



OFFICE OF THE SHERIFF
BUNCOMBE COUNTY, NORTH CAROLINA

60 Court Plaza, 4th Floor Judicial Bldg.

Asheville, N.C. 28801

DOWNTOWN ASHEVILLE PROBLEM SOLVING INITIATIVE-2

This initiative is one based on the findings of the summary contained in the Buncombe County Sheriff's Office in April and May of 2023. This initiative initially will involve members of the Sheriff's Office. It is the goal of the Sheriff's Office to partner with many local agencies to combat the problems that are being experienced in the City of Asheville Downtown Business District. While this second initiative will involve primarily involve members of the Buncombe County Sheriff's Office and other non-law enforcement entities, it is the intent of the Sheriff's Office to partner with the Asheville Police Department as well. The Sheriff's Office is committed to aiding the Asheville Police Department in its Downtown efforts.

Because of the urgency of this matter, the sheriff's office has decided to quickly implement strategies it believes will help to restore a safe, wholesome, and economically resilient Downtown Business District. Business owners and their employees have asked that the sheriff's office designate personnel to the Downtown District as soon as possible so that their economic and personal concerns for safety can be addressed immediately.

This plan will be implemented in phases. As the plan and strategies evolves it is the Buncombe County Sheriff's Office belief that many other stakeholders can and will join us in this initiative. In its final phase, this proposed Co-Responder Model will include an enforcement partnership between the Buncombe County Sheriff's Office and the Asheville Police Department. In the final phase, the BCSO will explore the possibility of assigning two fulltime deputies to partner with two officers from the Asheville Police Department to establish a fulltime Downtown Business District Law Enforcement Unit. The BCSO will seek the support of the Asheville Police Department as well as the Buncombe County Board of Commissioners and the Asheville City Council.

Phase One

Initial Implementation (short-term/immediately):

Deputy Assignment: The Buncombe County Sheriff's Office will assign additional deputies to patrol the Downtown Business District. The planned hours of patrol will be 5 o'clock pm to 7:00 pm. The Downtown Business District will be patrolled by two (2) teams of deputies (total of 4 deputies). Each team will consist of 2 sworn members of the Buncombe County Sheriff's Office. Deputies will serve by patrolling the designated areas in patrol cars and by foot patrol. The assigned deputies will be responsible for enforcing the law anytime they encounter criminal activity.

The assigned hours are based on the feedback provided during the Sheriff's Office meeting with Downtown Business employees in a meeting held on November 17, 2023, at the Explore Asheville Convention and Visitor Center. Deputies will take the action most likely to reduce the likelihood of repeat offenses by those breaking

the law. Action on the part of deputies will range from arrests, citations, to seeking assistance from trained medical and mental health professionals in order to triage certain individuals when appropriate. Deputies will arrest and hold offenders accountable for any unlawful conduct where in the deputy's discretion arrest is appropriate.

Enforcement Schedule:

Days of Operation: Deputies will be assigned to conduct high profile special enforcement during the hours stated above. The days of special enforcement will be Fridays and Saturdays initially. As with the hours of patrol, the assigned days are the days most Downtown representatives believed to have the highest number of problematic incidents involving the homeless population. This is subject to change based on the overall needs identified by the Sheriff's Office.

Hiring of Project Manager: During phase one, the Sheriff's Office intends to employ a trained Critical Incident Specialist. One of the primary roles of this employee will be to serve as a Project Manager for the sheriff's office. The primary responsibility of the Project Manager will be to partner with and coordinate with various community agencies specializing in providing services to persons experiencing mental health, substance abuse, and physical challenges. The Project Manager will agencies committed to providing assistance with housing placement and treatment for homeless individuals deputies encounter in the performance of their duties in the Downtown Business District. A primary function of the Project Manager will be to focus on the development of the Co-Responder Model The Buncombe County Sheriff Office will be implementing.

In support of the Sheriff's Office's commitment to establish a co-responder model, the Project Manager will facilitate networking, partnering, and coordinating with the Buncombe County Community Paramedic, Buncombe County Health Department, Mission Hospital, and the Veteran's Administration Hospital, and other agencies mentioned later in this document. The purpose of this work is to facilitate the delivery of services each of these entities (and others) are designed to deliver to the homeless population in need of the services provided by each community partner/collaborator.

Engagement of Real-Time Intelligence Center (R.T.I.C.) Remote Camera Expansion:

The Buncombe County Sheriff's Office will utilize the Artificial Intelligence (AI) capabilities of its Real-Time Intelligence Center to monitor activities occurring in the Downtown Business District. To accomplish this, BCSO will expand its remote video presence in the Downtown Business District. Local business owner will be asked to install video cameras in and around their businesses. These cameras will be linked into the BCSO's Real-Time Intelligence Center so that live remote monitoring can be accomplished.

During the hours of operation, the R.T.I.C. monitors will observe the video covered locations throughout the Downtown Business District. Should the R.T.I.C. monitor observe any unlawful or disruptive activity, the monitor will notify deputies assigned to the area. In the event a crime occurs, and a valid description can be provided by the reporting party, the R.T.I.C. monitor can engage the Artificial Intelligence capabilities of the center to enter the information into the system to identify persons matching the description provided by the reporting party or other witnesses. Deputies will respond to this real-time reporting.

Based on the information received in the meetings with the Sheriff's Office from business owners and employees, the hours of operation will initially be set up in two shifts. The first shift of patrol will be 5 o'clock pm. The second shift will be ten o'clock pm to 2 o'clock am. These hours may change depending on what deputies determine will yield the most desired results.

Cost Request for Phase One: \$186,000.00 (December '23 – June '24) Assigned Deputies and Monitor

Total Request: \$ 186,000

Mental Health Clinician: Currently employed by Buncombe County Emergency Management

Operational Plan for Addressing Crime and Nuisances In the Downtown Business District

DOWNTOWN ASHEVILLE PROBLEM SOLVING INITIATIVE-2



OFFICE OF THE SHERIFF
BUNCOMBE COUNTY, NORTH CAROLINA

60 Court Plaza, 4th Floor Judicial Bldg.
Asheville, N.C. 28801

Quentin Miller, Sheriff

DOWNTOWN ASHEVILLE PROBLEM SOLVING INITIATIVE-2

<u>Operations Commander</u>	<u>Location</u>	<u>Initiative Name</u>
Major John Ledford	Downtown Asheville	Problem Oriented Policing Initiative

Briefing Information

Date: November 2023

Time: Dependent on Adopted Schedule

Staging Location: Buncombe County Sheriff's Office

Uniform: Class A or B

Operation

Surveillance ___ Search Warrant ___ U/C ___ Other ___

Target Location/Suspect/Offender Information

Public <u>X</u>	Residential ___	Vehicle ___
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Weapons ____	Wanted ____	Other ____
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Purpose of Operation

The Buncombe County Sheriff’s Office is exploring

the possibility of implementation of a multi-faceted strategy designed to reduce crime in the City of Asheville’s Downtown Business District (DTBD) and address the homeless situation through not only enforcement, but treatment as well. The primary focus of this initiative will be geared towards reducing crimes presently being committed in the Downtown Business District and addressing homelessness by implementing a Co-Responder and Problem-Solving Model. It is the belief of Sheriff Quentin Miller that law enforcement cannot and will not arrest its way out of the problems local businesses and the homeless population are experiencing.

Simply stated, attempting to alleviate the problems and concerns of the Downtown Central Business District by involuntary detention of offenders who are homeless will not work. The Co-Responder and Problem-Solving Model approach involves enforcement and treatment. As is practiced now, homeless offenders who are arrested for criminal conduct and misconduct are often dismissed once the offender appears in district court. Most are released from involuntary detention as “time served.” Once released from detention, offenders generally return to their environment and re-offend. Once implemented, the Co-Responder and Problem-Solving Model initiative will focus on a three-pronged approach that should reduce the presence of criminal conduct and the revolving door cycle the homeless are caught up in. The Co-Responder and Problem-Solving Model will consist of three key components enforcement, treatment, and rehabilitation.

While this type of response is commonly referred to as a Co-Responder Model (law enforcement, community paramedics, and mental health clinicians), the inclusion of social services support and engagement by other stakeholders will be an intricate and critical element of this initiative. Some additional key stakeholders are county and city government, Mission Hospital, The Veterans Administration Hospital, Buncombe County Health Department, Western Carolina Rescue Ministries, local religious institutions, Buncombe County Department of Social Services, Buncombe County District Attorney’s Office, Local Judges, and other local organizations and groups.

What is a Tri-Responder Model?

Evidence of the efficacy of the Tri-Responder Model (which this plan is derived from) is somewhat limited, but it is the opinion of the Buncombe County Sheriff’s Office that the present practices of either ignoring or attempts to “arrest our way out of the dilemma is not working. A major paradigm shift is necessary. A shift that embraces the belief that in order to reduce criminal activity in the entire Downtown Business District, engagement with offenders must include not only arrests, but also mental, medical, and housing care for the city’s homeless population.

- Implementation of the Co-Responder Problem-Solving Model will consist of a partnership involving the Buncombe County Sheriff’s Office, the City of Asheville Police Department, Buncombe County

Emergency Services (community paramedic), Buncombe County Health Department (community mental health clinician), Buncombe County Social Services.

- Support from local affected businesses is an important part of this plan. This will consist of:
 - Reporting any and all crimes, complaints, and other incidents co-responders are assigned to address.
 - Refraining from engaging in well intended activities that exacerbate the frequency of the homeless population in Downtown Business District.
 - Participate in court and other proceedings requiring their involvement.

Co-Responder Problem-Solving Model Goal

As stated above, the abstract goal of the Co-Responder Problem-Solving Model is to eliminate or substantially diminish incidents of crimes and other behavior and acts that threaten the peace of citizens who wish to visit the City of Asheville's Downtown Business District. This model would also address homelessness not only from an enforcement approach, but also from a treatment and aftercare approach. The operational strategies are based on findings in the Sheriff's Office Problem-Solving Initiative Summary conducted in April and May of 2023.

Operational Objectives

- Implementation of a Co-Responder Problem-Solving Model will consist of a collaborative partnership comprised of the Buncombe County Sheriff's Office, Asheville Police Department, Buncombe County Health Department (community clinician), and Buncombe County Emergency Services (community paramedic), and Buncombe County Department of Social Services.
- Partner with various stakeholders mentioned above.
- Conduct formal and informal meetings with business owners, workers, and management to obtain their input so as to fully identify and address all problems and concerns shared in such meetings.
- Reduce crime volume/number of incidents and complaints by utilizing the 3-pronged approach consisting of enforcement, clinical intervention, and medical intervention determined to be appropriate by the responding units of the Co-Responder Problem-Solving Team.
- Target crimes and complaints observed and reported during the Buncombe County Sheriff's Office 30-Day Problem-Solving Initiative and the City of Asheville Sixty-Day Initiative:
 - Assaults
 - Robberies
 - Property Damage
 - Larceny
 - Trespassing
 - Suicides
 - Use and Possession of illegal drugs and substances
- Establish a sustainable high-profile presence of BCSO and APD enforcement personnel in the Downtown Business District.
- Onsite visual observation and partnered foot and vehicular patrol by uniformed BCSO deputies and APD officers assigned to this Downtown Business District Co-Responder Problem-Solving Initiative.
- Employ a full-time Critical Incident Specialist, to be employed by the Buncombe County Sheriff's Office. This specialist will assist in the delivery of services with all members of the Downtown Co-Responder Problem-Solving team.
- Teams will jointly target areas identified in the sheriff's office Problem-Solving Initiative conducted in April and May of 2023 and the City of Asheville 60-Day Initiative that are negatively impacting the Downtown Business District and the community as a whole.
- Focus will primarily be on issues such as areas with little or no lighting, criminal conduct (assaults, robberies, vandalism, trespassing, public nuisances, illegal drug activities and other activities). All activities will be documented in daily after-action reports to be filed on a weekly basis. All daily activity/Calls for Service dispatched and received by the Buncombe County Communication Center will be collected for analysis.
- Forward data on lighting to the appropriate agency/department responsible for this service.
- Take appropriate enforcement action to include verbal warnings, issuance of citations, charging and arresting individuals committing the targeted offenses stated above.
- Identify areas where additional remote monitoring can be implemented.
- Deploy and monitor (via BCSO's RTIC) cameras in areas identified as high crime areas.*

The Tri-Responder Model Explained

As explained earlier, the Tri-Responder Model is new. It is a major shift from the approach normally taken by law enforcement and medical clinicians tasked to address crime and treatment for the homeless and mentally ill population. Typically, law enforcement has used involuntary detention as a means of addressing crime and undesirable behavior. Detention rarely if ever serves as a deterrent to criminal conduct. This is because most involuntary detention faced by persons in Buncombe County is void of any kind of rehabilitation. In fact, some studies show that involuntary incarceration/detention can promote criminal behavior. Mental health professionals believe that in some instances, arresting an individual can be traumatic, humiliating, and frightening and can affect an individual's well-being (nt J Environ Res Public Health. 2021 Aug; 18(15): 8230).

