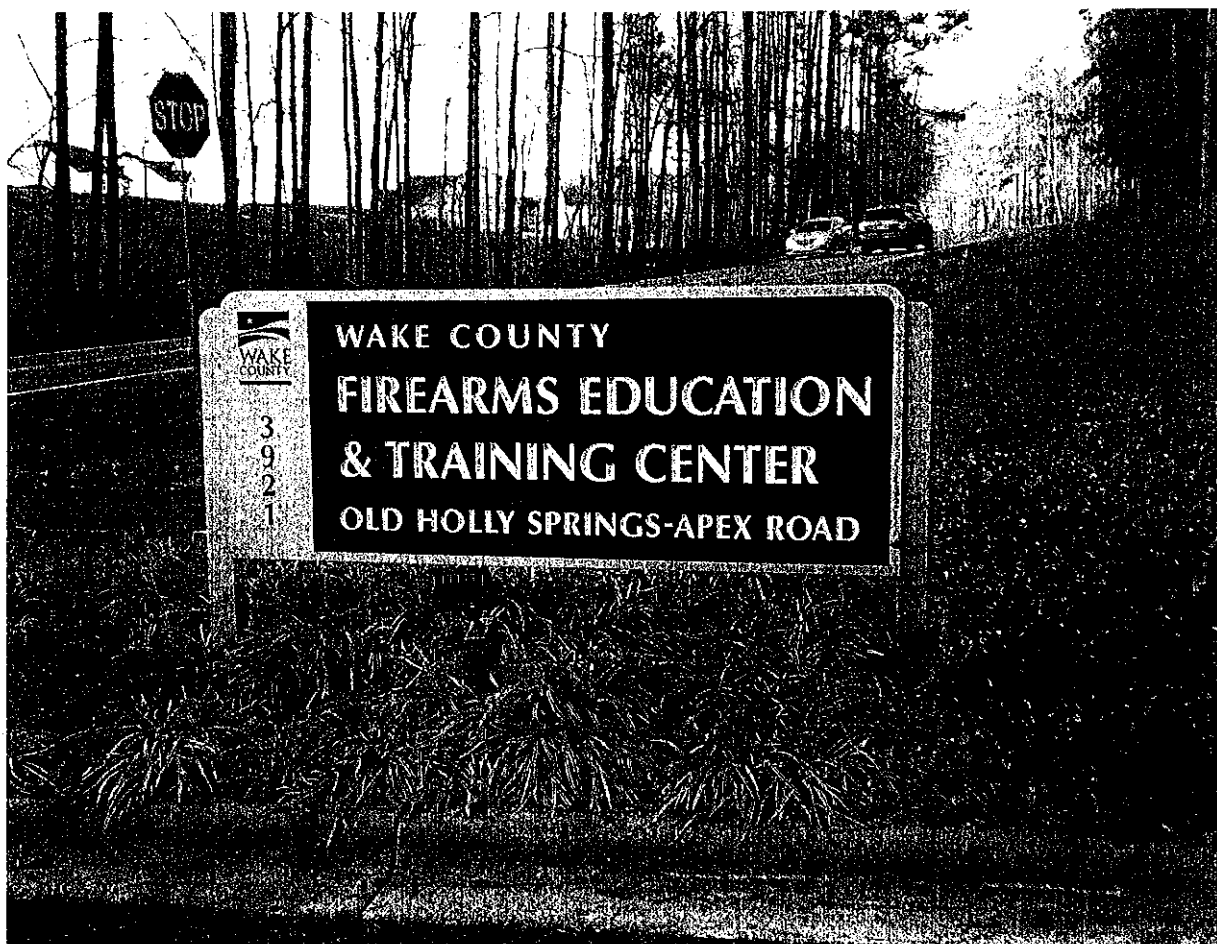


File: range3
Revised: 1/19/20

Wake County Firearms Education and Training Center
L. M. Safley, Jr.



Based on the Wake County Commissioners' (WCC) staff report presented during the 1/13/20 working session I was very glad to learn that the WCC had identified a very likely partner in the North Carolina Wildlife Resources Commission (NCWRC) to manage the Wake County Firearms Education and Training Center (WCFETC) relating to public access. NCWRC is an excellent choice.

As a long-term and very frequent user of the WCFETC I encourage favorable consideration for the following:

1. Immediate and enthusiastic cooperation between the WCC, NCWRC and the Wake County Sheriff's Office (WCSO) for the very near term re-opening of the WCFETC to the public. I am hopeful for public access within 30 days. Given the extremely high interest by many of the citizens of Wake County for near term access to the WCFETC this would appear reasonable and prudent.
2. At a minimum retention of the public access schedule that has been in place for several years namely:
 - a. Tuesday, Thursday and Friday (6 pm – 9 pm)
 - b. Saturday (12 N to 6 pm)
 - c. Sunday (1 pm – 6 pm)Based on information presented during the 1/13/20 working session this schedule does not appear to be in any way competitive with the use of the WCFETC by the WCSO and other law enforcement agencies.
3. If the WCC and NCWRC are successful in developing the desired partnership as relates to the WCFETC it would be good to create a liaison committee with representation from NCWRC, public citizens, WCC and WCSO and possibly media representation.
4. If WCC staff engages a consulting firm for evaluation of long term use of the WCFETC by public, then the public should be included in open discussion with the consulting firm.

Thank you for your consideration.

TO: Whom it May Concern

FROM: Parrish Ketchmark ()

DATE: January 20, 2020

Re: Summary of Series of Speeches delivered to Wake County Board of Commissioners, January 21

1. WCFETC Purpose (Niklas Smedberg)
 - a. Public Use
 - b. LOCAL Law Enforcement Use
 - i. Not for Non-Wake County Agencies
 - c. Citizen Involvement in Solution
2. WCSO desires to convert WCFETC into a LETC (Parrish Ketchmark)
 - a. Facility upgrades
 - b. Simulations Center
 - c. Taxpayer burden
3. Current Law Enforcement Usage (William Jansen)
 - a. 52% of usage is non-Wake County Jurisdictions
 - b. 30% WCSO for in-service training mandate
 - c. Public access is after hours when LEO doesn't use the facility nor have a need to use the facility
4. Consultant (William Jansen)
 - a. Multi-person committee that includes Citizen Stakeholders
5. Revenue and Operating Surplus (Sherron Kearney)
 - a. Public hours are greatest contribution
 - b. LEO contribution is negligible
6. Operating Costs (Rhonda Allen)
 - a. Sunk costs not intended to be recovered
 - b. WCSO is majority of use, representing increased abatement and environmental costs
7. Safety and Firearms Education (June Crane)
 - a. WCFETC hosts largest curriculum in Wake County
 - b. Safety and Education are critical as a result of growth
 - c. Other public ranges DO NOT meet the requirements of WCFETC public hours
8. NC Wildlife (Karen Mitchell)
 - a. Synergistic Partnership
 - b. Win-Win for all parties
9. Concluding Remarks (Mark Valletta)

Niklas Smedberg Comments

Good afternoon, my name is Niklas Smedberg

The WCFETC was originally built for the Citizens of Wake County as a safe place to shoot and as a facility allowing LOCAL law enforcement personnel to maintain their skills.

