

Open City Hall Asheville

Police Chief survey results

This online survey had 538 visitors and 228 responses: 121 registered responses and 107 unregistered responses. That's 11.4 hours of public comment at an average of 3 minutes per response. The survey was open Feb. 1 through March 1, 2019.

All online responses are captured in this survey report.

Overarching question:

What qualities would you like to see in Asheville's next Police Chief?

Online responses

What qualities, attributes and skills would you like to see in the next police chief of Asheville?

Answered: 202

Skipped: 26

Responses:

An individual that has demonstrated experience in being able to successfully lead a professional police agency or team in light of efforts by motivated activists and others that wish to influence law enforcement policies and procedures.

Significant knowledge of conflict resolution, ability to prioritize continuing awareness and education among all officers. Ability to uphold the needs of the overall community vs. business, political, special interest.

I believe it would benefit both police officers and the community to develop a less adversarial relationship. We need a chief who will encourage officers to protect and to serve. To be less aggressive and more helpful.

De-escalation training

Law enforcement experience, strong leader, great management skills, willing to consider the needs of the community, honest and fair

The new police chief could should have the expected qualities and attributes every one would list, including ample experience in policing and leading a department, a willingness to try innovation, a

willingness to work with the public to build a strong and positive relationship with all, especially people of color.

Someone who isn't scared to take action because of social BS. We have serious problems with panhandlers downtown, and no one has stepped up because they are scared that focusing on the homeless would look bad. It's affecting businesses downtown and making it so our buskers can't play.

someone who really knows how to lead by serving. someone who understands diversity and social justice for all of the classes here, not just the wealthy. Someone who will radically change how drivers use our streets. Someone who will value all of our residents.

a deep commitment to addressing equity and inclusion; willingness to shake up the department and get rid of the "bad apples"

Professional experience, good communication skills, hands on approach

Fair and kind, very involved with communities and building trust. A leader who inspires equal treatment for all citizens.

Someone who has good moral compass, who is kind and who is fair

Highly skilled in modern community policing techniques, proven speedy management of discipline to officers who violate community and department standards

I'm most interested in transparency, availability to the public, professionalism under pressure, and 21st Century policing. Our next Chief also needs to be able to work cooperatively with other community leaders and listen to community concerns. The next Police Chief needs to be able to work well with Dr. Howard at Asheville City Schools, Gene Bell at the Housing Authority, Councilman Keith Young, and District Attorney Todd Williams on approaches to break the schools to prison pipeline.

Experience and strong record of support for civil rights of ALL residents.

honesty, thoughtfulness, compassion, intelligence, open-mindedness, respectfulness, equal treatment to all persons.

Superhuman leadership skills--positive, ability to change people's attitudes, truly wanting to help solve the racial inequality issues, ability to convince minority communities that good policing helps them as well as the privileged folks, able to gain the trust of the officers and correct any issues rumored to concern some old time officers--all this while maintaining and improving upon what the APD already does well.

Respect, anti-racist activism, de-escalation, community involvement.

Experience with community policing, equal emphasis on law enforcement and community improvement

An informed leader who is not afraid to make a difficult decision whether an officer, victim or perpetrator. A person who is not easily threatened by another's input or knowledge. An outgoing person who can speak in front of different groups of people and be comfortable. A person who does not hastily judge another by their looks, circumstances or color of their skin.

Non racist. Good managing skills of police officers Current on all community policing techniques !!!!!
Experienced and. competent

Someone who is extremely transparent and willing to share as much as is legally possible with the public to regain trust. Honesty, innovativeness, willingness to change what is broken.

Good leadership skills and an ability to delegate and develop effective training for staff.

Our next police chief should have a proven record of working within communities to find solutions. Ideally, this candidate will have had success in a similar environment with a growing homeless population, a community struggling with addiction, and one facing an affordable housing shortage. The candidate should put a priority on deescalation training for the department as a means to reduce the use of force. The candidate should exemplify integrity and express a willingness to learn more about the issues facing our specific community.

Support for her policemen and women but reserving judgment until facts are clear, in cases of possible inappropriate police action. Policing is dangerous and the next chief should communicate to the city of Asheville how vital it is for us to understand that the police aren't racist simply because they arrest and subdue a person who is of a minority group. Excellent communication skills in dealing with the police staff and with the public. Remember that the politicians will do whatever is politically easy and expedient when there is any controversy, covering themselves from criticism because they want to be reelected.

previous success (measurable, accountable) with communities of color, issues of discrimination etc.

Good leadership and management skills. Openminded and responsive to the communities

The next chief needs to have a proven history of working in collaboration with, rather than in opposition to, other area law enforcement agencies and community leaders. A demonstrated commitment to modeling & training in, and enforcement of cultural competence. A demonstrated use of, and promotion of, true de-escalation especially in response to minorities, mental health situations and those with hidden disabilities. Any chief in AVL needs to understand the unique history of the city, greater WNC, and the progression of the APD to the current state of affairs. The chief must be willing to not tolerate any of the current anti-Black, anti-homeless sentiment within the force. They should also have a proven record of reforming a police department into a positive, community-building entity who happens to have the ability to make arrests and issue citations. Focus on "Protect and SERVE."

management skills, problem solving/critical thinking skills, empathy, strong sense of responsibility, integrity, personal ethics

diversity! fair-mindedness, trauma training

Sensitivity training regarding racial, cultural and gender norms, background in domestic violence training

Compassionate, neighborhood community organizing, knowledge in restorative justice

Management skills. Someone with integrity and genuine interest in the well-being of every person in Asheville. Someone who can really connect with staff and the community. People skills. Good listener. Someone who can bring people together.

Experienced in modern policing best practices, eager to implement de-escalation education for the force, seeks novel approaches to policing problems

Someone from outside the city

Community oriented, someone aware of the history of Asheville as well as the evolution and trajectory.

Honesty, good reputation in past job, STRONG, LEADERSHIP to whip these good ole boys into shape

Moral, fair, smart; ready to tackle racial and gender bias w/i the department and no tolerance for that kind of nonsense; supporter of transparency and open-government; innovative

Leader not afraid to ruffle feathers

Data proficiency, an awareness of the systemic factors of crime and a willingness to work with the community and city officials to address those underlying factors

Experience in diversity, objectivity and most importantly NOT caving to the strong personalities taking over Asheville these days and not bowing to political correctness.

How about looking at past experience and proven accomplishment before considering their intersectional rank.

Intelligence, Awareness, Understanding, Compassion and a good sense of humor!

I'd like to hire a chief committed to fighting racial bias within the department, stopping the unequal targeting of black residents for stop and search and overall having a fresh, innovative approach to community policing. They must be willing to work hard to train officers on deescalation protocols.

Some citizens overly criticize our police so the person needs to do what is right and enforce the law in spite of this. Keep the police safe in spite of the cries of police brutality - I'd like to see some of the citizens try to do this job for a day or two.

Negotiating skills, ability to work with a small budget, experience addressing high turnover among police force, track record of excellent community outreach and transparency

Compassion

A mind for change and development, experience in public affairs/relations,

A community minded reformer with civil rights and minority recruitment experience. Someone who will weed out racism and racist policies on the force.

Proven record of protecting the public via the United States Constitution, which they should be taking an oath to protect.

A sense of humanity understanding that the best solution can heavily involve understanding and reducing the use of force to the minimal level necessary.

Should see body-cam as a positive technology to increase public trust and officer diligence.

Competence, thoughtful, leader, listener, servant minded, respected by peers

Over age 50, caucasian, and conservative. One who will look for ILLEGALS to deport.

"protect & serve" mentality vs. the current approach which seems to focus on harassment of those most in need of justice.

Multicultural, just, fair, experienced (years)

Mature, trustworthy, responsible, personable, approachable, leadership, career oriented (not just a 3 year stopover for retirement)

Diversity, community engagement, alternatives to use of force.

Experience in role in similar sized (or slightly larger) city. Someone who stills understands that the 'broken window' theory of policing still works.

Proven record in reducing crime rates in similar atmosphere.

Talk and write the community about the police. Don't be boring with "official stuff."

Receptive, Inquiring, Skeptical, Scrupulous, Dedicated, Consistent, Empowering, Collaborative, and Pragmatic

Honest, Educated, Person of Color, Woman

Pro police

Competence, effective communicator, proactive policing, team builder, accountable

Transparency, professionalism, leadership

A highly regarded leader among police officers with a strong commitment to community-based policing. The new chief needs a track record of demonstrated effective staff oversight and leadership that included police force culture restoration. We must find a way to navigate the dangers of policing with community-focused policing.

I would like to see a Chief with a backbone that will run the department and not allow people from outside to run it. A good Chief will be able to strike a balance between the community and the department so that both will be satisfied with the department. City Council needs to allow the Chief and Command Staff to run operations

Strong leadership qualities, someone who will have excellent relationships with staff and community. Someone who cares about this community, has roots here or plans to stay here.