Currently, when a law enforcement officer (LEO) encounters someone thought to be experiencing mental illness, the LEO is limited in his or her power to address the situation. The LEO cannot ignore the problem and therefore must act. This means citing the person (writing a ticket that will go nowhere), arresting the person, or forcibly taking into custody a person deemed to be experiencing some type of mental health breakdown. The problem is the law enforcement office is not trained to make such medical decisions, yet in many cases he or she must do so for the safety of the public and that of the individual experiencing the mental crisis.

This Co-Responder Problem-Solving Model partnership gives law enforcement additional tools needed to take the appropriate action in questionable situations. If the person is injured or in need of medical attention, the Co-Responder Problem-Solving Model engages the assistance of a trained paramedic to assess the individual and take action on the scene. If the individual is experiencing some type of mental health crisis, the assigned clinician can engage and assess the individual. In what would have normally been a situation where the only option the LEO had was to cite or arrest, both of which are often ineffective, the LEO now has a combination of alternative actions that can be taken.

If it is determined that the individual of concern is not injured or experiencing a mental health crisis or condition, then the LEO can either cite or arrest the individual as a last alternative. With the anticipated support of the Buncombe County Judicial System, appropriate action will lessen the likelihood of repeat offenses and thus, eliminate or greatly reduce the problem.

The use of the Co-Responder Problem-Solving Model Provides Many Advantages

- Law enforcement is not put in a position to make mental health decisions they are not trained to make.
- Arrests or citations are viable options with stricter punishment by the courts when all medical issues have been considered and there is no evidence of a medical or mental health issue associated with the individual or his or her actions.
- Persons needing medical or mental health assistance can be assessed and assisted in receiving the help they need.

- The likelihood or need on the part of the LEO to employ physical force can be greatly reduced (de-escalation).
- The likelihood of bothersome lawsuits against our LEO's, the sheriff, police chief, city and county are greatly diminished. the-Responder Model can be evidence of efforts on the part of several public service entities to properly assess and deal with individuals experiencing mental health crises.
- In some instances, through the mental health component of the Co-Responder Model, an individual may receive long or short-term assistance that can improve their quality of life.
- There is a “Win – Win” outcome for all stakeholders (businesses, the party of concern, law enforcement, and other agencies that may become involved).
- In cases where it is determined by a trained and certified mental health clinician in the field that there are mental health issues in play, the party of concern can be committed for treatment. This can save the community wasted tax dollars due to a reduction in the number of incarcerations that strain the Buncombe County Detention Facility, the Buncombe County District Attorney's Office, and our local courts.
- Hopefully there will be a reduction in recidivism.
- The Co-Responder Problem-Solving Model will greatly enhance the goal of restoring the Asheville Downtown Business District as a safe and wholesome place to enjoy shopping, dining, and entertainment .
- The crimes and nuisances now being experienced in the Downtown Business District will be eliminated or greatly diminished.
- Local businesses will experience increased sales, profits, foot activity, and enjoy a safer and more wholesome environment for employees, management, and customers.
- Unsightly camps that plague the community can be eliminated through treatment, enforcement, and abatement of such nuisances.

Disadvantages of the Co-Responder Problem-Solving Model

- The cost for this model will be substantial and will require funding from all sources available.
 - Cost for personnel (BCSO, APD, Buncombe County Health Department, County and City Government).
 - Cost for Vehicles.

- Cost for uniforms and equipment for law enforcement and paramedics (radios, firearms, emergency lights, Narcan, etc.).
- Resistance to a major paradigm shift by some stakeholders (arrests only paradigm).
- Limited resources for persons experiencing mental health problems.
 - Lack of treatment options.
 - The cost of medical treatment. Especially for the uninsured, which is typical for the unhoused.
 - Lack of empathy towards the homeless by some.
 - Lack of housing for the unhoused.
- Many instances will be very time consuming, thus taking assigned officers off the beat for extended periods of time. This is particularly so when dealing with persons experiencing a mental crisis.
- This Multi-faceted Responder Model is new, and its efficacy (as with current models) will still remain under review by agencies who have and are attempting to utilize this model to determine its efficacy, efficiency, and effectiveness.
- Overall Efficiency and Effort can only be determined after a trial period, and a true sense of its E&E for Asheville and Buncombe law enforcement, County Emergency Services, and County mental health clinicians and professionals will take time.
- Most likely this model will not be a cost saving venture and will require consideration of the benefits of the Co-Responder Problem-Solving Model versus the impact crime is having on the community at large.

Operational Strategies Specifics

To achieve the goal of reducing the crimes of break ins, assaults, illicit drug activity, vandalism, damage to property, and disorderly conduct in the downtown business district, the following strategies will be employed by the Buncombe County Sheriff's Office and Asheville Police Department:

- Deployment of 2-person enforcement teams during designated times of the day and week.
- Each team will consist of 2-law enforcement officers (one from BCSO and one from APD), one community paramedic, and one mental health clinician.
- In addition to high profile visibility of assigned personnel; live virtual monitoring of the downtown business district will be conducted to detect criminal activity to assist onsite personnel so that appropriate action will be taken (enforcement, medical assessment/treatment, clinical assessment, referral, and follow up).
- Days and hours of operation will be determined based on the hours the team presence is most needed. Several schedules are included with this proposal.
- When deemed appropriate, the assistance of the Alcohol Law Enforcement Bureau will be utilized to review practices of downtown businesses serving alcohol to assure compliance with all NC General Statutes regulating the sales of alcoholic beverages.
- Use of conventional and non-conventional resources will be utilized to as a part of this pilot initiative to include:
 - **Live Remote Electronic Cameras** will monitor the Downtown Business District for safety and security purposes, as well as criminal and nuisance activity that may occur in the downtown district.
 - ❖ This will be accomplished by utilizing the department's Fusus Realtime Intelligence Center Real-Time Monitoring Technology.
 - ❖ Hours of monitoring will be expanded to assist teams assigned to the Downtown Business District.
 - ❖ The Real-Time Intelligence Center monitor will advise assigned personnel of any suspicious or criminal activities observed while monitoring Downtown activity.
 - ❖ Assigned law enforcement personnel will respond once a crime is witnessed, a call for service is dispatched, or an incident is detected via Fusus.
- The Buncombe County Sheriff's Office will purchase a new and more reliable electric vehicle for easy maneuvering in Downtown traffic.
- Utilize the Sheriff's Office's present electric cart in the downtown district in a location visible by the public and the Real-Time Intelligence Center monitors. This vehicle will be used to carry equipment LEO's deem necessary (such as citation books, zip ties, arrest paperwork, incident report forms and other forms likely to be utilized).
- Deployment of the Co-Responder Problem-Solving unit assigned to address problematic persons and events affecting the Downtown Business District.
- Conduct medical and clinical mental health assessments on the homeless population.
- Refer and or transport individuals deemed to be in need of medical or mental health assistance to the appropriate facility for further action.
- Carry out enforcement action when crimes are committed.
- Continue dialogue with Downtown owners/merchants, employees, and customers to gather information based on observations and experiences said parties have had in the Downtown District.
- Collect and document data on all activities the Co-Responder Problem-Solving team engages in.

Personnel/Assignments and Procedures

- This assignment will enlist selective members of the Buncombe County Sheriff's Office and eventually, the Asheville Police Department should they decide to partner with the Sheriff's Office. The Buncombe County Sheriff's Office in no way intends to hamper the efforts of the Asheville Police Department's efforts to address crime and problem concerns in the Downtown Business District. It is our goal and commitment to work with the Asheville Police Department.
- The BCSO team will consist of the following:
 - 4 – Deputies (working in teams of two)
 - One offsite monitor the BCSO's Real-Time Intelligence Center (R.T.I.C) this offsite monitor will monitor activities occurring in the Downtown Business District via remote cameras strategically placed in the downtown district. The installation of additional remote cameras by business owners will serve as a great tool in our efforts to serve the Downtown Businesses.
- The Enforcement major shall be the commander in charge of the overall initiative.
- It will be the responsibility of the sheriff's office Project Manager to prepare or cause to be prepared, a Downtown Activity Report on a monthly basis based on data collected and reported from the daily reports provided by all partners of the Co-Responder Problem-Solving Team (law enforcement, community paramedics, and mental health clinicians).
- It is the goal of the Sheriff's Office to later date, assign deputies to this assignment based on the Manpower Allocation Assessments included with this document.
- Assigned personnel shall notify the Buncombe County Communication Center once they begin their tour of duty for this assignment. The Buncombe County Communications Center will be informed when assigned LEO's conclude their scheduled tour of duty. Assigned personnel will consist of two law enforcement officers (assigned by BCSO and APD), one community paramedic, and one mental health clinician who will be assigned solely for the purpose of working in unison with law enforcement to provide medical/mental assessments and facilitate treatment when necessary.
- All persons, and in particular persons determined to be homeless, will be assessed for the need of medical assistance and mental health assistance.
- Special attention will be given to offenses that pose or could potentially pose a threat to the safety and welfare of the general public, cause property damage, illicit drug activity, and other conduct that promotes loud and boisterous conduct that disturbs the public peace and tranquility.
- Enforcement will be firm, but fair.
- Voluntary compliance and treatment when applicable are the most desired response, however, when justified, physical arrest will occur when warranted.
- In the event a violation calls for enforcement action beyond verbal warning (acts leading to issuance of a citation or arrest), the assigned enforcement team will carry out the appropriate action.
- Officers are to set and appear on the court date(s) assigned by the officers or the court at a later date.
- Problem Oriented Policing calls for determining the "**root cause**" of a problem and then taking the best enforcement or treatment approach that will likely eliminate or greatly diminish the likelihood of repetitive incidents by the offender.
 - For example, if the assigned law enforcement officer believes the owner of a local bar is serving alcoholic beverages to individuals who are intoxicated, then the officer/deputy may consider various measures to eliminate the likelihood of a repeat offense by:
 - ❖ Issuing a citation to the offending party(ies).
 - ❖ Arresting the offending party(ies).
 - ❖ Sending a copy of the incident report to the local ALE office for the purpose of conducting an onsite inspection of the business premises and further action deemed appropriate by ALE.