While it is not common that a taxpayer facility is open to public use, the WCFETC was particularly built for the expressed purpose of public use. It has existed with that purpose for nearly 20 years and should continue to exist for that purpose.

I would like to re-emphasize LOCAL (LAW ENFORCEMENT). The intended purpose of the WCFETC WAS NEVER to serve as a law enforcement training center, ONLY SERVING the needs of law enforcement agencies. Nor was it intended as a facility to serve the law enforcement agencies OUTSIDE of Wake County. It was built to serve the needs of the public and it was built for LOCAL law enforcement use, funded by the citizens of Wake County.

I respectfully request that Commissioners do the right thing by maintaining the WCFETC as it was originally intended, to serve both the public and LOCAL law enforcement needs, with public access NOT BEING reduced. I also request that Leagues and most importantly that the Firearms Safety and Education Curriculum remain, as these resources are a vital component to our community.

I also ask that Wake County citizens be involved in the process to reopen the WCFETC, much like was the case when it was first dedicated in 1999. This could be accomplished through a citizens group to ensure that the interests of Wake County Citizens are considered in this process. Failing to do so excludes one of the primary stakeholders and that's simply not right.

Thank you!

Ketchmark Comments at January 21, 2020 Commissioners Meeting

My name is Parrish Ketchmark.

Thank you for the opportunity to speak to you.

The WCSO intends to convert the WCFETC into a LETC. This is abundantly clear from a 44-page business plan presentation which the WCSO made to the County Staff in October of 2019. A copy of the slide where these plans are outlined is attached hereto.

In converting the WCFETC to a LETC, the WCSO is going to ask for taxpayer funding to make improvements to the WCFETC, such as retractable target systems and climate control, as well as to build a simulations center on the WCFETC property. These are expensive additions, and as taxpayers we should question the need for such improvements, particularly when the facility is adequate in its current condition for public use and considering that a 60,000 square foot, \$45.7 Million simulation center is being built with taxpayer dollars at Wake Tech.

I have outlined these facts in detail with my January 5, 2020 Memo, which has previously been supplied to you.

I would like to remind the Commissioners that the WCFETC has proven to be a valuable community resource for 20 years, much like a County Park, Recreation Center, or Greenway. As a recreational facility, it provides a low-cost alternative to other local ranges, affording citizens the opportunity to target practice, refine skills, and sight firearms for hunting season. Furthermore, over the past 20 years, the WCFETC has educated countless citizens on gun safety and firearms education.

What better utilization than a public/private partnership, with taxpayers funding the burden of local law enforcement training, which is necessary for public safety, and the facility being used "off-hours" at a negligible cost, for public use to allow citizens to shoot and learn firearms safety and education.

Thank you.

Law Enforcement Training Center (LETC)

Firing Range Revitalization

WCSC has determined that the firing range is not being best utilized to its maximum capacity for the general public and law enforcement use. This is based on its current management, facility structure and financial decrease over the past three years. The majority of usage comes from law enforcement and not the general public. We are requesting that the facility and management be upgraded to serve the most populated audience which is law enforcement. Currently now there are other various public ranges that provide firearms training and recreational shooting.

Recommend the existing firing range be upgraded by continue to provide law enforcement related training classes and facility upgrades that would accommodate more equipment safety measures and accessibility for an opportunity to train area law enforcement officers. Equipment upgrades would include but not limited to retractable target systems, maintaining climate control within health standards, range partitions/dividers and other safety measures. Marketing to other law enforcement agencies and limit public usage.

A community survey of the firing range membership (approximately 1,500+ responses) was done that has impacted a direction that WCSC is reviewing and will determine what will best work for the concerns of the facility, law enforcement officers and the general public. WCSC wants to address the existing need for a firing range for law enforcement versus public use.

Provide a new and innovative Law Enforcement Firing Range Simulation Center that would better serve our law enforcement population and continue law enforcement courses. This will ensure superior training for area law enforcement officers and agencies. Wake County is one of the largest counties in the State and this venture would prove to be conducive in our area. This proposal was presented as a CIP for FY2021. GSA will also assist in this endeavor.

Exhibit-3

William D. Jansen
100 Countryside Lane, Cary, NC 27518
(619) 300-8747

My name is William Jansen. Thank you for the opportunity to address you today.

The WCFETC could be utilized from 8 AM to 9 PM seven days per week. (91 hours.)

Law Enforcement uses the WCFETC from 8 AM to 5 PM, Monday through Friday. (45 hours.)

Shown below is a slide provided by County Staff at the January 13th Commissioners Meeting. The title is *Law Enforcement Use*. It shows the percentage utilization by various Law Enforcement agencies during the 8-to-5 M-to-F (45 hours) time period. Notice:

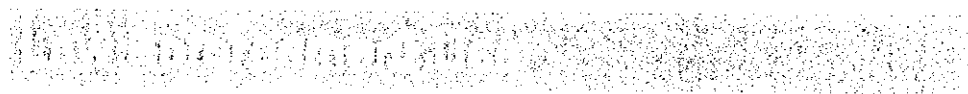
- 48% utilization by Wake County Law Enforcement
- 52% utilization by non-Wake County Law Enforcement

The WCFETC was not intended to serve as a LETC for Federal, State, and Non-Wake County Jurisdictions. It was dedicated to the Citizens of Wake County in 1999 and was built with public funds to serve the needs of the citizens as a safe place for target shooting.

Based on the current 48% utilization, Wake County Law Enforcement could literally double its range time and still not fully use the 8-to-5 M-to-F (45 hours) time period. That would leave the evenings and weekends open for civilian use.

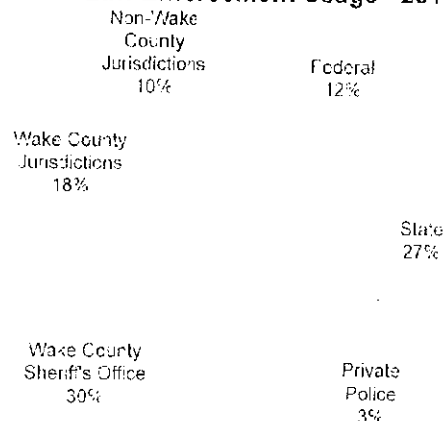
Please insure that the facility is used for its intended purpose: Firearms Education and Training for Wake County's Law Enforcement and civilians.

