MINUTES
City Council Public Safety Committee

Monday, April 27, 2026 – 3:30pm
City Hall, Council Chambers

Members Present:	Aaron Baker, Chair, Council Member Dean Lytle, Vice Chair, Council Member Kevin Gallo, Citizen Member Mayor Maureen Copelof, Ex-Officio Member
Staff Present:	Wilson Hooper, City Manager David Todd, Assistant City Manager Christy Wentzell, Police Chief Chase Owen, Fire Chief Kelley Craig, Human Resources Director Becky McCann, Communications Coordinator Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey, Linda Gallo, Rodney Locks
Media:	David Bradley, Jonathan Rich

A. Welcome & Call to Order

Committee Chair Aaron Baker welcomed everyone and called the meeting to order at 3:32 pm.

B. Certification of Quorum

Assistant to the City Manager Shawnee Cummings certified that a quorum was present.

C. Approval of Agenda

Mr. Lytle moved, seconded by Mr. Gallo to approve the agenda. The motion carried unanimously.

D. Approval of Minutes – March 23, 2026 Meeting

Mr. Gallo stated that the Special Event Guidebook, included as an attachment to the minutes, contained typos. Mr. Lytle moved, seconded by Mr. Gallo to approve the minutes with the corrected typos. The motion carried unanimously.

E. Accident involving minor on bicycle at City Sports Complex

Chief Wentzell stated that last Tuesday around 6pm, a 7-year-old minor was riding his bike at the Sports Complex, from the dog park towards the skate park. A 59-year-old man driving a Toyota Tundra attempted to make a left turn in the parking lot when the vehicle collided with the child. The child went under the vehicle and was run over by the truck's rear tire. Responding officers did not initially find alcohol to be a factor, but after talking with the driver, they smelled alcohol. Officers conducted a portable breath test and it came back positive. While Fire and EMS addressed the minor, officers handled the arrest of the driver for driving while intoxicated and the driver was taken to the jail. He gave consent for a blood draw and they are awaiting the results. The child was life-flighted to Mission and later released.

Chief Owen said there were rumors that the parking hindered Fire and EMS' response, but that was not the case. He was not present, but the responding firefighters said the parking was congested but did not hinder their ability to get in and out. Mr. Baker said there's a difference between response time and working the scene, as he heard the trucks were struggling to get out when they were leaving.

Mr. Hooper said that he, Mr. Todd, Paul Ray, and Stephanie Holland visited the site to look at ways to provide order in the parking lot. He added that Chief Wentzell agreed to send a Parking Enforcement Officer to the Sports Complex during busy times to ensure no one parks in a way that inhibits emergency vehicles. Ms. Holland is drawing up striping options that would give order to the parking, designate areas where people can and cannot park, ensure an adequate turning radius for emergency vehicles, and maintain sight lines for bicyclists and pedestrians. If the striping scenarios make sense, Staff will paint temporary lines on the gravel to last through baseball season and into the fall. The striping will buy Staff some time to figure out long-term solutions for the parking lot. Mr. Hooper said giving structure to the parking lot and ensuring adequate sight lines will likely reduce the lot's capacity, but keeping the lot accessible for emergency vehicles is critical.

Mr. Lytle asked if there is a way to notify drivers who park in prohibited areas, such as a speaker system to announce a car must be moved. Chief Wentzell said there is not, but after the parking signage is up, her officers will be able to issue citations.

Chief Owen said one issue is that people make an additional line of parking through the middle of the lot. There is a median in the middle and after it stops, cars continue to park where the median would be - toward the back and front of the lot.

F. Update on Traffic Calming Measures

Mr. Todd stated that there are not very many updates but he will speak to the items with changes and those are highlighted in yellow (Attachment A).

Line 1 – W. Probart and Railroad Intersection – Staff have the equipment for the RRFB's and the changes are to be completed in May if weather and staffing permits.

Lines 3 and 4 – Estatoe Trail Boardwalk Repairs – Mr. Todd said we received a letter stating the City was awarded the FLAP Grant but it did not specify the amount. Mr. Todd and Paul Ray reached out to the grant representative multiple times and have not received a response, so some of the funding may be on hold or reduced. Staff proceeded with selection of the designer for the repair but will not ask for a proposal until the grant amount is known. Mayor Copelof suggested contacting Representative Edwards' office for additional information and Mr. Todd agreed.

Line 5 – Estatoe Temporary Trail/Reroute – The temporary trail is largely complete, except for the crossings at Pender and Fisher. Staff have started work on the curb cuts and are hoping to complete the work by June.

Line 7 – Four-way-stop at Silversteen Park – Mr. Todd stated that he has decided to push this off until the Hillview Culvert is replaced, as it would make more sense to introduce the changes when there is less going on.

Line 8 – Oaklawn/Main St four-way stop – The work is done except for painting. The temporary signs are in place and will be left up for 90 days after the painting is done.

Line 9 – Oaklawn/Carver four-way-stop – In late May, Staff will take down the temporary signs and the work will be complete. Staff have not received feedback, so it is assumed that that is a positive thing. Mr. Todd said he would still like to have a crosswalk at the intersection, as there still isn't a way to cross Carver.

Line 15 – High School/Country Club Rd. – NCDOT will install a RRFB at the crossing this summer. NCDOT is collecting traffic data to see if other treatments are needed.

Line 21 – Secondary Egress on Cherry St. – Mr. Todd said a while ago, we received a proposal from McGill for four exit routes and it was estimated to be $20,000. The Committee then asked for the price of one exit route and the estimate was $13,000. Staff put the item on hold pending identification of budget or further direction.