DOWNTOWN BUSINESS DISTRICT COST

AND

SCHEDULE

Downtown Business District Cost Analysis

Option 1

Downtown Business District Payroll Analysis				
Number of Deputies	Hours Assigned	# of Hours	Rate of Pay	Cost Per Shift
6	5 pm - 7 pm	2	\$75.00	\$900.00
6	10 pm - 2 am	4	\$75.00	\$1,800.00
R.T.I.C. Monitor				
1	10 pm - 2 am	4	\$75.00	\$300.00
Cost Per Weekend		\$6,000.00		
Monthly Cost		\$24,000.00		
Yearly Cost		\$312,000.00		
<p>NOTE: This is for enforcement presence on Friday and Saturdays as requested during listening session with DTBD's employees. Cost for Dec. '23 - June '24 = \$186,000 (31 weekends \$6k)</p>				
		PHASE ONE		

Cost for Option 1 - December 2023 through June 2024: \$186,000.00

Downtown Business District Cost Analysis

Option 2

Downtown Business District Payroll Analysis				
Number of Deputies	Hours Assigned	# of Hours	Rate of Pay	Cost Per Shift
4	5 pm - 7 pm	2	\$75.00	\$600.00
4	10 pm - 2 am	4	\$75.00	\$1,200.00
R.T.I.C. Monitor				
1	10 pm - 2 am	4	\$75.00	\$300.00
Cost Per Weekend		\$4,200.00		
Monthly Cost		\$16,800.00		
Yearly Cost		\$218,400.00		
<p>NOTE: This is for enforcement presence on Friday and Saturdays during times suggested by DTBD employees. Cost for Dec. '23 - June '24 is \$130,200.</p>				
PHASE ONE OPTION 2				

Cost for Option 2 - December 2023 through June 2024: \$130,200.00

Phase Two

Implementation of Co-Responder Model (short range/60 days):

Phase Two will consist of collaboration and partnership building with service providers vital to the Co-Responder Model. In the initial stage, this model will consist of a team of first responders to include:

- Deputies of the Buncombe County Sheriff's Office.
- Buncombe County Community Paramedic Unit.
- A mental health clinical practitioner (this position is currently in place and funded by the county).
- One (1) Critical Incident Project Manager (to be employed by the Buncombe County Sheriff's Office in the near future).

In phase two (2) the Buncombe County Sheriff's Office will strive to forge deeply collaborative relations with essential stakeholders already in place in our community. Along with agencies previously mentioned, the Sheriff's Office will invite key stakeholders whose support is critical to supporting the work of the Co-Responder Model and the community's need to address issues of substance use, unintentional overdoses, suicide, assaults, robberies, and damage to property occurring in the Downtown Business District and the Buncombe County community at large. Some of the key stakeholders are listed below. These and other potential partners profiles can be found later this document

- Asheville Police Department
- Buncombe County District Attorney's Office.
- Buncombe County Chief District Court Judge.
- Buncombe County Detention Facility
- Western North Carolina Rescue Mission (see profile).
- Sunrise Community for Recovery and Wellness.
- Compass Pointe
- Other Community Non-Profit treatment partners

The Buncombe County Sheriff's Office Project Manager primary responsibility will be to spearhead the development of the Co-Responder Model. The Project Manager will be responsible for coordinating and partnering with the appropriate departments and Buncombe County personnel to utilize the services of the Buncombe County Community Paramedic Unit, the Buncombe County Health Department, local medical clinics, shelters, hospitals, and other drug/alcohol treatment providers. The Project Manager will work with each of these entities to aid deputies in determining the appropriate action to be taken when they encounter homeless persons who are experiencing medical or mental health issues. The Project Manager will seek

ways to integrate the county's community paramedic or a clinical practitioner component into addressing homeless individuals in need of their services and the service of other providers.

The services of Mission Hospital and the Veteran's Administration Hospital (VA) will also be called upon to provide care and treatment in cases in which it is determined their services are needed. Homeless individuals who have served in our nation's military are eligible for care from our area's Veteran's Administration Hospital. Through the Co-Responder Model, homeless persons in need of medical treatment and mental health assistance will be aided in obtaining the help they are entitled to.

- Buncombe County Sheriff's Office, Buncombe County Emergency Management (Community Paramedic), and Community Clinician (possibly provided by the Buncombe County Health Department) will work in unison to assist homeless persons determined to be in need of medical or mental health assistance.
- BCSO's Project Manager will work to engage and partner with all of the community's service providers and stakeholders whose scope of responsibility includes treatment and/or assistance to the homeless populace. Some of the stakeholders to be invited to partner with the Co-Responder Initiative are included in this document.
- The BCSO's Project Manager will serve as a liaison between the Buncombe County Sheriff's Office and all of the identified stakeholders in the community.

**CO-RESPONDER COST and MANPOWER
CALCULATIONS**

FOR

BUNCOMBE COUNTY

SHERIFF'S OFFICE

Cost Analysis for Buncombe County Sheriff's Office Deputy II

Salary	\$ 53,290.00	NOTE: Analysis does not include cost of hiring and Basic Law Enforcement Training.
Fringe Benefits	34,638.50	
Firearm	900.00	
Radio	5,000.00	
Taser	1,000.00	
Body Camera	2,000.00	
Vehicle Printer	400.00	
Vehicle Flashlight	150.00	
Mobile Modem & Antenna	3,000.00	
In-Car Radio	4,000.00	
Mobile Phone	600.00	
In-Car Camera	4,000.00	
Rifle	1,500.00	
Intoximeter	500.00	
Stop Sticks	500.00	
Patrol Vehicle	47,000.00	
L/S Class A Uniform Shirts x 3	50.00	
S/S Class A Uniform Shirts x 3	140.00	
Outer Vest Carrier	100.00	
Load Bearing Carrier	270.00	
Class A Uniform Pants x 3	150.00	
Class A Uniform Dress Shirt	70.00	
Clarino Duty Belt	85.00	
Clarino Gun Holster	125.00	
Clarino Magazine Pouch	50.00	
Clarino Handcuff Case	35.00	
Handcuffs	50.00	
Clarino Belt Keepers x 4	20.00	
Tie and Tie Tac	10.00	
Shoes	125.00	
Safety Vest	-	
Cold Weather Jacket	325.00	
Bullet Proof Vest	800.00	
Name Bar	10.00	
Khaki BDU's	42.00	
Short Sleeve Polo Shirt	32.00	
Badge	100.00	
Long Sleeve Polo Shirt	37.00	
Grand Total	\$ 160,967.50	

Cost Analysis for Buncombe County Sheriff's Office Deputy II (PT)

Salary	\$ 36,383	NOTE: Analysis does not include cost of hiring and Basic Law Enforcement Training. (Least preference)
Fringe Benefits	\$ 10,915	
Firearm	\$ 900	
Radio	\$ 5,000	
Taser	\$ 1,000	
Body Camera	\$ 2,000	
Vehicle Printer	\$ 400	
Vehicle Flashlight	\$ 150	
Mobile Modem & Antenna	\$ 3,000	
In-Car Radio	\$ 4,000	
Mobile Phone	\$ 600	
In-Car Camera	\$ 4,000	
Rifle	\$ 1,500	
Intoximeter	\$ 500	
Stop Sticks	\$ 500	
Patrol Vehicle	\$ 47,000	
L/S Class A Uniform Shirts x 3	\$ 50	
S/S Class A Uniform Shirts x 3	\$ 140	
Outer Vest Carrier	\$ 100	
Load Bearing Carrier	\$ 270	
Class A Uniform Pants x 3	\$ 150	
Class A Uniform Dress Shirt	\$ 70	
Clarino Duty Belt	\$ 85	
Clarino Gun Holster	\$ 125	
Clarino Magazine Pouch	\$ 50	
Clarino Handcuff Case	\$ 35	
Handcuffs	\$ 50	
Clarino Belt Keepers x 4	\$ 20	
Tie and Tie Tac	\$ 10	
Shoes	\$ 125	
Safety Vest	\$ 50	
Cold Weather Jacket	\$ 325	
Bullet Proof Vest	\$ 800	
Name Bar	\$ 10	
Khaki BDU's	\$ 42	
Short Sleeve Polo Shirt	\$ 32	
Badge	\$ 100	
Long Sleeve Polo Shirt	\$ 37	
Grand Total	\$ 120,524	

Cost Analysis for Buncombe County Sheriff's Office Deputy II

S&W-FB-Equipment	Cost For 1 Full Time Deputy II Position	Cost For 2 Full Time Deputy II Position
Salary	\$ 55,974.00	\$ 111,948.00
Fringe Benefits	16,792.20	\$ 33,584.40
Firearm	900.00	\$ 1,800.00
Radio	5,000.00	\$ 10,000.00
Taser	1,000.00	\$ 2,000.00
Body Camera	2,000.00	\$ 4,000.00
Vehicle Printer	400.00	\$ 800.00
Vehicle Flashlight	150.00	\$ 300.00
Mobile Modem & Antenna	3,000.00	\$ 6,000.00
In-Car Radio	4,000.00	\$ 8,000.00
Mobile Phone	600.00	\$ 1,200.00
In-Car Camera	4,000.00	\$ 8,000.00
Rifle	1,500.00	\$ 3,000.00
Intoximeter	500.00	\$ 1,000.00
Stop Sticks	500.00	\$ 1,000.00
Patrol Vehicle	47,000.00	\$ 94,000.00
L/S Class A Uniform Shirts x 3	50.00	\$ 100.00
S/S Class A Uniform Shirts x 3	140.00	\$ 280.00
Outer Vest Carrier	100.00	\$ 200.00
Load Bearing Carrier	270.00	\$ 540.00
Class A Uniform Pants x 3	150.00	\$ 300.00
Class A Uniform Dress Shirt	70.00	\$ 140.00
Clarino Duty Belt	85.00	\$ 170.00
Clarino Gun Holster	125.00	\$ 250.00
Clarino Magazine Pouch	50.00	\$ 100.00
Clarino Handcuff Case	35.00	\$ 70.00
Handcuffs	50.00	\$ 100.00
Clarino Belt Keepers x 4	20.00	\$ 40.00
Tie and Tie Tac	10.00	\$ 20.00
Shoes	125.00	\$ 250.00
Safety Vest	0.00	\$ -
Cold Weather Jacket	325.00	\$ 650.00
Bullet Proof Vest	800.00	\$ 1,600.00
Name Bar	10.00	\$ 20.00
Khaki BDU's	42.00	\$ 84.00
Short Sleeve Polo Shirt	32.00	\$ 64.00
Badge	100.00	\$ 200.00
Long Sleeve Polo Shirt	37.00	\$ 74.00
Mobile Electric Cart*	16,000.00	\$ 16,000.00
		\$ -
Sub-Total	\$ 161,942.20	\$ 307,884.40
Grand Total	\$ 469,826.60	

Cost Analysis for Buncombe County Sheriff's Office Deputy II

S&WFB	Full Time Deputy II	Part Time Deputy II	Total Cost 1 and 1/2 Positions
Salary	\$ 55,974.00	\$ 36,383.10	\$ 92,357.10
Fringe Benefits	16,792.20	\$ 10,914.93	27,707.13
Firearm	900.00	\$ 900.00	1,800.00
Radio	5,000.00	\$ 5,000.00	10,000.00
Taser	1,000.00	\$ 1,000.00	2,000.00
Body Camera	2,000.00	\$ 2,000.00	4,000.00
Vehicle Printer	400.00	\$ 400.00	800.00
Vehicle Flashlight	150.00	\$ 150.00	300.00
Mobile Modem & Antenna	3,000.00	\$ 3,000.00	6,000.00
In-Car Radio	4,000.00	\$ 4,000.00	8,000.00
Mobile Phone	600.00	\$ 600.00	1,200.00
In-Car Camera	4,000.00	\$ 4,000.00	8,000.00
Rifle	1,500.00	\$ 1,500.00	3,000.00
Intoximeter	500.00	\$ 500.00	1,000.00
Stop Sticks	500.00	\$ 500.00	1,000.00
Patrol Vehicle	47,000.00	\$ 47,000.00	94,000.00
L/S Class A Uniform Shirts x 3	50.00	\$ 50.00	100.00
S/S Class A Uniform Shirts x 3	140.00	\$ 140.00	280.00
Outer Vest Carrier	100.00	\$ 100.00	200.00
Load Bearing Carrier	270.00	\$ 270.00	540.00
Class A Uniform Pants x 3	150.00	\$ 150.00	300.00
Class A Uniform Dress Shirt	70.00	\$ 70.00	140.00
Clarino Duty Belt	85.00	\$ 85.00	170.00
Clarino Gun Holster	125.00	\$ 125.00	250.00
Clarino Magazine Pouch	50.00	\$ 50.00	100.00
Clarino Handcuff Case	35.00	\$ 35.00	70.00
Handcuffs	50.00	\$ 50.00	100.00
Clarino Belt Keepers x 4	20.00	\$ 20.00	40.00
Tie and Tie Tac	10.00	\$ 10.00	20.00
Shoes	125.00	\$ 125.00	250.00
Safety Vest	0.00	\$ -	-
Cold Weather Jacket	325.00	\$ 325.00	650.00
Bullet Proof Vest	800.00	\$ 800.00	1,600.00
Name Bar	10.00	\$ 10.00	20.00
Khaki BDU's	42.00	\$ 42.00	84.00
Short Sleeve Polo Shirt	32.00	\$ 32.00	64.00
Badge	100.00	\$ 100.00	200.00
Long Sleeve Polo Shirt	37.00	\$ 37.00	74.00
Mobile Electric Cart	16,000.00		16,000.00
			-
Sub-Total	\$ 161,942.20	\$ 120,474.03	\$ 282,416.23
Grand Total	\$ 282,416.23	\$ 281,491.53	\$ -

