

## Appendix Material

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# Public Safety

## Existing Conditions Technical Memorandum



**Date:** April 13, 2010  
**To:** JBLM Public Safety Expert Panel  
**From:** Chris Mefford and Michael Forsyth, Community Attributes  
**Re:** Public Safety Existing Conditions Assessment  
Joint Base Lewis-McChord Growth Coordination Plan

### Major Findings

- Military police and fire divisions provide public safety services almost exclusively within the JBLM jurisdiction, and are not affected by the growth of the surrounding communities. Conversely, public safety services in local communities are affected by growth in the military population. On-base personnel frequently patronize local communities, which results in higher populations and correlates to increased demand for public safety services in local jurisdictions.
- Level of service indicators and crime statistics are based on local population counts, which inform the provision of staff and financial resources in local jurisdictions. However, population-based indicators such as crimes per capita or commissioned officers per resident do not tell the complete story. In the communities surrounding JBLM, population based indicators do not account for the on-base military population nor do they account for higher daytime populations in the region's job centers. Location of public safety incidences is another fundamental limitation to population-based measures. For example, the location of crime does not always occur where the criminal lives. Regional level of service indicators may better represent the demand for public safety services, but are more complex to calculate due to different indicators and reporting systems in various jurisdictions.
- Local capacity to respond to public safety needs remains constant regardless of large changes in population including deployment and arrivals of the military population as well as daily shifts in daytime and residential populations.

- Local public safety budgets currently suffer from declining revenue sources, which include primarily property tax levies and sales tax proceeds. Most stakeholders cite that staff resources will remain constant or may decline over the near-term despite increasing demand driven by population growth.
- Consolidation of services and changes to inter-local agreements will likely change the landscape of public safety services in Pierce and Thurston Counties, particularly for 911 call dispatch and fire services.

### **Introduction**

This memorandum provides an assessment of current public safety resources and activity data within the JBLM study area. Existing conditions documented for public safety service districts reflect the most recent available data collected from agency publications or provided directly by service districts.

The memorandum begins with an overview of methods and data collection efforts. The remainder of the memo presents preliminary findings grouped by public safety service classifications (e.g. law enforcement) and service jurisdictions or districts. Military jurisdictions are presented first, followed by county and city jurisdictions.

The sections of this memorandum are as follows:

- Methods and Data Collection
- Law Enforcement
- Fire and Rescue
- 911 Call Centers
- Emergency Management
- Detention Facilities
- Courts

### **Methodology**

Each service provider collects and provides information differently, as reflected by the performance indicators. In some cases, data shown reflect adjustments to provide more comparable measures across service districts. Efforts to document existing service conditions have focused on collecting readily available data from service providers in the JBLM study area. Data were collected from budget documents, annual reports, planning documents, and other web-based resources. Crime statistics include data published by the Washington Association of Sheriffs and Police Chiefs along with calls for service data from Thurston County CAPCOM. Data are presented for the most recent year available, to provide a snapshot of existing conditions. Time series data were collected and are present from jurisdictions able to provide such data.

Existing conditions are documented using six data metrics as follows:

- Operating budgets demonstrate allocation of resources by program, and highlight fiscal capacity to provide services.
- FTE counts demonstrate staff resources available for public safety services.
- Established performance and level of service standards are used to document service provision, needs and improvements when available.
- Crime rate data and calls for service data are used to demonstrate demand for public safety service. Crime rate is based on the crime index offenses tracked by the WA Association of Sheriffs and Police.
- Per capita measures are used to compare resources and conditions on a “per population” basis across all jurisdictions when available.
- Strategic plans, annual updates and press provided key highlights on goals, needs and upcoming events that will impact service provision in the study area.

**Table 1** lists public safety service providers within the study area, along with key stakeholders and contact persons. **Table 2** presents the JBLM study area.

**Table 1**  
**Study Area Public Safety Service Districts<sup>1</sup>**

<b>Law Enforcement</b>	
JBLM Law Enforcement Division*	Deputy Chief Rob Miller
DuPont Police Department	Chief Ron Goodpaster
Lacey Police Department	Chief Dusty Pierpoint
Lakewood Police Department*	Chief Bret Farrar
Pierce County Sheriff*	Sheriff Paul Pastor; Undersheriff Eileen Bisson
Roy Police Department	Acting Chief Jeff Prouty
Steilacoom Public Safety	Director Robert Drozynski, City Manager, Paul Loveless
Tacoma Police Department*	Chief Don Ramsdell Captain Langford & Lt. Dan Still
Thurston County Sheriff*	Sheriff Dan Kimball, Undersheriff Brad Watkins
Yelm Police	Todd Stanzel
<b>Fire and Rescue</b>	
JBLM Fire Division*	Chief Dean Dixon
DuPont Fire	Chief Ron Goodpaster
Lacey Fire District 3*	Chief James Broman
Lakewood Fire District 2*	Chief Ken Sharp; Asst Chiefs Paul Tinsley and Bob Bronoske
Steilacoom Public Safety	Director Robert Drozynski, City Manager, Paul Loveless
Southeast Thurston Fire & EMS	Chief Rita Hutcheson
Tacoma Fire	Chief Ron Stephens

<sup>1</sup> All public safety service providers represented on the JBLM public Safety panel were contacted by phone or email to discuss data collection and project approach. When multiple panelists represent a single service district, not all panelists in that service district were consulted for data requests. \* Denotes representation on JBLM public safety panel

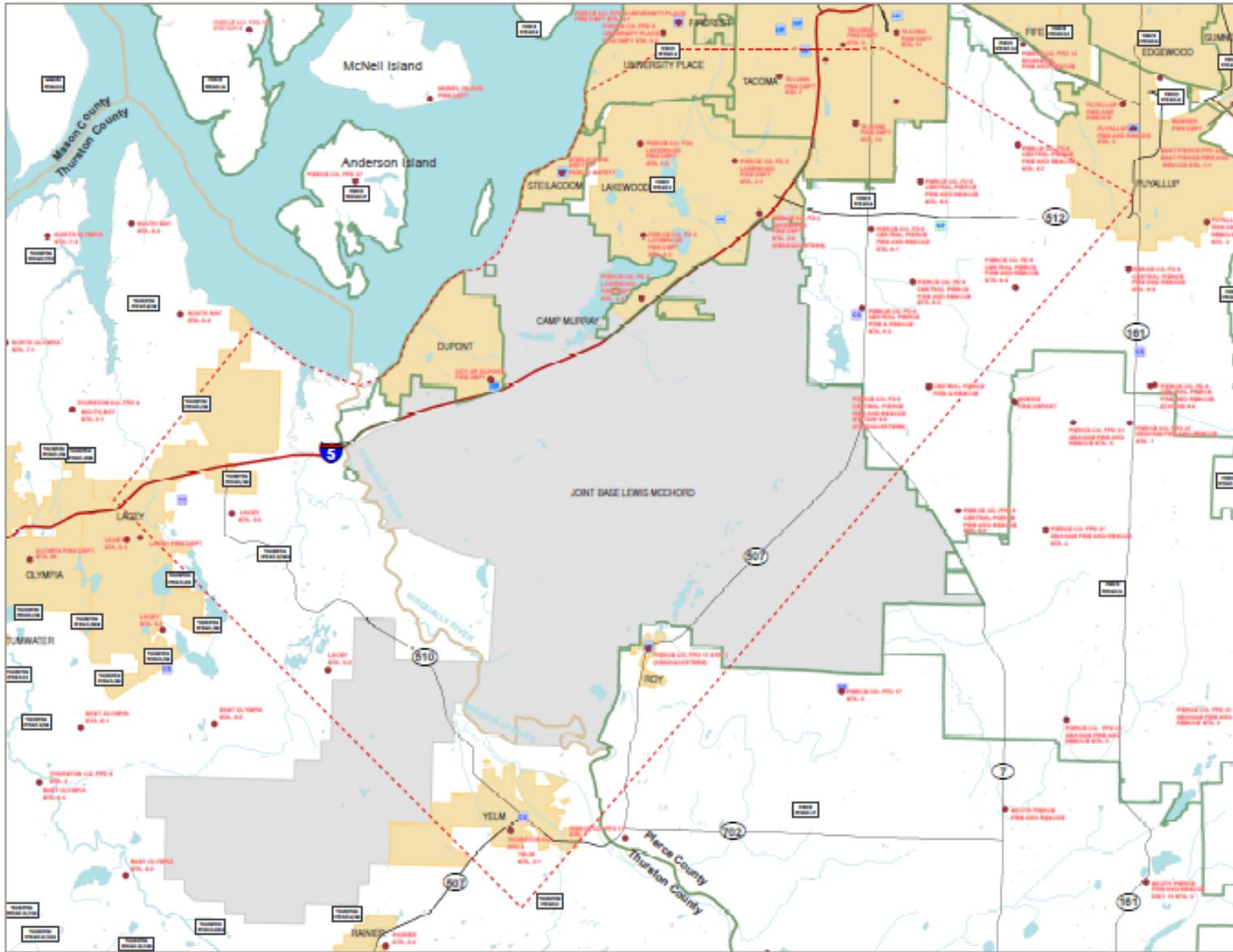
**Table 1 continued**  
**Study Area Public Safety Service Districts**

<b>Dispatch and Emergency Management<sup>2</sup></b>	
Law Enforcement Support Agency (LESA)	Diana Locke, Assistant Director
Pierce County Emergency Management*	Director Steven Bailey
Thurston County CAPCOM	KD Seeley, Deputy Director
Thurston County Emergency Management	TBD
<b>Courts and Detention Facilities</b>	
Lakewood Municipal Court	Deana Wright, Court Administrator
Pierce County Detention	Sheriff Paul Pastor
Pierce County Superior Court, District and Juvenile Court	Mark Lindquist, County Prosecuting Attorney
Roy Municipal Court	Andrew Magee, City Prosecutor
Steilacoom Municipal Court	Cheryl Capps, Administrator
Tacoma Municipal Court	Yvonne Pettus, Administrator
Thurston County Corrections	Sheriff Dan Kimball
Thurston County District and Family Juvenile Courts	Ed Holm, County Prosecutor
Yelm Municipal Court	Maryam Olson, Court Administrator

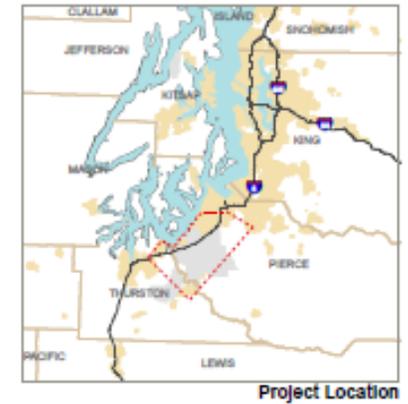
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<sup>2</sup> Tacoma FireComm and Lakewood FireComm provide dispatch services for fire and EMS in Pierce County. Tacoma FireComm is a component of the Tacoma Fire Department. Lakewood FireComm is a component of Lakewood Fire District 2.

# Exhibit 2. JBLM Study Area



**AECOM**



**LEGEND**

- Municipal Police
- County Sheriff
- State Patrol
- Tribal Police
- Fire Stations
- Fire Districts
- Project Study Area
- Cities
- Counties
- Military Installations
- Interstates
- Major Highways
- Water Bodies
- Rivers & Streams

\*\*Data Sources  
Fire Stations: Pierce Co., Thurston Co., WA Dept of Health  
Police Stations: City of Lakewood, Pierce Co., Thurston Co.



## Findings

### Law Enforcement

#### JBLM Law Enforcement Division

The Law Enforcement Division of the Directorate of Emergency Services provides an array of public safety services such as patrol, traffic, AWOL apprehension, community education on base. Joint basing has resulted in a consolidation of military policing staff. As of February 1, 2010 army military police and air force security forces initiated a program to jointly police the base and share staff resources.

Military police also play a supporting role in law enforcement off-base. Lakewood Police Department and Fort Lewis formed a police liaison program in 2009. Two military personnel fill one full-time “military liaison police officer” position with the Lakewood Police Department. The military liaison does not patrol with Lakewood police but serves as a resource. The military liaison is called on to help manage off-base incidents involving soldiers.

#### Pierce County Sheriff

The Pierce County Sheriff’s Department provides police services and manages the adult detention facilities in unincorporated Pierce County. The sheriff department provides public safety services to 382,000 citizens in 2009.

Pierce County Sheriff had an actual operating budget of \$59 million and a proposed budget \$61.1 million in 2009 (**Table 3**). The County sheriff budget accounted for approximately 40% of Pierce County’s public safety operating budget. The department obtains approximately 60% of its funding through general fund sources. Patrol and Investigation account for the majority of department resources. Patrol accounts for 57% of staff resources and 50% of the operating budget. Investigation accounts for approximately 20% of staff resources and the operating budget.

The department employed an estimated 394 FTE in 2009. From 2005 to 2009 the department has added 30 new FTE, an increase of 8%. In 2001, an independent performance audit reported that the Department needed to hire additional deputies to meet national performance standards. Pierce County sheriff implemented a five year staffing plan to meet performance standards. The five year staffing plan calls for increases from 0.78 commissioned personnel per 1,000 citizens in 2007 to 0.85 commissioned staff in 2011.

**Table 3**  
**Pierce County Sheriff, 2009 Staff and Financial Resources<sup>3</sup>**

	FTE	% of Total	Budget	
			(millions)	% of Total
Administration	33.5	9%	\$5.1	8%
Civil Unit & Court Security	17	4%	\$1.9	3%
Investigation	81.7	21%	\$10.6	17%
Patrol	223.4	57%	\$29.3	48%
Training	5.5	1%	\$1.0	2%
Traffic Policing	22.9	6%	\$3.0	5%
Property Room	10	3%	\$1.4	2%
Communications/LESA	0	0%	\$6.7	11%
<b>Total</b>	<b>394</b>	<b>100%</b>	<b>\$59.0</b>	<b>97%</b>

Source: 2009 Pierce County Budget, Pierce County Sheriff, Community Attributes (2010)

Service calls per officer have decreased by 20% over a ten year span from 1998 to 2008 (**Table 4**). Crime rates (per one thousand residents) have decreased by 27% over this ten year span. Average response times have decreased as well from 14.1 minutes in 1998 to less than 10 minutes in 2008. Sheriff expenditures per residents have increased by 30% (after adjusting for inflation) over this ten year span.

**Table 4**  
**Pierce County Sheriff Performance Indicators<sup>4</sup>**

	1998	2001	2004	2006	2007	2008	% Net	
							Change	CAGR
Service Calls Per Sworn Officer	373	429	382	349	341	297	-20.4%	-2.3%
Crime Cases Per Sworn Officer	157	133	120	109	102	94	-40.1%	-5.0%
Crimes per Thousand Residents	104	95	88	88	82	76	-26.9%	-3.1%
Officers per Thousand Residents	0.66	0.72	0.73	0.81	0.8	0.81	22.7%	2.1%
Average Emergency Response Time	14.1	12.4	10.5	10.2	8.9	9.9	-29.8%	-3.5%
Expenditures per Resident Served	106	117	134	139	139	138	30.2%	2.7%

Source: 2009 Pierce County Budget

<sup>3</sup> These figures adjust the proposed 2009 budget using information from the Sheriff’s office. 2009 Patrol FTE is reduced by 6 FTE based on 201 actual deputy sheriff FTE rather than proposed 2009 FTE of 207. The total budget represents actual expenditures of \$59 million. Program budgets are estimated based on allocations identified in the 2009 proposed budget and actual department wide expenditures of \$59 million.

<sup>4</sup> Information presented in Table 4 may be updated as new data becomes available to ensure consistency across all districts. Pierce County Sheriff discussed concerns over calculations and data used to determine crime rates and officers per thousand residents.

**Thurston County Sheriff**

The Thurston County Sheriff's Office provides law enforcement and operates the Adult Corrections Facility in unincorporated Thurston County. The sheriff department provides public safety services to approximately 139,000 citizens in unincorporated County across a 774 square mile area.

Thurston County Sheriff had an actual operating budget \$14.3 million in 2009. The Sheriff's general fund expenditures accounts for 20% of countywide general fund expenditures. Thurston County Sheriff employed 112 FTE in 2009, consistent with 2006 staffing levels. Budgetary constraints led to mid-term budget cuts and layoffs in the past three years (2007 – 2009), and budget cuts are expected by the department in 2010 and 2011.