Mayor Copelof said once we decide on further direction, we need to inform the public that the secondary evacuation route is unfunded. She is looking for guidance as to how to get that information out, as constituents are concerned. She asked if it is an item that should be left open or closed and removed from the traffic calming list. Mr. Baker said there may be resilience grants or funding post-Helene that could apply. Mr. Hooper advised that he is going to FWRD Transylvania's Executive Committee Meeting on Thursday, so he will bring it up to see if anyone knows of funding sources. Mr. Todd said the project is relatively low cost and implementation would be less than $100,000. Mr. Baker said alternatively, FWRD Transylvania might be working toward advanced warning systems for evacuation. Mayor Copelof

is on FWRD Transylvania's Communication Subcommittee and they are looking at communication methods and how to effectively get the word out in an emergency.

Mayor Copelof said they met with NCDOT (DOT) and gave the following updates:

Gallimore Road/Greenville Hwy – DOT finished the concrete work but had problems with the pole installed for the traffic light. The problem was fixed and they are looking at a mid-May activation date.

Straus Pkwy/Hospital Drive Crossing – DOT finished the concrete work and over the next few months, a contractor will perform signal work. After concerns about crossings, signage will be added to alert motorists that they may see pedestrians.

High School/Country Club Rd. – As previously covered, the RRFB was approved and DOT is working on financing. DOT asked Staff to check if the High School's renovations would have an impact before proceeding further.

Deerlake Intersection – DOT plans to add yield to pedestrian signs on the mast arms.

Neely Rd. – DOT still intends to repaint the stop line on Neely Rd.

S Broad St./Oakdale St. – DOT agreed to a crossing. ADA ramps are needed on both sides and Mr. Hooper agreed to put them in. DOT asked about the new development where McNeely's used to be, how the crossing would fit with the development, and if the developer could pay for ramps as part of their infrastructure improvements.

S Broad St. – DOT reviewed the speed limit and agreed it did not make sense for the speed limit to fluctuate in short periods of time. DOT will review it, standardize it, and submit it back to Staff for review.

Methodist Church/Brevard College Crossing – DOT is considering changes to the crossing, including possibly replacing the bollards with a pedestrian island. Mr. Hooper advised that the traffic engineer is drawing up concepts to discuss with DOT.

Methodist Church/Caldwell – DOT funded and donated a dynamic speed sign to the City, and the City agreed to own and maintain it. With more pedestrians crossing to reach the new Pardee facility, capacity improvements were required on Caldwell St. and a speed sign will help manage speeds near the Caldwell/Whitmire intersection.

Rosman Hwy Crossing and Light – DOT finalized where to put the mast arm and is submitting it for design, which is anticipated to take 3 months. Additionally, there is a 9-month lead time to order mast arms, so it will take 9 months to complete.

DOT also advised that SB391 disallows any mowing in the month of May to protect pollinators and mowing is also disallowed when there are political signs out, from September through elections in November.

Mr. Baker asked if the median between the Methodist Church and Brevard College would be a raised median or have landscaping. Mr. Hooper stated that it will not have landscaping but will have signage to increase visibility for drivers as they come over the hill. It will likely include a permanent pedestrian refuge and delineators.

G. Berry Dunn Report

Mr. Hooper provided background (Attachment B) and explained that in September of 2024, Council met to discuss emerging issues at the Brevard Police Department (BPD). Staff recommended seeking assistance from experts in organizational health, particularly for law enforcement organizations, to identify the issues and determine what BPD could do to improve. Criticisms relayed to Staff were unclear to non-law enforcement professionals, so Staff wanted an independent entity familiar with the industry to identify the problems and translate it for laypeople. Hurricane Helene created delays, but Staff put out a solicitation in the fall and that winter, Berry Dunn was selected for their industry experience, track record, and proposed approach.

Berry Dunn began their work in early spring 2025 and gathered their data through in-person interviews with BPD staff, Mr. Hooper, Ms. Craig, and Councilmembers, as well as electronic surveys. After gathering data, Berry Dunn analyzed the results using a proprietary method to highlight their findings and provide recommendations. Berry Dunn finished their initial report in August 2025 and while Staff were digesting the findings, Berry Dunn intentionally paused their work when former Police Chief Tom Jordan retired. Interim Chief Jack Moorman took over and in late 2025, Berry Dunn drafted an appendix documenting the steps taken by the City and Interim Chief to improve BPD's organizational health. The new Police Chief, Christy Wentzell, started in early 2026 and conducted her own complementary assessment.

Mr. Hooper asked everyone to remember that the Berry Dunn report is a snapshot of BPD's organizational health as of spring/summer 2025, and that Berry Dunn's interviews and surveys are work product and will not be public record.

Chief Wentzell incorporated some of Berry Dunn's findings into her own assessment and started implementing some of the report's recommendations. Berry Dunn is still engaged and will be assisting Chief Wentzell in developing 6-month and 12-month strategic plans for further implementation of the recommendations.

Chief Wentzell gave a presentation (Attachment C) on the report's findings, recommendations, and implementation status. The purpose of the report was to obtain an independent assessment of the organization's health, identify barriers to efficiency and effectiveness, and provide a "playbook" for improvement. The report's findings and recommendations are grouped into five themes: leadership, communication, business processes, operational processes, and job satisfaction.

