory positions, there would still be a trigger, but

the barrier analysis would produce the result that there was no discrimination. He went on to say that recruitment practices might offer a solution so they needed to look at their recruitment process. In terms of promotion from within, he said if the workforce was already the present effect of past discrimination, there would not be diverse numbers within the workforce and the same situation would be sustained. Specifically within the Police Department pipeline, he would like to know the statistics for the entry-level positions.

Mr. Woodruff said staff would get those numbers for him. He added he and the Police Chief and other leaders at the Fire Department had recently met to discuss this issue because those departments were not seeing applicants other than white males and occasionally white females. In contrast, they were seeing diverse applicants in other areas of the City, such as Recreation. He added that he was open to suggestions as to how they could encourage more diversity in all departments and he would look at areas where they were not seeing diverse applicants and would do what he could to identify it and encourage more diversity.

Councilman Thomas asked the Mayor what he was seeing in his program at the College. The Mayor responded that it was a good mix, but there were minimum standards set by the State of NC in order to qualify as a law enforcement officer. He said numerous students were using the course for graduation requirements but did not desire a position as a police officer. The Mayor added that when he worked at the Police Department, staff reached out to predominantly African-American schools in order to create a diverse pool of applicants for the Police department.

Councilwoman Washington pointed out that on the Daily News website, she had noticed that the Finance Director salary was a little over \$114,000 per year and she had been in the position four years; the IT Director salary was a little over \$113,000 and he had been in the position for 3 years, yet the Development Services Director salary was only \$105,000 and he had been in position longer. She asked how it was possible to have the same type of job description, background and experience, and be with the City longer, without comparable pay.

Mr. Woodruff stated it was based on the credentials required to hold the position. The Finance Director was a Certified Public Accountant and had she not been a CPA, she would not have been paid at that level. The IT Director also held required credentials. Mr. Woodruff said that all director positions were not equal in terms of responsibilities or pay. He said Chief Yaniero was the highest paid of all department heads due to his vast amount of responsibility.

Mr. Woodruff said staff would continue, especially in the police and fire departments, to try to identify why they were not receiving diverse applicants and he would report back to Council on the efforts being made to try and get more people in the applicant pipeline. He would also provide Council with a report on the internal training being done to try to prepare mid-level supervisors so as retirements occurred, there would be an opportunity to promote from within. Again, every time there was a vacancy, they would continue to look at how they advertised that position for a more diverse pool of candidates.

Councilman Bittner said at one time there was a tuition reimbursement program and in house training programs for employees who wanted to advance themselves. He asked if that program was still available. Mr. Woodruff said yes.

Councilwoman Washington asked if there was any money in the budget to conduct a barrier analysis study to provide an objective view and help identify roadblocks, obstacles and barriers that could be overcome.

Mr. Woodruff said there was no money specifically in the budget for that, but there was a \$200,000 contingency fund that Council could use in any way they wanted. If the Council wanted staff to research the cost of such a study, they could do so.

Councilman Bittner said the expense of that would be questionable. He felt the people doing the hiring were objective and thought their current HR Director was qualified to do an in depth analysis of barriers. He asked if there had been working relationships established with Guidance Counselors at high schools and suggested bringing high school students to the Police and Fire departments to encourage and cultivate their interest.

Mr. Woodruff said that Chief Hardison with the Fire Department had also recently made a recommendation of more outreach with the schools through Guidance Counselors.

Mr. Woodruff said as the Manager he considered all of the discussion as positive and looked at it as suggestions on how they could improve together.

MENTAL HEALTH DISCUSSION

Referring to Exhibit A, Chief Mike Yaniero, Public Safety Director, provided an overview of the impact on a daily basis on local law enforcement due to the lack of assistance for the mentally ill. He said in the United States today there were approximately four million people with some type of mental illness. Fifty percent were not being treated for their illness, ten percent were problematic and one percent was dangerous. He said there were no longer

resources or facilities available to provide services; therefore, with no other options, the mentally ill ended up on the streets and in the prison system.

Chief Yaniero said approximately 260 times per year the Police Department responded to calls for mentally challenged individuals. The cost to Jacksonville residents to respond to calls for emotionally disturbed individuals and attempted suicide was 17,000 man hours. This was equivalent to eight full time police officers per year. Of the \$23 million dollar Police budget, this equated to \$1 million spent on mentally challenged individuals in our community.