A proven track record for addressing anti-black racism within their department; proactive, responsive, innovative and compassionate

An experienced leader with proven success record in Police work and discipline.

Integrity. Leadership. Management and problem solving skills.

track record, experience, independence.

Compassionate, collaborative, creative, trustworthy, conflict-resolution skills, level-headed, fair, mindful/thoughtful, deliberate

I would like to see one of the in house officers chosen vs outsiders who are not familiar with this area

High integrity, able to manage a budget, able to handle political drama with calm, skilled leader able to inspire personnel

Open, honest, transparent dealings with staff and the public.

Someone just like who we lost. It's a shame we lost what we had.

impartial, fair, integrity, transparency

Integrity, honesty, fairness, empathy, community engagement, conflict resolution skills

The Police Chief should not be a political appointment by City Council carefully disguised at a legitimate hiring process again.

prior experience being a police chief. A core understanding that small crime begets more serious crime. Focus on neighbor policing. A strong understanding of effective policing in a liberal environment.

Social justice and reform-minded. Focus and experience on community building and violent crime prevention.

transparency, cultural competency, proven track record of effective communication with the community leadership, experience, community policing, strong on crime

Integrity, honesty, service

Experienced with our community

1) innovative with "de-escalating" techniques for our officers 2) good collaborator and communicator

History of holding officers to high level of accountability, history of low departmental charges/arrests for Resisting Arrest as a sole charge, history of equitable hiring practices and policing.

Experience *working* with communities of color and homeless populations -- not just arresting them.

Forward thinking, team builder

We need someone who is familiar with Asheville and all of our communities. Someone who looks at the city as a whole and doesn't focus on one community.

Years of experience in law enforcement. Law and order focused.

I would like to see a competent and experienced manager who understands the details of police operations. Emphasis should be given to candidates with extensive experience in internal affairs and administration.

Integrity, a commitment to transparency, great at strengthening the skills of each police officer, committed to ending biases in policing, proven track record elsewhere unless there's an obvious leader in the Asheville police force, strong investigation skills

Integrity, honesty, multi-lingual, total lack of bias

An understanding of racial disparities. A creative approach to training and de-escalation techniques for all officers. Someone who can recruit a diverse workforce of new police officers.

Honesty, transparency, and compassion.

Past experience as chief, integrity, fairness

The police chief should understand data driven decision making, community policing, equitable practices, ways to guard against racial profiling, and embrace the use of new technologies that assist police in traffic and other moving violations. The chief should be a collaborative and visionary leader who empowers staff. The chief should understand how to drive change and also understand the community. The chief should conduct decision making that is transparent and have an open line of communication with community members. The chief should understand how to establish trust.

Honesty; proof of de-escalation training and a commitment to implementing that training force-wide; pushing for the EPIC program

I'd like someone who is committed to training on de-escalation for the force. We need someone who is forthcoming, willing to take tough stances when necessary but a good communicator.

Knowledge of patrol procedures and a willingness to allow said procedures to continue to function, or function more efficiently

Empathetic to people of color and Black Lives Matter movement; fair; open to new ideas; prioritizes trainings, education, and welfare of police officers; promotes and creates an environment of transparency and honesty.

The most important is honesty! Someone who has a thorough understanding of diversity, cultural literacy, isn't racist or sexist, isn't homophobic or xenophobic. Understands and approves of the Bill of Rights, and believes in citizen oversight of police.

Politically astute to navigate hostile and anti police politics and social dynamics. Skilled at conflict resolution. Strong intra and extra personal skills. Possesses a Master's degree; 15+ yrs LEO experience; FBI National Academy or similar course. Demonstrated transformational leader.

Value social justice

An inclusive attitude that he/she is serving the entire community and that the role of the police, first and foremost, is to keep citizens safe. The ability to lead through on-going involvement with the community. The skill to maximize the efficient use of staff. A commitment to have the department enforce traffic laws. The ability to work with the community to establish priorities.

An experienced police officer who is not hired because of race, gender, or sexual preference as Asheville has foolishly done in the past.

Honesty, integrity, leadership. The city needs to hire the best person for the job regardless of gender or ethnic background. White, black, yellow does not matter just hire the best candidate and don't hire someone just to check of this box.

Experience working in a city with sharp class differences; ability to bridge those differences -- and to serve both low-income and higher-income populations. In my experience, the latter can be demanding, expecting the police to resolve issues that really need to be addressed by other agencies and nonprofit organizations. Low-income populations, especially in public housing, need to get more from police than "policing" narrowly defined; they need to see police as providing them with services that measurably improve their lives. Obviously reducing violence WOULD improve their lives, but just showing up to make arrests is not the only way to reduce violence. The new police chief needs knowledge and an experience to come up with creative solutions. It would be good if the police chief had some knowledge of tourist towns - I believe our crime stats are raised by the number of breweries, which draw tourists,

who presumably sometimes drink and drive and may get involved in fights from time to time. Driving tourists are also sometimes confused by our streets--the police might be able to work with the traffic department to improve signaling; e.g. that intersection by the Chamber of Commerce is a mess -- confusing for both drivers and pedestrians.

A background in mental health and social psychology. Recognition of disparities in the department. Someone who is willing to break the status quo.

Someone who has experience with the local population and the local dynamics of our city. Someone who has a open door and listening skills to our needs in the department. Please if possible try to to automatically look for someone that lives outside our state.

A chief that supports the line level officers and conducts business based on the state's general statutes, not the city manager or city councils wishes.

A chief that will back his/her police officers, and not make decisions based on City Council knee jerk reactions. A chief that has plenty of experience actually running a department. One who has a back bone, and honesty wants to protect the citizens AND police officers of this city. A chief who will fight for the interests of the department and the law abiding citizens, and one that holds criminals accountable, unlike City Council.

A hands on leader that will engage in day to day activities the officers engage in. On the job experience in all law enforcement aspects/roles. No just a behind the desk manager (anyone can manage/push papers). Someone that is open to new idea/outside the box thinking and is willing to listen.

1.) Commitment to community oriented policing strategies 2.) Support best privacy practices with respect to police surveillance technologies like surveillance cameras and ALPR.

An experienced police officer who is not hired because of race, gender, or sexual preference as Asheville has foolishly done in the past.

One who stands up for officers and law enforcement decisions with the community. One interested in hearing from officers and what needs of the department are.

Integrity

Concern and care for ALL citizens.

I'd like it if the police chief was not a criminal, racist good ol' boy.

Leader. Determination. Loyalty. Knowledge. Drive

Support for independent oversight of APD, such as a civilian review board with independent investigator who has subpoena power. Willingness to be transparent about APD policies on use of force, and to stop automatically charging victims of police assault with resist/delay/obstruct (which is an underhanded means for sabotaging brutality lawsuits). Needs to be more accountable & transparent, less defensive & secretive than our police chiefs have been.

the best qualified- someone who believes in minimum enforcement-- friendly - great with citizens.. someone not seen as an overbearing person- with the officers.. but will take care of situations

Confidence, leadership, ability to listen to staff without judgement, openness, innovation, empathy

Concern for equity, courage to do what's right rather than what the Thin Blue Line expects, remembering that they are here to serve local residents first, not just the property owners, not just the tourists, and not to prop up entrenched ways of doing things that don't actually benefit the locals

Honesty, Integrity, Fairness and Respect to all

Non-bias; community building.

To ensure cessation of charging someone with resisting when the police elect to use excessive force. This has been an appalling policy for decades; Hogan promised to stop it, but the practice persists. A cessation of suppressing the poor and homeless. Selling off riot tanks and suppressive "toys". Mandatory body cams on; no secret filming of peaceful group assemblies and protests.

Open-mindedness, willingness to challenge biases, strong commitment to the diverse communities within Asheville; WILLINGNESS TO STAND UP TO THIN BLUE LINE

open-minded, fair, committed to equity and diversity, strong leader

Interpersonal communication skills, forward thinking, high standards of integrity, professionalism and accountability.

Sensible, law abiding, and able to keep the officers in line. Not a good old boy.

Multicultural education, human services background, hubris, accountability, honesty

Art Acevedo, is a good example of the kind of person one would want as a chief. A chief needs to seek a balance between being an ambassador to the citizenry and an advocate for their officers.

One who makes it his or her business to familiarize him or herself with all aspects and departments in the Police Dept and City Administration. It would be highly effective to have a Chief who has relatable skills with all walks of society. One who understands the correct response to events that will be highly sensitive to various demographics, is able to act with highly principled values and not just give in to various clamorings or threats. Our Chief should be highly aware of the Asheville we live in. It is filled with natural beauty, great food, it is a beer haven for some and filled with clubs and gatherings. So having good interaction, maybe showing up to some events that bring the community together would be highly beneficial.