Chief Wentzell said when she arrived at BPD, she reviewed the report, spoke with staff from Berry Dunn and spoke with Mr. Hooper, but it was important for her to do

one-on-ones. She met with all BPD staff, sworn and civilian, in her first 30 days, as she wanted to hear from the officers directly and has found that sometimes officers feel more open when talking with another officer. She said while she understands the officers feeling guarded given the history, she asked them to be as open and honest as possible. She asked each person 3 questions: (1) What do you like about BPD?; (2) What do you not like about BPD?; and (3) If you had a magic wand and could change one thing today, what would it be? She was looking for clarity as to where some of the findings were coming from, recurring themes, more one-on-one information, and low-hanging fruit for easy changes that would have big impact.

Under each theme, Berry Dunn's findings, Chief Wentzell's examples and explanations, and the status of recommendations are listed.

Leadership Findings

- **Inconsistent Accountability:** There was no consistency among leadership at BPD and you could get different responses based on who you talked to.
- **Centralized decision making:** Supervisors did not feel comfortable making decisions and wanted to run decisions up to the Chief, leaving supervisors without autonomy to make decisions.
- **Limited supervisor empowerment**: Supervisors felt they needed ask the Chief for permission for any decisions being made and they were not empowered as police officers or leaders.
- **Role clarity issues**: BPD is small and there were several people that had one job title but were responsible for several other tasks within the department.
- **Chain of command breakdown**: Officers bypassed chain of command and went directly to the Chief or Captain. When decisions were made, they were not communicated to supervisors and left supervisors feeling blindsided.
- **Trust concerns**: When officers would "supervisor shop" for the answer they wanted, their direct supervisors felt they were being bypassed in the chain of command and it led to trust concerns.

Leadership-related Changes and Recommendations

- Defined expectations have been set by rank and role. Chief Wentzell met with all supervisors to communicate expectations of Lieutenants, Sergeants, etc.
- "Extracurricular" responsibilities, such as field training, oversight of grants, and training new recruits, have been delegated to help with role clarity.
- Departmental restructuring included consolidating supervisory roles to trim BPD's top-heavy structure and ensuring that supervisory roles oversee areas of the department that need it. For example, a Lieutenant oversaw CID but given its small size, a Lieutenant has more value overseeing support services, which includes extracurricular responsibilities taken from road Lieutenants.
- Chief Wentzell expressed that she has an open-door policy but also wants to reinforce chain of command. If someone brings something to her attention, her first question is "have you told your supervisor?" and if not, she advises the person to include their supervisor to gently retrain the officers.

- Chief Wentzell's one-on-one's helped build trust and rapport with officers, along with consistent presence in the department and routinely showing up on calls to support the officers.

Communication Findings

- **Over-reliance on email:** Decisions and policy changes were seldom communicated directly with officers and were often relayed via email.
- **Limited direct interaction:** Officers had limited direct interaction with leadership and members of the executive staff.
- **Lack of follow-up:** If an issue or concern was brought to leadership's attention, officers never really heard back on it or received any follow-up.
- **Employees feel unheard:** Officers felt unheard and undervalued given that they never heard back on issues or concerns that were raised.
- **Inconsistent communication during change:** Officers privy to the changes were notified directly, while others found out about changes via email.

Communication-related Changes and Recommendations

- Regular staff meetings have been reinstated. Chief Wentzell meets with supervisors monthly, administrative staff monthly, and the whole department quarterly. Civilian staff often feel less important than sworn staff, so an administrative meeting helps equalize their position in the department.
- For all meetings, Chief Wentzell provides a PowerPoint with the discussion topics, both for clarity and to ensure everyone is aware of standards and expectations. By discussing it and providing reference materials, it eliminates the excuse of not knowing about something.
- Minutes are sent out after meetings to document what was discussed, inform everyone about action items, and maintain consistent communication.
- Internal and external engagement have increased by getting face-to-face interaction with the officers and community groups. Chief Wentzell has created intentional opportunities to get feedback and buy-in. For example, she will have someone from every rank participate in interviews for the new Deputy Chief and ask questions. In turn, she will value their feedback.
- Any time Chief Wentzell makes a significant change to policy or the department's structure, she talks one-on-one with those directly affected by the change first. She explains the change, allows staff to raise concerns or perceived blind spots, and considers their feedback before acting. She then sends out an explanatory email with the changes and reasons behind them.

Business Processes Findings

- **Inefficient policy rollout:** Significant policy changes are necessary to ensure BPD meets accreditation standards, but officers expressed that policy rollout has been inefficient and lacks opportunities for discussion.
- **Limited training as it relates to policy:** Officers expressed concern that there were new policies and expectations to meet standards, but there were no effective training opportunities to ask questions or obtain clarity.

- **Poor communication of changes:** As new policies roll out to meet accreditation standards, there was poor communication notated.
- **Lack of meeting documentation:** The lack of meeting documentation makes it difficult to keep track of changes, follow-up, and track action items.

Business Processes-related Changes and Recommendations

- When changing policies, Chief Wentzell looks at CALEA standards, the difference from our current policy, and what needs to be added or changed. Once changes are incorporated, the proposed policy is sent out to command staff to see what they like, do not like, and whether there are any blind spots. She then meets with her command staff to discuss the policies before rollout.
- When any policy is rolled out and directly affects the way officers do their jobs, such as body worn camera policies, Chief Wentzell attends roll calls to provide in-person training. She conducts the training herself so the officers hear her expectations directly from her, can ask questions, and because it is her name on the policy. All policy changes are also communicated via email.
- All major changes are communicated in person with email follow-up and explanations. For example, this month a Lieutenant took an unanticipated retirement and one officer was let go, so Chief Wentzell put two CID officers back on the road for three months to mitigate staffing shortages. She met with CID first because it would significantly change their schedule and let them know it is temporary. The department-wide email went out after.
- As mentioned, minutes are sent out to document meeting discussions.