Cost Comparisons

Salary Cost Analysis for Buncombe County Sheriff's Deputy II		
1 Full Time Deputy II	1 Part Time Deputy II	2 Full Time Deputy II
\$ 55,974	\$ 36,383	\$ 111,948
Sal.-Wages-Benefits	Sal.-Wages-Benefits	Sal.-Wages-Benefits
\$ 16,792	\$ 10,915	\$ 33,584
1 R.T.I.C. Monitor	2 R.T.I.C. Monitors	
\$ 56,784.00	\$ 113,568	*(Sal. & benefits)

Co-Responder Manpower Calculation for Schedule Option 1

WORKSCHEDULE			5 & 2		
DAYS SCHEDULED TO WORK WEEKLY			5		
DAYS SCHEDULED OFF WEEKLY			2		
SHIFT DURATION (HRS)			8		
	Days/Year	Shift Hours	Hours/Year	Availability %	Hours Remaining
BASE	365	8	2920	100%	3650
DAYS OFF	104	8	832	66.58%	2088
VACATION	10	8	80	63.84%	2008
SICK LEAVE	3	8	24	63.01%	1984
COMPASSION LEAVE	2	8	16	62.47%	1968
HOLIDAY LEAVE	13	8	104	59.45%	1864
DISCIPLINE		8	0	59.45%	1864
INJURY		8	0	59.45%	1864
TRAINING	7	8	56	57.53%	1808
FMLA		8	0	57.53%	1808
MILITARY		8	0	57.53%	1808
OTHER		8	0	57.53%	1808
Total Remaining Hours:					1808
Total Time Away:	154.67		1112	38.08%	
Predicted Yearly Hours of Availability	1808				
Predicted Yearly Shifts (1808/8)	226				
1 Manpower Unit (MPU) (Hrs. per officer)	2920				
Relief Factor (RF) (MPU/Available Hrs.)	1.62				

Co-Responder Manpower Calculation for Schedule Option 2

B.C.S.O. Downtown Asheville Manpower Needs					
WORKSCHEDULE			4 & 4	7 a.m. - 7 p.m.	9 a.m. - 9 p.m.
DAYS SCHEDULED TO WORK WEEKLY			4		
DAYS SCHEDULED OFF WEEKLY			4		
SHIFT DURATION (HRS)			12		
Work/Relief Factors	Days/Year	Shift Hours	Hours/Year	Availability %	Hours Remaining
BASE	365	12	4,380.00	100%	3650
DAYS OFF	104	12	1248	71.51%	2402
VACATION	10	12	120	52%	2282
SICK LEAVE	3	12	36	63%	2246
COMPASSION LEAVE	2	12	24	50%	2222
HOLIDAY LEAVE	13	12	156	59%	2066
DISCIPLINE		12	0	59.45%	2066
INJURY		12	0	59.45%	2066
TRAINING	7	12	84	45.25%	1982
FVLA		12	0	57.53%	1982
MILITARY		12	0	57.53%	1982
OTHER		12	0	57.53%	1982
Total Remaining Hours:					1982
Total Time Away (Days):	208.5		1,668.00	38.08%	
Predicted Yearly Hours of Availability	1,982				
Total Yearly Shifts (2920/8 days)	248				
Weekly Cycles (7 days = 1 cycle for a total of 52 cycles)	38				
1 Manpower Unit (MPU) (Hrs. per officer)	4,380.00				
Relief Factor (RF) (MPU/Available Hrs.)	2.2				
NOTE: This calculation is for 7 days/12 hr. coverage by 1 fulltime and one part time deputy for a Monday - Sunday. Twenty-four hr. = 3.6 deputies (Should be 4 rounded off).					

MPU Phases

Phase One: **1**

Determining the Relief Factor (RF).



Phase Two: **2**

Determining manpower need.



Manpower Needs Calculation Formula

PHASE ONE **1**

Step One:

Determine agency's Manpower Per Unit (MPU)

This is determined by multiplying the total number of days in a year by the number of work hours in a shift. The MPU for a 5-2 schedule consisting of an 8 hour shift is 2,920 (365 days x 8 hours).



Manpower Needs Calculation Formula

PHASE ONE

1

Step Two:

Total the number of days away from the job (days off, holiday, vacation, training, etc. and multiply by 8 hours to get a total number of hours away from the job.

Explanation: 144 days X 8 hours = 1152 hours



Manpower Needs Calculation Formula

PHASE ONE

1

Step Three:

Subtract the total in step two from the total in step one.

Explanation: $2920 - 1152 = 1768$
(Available Manpower Hours to work yearly).



Manpower Needs Calculation Formula

PHASE ONE

1

Step Four: Divide Available Manpower Hours (AMH) for year (1768), into MPU (2920 hours) to get the Relief Factor (RF). The RF is the number of officers needed to fulfill one MPU for the entire year.

Explanation: $2920 / 1768 = 1.65$ (RF)

Phase Three

Expansion of Co-Responder Model (Mid-Range 12 to 18 months):

During phase three the Buncombe County Co-Responder Model will be expanded into a full-time model. This is contingent on securing funding from County and City governmental entities along with grant funding non-profit organizations here in Buncombe County and North Carolina. The Buncombe County Sheriff's Office will seek funding from various grant resources such as the North Carolina Governor's Crime Commission and others. The Sheriff's Office will also encourage the other agencies who collaborate with the Co-Responder to do likewise. Some of the key components are as follows:

- 1 – Full-time Project Manager.
- Enforcement Partnership between the Buncombe County Sheriff's Office and the Asheville Police Department (this will be the result of a joint agreement and partnership between the two agency heads).
- Assignment of two (2) fulltime law enforcement teams consisting of a total of 2 officers from each law enforcement agency (BCSO and APD) to provide law enforcement coverage in the Downtown Business District.
- Inclusion on a full-time basis the engagement of the Buncombe County Community Paramedic Unit.
- Establishment of a local consortium/board consisting of members of the various service providers. This unit will be charged with establishing a sustainable collaboration between all stakeholders involved in addressing homelessness in our community.
- Seek to powerfully impact and reduce homelessness through various means to include arrests, involuntary incarceration, involuntary commitment, eradication of tenting, trespassing, and encampment in the city of Asheville and Buncombe County.
- Provide treatment and rehabilitation for all homeless persons seeking to overcome their current life dilemma.
- Establishment of Community-wide Co-Responder board of directors consisting of:
 - Representatives from Buncombe County and City of Asheville Government
 - Representative from BCSO (the Project Manager).
 - Agency heads or designees from the various stakeholder organizations.
- Develop a permanent, sustainable, and long-term strategic plan to address homelessness through a multi-dimensional approach (enforcement, treatment, rehabilitation, and housing).

Phase Four

Action Plan for Long Term Vision and Sustainability (long-range 3-5 years):

It is the opinion of the Buncombe County Sheriff's Office that in order to effectively address the crimes, problems, and concerns associated with our area's homeless population, we cannot simply "arrest our way out of this dilemma." While arrest is one option, we believe there are other avenues that need to be explored. There are several non-profit organizations committed to addressing the homelessness issue in our community. The shortcoming is that there is a lack of collaboration between the various organizations charged with addressing homelessness. It is also the Sheriff's Office position that the time is now to forge such a partnership between all stakeholders.

If not now, then when?

Mental health assistance, substance use treatment, medical care, and providing housing must all be key parts of what we as a community buy in to in order to truly address homelessness in our community. The Sheriff's Office proposes and supports the establishment of a board or governing body composed of representatives from county and city governments and local non-profit organizations to address homelessness in our community. This board or governing body would serve as a body of service delivery experts qualified to lead the charge to eradicating homelessness in Buncombe County. Representation from the various care providers would be necessary to have a highly diverse and informed group of community advocates.

Currently there does not appear to be a central point of entry for the homeless to receive proper well-rounded care/treatment/assistance. It is the Sheriff's Office opinion that having one central location where individuals who are homeless and are in need of care can be triaged is critical to any effort to address this problem. Guidance on how this should be done is not in the scope of the Sheriff's Office's area of expertise. In speaking with Reverend Michael Woods of the Western North Carolina Rescue Ministries located here in Asheville, we have learned that this vital component is critical to successfully addressing homelessness.

Due to the effects of COVID during the pandemic, the Sheriff's Office had to suspend use of the Detention Facility's Annex Building. This facility is currently not in use. It is located within close proximity of the Sheriff's Office, Court House, and other governmental entities. It is also located near the Downtown Business District, a location constantly faced with the problems homeless individuals present (crime, loitering, unlawful soliciting, property damage, assaults, and many other acts). The Annex Building could serve as a central entry point for assessing homeless individuals law enforcement encounter while patrolling the Downtown Business District.

Homeless Individuals could be attended to utilizing the Co-Responder Model. This site could be a place for the homeless to receive an assessment to determine what treatment (mental health, medical, housing, and other available assistance deemed appropriate. On the other hand, individuals who are not candidates for this effort would be arrested and charged if he or she has committed a criminal offense.

The Annex Building in the past housed as many as sixty (60) inmates utilizing the bunk bed system. It is conceivable that this facility could be converted into an entry level point for a multi-discipline assessment. According to Reverend Woods of the WNC Rescue Mission Ministries, a model could be developed that would

provide temporary short-term housing and care while other agencies work to arrange for longer term care/ rehabilitation and/or housing. The Annex Building, if used for this purpose would need to be staffed with personnel from the mental health, medical, and detention arenas for starters. There are some agencies outside of Buncombe County that specialize in treating the unhoused person seeking to turn his or her life around.

PROFILES OF KEY LOCAL SERVICE

PROVIDERS FOR THE UNHOUSED

Sunrise Community For Recovery and Wellness

Who is Sunrise Community?



Sunrise Community for Recovery and Wellness believes everyone deserves the chance to see tomorrow. But anxiety, trauma and isolation are symptoms contributing to a massive rise in substance use, mental health challenges and unintended overdose deaths.

We are a non-profit Recovery Community Organization (RCO), led and governed by those in the recovery community and their allies, offering education, peer support and resource navigation at no cost. Our staff of Certified Peer Support Specialists use their lived experience with substance use and mental health challenges to help others discover and maintain their pathway to wellness.

A Statement From Sunrise Community: At Sunrise we accept and respect people of all races, ethnicities, gender identities, sexual orientation, socio economic status, age, physical ability, religious belief, treatment choices, and various mental, emotional, and physical challenges. We celebrate diversity in a safe and positive environment. It is our responsibility to abide by these guidelines to create a safe and inclusive environment for all.

Important to Know: In the past year Sunrise Community has provided the following assistance:

Drop -in Participants - 4,284

Community Outreach Interactions – 2,239

Peer Supported Interactions – 33,000 (for 2022)

Clientele:

Individuals recently released from jail.

Persons struggling to pay child support.

Narcan, safe syringes, and harm reduction supplies.

Sunrise Community for Recovery and Wellness

(Cont.)