**Table 5  
Thurston County Sheriff, 2009 Staff and Financial Resources<sup>5</sup>**

<b>Sheriff Operations</b>	<b>FTE</b>	<b>% of Total</b>	<b>Budget (millions)</b>	<b>% of Total</b>
Administration	4	4%	\$0.7	5%
Accounting Services	3.5	3%	\$0.3	2%
Investigation	13	12%	\$1.5	10%
Sex Offender Registration	3	3%	\$0.3	2%
Gambling Enforcement	1	1%	\$0.1	1%
Evidence	3.5	3%	\$0.4	3%
Patrol	51	46%	\$6.5	46%
Boat Patrol	0	0%	\$0.3	2%
Traffic Unit	3	3%	\$0.4	3%
Drug Unit	2	2%	\$0.2	2%
Special Enforcement Team	2	2%	\$0.2	2%
Staff Services	3	3%	\$1.3	9%
Civil Services	6	5%	\$0.5	4%
Front Desk	2	2%	\$0.1	1%
Warrants	3	3%	\$0.2	2%
Records	3	3%	\$0.2	2%
Crime Prevention	1	1%	\$0.1	1%
Training	2	2%	\$0.3	2%
Information Technology	1	1%	\$0.1	1%
Canine Unit	3	3%	\$0.4	3%
<b>Sheriff Operations Total</b>	<b>112</b>	<b>100%</b>	<b>\$14.3</b>	<b>100%</b>

Source: 2009 Thurston County Budget, Community Attributes (2010)

<sup>5</sup> These figures adjust the proposed 2009 budget using information from the Sheriff's office. The total budget represents actual expenditures of \$14.3 million rather than the proposed \$14.7 million. Program budgets are estimated based on allocations identified in the 2009 proposed budget and actual department wide expenditures of \$14.3 million.

Thurston County received 83,200 calls for service in 2009, or approximately 743 calls per Sheriff FTE and 991 per commissioned deputy (**Table 6**). Calls for service have declined since 2006. The crime rate in unincorporated Thurston County<sup>6</sup> averaged 30 per Sheriff FTE, and 26 per one thousand residents served in 2008. The crime rate has increased from 2006 to 2009 in unincorporated Thurston County. In 2009, there were approximately 0.81 Sheriff FTE and 0.6 commissioned deputies per one thousand residents<sup>7</sup>. Sheriff services cost approximately \$103 per resident served in 2009<sup>8</sup>.

**Table 6**  
**Thurston County Sheriff Performance Indicators**

	2006	2007	2008	2009	Net Change	CAGR
Calls for Service per FTE	792	755	721	743	-6%	-2.1%
Calls for Service per Deputy	1,007	940	942	991	-2%	-0.5%
Calls for Service per Resident	0.67	0.63	0.62	0.60	-11%	-3.8%
Crime Rate per FTE	29.6	25.6	30.1	NA	2%	0.8%
Crime Rate per Deputy	37.7	31.8	39.4	NA	4%	2.2%
Crime Rate per 1000 Residents	25.2	21.4	26.0	NA	3%	1.5%
Sheriff FTE per 1000 Residents	0.8	0.8	0.9	0.8	-5%	-1.8%
Commissioned Deputies per 1000 Residents	0.7	0.7	0.7	0.6	-9%	-3.3%
Expenditures per Residents served (2009)	\$101	\$103	\$106	\$103	1%	0.5%

Source: OFM, Thurston Co '09 Budget, Thurston Co Sheriff's Office, Thurston County CAPCOM  
WA Association of Sheriffs and Police Chiefs, *Crime in Washington 2008 Annual Report*

**Lakewood Police**

The Lakewood Police Department provides a range of law enforcement, education and outreach services to nearly 60,000 citizens within a 17 square mile area located to the north of Joint Base Lewis McChord.

Lakewood Police Department operated within a core budget of \$14 million in 2009 (Council approved a \$19.6 million budget)<sup>9</sup>. Additional operating expenses were budgeted for special programs such as narcotics seizure and felony seizure. Annual police expenses averaged \$237 per resident served (**Table 7**). Lakewood Police employs 123 staff members, including 102 commissioned staff, 8 Community

<sup>6</sup> Crime rate includes crime index offenses tracked by the WA Association of Sheriffs and Police Chiefs in the Crime in Washington 2008 Annual Report.

<sup>7</sup> Does not include Corrections FTE

<sup>8</sup> Based on actual expenditures of \$14.3 million.

<sup>9</sup> At the time of this draft, detailed 2009 operating budget by program area are being processed by City staff for inclusion in this study.

Service Officers, 2 Animal Control Officers and 11 civilian support staff<sup>10</sup>. There are approximately 2 police FTE per one thousand residents in Lakewood<sup>11</sup>.

The crime rate in Lakewood<sup>12</sup> averaged 33 incidents reported per Police FTE, and 69 incidents reported per one thousand residents served in 2008. The Lakewood Police Department responded to 60,084 calls for service in 2008, averaging nearly 490 calls for service per FTE.<sup>13</sup> In 2009, the new 42,000-square-foot Lakewood Police Station was completed at a price of \$12.6 million. The Lakewood police station provides the department with a centralized location, rather than operating out of four locations<sup>14</sup>. The department reports that the facility has capacity to support increases in staff and resources to accommodate increased demand driven by population growth over the next 10 to 15 years. Crime rates in Lakewood reached a recent low in 2009 since 2004 (**Table 8**).

**Table 7**  
**Lakewood Police Department Performance Indicators**

Preliminary Calls for Service per FTE (2008)	488
Calls for Service per Residents (2008)	1.02
Crime Rate per FTE (2008)	33
Crime Rate per 1000 Residents (2008)	69
Police FTE per 1000 Residents (2009)	2.09
Expenditures per Residents served (2009)	\$ 237.00

Source: OFM, Lakewood Police Department,  
WA Association of Sheriffs and Police Chiefs, *Crime in Washington 2008 Annual Report*

<sup>10</sup> Lakewood Police Department website

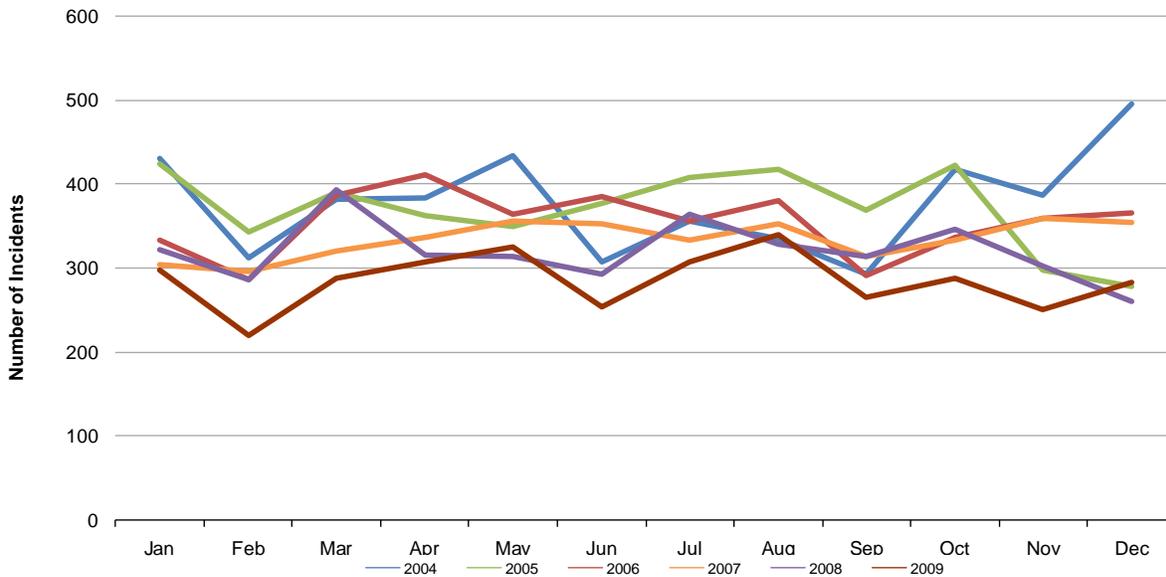
<sup>11</sup> Preliminary estimate using 2009 OFM population estimates and FTE counts posted on the Lakewood Police Department website.

<sup>12</sup> Crime rate includes crime index offenses tracked by the WA Association of Sheriffs and Police Chiefs in the Crime in Washington 2008 Annual Report. Rates are different than those shown in Table 8

<sup>13</sup> Lakewood Police Department Internal Review, 2008

<sup>14</sup> Source: <http://www.thenewstribune.com/2008/09/29/494491/new-lakewood-police-station-hits.html#ixzz0iM5Cafp0>

**Table 8**  
**Lakewood Violent and Property Crime Rates, 2004 - 2009**



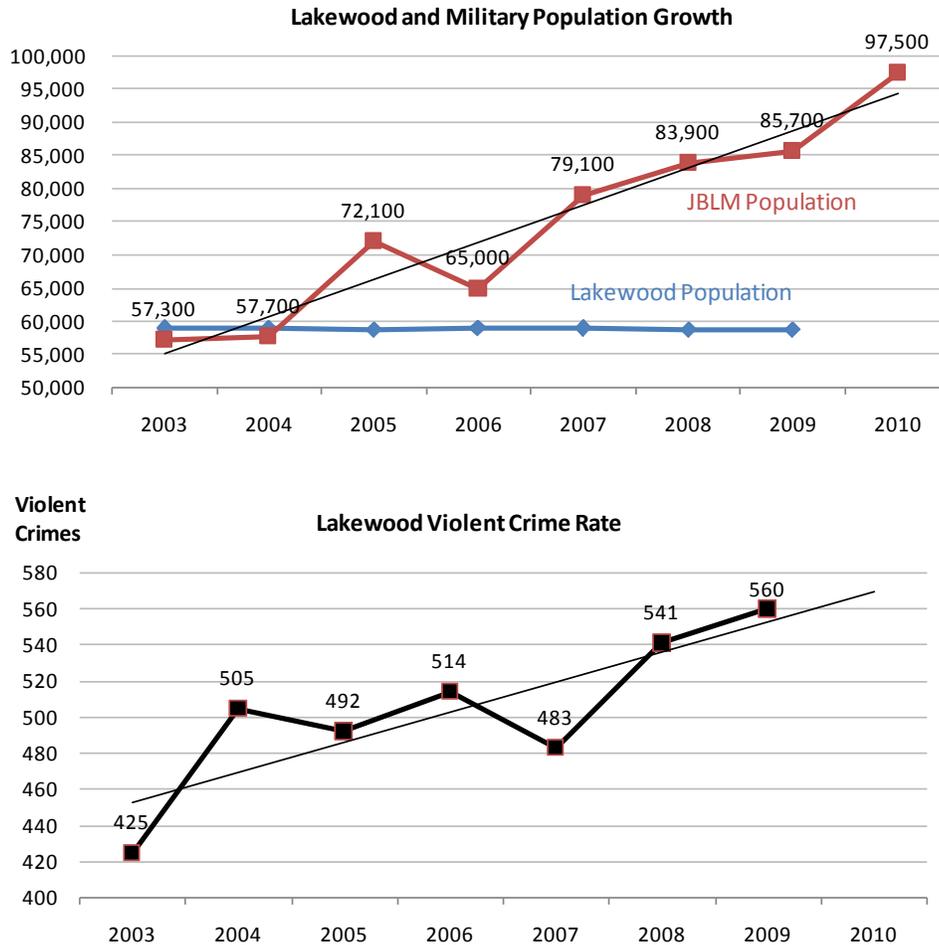
Source: Lakewood Police Department

**Lakewood Crime and Military Population**

Public safety provision in Lakewood and military base personnel growth is a top-ranking concern for the JBLM Growth Coordination Plan. This section presents data and analysis provided by the Lakewood Police department to illustrate their concerns.

The department reports a correlation between military deployments and lower crime rates and traffic incidents, and a correlation between military arrivals and increased domestic and alcohol related incident reports. **Table 9** presents data provided by the Lakewood Police department that compares growth in the military population and Lakewood population to violent crimes in the City.

**Table 9**  
**Correlation between Military Population Growth and Crime in Lakewood**



Source: WA OFM, JBLM Plans, Analysis and Integrations Office, Lakewood Police Department (2010)

**Tacoma Police**

The Tacoma Police Department (TPD) provides public safety services to over 200,000 residents within a 63 square mile area in the City of Tacoma. The proposed TPD general fund budget totals \$145 million (for two years), accounting for approximately one third of City’s 2009/2010 general fund budget, the most of any department in the City. Special revenues funds, as well as the 2002 police facility fund, relief and pension and health care funds provide additional funding support for the department.

**Table 10** presents major departmental divisions and proposed 2009-2010 operating budgets. Operations administration, is the single largest source of TPD resources, accounting for 45% of TPD’s operating

budget. TPD contracts with LESA for 911 call answering and dispatch. Contributions to LESA, Pierce County’s primary service answering point, accounted for 10% of department resources. Jail services account for 8% of department resources, while crime divisions account for between 1% to 3% respectively. In total, police expenses averaged \$356 per resident in Tacoma in 2009<sup>15</sup> (Table 10).

**Table 10**  
**Tacoma Police Department 2009/2010 Operating Budget**

TPD Divisions	09/10 Budget	
	(millions)	% of Budget
Operations Administration	\$ 65.1	45%
TPD Finance and Property	\$ 17.9	12%
LESA Contributions	\$ 14.6	10%
Jail Services	\$ 8.1	6%
Finance Crime	\$ 4.4	3%
Forensic Services	\$ 3.5	2%
Assaults and Domestic Violence	\$ 3.4	2%
Homicide	\$ 3.2	2%
Vehicle Crimes and Burglary	\$ 3.2	2%
General Narcotics	\$ 2.9	2%
Department Training	\$ 2.6	2%
Administration	\$ 2.6	2%
Other	\$ 13.5	9%
<b>TOTAL</b>	<b>\$ 145.0</b>	<b>100%</b>

Source: 2009/2010 City of Tacoma Budget

The police department employed 442 FTE in 2009, an increase of 24 or 5.7% from 2005 staffing levels. Authorized commissioned personnel account for approximately 90% of police staff. TPD employed 2.2 FTE per resident in 2009 (Table 11).

TPD responded to 126,830 calls for service in 2008 (dispatched), averaging 0.63 calls per resident and 289 calls per FTE. Average response time from dispatch to arrival was 6.2 minutes for priority 1 and 2 calls and 8 minutes for all calls. The crime rate in Tacoma averaged 39 per Police FTE, and 85 per one thousand residents served in 2008.

<sup>15</sup> Estimate based on two year average of TPD budget and 2009 OFM estimates for the City.

**Table 11**  
**Tacoma Police Department Performance Indicators**

Preliminary Calls for Service per FTE (2008)	289
Calls for Service per Residents (2008)	0.63
Crime Rate per FTE (2008)	39
Crime Rate per 1000 Residents (2008)	85
Police FTE per 1000 Residents (2009)	2.17
Expenditures per Residents served (2009)	\$ 356

Source: OFM, 09-10 City of Tacoma Biennial Budget

WA Association of Sheriffs and Police Chiefs, *Crime in Washington 2008 Annual Report*

TPD divides public safety into four “sectors” within City boundaries. TPD sectors three and four cover the southern portion of the City, which is included in the project study area. Sector 3 calls for service totaled nearly 42,700 in 2008, accounting for 23% of total citywide calls for service. Calls for service in sector 3 increased by 2% from 2007 to 2008. Sector 4 calls for service totaled over 55,600 in 2008, accounting for 30% of total citywide calls for service. Calls for service in sector 4 decreased by 2% from 2007 to 2008<sup>16</sup>.

### **Lacey Police Services**

Lacey Police Services provide a range of both local and regional public safety and outreach services. The primary service area is the City of Lacey, which has a 2009 population of over 39,000 and is 16 square miles. There are two police substations located in south Lacey and Hawk Prairie.

Lacey Police Services lead the regional narcotic task force in partnership with Thurston County jurisdictions, and partner with Lewis County and the Nisqually Indian Tribe to provide prisoner services. In 2009, the Lacey Police Department (LPD) became the first city in Thurston County and only the 5th in the Washington to be state accredited<sup>17</sup>.

The Lacey Police budget totaled \$7.4 million in 2009, and is expected increase to nearly \$8.1 million in 2010<sup>18</sup>. The Police budget represents approximately 25% of the City’s general fund budget in 2010. Major programs include protective enforcement patrol and investigation and apprehension services. Together the two program areas account for 75% of police operating resources. In 2009, the city spent approximately \$190 per resident on core public safety services (**Table 12**).

Lacey Police employ 70.28 FTE in 2010, including 56 commissioned officers, 10 non-commissioned officers and 3 part time Community Services Officers. Since 2005, FTE have increased by nearly 11 positions of 18%. Lacey Police employed 1.8 FTE per resident in 2009.

<sup>16</sup> Tacoma Police Department, 2008 Annual Report

<sup>17</sup> City of Lacey, 2010 Budget

<sup>18</sup> Does not include Thurston County narcotics task force, or Criminal Justice Fund

Lacey Police responded to over 51,000 calls for service in 2009, averaging 1.3 calls per resident and 730 calls per FTE. The crime rate in Lacey was 27 per Police FTE, and 48 per one thousand residents served in 2008.