Actual demonstrated community involvement in conjunction with current position, or independent of current position. More than just talking a good story about how they will be involved.

Fair, compassionate, aware, tuned in to issues of the day. Holds officers accountable. Experienced leader. Agrees with sensitivity training for staff. Knowledge of community policing.

Willing to work within the community in all areas, foster the diversity of Asheville, Work with the school system and housing developments to foster relationships

Leadership, leadership, leadership. Engaged with the community. "Management by walking around."

Open line of communication up and down the chain of command as well as open to communicate with the public. I'd like to see a chief who has not retired yet. When a retired chief comes here to get a second retirement they often lose focus. We need someone with something to lose so they stay motivated and diligent.

I would like to see the next chief improve on the support given to the officers. There seems to be a morale problem nation wide as well as at home. Officers need to feel more like leadership “has their backs” while working with the community and city council. Allow them to do their very difficult and dangerous jobs without feeling like they’re “damned if they do and damned if they don’t “. It’s a problem.

Ability to work with the whole community while still standing behind his or her officers.

A willingness to learn from policing practices in other countries, especially those where crime has been reduced, police rarely use lethal force, and accountability mechanisms are in place that serve the common good.

Someone who has already been on the force and knows what they are doing.

Strong local background (preferably WNC)...which is not really a skill or quality, but will help to see things from a local perspective. Must be able to set a course of action and stick to it regardless of the setbacks along the way. If you are not afraid to tell the city council to back off and let you do your job, then you probably have what it takes. That also means you have to stand up to internal resistance as well.

Would like to see someone who is comfortable with technology enabled citizen involvement.

Would like to see someone who is open to using technology enabled public interaction.

I would like to see the next chief be someone who is from a community that has been negatively impacted by over policing and police violence - I believe this may make the search much more difficult for Asheville, however, someone with the background has the lives experience as someone who has community base solutions to negative citizen-police relations.

Inclusive, broad range of skills and education (not just spending most of career in one place)

Emphasis on restorative justice, deescalation, awareness and purposeful action to combat racism and biases that exist within the policing institution AND within each individual officer. Transparency and willingness to accept community input and involvement.

The ability to decommission officers and begin defunding the department.

Skill in working collaboratively with the City Manager and Council, with community groups both supportive and critical of APD and representing ALL segments of city residents, with the media, and with APD staff of varying experience, attitudes, and backgrounds. Thorough knowledge of and commitment to 21st Century Policing practices. Superior organizational and management skills. Imagination and openness to unconventional possibilities. Accessibility, even temper, and sense of humor/absurdity.

A chief who can communicate well with officers and staff around respectful maintenance of the law and will embrace the need for racial equity training such as REI marking this as a way to move forward.

Professional, community-driven, citizen-focused, firm

compassion, good listener, community engagement skills,

Open to feedback

Strong leadership skills and a willingness to engage with the community with a focus on helping officers to invest time and effort in getting to know the people in the districts they oversee.

The police chief needs to have integrity, tact, and the ability to communicate effectively and when needed with empathy, to a large group of stakeholders that come from very different backgrounds.

Friendly, good public speaker, sincerity, prior chief experience, confidence, ability to articulate and demonstrate the departments needs and concerns both to City Hall and to the Public.

A manager that motivates and has zero tolerance for those officers that abuse their position.

Law Enforcement background, experience in leadership position. Law & Order individual. Ethnic blindness, equal enforcement. Obviously needs to be a politician to survive.

Intelligent, experienced, supportive of police officers AND public, not easily swayed by political correctness of City Council and their agenda.

test

Educated, good previous experience, great leadership abilities, integrity, does 'the right thing' regardless of influence or political pressure. Cares about the community, proven experience in reducing crime rates.

Ability to prioritize and multi task; excellent people skills (employees/civilians)

A vision for changing policing from the army of occupation model to a public service model.

Someone who is competent and will enforce all the laws.

Empathy and an understanding of the community (become a resident - ownership). Protect all and SERVE .

Open minded, de-escalation training, demonstrated work in community policing

I would like to see a police chief who protects, serves, and respects all people with skills in cultural understanding and nuance

Level headed. Believes in high-level of accountability. Willing to tackle racism and root out those who use their power to intimidate.

Intelligence, excellent communication skills, a propensity to transparency, a commitment to community accountability.

Openness, fairness, outreach to communities most affected by violence

We need a police cheif that wants to implement Obama's guide to 21st century policing, that actually believes in deescalation, comes without a cloude of doubt about their own honesty, and is willing to try new things instead of regurgitating the last 100 years of police policy like that make it any good.

Confidence, patience

Unlike the current acting Chief, I would like someone who values women, not one that will promote a Deputy Chief caught sleeping with a prostitute, one of "Asheville's Ten", while he was a police officer.

strong community outreach, focus on under served youth to help break the cycle

He or she should be skilled at building relationships with citizens, Police Department staff, other city officials, elected officials, and the County Sheriff. He or she needs to have good public relations skills and be an excellent public speaker. He or she should have a deep understanding of what securing the public safety means - as Sheriff Miller says "serve as guardians, not warriors."

A police chief who is approachable - not typical military style who does not engage with others. A chief who will participate with other Department Directors and shows up to meeting requests!

Someone who understands the complexity and embedded racism of policing systems and is brave enough to dismantle.

Pragmatism and compassion. The new chief shouldn't feel beholden to doing things the old way just because that's how it's been done before.

Personable. Not just a puppet or figure-head for elected officials

Transparency, honesty and fairness for all the citizens.

Fair with employees, hire more employees that represent the population they are serving,

First and most important is Integrity! Second, is strong communication skills, both for dealing with officers and with the community. Third is a strong belief that they are serving the entire Asheville community not just certain people and requiring that belief from their officers.

Qualified, high integrity level, excellent management skills, politically savvy

The new chief should be well versed in, and a full throated supporter of, the principles of the various flavors of Socialist/Communist thought, whether it be Stalinism, Troskyism, Maoism, Sandersism, Ocasio-Cortezism, or Manheimerism. Moreover, the chief must be willing to ruthlessly arrest (preferably with violence), imprison, and reeducate (preferably with violence) any and all revanchist, counterrevolutionary, imperialist pig dogs who disagree with the Mayor, or her supporters in Antifa and BLM.

Local law enforcement experience. Quit trying to please everyone, enforce the law.

Experience with a city of the same size. Positive reviews from previous employers and peers. Ability to talk easily with the public. Honest.

I am mid level management with the police department. We need someone with emotional intelligence who can lead from the front. We need a decentralized command where the chief is not getting in the weeds with the schedules of individual squads. Chief Hooper was a bully. She was no one you would want to sit next to at church. If she was your neighbor you would never invite her over for a cookout. She was miserable to be around. Lieutenants volunteered for night shift so that they would not have see her at 0900 staff meeting. We need a chief with the qualities that every cop needs: common sense, a sense of compassion, and a sense of humor.

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Ability to convey respect to all citizens, train officers in showing respect and de-escalating incidents, and communicating transparency and a non-anxious presence in the midst of tensions.

commitment to de-escalation training and a focus on violent crime instead of non-violent crime.

Values transparency, impeccably honest, awoke about racism and has worked on self around this issue, a firm and humane people manager, a confident public speaker, stellar knowledge of the law; Cutting edge out-of-the-box thinker

The most important quality for Asheville's new police chief is the ability to acknowledge the reality that, based on outcomes, our policing simply *is* deeply racist. Until APD is able to acknowledge that, it cannot fix it, but the response to every demonstration is denial (most recently around racial disparities in resisting arrest charges (<https://www.citizen-times.com/story/news/local/2019/01/22/analysis-finds-asheville-police-racial-disparity-resisting-arrest-charges-johnnie-rush/2208040002/>)). It is not on the police alone to do the fixing - the issues are systemic and we all have a part - but until they stop fighting even admitting there's a problem, those in the community and on staff who want to be their allies in the work can't help.

Well-qualified individual who understands our local complexities and who has integrity

Honesty. Integrity. I'd like it to be an officer with an impeccable record. She/he should be required to reside in the city.

honesty, integrity, fairness, understanding, leadership ability

It's important that the chief candidates be technologically minded. Most agency documents, reports, meetings, events, etc. are organized and shared digitally. Information is also shared with the community through ever-changing forms of social media. Prompt and efficient communication with staff and the public is very important.

Strong experience working in multi-cultural communities; a person well educated, not only in law enforcement but in managing people and their complexities.

Please share any suggestions or recommendations for improved police services.

Answered: 172

Skipped: 56

Responses:

Elected officials and other administrative staff within city hall need to allow the professionals hired to conduct law enforcement do so without interference or political motivation.