Chief Yaniero said the Police Department was in the process of training all of their officers in CIT (Crisis Intervention Training). They were partnering with Onslow Memorial Hospital and Coastal Carolina Community College to have the course available for every police officer. However, the police department was being used too often as a safety net for these individuals. He said police officers were not mental health workers and could not provide mental health services. Chief Yaniero reported they had met numerous times with Trillium, the parent company of RHA, who provided mental health services in our community. There had been much discussion about RHA's mobile crisis team and the lack of services they provided for our community. Chief Yaniero wanted Council to understand this was a serious problem and when trying to reduce violence in the City, this was one way it could be significantly reduced.

The Chief expressed his desire for the City and County to work together and look at how they could create a better situation for mentally challenged individuals in the future.

Mayor Phillips asked if the general protocol for an involuntary commitment was to take people to the ER or were they taken before a magistrate first. Chief Yaniero said they could get an IVC (Involuntary Commitment) and then take them to RHA (the contractor provided by the State for community mental health).

A brief discussion ensued regarding the Health Care Provider parent company Trillium and the number of agencies in the past few years the State had contracted for these services

Mr. Woodruff said if a person in Onslow County had mental difficulties it ended up as a City matter. For example a mentally challenged individual detained by the Swansboro Police Department is brought to RHA and then the Swansboro officer went back home. They literally dropped them off and the Jacksonville police officer had to be there and in some cases for numerous hours to wait for a representative from RHA. When a crisis counselor was needed

from RHA, it was taking hours for them to arrive and during that waiting period, the City's police officers were spending their time with the mentally ill individual.

Mr. Woodruff also said there was no overnight care in Onslow County. There had been meetings with Dr. Piper and Onslow Memorial Hospital staff along with Senator Harry Brown to let them know this was not working in Onslow County and Jacksonville.

Mayor Pro-Tem Lazzara said this discussion had been held at the NC League of Municipalities and it was causing a tremendous impact across NC. He said the State had reduced the budget and the funding for mentally ill people and at this point people with these issues were being jailed and the funding shifted to the correctional system. He was not sure of the State's intention on that change but it seemed there were now people in jail, that jail was not equipped to help and he agreed that it was a serious problem.

Mr. Woodruff stated they were not looking for the City Council to fund the solution, however, they were looking for several things: To inform the Mayor and Council on how critical the situation was getting, and how much law enforcement time was taken up by these occurrences. He also wanted them to be aware that they needed to start speaking out as a society that governments higher than our local City had to realize the system they put in place was not working.

Councilman Thomas asked if there was a system we could possibly model. Chief Yaniero said he had been looking at some in Greenville and Wilmington and wanted to look at their programs more closely along with a Partnership that had been developed in Fayetteville. Their community hospital had a partnership where they were providing these types of services for the mentally challenged.

Chief Yaniero went on to say there were times when they had called the crisis center and had to wait for an hour to two hours to get help for a mentally unstable person and that was just too long with someone in that condition. He said he had let Trillium know something needed to be done and improvements in services were needed. He also said he had talked with Senator Brown and the Senator was going to speak with someone in Health and Human Services.

Mayor Pro Tem Lazzara asked if there was anything the Council could do to promote this matter. Chief Yaniero said Commissioner Bright was on the Auxiliary Board and he might be able to offer some assistance. Mr. Woodruff said the Council might want to contact the League of Municipalities to set up a task force along with the Chief of Police's Association to look at

this matter and also bring it to the attention of the Legislature. He said it was time for the community to come together with the County Commissioners and the Hospital Board to see where we could go with this situation. Prior meetings with Trillium had been unsatisfactory in resolving any issues brought to their attention.

Mayor Phillips asked to have this matter expedited to set up a joint meeting between the Council and the County Commissioners.

75TH ANNIVERSARY OF THE 2D MARINE DIVISION/MILITARY PARADE

As shown in Exhibit A, Mr. Glenn Hargett presented a brief overview of the upcoming celebration for the 2^D Marine Division. A parade was scheduled for February 6, 2016 at 10:00 AM. He reported that the Division was formed February 1, 1941 and in recognition of their 75th Anniversary the City of Jacksonville along with Marine Corps Base Camp Lejeune would be planning the parade. It would begin with 5,000 Troops mustering at Camp Johnson and moving on to Montford Point Road, continuing to City Hall, and concluding at Riverwalk Park. This was equivalent to approximately 1.6 miles and would last about one and one half hours. Mr. Hargett also said there would be performances by the National USO Troupe and numerous High School Bands. He was also working with area partners such as the Onslow County Schools, NC Restaurant Association, Civic Affairs Committee, Jacksonville Youth Council and many others in order to make the event a success.