Community Partners:

<p>12 Baskets Cafe (Asheville Poverty Initiative)</p> <p>Addiction Professionals of North Carolina (APNC)</p> <p>All Souls Episcopal Church</p> <p>Appalachian Mountain Community Health Centers</p> <p>Asheville Homeless Network for Code Purple Cold Weather Shelter</p> <p>Asheville Reiki Connection</p> <p>Aurora Studio & Gallery</p> <p>Bounty and Soul</p> <p>Buncombe County Emergency Medical Team (EMT)</p> <p>Buncombe County FUSE (Frequent User of Services)</p> <p>Buncombe County Health and Human Services</p>	<p>City of Asheville</p> <p>Cricket Wireless</p> <p>Dogwood Health Trust Foundation</p> <p>Eleanor Health Foundation</p> <p>Eden of Abundance</p> <p>Faces and Voices of Recovery</p> <p>Buncombe County Family Justice Center</p> <p>First Bank of Asheville</p> <p>First at Blue Ridge Inc.</p> <p>First Congregation United Church of Christ of Asheville</p> <p>The Fresh Market</p>	<p>Goodwill Industries of Northwest North Carolina</p> <p>Haywood Street Congregation</p> <p>Helpmate</p> <p>Homeward Bound of Asheville</p> <p>INclude</p> <p>Julian F. Keith Alcohol and Drug Abuse Treatment Center (JFK ADATC)</p> <p>Buncombe County Justice Resource Center</p> <p>Kairos West Community Center</p> <p>Lantern Health</p> <p>Love & Respect for Recovery and Wellness</p> <p>MAHEC</p> <p>MANNA Food Bank</p> <p>Mary Benson House</p> <p>NC Department of Health and Human Services (NCDHHS)</p>	<p>North Carolina Problem Gambling</p> <p>Promise Resource Network</p> <p>PRISM (formerly People's Opioid Summit)</p> <p>Oxford Housing</p> <p>Q&A Training and Consulting, Inc.</p> <p>SeekHealing</p> <p>Shining Star Center</p> <p>Umoja Health, Wellness, and Justice Collective</p> <p>Vaya Health</p> <p>Vocational Rehabilitation Services of Buncombe County</p> <p>Wilkes Recovery Revolution</p> <p>WithAll Congregation</p> <p>WNCAP</p>
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Source: <https://sunriseinashville.org/>

Western North Carolina Rescue Ministries

Statement of Purpose: Providing Rescue, Recovery, and Restoration in Jesus' Name



<p>By providing food, shelter and clothing, our focus is to meet the immediate physical needs of men, women and children at the point of crisis in their life and to offer hope through the power of God's love.</p> <p>We are here to help anyone in need—assisting those who can and will help themselves, showing compassion for those who cannot and refusing to enable the few who would try to abuse the generosity of others.</p>	<p>A place where men learn to abandon addiction and receive the resources and support necessary to build a new life.</p> <p>Our free, 12-month residential drug and alcohol Recovery Program is an intense life training course. As up to 18 men progress through the 5 stages of the program, our aim is to help them experience health and freedom beyond the substances that have controlled them for so long.</p> <p>Mothers and babies will receive the tools and support necessary to overcome addiction and trauma.</p> <p>Supported solely by donations, Western Carolina Rescue Ministries is thrilled to offer a 12-month perinatal residential substance abuse recovery program. On campus, we have fourteen mommy-baby rooms which will provide a safe and secure facility for bonding, healing and sobriety to thrive.</p>	<p>We provide life counseling, job training and assistance with transitional services so that people have the opportunity to change their situations and build a better future.</p> <p>These services are designed to equip long-term homeless clients, Recovery Program participants and the working poor from the community with the tools necessary to overcome the internal and external problems that have plagued their past, corrupted their present, and are jeopardizing their future.</p>
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Source: <https://www.westerncarolinarescue.org/core-beliefs>

Important to Know:

WNC Rescue Ministries Deliver the following Services:

- Overnight Emergency Shelter
- Hot Meals Served Daily
- Food Boxes
- Counseling
- Job Training
- Recovery Programs & Many Others

HOMeward BOUND



More than \$16.1 million has been raised toward our *Home is Key* campaign goal for the purchase and renovation of the supportive housing residence, Compass Point Village, on Tunnel Road. The Permanent Supportive Housing (PSH) model has been proven to resolve chronic homelessness. Homeward Bound's existing PSH program at the Woodfin Apartments demonstrates just how successful these programs are at reducing clients' interactions with criminal justice and other public systems. In the year following their move into the Woodfin, residents' bookings decreased by 65.3%.

Important to Know:

Each resident at Compass Point Village will receive individualized, supportive services focused on housing stabilization and improving quality of life including:

- On-site case management: Each resident will have an individualized case management plan to enhance both housing stability and independence
- 24/7 support staff to quickly respond to resident needs and assure a safe environment for residents and guests
- Behavioral health services
- Social and educational activities
- Meals provided by community partners
- Job training
- A medical clinic
- And more services through our partnerships and collaborators
- Homeless Services
 - AHOPE Day Center
 - Compass Point Village

85 of the most fragile and chronically homeless individuals in our community will be housed, saving as much as \$2 – \$3 million annually. The *Home is Key* campaign will increase the stock of permanently affordable housing for people with the lowest median income and with the most barriers to accessing and maintaining housing.



250,075Total Patient Visits

1,912,634Dollars in Charity Care

RESIDENCY PROGRAMS

Dentistry, Family Medicine, Rural Family Medicine, General Surgery, Internal Medicine, Ob/Gyn, Ambulatory Care Pharmacy, Geriatric Pharmacy, Psychiatry, Rural Psychiatry, and Transitional Year

FELLOWSHIP PROGRAMS

Addiction Medicine, Addiction Psychiatry, Child and Adolescent Psychiatry, Consultation-Liaison Psychiatry, Critical Care Surgery, Maternal-Fetal Medicine, and Sports Medicine

MAHEC Assist in Selection of high impact opioid abatement strategies and utilization of North Carolina's opioid settlement funding opportunities by providing the following:

- Collaborative strategic planning
- Evidence-based addiction treatment
- Recovery support services
- Recovery housing support
- Employment-related services
- Early intervention programs
- Naloxone distribution
- Post-overdose response teams
- Syringe service programs
- Criminal justice diversion programs
- Addiction treatment for incarcerated persons
- Reentry programs for recently incarcerated persons



“WHOLE PERSON HEALTHCARE FOR EVERYONE”

“TO DELIVER TIMELY, COMPREHENSIVE AND QUALITY HEALTH SERVICES WITH DIGNITY AND RESPECT TO WNC RESIDENTS, REGARDLESS OF A PERSON’S ABILITY TO PAY.”



AFFORDABLE CARE

Our costs are adjusted based on your family size and income, so you can get the care you need at a price you can afford.

PAYMENT INFORMATION

“WE NEVER TURN PATIENTS AWAY BASED ON THEIR ABILITY TO PAY”

As a Federally Qualified Health Center, we are proud to offer care to everyone regardless of their ability to pay.

Note: Appalachian Mountain Community Health Centers are federally funded. Funding is based on the number of patients treated by AMCHC.

Source: <https://www.amchc.org/>

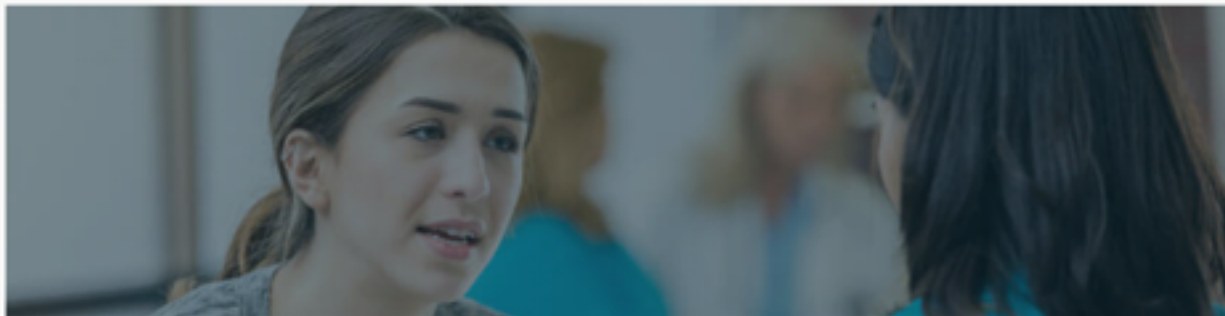
Treatment and Support For Mental Health Needs Or Substance Use/Addiction In Western North Carolina?

The C3356 Comprehensive Care Center located in Asheville, North Carolina is your one-stop treatment and resource center for mental health services, substance use/addiction recovery support, and support for individuals who have behavioral health needs and co-occurring developmental disabilities. We offer care and support 24 hours a day, 7 days a week and 365 days of the year. Our wide array of behavioral health services is provided by experienced and compassionate professionals in a safe, welcoming atmosphere. The C3356 offers services to meet your needs regardless of where you are on the road to recovery and wellness. We offer 24/7 crisis and substance use detox services as well as medication assisted therapy (MAT) services. Our Behavioral Health Crisis Center is available M-F, 8am- 8pm. Our Walk-In Clinic M-F, 8am-5pm (no appointment necessary), as well as mental health/substance use, outpatient services, peer and family support and a pharmacy, all in one convenient location.

Our Mobile Crisis Team Comes to Your Location for Safe, On-Site Treatment, Crisis Stabilization & Support. Call Anytime Day or Night – Mobile Crisis (MCM) Services Are Available 24/7/365.

Please call 9-1-1 for physical injuries and medical or life-threatening emergencies.

Same Day Access Walk-In Clinic



Source: <https://rhahealthservices.org/c3356-comprehensive-care-center/>



WESTERN NORTH CAROLINA COMMUNITY HEALTH SERVICES



Primary Care

WNCCHS is happy to provide on-site medical services to individuals of all ages at our facility. We offer internal and family medical services as well as women's and men's health services. Contact us today to schedule an appointment.



Dental Care

Visit our facilities for access to our dental services. We offer dental services to those who are uninsured or under-insured. We're equipped to handle teeth cleanings, dental x-rays, and much more.



Behavioral Health

Counselors, Therapists, and Behavioral Health staff can help manage behavioral health concerns with treatment and with the proper approach, recovery is possible.



HIV Care

WNCCHS has provided high quality, comprehensive HIV care for 20 years. We serve as Administrator for the Ryan White Part B, C, and D programs in the Asheville / Buncombe area, as well as an 18-county service area of western North Carolina.



LGBTQ+ Health

WNCCHS strives to be a safe space and advocate for the LGBTQ+ community. We believe that all patients have the right to and will benefit from sex-positive, non-stigmatizing, non-shaming care.

VISIT US

Minnie Jones Health Center
257 Biltmore Avenue
Asheville, North Carolina 28801

Source: <https://www.wncchs.org/>



The Neil Dobbins Center

The Neil Dobbins Center (NDC) is a leading facility-based crisis center in Asheville that has served western North Carolina communities for more than 30 years. We offer short-term, intensive therapeutic interventions and stabilization services for individuals experiencing mental health crises as well as detoxification services for those who struggle with substance use/addiction.

The Neil Dobbins Center is part of the continuum of care provided at the **C3356 Comprehensive Care Center**, which offers mental health/substance use crisis services including a mobile crisis (MCM) team, behavioral health urgent care, various outpatient programs, a pharmacy and peer and family support services all under one roof. *Our goal at the NDC and for all services offered at the C3 Center is to provide a foundation for recovery and help people achieve stable, sober, independent lives within their communities.*

NDC Crisis Services

- We provide crisis services to adults in need of short-term intensive evaluation, treatment, or behavior management to stabilize acute mental health crisis situations.
- These services are intended for individuals in imminent risk of danger to themselves or others who do not require seclusion or restraint.
- Our crisis services are appropriate for individuals who exhibit mood or behavior disturbances requiring immediate assessment and/or medication management that cannot be achieved in a less-restrictive setting.

Detox Services

NDC Detox Services are intended for individuals who are actively using alcohol or illicit substances. Admission eligibility for detox services is determined on a case-by-case basis.



Neil Dobbins Revised 2016 V3 Brochure Template.indd 2

STOP HERE!