Transparency

Maybe allot a few hours for officers to participate in community volunteer efforts to help build a positive rapport and assist the less fortunate.

De-escalation training

Community needs to come together toward a common goal -- from both the police side and the community side, hear and try to implement some community recommendations

I'm not sure I can be specific here, but to me, the relationship between the police and people of color is not strong. Some research of departments where police and people of color have built a level of trust should be explored.

MORE POLICE in the downtown area walking on foot, taking care of drug abuse & panhandling issues, and also checking in on those in need or whom are vulnerable.

Radically change how drivers are policed. I am still baffled how a driver could get no charges for hitting a pedestrian who had the right of way, because the driver was not speeding or impaired by drugs at the time. It is criminal to point a vehicle at someone or into the path of someone and step on the gas.

For city council to stop being so anti police and let the department work. Stop believing falsely manipulated arrest data by the Asheville Citizen Times and racist black groups.

Eliminate racial profiling.

Kindness and compassion when dealing with others

There is plenty of evidence that there is a pervasive anti-minority attitude among some APD officers this must be changed to they must be discharged. I would like to regular steroid screening added to regular random drug testing of all officers, supervisors and command. Increase community policing, getting the officers out of their cars on foot patrol more regularly in all neighborhoods, including public housing. Improve the pay and entry level training of officers to be more competitive with other cities for the best candidates.

Continued use of body cameras, reduction in use of force, deescalation training, use of 21st Century policing.

Any officer found to commit any act of unnecessary violence, racism, including profiling, be immediately terminated from the force.

Consistent enforcement of traffic regulations. No arbitrary stops, no selective enforcement or issuance of tickets. If driver stopped for speeding or other legitimate offense, issue ticket unless some extenuating circumstance. No racial profiling.

As an older, "white", female in a condo complex I have no complaints other than what appears to be happening to my POC brethren.

Racial bias is real all police need to be trained on this.

Work with the minority community

More police officers or as many as we can afford to be visible and good models in the community. Officers should be expected to do a certain amount of outreach in the community and be paid for that work whether participating in a youth project, speaking to clubs, schools or businesses.

Develop a good and honest rapport with all communities especially poor minority neighborhoods use latest techniques

Focus less on policing that is intended to keep things "nice" for the tourists, but instead focus on building relationships with community members. Less focus on over-policing non-white and low/income neighborhoods "looking" for offenders.

I don't know enough about current services to make a comment

APD should work with resources and organizations within the city to establish a task force trained in responding to overdoses and mental health related calls. The goal of this organization will be to reduce the strain on APD for these types of calls, which can be better handled through humanitarian efforts.

Obviously the police should be visible in the neighborhoods and get to know the neighbors as fellow human beings.

Community engagement, police living within city limits, emphasis on deescalation, proactive engagement rather than reactive, community education

Continue and expand community policing

Pay should be increased for officers to attract and retain high quality applicants. The department should be accessible, transparent and open to the community- think of the way the fire department works within the community! Those folks leave their bays open, allow children to get up close, are friendly and helpful even when responding to emergencies. Accountability must be consistent across all levels and there should be a mechanism for the public to regularly provide assessment.

focus on crime rather than drugs

Know how to deescalate explosive situations, understand racism

More involvement in the community - everyone.

Creative, novel, modern approaches to policing problems

Increase enforcement of traffic laws ie use of turn signals, stopping for pedestrians

Transparency and more roots in the community. It would be lovely to see police involved in meaningful ways that compliment their protection services—I see parked cop cars waiting to give out tickets all day on the road near where I work. This seems like a waste of taxpayer dollars. It would make a huge difference to see police in the community talking to people, out of their cars.

Have them be less militaristic, friendlier, uniforms and attitudes that are less intimidating.

Enforce the speed limit downtown. Have police spread out more than current substation. Too many police cruisers taking up public parking spaces. Walk more. Be seen more.

More information about the criminal activity. Where it is occurring. When. What can we as a community do to reduce the harm.

Police should absolutely be trained on a continuing bases. They should, having said that, not have their hands tied . It's imperative, in that job, to be given the respect and the authority to assume that they know what to do and how to do it. If, for some reason, that's questioned, there should be a fair and unbiased community group who are able to review and give suggestions..not orders. If they don't get their "own way", there should be no pandering because of political correctness.

We need signage & enforcement of violators on streets too narrow for cars to park on both sides, causing interruption of moving traffic. This is a huge problem on Tremont St, for example. Also when a vehicle is parked on Tremont at the intersection of Short Tremont the garbage & recycling/brush trucks can't collect our garbage, etc. I'm tired of missed pickups now for 24 years due to this problem and have requested signage that's evidently fallen on deaf ears. I pay my taxes and want to get the services I deserve!

PD needs to get serious about traffic enforcement. There is 0 enforcement and it's been that way for too long. It's getting completely out of hand and people are dying. We need to slow drivers down and enforce crosswalks, stop lines, red lights, and stop signs. Also focus on violent crime and stop hassling the poor, homeless and people of color.

Public information through radio/ and ACT on some laws being broken or suggestions for actions. Eg. Lack of turn signal use,, making left turns on Merrimon by cutting across traffic(turn right & go around the block), too much panhandling (donate to ABCCM etc. instead to discourage this), parents get your kids home at night & watch who they run with

More downtown police officers; ensure police are provided with authority and support to enforce City ordinances. Pay police officers better and invest in ongoing training.

More community centered

Better resource management for the investigation of crimes against people, no matter the crime class (misdemeanor vs felony).

More cops downtown to deal with abusive and destructive public drunkenness. Sensitivity training that equips police to deal with communities that have been traumatized by years of abuse and poverty. Jail and criminal conviction on minor offenses should not be the only goal.

Don't accept corrupted government leadership, such as seen in Portland Oregon as Antifa rule a street while police were forced to look on from a distance. I remember the video of that incident. one of those motorist cussed at by Antifa, his being mocked visiting from North Carolina.

Establish before hiring the new chief that use of body-cam and any other, newer technologies will be determined by City Council and implemented by the Chief.

Stop attacking and killing black people. Stop making life harder for the homeless.

Implicit bias training mandated for all officers

sensitivity to all residents, measured responses,

My personal interactions have been positive.

It would be refreshing to see APD focus on the obvious crime that everyday citizens see every day. Vagrancy, petty theft, traffic violations when unpunished leave a bad taste in the mouth of a law abiding citizen.

Would be great to see uniformed foot patrols in the downtown area at all times. I am downtown at various hours of the day on different days of the week and rarely see a police officer out of a car.

Less Police Service, more Community Empowerment

More training around mental health and trauma response (in addition to CIT)

Have city hall actually support the department

In today's climate there seems to be little to no proactive policing. It appears APD is reactionary. Also, the response time is much too slow and inadequate.

Staff need to get and continue to get training and equipment, including vehicles, so they can do their job proficiently and safely.

Increase visibility in communities.

Recognize Asheville's history of racial segregation that has created apartheid conditions. Black Asheville is regularly surveilled and harassed by APD. The economic disparities in this city and its distortion as an investment in tourism has made Asheville a hostile and oppressive place for homeless, undocumented, poor, and black people to live. Spend less money on policing and more money on economic development

require discipline within the ranks and anyone they cannot follow procedure, out you go. Unfortunately Tammy Hooper did not have as much internal support as she deserved.

City property tax payers can not be expected to continue to fund an ever increasing City police department budget. When feasible work towards programs and policies that could eventually combine local law enforcement into one metro-agency. Collaborate with other area law enforcement agencies. Work towards policy to limit the City Police response to traffic accidents on Interstate and State maintained roads. Demand the NC Highway Patrol to ticket and enforce traffic laws and traffic safety programs inside the City. Continue to advocate for additional ALE officers and enforcement of State laws downtown. Let Buncombe County tax payers fund all telecommunication positions at the Emergency Operations Center. Have City Council meetings staffed by private security force. Don't grow the School Resource Officer program in a way that requires City School district tax payers to foot the bill. Encourage Asheville Housing Authority to provide private security force. Be willing to ask Wal-mart and Ingles store managers for payment or in kind services after excessive number of responses to shop lifting or parking lot vehicle accidents. Double the fee for false business alarms.

Higher I.Q.'s

Prioritize violent crimes/ gangs, work to dismantle the societal factors that lead to crime, get involved with the education system as much as possible

More transparency & clear policies regarding what is or is not expected of police behavior.

Help dealing with the archaic bond system for people arrested for minor offenses. Endorsing the concept that felons are able to get the right to vote back after serving their sentences. Helping employers see value in people who have served their sentence and are ready to work.

i think Asheville PD has a great crew. wish there was more pay involved

Remember your mission, to serve and protect

The entire APD needs to know that their new chief is a qualified professional who is the best candidate for the job and practices genuine leadership principles rather than politically correct lip service.

