

Wake County Board of Commissioners
Public Safety Committee
October 24th, 2016
2:00 p.m.
Wake County Justice Center Room 2800

Commissioners Present:

Matt Calabria, Committee Chair
John Burns
Sig Hutchinson
James West

Wake County Staff Present:

Denise Foreman, Assistant to the County Manager; Nick Campasano, Wake County Fire Services Director; Sara Warren, Wake County Sheriff's Office Analyst; Denise Hogan, Clerk to the Board; Andy Kuhn, Executive Assistant; Jim Hartmann, County Manager; Elizabeth Brandt, Communications; Kenneth Murphy, Assistant County Attorney; David Ellis, Deputy County Manager; Chris Dillon, Intergovernmental Relations Manager; Eric Curry, Communications Office; Demetric Potts, Emergency Services Manager; and Yvonne Gilyard, Deputy Clerk to the Board

Others Present:

Billy Myrick, Wake County Fire Commission; and Bob Stagg, Wake County Fire Commission.

Introductions

Commissioner Calabria called the meeting to order at 2:00 p.m.

Board Goals, Objectives and Initiatives

Denise Foreman, Assistant to the County Manager, shared the Board Goals, Objectives and Initiatives for the Public Safety Committee.


- Approved by the Board November 2015
- 9 Goal Areas to track and monitor progress of the Board Goals
- Plan to update and revise goals annually
- 2016 updating process to begin through work in committees
- Desired outcome: update 2017 goals in order for departments to consider as they develop FY2018 budget requests

- Focus on outcomes – what are we trying to achieve?
- Review progress on goals
- Determine if goal / objective/initiative:
 - Has been Achieved / “Done”?
 - If the goal still applicable?
 - Need to be continued / modified?
 - Revise goal wording?
 - Revise / add objectives and/or initiatives?

Mr. Nick Campasano, Fire Services Director, shared the committee goal.

Goal: Provide a safe and secure community through coordinated, efficient and effective public safety services.

He shared objective PS 1.1

	Objective PS 1: Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.
PS 1.1: Coordinate public safety data collection to inform and assist public policy decisions.	<ul style="list-style-type: none"> • Fire Service partners surveyed to determine RMS system platforms • Meeting held with IS server team to discuss options to interconnect all FD data systems • CAD replacement process on-going • IS currently in hiring process for Data Scientist • Will be exploring use of existing RMS platform's API capabilities for data mining • Approved funding for data analytics (NC State & SAS) <ul style="list-style-type: none"> • High users across systems (LE, EMS, Hospital, Jails) • Understand mental health problems in jails


Commissioner Hutchinson asked if there was a possibility to link systems to allow for data sharing. Mr. Campasano said there can be bridges built to allow for sharing of information. Commissioner Hutchinson asked if database sharing was the easier path, or if software development was necessary. Mr. Campasano said he believes that data sharing outside of applications is the easier path. Commissioner Burns said that there are concerns about in-house data loss because learning and implementation are not easily managed and passed between departments.

Commissioner Calabria asked what the timeline for hiring the new Information Services Data Scientist is. Mr. Campasano said he is unsure of the timeline at this point. Mr. Hartmann said that the complexity of the information requires hiring a professional that can manage multiple levels of need and the county is considering the variables and obstacles of concern related to the position and the need.

Mr. Campasano shared objective PS 1.2

 Objective PS 1: Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.	
PS 1.2: Evaluate the existing state of countywide interagency coordination and cooperation and identify areas for strengthening.	<ul style="list-style-type: none">• Emergency Management has been working with stakeholders across the county, primarily through the Domestic Preparedness Task Force, to inventory existing committees and their role.• To date, Emergency Management has identified over twenty-two existing public safety related committees

He shared objective PS 1.3

 Objective PS 1: Develop strategies to build trust, cooperation and accountability among agencies, programs and initiatives that incorporate public safety agencies and resources throughout the county.	
PS 1.3: Work with key stakeholders to develop a sustainable funding and resource plan for fire tax district services.	<ul style="list-style-type: none">• Cost-share data elements and values validated• Developed implementation models• Fire Commission recommended implementation• Adopted by County Commissioners and included in FY17 Fire Tax District budget• New Fire Tax District model developed, illustrating sustained funding• Began Staffing and Deployment study – anticipated completion by end of year 2016

Commissioner Calabria asked the timeline moving forward on the resource plan for fire tax district services. Mr. Campasano said staff is targeting July 1, 2017 for submission and August 1 for redraft for committees.