Operational Processes Findings

- **Limited event planning:** There was limited coordination with other departments to ensure events were well-planned and had adequate staffing.
- **Staffing shortages:** Staffing shortages have been hard on the department, but are not unique to BPD, as the Sheriff's Department is also facing shortages.
- **Recruitment challenges:** Similar to staffing shortages, recruitment challenges are not BPD-specific, but they are industry specific.
- **Top-heavy structure:** As previously discussed, the department was top-heavy and had more high-ranking officers than needed for BPD's size.

Operational Processes-related Changes and Recommendations

- Officer Norton, who is a part-time police officer and a part-time firefighter, is BPD's new designated event coordinator. He creates pre-event action plans, coordinates with BPD, BFD, and Planning, and engages in post-event debriefs.
- Human Resources implemented bonus pays for officers with certifications, degrees, and second languages to make BPD positions more marketable.
- BPD is taking a more targeted approach to recruitment by attending job fairs and recruiting in places that have people they want to see wearing the badge. For example, if they want officers who are fit, they can recruit at gyms.

- BPD is one of the few agencies that has a cadet program, which employs cadets prior to becoming an officer and pays to send them to the academy. Even with bigger departments, cadet programs are unheard of.
- The department is being restructured to determine what ranks are needed and where. BPD is realigning staff to ensure operational efficiency and that officers' responsibilities align with what they want to do. BPD is looking at lateral opportunities by creating specialized positions, aside from patrol and CID. For example, the department is seeking out grants for drones and other specialties to feed officers' hunger for different niches.

Job Satisfaction Findings

- **Morale challenges:** There were significant morale challenges among officers, primarily fed by trust concerns and lack of recognition.
- **Trust concerns:** Officers had trust concerns due to poor communication, chain of command breakdowns, and a lack of consistent decision making.
- **Strong employee commitment:** BPD officers displayed strong commitment to BPD and Brevard and have let her know they are here for the long haul.

Job Satisfaction-related Changes and Recommendations

- Chief Wentzell emphasized leadership visibility, intends to be visible and accessible to the officers, and will expect the same from the new Deputy Chief.
- Chief Wentzell makes it a point to engage and joke with staff to help build trust and boost morale. She is prioritizing rebuilding BPD's culture and standards. As they are hiring and reviewing background checks, she has chosen to maintain a standard, even if it means being short-staffed.
- BPD is rebranding and focusing on esprit de corps, even in ways like painting the department and hanging the BPD badge, to foster pride and morale.
- Chief Wentzell placed a focus on career development to figure out what her officers goals are and how to help fulfill their hunger. Whether they want to work with K-9's or as a detective, she is looking to create career development plans to help them work toward their objectives and feel valued. If the officers are happy and performing good, it will benefit the City as a whole.
- BPD is focusing on officer recognition. Chief Wentzell said "atta boy's" flow freely, the department is planning an end-of-the-year awards ceremony, and she wants to focus on health/wellness. Once fully staffed, she wants to give officers time to work out so they can prioritize wellness and alleviate stress.

Moving Forward

- Under the City's contract with Berry Dunn, the City has leftover money. Berry Dunn wanted to create a 3–5-year strategic plan and in speaking with Mr. Hooper and Berry Dunn, Chief Wentzell said 3-5 years is too big. She requested something more immediate and proposed 6-month, 12-month, and possibly 18-month strategic plans. The proposal was approved and BPD supervisors will meet with Berry Dunn on June 4th and 5th for training.

- BPD requested an extension through March 2027 for the state accreditation due to policy concerns. The department intends to modernize all of BPD's policies. A preliminary assessment will be performed in October to see where BPD is and is not meeting standards before the final assessment in March.
- Chief Wentzell will maintain a focus on accountability, setting expectations, mentorship, employee development, communication and morale-building.
- The goal for BPD is to be a high performing, high morale, and professional department. Chief Wentzell wants to set the standard, as she always heard that BPD was the place to be and she wants to get back to that standard.

Mr. Lytle commended Chief Wentzell's efforts and said she has done a great job. He added that this presentation also has value for the Finance and Human Resources Committee, as there are lessons learned that could be translated to all departments.

Mr. Lytle asked if there will be ongoing surveys as part of the strategic plans. Chief Wentzell stated that she asked for one year in her position before any surveys are conducted so that she can stabilize the department and get initiatives in place. She would like surveys conducted at the 18-month and 3-year marks and they would be conducted internally, as Berry Dunn is very expensive. Chief Wentzell said that as trust builds and officers feel they can be open and honest, she thinks HR could administer the survey. Mr. Lytle said he would challenge that a little bit, primarily because we should think about a survey for all staff and if it is administered by HR, it is not as anonymous. Mr. Hooper said an organization-wide survey was conducted in 2023 and at Chief Wentzell's one year point, it will be 4 years since the last survey and perhaps time to conduct another. Ms. Craig said she used an external tool with the last survey and could only see participation by department. Mr. Lytle suggested discussing it at the Finance and Human Resources Committee, as he has some ideas.

Mr. Lytle asked if there is a similar accreditation for fire departments, to which Chief Owen said there is not, but their "rating" is determined based on how well they adhere to industry standards. Insurance Services Offices, or ISO, prescribes a rating and the lower the number, the better the adherence to standards. Chief Owen said it is similar, but CALEA focuses more on policy, while ISO focuses more on standards.