Continue strong focus on neighborhoods with long term crime problems and at risk communities such as public housing

Individual accountability and deescalation training.

I think they do a great job, given the charged climate we sometimes find ourselves in.

Put resources where they matter most, don't make up problems or blow them out of proportion to show off an agenda.

Can someone not be promoted from within

I highly recommend that officers re-institute foot patrol of neighborhoods, and particularly low wealth neighborhoods of color. This is something that was supposedly instituted in the past with the "housing teams" of policing, but it never really happened. Per one officer this isn't happening due to officers' fear of these surroundings. However, foot patrol builds relationships in neighborhoods, and creates a dynamic of trust and accountability. I also recommend increasing community-based regulatory power within the appropriate bodies such as CPAC. Also, the APD needs to identify and implement additional internal policy to significantly limit the inequitable policing of people of color in our city.

Don't overpolice people of color and homeless folks.

Be more visible, more police walking streets

More presence downtown. Especially at night when it can be dangerous to be out and about.

Focus on downtown crime and speeding in residential areas.

Would like to see threats against women taken seriously, even if the attempted attack was unsuccessful; a policy implemented that called for an investigation anytime a woman is threatened since there are so many repeat offenders out there; rape kits processed quickly and rapes convictions pursued; more safety measures put in place throughout the city to reduce opportunities for attacks such as increases lighting and cameras in known dangerous locations.

More smiles from officers; more thank-you-s from citizens

The culture of the "blue wall" MUST be dismantled, and officers must be encouraged to report illegal or unethical behavior from their co-workers.

visibility in community

Use of technology for traffic and moving violations. Community policing policies and procedures. A more innovative way to deal with both the transient and homeless populations by using models that use

counselors and care professionals in a team approach. Increased ability to carry out enforcement that is reasonable and just. Much, much more training in racial sensitivity to disabuse stereotypical thinking. I have talked to many officers in Asheville and what I can say is that they do not feel empowered to act, nor do they feel some of the ordinances and laws and procedures make practical sense.

Vetting for implicit bias

Downtown needs more of a police presence. We need a leader who is willing to take on the vagrancy issue and work to support the business owners and residents of downtown.

Take home vehicles, out carrier vests, less restrictive tattoo policy

The APD does an amazing job and we are grateful to the officers that put their lives on the line. I hope that the force will participate in continued education especially around biases that officers have around people of color.

More and more transparency. I thought Asheville had gotten the memo, but apparently not. No more cover-ups of police mistakes or malfeasance. If we can't trust that you will tell us the truth about things, we can't trust you at all.

Let the Police Chief police the department instead of the city council and civil review boards. Civilian review boards lack the legal understanding of personnel law, use of force law, and department policy. History is beginning to show these boards want to de-police the community. Coupled with hostile anti police elected officials, the city is destroying their own government. The city should review the historical turnover of police executives and recognize the stumbling block to a stable police force, at times, has been politics and not the Chief of Police.

Community policing to engage with disenfranchised groups

Whether it is downtown or in my neighborhood, I have no sense of regular police patrols. Illegally parked cars aren't ticketed and abusive panhandlers are allowed to continually harass passer-bys. Police officers have said that they have been told not to enforce "minor" infractions unless a citizen calls to complain. Regular, consistent enforcement seems a better approach/. We need to reduce the number of instances of drivers going through red lights and stop signs, and/or speed through neighborhood streets. Please, increase enforcement of basic traffic laws. I have found all of the officers I've met to be friendly and wanting to help. It is frustrating that the overall City policy of being reactive (responding to complaints) rather than proactive (addressing problems as they arise) may reduce APDs effectiveness and morale.

Accountability. Until police are accountable for their own misdeeds, people won't trust them.

The homeless situation and resulting impacts are becoming a problem and police need to work with city leadership to address

More police programs for children and adolescents -- such as those Charlotte has.

More deescalation training. Required counseling for police officers.

I personally believe the services that were and have been in place are adequate.

Allow Officers to work without introducing unnecessary procedures or technology.

Pay raises for officers, insurance after retirement, City council supporting their officers will all directly affect how well they do their job. City council should have zero say in who the new chief is. Look at the last 3 they hired. Worked out real well, didn't it.

Leadership style management. Understand the internal needs of the force, implement policies that support the growth of officers and provides ability to learn from mistakes vs knee jerk reactive discipline, which leads to poor morale and less proactive policing approach. Do away with instilled fear policing

Accountability. Until police are accountable for their own misdeeds, people won't trust them.

Weight bearing vests

I think they are doing a good job

An end to prejudice, particularly against minorities, especially people of color.

Focus on violent, financial and property crimes. Leave the harmless pot smokers alone.

Need a dedicated focus on investigating property crimes, especially data theft. APD ignores these, does not consider them a priority, automatically closes data theft as "solved" even when not.

DO NOT emphasize selecting a minority or a woman-- but concentrate on the very best person for the job.

All levels of the department need to be on the same page and have the value of providing quality service to the community.

Police need to stop harassing poor people and black people. Root out the bad cops, make sure the so-called "good cops" understand that looking the other way is NOT acceptable any longer, and make sure all the cops are spending their time on real crime, not harassing people or killing time. No new hires until those things are done first!

Treat everyone like they were your own family.

Police should publish annual statistics on arrests, their race, their charge, and legal outcomes. Police should publish their policy manual as well.

Police officers need to live in Asheville and develop relationships within the community. Officers need to see citizens of Asheville as their neighbors.

We need a chief who is committed to healing the relationship between the APD and the people of color in our community. Continue Chief Hooper's commitment to deescalation training and community policing.

Fully staff the downtown unit.

in depth multicultural training and human services education

I haven't interacted with the Asheville police much. We did have two officers called to our office due to a theft. They both seemed exhausted and disheveled. Professional appearance is important, and should be enforced at roll call.

Keeping tabs on the proliferation of and types of crime in certain areas and working with community leaders to bring about good changes in socioeconomically deprived locales. Though often quick judgment must be made in law enforcement, further contemplation of how actions may be played out or perceived should always be in the mind of officers. It helps to get into good habits of treating everyone as fairly as possible, leaving little room for error.

Start with sensitivity training. Develop a police force that serves all constituents and treats them all fairly. Use cameras and fire people who turn them off.

Build greater relationships within the schools so the relationships in the community will grow.

Enforce ALL the laws, not just the ones against j-walking. Stop people for not using turn signals. Don't have to ticket them Lecture them or issue a TRACEABLE/TRACKABLE warning. Be a more active part of the community.

We have great officers which great training. I'd like to see a chief who supports our officers.

More officers in the community seems like something that would be helpful.

Look at the history of police reform in Northern Ireland, where over the last twenty years massive improvements have been made, that include police feeling more respected, not less.

Get officers out of their cars and talking to residents and visitors. Every fire station in town has its bay doors open and they talk to everyone who walks by. I live in Kenilworth and haven't seen a police officer out walking or stopping by the park to talk to residents in over a year. I also think all will agree that we should continue to limit the militarization of our local police force.

Police cannot provide public safety by themselves. They need the full cooperation and confidence of the public. Since the public is online these days, the police should be to. Open up neighborhood online networks for two way communication between the police and citizens.

Police cannot assure public safety by themselves. It requires cooperation and trust between the community and the police. Since the public is online these days, the police should be to. I recommend Asheville implement online neighborhood networks for two way communication between citizens and police.

The force must clean house and fire officers whom has records of constant negative interactions with people whom are most marginalized.

Bigger presence at community events for outreach

Transparency, mandatory workshops on deescalation, poverty, racism AND ways to stop a suspect without the use of any force, especially lethal force.

The racist sexist institution of the police department as it exists can not be improved.

Essential to voluntarily search out, recognize, and persist in correcting racial imbalances in policing as the only way to begin to build trust throughout the community. Also essential to embrace transparency (and to have high enough standards reliably applied to remove the element of threat in being publicly observed). An attitude of public assistance and enabling, not just penalizing and preventing. (Many officers already exhibit this, but those who don't spoil the experience for everyone.)

All persons who live in and visit Asheville need to know the police are here to support and serve keeping us ALL safe. Racial profiling and lack of concern for those who are in need can be enhanced by new attitudes inside the department as well as the people being willing to work with police on this effort.

More patrolling, eliminate panhandlers by providing resources

visibility, accessibility, community involvement and trust building before incidents happen, increased minority hires

Focused protection targeting of service professionals from the downtown vagrants

I'd like to see more focus on enforcing our traffic and parking laws. It's the wild west on our streets with frequent speeding including in school zones, red light running, blazing through crosswalks when pedestrians are present and running through school bus stops. There seems to be little officer presence on our streets and little worry of getting ticketed for drivers.