Commissioner Calabria asked if the initiative can be narrowed to implementing and developing a key stakeholder plan.

Ms. Foreman said staff will reflect the need for narrowing of initiative 1.3.

There was discussion of a draft report of accounting for all departments. Mr. Campasano said currently departments send reports to the budget office for examination.

Mr. Billy Myrick, Fire Commission member, said that standardizing fire service accounting will assist departments moving forward.

Ms. Foreman asked for any further review of items.

- Focus on outcomes – what are we trying to achieve?
 - What will success look like?
 - Can we measure it?
- What objectives and initiatives will help us achieve the desired outcomes?
- Determine if objective/initiative:
 - Has been Achieved / “Done”?
 - Is still applicable?
 - Needs to be continued / modified?
 - Is a new objective/initiative needed?

Mr. Campasano shared objective 2.1



Objective PS 2: Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to prevent, mitigate and respond to emergencies related to hazardous materials.

PS 2.1: Assess and respond to issues surrounding encroachment upon hazardous materials facilities and corridors.

- The Local Emergency Planning Committee (LEPC), working with industry experts, has established and validated criteria to be used in identifying at risk facilities and corridors
- Emergency Management and the LEPC have identified the facilities that pose a potential risk under the established criteria
- Emergency Management has been awarded a grant that will provide the resources needed for quantitative validation of the identified sites and corridors
- Scope of Work under development by LEPC's Land Use Subcommittee

Commissioner Calabria asked if there is a clear tool kit for remedy that would apply to emergency management situations. Mr. Campasano said actions taken depend on the nature of the emergency and response protocol. He added that smart development in regards to the Unified Development Ordinance (UDO) is being considered.

Mr. Campasano shared objective 2.2



Objective PS 2: Identify and reduce hazards posed to existing and future buildings (both public and private) and develop adequate planning and communication infrastructure to prevent, mitigate and respond to emergencies related to hazardous materials.

PS 2.2: Work with all county municipalities and agencies to explore establishing standardized policies.


- Public Safety Objective 2.2 is dependent upon completion of PS 2.1.

Commissioner Calabria asked about the timeline for completion of the objective. Mr. Campasano said the award notification is still ongoing and by spring of 2017 the work of the consultant will be completed. He said the UDO work will be a slow process.

Ms. Foreman asked for review of initiatives.

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Mr. Campasano shared objective 3.1

 Objective PS 3: Study and identify opportunities for enhanced public safety communications and interoperability within the county.	
PS 3.1: Work with public safety agencies within the county to develop radio system core service area and in-building coverage and interoperability standards.	<ul style="list-style-type: none">• In July, Wake County worked collaboratively with public safety agencies and municipal partners to finalized a radio system design that improves system coverage via the addition of three new tower sites. Specifications from the design will be included in a system replacement RFP scheduled for release in October of 2016.• Four recently opened school facilities included radio signal amplification systems to improve in-building coverage: Apex Friendship High, Green Elementary, Pine Hollow Middle and South Garner High.• Funding approval for radio signal amplification systems for four new elementary schools is expect within the next 60 days and is now included within the project scope for all new schools.

There was discussion regarding antennae sites and service coverage within public buildings.

Mr. Billy Myrick, Fire Services Committee member, said there are portable repeaters available until the service is fully operating.

Mr. Bob Stagg, Fire Services Committee member, said that school readiness and communication improvements have been of chief concern by the committee and he thanked the board for undertaking this effort.

Commissioner Calabria asked about portable repeaters and their use in the long term. Mr. Campasano said that response units use repeaters and because he is unsure of the

cost, he cannot determine the cost-effectiveness of them. Mr. Myrick said that arrival times typically render the portable systems useless. Mr. Stagg said that time of arrival at an active shooter scenario in Apex illustrated that portable units were not able to be deployed fast enough. Commissioner Calabria asked what the answer to the problem would be. Mr. Stagg said a county ordinance to mandate Bi-Directional Amplifiers (BDA's), specifically large public gathering buildings would be helpful. Mr. Campasano said there will always be logistical issues for first responders, but that there can be training to allow for better communication during emergency responses.

Commissioner Calabria asked if there was a need to explore planning for BDA inclusion in future construction of specific structures. Mr. Hartmann said implementation within county built structures is more easily achieved, but making changes to state-wide building codes could be difficult. He said that emergency response is critical and often expensive, but necessary.