Mr. Lytle asked if the City has intranet for staff, to which Mr. Hooper said we do not. Human Resources uses NEOGOV for applicant tracking and onboarding, which has the ability to create department-specific modules or intranet, but it is not a simple process. Chief Wentzell and Chief Owen use Essential Personnel for scheduling, tracking training, and monitoring performance. Mr. Lytle asked if we have looked at a unified system because a software like Workday can perform all those functions. Ms. Craig agreed there are technology needs and a unified system would be great, but cost has been a big factor. Mr. Hooper said he would like to consolidate many software systems, which is a long-term project that Council will hear about in the years to come. Chief Owen added that Essential Personnel caters to emergency services, and Chief Wentzell said when they enter critical incident and use-of-force

reports, Essential Personnel has a personnel early warning system that notifies her if someone hits a certain marker or requires additional training.

Mr. Lytle also suggested a City-wide recognition event with all staff present.

Mr. Baker said he is interested in role clarity and how people can be required to wear multiple hats in a small organization. He asked Chief Wentzell how she balances that with wanting to have the specialization that bigger departments have. Chief Wentzell said BPD had a CID Lieutenant and in looking at the case load, the CID division was too big. She determined CID could be run by a Sergeant with oversight, which freed up a Lieutenant position to take on support services and eliminated the extracurriculars assigned to shift Lieutenants. Shift Lieutenants can then do what they are supposed to do in their roles. There is more intermingling of roles for civilian positions. For example, one person handles records while another handles accreditation, which feeds into one another, so they are working to realign the roles to streamline information flows and create a natural work order. BPD is also focusing on succession planning so that someone can fill in if someone is out. Some people still wear extra hats, but BPD is offering intangible benefits, such as a flexible schedule, to help with the burden of temporarily taking on extra responsibilities.

Mr. Baker said he voted in favor of retaining Berry Dunn and asked given the cost, how effective or ineffective did Chief Wentzell find having this report. Chief Wentzell said she believes much of what was highlighted in the report would have become evident in the one-on-ones. She added that coming in heart-in-hand and trying to earn the officers' respect, she would have gotten to the same point, but not nearly as quickly as she did with the report. The report helped articulate the issues and get some foresight as to what she was stepping into. She believes someone who wanted to get to the root of the issue could have reached the same result, but it would have taken longer. Mr. Baker said at the time, they did not have a lot of time to make changes so if the report allowed her to act faster, then it was worth it.

Chief Wentzell added that by retaining Berry Dunn, especially when officers felt unheard, it showed recognition that there were problems and Council was willing to call in the experts to get to the root cause, instead of looking for a quick fix. Mr. Lytle said the report also gives transparency to the police department by showing the extent of the issues. Chief Wentzell said the report acts as an accountability measure for her because if something is not implemented, she cannot say she did not know.

Mr. Baker said the report is internally focused, but he is curious as to how she sees the external relations of the department and if there is room for improvement. He knows she met with many people and organizations when she started, but he is interested in the relationship with the Sheriff's Department. Chief Wentzell said it will be a work in progress and in talking with the officers, there were many initiatives that BPD used to partake in and let fall to the wayside. As BPD works toward full staffing, Chief Wentzell said she first wants to build internally, as she believes that until you show people that you care about them, they are not going to

care about the objectives you give them. Her goal is to be more involved in the community and she has met with community groups and nonprofits to determine what the department can bring to the table. She gave examples related to a self-defense lunch and learn conducted for realtors and a back-to-school awareness event that stemmed from a crosswalk incident on Gallimore Rd. As for relations with the Sheriff's department, Chief Wentzell said she has worked well with Sheriff Owenby and discussed the City's past involvement in the drug task force and special response team. Chief Wentzell added that if there is something going on in the City, she would like representation on any team that responds. Sheriff Owenby, similar to the officers, wants to be able to trust in leadership and uphold expectations and standards for any teams the City is going to be a part of. As BPD reaches full staffing, Chief Wentzell will look at the possibility of rejoining the team and task force. Rejoining the teams will feed the officers' hunger, allow the City to be part of asset forfeitures when they occur, and build the relationship with the Sheriff's department. At the line level, the Sheriff's department and BPD collaborate, but past tension occurred at the top so she is working to repair that relationship.

Mr. Gallo said he wishes the universities and government agencies he worked at had a similar approach to Chief Wentzell. At those agencies, they had periodic reviews performed by peer agencies and he asked if law enforcement has something similar. Chief Wentzell said performance reviews are one measure, but are typically supervisor-subordinate, so she supports 360-degree style leadership, where individuals are evaluated by superiors, subordinates, and peers to give a more well-rounded approach. Mr. Gallo asked about longer-term reviews for the department and Chief Wentzell said accreditation will serve that purpose by ensuring BPD meets standards. Assessors will come every 1.5 years for a mock assessment and every 3 years for a full assessment. Chief Wentzell said the purpose of accreditation is to ensure the department stays on the trajectory to consistently meet standards.

Mr. Baker asked about next steps. Mr. Hooper said he was curious if the Committee thought Staff should give a similar presentation to the full Council and then in late summer, Staff would give an update after there is some progress on the strategic plans, the Deputy Chief is hired, and BPD has completed its reorganization. Mr. Baker and Mr. Lytle agreed that a presentation should be given to the full Council.