I would like to see the agency develop better criminal intelligence and be able to link crimes together if possible

Being open, lots of brass knew about the Rush beating, and it was hidden from view, and probably would still be if someone didn't leak the video to the media which sends a clear message that APD will hide their wrong doings, and leaves one to wonder how many other abuses of people's rights will we never learn about. Bottom line, if you can't trust the chief, then the whole organization cannot and should not be trusted. Therefore, people hesitate to teach their children that "the policeman is your friend" when a few bad cops destroy the trust that must exist between law enforcement and citizens. I have never had a run in with any law enforcement, but I have a level of distrust now that is a reaction to the turmoil within APD over the past decade. I view the person that leaked the video as a hero for every citizen, and I sadly expect that if they were discovered they would be fired and prosecuted. They should be protected as a whistle blower for exposing the "good ol' boy corruption" that is apparent live and well within APD.

Don't see many in my neighborhood. Greater presence in ALL areas.

Seek input from ALL taxpayers not just a certain "marginalized" group. If a law is in place, apply it fairly to all citizens without looking the other way. If a law is deemed not worth stopping an individual for this should apply to EVERYONE -black AND white. "

test

Run it as any other professional department and stop making it a political hotbed!!! City Manager MUST support the Chief!!

I think the police services provided are inline with expectations. It's the perception of the "police" that needs work. In some cases it is the police officers that need to be re-educated or replaced.

We must figure out how to attract and retain the best officers. We must then train them to a high standard and hold them accountable for their conduct and performance.

More community policing with substations in different areas of the city.

Please enforce loitering and trespassing. It has been ignored and neglected in the brief time we have lived here.

Community policing: Be out on the streets talking to people, especially in high crime neighborhoods. I live in a high crime neighborhood and only ever see police pull over cars. They also seem to be more aggressive in my neighborhood. For example, calling 4 cars for a traffic stop where at the end, they let the person drive off. Why is that necessary?

More deescalation training. Harsher sentences for equal crimes committed by police than citizens. They should be the standard of excellence, not get a free pass.

Police need to get out of their cars and interact in a friendly, professional manner with the communities they serve.

Politeness to the people they serve. Less shoot first and ask later mentality. They need to remember who they are here to protect.

Stop using military tactics on our streets. When you pull a single vehicle over for a simple traffic stop, it is not useful to flank the vehicle with 3 cars and blind them. When you behave as the aggressor people treat you as the aggressor, quit being the aggressor.

Let the police do their jobs without the CONSTANT interference by loud mouths on the city council

Get rid of the Deputy Chief that was caught at the FOP lodge sleeping with a prostitute (Citizen Times has reported on this several times and the current Chief knows this), get rid of the corruption, and all command staff that do not respect women.

same as above.

Changing police culture requires more than a few trainings in "de-escalation" or "racial bias." It requires big changes in how police officers are trained in the first place - moving away from the current militaristic approach taught at A-B Tech. De-escalation and anti-bias training should be there from the start and continue in on-going dialogue groups.

Police on streets via bike, horse, on foot - I'd like to see police on bikes in my neighborhood W AVL!!

Mandatory Racial Equity Institute and Advancing Racial Equity training - Mandatory !

More community outreach and cooperation with drug rehabilitation providers.

Use the experience and expertise of law enforcement employees to write policies and guidelines for police.

More community officers. More officers that will reach out to the community. Actually walk into a recreation/community center and take a minute to walk around and speak with staff and participants

I think most APD officers are good people but some much be re-educated in regards to dealing with people of color and poverty.

Modified uniform for intermediate level officer: street clothes-uniform hybrid for less intimidating community interaction. Cool cop?

Officers should be instructed to carefully consider the oppressed status of alleged offenders before initiating contact, much less making an arrest, particularly for felonies. This includes apprehension for violent crimes, like beating up police officers and resisting arrest, as well as victimless crimes, like cat mutilation by dirty hippy vagrants. Ultimately, police officers should be instructed to only arrest cis/het

Caucasian males, as they are inherently oppressive, racist, criminal opponents of the Manheimer Revolution.

hire more officers.

Decentralized command. Let lieutenants and sergeants manage their squads. We don't need a chief who is dictating line level things. Increase salary for all police officers.

Decentralized command. Let lieutenants and sergeants manage their squads. We don't need a chief who is dictating line level things.

Police doing as much community policing and relational presence as possible to build trust with the community over time.

Continue de-escalation trainings. Teach non-violent/Compassionate communication skills - there are great local trainers in AVL (NVCAsheville.org). A zero tolerance for discriminatory practices.

The attitude that I've observed toward community activists within APD (and too often more broadly among City staff) is that they are "out to get us" or "too demanding". We must treat activists as members of our community who are passionate about making things better and who are willing to work to make that happen, because that's what they are. They are valuable partners and working with them is a vital part of regaining trust in the community.

Data-driven decision making

more on foot patrolling, get out of your cars

We need more of a presence downtown. I work downtown and live 3 miles away and frequently eat or walk my dogs there and NEVER see officers on patrol. On the rare occasion that I do they are gathered together in a group looking at their phones. (they also do this at festivals such as Beer City and Brewgrass) I have never had an officer downtown make eye contact, smile, say hello on the rare occasion that I do encounter them downtown. Police vehicles are parked in spaces all over the city center - where are the officers?

More visibility and community involvement so residents can feel protected and the various communities known by the officers. Perhaps moving officers on rotating basis to various posts so they will have a "street" awareness of all communities being patrolled.

If you could make suggestions to the new chief, what would they be?

Answered: 183

Skipped: 45

Responses:

Be wary of how much influence the small, yet vocal political activist groups have on the daily activities of our police department.

That the rights of a few do not supersede those of the majority.

The citizens of the Asheville community are your neighbors. Be a good neighbor and help us look out for one another, not fear each other.

Pursue passive policing

Be fair, honest, strong and do the right thing - the people will back you

Be open and visible to the community.

We need someone who can realise there is a difference between just holding up the law on the books, and focusing on homeless unfairly. It feels like folks are scared to talk to homeless and others because they are scared of going on social blast. If someone is breaking the law, they need to be talked to/stopped/checked in on.... and also if someone is homeless/etc they need compassion. We need someone who can push the police department to know the difference, and when it is appropriate to take action. It seems like we have zero police presence downtown over the last year, which as made the drug abuse rampant, and the panhandling. Folks are literally shooting up on the sidewalk downtown now. It's obvious that doing nothing hasn't worked.

know the history of this city and region, and if you don't know learn it quickly.

look at the old hands and truly ask if they are able to provide equitable and just service; find new blood and not just young men who want to have power over others

Be independant and strong.

Work with communities toward safety, justice and thoughtfulness. Increase patrols in the River arts district to protect businesses.

Find a balance between the sternness needed to do job and kindness n compassion for humanity

Focus on developing community policing, keeping officers visible and approachable in the areas they serve.

For public safety, don't use our public schools as staging areas for drug bust off school grounds while children are present. Thankfully, Chief Hooper put a stop to that after hearing citizen concerns. Learn about past responses to citizen concerns so that we don't lose past progress.

Be honest, open and professional.

Try to keep an open mind when hearing citizen concerns. When feasible, investigate and weigh options before taking action. Don't lead top-down; listen to subordinates. Policies and regulations are necessary, but make sure they are reasonable and not mired in bureaucracy.

Patience, perserverance, do what's right by ALL of Asheville

De-escalation and reduction of lethal force should be talked about and implemented with police constantly.

Get out among the neighborhoods & the public in general

To be open to listening to all kinds of people, many of whom may be disgruntled or skeptical. Be patient with people's complaints, just listening helps enormously. Promote fairly from within but also look for

new people with fresh ideas. Surround yourself with people who have gifts and skills different from you who can help create a good team. Train and model positive teamwork but always be confident to make the final decision. Ask for an opinion or help when you need it.

Must be Transparent charismatic and a person of integrity Respectful of minorities !!! Weed out undesirable cops

Listen to the communities of Asheville that have traditionally & historically been over-policed. Build relationships. Build trust by being as transparent as possible. Get rid of any and all bad apples on the force - anyone who thinks use of force is part of the bonus of being an officer. Work closely with the new sherriff who knows Asheville well.

Promote love, inclusion, and community building into the culture of policing the city, as well as ZERO tolerance for crime.

Work with Sheriff Miller to keep an open dialogue with Buncombe County and to share resources where feasible.

Be true to yourself. When a decision needs to be made, you can do 1) what's best for you, 2) what's best for the other person(s) or 3) what's the right thing! Always follow what your God would have you do....do the right thing, even if it is unpopularf with the politicians, who usually do what is politically correct.

learn the history of APD/ asheville from community activists and through community conversations rather than thru police channels

Be ready for a frustrating uphill climb. You're inheriting a mess that won't be easy to clean up but the public must see immediate action toward sustainable positive change.

we need better community policing...police getting to know the communities they serve, better outreach to communities, listening projects for neighborhood concerns

understand trauma and its effect on behavior, thinking, development, etc.