Thank you.



- Sheriff's Office oversees the use of the range for all law enforcement agencies
- Agencies include: Wake County & local jurisdictions, State, Federal, Non-Wake County and Private
- No Operating Agreements currently in place
- Fees are inconsistently applied

Law Enforcement Usage - 2019*



*Data provided by the Sheriff's Office

Jansen Comments at January 21, 2020 Commissioners Meeting

My name is William Jansen.

Thank you for the opportunity to address you today.

Law Enforcement Agencies use the WCFETC 45 hours per week, from 8am to 5pm, Monday through Friday. Let me point out that the majority of law enforcement training occurs during the hours of 8am and 5pm, not after hours and during the times that the WCFETC is used by the public. Nor is there an unmet need by law enforcement to train after hours at the WCFETC.

Attached to this presentation, you will find a slide provided by County Staff and discussed at the January 13th Commissioners Meeting, titled *Law Enforcement Use*.

One of the primary responsibilities of the WCSO is to "provide in-service training for Sheriff's Office Staff." In 2019, this particular training represented 30% of the available time allocated to Law Enforcement Usage at the WCFETC. Clearly, the WCSO has sufficient access to meet its mandate.

Also as indicated on this slide, 18% of Use came from other Wake County Jurisdictions. Between the WCSO and other Wake County Jurisdictions, the 8am-5pm weekday hours are utilized 48% of the time, leaving 52% of the time allocated to other non-Wake County agencies.

The WCFETC was not intended to serve as a LETC serving Federal, State, and Non-Wake County Jurisdictions. It was dedicated to the Citizens of Wake County in 1999 and was built with public funds to serve the needs of the citizens as a safe place for target shooting.

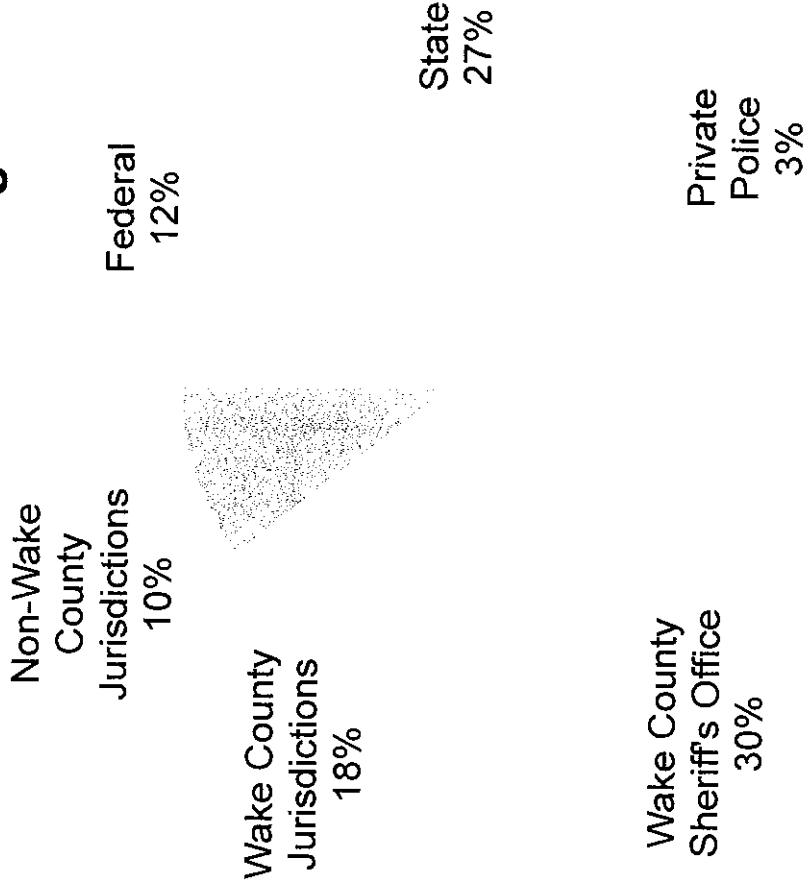
I respectfully request that the facility remain for its intended purpose.

Thank you.

Law Enforcement Use

- Sheriff's Office oversees the use of the range for all law enforcement agencies
- Agencies include: Wake County & local jurisdictions, State, Federal, Non-Wake County and Private
- No Operating Agreements currently in place
- Fees are inconsistently applied

Law Enforcement Usage - 2019*



*Data provided by the Sheriff's Office

William D. Jansen
100 Countryside Lane, Cary, NC 27518
(619) 300-8747

My name is William Jansen. Thank you for the opportunity to address you today, January 21, 2020.

Shown below is a slide provided by County Staff at the January 13th Commissioners Meeting. I have circled in red the Long-term Recommendation: Proceed with Consultant Services.

For 37 years I was a consulting engineer. I know a bit about that business. I offer this advice:

- Do not appoint just 1 person. For example, do not hire a consultant with an outstanding impeccable law enforcement background. The civilian stakeholders will never trust the report.
- Do appoint a multi-person committee representing each and all of the stakeholders in Wake County Firearms Education and Training Center.

Thank you.

Board Review

- Confirmation of Key Decision Points

User Groups with Access to the Facility

- Wake County Sheriff's Office
- Other Law Enforcement Agencies
- Public (Non-law enforcement)

Interim Solution to Operate Facility

- Proceed with negotiations with NC Wildlife Commission

Long-term Recommendation

- Proceed with Consultant Services

Sherron Kearney Comments

Attached to this presentation, please find two slides, one of which has been provided by County Staff in their January 21st presentation to the Commissioners. The other has been supplied by RSM.

As indicated on the both slides, from 2010 to 2016, the WCFETC was operating at a surplus, said surplus exceeding \$50,000 in most of those years. The majority of this operating surplus was derived from the public hours component of the WCFETC AND NOT the law enforcement component.

In 2016, a significant public hours competitor entered the marketplace, and with no marketing or advertising, the WCFETC experienced small, insignificant operating losses on the RSM contract. I argue, this operating loss is reversible.

The financial slide provided by County Staff indicates combined revenue from both the public and the law enforcement use component. When comparing this slide to the slide provided by RSM, you can clearly see that the law enforcement contribution to revenue has been insignificant, with public hours representing the majority of the operating surplus.

Law Enforcement currently has majority use, as defined by accessibility, with 45 hours per week and the public limited to 20 hours per week, plus Leagues and Special Events. Yet, even with access to the majority of hours, the law enforcement contribution to revenue is negligible.

I argue that converting the WCFETC to a LETC will be a further burden on taxpayers. Do Wake County Taxpayers really need to subsidize the training of non-Wake County law enforcement agencies?