H. Public Comment

Rodney Locks said he thought it was an excellent report. His thoughts were that it is not just an internal report, but also a report on culture and relationship building. He added that what you do internally affects people's opinions. It is also Council who says they are serious about it, willing to commit dollars to it, and that public safety is important. He emphasized that the cultural change is important and internal changes alone, from the community's standpoint, do not make a big difference.

Harvey Sankey said he likes the crosswalk at the entrance of Straus Pkwy that crosses to the hospital. He mentioned the slip lane going from Mahon Ford into

Straus Pkwy at a previous meeting and asked if it has been addressed. Mr. Hooper said Staff raised the concerns about several slip lanes with DOT and it seems to be a philosophical difference. Mr. Hooper added that he would prefer not to have slip lanes and to have tighter turning radiuses to make drivers slow down before turning, but DOT believes cars slowing to turn will cause more rearend accidents. Mr. Hooper said he will continue to advocate for the City's position.

Mr. Sankey said as a taxpayer, the Berry Dunn report was money well spent. He asked whether the report would be released to the public. Mr. Hooper said it would be published on the City's website in the next few days. Mr. Sankey said he feels it is very important for people to know what has happened. He is impressed with the work Chief Wentzell is doing and it makes him feel good as a citizen and taxpayer.

Mr. Locks mentioned some recent accidents on Cashiers Valley Rd. and on Rice St. where people want to know what happened. He added that it would be great if people could get feedback about what is going on or if people affected are okay.

Ms. Gallo asked about new construction at Galloway and Main and whether it would have sidewalks. Mr. Hooper said he does not believe new construction of single-family homes requires sidewalks.

I. Set Date for Next Meeting – May 28, 2026 at 3:30pm

Due to the Memorial Day holiday, the next meeting was rescheduled for Thursday, May 28, 2026, at 3:30 pm.

J. Adjourn

There being no further business, the meeting was adjourned at 5:26 pm.

Minutes Approved: May 28, 2026

X _____
Aaron Baker, Chair, Council Member or
Dean Lytle, Vice Chair, Council Member

X Shawnee A. Cummings
Shawnee Cummings
Assistant to the City Manager

Traffic Calming and Safety Project Status 4/27/2026

IDENTIFIER	PROJECT	DESCRIPTION	STATUS	NOTE
1	W. Probart/Railroad intersection improvements	Move stop sign/stop bar slightly east to provide more space for traffic collection; increase SB curb radius to ease turning movements onto WB Probart, add double sided RRBCs.	RRBCs are on hand, intersection changes should take place in May personnel and weather allowing.	
2	E. Probart crossing at Broad St.	Enhanced signage to warn motorists of pedestrians	Installed pedestrian and traffic warning signs, painted the crosswalk. Waiting on McAdams review one way travel on Probart, Broad to court house parking. Traffic data has been requested from Police. Stripes have been repainted after NCDOT repaving. Also waiting on	
3	Estatoe boardwalk repair Section 1, behind McDonalds	Repair/replace/reconfigure boardwalk sections of Estatoe Trail.	FLAP Grant has been awarded to the City, but we have not yet determined the full amount of the award. The designer for the project has been selected, WSP. We are presently unsure when grant funding will be available, as such we will not enter into a design agreement until we are sure of the funding amount and timeline	PTR comm. has agreed that this should be staff focus for the year to come
4	Estatoe boardwalk repair Section 2, behind Aldi	Repair/replace/reconfigure boardwalk sections of Estatoe Trail.	FLAP Grant has been awarded to the City, but we have not yet determined the full amount of the award. The designer for the project has been selected, WSP. We are presently unsure when grant funding will be available, as such we will not enter into a design agreement until we are sure of the funding amount and timeline	PTR comm. has agreed that this should be staff focus for the year to come
5	Estatoe temporary trail	Gravel path along old railbed	Temporary trail is largely complete pending Pender and Fisher crossings. PTR has endorsed a temp solution for Pender Ln treatments. Work at Pender has started and the changes should be in place by the end of May, personnel and weather allowing.	
6	Carolina Ave. traffic calming	Possible traffic calming measures on Carolina Ave. north of intersection with Shipman	Staff plans to bring a proposal to the Budget Retreat to add speed bumps on the City owned portion of Carolina Avenue.	
7	Four-way stop near Silversteen Park	Add stop sign at Mills Ave. to create four-way stop near Silversteen Park	Final layout received from our Traffic Consultant. Signs have been ordered. We will implement this work after the Hillview Street culvert is repalced.	Need to advertise traffic change and install "New Traffic Pattern" signs