ADJOURNMENT

A motion was made by Councilman Thomas, seconded by Councilwoman Washington, and unanimously adopted to adjourn the meeting at 7:29 PM.

Adopted by the Jacksonville City Council in regular session this 19th day of January 2016.

Sammy Phillips, Mayor

ATTEST:

Carmen K. Miracle, City Clerk

Exhibit "A"

Jacksonville City Council



Workshop Meeting
January 5, 2016

Special Workshop Agenda

1. **Consent:** City Nuisance Code Amendment
2. **Consent:** Annexation of City Property

Workshop Items

3. **August Employment Diversity Report**
4. **Mental Health Issues**
5. **2d Marine Division 75th Observance**



City Employment Diversity Report

August 25, 2015



Current City Policy

Equal Employment Opportunity Statement

- City to maintain Systematic, Consistent Employment & Recruitment Program
- Promote Equal Employment Opportunities
- Identify Qualified Applicants for Employment



Current City Policy

Equal Employment Opportunity Statement

- Foster, Maintain & Promote without regard to race, gender, etc.
- Recruitment & Selection to Yield Qualified Applicants
- Contains protection for those who make a complaint under policy



Employment Process

1. Job Descriptions Updated
2. Advertisements widely dispersed
3. HR Reviews Applications for minimum Qualifications
4. Applications to Hiring Manager



Employment Process

5. HR, CMO and Unit create Hiring Panel
6. Panel Reviews & Provides Feedback on Candidates
7. Departmental Director Recommends
8. City Manager Review: Authorizes or Rejects Hire



Report Purpose

- Provide Information to Mayor, Council & Public
- Document Diversity of Workforce & Management



Information:

- Analysis Period: FY13-FY15
- Interview Process
- Efforts to Employ Qualified Personnel



Workforce: June 30, 2015

571 Budgeted Positions		Metro Statistical Area	
White	76%	433 Persons	72.5%
Black or African American	17%	97 Persons	17.3%
Asian or Pacific Islanders	2%	9 Persons	0.6%
Native American	1%	3 Persons	0.5%
Hispanic	5%	29 Persons	



Workforce: June 30, 2015

City Manager's Office & Departmental Directors	
Total	14 Persons
White	13 Persons 93%
Black or African American	1 Persons 7%
Male	10 Persons 71%
Female	4 Persons 29%



Departmental Director Tenure

Position	Tenure	Position	Tenure
Assistant City Manager	18 Years	Finance Director	4 Years
City Clerk	17 Years	Chief HR Officer	4 Years
City Attorney	13 Years	Chief IT Officer	3 Years
Police Chief PS Head	12 Years	Public Services Director	2 Years
Deputy City Manager	9 Years	Dir of Rec Services	2 Years
Development Svcs Dir	9 Years	Dir of Park Services	2 Years



Workforce: June 30, 2015

Deputy Directors		
Total	22 Persons	
White	19 Persons 86%	
Black or African American	3 Persons 14%	
Male	17 Persons 77%	
Female	5 Persons 23%	



Deputy Directors

Vacancy Replacement FY13-15 total 9

	Original Occupant	New Occupant
1 Person	White Female	Black Female
1 Person	White Female	White Female
1 Person	White Female	White Male
1 Person	Black Female	White Male
5 Persons	White Male	White Male



Workforce: June 30, 2015

Supervisors		
Total	31 Persons	
White	14 Persons 45%	
Black or African American	14 Persons 45%	
Hispanic	3 Persons 10%	
Male	30 Persons 97%	
Female	1 Person 3%	



Workforce: June 30, 2015

Public Safety Supervisory Diversity		
Total	43 Persons	
White	39 Persons 91%	
Black or African American	3 Persons 7%	
Native American	1 Persons 2%	
Male	36 Persons 84%	
Female	7 Persons 16%	



Public Safety Supervisors

Vacancy Replacement FY13-15 total 17

	Original Occupant	New Occupant
2 Persons	White Male	White Female
1 Person	White Male	Black Male
3 Persons	Black Male	White Male
2 Persons	White Female	White Male
9 Persons	White Male	White Male



Current Actions for Diversity

1. Wide Range of Postings
2. Future leaders identified and trained
3. Additional Training with CCCC
4. HR Leadership Development Program
5. Internal Recruitment for Police & Fire