**Table 12**  
**Lacey Police Department Performance Indicators**

Preliminary Calls for Service per FTE (2009)	729
Calls for Service per Residents (2009)	1.30
Crime Rate per FTE (2008)	27
Crime Rate per 1000 Residents (2008)	48
Police FTE per 1000 Residents (2009)	1.79
Expenditures per Residents served (2009)	\$ 189.00

Source: OFM, Lacey 2009 Budget, Thurston County CAPCOM

WA Association of Sheriffs and Police Chiefs, *Crime in Washington 2008 Annual Report*

**DuPont Public Safety**

The City of DuPont provides police, fire and EMS services to approximately 7,600 City residents. Public safety services totaled nearly \$3.3 million in 2009, and are budgeted at \$3.2 million in 2010. Police services (\$1.56 million) accounted for nearly 50% of DuPont’s public safety operating budget in 2009, while fire and EMS accounted for 25% respectively. Operating expenses are down from a recent high of \$4 million in 2008. Public safety expenses averaged \$415 per resident (**Table 13**).

DuPont public safety employs 18 FTE, averaging 2.35 FTE per resident. The police department employs 9 FTE, including two sergeants, one detective and six police officers. The fire department employs 2.7 FTE which includes 3 lieutenants and six fire fighters at 30%. EMS employs 6.3 FTE, which includes three lieutenants and six and EMTs at 70%. The crime rate in DuPont was 7 per FTE and 9 per one thousand residents in 2008.

**Table 13**  
**DuPont Public Safety Performance Indicators**

	Police	Fire	EMS
FTE per 1000 Residents (2009)	1.18	0.35	0.82
Expenditures per Residents served (2009)	\$ 210.00	\$ 119.00	\$ 86.00
Crime Rate per FTE (2008)	7		
Crime Rate per 1000 Residents (2008)	9		

Source: OFM, Dupont '09 Budget, WA Association of Sheriffs and Police Chiefs, *Crime in Washington 2008 Annual Report*

**Steilacoom Public Safety**

The Steilacoom Public Safety department provides police, fire and EMS services to city residents. The City contracts with LESA and Lakewood FireComm for 911 answering and dispatch services. The City also contracts with the Pierce County Sheriff for specialty services.

In 2009, the public safety department had an operating budget of \$1.79 million, accounting for approximately 40% of the city’s total operating expenditures. Police services accounted for the majority of public safety operating expenses at \$1.34 million in 2009, while EMS and fire account for a combined 450,000. Operating expenses have grown steadily from \$1.35 million in 2005 to \$1.69 million in 2008 and \$1.79 million in 2009. Public safety expenses averaged \$284 per resident in 2009 (**Table 14**).

The department employed 13 FTE (12 commissioned) in 2009, an average of 2.9 FTE per resident. Volunteer fire fighters (between 20 to 25) also provide services in the City. Interviews with City staff cites that construction of public safety building in 1998 can accommodate further growth and that major capital purchases will likely include one additional engine in the next five years.

**Table 14**  
**Steilacoom Public Safety Performance Indicators**

	Police	Fire	EMS
FTE per 1000 Residents (2009)	1.43	0.43	1.00
Expenditures per Residents served (2009)	\$ 213.00	\$ 28.00	\$ 43.00
Crime Rate per FTE (2008)	11		
Crime Rate per 1000 Residents (2008)	15		

Source: OFM, Steilacoom City Manager, WA Association of Sheriffs and Police Chiefs, Crime in Washington 2008 Annual Report

**Yelm Public Safety**

The City of Yelm provides police and public safety services to approximately 5,600 City residents. Public safety services totaled nearly \$2.5 million in 2008, accounting for 33% of city general fund expenditures. The public safety budget includes operating expenditures for police, municipal court animal control and contracted services. Public safety expenses averaged \$476 per resident. The crime rate in Yelm was 47.6 per one thousand residents in 2008.

**Roy Police**

The City of Roy provides police and public safety services to less than 900 City residents. The crime rate in Roy was 36.6 per one thousand residents in 2008.

**Law Enforcement Existing Condition Conclusions**

Law enforcement stakeholders cite that within the last two to three years, budgets and staffing levels either remained stable or declined due to economic conditions. Expenditures and staffing per resident

range considerably, reflecting various degrees of service which limit direct comparisons among service providers. Local policies driven by per capita crime statistics and level of service indicators inform the provision of staff and financial resources allocated in local jurisdictions. Local population counts define indicator values, though the local population counts do not account for the on-base military population that spend time in each city. On-base personnel frequently patronize local communities, which results in higher populations and correlates to greater demand for public safety services. Local capacity to respond to public safety needs remains constant regardless of large increases and decreases in military population coinciding with deployment and arrivals.

**Fire and Rescue**

**JBLM Fire Division**

The Fire Division of the Directorate of Emergency Services provides public safety services including fire prevention and inspection for stations located on base. The JBLM Fire Division also serves as a mutual aid partner in adjacent communities to provide fire and EMS support. The JBLM fire division dispatches available units to assist in local emergencies outside of their jurisdiction when the need arises and response units are available. Automatic aid agreements could be explored for future service of off-base areas, including areas between Fort Lewis and McChord (jurisdiction of Lakewood Fire District 2) and the freeway.

The JBLM Fire Division employs 59 staff persons, with a range of qualifications and specialties (**Table 15**). Fire staff operates in seven groups and are supported by a core operating staff of chief officers and administrators.

**Table 15**  
**Fort Lewis and Emergency Management Staff and Qualifications**

<b>Staff Qualifications</b>	<b>Total</b>	<b>% of Total</b>
Driver Qualified	33	56%
Crew Qualified	22	37%
Red Card Certified	11	19%
Hazmat Tech Certified	44	75%
Rescue Technician Certified	9	15%
Emergency Medical Technician Basic	41	69%
Chief Officer/Admin Schedule	12	20%
<b>Total Staff</b>	<b>59</b>	

Source: Fort Lewis Fire and Emergency Management (2010)

Calls for service on the base totaled 3,370 in 2009 (**Table 16**). Since 20005, calls for service have increased by an annual rate of 2.8% however; calls have declined since a recent high in 2008. Emergency medical services accounted for the most calls for service (25%) followed by medical assistance requests (14%). Fire prevention accounted for 1% of total calls for service.

**Table 16**  
**Fort Lewis and Emergency Management Calls for Service, 2005 - 2009**

<b>Calls for Service</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Emergency medical service (EMS) Incident	4	320	250	897	815
Medical assist	240	986	1000	499	465
Structure Fire	30	32	30	28	27
<b>Total Calls</b>	<b>2930</b>	<b>3078</b>	<b>2933</b>	<b>3327</b>	<b>3274</b>

Source: Fort Lewis Fire and Emergency Management (2010)

**Lakewood Fire District 2**

Lakewood Fire District 2 provides fire, emergency medical, education and outreach services to residents in the City of Lakewood and small areas of unincorporated Pierce County surrounding the City. In total the service area is 22 square miles. Lakewood FireComm, a division of the Lakewood Fire District, is a secondary public answering point that provides 911 call answering and dispatch to Lakewood and other jurisdictions across Pierce County.

The operating expense budget for Lakewood Fire totaled \$17.9 million in 2009. The Lakewood Fire expense fund increased in four of five years since 2005, growing by a compounded annual rate of 7.4% (not accounting for inflation). Operating expenses for Lakewood FireComm totaled \$2.5 million in 2009, down from \$2.7 million in 2008.

Lakewood Fire District 2 employs 153 FTE in 2010. The District has added 12 new FTE since 2005, a net increase of 8.5% from 2005 to 2010. Lakewood Fire operates five stations, staffed 24 hours, seven days a week (**Table 17**). Lakewood Fire responded to nearly 10,150 calls for service in 2009. Total “runs” have increased steadily since 2007, by annual rate of 4.2% or 390 calls per year.

Lakewood FireComm employed 18 dispatch personnel in 2008. FireComm is received 51,000 calls for service in 2008 and is projected to receive 55,400 in 2009. Calls for service have increased by 8% annually from 2005 to 2009 (net total of 36%)<sup>19</sup>. In 2008, Central Pierce Fire District transferred its fire dispatch contract from Lakewood Fire to Tacoma Fire District.

<sup>19</sup> Calls for service data stated do not include Central Pierce

**Table 17**  
**Lakewood Fire District Stations and Equipment, 2010**

Stations	Address	Equipment Staffed
Station 20	10928 Pacific Highway SW	<ul style="list-style-type: none"> <li>• 1 Engine Company</li> <li>• 1 Ladder Company</li> <li>• 1 Battalion Chief</li> <li>• 1 Part time Medic Unit</li> </ul>
Station 21	5000 Steilacoom Blvd SW	<ul style="list-style-type: none"> <li>• 1 Engine Company</li> <li>• 1 Medic Unit</li> <li>• 1 Cross staffed Air Truck</li> </ul>
Station 22	8517 Washington Blvd SW	<ul style="list-style-type: none"> <li>• 1 Engine Company</li> <li>• 1 Medic Unit</li> <li>• 1 Crossed staffed Boat</li> </ul>
Station 23	14505 Grant Ave	<ul style="list-style-type: none"> <li>• 1 Engine Company</li> <li>• 1 Crossed staffed Boat</li> </ul>
Station 24	8310 87th Ave SW	<ul style="list-style-type: none"> <li>• 1 Engine Company</li> </ul>

Source: Lakewood Fire District 2, 2010

Lakewood Fire completed a strategic plan in 2006, which outlined a series of short and long-term goals pertaining to service provision and capacity. Highlights of the plan include:

- The Strategic plan identifies the need for a “new or remodeled Fire Communications facility in the next five to ten years to allow for expansion based upon current needs as well as increased call volume in the Center.” LFD is engaged in discussions with Tacoma Fire Department to explore the possibility of co-locating the two fire/EMS dispatch centers in a new facility. LFD is also exploring other options including shared space in the new Lakewood Police Department facility, addition of a second floor at Station 21 in conjunction with remodeling the existing facility, or a long-term lease of a facility.
- The “TWO IN-TWO OUT” provision calls for increase in staffing at all Stations to a four person minimum response package, in compliance with WAC 296-305-05001. LFD is currently compliant in three response zones and is seeking 100% compliance across all five response zones.
- The strategic plan establishes a level of service standard for FireComm of 2,700 calls per dispatcher per year. Based on future call volume projections, this requires an additional Call Receiver/Dispatcher position almost every year beginning in 2006. However, technology advancements may enhance efficiency and increase individual dispatcher capacity. In 2007, 20 dispatchers are handled approximately 62,000 calls, for a ratio of 3,100 calls per dispatcher.
- LFD is currently seeking re-rating by the Washington Survey and Rating Bureau (WSRB), as opposed to pursuing accreditation.

**Tacoma Fire**

The Tacoma Fire Department (TFD) provides fire, emergency medical, education and outreach services in a 72 square mile area including the city limits of Tacoma, Fircrest, Fife and Pierce County Fire District 10. Tacoma FireComm, a division of TFD, is a secondary public answering point that provides 911 call answering and dispatch to citizens within the City of Tacoma and contract jurisdictions as well as Central Pierce Fire District 6.

Tacoma Fire has a proposed general fund budget totals \$96.8 million, accounting for 22% of the City’s 2009 and 2010 general fund budget, the second most of any department in the City. Tacoma Fire EMS has an additional proposed operating budget of \$26.1 million for 2009 and 2010, supported by special revenue funds. A series of special revenues funds, such as pension funds, health care funds provide additional funding support for the department.

**Table 18** presents major departmental divisions and proposed 2009-2010 operating budgets. Emergency operations account for the majority of TFD expenses. Communications accounts for 6% of departmental resources. Fire prevention accounts for 4%. Fire EMS represents an additional \$26.1 million in operational resources.

**Table 18**  
**Tacoma Fire Department 2009/2010 Operating Budget**

<b>TFD Divisions</b>	<b>09/10 Budget (millions)</b>	<b>% of Budget</b>
Emergency Operations	\$76.7	79%
Communications	\$5.9	6%
Fire Prevention	\$4.3	4%
Safety	\$2.7	3%
Training	\$1.8	2%
EMS General Fund	\$1.4	1%
Electrical Maintenance	\$1.2	1%
Emergency Mgmt	\$1.0	1%
Garage	\$1.0	1%
TFP Administration	\$0.7	1%
Other	\$0.2	0%
<b>TFD Total</b>	<b>\$96.8</b>	<b>100%</b>
<b>Fire EMS</b>	<b>\$26.1</b>	<b>100%</b>

Source: 2009/2010 City of Tacoma Budget

Tacoma Fire was budgeted to employ a total of 443 FTE, including 368 fire FTE and 75 EMS FTE in 2009/2010. TFD has 402 commissioned firefighters, 16 fire stations and 17 engines. In 2008, TFD received nearly 41,200 calls for service in 2008. Approximately 75% of calls were for EMS services, 5% of calls were for fire prevention (**Table 19**).

**Table 19**  
**Tacoma Fire and EMS Calls for Service by Type, 2008**

<b>Total Emergency Calls by Type:</b>	<b>2008 % of Total</b>	
EMS	30,219	73%
Fire	1,923	5%
Fire Response (no major fire found)	2,227	5%
HazMat/Hazardous Condition	464	1%
Other Emergency Service Request	4,032	10%
Other/No additional Response Necessary	2,317	6%
<b>Total Events Reported</b>	<b>41,182</b>	<b>100%</b>

Source: 2009/2010 City of Tacoma Budget

Tacoma Fire Department completed a strategic plan for 2008 to 2012, and updated the plan in 2009. The plan outlines six outcomes which include:

- Reduce preventable life and property loss
- Increase City and citizen preparedness to handle a disaster or other major emergency
- Enhance the leadership potential of TFD personnel
- Improve firefighter safety
- Improve working relationships with customers
- Increase the diversity of the TFD workforce

TFD recently established Standards of Cover as one step in pursuing accreditation. Analysis of service standards found that TPD meets minimum CFAI distribution response standards in 11 or 12 planning zones, and exceeds concentration response standards for all types of fire in all zones. Travel times were below standards for urgent support force response for moderate and high risk fire as well as ALS concentration response. TPD established the following standards of cover, which are cited directly from the 2009 Standard Cover Executive Summary:

- 90% of all requests for emergency service, excluding Marine, the first arriving TFD engine or ladder staffed with a minimum of three personnel shall arrive within:
  - 7 minutes, 42 seconds total response time for urban zones
  - 9 minutes total response time for suburban zones
  - 15 minutes, 30 seconds total response time for rural zones
- For 90% of all low risk fires the effective response force, consisting of one engine or ladder staffed with a minimum of three personnel, shall arrive within:
  - 7 minutes, 42 seconds total response time in urban zones
  - 9 minutes total response time in suburban zones
  - 15 minutes, 30 seconds total response time in rural zones

- For 90% of all moderate risk fires the effective response force, consisting of one engine and one apparatus and a minimum of 4 personnel, shall arrive within:
  - 12 minutes, 54 seconds total response time in urban zones
  - 15 minutes, 30 seconds total response time in suburban zones
  - 20 minutes, 42 seconds total response time in rural zones
- For 90% of all moderate risk fires the urgent support force, consisting of four engines, one ladder, one medic company and one Battalion Chief vehicle for a total of 19 personnel, shall arrive within:
  - 14 minutes, 54 seconds total response time in urban zones
  - 17 minutes, 30 seconds total response time in suburban zones
  - 22 minutes, 42 seconds total response time in rural zones
- For 90% all high risk fires the effective response force, consisting of two engines or one engine and one ladder and a minimum of 6 personnel, shall arrive within:
  - 12 minutes, 54 seconds total response time in urban zones
  - 15 minutes, 30 seconds total response time in suburban zones
  - 20 minutes, 42 seconds total response time in rural zones
- For 90% all high risk fires The urgent support force, consisting of five engines, two ladders, one medic company and one Battalion Chief vehicle for a total of 25 personnel, shall arrive within:
  - 15 minutes, 54 seconds total response time in urban zones
  - 18 minutes, 30 seconds total response time in suburban zones
  - 23 minutes, 42 seconds total response time in rural zones
- For 90% of all ALS calls the effective response force consisting of one engine and one medic company and a minimum of 5 personnel shall arrive within 10 minutes, 30 seconds total response time.
- For 90% of all ALS calls requiring extrication, the effective response force consisting of one engine, one ladder and one medic company and a minimum of 5 personnel, shall arrive within 11 minutes total response time.

### **Lacey Fire District 3**

Lacey Fire District 3 provides fire, emergency medical, education and outreach services to approximately 80,000 citizens within a 70 square mile area in northeast Thurston County<sup>20</sup>. The fire district operates out of four fire stations<sup>21</sup>. Lacey Fire District had an operating budget of \$12.1 million in 2008. The District employed 81 FTE, including 38 firefighters, 20 paramedics, 14 lieutenants, 3 battalion Chiefs, and a six person operations staff.