8	Oaklawn/Main St. four-way stop	Add stop signs/stop bars on Main St. to create four-way stop	New stops signs and warning signs for the new intersection are in place. Painting of the new pedestrian island still needs to be completed, we are hoping to have this implemented by end of May weather and staffing allowing.	Need to advertise traffic change and install "New Traffic Pattern" signs
9	Oaklawn/Carver four-way stop	Add stop sign at EB Carver to create four-way stop	New stops signs and warning signs for the new intersection are in place. Warning signs will come down in about 90 days, completing this project. Warning signs are coming down at the end of May.	Need to advertise traffic change and install "New Traffic Pattern" signs
10	Park Ave, Park View, Elm Bend. traffic calming	Constituent request for consideration	Initital data collection complete and data review is is process. Plans are to continue data collection while school is in session as previous collection occurred during the summer.	
11	Pisgah Church Dr. traffic calming	Constituent request for consideration	Data collection scheduled	
12	Fisher Rd. traffic calming	Constituent request for consideration	Discussed with NCDOT 12/18/25. NCDOT indicates they are flexible in regards to trail crossing and willing to consider ownership swap.	State rd., traffic control measures must be approved by NCDOT
13	No Turn On Red where Bike Paths are crossed, Deer Lake Road, Jackson Court, Osbourne, temporary until R5800 is complete.	Constituent request for consideration	Discussed with NCDOT on 12/18/25. NCDOT is reviewing mast arms to see if they can support associated signage. NCDOT said maybe to painting trail crossing with the Ecusta Trail Logo at Deer Lake, Pisgah Heights, Jackson Court	
14	Add traffic calming to Oakdale, near 228	Constituent request for consideration	Under discussion	Add to data collection schedule
15	Flashing Yellow light and enhanced crosswalk, Highschool to dirt parkng a across Country Club Road. Consider addition of speed bumps or rumble strips	High School has requested rumble strips	NCDOT has agreed to install a flashing RRFB at this crossswalk between June and August of 2026.	
16	Can speed be reduced on shared bike lanes on French Broad	Constituent request for consideration	Under discussion	
17	Can Morgan Street be made a bike boulevard	Constituent request for consideration	Under discussion in Downtown Master Plan	
18	Can the Bike Ped Plan be reviewed for safety concerns and address those on a higher priority	Constituent request for consideration	Under discussion	
19	Can we review the number of light changes per crosswalk crossing at 276/Elm/Park View at school crossing	Constituent request for consideration	This was discussed briefly with NCDOT at last quarterly meeting on 12/18/25 but we do not have are solution yet. Do new lights at Gallimore change traffic	

20	Ecusta Road signage warning of upcoming trail crossings	Constituent request for consideration - Need to verify if this has been done	To be addressed by a coming STIP Project, have asked NCDOT if signs can be added, awaiting their approval	
21	Secondary egress from Cherry St area	Constituent request for consideration - Need to follow up with McGill	Public Safety agreed to review one emergecny exit route versus 4 as originally proposed. Update proposal received from our designer on 11/24/25. This project is on hold pending identifaction of needed budget.	
22	Trail crossing signs and better marking by Pisgah Heights	Constituent request for consideration	Repaint faded crosswalk add signs, waiting on NCDOT. Staff will schedule this work.	
23	Deerlake Road sidewalk extension	Constituent request for consideration	Cost estimated by Public Works to be $20k for materials, work could be done in house as time allows, double cost if contracted. Wilson to discuss with home owners association.	
24	Better trail marking/ safety improvements by Deerlake Rd/AVL Highway, pernament per R5800.	Constituent request for consideration	Discussed with NCDOT on 12/18/25 but no resolution yet. DOT is considering this along with the new roundabout work	
25	Deer Lake Crossing Signal Light	Constituent request for consideration	Reviewed with NCDOT on 12/18/25, they promised to give this consideration but no promises were made.	
26	Excessive speed on West Main, 200 block due to traffic on Probart rerouting around speed bumps. What traffci control measures can be put in place?	Constituent request for consideration	Just recently completed additional data collection. Review in process.	
27	Lack of crosswalk on Broad Street near library	Constituent request for consideration	Will discuss with NCDOT	
28	Varying speed limits on Broadway, one small section speeds up. Can they be made the same?	Constituent request for consideration	Will discuss with NCDOT	
29	Silversteen between Caldwell and Aiken	Constituent request for consideration	Will discuss with NCDOT	
30	Review intersection of Carver Street and Oakdale Street and Cashiers Valley Road below MJCCC	Constituent request for consideration	Alternatives under discussion with TCWT	
31	Add a crosswalk across Whitmire St. where in interesects Railroad.	Constituent request for consideration	This is a confusing request as the crosswalk being requested already exists	

32	102 East French Broad - Excessive Speed	Constituent request for consideration	Police Department to conduct data collection	
	RESOLVED OR COMPLETED ITEMS			
1	Jailhouse Hill Line Painting	Constituent request for consideration	Completed	NCDOT
2	Line Painting in front of Ingles	Constituent request for consideration	Completed	NCDOT
3	Railroad Avenue parking	Public hearing 8/4 for code changes prohibiting on-street parking along Railroad	Complete	
4	Crosswalk Indicators not working, French Broad/Caldwell	Constituent request for consideration	Complete	
5	Crosswalk Indicators not working, French Broad/Broad	Constituent request for consideration	Complete	
6	Crosswalk Indicators not working, Main/Caldwell	Constituent request for consideration	Complete	NCDOT
7	Reflective Tape on Benches at Jordan Street Bump Out	Constituent request for consideration	Complete	Will be reviewed again later if deemed problematic
8	Bicycle Accident Barclay Road due to ignored Road Closure Barricades	Constituent request for consideration	Complete	NCDOT - Estimated Completion by 10/1/25
9	Jake Brake Signs	Constituent request for consideration	Complete	
10	Railroad/McClean path crossing improvement	Replace one-sided RFBs with two-sided; create ADA accessible "landing pads" on both sides of crosswalk	Complete	
11	Excessive speed on Maple. What traffic control measures can be put in place?	Constituent request for consideration	Complete	Traffic data was collected. Based on the traffic data it was decided that new measures were needed at this time.