Commissioner Calabria said initiatives that surround training and exploration of BDA requirements for public spaces and possibly all county gathering spaces of specific size should be explored.

Commissioner Burns asked about training for deputies for conflict resolution and training. Ms. Sara Warren, Sheriff's Office Analyst, said that mental health first aid and Crisis in Training (CIT) are different and are offered only a few times a year per jurisdiction, to a select number of individuals. She said that Wake County has a few who are trained, but the Sheriff's office is pushing out curriculum that includes mental health first aid training. Commissioner Burns said he would like to see an update on the program to help inform officers. Mr. Hartmann said shoot don't shoot training is something that should be discussed and explored.

There was discussion of CIT training accessibility.

Commissioner Burns asked if a review of CIT training within the department could be added to the initiatives.

Commissioner Burns left the meeting at 2:53 p.m.


Commissioner Calabria said that three contexts need to be examined, in jail, in general, and by School Resource Officers (SRO's). He said that this would assist in support of officers within the county.

Commissioner West joined the meeting at 2:55 p.m.

Ms. Foreman asked for review of initiatives.

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Ms. Warren shared objective 4.1

 Objective PS 4: Study the effects of illegal drug use, specifically heroin and other narcotics, on the community and the impacts on public safety departments and partners.	
PS 4.1: Establish coordination group of stakeholders and collect data that would inform key leaders on drug-related issues and their impact on the community.	<ul style="list-style-type: none">• Through efforts of the Overdose Prevention Coalition:<ul style="list-style-type: none">• High Intensity Drug Trafficking Area (HIDTA) has received 2.0 FTE<ul style="list-style-type: none">• Data Analyst – work with Public Health officials at the state and local level• Intel Officer – work with law enforcement across agencies• Exploring objectives and outcomes of LEAD Programs Fayetteville and Wilmington• US Attorney’s Office and Drug Enforcement Agency leading Opiate/Heroin Strategic Initiative to compliment local efforts to combat opiate use

She shared objective 4.2



Objective PS 4: Study the effects of illegal drug use, specifically heroin and other narcotics, on the community and the impacts on public safety departments and partners.

PS 4.2: Work with partners such as other law enforcement agencies, first responders, and the County health department, to improve public education and define county messaging parameters.

- Continued work in the Wake County Drug Prevention Coalition:
 - US Attorney's Office and Drug Enforcement Agency leading Opiate/Heroin Strategic Initiative to compliment local efforts to combat opiate use
 - Community Partners have worked with the NC General Assembly to successfully implemented syringe exchange programs through the NC Harm Reduction Coalition
- Wake County Sheriff's Deputies are now carrying Naloxone to promote officer safety

Commissioner Calabria asked if there were recommendations from the Sheriff's office regarding the objectives. Ms. Warren said that until more understanding of where impact can be best made, the goals should be kept intentionally broad.

Commissioner Hutchinson said the opiate epidemic has become such a public health issue that prevention and education should be addressed by the county as much as possible.

There was discussion of how to expand the effectiveness of the drug court and getting community providers to successfully manage opiate abusers. Ms. Warren said partnership with mental health providers will be key moving forward.

There was discussion of court deferral programs relating to mental health. Commissioner Calabria asked how backgrounds and criminal history of potential participants was considered. There was discussion of the program and ability to cultivate the right client for the deferral program. Commissioner Calabria asked about the timeline for deployment. Ms. Warren said the plan was to test the program for a year. She said that the first client was received in March and that studies of time spent, success factors, and long term investment planning are being investigated.


Mr. David Ellis, Deputy County Manager, asked if there was data regarding opiate usage by demographic group. Ms. Warren said at this point the sheriff's office is unsure, but that the data analyst will hopefully be able to assist with targeted programming.

Commissioner Calabria asked if an initiative could be created regarding drug court and the mental health deferral program. He said he would like to hear a report back on these programs in March of 2017, in addition to possible expansion services.

Ms. Foreman asked for review of initiatives.

- Focus on outcomes – what are we trying to achieve?
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Mr. Campasano shared objective 5.1

 Objective PS 5: Identify strategies to improve personnel retention and workforce wellbeing in public safety departments.	
PS 5.1: Identify and develop resources to maintain the long-term physical and psychological wellbeing of public safety personnel.	<ul style="list-style-type: none">• Development and funding of Fire Service annual medical exams<ul style="list-style-type: none">• Vendor selected by bid process• Medical program guidelines written and recommended by Fire Commission• Contract amendments and program under review by County Attorney's office• New County EAP provider – will go live at end of October.• Human Resources currently working on Public Safety specific EAP resources.