Know how to lead and how to unite a diverse police force

Know your communities.

Become a part of this wonderful Asheville community.

Please explore novel, outside the box solutions to policing problems: keep innovating and striving to keep best practices the very best. Be creative.

Embrace and listen to all, regardless of race or sexual orientation

Trust, transparency, and an ability to listen to the people of this community will be absolutely necessary for this job.

Good luck. You're going to need it.

Strictly enforce speed limits downtown.

The position is a political one. Crime is a community problem. It will take cooperation among all stakeholders to reduce the harm experienced by the community. Some of our neighbors experience

violence at a higher rate to others and it should be a department priority to address that disparity. But that means acknowledging the limitations of law enforcement. Identifying the systemic factors that lead to crime and work with community leaders to address the need.

Be ready for controversy, having someone watching over your shoulder at every turn and having any politically incorrect decision questioned.

Please be aware of the difficulty navigating narrow streets with cars parked everywhere and make your officers aware as well, and do something about it. We need signage (NO PARKING THIS SIDE OF STREET) and enforce it with parking tickets.

Please prioritize removing racial bias in police enforcement, deescalation training and traffic enforcement.

Have a col. in the paper that points out some of the above to encourage citizens to help keep the city safe & a good place to live - the police can't do it all..

Be tough and uncompromising about the resources required to operate a superior police department

Don't cooperate with ICE

Utilize social media, especially YouTube, to release updates and briefings to the community. Keep the community informed of the actions of day to day Officers by showing us their duties and responsibilities in a limited filter manner. See agencies like Miami PD, LAPD and their YouTube presence.

I think a lot of the leadership actually needs to come from the city council who needs to stop deflecting every issue onto appointed boards and commission. The police chief needs more power to fire and hire and remake this force.

Get the respect of those who serve with you and under you. Don't be like the assistant police chief in Miami, who wouldn't follow standard protocol when observing a flag ceremony, that it offended her religion.

Allow people the greatest amount of freedom consistent with not allowing a situation where people are hurt.

Don't listen to city council and do your job as it should be done to protect the citizens.

Be accountable.

Stop criminalizing fights in high schools So these young kids don't end up with criminal records. Find another solution. Too many kids of color end up in the system compared to white kids.

meet everyone in the department personally, treat them well, your success is dependent on them

Make extra effort to do things like LEAD programs, community engagement rather than a punitive approach.

Stand up to the City Council and others within local 'leadership' who think they know better how to do your job than you do. This would earn you credibility within the community.

Fight for higher pay (with higher standards) for all newly hired officers. Their job is harder by several orders of magnitude than most of the City Hall staff, yet they are paid relatively low. In addition, don't

be afraid to address the 'sacred cows' that are prevalent all over this town, i.e. if you break the law, you are a criminal...regardless of neighborhood, education, economic status, race, or other favored status the City Council has decided upon this year.

Be patient. I think some of the police veterans will either wake up, be more open minded ...or else they know your role. Be Consistent. Groom a Successor. Be Collaborative.

Buncombe county needs a way to be able to request and route mental health officers

Stand up to city hall

Start building a team. Turnover is much too high, begin proactive policing, and decrease the response time.

Work on the culture of the department

Be a strong advocate for your officers while actively listening to citizens.

Treat your officers and employees fairly and help build morale for the department. In the past years, Former Chiefs Hogan and Anderson did nothing but drag the department into the mud. Hooper did some good things, but in the end she also did little for morale. Good people work in the department and they want to do a good job for their city. Work with that. Listen to suggestions. Your command staff has been the biggest issue in the morale and operations of this department. Pay attention to that.

Provide strong leadership, be visible to staff and public.

Create a citizens' Advisory committee that has real power and authority to review and implement tangible accountability measures for hiring and disciplining police officers who abuse their power. Create tangible programs that get police officers and community members in areas most impacted by crime working together to solve problems. Stop broken window policing. Pay people in poor communities to work on task force to find solutions to crime in their neighborhoods. Create trauma-informed programs for youth affected by violence. Work with local nonprofits who do community development and crime prevention work. Be transparent in your decisions

I think the position has become way too political. But a balanced look at many view points is important.

Be willing to confront City Council and demand accountability if they make anti-police statements.

Do the right thing!

Build community, police are community members but are often viewed as authority figures removed from everyday life. Start conversations, be neighborly, encourage support within communities.

Meditate & take all of us with a grain of salt. We will criticize the heck out of you -- even when you may be doing the right thing.

come to Asheville ready to listen to us and recognize the uniqueness of our city. .

Watch your back

i don't care about race, more about integrity

Seek to understand ALL of the citizens within your jurisdiction. Crime should not go unpunished, but lead with fairness, understanding, and an eye towards leading by example, rather than defeat and punishment.

The first priority must be building more effective teams within the APD through experienced leadership.

Don't allow the vocal minority to drive poor police practices. There are neighborhoods who really need the APD to remain vigilant to prevent violent crime.

Make police part of the community and work with community leaders to address people's priorities and issues.

Study the history of Black Asheville to understand the context of race relations today

This is about serving all of the Asheville community. We want to be a safe, inclusive city, and strive to always be improving, for all of our citizens.

Get out in the community and relate

train our law enforcement officers well. If there are concerns of a "bad apple", remedy the situation early, so unfortunate incidents do not escalate.

Listen to the people. Be authentic. Be thoughtful. Be inquisitive. Be creative and accountable.

Communicate with us! We need to hear how initiatives are going and when things aren't working.

Work to make the department more diverse, at least have the same % of non-white officers and even women officers as their are in the city's population. I'm not saying it's possible, but it should be a goal.

Look at Asheville as a whole and not as fragmented communities.

Take a broad view of Asheville's issues and avoid special interests and political pressure.

Get out and meet us in our neighborhoods

Tear it all down and start over. Asheville cops are corrupt.

Treat all people equally and fairly.

Place cameras at intersections and stop signs and along busy corridors that catch people speeding or running lights or stops. These systems go to a reviewer who then issues a violation that is sent via text or email and can be paid online. It is used all over the country. Right now there is no traffic enforcement downtown but countless violations. Currently many citizens do not trust the APD and that needs to be addressed. The source of that distrust is a sense there is racism in the force. Third, the APD has to articulate a coherent and cohesive set set of polices and practices to deal with both the transient and homeless populations. There are so many model programs being used across the country that could be employed here.

Watch your back

Be transparent and forthcoming with your goals. Be responsive (within the law) to requests for information. Bad news doesn't get better with age, so if mistakes are made, own up to them and tell the public what you'll do to remedy the situation.

Trust your people on the ground, don't give in to every loud complaint in the city. People will always find something to complain about, regardless of how well we do our jobs. Listen to the silent majority, and allow us to prevent larger crimes by enforcing smaller ones efficiently and appropriately.

Take good care of ALL of our citizens.

Don't kill or beat so many people of color. No, that really was just snarky. Make justice your number one priority. We're not safe if there's no justice. Safety, dignity of all citizens, just personnel policies are all important.

Have a strategy to have alternative employment because the elected officials seem to push a police chief out of office every 2-3 years. The politics and societal views in Asheville seem to be hostile and anti-police which creates a difficult dynamic for a police culture. The agency needs a true leader who will do the right thing for the right reason regardless of political ideologies or influence.

Focus on ending the cradle to prison pipeline

Help make APD a recognizable positive presence in all parts of the City. Let's see them in our neighborhoods, walking on the sidewalks, crossing pedestrian crossings, driving down our streets.

Wade Wood

Walking is not a crime. Until police stop doing things like spitting chew tobacco and littering themselves, people won't respect them.

Represent all citizens not just one group or one population.

Get to know this community. Visit the community centers--watch the kids playing basketball. Visit the churches, meet the ministers. Attend racial justice programs -- like BUILDING BRIDGES. Get to know OLLI and especially those involved in volunteer activities in OLLI. Attend neighborhood association meetings. Read the Citizen-Times and the Mountain XPress. I've lived here for 7 years. This is a complicated town..

Work on morale and don't put up with the bullies in the department. The good folks at the APD recognize the bad. Disciplinary action should be taken whenever necessary. Take home vehicles, updated tattoo and image policies and performance review based pay increases would go a long way.

Open discussions and open dialog within city policy and NC law

The current promotional process needs to be changed as the same problems and issues continue to reoccur. Unqualified officers are often promoted and then placed into areas that they have no prior work experience. The turnover rate is still high as the work conditions are undesirable.