BERRY DUNN "ORGANIZATIONAL HEALTH ASSESSMENT" UPDATE

Public Safety Committee

April 27, 2026

- In September 2024 City Council held a Special Meeting to discuss issues at the police department.
- Staff's recommendation was to seek assistance from experts in organizational health—particularly law enforcement organizations—in identifying precisely what the issues were and what BPD could do to improve its organizational health.
- After a brief delay caused by Helene, a solicitation for "organizational health assessment and change management strategy" service was released in fall 2024.
- Five finalists were interviewed, with Berry Dunn chosen because of their track record, their approach, and their extensive experience in the industry. The work plan was negotiated and the agreement signed in spring 2025.
- Berry Dunn began their work in late winter/early spring 2025, collecting information from BPD staff using a combination of in-person interviews and electronic surveys. Berry Dunn also spoke with Mr. Hooper, Ms. Craig, and council members.
- Berry Dunn analyzed the results of their data gathering using a proprietary method and applied their industry knowledge to create the observations and recommendations in the report.
- In early spring 2025 Berry Dunn organized a book read for lieutenants and above at BPD, as well as relevant civilian staff within the city. The group read two books—Flight of the Buffalo by James Belasco and Ralph Stayer and Crucial Conversations by Joseph Greeny et. Al—and in May held a daylong session discussing the books' lessons. This exercise was intended to help department leadership prepare for changes on the horizon.
- The initial report was completed in August 2025, with Berry Dunn and city staff spending the next month digesting the report's recommendations and developing an implementation strategy.
- In September 2025 Berry Dunn's work was intentionally paused when Chief Jordan retired and Interim Chief Moorman came onboard.
- In late 2025 Berry Dunn published a supplement to the document reporting steps the city and Interim Chief Moorman were taking to improve organizational health.
- In early 2026 new Chief Wentzell assumed leadership of the department and initiated her own complementary assessment of the department.
- Prior to review, please note:
    - The report is a snapshot of BPD's organizational health as of spring/summer 2025.

    - The results of employee interviews and surveys are considered Berry Dunn's work product and therefore are not considered public record.
- The report's findings and recommendations are grouped into five themes: leadership, communication, business processes, operational processes, and job satisfaction.
- Chief Wentzell has incorporated some of Berry Dunn's findings into her own assessment of BPD's organizational needs, and has begun implementing some of the report's recommendations.
- Berry Dunn remains engaged and is helping Chief Wentzell develop 6-month and 1-year strategic plans for implementing some of the report's recommendations.
- This afternoon, Chief Wentzell, Mr. Hooper, and Ms. Craig will walk the committee through the report's recommendations, and update the committee on the report's implementation status.

Brevard Police Department Organizational Assessment

BERRY DUNN REPORT OVERVIEW & IMPLEMENTATION UPDATE

Purpose of Needs Assessment Report

- Independent assessment of BPD organizational health
- Identify barriers to efficiency and effectiveness
- Provide "playbook" for improvement
- Based on surveys, interviews, and operational analysis

Findings & Recommendations - Top 5 Areas

- Leadership
- Communication
- Business Processes
- Operational Processes
- Job Satisfaction

Findings: Leadership

- Inconsistent Accountability (3.1)
- Centralized Decision-Making (3.2)
- Limited Supervisor Empowerment (3.3)
- Role Clarity issues (3.4)
- Chain of command breakdown (3.6)
- Trust concerns (3.7)

Changes: Leadership

- Defined expectations per rank & role
- Delegated responsibilities
- Departmental Restructuring
  - Clear primary duties for each job assignment
  - Clear "extracurricular" assignments per employee
- Reinforcement of Chain of Command
- One-on-One meetings
  - Visibility and accessibility
  - Consistent Presence

Findings: Communication

- Over-reliance on email (3.10)
- Limited direct interaction (3.10)
- Lack of follow-up (3.11)
- Employees feel unheard (3.11)
- Inconsistent communication during change (3.13)

Changes: Communication

- Supervisor / Staff / Policy meetings restored
  - Minutes sent out
- Increased engagement
  - Internally and externally
  - Intentional about opportunities to get staff feedback and buy-in
- In-person and email follow-up on all changes

Findings: Business Processes

- Inefficient policy rollout (3.12)
- Limited training as relates to policy (3.12)
- Poor communication of changes (3.13)
- Lack of meeting documentation (3.14)

Changes: Business Processes

- Significant changes to policy review & rollout
- Interactive training formats
  - In person / video / email
- In-person and email follow-up on all changes with explanations
- Meeting minutes sent out to all personnel

Findings: Operational Processes

- Limited event planning (3.15)
- Staffing shortages (3.16)
- Recruitment challenges (3.16)
- Top-heavy structure (3.17)

Changes: Operational Processes

- Designated event coordinator
  - Creating pre-event action plans
  - Post event debriefings
  - On-going collaboration with Planning & FD
- Increasing Recruitment Efforts
  - HR added bonus pays / increasing marketability
  - Targeted approach to recruitment / job fairs
  - Cadet program Restructuring of department
- Restructuring of department
  - Staffing realignment and shared purpose

Findings: Job Satisfaction

- Morale challenges (3.17 / 3.18)
- Trust Concerns (3.7)
- Strong employee commitment (3.18)

Changes: Job Satisfaction

- Leadership visibility
- Direct engagement with staff
- Culture rebuilding
  - Setting "BPD Standard" / Esprit de Corps
- Future focus on career development
  - Structured development plans
- Future focus on recognition and wellness

Moving Foward

- Completing contract with Berry Dunn
  - Focusing on 6- and 12-month strategic plan
- Complete policy modernization and received NC State Accreditation by March 2027
- Focus on accountability, expectations, mentoring and employee development, communication and morale
- Goal – high performing, high morale, professional department.