Thank you for this opportunity to present to you.

Firing Range Revenues & Operating Costs

	FY 10 Actuals	FY 11 Actuals	FY 12 Actuals	FY 13 Actuals	FY 14 Actuals	FY 15 Actuals	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Actuals
Revenues Collected	\$175,689	\$221,519	\$256,118	\$297,500	\$260,420	\$280,672	\$290,796	\$262,700	\$205,673	\$191,290
Range Operation Cost	\$150,918	\$168,086	\$183,077	\$201,379	\$195,420	\$204,806	\$235,313	\$263,410	\$221,310	\$208,079
Difference	\$24,771	\$53,433	\$73,041	\$96,121	\$65,000	\$75,866	\$55,483	(\$710)	(\$15,637)	(\$16,789)
Additional Operating Costs	FY 10 Actuals	FY 11 Actuals	FY 12 Actuals	FY 13 Actuals	FY 14 Actuals	FY 15 Actuals	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Actuals
Facility Maintenance	\$227,269	\$206,333	\$231,207	\$280,137	\$296,281	\$283,980	\$313,438	\$306,886	\$420,451	\$383,667

RSM Income From WC-Admin Fees by Calendar Year

	Range Adm	Training	Total Admin	Ins	Paid to RSM Under Contract	Sales	Difference	Contract Limit	Over
2010	\$ 23,595.07	\$ 2,510.40	\$ 26,105.47	\$ 1,073.00	\$ 147,254.09	\$ 182,925.85	35,671.76	\$ 145,000.00	
2011	\$ 29,502.80	\$ 3,329.46	\$ 32,832.26	\$ 2,250.00	\$ 166,550.32	\$ 239,145.73	72,595.41	\$ 170,000.00	\$ (3,449.68)
2012	\$ 34,039.96	\$ 3,329.36	\$ 37,369.32	\$ 1,991.00	\$ 176,462.51	\$ 265,179.60	88,717.09	\$ 180,000.00	\$ (3,537.49)
2013	\$ 36,911.30	\$ 4,188.03	\$ 41,099.33	\$ 2,250.00	\$ 193,468.23	\$ 278,853.85	85,385.62	\$ 180,000.00	Over
2014	\$ 31,879.17	\$ 2,893.64	\$ 34,772.81	\$ 4,900.00	incl 2015 paid early \$ 186,252.54	\$ 248,304.48	62,051.94	\$ 180,000.00	Over
2015	\$ 34,598.68	\$ 4,480.48	\$ 39,079.16		\$ 192,834.68	\$ 273,698.93	80,864.25	\$ 215,000.00	\$ 22,165.32
2016	\$ 28,351.05	\$ 12,256.21	\$ 40,607.26	\$ 2,650.00	\$ 252,153.42	\$ 271,424.80	19,089.38	\$ 232,000.00	Over
2017	\$ 27,529.90	\$ 6,948.97	\$ 34,478.87	\$ 2,800.00	\$ 245,550.74	\$ 220,278.75	(25,271.99)	\$ 250,000.00	\$ (4,449.26)
2018	\$ 21,369.10	\$ 5,335.59	\$ 26,704.69	\$ 3,000.00	\$ 208,038.08	\$ 182,570.51	(25,467.57)	\$ 250,000.00	\$ (41,961.92)
2019	\$ 22,530.07	\$ 4,749.18	\$ 27,279.25	\$ 2,654.00	\$ 203,699.52	\$ 178,022.17	(25,677.35)	\$ 250,000.00	\$ (46,300.48)

RSM Began Purchasing Supplies for Range and Billing WCSO in last half of year reflected in 2015-2016 Contract

WCSO Began authorizing 5 RSOs to man range starting in May of 2016 (an increase of 2) which was official included in the 2019-2020 Contract adding approx \$62375.50 to expenses per year.
RSM Monitored hours and the need and sent home personnel when not needed in last hour of operation each session
saving an average of 64.6 hrs per month which equals \$19,544.50 saved in 2019.

12 to 15000 dollars of balance left in budget used by WCSO to purchase new tables and chairs for classrooms.

In analyzing the above, it is important to know the following:

- 1: The Contract has limited the operation of the range to certain hours, set the prices charged for most items, sets the hourly rate for manpower, sets the number of persons working and on items such as ammunition that has price/cost fluctuations, we were told to mark it up as to break even. These constraints do put the WCFETC at a disability at showing profitability.
- 2: From the beginning there has not been any allowance for Advertising in the Contract. All advertising was by RSM handing out info at the Gun Shows and posting some flyers in local gun shops. We had trouble even getting any info into the Permitting Office of the WCSO. This was done at RSMs expense. RSM continues to try and get the word out about the range.
- 3: Starting with the WCSO assuming control, the WCFETC was finally listed on the County Website (even though it takes some trouble to find it) and the exposure to the internet began to inform the public that there was actually a range that they could use. To this day we still get calls from people that are interested in the range and they found it mentioned on the internet. This publicity fueled part of the increase of membership and use of the facility which can be seen starting in 2011.
- 4: During this period, up until the beginning of 2017, the Political Climate was becoming anti-gun and there were Terrorist Attacks going on in the country, the public found a need to purchase a firearm and learn how to safely use it. This continued until the beginning of 2017 with the election of a new President who was not threatening to take away the rights of honest, law abiding citizens. This, along with the drop in Terrorist Attacks has led to the sales of new firearms and ammunition to drop dramatically. Independent instructors that use the WCFETC through RSM have reported that their income from training has dropped as much as 70% since the election. This relates to the drop in range usage as well. In addition, the opening of Triangle Shooting Academy in the same time period has had a negative effect on range usage. We are seeing some of those that went to TSA coming back, quoting the high cost there.
- 5: It is our belief that the Public Access to the WCFETC is the best kept secret in Wake County and that with an effort to inform the public about the facility, with help from the County, would further the increase of membership and therefore profitability.

My name is Rhonda Allen and I'm the State Leader and Regional Trainer for the Well Armed Woman Organization in North and South Carolina. I'm also a National Rifle Association Training Counselor for multiple shooting disciplines, a NC Concealed Carry Handgun Instructor, and hold many other training credentials.

Facility operating costs should be a consideration in keeping the WCFETC open to the public. However, similar to other Wake County recreational facilities, there will be a taxpayer burden likely associated therewith.

General Services Association's, Kelli Braunbach, clearly stated that "sunk costs are not intended to recover the cost of the facility." She also points out that due to greater use, lead abatement and environmental clean-up costs have risen.

Yet public use has declined over the past three years while law enforcement use has increased. The Wake County Sheriff's Office argues that "majority of use comes from law enforcement and not the general public". As a result, law enforcement is adding to the increased burden of facility operating costs, NOT the general public.