Lacey fire district responded to 10,470 requests for emergency and non-emergency service, of which 76% were rescue and EMS calls for service (8,000 calls) and 2.6% were for fire suppression (270 calls).

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<sup>20</sup> Lacey Fire District 2008 Annual Report

Engine, Truck or Aid Unit respond to calls for services. Aid units operate with two firefighters or EMTs. Engines and ladder trucks operate with a minimum of three firefighters or EMTs. Lacey Fire district responds to a basic life support medical with two units and 4-5 people and to an advanced life support call with two to three units and four to seven people.

Lacey Fire District 3 Board of Fire Commissioners established emergency response time standards (**Table 20**). Turnout time for all stations is three minutes, while response times range from 11 to 17 minutes depending of the response required and location. Structure fire full alarm assignments (the time it takes for all vehicles and staff to respond to a structure fire) is 17 minutes. In 2008, Lacey Fire district met or exceeded performance standards to turnout time and first response, but did not meet performance standards for full alarm assignments.

**Table 20**  
**Lacey Fire District Performance Standards and Performance, 2008**

Performance Standards, 90% achieval rate	1st Arriving Unit					Structure Fires -
	Turnout Time	EMS	Fire	Wildland	Special Operations	Full Alarm Assignment
Station 31 (Lacey Core)	3 minutes	11 minutes	11 minutes	11 minutes	17 minutes	17 minutes
Station 32 (Lake St Claire)	3 minutes	15 minutes	15 minutes	15 minutes	17 minutes	17 minutes
Station 33 (Mullen Road)	3 minutes	13 minutes	13 minutes	13 minutes	17 minutes	17 minutes
Station 34 (Hawks Prairie)	3 minutes	13 minutes	13 minutes	13 minutes	17 minutes	17 minutes
Station 35 (Willamette Drive)	3 minutes	14 minutes	14 minutes	14 minutes	17 minutes	17 minutes

Actual Performance	1st Arriving Unit					Structure Fires -
	Turnout Time	EMS	Fire	Wildland	Special Operations	Full Alarm Assignment
Station 31 (Lacey Core)		96%	98%	95%	100%	11%
Station 32 (Lake St Claire)		90%	90%	100%	100%	0%
Station 33 (Mullen Road)	94%	97%	92%	92%	94%	0%
Station 34 (Hawks Prairie)		96%	98%	83%	100%	66%
Station 35 (Willamette Drive)		94%	90%	100%	100%	0%

Source: 2008 Lacey Fire District Annual Report

Provision of fire services will change significantly in Lacey Fire District 3 over the short-term, as the City of Lacey implements its own fire department effective January 2011. The City of Lacey has contracted with Lacey Fire District 3 to provide fire suppression and emergency medical services since its incorporation 1966. The City declined to renew its contract after staffing and operating challenges culminated in the closure of Station 35 (Lacey 2009 budget). Station 35 at Willamette Drive serves more than 8,250 residents living in northeast Lacey. The City of Lacey 2010 contract to the District totals \$4.86 million and accounts for nearly 14% of city’s General Fund expenditures (City of Lacey 2010 Budget, p. 2-7).

**Southeast Thurston Fire & EMS<sup>22</sup>**

<sup>22</sup> At the time of this draft, no information was available for SE Thurston Fire and EMS operating budgets.

Beginning in 2001, Thurston County Fire Protection District 4 (TCFD #4) contracted with Yelm Fire District 2 to improve service through sharing of personnel and equipment. In 2008, Yelm Fire District 2 and TCFD #4, in conjunction with the City of Yelm, formed Southeast Thurston Fire and EMS through an inter-local agreement. The *S.E. Thurston Fire & EMS Regional Fire Authority: Regional Fire Protection Service Authority Plan* provides the foundation for the inter-local agreement and formation of a Regional Fire Protection Service Authority.

Southeast Thurston Fire and EMS services 32,000 citizens in a 84 square mile area. The RFPA employs 18 fire fighters, one fire chief, one deputy chief, one assistant chief and 15 volunteers<sup>23</sup>. In 2009, the fire authority received 7,800 calls for EMS service and 1,650 calls for fire service.

### **Fire and Rescue Conclusions**

Fire districts maintain specialized level of service indicators, and their district areas vary in size and population, all of which limits direct comparison of performance. The JBLM Fire Division supports regional emergency response as a mutual aid partner in adjacent communities. Automatic aid agreements could be applicable in areas off-base in the future, including areas between Fort Lewis and McChord (jurisdiction of Lakewood Fire District 2) and the freeway

### **911 Call Centers**

#### **Law Enforcement Support Agency (LESA)**

The Law Enforcement Support Agency is the primary public service answering point for the majority of Pierce County. LESA provides communication and dispatch services to eleven police agencies in Pierce County. LESA is also the first line of response for 911 calls for emergency medical services and fire. LESA transfers fire and EMS calls received within the JBLM study area to Tacoma FireComm and Lakewood FireComm for dispatch and processing.

LESA had an operating budget of nearly \$18 million in 2008. Communications accounted for the majority of operating resources at more than \$8 million (45%). Records management and Information Technology accounted for approximately 30% and 20% of the operating budget respectively. Revenue for LESA comes from contracting jurisdictions with Tacoma Police and the Pierce County Sheriff each contributing between \$6.7 and \$6.5 million

Total calls have declined from a high of 846,000 in 2005 to 760,000 in 2008; however calls for service during this time increased (**Table 21**). Call taker and dispatch remained constant from 2000 to 2007 at 31 and 30 respectively. LESA hired 6 new dispatchers in 2008.

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<sup>23</sup> S.E. Thurston Fire & EMS Regional Fire Authority: Regional Fire Protection Service Authority Plan (2009)

**Table 21**  
**LESA Calls for Service, 2000 – 2008**

Year	Non-Emergency			Calls for Service	% Calls for Service	FTE	
	911 Calls	Calls	Total Calls			Call Taker	Dispatch
2000	437,953	374,101	812,054	490,379	60%	31	30
2001	441,600	389,073	830,673	509,098	61%	31	30
2002	436,010	387,066	823,076	519,995	63%	31	30
2003	429,121	405,478	834,599	511,931	61%	31	30
2004	428,788	374,300	803,088	513,979	64%	31	30
2005	470,039	375,621	845,660	533,357	63%	31	30
2006	476,037	362,054	838,091	353,600	42%	31	30
2007	451,267	344,407	795,674	542,765	68%	31	30
2008	434,298	325,233	759,531	555,144	73%	31	37

Source: PSAP Assessment Study, (2009)

In 2006, LESA adopted Vision One, a six-phased strategic action plan for “assuring LESA continued its development into a high-performance organization.” The six phases of the plan include:

- Phase I: Communications Center Performance, Staffing, and Operations
- Phase II: LESA Facilities
- Phase III: Records Management section Performance, Staffing and Operations
- Phase IV: Security / Preparedness
- Phase V: Information Technology section Performance, Staffing and Operations
- Phase VI: Administrative Division Performance, Staffing and Operations

Vision One set in motion a series of planning and auditing initiatives to improve performance and restructure LESA. A PSAP Assessment Study authored by SME Consulting in 2009, provided a comprehensive review of performance and provided recommendations for improvement. The assessment study found:

- Call response times were not within national or Pierce County standards from 1995 through 2006.
- LESA staffing levels were significantly below those found in comparable call centers in the state and across the nation. LESA fielded 8,600 calls per staff and employed one staff person per 8,560 persons in 2008. The performance audit found that 44 communications officers were required to meet NENA standards and 45 authorized dispatchers and one additional supervisor are required to meet coverage requirements.
- LESA’s cost per call performance revealed that it is one of the most cost efficient answering points in Washington State.

- The study also found that significant cost saving and performance improvement could be realized through consolidation of county PSAPs.

**Thurston County Communications (CAPCOM)**

Thurston County Communications (CAPCOM) provides emergency communication services countywide, including 911 response and dispatching for police, fire and EMS services. CAPCOM was formed through an inter-local agreement between 26 public safety agencies.

Thurston County CAPCOM had a proposed operating budget of nearly \$6.9 million in 2009 and employed 64 FTE (**Table 22**). Dispatch accounted for the majority of the operating budget (55%) and staffing resources (72%). Approximately \$2.4 million in capital improvements to radio infrastructure are planned.

**Table 22  
Thurston County CAPCOM 2009 Staff and Financial Resources**

CAPCOM	FTE	% of Total	Budget	
			(millions)	% of To
Administration	5	8%	\$0.82	5%
Info Technology,	3.75	6%	\$0.45	3%
IT Equip Replacement	0	0%	\$0.14	1%
Radio Technology,	2	3%	\$0.35	2%
Radio Tech Training	0	0%	\$0.01	0%
911 Wireline/Wireless	5	8%	\$1.14	8%
Training,	1	2%	\$0.04	0%
Dispatch,	46	72%	\$3.77	25%
Extra Help,	0	0%	\$0.04	0%
New World System,	1	2%	\$0.11	1%
New World System Travel,	0	0%	\$0.00	0%
<b>CAPCOM Total</b>	<b>63.75</b>	<b>100%</b>	<b>\$6.86</b>	<b>0%</b>

Source: Thurston County 2009 Budget

Calls for service increased by 5% annually in Thurston County from 2003 to 2009 (**Table 23**). In 2008, law enforcement dispatches accounted for 35% of total calls received, fire dispatches accounted for 1% and EMS dispatches accounted for 4%

**Table 23**  
**Thurston County CAPCOM Calls for Service and Dispatch**

Year	Total Calls Received	Dispatch		
		Law Enforcement	Fire	EMS
2003	552,633	232,846	6,684	20,545
2004	550,062	234,702	7,089	21,087
2005	631,267	235,799	7,940	21,336
2006	579,510	246,496	8,777	22,743
2007	675,362	241,972	7,040	24,800
2008	703,887	244,484	6,700	24,625
2009	NA	238,629	6,326	26,605
<b>Net Change</b>	27%	2%	-5%	29%
<b>CAGR</b>	5.0%	0.4%	-0.9%	4.4%

Source: Thurston County CAPCOM, 2010

**Emergency Management**

**Pierce County**

The Pierce County Department of Emergency Management is responsible for emergency preparedness, fire prevention activities, and administration of emergency medical services in Pierce County. The department provides public education and develops emergency plans and is the sponsoring organization for the Puget Sound Urban Search and Rescue Task Force as part of the national response system.

Pierce County Emergency Management had a proposed operating budget of \$3.6 million in 2009. The department obtains approximately 60% of its funding through general fund sources and nearly 30% through fees and charges. Special projects such as the State Homeland Security Program are funded through a special revenue and grants fund. Emergency management employed 31 FTE in 2009 (**Table 24**).

**Table 24**  
**Pierce County Emergency Management Division,**  
**2009 Staff and Financial Resources**

	FTE	% of Total	Budget	% of Total
Fire Inspection Program	3.0	10%	\$ 245,190	7%
Fire Prevention & Invest	11.0	35%	\$ 1,647,600	46%
Emergency Management/Admin	15.0	48%	\$ 1,247,190	35%
Emergency Medical Services	2.0	6%	\$ 279,710	8%
Training Program	0	0%	\$ 180,070	5%
<b>Total</b>	<b>31</b>	<b>100%</b>	<b>3,599,760</b>	<b>100%</b>

Source: 2009 Pierce County Budget

Fire Prevention and Emergency Management account for the majority of department resources. Fire prevention and investigation account for 35% of staff resources and 46% of the operating budget. Emergency management and administration account for nearly half of staff resources and 35% of the operating budget. From 2004 to 2009 the department has added 8 new FTE an increase of 34%.

Pierce County Emergency Management has demonstrated a steady increase on levels of service and performance from 2004 to 2009 (**Table 25**). Most workload and performance indicators have increased over this time, including incident responses (16%), volunteer hours (11%), first responder training (36%) and inspections (22%)

**Table 25**  
**Selected Pierce County Emergency Management Workload and Performance Indicators**

<b>Workload Indicators</b>	2004	2005	2006	2007	2008*	2009	% Net	
							Change	CAGR
Response to Incidents	388	368	347	393	400	450	16%	3%
Volunteer Training Hours	63,054	47,553	44,018	62,391	64,800	69,900	11%	2%
Plans/Annexes Developed/Updated (Plans)	90	124	131	150	125	125	39%	7%
First Responder Training (Hours)	14,120	19,014	10,742	25,176	36,889	19,160	36%	6%
Fire Prevention Investigations Completed	247	275	257	223	250	225	-9%	-2%
Total Inspections	4,584	4,599	5,309	6,639	5,325	5,600	22%	4%
EMS Recertifications/Certifications	509	775	593	725	675	700	38%	7%

Source: 2009 Pierce County Budget

The Department of Emergency Management maintains important capital facility assets for regional public safety services. A new Pierce County Regional Emergency Operations Center (EOC) was constructed in 2008. Other county agencies use the facility on a daily basis for trainings and meetings.

**Thurston County Emergency Management**

Thurston County Office of Emergency Management is operated by the County Roads and Transportation Services. Emergency management had an operating budget of approximately \$1.86 million, and employed 7.8 FTE in 2009.

**Detention Facilities**

**Pierce County Corrections**

The Pierce County Corrections and Detention facilities detain prisoners from Pierce County, City of Tacoma, and from other local jurisdictions. The Pierce County Detention and Corrections Center is a medium / maximum custody facility that consists of 2 facilities, the New Jail and the Main Jail, confining over 1300 inmates. The Pierce County Sheriff’s Department manages and operates the corrections facilities.

Pierce County corrections had a proposed operating budget of \$50.6 million in 2009, up 6.8% from \$47.4 million in 2008. The majority of funding (over 80%) is obtained through the general fund sources. County

corrections employed 394.1 FTE in 2010. Care and custody of prisoners account for approximately 65% of staff resources (**Table 26**).

**Table 26**  
**Pierce County Correction, 2009 Staff and Financial Resources**

	FTE	Budget (Million)
Care & Custody of Prisoners	256.1	\$30.1
Medical Services	39	\$6.2
Court Transportation	33.05	\$3.4
Food Services	3	\$2.0
Administration	17.7	\$2.0
Release	15.5	\$1.6
Classification/Pretrial	15.25	\$1.5
Mental Health	1	\$1.5
Reception	12.5	\$1.2
Debt Service	—	\$1.1
Work Crew Program	1	\$0.1
<b>Total</b>	<b>394.1</b>	<b>\$50.6</b>

Source: 2009 Pierce County Budget

From 2004 to 2009, FTE increased by a total of 4.3% (16.3 FTE). The average daily prisoner population increased over this time by a net total of over 12%, or 2.4% annually (**Table 27**).

Operating costs per prisoner day have increased by 4% from \$94 per day in 2004 to nearly \$98 per day in 2008. The average daily inmate population grew from 1.84 ADP per thousand residents in 1998 to nearly 1.9 ADP per thousand residents in 2008. (**Table 28**)

**Table 27**  
**Pierce County Corrections Workload Indicators**

Workload Service Data Unit	Prisoner Bookings Bookings	Prisoner Days Days	Average Daily Population Inmates
<b>2004</b>	25,494	454,790	1,246
<b>2005</b>	26,298	474,135	1,299
<b>2006</b>	27,204	496,035	1,359
<b>2007</b>	28,245	543,850	1,490
<b>2008</b>	26,262	490,195	1,343
<b>2009</b>	29,000	511,000	1,400
<b>Net Change</b>	13.8%	12.4%	12.4%
<b>CAGR</b>	2.6%	2.4%	2.4%

Source: 2009 Pierce County Budget

**Table 28**  
**Pierce County Corrections Performance Indicators**

	ADP per Corrections Staff	ADP per 1000 Residents	Operating Costs per Prisoner Day
1998	3.68	1.84	\$ 77.4
2001	3.65	1.84	\$ 74.2
2004	3.3	1.79	\$ 94.1
2006	3.55	1.67	\$ 91.0
2007	3.77	1.76	\$ 89.4
2008	3.4	1.88	\$ 97.8
Net Change	-8%	2%	26%
CAGR	-0.8%	0.2%	2.4%

Source: 2009 Pierce County Budget

**Thurston County Corrections**

The Thurston County Corrections Department had an actual 2009 operating budget of \$14 million and employed 110 FTE. **Table 29** shows budget and staff resources for Thurston County Corrections based on figures provided by Thurston County Sheriff as well as the 2009 Thurston County Budget. Budget allocations demonstrate that the main facility accounts for approximately 55% of staff resources and 44% of the corrections operating budget. Options account for 12% of FTE and 10% of the operating budget. Anticipated near-term budget declines are cited to cause increases in mandatory overtime to cover unanticipated staff shortages and alleviate risk of safety concerns for jail employees.<sup>24</sup>

**Table 29**  
**Thurston County Corrections, 2009 Staff and Financial Resources<sup>25</sup>**

<b>Corrections</b>	<b>FTE</b>	<b>% of Total</b>	<b>Budget (millions)</b>	<b>% of Total</b>
Main Facility	62	55%	\$6.2	44%
Post 6	7	6%	\$0.6	4%
Facilities	0	0%	\$0.9	7%
Options	14	12%	\$1.4	10%
Court	8	7%	\$0.7	5%
Kitchen	4	4%	\$1.0	7%
Treatment Programs	1	1%	\$0.2	2%
Prisoners Concession Fund	1	1%	\$0.4	3%
Admin	8	7%	\$0.9	7%
Inmate Medical	3	3%	\$1.3	9%
Inmate Services	3	3%	\$0.3	2%
<b>Corrections Total</b>	<b>110</b>	<b>97%</b>	<b>\$14.0</b>	<b>100%</b>

Source: 2009 Thurston County Budget

## **Courts**

### **Pierce County Court Facilities and Resources**

Pierce County operates the County Superior, District and Juvenile Courts. Pierce County Supreme Court is the County’s general jurisdiction trial court and appeals court for Pierce County limited jurisdictions and municipal courts. Pierce County District Court handles County misdemeanor cases, traffic infractions, and small civil cases. Pierce County Juvenile Court is responsible for hearing juvenile criminal cases, as well as managing probation, detention and administration of juvenile programs.