There was discussion about contract employee and vendor assistance in the Human Resources Employee Assistance Program (EAP) program.

There was discussion of the live date and the operations of the new county EAP program.

Mr. Campasano shared objective 5.2



Objective PS 5: Identify strategies to improve personnel retention and workforce wellbeing in public safety departments.

PS 5.2: Develop strategies to increase public safety personnel recruitment and retention rates.

- Fire service salary market analysis completed
- New salary matrix adopted and included in FY17 Fire Tax District budget
- EMS and Sheriff's office included in County salary analysis
- EMS and Sheriff's office salary adjustments were included in county-wide payband and compression adjustments and approved as part of FY17 budget
- Relief factors approved in Sheriff's office as part of budget adoption

Mr. Campasano said that salary adjustments have been made to ensure competitiveness in the market. He said that paramedics are in high demand nationwide and the county is doing what it can to fill needed roles.

Commissioner Calabria asked how staff recognized when an issue becomes a real problem. Ms. Warren said in the detention center floaters are utilized, but there are personnel losses of 6-7 persons per month.

There was discussion of retention of employees who are leaving for better paying jobs in federal and state agencies. Commissioner Hutchinson asked if there are job fairs for various positions. Mr. Campasano said there are efforts underway with WakeTech to create programs to help fill needed positions through degree programs.

Commissioner West left the meeting at 3:30 p.m.

Commissioner Calabria suggested adding retention strategies to the objectives.

Mr. Campasano shared objective 5.3.



Objective PS 5: Identify strategies to improve personnel retention and workforce wellbeing in public safety departments.

PS 5.3: Study and implement best practices for volunteer recruiting and utilization in fire services.

- Fire Commission Staffing and Compensation sub-committee compiled best practice policies from county departments
- Fire Commission established a stand alone Volunteer Recruitment and Retention sub-committee
 - Will serve as volunteer coordinating body
 - Will formally develop incentive programs for volunteers
 - Will seek grant funding opportunities to leverage federal dollars in volunteer recruitment, training and retention programs
- #OneWake volunteer recognition program

Commissioner Calabria asked for development of a timeline for the volunteer coordination program. Mr. Stagg said that the training subcommittee revealed a need for a more centrally located training facility. He said that grant funding is being explored with WakeTech to create an existing training facility at another location.

Commissioner Calabria asked if there were any changes needed.

Ms. Foreman asked for review of the initiatives.

- Focus on outcomes – what are we trying to achieve?
 - What will success look like?
 - Can we measure it?
 - What objectives and initiatives will help us achieve the desired outcomes?
 - Determine if objective/initiative:
 - Has been Achieved / “Done”?
 - Is still applicable?
 - Needs to be continued / modified?
 - Is a new objective/initiative needed?
 - Are there other desired outcomes related to this Board Goal that we’re missing?
 - Focus on outcomes – what are we trying to achieve?
- What will success look like?
- Can we measure it?
- What objectives and initiatives will help us achieve the desired outcomes?

New Business

Commissioner Hutchinson said he would like to explore health objectives within existing objectives.

He suggested adding the language “health and well-being” to initiative 5.1

He also suggested that “healthy” be added to the Public Safety Goal.

He also asked that an initiative be created to examine health effects of incarceration and minimizing its impact.

Ms. Warren said that impact of incarceration for those with mental illness is being studied by the SAS/NC State grant that was approved.

There was discussion of how to extend health studies for those who are affected by incarceration who are not collected in the mental health study groups.

Commissioner Calabria asked for an objective to include a pre-trial program sentencing study and issues related to incarceration and the minimizing of impact of detainment. He also suggested an initiative that seeks to identify minor offenders who are incarcerated and how these issues can be mitigated.

Commissioner Calabria suggested an initiative that assists in bond and sentencing requirements. Ms. Warren said many of these factors are state controlled, and that work with the District Attorney Freeman seeks to determine tools for pre-trial status.

Commissioner Calabria also said he would like to include initiatives that address the school-to-prison pipeline. He said partnering with community groups to address the issue would be helpful and determination of best practices.

There was discussion of which agencies would assist and how SRO’s react with communities.