To deny public access to the Wake County Firearms Educational Training Center due to rising facility operating costs is a false narrative. The public is also the segment that contributes the greatest percentage of revenue while having the least amount of access.

As a previous speaker has pointed out, the Wake County Firearms Educational Training Center has experienced surpluses in most years, with the most recent three-year annual operating loss being insignificant. To deny public access for financial reasons is simply not factual.

Thank you for the opportunity to speak.

Law Enforcement Training Center (LETC)

Firing Range Revitalization

WCSO has determined that the firing range is not being best utilized to its maximum capacity for the general public and law enforcement use. This is based on its current management—facility structure and financial decrease over the past three years. The majority of usage comes from law enforcement and not the general public. We are requesting that the facility and management be upgraded to serve the most populated audience which is law enforcement. Currently now there are other various public ranges that provide firearms training and recreational shooting.

Recommend the existing firing range be upgraded by continue to provide law enforcement related training classes and facility upgrades that would accommodate more equipment safety measures and accessibility for an opportunity to train area law enforcement officers. Equipment upgrades would include but not limited to retractable target systems, maintaining climatic control within health standards, range partitions/dividers and other safety measures. Marketing to other law enforcement agencies and limit public usage.

A community survey of the firing range membership (approximately 1,500+ responses) was done that has impacted a direction that WCSO is reviewing and will determine what will best work for the concerns of the facility law enforcement officers and the general public. WCSO wants to address the existing need for a firing range for law enforcement versus public use.

Provide a new and innovative Law Enforcement Firing Range Simulation Center that would better serve our law enforcement population and continue law enforcement courses. This will ensure superior training for area law enforcement officers and agencies. Wake County is one of the largest counties in the State and this venture would prove to be conducive in our area. This proposal was presented as a CIP for FY2021. GSA will also assist in this endeavor.

Majority
use
claim!

Exhibit-3

152

June Crane Comments

WCFETC hosts the largest number of safety and firearms education classes in Wake County when compared to other ranges, and maybe more classes than all other ranges combined. Firearms safety and education are invaluable, particularly during a period of growth in concealed handgun permits.

In NC, according to the State Bureau of Investigations, data shows that the number of permits rose from 177,787 in 2010 to 647,553 in January 2019. Firearms safety and education are essential as a result of this growth rate.

When this facility was dedicated to the citizens of Wake County in 1999, the Commissioners at that time clearly saw a need for a safe place to shoot. I argue this need is even greater today as evidenced by the increase in concealed handgun permits.

The WCSO states that "other public ranges now exist". This statement is misleading. Two of these facilities have dramatic size limitations, one of which existed prior to the WCFETC. The third could be compared to a high-end county club, making it expensive. None of these ranges have a 100-yard range accommodating hunters, nor can they accommodate certain leagues and special events without limiting their public hour static shooting accessibility.

By closing the WCFETC to the citizens of Wake County, the current Board of Commissioners are taking a step backwards relative to ensuring our citizen gun owners are properly educated in the safe handling of firearms.

It would truly be a shame to have a facility once dedicated to the Citizens of Wake County undedicated by our current Commissioners.

Karen Mitchell Comments

A partnership with the NC Wildlife Commission could provide a synergistic solution to County Government, the WCSO, and the Citizens of Wake County. It could also greatly benefit Wildlife as the WCFETC is a premier facility in a most desirable location serving a large population of hunters and gun enthusiasts in Wake County.

I would like to offer a few suggestions:

1. Wildlife manages the public hour component of the WCFETC while WCSO continues to manage the law enforcement hours.
2. Hourly access remains the same as it historically has, with law enforcement use limited to normal business hours and public use on weekends and after hours.
3. Wildlife continues to operate public hours much as is the case today, with static shooting, educational programs, leagues, and special events. These activities would not be a burden on their budget and could very well represent a financial gain.
4. The WCSO and Wildlife would share facilities operating costs pro rata based on usage, for instance WCSO 45 hours per week and Wildlife 20 hours a week, plus leagues and special events.

How is this not a “win-win” for all parties? Law enforcement does not typically train “after hours” and when they do, it’s nominal and not consistent. The County is no longer involved in “running a gun range”, something they know very little about. The Citizens of Wake County continue to get a safe place to shoot and access to firearms safety and education. NC Wildlife gains access to a premier facility, extensive educational content, and greater access to their community of hunters.

Thank you.

Mark Valletta Concluding Remarks

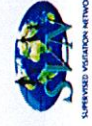
1. The WCFETC was built and dedicated to the Citizens of Wake County to provide a safe place to shoot and for law enforcement to maintain their skills. The WCSO sought to close the range to the public and convert the facility into a LETC and proposed building build a Simulations Center on the existing property. This would be an expensive taxpayer burden and is an unnecessary duplication of an already approved 45 million dollar facility on the campus of Wake Technical College.
2. A review of range records indicates that the majority of current law enforcement use is for non-Wake County agencies, some of whom contribute nothing financially. This was not the intended purpose of this facility when it was built and dedicated to the Citizens of Wake County in 1999. Further review of range records indicates that a 30% time allotment is sufficient for the WCSO to maintain in-service training for department personnel. There is no reason to expand law enforcement access if the Sherriff's department is the primary recipient of that time allotment. Other law enforcement agencies should contribute appropriately for their use of the range.
3. The Law Enforcement contribution to revenue is a small fraction when compared to public use. In many years, the public use surplus has exceeded \$50,000. The public contribution to the operating loss over the past three years has been negligible. It is completely counter intuitive to cite financial hardship and then to eliminate the major source of income the public brought to the facility.
4. Public use has declined the past three years due to a new competitor in the marketplace. Law enforcement use has increased. As a result, law enforcement is adding to the increased un-reimbursed burden of operating the range.
5. Firearms safety and education is of paramount importance for the WCFETC to provide, especially when measured in terms of increased gun ownership, increased applications for carry conceal permits and population growth.
6. In conclusion, The WCFETC was built and dedicated to the Citizens of Wake County as a safe place to learn gun handling skills, safely fire their guns, and to additionally provide for law enforcement to maintain their skills. In 1999 the County Board of Commissioners with wisdom and foresight established this facility with a clear mandate that it be dedicated and open for public use. We hope that this Board of Commissioners will be remembered in future days as the individuals who affirmed that original mandate by forging a new and innovative partnership with the North Carolina Wildlife Commission. We are confident that this new partnership can assure that this facility remains available to the citizens of Wake County for generations to come.



Triangle Family Services

A Data-Driven Approach to
Building a Stronger Community by
Strengthening the Family

www.tfsnc.org



North Carolina
Partnership for Children
Child Abuse Treatment



Triangle Family Services







Why create a strategic plan?