The Superior Court had a proposed 2009 operating budget of \$13.9 million and employed 94 FTE. The District Court had an operating budget of approximately \$3.5 million and employed 109 FTE. The County Prosecutor and Superior Court Clerk provide legal and administrative support to the Courts. The County prosecutor employed 235 FTE and the Clerk employed 54 FTE in 2009. In total Pierce County legal and justice functions had a 2009 operating budget of \$ 77.7 million.<sup>26</sup>

### **Thurston County Court Facilities and Resources**

Thurston County operates the County Superior Court and District Court. Thurston County Supreme Court is the County’s general jurisdiction trial court and appeals court for Thurston County limited jurisdictions and municipal courts. Thurston County Superior Court operates programs for juvenile, adult and family

<sup>25</sup> These figures adjust the proposed 2009 budget using information from the Sheriff’s office. The total budget represents actual expenditures of \$14 million rather than the proposed \$15 million. Program budgets and FTE counts are estimated based on allocations identified in the 2009 proposed budget and actual department wide expenditures of \$14 million and 110 FTE.

<sup>26</sup> 2010 Pierce County Budget Executive Summary

drug treat courts, as well as a court appointed special advocate and guardianship program, and a nationally recognized one-family-one judge program. Thurston County District Court handles County misdemeanor cases, traffic infractions, and small civil cases as well as all proceeding for the City of Lacey.

The Superior Court had a proposed 2009 operating budget of \$4.4 million and employed 36 FTE. The District Court had an operating budget of approximately \$3 million and employed 32 FTE<sup>27</sup> The Office of Assigned Council also provides legal support for the courts. In 2009, the Assigned Council employed 23 FTE.

### **Municipal Court Facilities and Resources**

There are five municipal courts within the JBLM study area including Tacoma, Lakewood, Steilacoom, Roy and Yelm. Municipal courts are limited jurisdiction courts that hear misdemeanors, infractions, and parking violations.

### **Next Steps**

Next steps include a Needs Assessment for public safety service providers in the JBLM study area. The Needs Assessment will draw on findings and data presented in this Existing Conditions memo to frame needs. The Needs Assessment will be initiated through meetings with the JBLM Public Safety Expert Panel. Expert Panelists will identify Issues and gaps for each service sector. CAI will document needs and gaps in service and work with panelists to prioritize these needs. CAI will provide a Technical Memo for the Public Safety & EMS sector with preliminary needs assessments and recommended options for mitigating impacts.

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<sup>27</sup> 2009 Thurston County Budget

**Sources:**

Pierce County, *2009 Pierce County Budget*. Obtained from [http://www.co.pierce.wa.us/pc/abtus/ourorg/bnf/bud\\_div.htm](http://www.co.pierce.wa.us/pc/abtus/ourorg/bnf/bud_div.htm) (2010)

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S.E. Thurston Fire & EMS Regional Fire Authority. *Regional Fire Protection Service Authority Plan* (2009)

SME Consulting, *LESA PSAP Assessment Study* (2009) Obtained from:

<http://www.lesa.net/pdfs/LESA%20Assessment%20Study%20FINAL%20ELECTRONIC.pdf>

Law Enforcement Support Agency *2008 Annual Report*. Obtained from:

<http://www.lesa.net/pdfs/LESA%20Assessment%20Study%20FINAL%20ELECTRONIC.pdf> (2010)

Additional information and internal working documents provided by representatives from:

- Lakewood Police Department
- Thurston County Sheriff's Office
- Pierce County Sheriff's Office
- Thurston County CAPCOM
- Fort Lewis Fire and Emergency Management
- Thurston County CAPCOM

# Public Safety

## Needs Assessment Technical Memorandum



**Date:** June 25, 2010  
**To:** JBLM Public Safety Expert Panel  
**From:** Chris Mefford and Michael Forsyth, Community Attributes  
**Re:** Public Safety Needs Assessment

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### INTRODUCTION

This memorandum provides a Public Safety Needs and Opportunities Assessment within the JBLM study area. This technical memorandum is the second in a series of three public safety studies prepared as part of the development of the Joint Base Lewis-McChord (JBLM) Growth Coordination Plan to be completed December 2010. The first study, the Public Safety Existing Conditions Technical Memorandum, was issued on April 5, 2010 for the Public Safety Expert Panel, Growth Coordination Committee, and Regional Steering Committee to review and provide the consultant team with feedback. The Expert Panel met on April 23, 2010, to review findings from the Existing Conditions memo and provide their input for the Needs Assessment memo.

The stakeholders engaged in this process had the following input on the Public Safety Existing Conditions Technical Memo:

#### ***Comments from the JBLM Public Safety Expert Panel***

The Expert Panel discussed the content of the Existing Conditions memo at their April 23 meeting. No changes to the memo were identified and the Panel referenced the findings throughout the meeting.

Only one written comment was received from the Expert Panel after the final Existing Conditions memo was posted, which provided new information resulting from an April 27 election. This Needs Assessment Memorandum reflects this comment. The comment was as follows:

- Lacey Fire District 3 has provided services within the municipal limits of the City of Lacey through a six-year intergovernmental agreement. This approach has been in place since the City incorporated in 1966. After substantial debate about the long-term relationship between the City and the District, both jurisdictions proposed annexation of the City into the District. This proposal was approved by the voters at an April 27, 2010 special election held both within the City and the District.

The City of Lacey 2010 contract to the District totals \$4.86 million and accounts for nearly 14% of city's General Fund expenditures (City of Lacey 2010 Budget, p. 2-7). Beginning in 2011, the City's property tax levy will be reduced by an amount equivalent to the contract expense and City residents will begin paying for fire and emergency services directly through the District's property tax levy. The total 2011 District property tax levy (combined service areas) will be \$9,836,973.

### ***Comments from the Joint Growth Coordination Committee***

The following comments were identified by the Growth Coordination Committee (GCC):

- Regarding the correlating spike in domestic violence related to troops returning from deployment, what can our social services do to improve the situation, rather than simply involving the police? Information about the on-base program, which advocates for victims 24/7, could be more broadly conveyed; it offers a "restricted reporting" option, which doesn't trigger the police investigation. This could support those in need more effectively, as well as reduce the burden on community police resources.
- The analysis should also address the related effects on the criminal justice system, including the system of courts, defenders, financial component, etc. What percentage of the people in the system are military vs. civilian?
- The complexities of community resources (e.g., police) being provided for military personnel were discussed. On one hand, military personnel living off base contribute to the tax base of their host community, helping pay for such services; any underfunding would not be caused by the military's presence. In addition, it is common for citizens from one community to visit another community and potentially create problems; the military would be no different from civilians in this regard. On the other hand, soldiers live on-base who might cause such problems; no such reciprocal public services would be provided in this case (i.e., civilians aren't traveling to the base and causing public safety issues there). One participant commented that he found the analysis to be "Lakewood-centric," presenting the issue out of context to the expense of the military, when it is a broader issue.

The final version of the Existing Conditions memo, posted April 13, reflects changes made per the comments above.

***Comments from the Office of the Pierce County Executive***

The following comments were received:

- This comment is related to a concern expressed by the base about the relationship between crime in Lakewood and base population. Table 9 is misleading. It contains two charts, each with a trend line, and the two lines appear to increase at the same rate. Not because the underlying data move at same rate, but because the two charts are scaled differently. The population chart is scaled from 50,000 to 100,000 - a difference of 100%. The crime chart is scaled from 400 to 580 - a difference of 45%. If the two charts were scaled proportionately, crime would not appear to be as closely related to military population. Clearly, there is a relationship, but the charts do not help us understand the true nature of that relationship or its significance. Statistically speaking, the two measures have a correlation coefficient of  $r=0.684$ , which is not statistically significant at an alpha of 0.05 (although it is significant at an alpha of 0.10). Also, why is Lakewood the only jurisdiction where this relationship is discussed? If it's important, why not include it with all jurisdictions? If it's not important, why include it at all?
- Public Safety: Why is there no information from the Central Pierce, Graham or Roy fire departments? They serve a huge portion of the study area.

Comments were received April 21. Comments are taken into consideration in the Needs Assessment Memorandum.

The memorandum begins with an overview of the Needs Assessment methodology. Next, public safety service and coordination gaps and needs are identified and based on existing conditions. Opportunities and potential strategies are proposed for addressing each need.

**NEEDS ASSESSMENT METHODOLOGY**

Public Safety Expert Panel members attended a meeting held on April 23, 2010 to identify public safety service gaps, needs, and opportunities. A facilitated group discussion reviewing the Existing Conditions Memorandum led to the Panel's consideration and identification of service gaps and needs. Expert panelists then identified preliminary opportunities and strategies for bridging service gaps.

Attendees of the April 23 Needs Assessment meeting included representatives from the following jurisdictions:

- JBLM Fire Division
- JBLM Law Enforcement Division
- Lakewood Fire District 2
- Lacey Fire District 3
- Pierce County Sheriff
- Tacoma Police Department
- Thurston County Sheriff
- City of Lakewood

### NEEDS ASSESSMENT

The following Needs Assessment presents gaps, needs and opportunities for improved public safety service and coordination as identified by the Public Safety Expert Panel. Potential strategies for consideration have been developed by Community Attributes based on the needs and opportunities identified by the Expert Panel. Recommended strategies will be further developed, refined and ranked based on feedback from the Expert Panelists and review of subsequent JBLM Growth Coordination Plan development documents.

The following needs have been identified by the expert panel :

1. Common and Measurable Service Standards
2. JBLM Population Documentation
3. Support Existing Services
4. Geographic Gaps in Coverage

#### **Common and Measurable Service Standards**

Jurisdictions in the JBLM study area need to collaborate and commit to two service standard issues to address public safety gaps in service. The first is to develop common methods to measure performance. The second is to adopt uniform standards, expressed in comparable and consistent measures.

Expert Panel members emphasize that consistent service performance standards among jurisdictions are needed to plan for regional growth and JBLM growth impacts. These standards are required to understand service performance, and identify where and how performance can be improved. The Existing Conditions memorandum identified a large degree of variation in service standards for fire districts and EMS, including different response times and number of personnel required. Police departments have similar standards such as number of FTE or public safety expenditures per resident, but standards ranged significantly between jurisdictions. Stakeholders emphasized that unique circumstances in each district support unique level of service indicators and limit direct comparisons. Variation in demographics, population density, land area, and building environment create different public safety needs within each jurisdiction. Stakeholders also emphasized that implementation of national performance standards are not required in jurisdictions, therefore further challenging consistent measurements and standards.

Expert Panelists also expressed the short-term need for a common understanding of existing standards already in place. Stakeholders emphasized that the lack of common level of service standards and the unfamiliarity of service standards in other jurisdictions can cause public safety risks. One stakeholder highlighted the example of a response to a structure fire. First responders that call for additional support may receive a different response time and different number of fire fighters per response unit depending on the jurisdiction that responds. Coordination and communication of different response packages creates challenges for service providers and dispatchers.

Additionally, stakeholders emphasized that the impact of the JBLM population is not fully captured in level of service standards, particularly for per capita measures. Stakeholders emphasized that more accurate level of service indicators are needed to pursue adequate funding and plan for service.

Different standards among jurisdictions present barriers to inter-jurisdiction collaboration. A jurisdiction with higher standards will in effect subsidize a partner jurisdiction that has lower standards. Common measures are required to compare standards. Common standards will improve partnering opportunities.

### ***Opportunities***

Stakeholders identified opportunities to create standardized measures to include response time, FTE per capita, the “packaging” of resources assigned to each type of call for service. Documentation of service standards in the Existing Conditions Memorandum was a preliminary step identified by the Expert Panel to promote coordination of standards. Existing level of service standards can also be integrated within call dispatch practices to allow for improved coordination.

The Panel also emphasized opportunities to better account for and involve the military in developing level of service standards. Level of service standards must accurately account for the JBLM population to support local service provision. Applying military level of service standards to all jurisdictions in the study area presents one potential opportunity to measure gaps in service provided to local residents and the on-base military population.

### ***Potential Strategies***

- **Consider regional levels of service policies.** Combine all localities’ levels of services policies and performance indicators to reflect regional population, including JBLM. Document, publish and coordinate level of service standards between jurisdictions and PSAPs to help create a common understanding of response packages and time and improve emergency response.
- **Implement level of service standards developed by the Federal government for fire and police services on military bases,** as a single level of service measure across all jurisdictions in the JBLM study area. Seek local, state and federal funding based on these levels of service and performance indicators.
- **Alternatively, implement common national level of service measures** such as those developed by the National Fire Protection Association (NFPA), International Association of Fire Chiefs and International Association of Chiefs of Police to allow for common level of service comparisons across local jurisdictions. Conduct level of service comparisons in the context of supplemental data such as demographic information. Use supplement data to analysis and understand differences in service provision and performance.

## **JBLM Population Documentation**

As stated above, stakeholders emphasized that level of service indicators need to more accurately account for the JBLM population. The Existing Conditions Memorandum found that the military population is not fully represented for in local per capita crime rate statistics, the primary indicator of public safety performance. Accurate level of service standards are needed to supporting funding requests and planning for service delivery.

Stakeholders recognized that improved military population and residence data are prerequisites to improved level of service standards. To date, access to military population and residence data are limited and difficult to access by JBLM. Tracking off-base military populations is challenging because the population changes between deployment and arrivals, and active duty personnel often do not change permanent addresses, register to vote, or change license plates.

Military stakeholders also emphasized that different military demographics require different public safety needs, citing that differences in age, rank, family characteristics and type of service (army and air force) drive different service needs and strategies for the JBLM Directorate of Emergency Services.

### ***Opportunities***

Stakeholders identified opportunities to use existing information and data collection protocols to develop better data. Information collected by local schools and medical services are two existing entities that provide data collection potential. Stakeholders also emphasized that the JBLM Growth Coordination Plan creates an opportunity to document detailed data, trends and short-term forecasts regarding military population and residency trends within local jurisdictions, previously un-utilized by local jurisdictions.

### ***Potential Strategies***

- **Develop data collection and access protocols to track military population trends.** Use existing data from the Plans, Analysis and Integrations Office at Joint Base Lewis-McChord, local School Districts, and other sources to document the local distribution of the off-base military population and make the information available to public agencies for planning purposes. Identify a benchmark date to collect data on the military population, due to fluctuating populations. Use existing “newcomer briefs” to collect data on younger military populations. Note, stakeholders cited that higher ranking officials and those who have already been on duty at JBLM are less likely to attend new comer briefs.
- **Coordinate between local and JBLM public safety divisions to document incidences involving military personnel off-base.** Collect data on the location, type of incidence, and characteristics of those involved to help improve public safety provision for military populations and others. Use the information to proactively plan for coordination between local and JBLM public safety divisions during large deployments and arrivals at JBLM.
- **Set local policies that acknowledge JBLM population impacts.** Include both local and military populations in expressing levels of service locally, to recognize that service levels are affected by

JBLM population. Seek local, state and federal funding based on these levels of service and performance indicators.

**Support for Existing Services**

The panel identified limited budgets as the “global gap” driving public safety staffing, programmatic needs and service delivery. The Existing Conditions Memorandum found that most stakeholders expect financial resources to remain constant or decline over the near-term despite increasing service demand driven by population growth. Funding gaps identified by Expert Panelists include local funding for staff capacity and specialty programs as well as financial mechanisms for federal contributions for local service provision.