Commissioner Calabria also said that Wake County Public Schools is administering the Youth Behavioral Risk Survey (YBRS) and that inclusion of its results should be added to initiatives.

Commissioner Calabria asked for an update on body cameras for deputies. Ms. Warren said storage issues remain a chief concern as the requirements for data protection are greater than what most cloud based vendors can provide.

There was discussion of how to include exploration of body cameras techniques within the initiatives.

Commissioner Calabria asked how to include educational programming for the detained/incarcerated.

There was discussion of a combined objective that includes several areas related to job training, educational programs, and anti-recidivism programs.

Fire Commission Structure

Mr. Campasano shared action items from the Fire Commission's Administrative Subcommittee.

He said the Commission discussed some proposed changes to procedure. He said those proposed changes were divided into items that could be addressed by the Fire Commission and those that were under the purview of the Board of Commissioners. He said the suggested changes are being brought forth in an agenda item for discussion to bring back a recommendation to the Fire Commission and to the full Board of Commissioners.

He mentioned Bullet 2 under Section 3 related to recommending the addition of a Fire Commission seat for the President of the Wake County Association of Fire Chiefs for his or her appointing. He said there is currently a seat on the Commission for the Wake County Association of Fire Fighters. He said the administrative subcommittee wanted an additional seat for that Wake County Association Fire Chiefs or the substitution of that Fire Chief position for that Fire Fighters Association. He said that the substitution would mean that the representative would no longer be from the Fire Fighters Association but that it would be replaced by a Fire Chief.

He said the subcommittee recommended removing "The Wake County Board of Commissioners shall have the option to appoint additional alternate citizen/consumer representative", from the Fire Commission's Rules of Procedures. He said the subcommittee recommended the Board of Commissioners remove "having the option" from the language. He said the administrative sub-committee would like to have alternates appointed to the Fire Commission for the citizen appointees. He said alternates are necessary if they should fall short of the quorum at Fire Commission meetings.

He said that the sub-committee recommends seeking further guidance from the Board of the Commissioners on whether the fire commission should have citizen representatives or consumer representatives. He mentioned page 3 of the Rules and Procedures, item D, Membership and Composition. He said that the term "public consumers" and "citizen appointees" are used interchangeably. He said he requested

review of the language from the County Attorney's Office, and Ms. Beth Smerko, Senior Deputy County Attorney, said she recommended defining the term public consumer at the end of the sub-section. He said the recommendation was that consideration should be given as to whether the appointee is a consumer, a citizen, or a resident.

Commissioner Calabria said the concern for the Board of Commissioners is whether the appointee should be from an unincorporated area, or if they can be from anywhere in the county.

Mr. Campasano said the administrative sub-committee recommended that citizen consumers be appointed from each of the four fire regions, as opposed to at-large appointment.

There was discussion of each of the subcommittee recommendations. Commissioner Calabria asked for the rationale from the administrative sub-committee for the recommendation of the addition of a seat to the Fire Commission. Mr. Campasano said the Fire Commission feels that the Firefighter's Association should be the representative body, despite low membership, because they best represent the interest of the fire fighters. He said he is unsure of the rationale for the Fire Chief's Association having a representative because there are currently four Fire Chiefs represented through the four regions.

Mr. Billy Myrick, Wake County Fire Commission said that prior to the arrival of Mr. Campasano, there was little discussion of the rules of procedure and makeup of the committee; however, he would be strongly against removal of the Fire Fighters Association seat on the Fire Commission. There was discussion of the origin of the Fire Chief's Association and their relationship related to the Fire Commission.

There was discussion of the makeup of the commission and how the addition of additional Fire Chiefs may not benefit the committee or citizens at large.

There was discussion of at-large appointment or community representation for future appointments.

Commissioner Calabria said that there should be consideration about possible limits from a single municipality.

There was discussion of language to allow Commissioners to determine applicants by municipality and unincorporated area for commission appointments.

There was discussion of alternate selection and protocols for maintaining a quorum at Fire Commission meetings.

There was discussion of changing the three absences in two years rule to a two absence in two years rule.

Feedback was given by Commissioners to add two alternates from any region and to define a citizen appointee as a resident of Wake County. Staff will bring back this information to the full board.

Adjourn

Commissioner Calabria adjourned the meeting at 4:51 p.m.

Respectfully submitted,

Andy Kuhn
Executive Assistant to the Board of Commissioners