**Operational Plan for Addressing Crime and Nuisances In the
Downtown Business District**

DOWNTOWN ASHEVILLE PROBLEM SOLVING INITIATIVE-2



OFFICE OF THE SHERIFF
BUNCOMBE COUNTY, NORTH CAROLINA

60 Court Plaza, 4th Floor Judicial Bldg.
Asheville, N.C. 28801

Quentin Miller, Sheriff

DOWNTOWN ASHEVILLE PROBLEM SOLVING INITIATIVE-2

<u>Operations Commander</u>	<u>Location</u>	<u>Initiative Name</u>
Major John Ledford	Downtown Asheville	Problem Oriented Policing Initiative

Briefing Information

Date: November 2023

Time: Dependent on Adopted Schedule

Staging Location: Buncombe County Sheriff's Office

Uniform: Class A or B

Operation

Surveillance ___ Search Warrant ___ U/C ___ Other ___

Target Location/Suspect/Offender Information

Public <u>X</u>	Residential ___	Vehicle ___
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Weapons ____	Wanted ____	Other ____
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Purpose of Operation

The Buncombe County Sheriff’s Office is exploring the possibility of implementation of a multi-faceted strategy designed to reduce crime in the City of Asheville’s Downtown Business District (DTBD) and address the homeless situation through not only enforcement, but treatment as well. The primary focus of this initiative will be geared towards reducing crimes presently being committed in the Downtown Business District and addressing homelessness by implementing a Co-Responder and Problem-Solving Model. It is the belief of Sheriff Quentin Miller that law enforcement cannot and will not arrest its way out of the problems local businesses and the homeless population are experiencing.

Simply stated, attempting to alleviate the problems and concerns of the Downtown Central Business District by involuntary detention of offenders who are homeless will not work. The Co-Responder and Problem-Solving Model approach involves enforcement and treatment. As is practiced now, homeless offenders who are arrested for criminal conduct and misconduct are often dismissed once the offender appears in district court. Most are released from involuntary detention as “time served.” Once released from detention, offenders generally return to their environment and re-offend. Once implemented, the Co-Responder and Problem-Solving Model initiative will focus on a three-pronged approach that should reduce the presence of criminal conduct and the revolving door cycle the homeless are caught up in. The Co-Responder and Problem-Solving Model will consist of three key components enforcement, treatment, and rehabilitation.

While this type of response is commonly referred to as a Co-Responder Model (law enforcement, community paramedics, and mental health clinicians), the inclusion of social services support and engagement by other stakeholders will be an intricate and critical element of this initiative. Some additional key stakeholders are county and city government, Mission Hospital, The Veterans Administration Hospital, Buncombe County Health Department, Western Carolina Rescue Ministries, local religious institutions, Buncombe County Department of Social Services, Buncombe County District Attorney’s Office, Local Judges, and other local organizations and groups.

What is a Tri-Responder Model?

Evidence of the efficacy of the Tri-Responder Model (which this plan is derived from) is somewhat limited, but it is the opinion of the Buncombe County Sheriff’s Office that the present practices of either ignoring or attempts to “arrest our way out of the dilemma is not working. A major paradigm shift is necessary. A shift that embraces the belief that in order to reduce criminal activity in the entire Downtown Business District, engagement with offenders must include not only arrests, but also mental, medical, and housing care for the city’s homeless population.

- Implementation of the Co-Responder Problem-Solving Model will consist of a partnership involving the Buncombe County Sheriff's Office, the City of Asheville Police Department, Buncombe County Emergency Services (community paramedic), Buncombe County Health Department (community mental health clinician), Buncombe County Social Services.
- Support from local affected businesses is an important part of this plan. This will consist of:
 - Reporting any and all crimes, complaints, and other incidents co-responders are assigned to address.
 - Refraining from engaging in well intended activities that exacerbate the frequency of the homeless population in Downtown Business District.
 - Participate in court and other proceedings requiring their involvement.

Co-Responder Problem-Solving Model Goal

As stated above, the abstract goal of the Co-Responder Problem-Solving Model is to eliminate or substantially diminish incidents of crimes and other behavior and acts that threaten the peace of citizens who wish to visit the City of Asheville's Downtown Business District. This model would also address homelessness not only from an enforcement approach, but also from a treatment and aftercare approach. The operational strategies are based on findings in the Sheriff's Office Problem-Solving Initiative Summary conducted in April and May of 2023.

Operational Objectives

- Implementation of a Co-Responder Problem-Solving Model will consist of a collaborative partnership comprised of the Buncombe County Sheriff's Office, Asheville Police Department, Buncombe County Health Department (community clinician), and Buncombe County Emergency Services (community paramedic), and Buncombe County Department of Social Services.
- Partner with various stakeholders mentioned above.
- Conduct formal and informal meetings with business owners, workers, and management to obtain their input so as to fully identify and address all problems and concerns shared in such meetings.
- Reduce crime volume/number of incidents and complaints by utilizing the 3-pronged approach consisting of enforcement, clinical intervention, and medical intervention determined to be appropriate by the responding units of the Co-Responder Problem-Solving Team.
- Target crimes and complaints observed and reported during the Buncombe County Sheriff's Office 30-Day Problem-Solving Initiative and the City of Asheville Sixty-Day Initiative:
 - Assaults
 - Robberies
 - Property Damage
 - Larceny
 - Trespassing
 - Suicides
 - Use and Possession of illegal drugs and substances
- Establish a sustainable high-profile presence of BCSO and APD enforcement personnel in the Downtown Business District.
- Onsite visual observation and partnered foot and vehicular patrol by uniformed BCSO deputies and APD officers assigned to this Downtown Business District Co-Responder Problem-Solving Initiative.
- Employ a full-time Critical Incident Specialist, to be employed by the Buncombe County Sheriff's Office. This specialist will assist in the delivery of services with all members of the Downtown Co-Responder Problem-Solving team.
- Teams will jointly target areas identified in the sheriff's office Problem-Solving Initiative conducted in April and May of 2023 and the City of Asheville 60-Day Initiative that are negatively impacting the Downtown Business District and the community as a whole.
- Focus will primarily be on issues such as areas with little or no lighting, criminal conduct (assaults, robberies, vandalism, trespassing, public nuisances, illegal drug activities and other activities). All activities will be documented in daily after-action reports to be filed on a weekly basis. All daily activity/Calls for Service dispatched and received by the Buncombe County Communication Center will be collected for analysis.
- Forward data on lighting to the appropriate agency/department responsible for this service.
- Take appropriate enforcement action to include verbal warnings, issuance of citations, charging and arresting individuals committing the targeted offenses stated above.
- Identify areas where additional remote monitoring can be implemented.
- Deploy and monitor (via BCSO's RTIC) cameras in areas identified as high crime areas.*

The Tri-Responder Model Explained

As explained earlier, the Tri-Responder Model is new. It is a major shift from the approach normally taken by law enforcement and medical clinicians tasked to address crime and treatment for the homeless and mentally ill population. Typically, law enforcement has used involuntary detention as a means of addressing crime and undesirable behavior. Detention rarely if ever serves as a deterrent to criminal conduct. This is because most involuntary detention faced by persons in Buncombe County is void of any kind of rehabilitation. In fact, some studies show that involuntary incarceration/detention can promote criminal behavior. Mental health professionals believe that in some instances, arresting an individual can be traumatic, humiliating, and frightening and can affect an individual's well-being (nt J Environ Res Public Health. 2021 Aug; 18(15): 8230).

Currently, when a law enforcement officer (LEO) encounters someone thought to be experiencing mental illness, the LEO is limited in his or her power to address the situation. The LEO cannot ignore the problem and therefore must act. This means citing the person (writing a ticket that will go nowhere), arresting the person, or forcibly taking into custody a person deemed to be experiencing some type of mental health breakdown. The problem is the law enforcement office is not trained to make such medical decisions, yet in many cases he or she must do so for the safety of the public and that of the individual experiencing the mental crisis.

This Co-Responder Problem-Solving Model partnership gives law enforcement additional tools needed to take the appropriate action in questionable situations. If the person is injured or in need of medical attention, the Co-Responder Problem-Solving Model engages the assistance of a trained paramedic to assess the individual and take action on the scene. If the individual is experiencing some type of mental health crisis, the assigned clinician can engage and assess the individual. In what would have normally been a situation where the only option the LEO had was to cite or arrest, both of which are often ineffective, the LEO now has a combination of alternative actions that can be taken.

If it is determined that the individual of concern is not injured or experiencing a mental health crisis or condition, then the LEO can either cite or arrest the individual as a last alternative. With the anticipated support of the Buncombe County Judicial System, appropriate action will lessen the likelihood of repeat offenses and thus, eliminate or greatly reduce the problem.

The use of the Co-Responder Problem-Solving Model Provides Many Advantages

- Law enforcement is not put in a position to make mental health decisions they are not trained to make.
- Arrests or citations are viable options with stricter punishment by the courts when all medical issues have been considered and there is no evidence of a medical or mental health issue associated with the individual or his or her actions.
- Persons needing medical or mental health assistance can be assessed and assisted in receiving the help they need.

- The likelihood or need on the part of the LEO to employ physical force can be greatly reduced (de-escalation).
- The likelihood of bothersome lawsuits against our LEO's, the sheriff, police chief, city and county are greatly diminished. the-Responder Model can be evidence of efforts on the part of several public service entities to properly assess and deal with individuals experiencing mental health crises.
- In some instances, through the mental health component of the Co-Responder Model, an individual may receive long or short-term assistance that can improve their quality of life.
- There is a “Win – Win” outcome for all stakeholders (businesses, the party of concern, law enforcement, and other agencies that may become involved).
- In cases where it is determined by a trained and certified mental health clinician in the field that there are mental health issues in play, the party of concern can be committed for treatment. This can save the community wasted tax dollars due to a reduction in the number of incarcerations that strain the Buncombe County Detention Facility, the Buncombe County District Attorney's Office, and our local courts.
- Hopefully there will be a reduction in recidivism.
- The Co-Responder Problem-Solving Model will greatly enhance the goal of restoring the Asheville Downtown Business District as a safe and wholesome place to enjoy shopping, dining, and entertainment .
- The crimes and nuisances now being experienced in the Downtown Business District will be eliminated or greatly diminished.
- Local businesses will experience increased sales, profits, foot activity, and enjoy a safer and more wholesome environment for employees, management, and customers.
- Unsightly camps that plague the community can be eliminated through treatment, enforcement, and abatement of such nuisances.

Disadvantages of the Co-Responder Problem-Solving Model

- The cost for this model will be substantial and will require funding from all sources available.
 - Cost for personnel (BCSO, APD, Buncombe County Health Department, County and City Government).
 - Cost for Vehicles.
 - Cost for uniforms and equipment for law enforcement and paramedics (radios, firearms, emergency lights, Narcan, etc.).
- Resistance to a major paradigm shift by some stakeholders (arrests only paradigm).
- Limited resources for persons experiencing mental health problems.
 - Lack of treatment options.

- The cost of medical treatment. Especially for the uninsured, which is typical for the unhoused.
- Lack of empathy towards the homeless by some.
- Lack of housing for the unhoused.
- Many instances will be very time consuming, thus taking assigned officers off the beat for extended periods of time. This is particularly so when dealing with persons experiencing a mental crisis.
- This Multi-faceted Responder Model is new, and its efficacy (as with current models) will still remain under review by agencies who have and are attempting to utilize this model to determine its efficacy, efficiency, and effectiveness.
- Overall Efficiency and Effort can only be determined after a trial period, and a true sense of its E&E for Asheville and Buncombe law enforcement, County Emergency Services, and County mental health clinicians and professionals will take time.
- Most likely this model will not be a cost saving venture and will require consideration of the benefits of the Co-Responder Problem-Solving Model versus the impact crime is having on the community at large.