Budget Gaps for Staff Capacity. Local budgets determine staffing capacity which fundamentally influences the level of service in local jurisdictions. Level of service indicators are used to plan for staff capacity and local budgets. Expert panelists indentified important gaps in this relationship (simplified and illustrated at right) and spoke about how the gaps influence budget needs and outcomes.

**Exhibit 1. Relationship between budgets, staffing and performance**



Expert panelists stated that key level of service metrics, including those presented in the Existing Conditions Memorandum, do not tell the “complete” story. The following examples illustrate limitations.

One panelist reported that their agency, as a matter of policy, does not respond to some crimes because of staff capacity limitations, referencing limited responses to petty thefts<sup>1</sup>. Panelists also stated that residents may be less likely to report crimes because of limited response from local police. Expert panelists pointed to the examples of performance standards such as crimes and service calls per officer and resident in Pierce and Thurston County to illustrate the limitations of level of service indicators. The Existing Conditions memo shows that calls and crimes per resident and sworn officer have historically declined for both Sheriff departments. Officers suggest that calls and crime have decreased in part because residents are less likely to report crimes and officers have less capacity to respond to crimes, stating that not all credit can be given to policing services becoming more effective.

Budget Gaps for Specialized Programs. Several jurisdictions emphasized that the tightening of public budgets have led to recent cuts to specialty programs, such as fire and arson investigation and access to prosecutor support staff. Public safety stakeholders emphasized that specialty programs are important to holistic and quality public safety service provision.

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<sup>1</sup> Officers stated that the minimum response required is given, documenting the a petty theft case and providing a case number to the victim, but being unable to further pursue the case to the frustration of the victim and the officer.

Several jurisdictions pursue grant funding to support specialty programs and fill financial gaps, but emphasize that grants are an unsustainable source of long-term funding. Grants are ideal for one-time purchasing of equipment and capital improvements. However, grants that support short-term hiring of new FTE are often viewed as a long-term challenge for local jurisdictions, especially when local funding is required to replace grant funding for new FTE.

Budget Gaps for Financial Contributions from Federal Government. Government facilities are exempt from paying property taxes. Property taxes are the largest funding sources for public safety service in local jurisdictions. Large government employers, like JBLM, increase demand for local services in local communities, but property tax exemptions limit the ability for government employers to pay for local services<sup>2</sup>.

Stakeholders pointed to the inter-local service agreements between the State of Washington and the City of Olympia as one case study for addressing the impact of government facilities on local public safety services. State government facilities require local fire protection within the city limits but are exempt from paying property taxes, therefore a different mechanism was required to enable state government to pay for fire services provided by the City of Olympia's fire department. The State of Washington and the City of Olympia crafted an inter-local agreement (agreement 16153<sup>3</sup>) to help pay for their share of local services required.

### ***Opportunities***

Public safety stakeholders widely recognized the need for regional coordination and partnership as both a fiscal and service improvement opportunity. Stakeholders cited benefits of inter-local service agreements such as funding efficiencies and diversification, potential for improved levels of service, and reduction of duplication.

Several examples of inter-local service agreements and consolidations have taken place in recent years. As recently as April 2010, the City of Lacey annexed to Lacey Fire District after substantial debate about the long-term relationship between the City and Fire District. The Lakewood Fire District #2 is currently engaged in discussions with the City of DuPont regarding provision of fire service through an inter-local service agreement. Consolidation of fire and police 9-1-1 call answering and dispatch in Pierce County are also being discussed.

Contrasting 9-1-1 call answering and dispatch in Pierce and Thurston County provides one example that illustrates the potential opportunities and benefits of regional consolidation. Thurston County CAPCOM, provides consolidated police, fire and EMS call answering and dispatch for all jurisdictions in Thurston County. In Pierce County, there are five police public service answering points (PSAP) and 3 fire and EMS PSAPs, not including emergency dispatch systems at JBLM.

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<sup>2</sup> Civilian employees and active duty military personnel that live off-base pay property taxes either through rental rates or property taxes if homes are owned. Increased demand and cost of providing services to the on-base military population in local communities is viewed as a funding gap.

<sup>3</sup> Source: <http://olympiawa.gov/documents/Admin/Interlocal%20Agreements/16153.pdf>

LESA (Law Enforcement Support Agency) is the primary PSAP (first response to all 9-1-1 calls) in Pierce County. A performance audit of LESA published in 2009 found that multiple PSAPs can lead to the misdirection of 9-1-1 calls, and that transfers of calls between PSAPs create inherent delays in response. The performance audit also quantified cost inefficiencies for cities like Tacoma that pay LESA for police dispatch and operate their own fire and EMS dispatch (Tacoma FireComm). The study states, *“the City of Tacoma presently pays a total of approximately \$6.5 million to LESA for PSAP services and another approximate \$2.5 million to fund the Tacoma Fire PSAP for a total cost to the City of approximately \$9 million. By consolidating into a single PSAP throughout the County, the City could conservatively realize a savings of \$1.5 million (\$9 million total current PSAP costs less current \$6.5 million paid to LESA plus \$980,000 in estimated costs of adding 14 civilian FTEs equals a total budget of \$7.5 million.”* (SME Consulting, 2009).

Jurisdictions also cited the need to partner for specialty programs and grants. Stakeholders pointed to the success and impact of joint teams for SWAT, meth, dive and K-9 in the JBLM study area. Such programs are supported through joint funding contributions and inter-local agreements. Stakeholders also state that partnering for grants greatly increases competitiveness, many of which are applied to special programs.

### **Potential Strategies**

- **Develop regional partnerships to seek staff and funding to fill local service gaps created by JBLM population impacts.** Use new level of service standards that include both local and military populations to quantify service levels affected by JBLM population. Develop regional and federal partnerships based on these levels of service. Structure local and federal funding contributions to build staff capacity in areas with the largest service gaps and needs. The military liaison program between JBLM and the Lakewood Police Department is one example of a program that could be expanded on a regional level. Leverage success and momentum of specialized regional programs, as a launching point for regional coordination and service agreements.
- **Develop an outreach and planning strategy.** Engage residents, local, county, regional, state, and federal governments in discussions regarding improved public safety provision through regional partnerships and innovative programs. Create advisory panel to help foster regional collaboration and partnerships with JBLM. Stakeholders noted that customer service can suffer when local services are consolidated at a regional level. One alternative is to expand the role of public service answering points to direct calls to the appropriate department or local division.

**Geographic Gaps in Coverage**

Stakeholders identified geographic areas such as Interstate 5 that receive little service safety coverage. Such areas require regional responses, and often receive little funding support.

***Opportunities and Potential Strategies for Pursuing***

- **Use geographic gaps as a starting point for developing regional partnerships with JBLM.** Structuring partnerships around small, tangible areas where improved service is needed. This presents an ideal starting point for coordination with high impact. Seek grant funding and pursue inter-local service agreements to support the coordination effort.

**SUMMARY OF NEEDS ASSESSMENT**

Needs, opportunities and potential strategies are summarized below. Strategies will continue to be refined and developed through input from the Public Safety Expert Panel. The potential

<b>Need</b>	<b>Opportunity</b>	<b>Potential Strategies</b>
<b>1 Common and Measurable Service Standards</b>	Improve and coordinate service standards and planning	1 Consider regional level of service policies to reflect regional population, including JBLM.
		2 Coordinate level of service standards between jurisdictions and PSAPs to improve emergency response.
		3 Implement regional level of service standards developed by the Federal government for fire and police services on military bases
		4 Alternatively, implement common national level of service measures.
<b>2 JBLM Population Documentation</b>	Improve service provision and planning	1 Establish data collection and access protocols to track military population trends.
		2 Coordinate between local and JBLM public safety divisions to document incidences off-base.
		3 Set local policies that acknowledge JBLM population impacts
<b>3 Support for Existing Services</b>	Develop regional partnerships	1 Create regional partnerships to seek staff and funding to fill local service gaps created by JBLM population impacts.
		2 Pursue an outreach and planning strategy for regional partnership.
<b>4 Geographic Service Gaps</b>	Initiate regional partnerships	1 Use geographic gaps as a starting point for developing regional partnerships with JBLM.

**NEXT STEPS**

- Further develop strategies based on stakeholder input
- Rank opportunities and strategies for prioritization in draft plan development
- Further research national and federal level of service standards for feasibility of implementation in JBLM study area
- Research feasibility and case studies of federal-local service agreements

**REFERENCE LIST**

- SME Consulting. 2009. LESA PSAP Assessment Study. Available online at URL = <http://www.lesa.net/pdfs/LESA%20Assessment%20Study%20FINAL%20ELECTRONIC.pdf>. Accessed on May 18, 2010
- City of Olympia. Effective July 1, 2009. Agreement # 16153 Agreement between the City of Olympia and Washington State Department of General Administration for Fire Protection Services. Available online at URL = <http://olympiawa.gov/city-government/city-council-and-mayor/interlocal-agreements.aspx>. Accessed on May 18, 2010

# **JBLM Growth Coordination Plan Public Safety Plan**

## **FUNDING SOURCES**

### **Funding Sources Include:**

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- Department of Defense Office of Economic Adjustment (OEA) Research and Technical Assistance Grants (12.615).
- Department of Justice Special Data Collections and Statistical Studies. (16.734)
- Edward Byrne Memorial Justice Assistance Grant Program (16.738, 16.580).
- United States Department of Justice COPS Hiring Program.

## JBLM Public Safety Plan Funding Sources

The following provides an overview of funding sources available to implement the public safety recommendations of the JBLM Growth Coordination Plan. The numbers next to each grant are the federal grant program reference number.

- **Department of Defense Office of Economic Adjustment (OEA) Research and Technical Assistance Grants** (12.615). The OEA awards project grants to state or local governments, as well as nongovernmental entities, for “(1) developing and analyzing information for program and policy considerations; and, (2) undertaking special research.” To receive funding, programs must relate to “assisting state and local governments to plan and/or carry out community adjustments” required by an actual military installation. Funding allocations, deadlines as well as topics of interest are published in the Federal Register Notice of Funding Availability. Source: <http://www.oea.gov/oeaweb.nsf/home.html>
- **Department of Justice Special Data Collections and Statistical Studies.** (16.734) This cooperative agreement assistance grant is administered by the Bureau of Justice Statistics to “to produce official national statistics on crime and the administration of justice to be used to guide Federal, State, and local policy-making and improve the quality of and access to information used for decision making.” “Funds are to be used for a variety of activities in support of Bureau of Justice Statistics’ statistical programs including: to conduct data collection and processing activities; carry out statistical and methodological research; provide technical assistance to State, local, and tribal governments to develop their capabilities to produce justice statistics; and provide dissemination and clearinghouse services to data users.” State and local governments as well as public and private for and non-profit organizations are eligible. Project duration averages 12 months. Average assistance ranges from \$50,000 to \$600,000. The applicants must provide an application including details of the proposed program “budget, goals, impacts, methods, evaluation plan, and resources of the project.”  
  
Source: <https://www.cfda.gov/?s=program&mode=form&tab=step1&id=701d77480001fd8c6dceb75312ae3ac>
- **Edward Byrne Memorial Justice Assistance Grant Program** (16.738, 16.580). A series of formula and discretionary grants are administered by the Bureau of Justice Assistance (JAG). The JAG program is a primary source of federal justice funding for state and local jurisdictions. The JAG grant program provides funding “to improve functioning of the criminal justice system” and support a “broad range of activities to prevent and control crime based on local needs and conditions.” The grant provides funding for congressionally approved JAG purpose areas such as law enforcement programs, prevention and education programs, planning, evaluation, and technology

improvement programs. Immediately after enactment of the state's appropriations (usually in the first quarter of the calendar year), the Washington State Department of Commerce advertises for applications for funding. Applications are generally due between April and June each year. In general, the Department of Commerce awards grants within 60 days of receipt of the application.

Source:

<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=3d276ab3f9c82b29165800485531c0ac>

- United States Department of Justice COPS Hiring Program. “The COPS Hiring Program (CHP) is a competitive grant program that provides funding directly to local law enforcement agencies nationwide to hire and/or rehire full-time sworn officers to increase their community policing capacity and crime prevention efforts. CHP grants provides 100 percent funding for approved entry-level salaries and fringe benefits for three years (36 months) for newly-hired, full-time sworn officer positions, or for rehired officers who have been laid off or are scheduled to be laid off on a future date as a result of local budget cuts.” The 2010 fiscal year COPS Hiring Program is closed. It is uncertain whether the program will be continued in the future. Source: <http://www.cops.usdoj.gov/Default.asp?Item=2367>



## RESEARCH AND TECHNICAL ASSISTANCE

Number: 12.615

Agency: Department of Defense

Office: Office of Economic Adjustment

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### PROGRAM INFORMATION

#### Authorization (040):

10 U.S.C. 2391(c).

#### Objectives (050):

The Office of Economic Adjustment (OEA), a Department of Defense (DoD) field activity, is authorized to make awards to, or conclude cooperative agreements with state or local governments, or any nongovernmental or other private entity, to conduct research and provide technical assistance related to community economic adjustment needs and assistance under 10 U.S.C. Section 2391(c), or Executive Order 12788, as amended. Awards provided under this notice support the Office of Economic Adjustment as well as the Defense Economic Adjustment Program (DEAP) by: (1) developing and analyzing information for program and policy considerations; and, (2) undertaking special research.

#### Types of Assistance (060):

Project Grants (Cooperative Agreements).

#### Uses and Use Restrictions (070):

Topics and areas of specific interest to OEA may be identified in a Federal Register Notice of Funding Availability (Notice) issued under this program. Proposals outside of a Notice, or beyond the identified topics and areas of interest in a Notice, may also be considered. Activities under this program must relate to assisting state and local governments to plan and/or carry out community adjustments and economic diversification required by: the proposed or actual establishment, realignment, or closure of a military installation; the cancellation or termination of a Department of Defense contract or the failure to proceed with an approved major weapon system program; a publicly announced planned major reduction in Department of Defense spending that would adversely affect a community; the encroachment on a military installation; or, the closure or the significantly reduced operations of a defense facility as the result of the merger, acquisition, or consolidation of the defense contractor operating the facility. Funding may not be used for direct hard- or soft-construction activities.

#### Eligibility Requirements (080)

##### Applicant Eligibility (081):

Eligible respondents include any governmental or private entity. A "private entity" is defined for purposes of this listing as any entity that is non-governmental.

##### Beneficiary Eligibility (082):

Eligible applicants include a State or local government, or any private entity. A "private entity" is defined for purposes of this listing as any entity that is non-governmental.

**Credentials/Documentation (083):**

None.

**Application and Award Process (090)**

**Preapplication Coordination (091):**

A Federal Register Notice of Funding Availability (Notice) may be used to announce the availability of funds for specific research and technical assistance needs identified by OEA. Proposals will be accepted for the time period established in the Notice.

**Application Procedures (092):**

All interested respondents must submit a proposal within the solicitation period established in the Notice. Unless otherwise specified in the Notice, each proposal submitted must include a cover or transmittal letter and accompanying text that shall consist of no more than 10 pages (single-sided), consisting of: An abstract of the proposed research or technical assistance; A description of the scope of work to be undertaken and how it responds to OEA and the Defense Economic Adjustment Program; A proposed budget and budget justification; Detailed description of the project team and their relevant experience; A project schedule for completion of the work; A point of contact. In the case of a proposal on an unsolicited topic, a summary of the problem or issue the project will address. Proposals should be submitted by letter addressed to the Director, Office of Economic Adjustment, Department of Defense, 400 Army Navy Drive, Suite 200, Arlington, VA 22202-4707. They may also be faxed to the Office of Economic Adjustment at (703) 604-5460, or submitted electronically to: (rta.submit@wso.whs.mil).

**Award Procedure (093):**

OEA will notify respondents within the timelines established in the Notice whether or not their proposal will be invited for a formal application. At this point, OEA will assign a Project Manager to advise and assist with the preparation of an application. Applications will be reviewed for their completeness and accuracy, and, to the extent possible, an award notification will be issued within 30 days of the receipt of a complete application.

**Deadlines (094):**

All interested respondents must submit a proposal within the timelines established in the Notice.

**Range of Approval/Disapproval Time (095):**

OEA will notify respondents within the timelines established in the Notice whether their proposal was successful and invite an application.

**Appeals (096):**

None.

**Renewals (097):**

None.

**Assistance Consideration (100)**

**Formula and Matching Requirements (101):**

OEA may fund up to 100 percent of the proposed budget depending on the nature of the project.

**Length and Time Phasing of Assistance (102):**

Project duration will vary according to the nature of the proposal.