Remember why you became a police officer to begin with. Stick to your morals and convictions, and don't be dissuaded from them, because I promise you, City Council will try to make you bow down to them, then throw you under the bus as they have so many others.

Someone that doesn't see Asheville as a great city to come to retire while on duty. More like a great opportunity to innovate and lead the agency into the future in policing

New surveillance technologies should be adopted only through a transparent process with the approval of the City Council. Data should not be retained for extended periods of time nor be used for data mining.

Walking is not a crime. Until police stop doing things like spitting chew tobacco and littering themselves, people won't respect them.

Listen to all officers and consider ideas that would make Asheville a better place to work

Integrity in everything you do

Transparency is essential. No more hiding, and immediate discipline of bad actors on the force.

Focus on violent, financial and property crimes. Leave the harmless pot smokers alone.

Young with something to prove. Not a retired captain but someone with something to lose

Don't take this job just so you can retire in a beautiful place after a couple of years. Take it because you believe in reforming a troubled department to be guardians and helpers in reality rather than just in lip service.

Create an atmosphere of cooperation-- friendliness-- with the officers- with the people.. Make sure you walk the town- you watch what the officers are doing-- and commend those following a pattern of being accessible- friendly and professional to citizens..

Work on getting everyone on the same page.

If you want the community to trust you -- and if you don't value our trust, then we don't need you -- the best thing to do first would be to decrease your budget and overhaul your training so it's no longer being done by bad officers. You don't fix problems by throwing more money after bad; show us you understand that by cleaning the department up first BEFORE asking for budget increases.

To treat all officers with same respect from top down. To truly listen to employees and allow their input to matter. To TEACH by example, not by fear. To be personable and relate to the employees. To truly listen to command staff with their concerns and take their suggestions to heart. They are the ones who work daily with the driving force of the patrol units and knows what is going on.

Stop long-standing abuses of power. Promote by merit, not gender or race. Appreciate Asheville's activism, don't suspect or repress it. Promote peace, not crackdown and corruption.

Adopt Sheriff Miller's "guardians, not warriors" mentality. Most people--no matter what neighborhood they live in--are not bad people. But Asheville police officers seem to view all people of color and teenagers as potential threats rather than as fellow citizens that they have sworn to serve and protect.

Listen. Let the people who have been marginalized know that their voices are being heard.

Be a quick and open communicator.

please accept the input of human service workers

Increase the use of body cameras to hold both the police and public accountable.

Don't be afraid to be yourself. You are human. If you put a human face on the Department and are relatable and personable to all, if you really care people will know it. Don't compromise your standards and try to be all things to all people at once, just put your efforts into maintaining good standards correct procedures and fight for your people when injustice occurs against them.

Honor diversity.

Embrace Asheville but understand there is a growing group of young people that see no place to go and are turning to crime which is endangering our little ones.

See above. I hasten to add that there are some really great cops on the APD. They need support from the top and more recruited.

Don't forget where you came from. Working the streets is a challenge, especially in today's political climate. Support officers. Treat them with respect and fairness (APD's Core Values). Serve those that work for you and they will serve you. All good supervisors, from the front line to the chief, make sure the officers have the tools, training, and support needed to be successful.

See above.

Meet with folk who have been involved in helping support community policing, reduced use of lethal force, and public accountability.

Daryl Fisher

Pay a higher wage to your officers, they deserve to be able to live well in the community they serve. Just suggest taking the money to cover this from the city council's pet project budgets...city government should provide basic services, not virtue signal at the expense of needed services.

Investigate the potential of CCTV to monitor critical public areas in addition to neighborhood networks.

Explore the potential for CCTV monitoring of public spaces in addition to networks.

Transparency

check your ego. Lead with community principles and understanding.

Abolish yourself.

Be open, be excited by and eager to try well-grounded new approaches, learn from past experiences and from other PDs' successes and failures. Listen, listen, listen and never fail to respond fully and considerately. Smile whenever possible. Enjoy being a part of Asheville.

Learn about the city's history, talk to people in all neighborhoods asking for input, feedback, suggestions.

More patrolling, eliminate panhandlers by providing resources, be visible in community!!!

listen, engage, advocate, be present, be teachable

Clear out Pack Square but leave the buskers. Expand sidewalks

Encourage the community to be more law abiding by putting more patrol officers in vehicles on our streets and encourage officers to walk around the communities they oversee to get to know the people that reside there and find out their concerns.

Right, wrong or otherwise, APD has a poor reputation with a lot of the community. The new chief is going to have to work to re-build trust with the citizens that APD serves. The chief can help build this trust by being visible and accessible and by being present at certain crime scenes, (even smaller ones), so that the community sees that the chief is concerned about everything going on in the department.

Be honest and fair, support your employees, be trustworthy with the public.

Be open, be fair, be intolerant of all abuses of power by those on the streets.

Watch your back. City Council too involved in Police Department.

Don't focus on political correctness and the new buzz words. Focus on fair policing and respect for the law and its officers.

test

Treat staff, citizens and alleged criminals with dignity and respect! Be a Professional, build trust in department and community!

Make CIT training / methodology mandatory; require Personality Testing to cull out current and future officers whose predispositions are not a good fit for public service

Rethink how the department recruits and trains it's officers. People who want to be police officers should not be police officers. Go out and identify the people with the right skills and attitudes and convince them to consider the job.

Be honest and impartial.

If tourism is as important to the economy as the city claims , then something MUST be done to find answers to the growing homeless population and also work with the city to enforce Loitering and littering laws . Respect for the history and beautification of Asheville throughout - not just the wealthy areas.

Meet with local non-profits to find out how police can be community partners. There are lots of local non-profits doing work on things related to crime, such as the opioid epidemic, homelessness, and domestic violence.

Please focus on race relations and see Asheville as the diverse city it is, serving all people equally. And for God sake the "war on drugs" is clearly making the problem worse. Only forgiveness and rehabilitation can help.

Learn about Asheville's history and how it has affected racial and economic equity in this city. Be accessible. Visit all the neighborhoods.

Reach out to the high schools and kids there. Teach your officers how to be respectful and remember they CHOSE to SERVE- they aren't God.

Your most experienced officers are the problem you need to solve.

Stand up, and not be bullied by the over vocal minority community

Do a thorough investigation of command staff.

Go out and meet ALL neighborhoods, business districts etc... before building your plan.

Get to know the community. Converse openly with the people. Do not hide behind your badge and procedure. And if something goes wrong, own up to it right away.

That police services are to protect and SERVE! I would like to see more police SERVE - being kind, approachable and not assuming people are up to no good.

There are people who left working with the Sheriff department because of a Black Sheriff and came to the City to work with the police department. Keep your eyes and ears open and know that you have what it takes to dismantle these systems of oppression and dehumanization of Black bodies.

The department is mostly pretty good, but don't feel afraid to make your mark.

Know your employees. Don't lord over them but work beside them.

Treat all people fair.

See above.

Transparency where possible. Build trust.

Seek input from Antifa and BLM before implementing any policies and/or procedures, and indeed, before making any decision about any issue. That's how the Mayor does things and she is most beloved by the electorate.

don't let the left wing radicals bully you.

Be transparent in your operations. Release dash cam videos. Just be honest.

The attitude at this place is generally pretty miserable. A lot of our executive staff is self serving and only cares about themselves. A lot of these folks have not put handcuffs on anyone in 20 years. They have not been in situational environments, rather they are responding to events in clinical environments. This NPR report reminds me of our executive staff: <https://www.npr.org/2019/02/18/695637906/theres-a-gap-between-perception-and-reality-when-it-comes-to-learning> They watch a lot of body cam videos but don't do things in real life: Act like you care about our cops. Our former chief was divorced with no kids. She had no idea what it is like to try to rush home to see your kids before they go to sleep, or try to make it to a kid's sporting event on time. Captain's have shared with me that this place is at an absolute stand still until our new chief arrives. Do something the first week you are here like change our tattoo policy, so that officers don't have to cover them up. This place needs a shake up! Good luck!

The attitude at this place is generally pretty miserable.

Listen to the community, engage with the community, hold all officers accountable for supporting restorative justice, not just retributive justice.

The police have allies among their colleagues on the City staff who are ready to help, but APD seems to be almost as suspicious of non-police staff as of community leaders. I would suggest forging stronger connections with other departments by regularly partnering on community-oriented initiatives.

No nepotism, cronyism and spend time building strategic partnerships with the disenfranchised

Get your officers on board with a downtown walking patrol district.

See above - it is not fair to our business owners and presents a poor image to tourists and frustrates us locals where there are not officers present in downtown. There are more "park officers" at Pritchard Park than in the downtown area itself.

Stand up for your officers and know who you are dealing with in the community, specifically City Council which appears to be over-involved in policing. If they hire you they should have enough confidence in you to let you do your job.