Operational Strategies Specifics

To achieve the goal of reducing the crimes of break ins, assaults, illicit drug activity, vandalism, damage to property, and disorderly conduct in the downtown business district, the following strategies will be employed by the Buncombe County Sheriff's Office and Asheville Police Department:

- Deployment of 2-person enforcement teams during designated times of the day and week.
- Each team will consist of 2-law enforcement officers (one from BCSO and one from APD), one community paramedic, and one mental health clinician.
- In addition to high profile visibility of assigned personnel; live virtual monitoring of the downtown business district will be conducted to detect criminal activity to assist onsite personnel so that appropriate action will be taken (enforcement, medical assessment/treatment, clinical assessment, referral, and follow up).
- Days and hours of operation will be determined based on the hours the team presence is most needed. Several schedules are included with this proposal.
- When deemed appropriate, the assistance of the Alcohol Law Enforcement Bureau will be utilized to review practices of downtown businesses serving alcohol to assure compliance with all NC General Statutes regulating the sales of alcoholic beverages.
- Use of conventional and non-conventional resources will be utilized to as a part of this pilot initiative to include:
 - **Live Remote Electronic Cameras** will monitor the Downtown Business District for safety and security purposes, as well as criminal and nuisance activity that may occur in the downtown district.
 - ❖ This will be accomplished by utilizing the department's Fusus Realtime Intelligence Center Real-Time Monitoring Technology.
 - ❖ Hours of monitoring will be expanded to assist teams assigned to the Downtown Business District.
 - ❖ The Real-Time Intelligence Center monitor will advise assigned personnel of any suspicious or criminal activities observed while monitoring Downtown activity.
 - ❖ Assigned law enforcement personnel will respond once a crime is witnessed, a call for service is dispatched, or an incident is detected via Fusus.
- The Buncombe County Sheriff's Office will purchase a new and more reliable electric vehicle for easy maneuvering in Downtown traffic.
- Utilize the Sheriff's Office's present electric cart in the downtown district in a location visible by the public and the Real-Time Intelligence Center monitors. This vehicle will be used to carry equipment LEO's deem necessary (such as citation books, zip ties, arrest paperwork, incident report forms and other forms likely to be utilized).
- Deployment of the Co-Responder Problem-Solving unit assigned to address problematic persons and events affecting the Downtown Business District.
- Conduct medical and clinical mental health assessments on the homeless population.
- Refer and or transport individuals deemed to be in need of medical or mental health assistance to the appropriate facility for further action.
- Carry out enforcement action when crimes are committed.
- Continue dialogue with Downtown owners/merchants, employees, and customers to gather information based on observations and experiences said parties have had in the Downtown District.
- Collect and document data on all activities the Co-Responder Problem-Solving team engages in.

Personnel/Assignments and Procedures

- This assignment will enlist selective members of the Buncombe County Sheriff's Office and eventually, the Asheville Police Department should they decide to partner with the Sheriff's Office. The Buncombe County Sheriff's Office in no way intends to hamper the efforts of the Asheville Police Department's efforts to address crime and problem concerns in the Downtown Business District. It is our goal and commitment to work with the Asheville Police Department.
- The BCSO team will consist of the following:
 - 4 – Deputies (working in teams of two)
 - One offsite monitor the BCSO's Real-Time Intelligence Center (R.T.I.C) this offsite monitor will monitor activities occurring in the Downtown Business District via remote cameras strategically placed in the downtown district. The installation of additional remote cameras by business owners will serve as a great tool in our efforts to serve the Downtown Businesses.
- The Enforcement major shall be the commander in charge of the overall initiative.
- It will be the responsibility of the sheriff's office Project Manager to prepare or cause to be prepared, a Downtown Activity Report on a monthly basis based on data collected and reported from the daily reports provided by all partners of the Co-Responder Problem-Solving Team (law enforcement, community paramedics, and mental health clinicians).
- It is the goal of the Sheriff's Office to later date, assign deputies to this assignment based on the Manpower Allocation Assessments included with this document.
- Assigned personnel shall notify the Buncombe County Communication Center once they begin their tour of duty for this assignment. The Buncombe County Communications Center will be informed when assigned LEO's conclude their scheduled tour of duty. Assigned personnel will consist of two law enforcement officers (assigned by BCSO and APD), one community paramedic, and one mental health clinician who will be assigned solely for the purpose of working in unison with law enforcement to provide medical/mental assessments and facilitate treatment when necessary.
- All persons, and in particular persons determined to be homeless, will be assessed for the need of medical assistance and mental health assistance.
- Special attention will be given to offenses that pose or could potentially pose a threat to the safety and welfare of the general public, cause property damage, illicit drug activity, and other conduct that promotes loud and boisterous conduct that disturbs the public peace and tranquility.
- Enforcement will be firm, but fair.
- Voluntary compliance and treatment when applicable are the most desired response, however, when justified, physical arrest will occur when warranted.
- In the event a violation calls for enforcement action beyond verbal warning (acts leading to issuance of a citation or arrest), the assigned enforcement team will carry out the appropriate action.
- Officers are to set and appear on the court date(s) assigned by the officers or the court at a later date.
- Problem Oriented Policing calls for determining the "**root cause**" of a problem and then taking the best enforcement or treatment approach that will likely eliminate or greatly diminish the likelihood of repetitive incidents by the offender.
 - For example, if the assigned law enforcement officer believes the owner of a local bar is serving alcoholic beverages to individuals who are intoxicated, then the officer/deputy may consider various measures to eliminate the likelihood of a repeat offense by:
 - ❖ Issuing a citation to the offending party(ies).
 - ❖ Arresting the offending party(ies).
 - ❖ Sending a copy of the incident report to the local ALE office for the purpose of conducting an onsite inspection of the business premises and further action deemed appropriate by ALE.

Manpower Calculation for Schedule Option 2

B.C.S.O. Downtown Asheville Manpower Needs					
WORK SCHEDULE			4 & 4	7 a.m. - 7 p.m.	9 a.m. - 9 p.m.
DAYS SCHEDULED TO WORK WEEKLY			4		
DAYS SCHEDULED OFF WEEKLY			4		
SHIFT DURATION (HRS)			12		
Work/Relief Factors	Days/Year	Shift Hours	Hours/Year	Availability %	Hours Remaining
BASE	365	12	4,380.00	100%	3650
DAYS OFF	104	12	1248	71.51%	2402
VACATION	10	12	120	52%	2282
SICK LEAVE	3	12	36	63%	2246
COMPASSION LEAVE	2	12	24	50%	2222
HOLIDAY LEAVE	13	12	156	59%	2066
DISCIPLINE		12	0	59.45%	2066
INJURY		12	0	59.45%	2066
TRAINING	7	12	84	45.25%	1982
FMLA		12	0	57.53%	1982
MILITARY		12	0	57.53%	1982
OTHER		12	0	57.53%	1982
Total Remaining Hours:					1982
Total Time Away (Days):	208.5		1,668.00	38.08%	
Predicted Yearly Hours of Availability	1,982				
Total Yearly Shifts (2920/8 days)	248				
Weekly Cycles (7 days = 1 cycle for a total of 52 cycles)	38				
1 Manpower Unit (MPU) (Hrs. per officer)	4,380.00				
Relief Factor (RF) (MPU/Available Hrs.)	2.2				
NOTE: This calculation is for 7 days/12 hr. coverage by 1 fulltime and one part time deputy for a Monday - Sunday. Twenty-four hr. = 3.6 deputies (Should be 4 rounded off).					

The Manpower Allocation Process Explained

MPU Phases

Phase One:

1

Determining the Relief Factor (RF).



Phase Two:

2

Determining manpower need.



Manpower Needs Calculation Formula

PHASE ONE

1

Step One:

Determine agency's Manpower Per Unit (MPU)

This is determined by multiplying the total number of days in a year by the number of work hours in a shift. The MPU for a 5-2 schedule consisting of an 8 hour shift is 2,920 (365 days x 8 hours).



Manpower Needs Calculation Formula

PHASE ONE

1

Step Two:

Total the number of days away from the job (days off, holiday, vacation, training, etc. and multiply by 8 hours to get a total number of hours away from the job.

Explanation: 144 days X 8 hours = 1152 hours



Manpower Needs Calculation Formula

PHASE ONE

1

Step Three:

Subtract the total in step two from the total in step one.

Explanation: $2920 - 1152 = 1768$

(Available Manpower Hours to work yearly).



Manpower Needs Calculation Formula

PHASE ONE

1

Step Four: Divide Available Manpower Hours (AMH) for year (1768), into MPU (2920 hours) to get the Relief Factor (RF). The RF is the number of officers needed to fulfill one MPU for the entire year.

Explanation: $2920 / 1768 = 1.65$ (RF)

**DOWNTOWN BUSINESS DISTRICT COST
ANALYSIS**

and

Manpower Allocation

Downtown Business District Cost Analysis

Option 1

Downtown Business District Payroll Analysis				
Number of Deputies	Hours Assigned	# of Hours	Rate of Pay	Cost Per Shift
6	5 pm - 7 pm	2	\$75.00	\$900.00
6	10 pm - 2 am	4	\$75.00	\$1,800.00
R.T.I.C. Monitor				
1	10 pm - 2 am	4	\$75.00	\$300.00
Cost Per Weekend		\$6,000.00		
Monthly Cost		\$24,000.00		
Yearly Cost		\$312,000.00		
<p>NOTE: This is for enforcement presence on Friday and Saturdays as requested during listening session with DTBD's employees. Cost for Dec. '23 - June '24 = \$186,000 (31 weekends \$6k)</p>				
PHASE ONE				

Cost for December 2023 through June 2024: \$186,000.00

Downtown Business District Cost Analysis

Option 2

Downtown Business District Payroll Analysis				
Number of Deputies	Hours Assigned	# of Hours	Rate of Pay	Cost Per Shift
4	5 pm - 7 pm	2	\$75.00	\$600.00
4	10 pm - 2 am	4	\$75.00	\$1,200.00
R.T.I.C. Monitor				
1	10 pm - 2 am	4	\$75.00	\$300.00
Cost Per Weekend		\$4,200.00		
Monthly Cost		\$16,800.00		
Yearly Cost		\$218,400.00		
<p>NOTE: This is for enforcement presence on Friday and Saturdays during times suggested by DTBD employees. Cost for Dec. '23 - June '24 is \$130,200.</p>				
PHASE ONE OPTION 2				

NOTE: This is for enforcement presence on Friday and Saturdays during times suggested by DTBD employees.

Cost for Dec. '23 - June '24 is \$130,200.00.

Monthly After-Action Report

- The Major of BCSO Enforcement Division shall document in writing all incidents reported and acted upon by the officers of the Buncombe County Sheriff's Office and Asheville Police Department. This report shall be forwarded to the Sheriff.
 - All incidents requiring law enforcement involvement shall be documented in the action report and the BCSO's Record Management System (RMS). This should include the following:
 - Calls for service.
 - Citations and/or warnings issued.
 - Arrests and charges.
 - Secured and Unsecured Bond disposition.
 - Incarcerations.
 - Referrals for medical and clinical/mental health assistance from local agencies.
 - Number of individuals transported to the Hospital or other non-law enforcement facilities.
 - At the conclusion of each tour of duty, the assigned officer shall forward a complete report for that particular date and submit said report to the Major of Enforcement and the Project Manager for the BCSO.
 - Once all data is collected, the sheriff's office will analyze the data to:
 - Determine most frequent crimes.
 - Assess enforcement and treatment action taken in each incident to determine Efficiency and Effectiveness of the Co-Responder Model Problem-Solving Model.
 - Voluntary compliance.
 - Verbal and written warnings issued.
 - Citations issued.
 - Physical arrests.
 - Alternative action taken (i.e., mental health treatment/intervention referrals, providing assistance by calling a friend or family member to provide a ride home for intoxicated persons, or calling an Uber).
 - Utilization of ALE authority.
 - Extrapolate data that will help assess the efficacy of the Co-Responder Problem-Solving Model.
 - Identify what factors are contributing to or promoting identified crimes and repeated offenses. The following information will be documented:
 - Incidents of Nuisances (acts typical of the homeless, vagrancy, loitering, trespassing, etc.).
 - Crime/Nuisance Contributors:
 - Lack of awareness on the part of victims.
 - Lack of law enforcement presence.
 - Lack of cooperation of business owners.
 - Need for non-law enforcement action/support to address some root problems (homelessness, mental health, etc.)
-
- What crimes are being committed?
 - Who are the offenders?
 - When and where the crimes are occurring?
 - Who are the victims?
 - What conditions are present and invites criminal activity (i.e., poor lighting, need for more enforcement, victim errors (i.e.; failing to lock cars or report crimes when witnessed, merchant errors (not reporting criminal activities or lack of cooperation with law enforcement, etc.)?)