**Post Assistance Requirements (110)**

**Reports (111):**

OEA requires interim performance reports and one final performance report for each award. The performance reports will contain information on the following: A comparison of actual accomplishments to the objectives established for the reporting period; Reasons for slippage if established objectives were not met; Additional pertinent information when appropriate; A comparison of actual and projected expenditures for the period; The amount of Federal cash on hand at the beginning and end of the reporting period. The final performance report must contain a summary of activities for the entire award period. All required deliverables should be submitted with the final performance report. The final SF 269A, "Financial Status Report," must be submitted to OEA within ninety (90) days after the end date of the award. Any funds actually advanced and not needed for award purposes shall be returned immediately to OEA. OEA will provide a schedule for reporting periods and report due dates in the Award Agreement.

**Audits (112):**

Standard Federal Audit requirements apply, as appropriate to the type of recipient.

**Records (113):**

Standard Federal recordkeeping requirements apply, as appropriate to the type of recipient.

**Financial Information (120)**

**Account Identification (121):**

97-0100-0-7-051.

**Obligations (122):**

FY 07 \$643,287; FY 08 \$1,092,332; and FY 09 \$1,735,619.

**Range and Average of Financial Assistance (123):**

Not applicable.

**Program Accomplishments (130):**

None.

**Regulations, Guidelines, and Literature (140):**

The Awardee, and any subawardee or consultant/contractor, operating under the terms of a grant or cooperative agreement shall comply with all Federal, State, and local laws including the following, where applicable: 32 CFR Part 33, "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments"; OMB Circulars A-87, "Cost Principles for State and Local Governments" and the revised A-133, "Audits of States, Local Governments and Non-Profit Organizations"; 32 CFR Part 25, "Government-wide Debarment and Suspension (Non-procurement)"; 32 CFR Part 26, "Drug-free Workplace"; 32 CFR, Part 32, Uniform Administrative Requirements for Grants and Agreements to with Institutions of Higher Education, Hospitals, and other Non-Profit Organizations; 32 CFR Part 34, Administrative Requirements for Grants and

Agreements with For-Profit Organizations; OMB Circular A-21 Cost Principles for Educational Institutions; OMB Circular A-122, Cost Principles for Non Profit Organizations; 32 CFR Part 28, "New Restrictions on Lobbying (Grants)"; and 2 CFR Part 175, "Award Term for Trafficking in Persons."

**Information Contacts (150)****Regional or Local Office (151) :**

None.

**Headquarters Office (152):**

Director, Office of Economic Adjustment, Department of Defense, 400 Army Navy Drive, Suite 200, Arlington, VA 22202-4704. Telephone: (703) 604-6020. E-mail: rta.submit@wso.whs.mil.

**Website Address (153):**

Website: <http://www.oea.gov>.

**Related Programs (160):**

12.607, Community Economic Adjustment Assistance for Establishment, Expansion, Realignment, or Closure of a Military Installation; 12.610, Community Economic Adjustment Planning Assistance for Joint Land Use Studies; 12.611, Community Economic Adjustment Planning Assistance for Reductions in Defense Industry Employment; 12.614, Community Economic Adjustment Diversification Planning.

**Examples of Funded Projects (170):**

None.

**Criteria for Selecting Proposals (180):**

OEA considers each of the following equally-balanced factors as a basis for inviting formal award applications: Overall conformance with proposal requirements: Overall responsiveness of the proposal to support the Office of Economic Adjustment and Defense Economic Adjustment Program: Overall expertise, experience, qualifications and ability of investigators: Overall reasonableness of budgeted expenditures.



## Special Data Collections and Statistical Studies

Statistics

Number: 16.734

Agency: Department of Justice

Office: Bureau of Justice Statistics

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### PROGRAM INFORMATION

#### Authorization (040):

Omnibus Crime Control and Safe Streets Act of 1968, as amended; 42 U.S.C. 3731-3735.

#### Objectives (050):

To produce official national statistics on crime and the administration of justice to be used to guide Federal, State, and local policy-making and improve the quality of and access to information used for decision making.

#### Types of Assistance (060):

Cooperative Agreements

#### Uses and Use Restrictions (070):

Funds are to be used for a variety of activities in support of BJS's statistical programs including: to conduct data collection and processing activities; carry out statistical and methodological research; provide technical assistance to State, local, and tribal governments to develop their capabilities to produce justice statistics; and provide dissemination and clearinghouse services to data users.

#### Eligibility Requirements (080)

##### Applicant Eligibility (081):

The Bureau of Justice Statistics is authorized to award grants and cooperative agreements to State and local governments, private nonprofit organizations, public nonprofit organizations, profit organizations, institutions of higher education, and qualified individuals. Applicants from the Territories of the United States and federally recognized Indian Tribal Governments are also eligible to participate in this program.

##### Beneficiary Eligibility (082):

Eligible beneficiaries are State and local governments, private nonprofit organizations, public nonprofit organizations, profit organizations, institutions of higher education, and qualified individuals.

##### Credentials/Documentation (083):

The applicant must furnish, along with the application for an award, details of the program budget composition, goals, impact, methods, evaluation plan, and resources of the project. Costs will be determined in accordance with OMB Circular No. A-87 for State and local governments and OMB Circular No. A-21 for educational institutions. OMB Circular No. A-87 applies to this program.

**Application and Award Process (090)****Preapplication Coordination (091):**

Preapplication coordination is not applicable. Environmental impact information is not required for this program. This program is excluded from coverage under E.O. 12372.

**Application Procedures (092):**

OMB Circular No. A-102 applies to this program. OMB Circular No. A-110 applies to this program. The Office of Justice Programs (OJP) now requires that funding applications be submitted electronically through the OJP Grants Management System (GMS), which will be accessed at <http://www.ojp.usdoj.gov/fundopps.htm>. requires that funding applications be submitted electronically through the OJP Grants Management System (GMS), which will be accessed at <http://www.ojp.usdoj.gov/fundopps.htm>.

**Award Procedure (093):**

Awards are made by OJP and must be accepted by the applicant agency or institution according to the special conditions of the grant or cooperative agreement. the applicant agency or institution according to the special conditions of the grant or cooperative agreement.

**Deadlines (094):**

Not Applicable.

**Range of Approval/Disapproval Time (095):**

From 60 to 90 days. .

**Appeals (096):**

Not Applicable.

**Renewals (097):**

Most awards are for periods of 12 months. Under some circumstances, a subsequent award may be made to continue the project.

**Assistance Consideration (100)****Formula and Matching Requirements (101):**

Statutory formulas are not applicable to this program.

This program has no matching requirements.

This program does not have MOE requirements.

**Length and Time Phasing of Assistance (102):**

Project duration period is generally 12 months. Assistance is released by "direct disbursement" at the request of the grantee. See the following for information on how assistance is awarded/released: Contact program office for more information.

**Post Assistance Requirements (110)****Reports (111):**

Program reports are not applicable. Cash reports are not applicable. Progress Reports presenting information relevant to the performance of the project must be submitted online through GMS for the reporting periods June

30 and December 31. Financial Status Reports containing the actual expenditures for the reporting period and cumulative for the award must be submitted quarterly online through GMS. Performance measure data, as outlined in the solicitation, are required.

**Audits (112):**

In accordance with the provisions of OMB Circular No. A-133 (Revised, June 27, 2003), "Audits of States, Local Governments, and Non-Profit Organizations," nonfederal entities that expend financial assistance of \$500,000 or more in Federal awards will have a single or a program-specific audit conducted for that year. Nonfederal entities that expend less than \$500,000 a year in Federal awards are exempt from Federal audit requirements for that year, except as noted in Circular No. A-133.

**Records (113):**

In accordance with the requirements set forth in 28 CFR Parts 66 and 70, all financial records, supporting documents, statistical records, and all other records pertinent to the award shall be retained by each organization for at least 3 years following the closure of the most recent audit report. Parts 66 and 70, all financial records, supporting documents, statistical records, and all other records pertinent to the award shall be retained by each organization for at least 3 years following the closure of the most recent audit report.

**Financial Information (120)****Account Identification (121):**

15-0401-0-1-754.

**Obligations (122):**

(Cooperative Agreements) FY 09 \$40,980,087; FY 10 est \$56,025,090; FY 11 est \$62,500,000

**Range and Average of Financial Assistance (123):**

\$50,000 to \$600,000.

**Program Accomplishments (130):**

Not Applicable.

**Regulations, Guidelines, and Literature (140):**

Office of Justice Programs Financial Guide.

**Information Contacts (150)****Regional or Local Office (151) :**

None.

**Headquarters Office (152):**

Lisa Price-Gear, BJS, Department of Justice, Washington, District of Columbia 20531 Email: [lisa.price-gear@ojp.usdoj.gov](mailto:lisa.price-gear@ojp.usdoj.gov) Phone: (202) 616-3561.

**Website Address (153):**

<http://www.bjs.ojp.usdoj.gov>

**Related Programs (160):**

Not Applicable.

**Examples of Funded Projects (170):**

Not Applicable.

**Criteria for Selecting Proposals (180):**

Criteria will be outlined in the program announcements or solicitations. Program announcements or solicitations can be found on BJS's website at <http://bjs.ojp.usdoj.gov/index.cfm?ty=fun>.



## Edward Byrne Memorial Justice Assistance Grant Program

Byrne JAG Program

Number: 16.738

Agency: Department of Justice

Office: Bureau of Justice Assistance

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### PROGRAM INFORMATION

#### Authorization (040):

Part E of title I of the Omnibus Crime Control and Safe Streets Act of 1968 as amended Subpart 1 of such part (42 U.S.C. 3751-3759). Consolidated Appropriations Act, 2008, Public Law 110-161. Public Law 109-162, Title XI, Department of Justice Reauthorization, Subtitle B, Improving the Department of Justice's Grant Programs, Chapter 1, Assisting Law Enforcement and Criminal Justice Agencies, Section 1111. Merger of Byrne Grant Program and Local Law Enforcement Block Grant Program.

#### Objectives (050):

JAG funds support all components of the criminal justice system from multijurisdictional drug and gang task forces to crime prevention and domestic violence programs, courts, corrections, treatment, and justice information sharing initiatives. JAG funded projects may address crime through the provision of services directly to individuals and/or communities and by improving the effectiveness and efficiency of criminal justice systems, processes, and procedures.

#### Types of Assistance (060):

FORMULA GRANTS; PROJECT GRANTS

#### Uses and Use Restrictions (070):

Law enforcement programs; prosecution and court programs; prevention and education programs; corrections and community corrections programs; drug treatment programs; and planning, evaluation, and technology improvement programs, and crime victim and witness programs. Funds may not be used to supplant State and local funds.

#### Eligibility Requirements (080)

##### Applicant Eligibility (081):

All States, the District of Columbia, Guam, America Samoa, the Commonwealths of Puerto Rico, the Virgin Islands, and the Northern Mariana Islands. Units of local government are eligible consistent with established guidelines.

##### Beneficiary Eligibility (082):

States, Territories, and units of local government.

##### Credentials/Documentation (083):

Each applicant must submit a completed application that meets the requirements specified in the program guidance. Costs will be determined in accordance with 2 CFR, Part 225 for State and local governments. This program is excluded from coverage under OMB Circular No. A-87.

### **Application and Award Process (090)**

#### **Preapplication Coordination (091):**

The standard application forms (SF-424) as furnished by the Federal agency in accordance with 28CFR, Part 66 must be used with this program. Environmental impact information is not required for this program. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

#### **Application Procedures (092):**

This program is excluded from coverage under OMB Circular No. A-102. This program is excluded from coverage under OMB Circular No. A-110. Applications are submitted on-line through the Office of Justice Programs Grant Management System at: <https://grants.ojp.usdoj.gov/> and must follow the criteria outlined in the solicitation as well as the JAG Program Guidance Manual.

#### **Award Procedure (093):**

An award is granted by the Director of the Bureau of Justice Assistance, and must be accepted by the applicant agency or institution according to the special conditions of the grant.

#### **Deadlines (094):**

Contact the headquarters or regional office, as appropriate, for application deadlines.

#### **Range of Approval/Disapproval Time (095):**

The Bureau of Justice Assistance will not disapprove any application (or amendment to that application) without affording the applicant reasonable notice of any deficiencies and providing an opportunity for correction and reconsideration.

#### **Appeals (096):**

Hearing and appeal procedures will follow 28 CFR Part 18 Code of Federal Regulations.

#### **Renewals (097):**

Subject to annual appropriations.

### **Assistance Consideration (100)**

#### **Formula and Matching Requirements (101):**

Statutory formulas are not applicable to this program.

Matching Requirements: The Bureau of Justice Statistics (BJS) calculates, for each state and territory, a minimum base allocation which, based on the congressionally mandated JAG formula, can be enhanced by (1) the state's share of the national population, and (2) the state's share of the country's Part 1 violent crime statistics. Once the State funding is calculated, 60 percent of the funding is awarded to the State and 40 percent to the eligible units of local government. State also have a variable percentage of the allocation that is required to be "passed through" to units of local government. This amount, as calculated by BJS, is based on each State's crime expenditures.

Additionally, the formula then calculates direct allocations for local governments within each state, based on their share of the total violent crime reported within the state. Local governments entitled to at least \$10,000 awards may apply directly to BJA for local JAG grants. There is no match required at the Federal level. However matching is an effective strategy for states and local units of government to expand justice funds and build buy-in for local criminal justice initiatives.

This program does not have MOE requirements.

**Length and Time Phasing of Assistance (102):**

The period of formula grant awards under this program is 4 years. See the following for information on how assistance is awarded/released: Reimbursement.

**Post Assistance Requirements (110)**

**Reports (111):**

No program reports are required. No cash reports are required. Progress reports are required in accordance with the Office of Justice Programs Financial Guide. Financial reports are required in accordance with the Office of Justice Programs Financial Guide. To assist in fulfilling the Departments responsibilities under the Government Performance and Results Act (GPRA), Public Law 103-62, applicants who receive funding under this solicitation must provide data that measures the results of their work.

**Audits (112):**

In accordance with the provisions of OMB Circular No. A-133 (Revised, June 27, 2003), "Audits of States, Local Governments, and Non-Profit Organizations," nonfederal entities that expend financial assistance of \$500,000 or more in Federal awards will have a single or a program-specific audit conducted for that year. Nonfederal entities that expend less than \$500,000 a year in Federal awards are exempt from Federal audit requirements for that year, except as noted in Circular No. A-133. Payments and transactions are subject to audits by the Government Accountability Office, Department of Justice's Office of the Inspector General, State or local government auditors, and auditors from independent public accounting firms. Jurisdictions must follow their local policies and procedures, including maintenance of reliable and accurate accounting systems, record keeping, and systems of internal control.

**Records (113):**

In accordance with the requirements set forth in 28 CFR Parts 66 and 70, grantees must maintain all financial reports and other supporting documents pertinent to the award for at least 3 years following the close of the most recent audit.

**Financial Information (120)**

**Account Identification (121):**

15-0404-0-1-754.

**Obligations (122):**

(Formula Grants) FY 09 \$529,604,298; FY 10 est \$515,814,445; FY 11 est \$519,000,000

**Range and Average of Financial Assistance (123):**

\$10,000 to \$37,000,000.

**Program Accomplishments (130):**

Fiscal Year 2009: See program web site at <http://www.ojp.usdoj.gov/BJA/index.html> or contact the State Administering Agency, listed at <http://www.ojp.usdoj.gov/saa/>. Fiscal Year 2010: No Current Data Available Fiscal Year 2011: No Current Data Available

**Regulations, Guidelines, and Literature (140):**

Office of Justice Programs Financial Guide, the Bureau of Justice Assistance Justice Assistance Grant Program Guidance Manual.

**Information Contacts (150)**

**Regional or Local Office (151) :**

See Regional Agency Offices. Contact the State Administering Agency, listed at <http://www.ojp.usdoj.gov/saa/>.

**Headquarters Office (152):**

Eileen Garry Office of Justice Programs, Bureau of Justice Assistance, 4th Floor, State Policy Office, 810 Seventh Street, N.W., Washington, District of Columbia 20351 Email: [AskBJA@usdoj.gov](mailto:AskBJA@usdoj.gov) Phone: 202-616-6500 or 1-866-859-2647

**Website Address (153):**

<http://www.ojp.usdoj.gov/BJA/>

**Related Programs (160):**

16.579 Edward Byrne Memorial Formula Grant Program

**Examples of Funded Projects (170):**

Not Applicable.

**Criteria for Selecting Proposals (180):**

Applications are reviewed to determine compliance with applicable guideline requirements.



## Edward Byrne Memorial State and Local Law Enforcement Assistance Discretionary Grants Program

Byrne Discretionary Program

Number: 16.580

Agency: Department of Justice

Office: Bureau of Justice Assistance

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### PROGRAM INFORMATION

#### Authorization (040):

Not applicable.

#### Objectives (050):

To provide leadership and direction in improving the functioning of the criminal justice system.