In order to continue successfully executing our mission of building a stronger community by strengthening the family, we need to create and follow a strategic plan. This document will serve as the backbone for agency decision making over the next 3-5 years. It is a living document, with the flexibility for leadership to reprioritize initiatives as needed in order to meet external factors and to continue providing effective family safety, financial stability and mental health solutions. Holding to this plan's true structure as we grow and evaluate new opportunities will allow for continuous improvement in service delivery and community impact, our guiding drivers since 1937.

The structure of this plan is guided by **six pillars of success**. Identifying, completing, and measuring outcomes of strategic goals and initiatives against these six pillars, we will ensure stakeholder alignment and succeed as a team with one prominent question always in mind – how can we better, and more sustainably, serve our community?

● Agency Strategy

Six Pillars of Success

	Agency Resource Management	Effectively manage internal resources - staffing, capacity
	Data-Driven Solutions & Outcomes Tracking	Define, design and measure data-driven solutions across programs
	Operational Excellence	Ensure safety, agency values present in all phases of service delivery
	Client Accountability & Access to Quality Care	Ensure every client has an appropriate experience and receives adequate care
	Community Awareness & Engagement	Expand community awareness of services and programs, including referrals and partnerships
	Financial Stability & Revenue Diversification	Maintain financial stability - diversify revenue streams & ensure future sustainability

What is the foundation of this plan?



Triangle Family Services

As an established, highly credentialed, yet nimble and innovative agency, we've developed **five tenets** to ensure this strategic plan has a stable foundation. These tenets are the attributes of our agency deemed most critical to successfully achieving our mission to strengthen our community, and are used to guide the six pillars of success, as well as the initiatives and goals held herein.

These tenets define who we are as an agency, what we value about ourselves and our work, and what our core differentiators are within this community of service providers. They will be guiding lights as we prioritize initiatives, and as core tenets, will be what we rely upon to reprioritize initiatives and measure outcomes moving forward.

- Agency Tenets
- Strategic Objectives

Flexibility	Expertise	Alignment	Data-Driven	Innovation
Ability to pivot quickly in order to meet changes in community, funding, staffing, external/internal forces	Maintain a highly certified and credentialed staff & agency along with creating new capabilities	Actively align with marketplace trends, strategic goals of State, County, City	Use dashboards and tracking outcomes to show efficacy and make evidence-based changes and decisions in community	Provide more innovative service delivery, community engagement

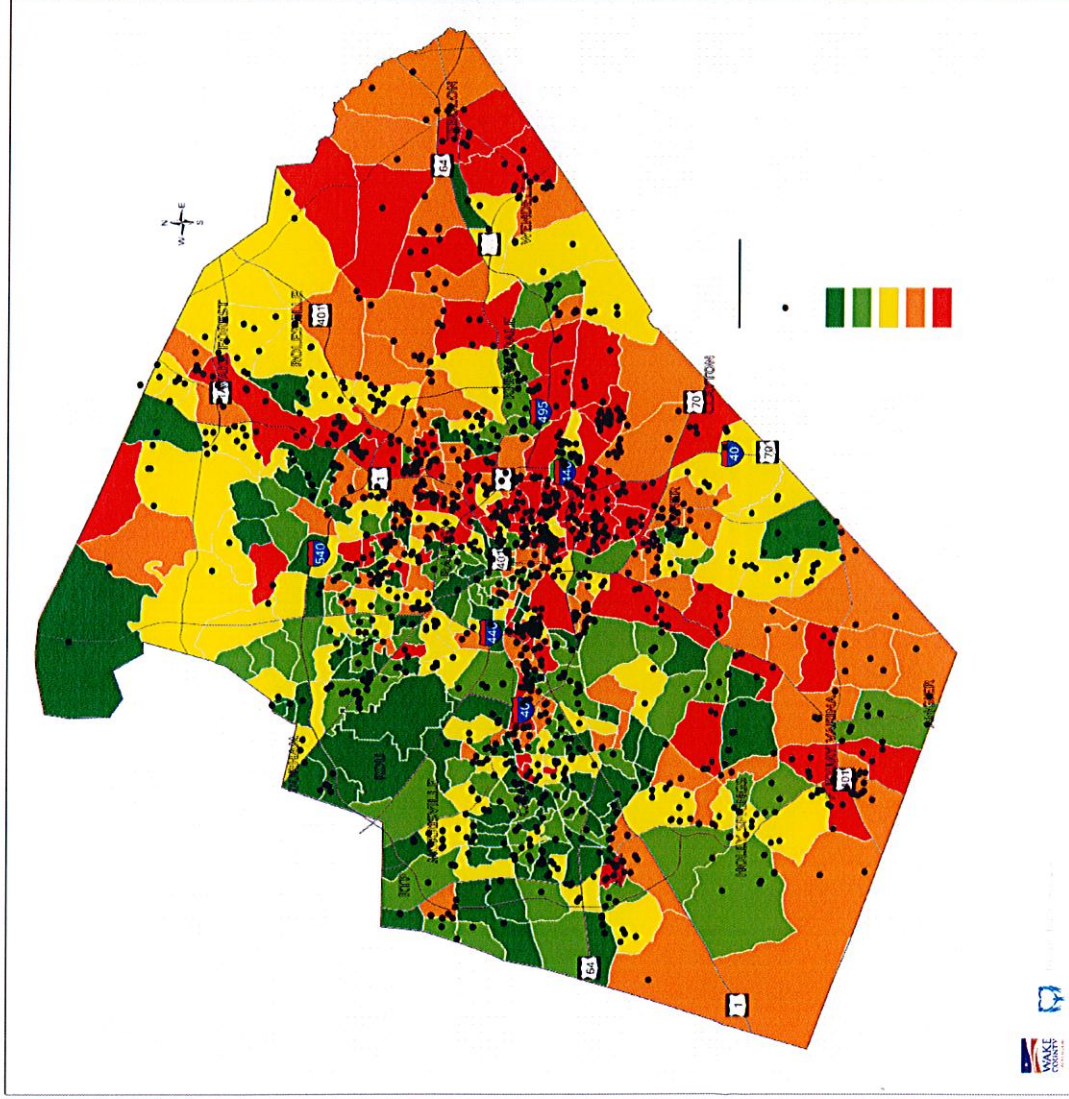
TFS Provides Data-Driven Programs to Address Needs of Wake County's Most Vulnerable Population



Triangle Family Services

- Programs developed to provide data-driven solutions in highest areas of need
 - Homeless Engagement, Financial Wellness, Family Safety & Mental Health
- Coordination with Wake County, GIS systems