Downtown Business District Monthly Report

Collaborative Operation: ___ Yes ___ No

Agencies Involved: _____

Contact Person(s): _____

Contact Phone No.(s): _____

Initial Date of Contact: _____

Total Calls for Service _____

Number of Arrests: _____

Number of Business Drop Ins: _____

Notes/Comments: _____

Commander Signature:

Downtown District Crime Problem Solving Initiative Explained

For some time now there has been a growing concern regarding matters of public safety in the city's Downtown Business District. There have been several stories presented by the local media outlets regarding downtown Asheville. Unfortunately, the media coverage has not always been very positive. The media has interviewed and broadcast comments from local merchants who have in the past expressed concern that the crime problem is at its worst and the overall quality of life as it relates to safety in the area has declined. The Buncombe County Sheriff's Office realizes that while the downtown district is in the City of Asheville; it is still a county matter in that the city is located in the county of Buncombe and therefore we must act and perform our duties in a manner that provides equal service and protection for all citizens and guests in our county.

In response to the concerns of merchants in the downtown district the Buncombe Sheriff's Office again proposes a collaborative effort involving the BCSO, APD, Merchants, City and County Government as key stakeholders. A collaborative effort is the approach most likely to restore and maintain a safe and wholesome environment for all who visit and shop our downtown. The Sheriff's Office Co-Responder Problem-Solving initiative is a collaborative effort to identify the crimes being committed in the area, the causes and factors that promote criminal activity.

It is the position of the Sheriff's Office that all members of the Co-Responder Problem-Solving team are equal partners committed to the success of the team and return of a safe, tranquil, and thriving Downtown Business District free of constant crime and nuisance problems. It is also committed to taking the most appropriate action to address offenders and victims.

How Determining the Root Causes Works

Members of the Co-Responder Problem-Solving Team assigned to the Downtown Business District document data that will help us seek out the "root cause" of the problems observed during this pilot initiative. One hypothetical example would be responding to repetitive calls for service involving intoxicated and disruptive individuals. On the surface this may be identified as a problem. Deeper analysis may identify this as a symptom of a bigger problem, which is actually that of a business or businesses violating state laws forbidding the sale of alcoholic beverages to intoxicated persons.

Symptom: Intoxicated business patrons getting into fights, driving intoxicated, etc.

Problem: Businesses serving alcoholic to intoxicated persons.

The Problem-Solving Model approach is simple but has been proven effective. Adding the Co-Responder Model to this approach is expected to be even more efficient and effective.

Cost Analysis for Buncombe County Sheriff's Office Deputy II

Salary	\$ 53,290.00	NOTE: Analysis does not include cost of hiring and Basic Law Enforcement Training.
Fringe Benefits	34,638.50	
Firearm	900.00	
Radio	5,000.00	
Taser	1,000.00	
Body Camera	2,000.00	
Vehicle Printer	400.00	
Vehicle Flashlight	150.00	
Mobile Modem & Antenna	3,000.00	
In-Car Radio	4,000.00	
Mobile Phone	600.00	
In-Car Camera	4,000.00	
Rifle	1,500.00	
Intoximeter	500.00	
Stop Sticks	500.00	
Patrol Vehicle	47,000.00	
L/S Class A Uniform Shirts x 3	50.00	
S/S Class A Uniform Shirts x 3	140.00	
Outer Vest Carrier	100.00	
Load Bearing Carrier	270.00	
Class A Uniform Pants x 3	150.00	
Class A Uniform Dress Shirt	70.00	
Clarino Duty Belt	85.00	
Clarino Gun Holster	125.00	
Clarino Magazine Pouch	50.00	
Clarino Handcuff Case	35.00	
Handcuffs	50.00	
Clarino Belt Keepers x 4	20.00	
Tie and Tie Tac	10.00	
Shoes	125.00	
Safety Vest	-	
Cold Weather Jacket	325.00	
Bullet Proof Vest	800.00	
Name Bar	10.00	
Khaki BDU's	42.00	
Short Sleeve Polo Shirt	32.00	
Badge	100.00	
Long Sleeve Polo Shirt	37.00	
Grand Total	\$ 160,967.50	

Cost Analysis for Buncombe County Sheriff's Office Deputy II (PT)

Salary	\$ 36,383	NOTE: Analysis does not include cost of hiring and Basic Law Enforcement Training. (Least preference)	
Fringe Benefits	\$ 10,915		
Firearm	\$ 900		
Radio	\$ 5,000		
Taser	\$ 1,000		
Body Camera	\$ 2,000		
Vehicle Printer	\$ 400		
Vehicle Flashlight	\$ 150		
Mobile Modem & Antenna	\$ 3,000		
In-Car Radio	\$ 4,000		
Mobile Phone	\$ 600		
In-Car Camera	\$ 4,000		
Rifle	\$ 1,500		
Intoximeter	\$ 500		
Stop Sticks	\$ 500		
Patrol Vehicle	\$ 47,000		
L/S Class A Uniform Shirts x 3	\$ 50		
S/S Class A Uniform Shirts x 3	\$ 140		
Outer Vest Carrier	\$ 100		
Load Bearing Carrier	\$ 270		
Class A Uniform Pants x 3	\$ 150		
Class A Uniform Dress Shirt	\$ 70		
Clarino Duty Belt	\$ 85		
Clarino Gun Holster	\$ 125		
Clarino Magazine Pouch	\$ 50		
Clarino Handcuff Case	\$ 35		
Handcuffs	\$ 50		
Clarino Belt Keepers x 4	\$ 20		
Tie and Tie Tac	\$ 10		
Shoes	\$ 125		
Safety Vest	\$ 50		
Cold Weather Jacket	\$ 325		
Bullet Proof Vest	\$ 800		
Name Bar	\$ 10		
Khaki BDU's	\$ 42		
Short Sleeve Polo Shirt	\$ 32		
Badge	\$ 100		
Long Sleeve Polo Shirt	\$ 37		
Grand Total	\$ 120,524		

Cost Analysis for Buncombe County Sheriff's Office Deputy II

S&W-FB-Equipment	Cost For 1 Full Time Deputy II Position	Cost For 2 Full Time Deputy II Position
Salary	\$ 55,974.00	\$ 111,948.00
Fringe Benefits	16,792.20	\$ 33,584.40
Firearm	900.00	\$ 1,800.00
Radio	5,000.00	\$ 10,000.00
Taser	1,000.00	\$ 2,000.00
Body Camera	2,000.00	\$ 4,000.00
Vehicle Printer	400.00	\$ 800.00
Vehicle Flashlight	150.00	\$ 300.00
Mobile Modem & Antenna	3,000.00	\$ 6,000.00
In-Car Radio	4,000.00	\$ 8,000.00
Mobile Phone	600.00	\$ 1,200.00
In-Car Camera	4,000.00	\$ 8,000.00
Rifle	1,500.00	\$ 3,000.00
Intoximeter	500.00	\$ 1,000.00
Stop Sticks	500.00	\$ 1,000.00
Patrol Vehicle	47,000.00	\$ 94,000.00
L/S Class A Uniform Shirts x 3	50.00	\$ 100.00
S/S Class A Uniform Shirts x 3	140.00	\$ 280.00
Outer Vest Carrier	100.00	\$ 200.00
Load Bearing Carrier	270.00	\$ 540.00
Class A Uniform Pants x 3	150.00	\$ 300.00
Class A Uniform Dress Shirt	70.00	\$ 140.00
Clarino Duty Belt	85.00	\$ 170.00
Clarino Gun Holster	125.00	\$ 250.00
Clarino Magazine Pouch	50.00	\$ 100.00
Clarino Handcuff Case	35.00	\$ 70.00
Handcuffs	50.00	\$ 100.00
Clarino Belt Keepers x 4	20.00	\$ 40.00
Tie and Tie Tac	10.00	\$ 20.00
Shoes	125.00	\$ 250.00
Safety Vest	0.00	\$ -
Cold Weather Jacket	325.00	\$ 650.00
Bullet Proof Vest	800.00	\$ 1,600.00
Name Bar	10.00	\$ 20.00
Khaki BDU's	42.00	\$ 84.00
Short Sleeve Polo Shirt	32.00	\$ 64.00
Badge	100.00	\$ 200.00
Long Sleeve Polo Shirt	37.00	\$ 74.00
Mobile Electric Cart*	16,000.00	\$ 16,000.00
		\$ -
Sub-Total	\$ 161,942.20	\$ 307,884.40
Grand Total	\$ 469,826.60	

Cost Analysis for Buncombe County Sheriff's Office Deputy II

S&WFB	Full Time Deputy II	Part Time Deputy II	Total Cost 1 and 1/2 Positions
Salary	\$ 55,974.00	\$ 36,383.10	\$ 92,357.10
Fringe Benefits	16,792.20	\$ 10,914.93	27,707.13
Firearm	900.00	\$ 900.00	1,800.00
Radio	5,000.00	\$ 5,000.00	10,000.00
Taser	1,000.00	\$ 1,000.00	2,000.00
Body Camera	2,000.00	\$ 2,000.00	4,000.00
Vehicle Printer	400.00	\$ 400.00	800.00
Vehicle Flashlight	150.00	\$ 150.00	300.00
Mobile Modem & Antenna	3,000.00	\$ 3,000.00	6,000.00
In-Car Radio	4,000.00	\$ 4,000.00	8,000.00
Mobile Phone	600.00	\$ 600.00	1,200.00
In-Car Camera	4,000.00	\$ 4,000.00	8,000.00
Rifle	1,500.00	\$ 1,500.00	3,000.00
Intoximeter	500.00	\$ 500.00	1,000.00
Stop Sticks	500.00	\$ 500.00	1,000.00
Patrol Vehicle	47,000.00	\$ 47,000.00	94,000.00
L/S Class A Uniform Shirts x 3	50.00	\$ 50.00	100.00
S/S Class A Uniform Shirts x 3	140.00	\$ 140.00	280.00
Outer Vest Carrier	100.00	\$ 100.00	200.00
Load Bearing Carrier	270.00	\$ 270.00	540.00
Class A Uniform Pants x 3	150.00	\$ 150.00	300.00
Class A Uniform Dress Shirt	70.00	\$ 70.00	140.00
Clarino Duty Belt	85.00	\$ 85.00	170.00
Clarino Gun Holster	125.00	\$ 125.00	250.00
Clarino Magazine Pouch	50.00	\$ 50.00	100.00
Clarino Handcuff Case	35.00	\$ 35.00	70.00
Handcuffs	50.00	\$ 50.00	100.00
Clarino Belt Keepers x 4	20.00	\$ 20.00	40.00
Tie and Tie Tac	10.00	\$ 10.00	20.00
Shoes	125.00	\$ 125.00	250.00
Safety Vest	0.00	\$ -	-
Cold Weather Jacket	325.00	\$ 325.00	650.00
Bullet Proof Vest	800.00	\$ 800.00	1,600.00
Name Bar	10.00	\$ 10.00	20.00
Khaki BDU's	42.00	\$ 42.00	84.00
Short Sleeve Polo Shirt	32.00	\$ 32.00	64.00
Badge	100.00	\$ 100.00	200.00
Long Sleeve Polo Shirt	37.00	\$ 37.00	74.00
Mobile Electric Cart	16,000.00		16,000.00
			-
Sub-Total	\$ 161,942.20	\$ 120,474.03	\$ 282,416.23
Grand Total	\$ 282,416.23	\$ 281,491.53	\$ -

Cost Comparisons

Salary Cost Analysis for Buncombe County Sheriff's Deputy II		
1 Full Time Deputy II	1 Part Time Deputy II	2 Full Time Deputy II
\$ 55,974.00	\$ 36,383.10	\$ 111,948.00
Sal.-Wages-Benefits	Sal.-Wages-Benefits	Sal.-Wages-Benefits
\$ 16,792.20	\$ 10,914.93	\$ 33,584.40
1 R.T.I.C. Monitor	2 R.T.I.C. Monitors	