Constraints

- Quality of Life Issues
- Little turnover in Some Positions



Goals

- Increase pool of qualified applicants for consideration
- Grow our own



Mentally Ill Persons & Police

Jacksonville's Impact



Mental Illness

About 4 million people in the U.S. with serious mental illness

- Includes schizophrenia, schizoaffective disorder, and bipolar disorder



From this Population

- 50% are not being treated for their illness
- 10% are **problematic**: homeless; in jail or prison
- 1% are **overtly dangerous**: violence against others, including homicides



Other Issues

- Prison re-alignment
 - 75% prisoners are being treated for antisocial personality disorder
- Returning veterans with PTSD
 - USA Today: 200,000 returning war vets
 - Vanguard – Soldiers in Prisons



Other Issues

Studies: **10% of all Homicides** attributed to **Serious Mental Illness**

- 14,827 in 2014
- Estimated 1,487 due to Serious Mental Illness



Influencers

- Deinstitutionalization
- Fewer Facilities to Care for Chronic Cases



Criminalization

- Adequate community-based services were not established
- Police Calls involving people with mental illness increased



Missing Piece

- Medication is now the primary treatment for Serious Mental Illness
- Adequate treatment requires medicine to be taken



Changes

- Many Group Homes & Mental Health programs operated by private or public entities



Police Officer Encounters

- Police officers frequently encounter people with mental illness
- About 5 percent of US population has Serious Mental Illness



JPD: Common Types of Mental Health Calls

- A family member, friend, or other person calls during a psychiatric emergency
- Suicidal plea for help
- Persons behaving inappropriately
- Person with Mental Illness calls believing others are threatening them



Cost to Jacksonville

$$17,000 \text{ Hours} = 8 \text{ Officers}$$



National Police Interactions

- Often Tragic
- Many Citizens are Killed in Confrontations
- Many Officers are Killed in Confrontations



Verbal De-escalation

- JPD Actions:
- Crisis intervention training
 - Partnerships
 - Supervisory review of incidents



A Success Story

- Community Oriented Policing and National Alliance of the Mentally Ill
- Provides Specialized Training for responses



2d Marine Division Anniversary

Parade & Events February 2016




75th
Anniversary



Request

- Parade
- Celebration Event
- Concert
 - 2d Marine Division Band




2d Marine Division

- Organized at Camp Elliott, CA
- First Assignment Iceland
- WW II, etc
- Beirut Lebanon
- Gulf War
- Global War on Terror



Goals

Show
Our pride and hospitality

Ensure they
Receive a Hero's Welcome.

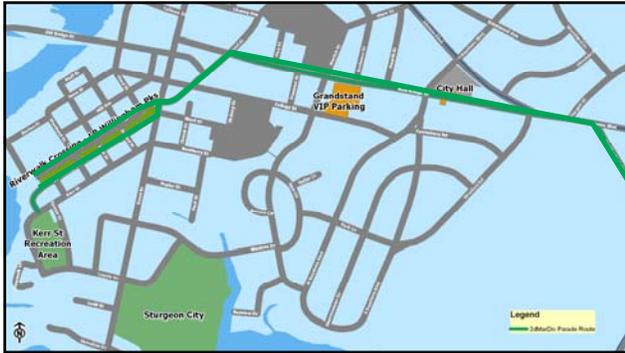




Our Actions

- Created Downtown Route
- Mayor Met with Commanding General
- Staff planning events
- Reached out to Partners





Getting People to the Sites

- **Transit** – Shuttles
- **School System** – Help
- Exploring other options



Along the Route

- **Bleachers**
- Temporary **Toilets**
- Inviting **Food Trucks**
- Inviting **Local High School Bands**



Along the Route



Along the Route



Grand Stand





Grand Stand

Grand Stand

- Bleachers
- Temporary Toilets
- Inviting Food Trucks



Riverwalk Crossing Park

- **Meal** for Troops & Families
- **Coffee**
- Official **Address**
- **Warming** tents
- Temporary **Toilets**
- **Activities** & Other **Food**



Activities

- **USO Troupe**
- **Recreation Services**
- **Music**
- **Food Trucks** (Invited)
- **Activities**



Partners

- **Onslow Schools** – Buses, Bands
- **Chamber** – Meal for Troops, Grand Stand
- **NC Restaurant & Lodging Association**
- **Civic Affairs Committee**
- **Jacksonville Youth Council**
- **More to come**



Our Vision

*Our vision is to share with our neighbors **our pride and hospitality** in being the home to the 2d Marine Division. We want to ensure that they **Receive a Hero's Welcome.***