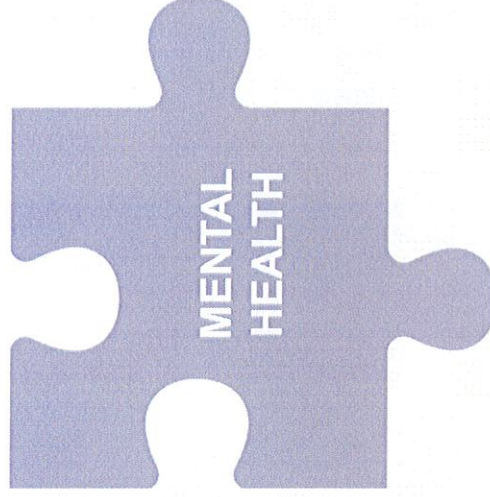
86% of our clients served last year were at or below the poverty level



Triangle Family Services Main Program Areas



- Batterer Intervention (DOSE)
- Anger Management
- Supervised Visitation & Exchange
- Reunification



- Adult, child and family counseling
- Trauma focus: TF-CBT, CPP, CPT
- Sexual Abuse and PSB Treatment (Alliance Behavioral Contract)
- Non-Offending Caregiver Support Group
- Co-Parenting Group



- Financial Capability Services
- Foreclosure Prevention Counseling
- Homeless Engagement (Eviction Prevention; Rapid Rehousing; Street Outreach)
- RAHP and HOPWA

Economic Impact of Triangle Family Services



COMMUNITY ECONOMIC IMPACT



Average cost of 3-day hospitalization: **\$30,000**



Average annual cost per person in emergency shelter: **\$23,600**



Average annual cost of incarceration: **\$36,300**



- Average cost to stabilize client facing homelessness: **\$990**
- 523 individuals assisted with Emergency Housing services in 2018



Triangle Family Services

Average individual annual cost across 3 systems:
~\$150,000*

* 3-5 ER visits/year + annual cost of jail or shelter

Community Savings on 523 clients:
\$78,000,000+**

** = (\$150,000*523) - (\$990*523)

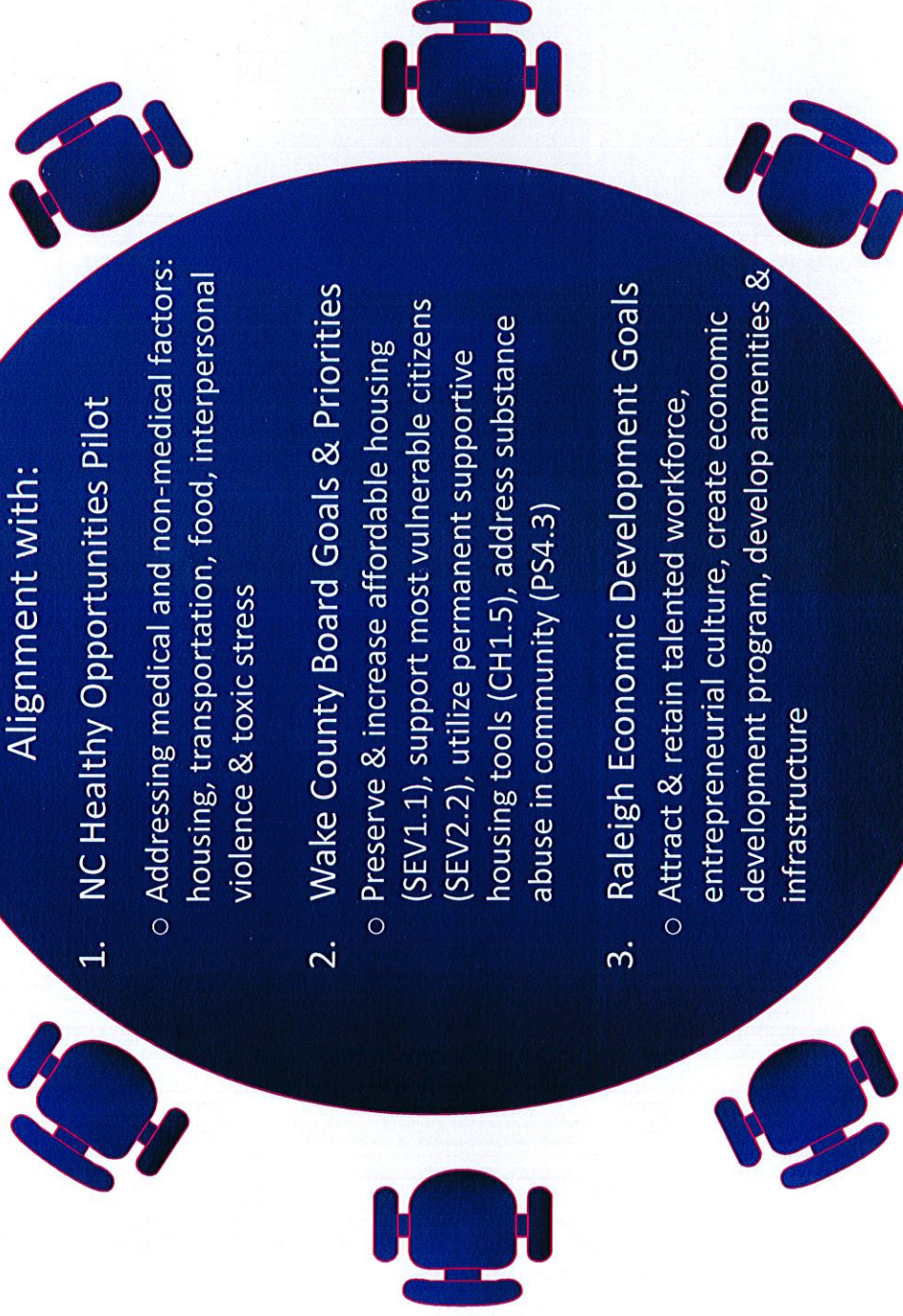
Sources: "Why Health Insurance is Important," www.healthcare.gov 2018; "Annual Determination of Average Cost of Incarceration," Bureau of Prisons 2018; "Running from Homelessness," Governing 2009; <https://www.greendoors.org/facts/cost.php>

Alignment with State, County & Local Development Goals & Priorities



Alignment with:

1. NC Healthy Opportunities Pilot
 - Addressing medical and non-medical factors: housing, transportation, food, interpersonal violence & toxic stress
2. Wake County Board Goals & Priorities
 - Preserve & increase affordable housing (SEV1.1), support most vulnerable citizens (SEV2.2), utilize permanent supportive housing tools (CH1.5), address substance abuse in community (PS4.3)
3. Raleigh Economic Development Goals
 - Attract & retain talented workforce, entrepreneurial culture, create economic development program, develop amenities & infrastructure



Helping families
in crisis for 82 years.

THANK YOU!



Triangle Family Services

Building a stronger community
by strengthening the family.

www.tfsnc.org | 919.821.0790

3937 Western Blvd | Raleigh, NC 27606

Gerald Horton

Wake county's gun range abruptly closes to the public starting tomorrow

Posted January 13, 2020

By Sloane Heffernan, WRAL reporter

APEX, N.C. — The only publicly owned gun range in Wake County is closing to the public tomorrow after the sheriff abruptly cancelled the contract with the operator.

The range opened 20 years ago to provide a safe and controlled place for law enforcement and the public to shoot. Now, the future of the range is uncertain. Firearms Education and Training Center, at 3921 Old Holly Springs Apex Road, is where the Wake County Sheriff's Office and 38 other law enforcement agencies train.

When law enforcement officers are not there, it's open to the public most nights and weekends.

"We were caught — as much as the county commissioners were — off guard when it was cancelled," said Fred Stough, Range Safety Management manager.

The sheriff cancelled the contract with RSM — the company that operates the public side of the range. The range has been operating in the red since 2017. RSM says higher operating expenses are to blame -including a requirement by the county to hire additional safety officers.

"That added \$62,000 to potential expenses in a year just to pay the people who would have to fill those times," said Stough.

In a meeting Monday, the Wake County Board of Commissioners agreed they want the range to be open to the public, and they plan to partner with the North Carolina Wildlife Commission to operate the range long-term.

"Our shooting ranges are free to the public to use, so that would be our goal in this partnership," said Kyle Briggs, NC Wildlife Resources Commission Chief Deputy Director.

"Our board gave us the initiative to try and find a shooting range within about a 50-minute drive for every citizen in the state, and in Wake County/Johnston County, there is a hole there right now. This is an opportunity to fill that hole where we haven't seen an opportunity before," said Briggs.

They hope to have the range back open to the public within the next 30 to 60 days.

Statement should be read by anybody that agrees with the statement and gets the opportunity to address the Wake County commissioners at the Tues. Jan. 21, 2020 commissioners meeting

Dear Commissioners and fellow law abiding citizens

This closing of the Public Safety Center, a Wake county citizen funded facility to provide training to our law enforcement community and to its law abiding citizens is unwarranted.

The reason I understand it was closed was due to new rules imposed by the Sheriff's Department, specifically that staff be provided by that Sheriff's Dept in what appears to be an effort to burden the facility with expenses. This is also coming from a Dept. that recently designated Wake County a sanctuary county. As a law abiding citizen i feel these actions to be nefarious in that neither the closing nor Sanctuary County designation are in the Law Abiding Public Good. I recommend that the County commissioners as representative of the Owners of the facility exert their authority and place another county entity the lawful operator of the facility by removing that authority from the Sheriffs Dept.

WE law abiding citizens must remember the words spoken last century:

“ This year will go down in history- for the first time, a civilized nation has full gun registration: our streets are safer, our police more efficient, and the world will follow our lead into the future! ”

- that statement attributed to
Adolph Hitler 1935

Hi, my name is Conner Fowler and I'm an NRA certified Range Safety Officer and participate twice a month in the Action Pistol League at the Wake Range.

The Action Pistol League is the largest League at Wake Range, serving between 100 and 120 participants each month, from a League Membership of approximately 300 members, and growing. The majority of members are relatively new shooters.

A League event is comprised of four stages and four squads of 15 participants. Each stage has a written stage brief outlining how the stage is to be engaged. Firearms safety is the first priority at League events, and any violation of safety rules results in a disqualification. The safety protocols that could lead to a disqualification have been developed and applied for over 40-years. Should an individual experience a disqualifying event, they are no longer allowed to participate for the evening.

This League tests firearms handling skills with an emphasis on SAFETY. Often times, participants are given real world scenarios in which they have to safely open doors, move with a handgun while keeping the muzzle down range, engage targets while retreating, and other scenarios, all under a timer which simulates an added level of stress. And they have to do this safely or they will be sent home for the evening.

Not only is the Action Pistol League an incredible amount of fun, but participants learn and practice safe gun handling skills in a simulated stress environment. These skills are essential to handgun ownership.

Now that the Wake Range is closed, 300 members have been displaced. Because this is a week-night event, going to an outdoor range isn't an option. Nor are the three indoor ranges in Wake County an option, as they don't have the size to accommodate a league of this magnitude.

On behalf of the Action Pistol League and its 300 members, I ask that the Commissioners re open the Wake Range so that our members can continue to develop and practice safe gun handling skills.

Thank you!

My name is William Miller:

Commissioners, you must ensure safety and training are foremost in your decision on the future of the Wake County public range.

I have 30 years military experience and 15 years civilian experience in gun safety and education. I am a strong supporter of the second amendment right to bear arms; however, there is a stronger need to ensure citizens have the proper education on how to safely handle their firearms. I know from personal experience, no matter what degree of professional education he/she may have that some firearm handlers are less than educated on how it operates or degree of safety needed. Example: I have seen doctors, lawyers and even professional politicians place themselves and others in jeopardy mishandling firearms. No pun intended.

There is hardly a week that goes by when we read of someone injured or killed when improperly handled, be it cleaning, unloading or just not knowing where the bullet goes once the trigger is pulled.

You cannot name any profession that requires technical expertise that does not require demonstrated licensing or proficiency prior to utilization. So why should proper gun training and safety not be ascertained prior to using any firing range, especially when use of firearms are on a publicly operated shooting range. I know it is not the commissioner's job to put conditions on 2nd amend usage but you can ensure that whoever uses the range are adequately trained on safety and proper firearms handling.

In the 12 years I have been associated with the Wake County Firearms Education and Training Center I have seen just about every potential accident waiting to happen. Even with proper training beforehand citizens develop "momentary brain fade" putting themselves or others in a potentially dangerous situation. Were it not for the degree of safety training available at the WCFETC and presence of qualified Range Safety Officers on each firing range I shutter to think of all the potential disasters. You cannot turn the public loose on a public range without proper indoctrination and supervision. Anything less than close supervision, sometimes One-on-One, is a recipe for an accident waiting to happen.

My point in this summarization is:

Who ever takes over the WCFETC MUST and I stress MUST continue the indoctrination training, pistol and safety classes and importantly, provide adequate Range Safety Officer presence for each of the ranges operated.

In closing I want the commissioners to think about this: "Do you want to take your family or loved on to a firing range that does not provide adequate training and safety, do you want to shoot next to someone who constantly mishandles or fans his/her firearm in your direction?" This is what could happen if the WC range is operated and supervised by anyone not 100% qualified in all aspects of safety and firearm handling.

You must ensure whoever takes over the WCFETC that proper education and safety are foremost.

Thank your for your attention.