#### Types of Assistance (060):

PROJECT GRANTS

#### Uses and Use Restrictions (070):

Discretionary grant funds provide federal financial assistance to public or private agencies and private nonprofit organizations for law enforcement program; prosecution and court program; prevention and education programs; corrections and community corrections programs; drug treatment and enforcement program; programs, planning, evaluation, and technology improvement programs; and crime victim and witness programs (other than compensation). This assistance supports site-based demonstration programs that in view of previous research or experience are likely to be a success in more than one jurisdiction; projects that are national or multijurisdictional in scope; and many training and technical assistance initiatives. Funds are not to be used for supplanting of state and local funds, land acquisition or construction projects.

#### Eligibility Requirements (080)

##### Applicant Eligibility (081):

Federal, State and local government agencies as well as public and private nonprofit organizations and federally recognized Indian Tribal governments are eligible to receive funds including faith-based and community organizations, under this program.

##### Beneficiary Eligibility (082):

State and local governments, public and private organizations and Tribal governments.

##### Credentials/Documentation (083):

. OMB Circular No. A-87 applies to this program.

**Application and Award Process (090)****Preapplication Coordination (091):**

The standard application forms (SF-424) as furnished by the federal agency in accordance with 28 CFR Part 66 (Common Rule), must be used for this program. Environmental impact information is not required for this program. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

**Application Procedures (092):**

OMB Circular No. A-102 applies to this program. OMB Circular No. A-110 applies to this program. The standard application forms as furnished by the federal agency and required by the Common Rule, must be used for this program. All applications must be submitted electronically via the Office of Justice Programs' Grants Management System (GMS) at <https://grants.ojp.usdoj.gov>. Applications or supplemental materials received by facsimile or postal mail will not be accepted.

**Award Procedure (093):**

Upon approval by the Assistant Attorney General, letters and an award package are sent to the grantee. One copy of the grant award must be signed by duly authorized representative and returned to BJA.

**Deadlines (094):**

Contact the headquarters or regional office, as appropriate, for application deadlines.

**Range of Approval/Disapproval Time (095):**

Varies.

**Appeals (096):**

See 28 CFR Part 18.

**Renewals (097):**

Continuation grants are renewable.

**Assistance Consideration (100)****Formula and Matching Requirements (101):**

This program has no statutory formula.

This program has no matching requirements.

MOE requirements are not applicable to this program.

**Length and Time Phasing of Assistance (102):**

Varies. Contingent upon program goals and objectives, generally 12-18 months. See the following for information on how assistance is awarded/released: Reimbursement.

**Post Assistance Requirements (110)****Reports (111):**

No program reports are required. No cash reports are required. Progress reports are due semi-annually; in some cases, evaluation reports may be required. Unless otherwise specified in the award's special conditions, financial reports are due quarterly. Performance Measures: To assist in fulfilling the Department's responsibilities under the Government Performance and Results Act (GPRA), P.L. 103-62, applicants who receive funding under this solicitation must provide data that measures the results of their work.

**Audits (112):**

This program is excluded from coverage under OMB Circular No. A-133. Payments and transactions are subject to audits by the Government Accountability Office, Department of Justice's Office of the Inspector General, State or local government auditors, and auditors from independent public accounting firms. Jurisdictions must follow their local policies and procedures, including maintenance of reliable and accurate accounting systems, record keeping, and systems of internal control.

**Records (113):**

Recipients of federal funds are expected to retain documentation supporting all program transactions for at least 3 years after the closure of audit reports related to such funding. If any litigation, claim, negotiation, audit, or other action involving records has been started before the expiration of the 3-year period, the records must be retained until completion of the action and resolution of all related issues, or until the end of the regular 3-year period, whichever is later.

**Financial Information (120)****Account Identification (121):**

15-0404-0-1-754.

**Obligations (122):**

(Cooperative Agreements) FY 08 \$22,190,700; FY 09 est not reported.; FY 10 est not reported.

**Range and Average of Financial Assistance (123):**

Varies.

**Program Accomplishments (130):**

Fiscal Year 2009: No Current Data Available Fiscal Year 2010: No Current Data Available Fiscal Year 2011: No Current Data Available

**Regulations, Guidelines, and Literature (140):**

Office of Justice Programs' Financial Guide 2006 ([www.ojp.usdoj.gov/financialguide/index.htm](http://www.ojp.usdoj.gov/financialguide/index.htm)) and Postaward Instructions ([www.ojp.usdoj.gov/funding/pdfs/post\\_award\\_instructions.pdf](http://www.ojp.usdoj.gov/funding/pdfs/post_award_instructions.pdf)) are applicable.

**Information Contacts (150)****Regional or Local Office (151) :**

None.

**Headquarters Office (152):**

BJA Office of Justice Programs, Bureau of Justice Assistance, Department of Justice, 810 Seventh Street, N.W., Washington, District of Columbia 20531 Email: [AskBJA@usdoj.gov](mailto:AskBJA@usdoj.gov) Phone: (202) 616-6500 or 1-866-859-2687

**Website Address (153):**

<http://www.ojp.usdoj.gov/bja/index.html>

**Related Programs (160):**

Not Applicable.

**Examples of Funded Projects (170):**

Not Applicable.

**Criteria for Selecting Proposals (180):**

Contact BJA for more information.



## Edward Byrne Memorial Formula Grant Program

Number: 16.579

Agency: Department of Justice

Office: Bureau of Justice Assistance

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### PROGRAM INFORMATION

#### Authorization (040):

Omnibus Crime Control and Safe Streets Act of 1968, as amended, Title I, 42 U.S.C. 50 et seq. Public Law 109-162, Title XI - Department of Justice Reauthorization, Subtitle B-Improving the Department of Justice's Grant Programs, Chapter 1-Assisting Law Enforcement and Criminal Justice Agencies, Sec. 1111. Merger of Byrne Grant Program and Local Law Enforcement Block Grant Program.

#### Objectives (050):

To reduce and prevent illegal drug activity, crime, and violence and to improve the functioning of the criminal justice system.

#### Types of Assistance (060):

FORMULA GRANTS

#### Uses and Use Restrictions (070):

Funds may be used to support 29 specified purpose areas as outlined in the authorizing legislation. Funds may be used to provide additional personnel, equipment, facilities (including upgraded and additional law enforcement crime laboratories), personnel training and equipment for more widespread apprehension, prosecution and adjudication of persons who violate state and local laws relating to the production, possession and transfer of controlled substances and to improve the criminal justice system. The Act restricts the use of these funds for supplanting state and local funds and land acquisition, and construction other than penal or correctional facilities.

#### Eligibility Requirements (080)

##### Applicant Eligibility (081):

All States, the District of Columbia, Guam, American Samoa, the Commonwealths of Puerto Rico, Virgin Islands and Northern Mariana Islands.

##### Beneficiary Eligibility (082):

State and units of local governments.

##### Credentials/Documentation (083):

. OMB Circular No. A-87 applies to this program.

#### Application and Award Process (090)

**Preapplication Coordination (091):**

The standard application forms (SF-424) as furnished by the Federal agency in accordance with 28 CFR, Part 66 (Common Rule), must be used with this program. Environmental impact information is not required for this program. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

**Application Procedures (092):**

This program is excluded from coverage under OMB Circular No. A-102. This program is excluded from coverage under OMB Circular No. A-110. Applications are submitted to BJA following the criteria set out in the Act, OJP Financial Guide, and Byrne Formula Grant Program Guidance. All applications must be submitted electronically by the Office of Justice Programs Grants Management System (GMS) at <https://grants.ojp.usdoj.gov>. Applications or supplemental materials received by facsimile or postal mail will not be accepted.

**Award Procedure (093):**

Letter to the Governor upon approval by BJA, with copies of the grant award sent to the designated State Administrative Agency. One copy of the grant award must be signed by Chief Executive's designee and returned to BJA.

**Deadlines (094):**

Contact the headquarters or regional office, as appropriate, for application deadlines.

**Range of Approval/Disapproval Time (095):**

The State Administering Agency will receive a grant award notification, no later than 45 days after receipt of application. BJA will also notify the State congressional representatives, the governor and State U.S. attorneys.

**Appeals (096):**

See 28 C.F.R., Part 18.

**Renewals (097):**

Annual application is required.

**Assistance Consideration (100)****Formula and Matching Requirements (101):**

This program has no statutory formula.

Matching Requirements: Each participant State will receive a base amount of \$500,000 or 25 percent of the amount available for the program, whichever is greater, with the remaining funds allocated to each State on the basis of the State's relative share of total U.S. population. If a State elects not to participate, all funds may be awarded directly to local units of government and combinations of units of local governments within the State. (a) Funds from the Act may be used to pay up to 75 percent of the cost of a program or project. The remaining nonfederal share will be provided in cash. Match for the formula grant programs will be provided for on a project-by-project basis, State-wide basis, unit-of-government basis, or a combination of the above. Requests will be contained in the application. (b) Funds distributed to an Indian tribe which performs law enforcement functions (as determined by the Secretary of the Interior) for any program or project described in the Act shall be 100 percent of such costs.

MOE requirements are not applicable to this program.

**Length and Time Phasing of Assistance (102):**

48 months/4 years. See the following for information on how assistance is awarded/released: Reimbursement.

**Post Assistance Requirements (110)****Reports (111):**

An annual performance report is also required. No cash reports are required. No progress reports are required. Financial reports are required quarterly, as required by the OJP financial guide. Performance Measures: To assist in fulfilling the Department's responsibilities under the Government Performance and Results Act (GPRA), P.L. 103-62, applicants who receive funding under this solicitation must provide data that measures the results of their work.

**Audits (112):**

In accordance with the provisions of OMB Circular No. A-133 (Revised, June 27, 2003), "Audits of States, Local Governments, and Non-Profit Organizations," nonfederal entities that expend financial assistance of \$500,000 or more in Federal awards will have a single or a program-specific audit conducted for that year. Nonfederal entities that expend less than \$500,000 a year in Federal awards are exempt from Federal audit requirements for that year, except as noted in Circular No. A-133. Payments and transactions are subject to audits by the Government Accountability Office, Department of Justice's Office of the Inspector General, State or local government auditors, and auditors from independent public accounting firms. Jurisdictions must follow their local policies and procedures, including maintenance of reliable and accurate accounting systems, record keeping, and systems of internal control.

**Records (113):**

Grantee must keep complete records on disposition of funds.

**Financial Information (120)****Account Identification (121):**

15-0404-0-1-754.

**Obligations (122):**

(Formula Grants) FY 08 \$4,245; FY 09 est \$0; FY 10 est not reported.

**Range and Average of Financial Assistance (123):**

Varies. This is a formula based funding program.

**Program Accomplishments (130):**

Fiscal Year 2009: No Current Data Available Fiscal Year 2010: No Current Data Available Fiscal Year 2011: No Current Data Available

**Regulations, Guidelines, and Literature (140):**

The OJP Financial Guide, Byrne Formula Grant Program Guidance.

**Information Contacts (150)****Regional or Local Office (151) :**

See Regional Agency Offices. Please contact your local State Administrative Agency (SAA).

**Headquarters Office (152):**

Programs Office Office of Justice Programs, Bureau of Justice Assistance, Department of Justice, 810 7th St., N.W., Washington, District of Columbia 20531 Phone: (202) 616-6500 or 1-866-859-2687

**Website Address (153):**

<http://www.ojp.usdoj.gov/BJA/grant/jag.html>

**Related Programs (160):**

16.580 Edward Byrne Memorial State and Local Law Enforcement Assistance Discretionary Grants Program;  
16.738 Edward Byrne Memorial Justice Assistance Grant Program

**Examples of Funded Projects (170):**

Fiscal Year 2009: No Current Data Available Fiscal Year 2010: No Current Data Available Fiscal Year 2011: No Current Data Available

**Criteria for Selecting Proposals (180):**

Applications are reviewed to determine compliance with applicable guideline requirements.



# Fact Sheet

[www.cops.usdoj.gov](http://www.cops.usdoj.gov)

*"Community Policing, at its simplest, is about building relationships and solving problems."*

Bernard Melekian, Director  
Office of Community Oriented Policing

## 2010 COPS Hiring Program

### Strengthening Community Policing by Hiring Officers

The fiscal year (FY) 2010 COPS Hiring Program (CHP) is designed to advance community policing by addressing the full-time sworn officer needs of state, local, and tribal law enforcement agencies nationwide. \$298 million in grant funding was appropriated for this initiative through the 2010 Consolidated Appropriations Act. CHP provides funds directly to law enforcement agencies to hire new and/or rehire career law enforcement officers, and to increase their community policing capacity and crime prevention efforts.

In FY 2010, agencies eligible for CHP funding consideration will be selected from the existing pool of approximately 6,000 pending FY 2009 COPS Hiring Recovery Program (CHRP) applications previously submitted to the COPS Office.

#### Supporting Local Law Enforcement

More than 15 years after the Violent Crime Control and Law Enforcement Act of 1994 was signed into law, the COPS Office continues to support the efforts of law enforcement agencies across the country as they develop creative and innovative ways to deal with long-standing community problems and public safety issues. To date, the COPS Office has funded the addition of nearly 121,500 officers to over 13,600 state, local, and tribal law enforcement agencies to advance community policing in small and large jurisdictions across the nation.

CHP is one of several hiring programs developed by the COPS Office since its inception to support law enforcement. This is particularly important as state, local, and tribal law enforcement agencies embrace the challenges of keeping communities safe while maintaining sufficient sworn personnel levels.

#### Funding Provisions

While the COPS Office will not accept new applications for the FY 2010 CHP grant program, a letter to all pending applicants was sent in late May 2010 advising them of CHP funding availability and future application update requirements. Agencies with a pending FY 2009 CHRP application are invited to provide targeted updates to their applications in a number of areas, including their requested officer categories (new hires or rehires), so that the applications can be evaluated based on current data. Agencies **must** submit updated application information via the COPS website at [www.cops.usdoj.gov](http://www.cops.usdoj.gov) between **June 2 – June 16, 2010**, or they will be eliminated from consideration for 2010 CHP funding.

CHP grants will provide 100 percent funding for approved entry-level salaries and fringe benefits of full-time officers for 36 months of grant funding. CHP grants may be used on or after the official grant award start date to: (1) hire new officer positions (including filling existing officer vacancies that are no longer funded in an agency's budget); (2) rehire officers already laid off (at the time of the updated application) as a result of state, local or tribal budget reductions

Below are a variety of resources to better enable law enforcement agencies to recruit, hire and retain officers.

- ***Innovations in Police Recruitment and Hiring - Hiring in the Spirit of Service***

This publication discusses how agencies met their goals of hiring service-oriented recruits, the challenges encountered as well as lessons learned. [www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=113](http://www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=113)

- **Recruitment, Hiring, and Retention Resources for Law Enforcement CD-ROM**

This CD provides resources to assist those responsible for finding, training, and retaining qualified staff. [www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=450](http://www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=450)

- **Police Recruitment and Retention Clearinghouse**

The purpose of this website is to promote evidence-based personnel planning by making information on police staffing readily available for police decision makers in an easy to use, searchable form. [www.rand.org/ise/centers/qualitypolicing/cops](http://www.rand.org/ise/centers/qualitypolicing/cops)

- **Discover Policing**

This website offers first hand descriptions of law enforcement work and provides opportunities for potential recruits and agencies to connect. [www.discoverpolicing.org](http://www.discoverpolicing.org)

- **Police Training Officer (PTO) CD-ROM**

This CD is a four-part compilation of resources of the COPS Office Police Training Officer (PTO) program, an innovative field training experience reflecting policing in the 21st century. [www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=491](http://www.cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=491)

Additional COPS publications and resources are posted online at [www.cops.usdoj.gov](http://www.cops.usdoj.gov).

unrelated to the receipt of grant funding; or (3) rehire officers scheduled to be laid off (at the time of the updated application) on a specific future date as a result of state, local or tribal budget reductions unrelated to the receipt of grant funding. CHP applicants may request funding in one or more of the above-referenced hiring categories. When determining how many officers to request, eligible applicant agencies should be cognizant of the initial three-year grant period and their agency's ability to fill and retain the officer positions awarded, while following their agency's established hiring policies and procedures.

The COPS Office has capped the number of officers that an agency can request through the 2010 CHP program. There is no local match or cap on the amount of funding that can be requested per officer position; however, CHP grant funding will be based on the current full-time entry-level salary and fringe benefits package of an officer in the department. Any additional costs for higher than entry-level salaries and fringe benefits will be the responsibility of the grantee agency. All agencies' requests will be capped at no more than 5% of their actual sworn force strength as reported in 2009, up to a maximum of 50 officers. Additionally, the request of any agency with a sworn force strength less than or equal to 20 will be capped at one officer.

The COPS statutory nonsupplanting requirement mandates that CHP funds must be used to supplement (increase) state, local or Bureau of Indian Affairs (BIA) funds that would have been dedicated toward sworn officer positions if federal funding had not been awarded. CHP grant funds must not be used to supplant (replace) local funds that agencies otherwise would have devoted to sworn officer hiring. The hiring or rehiring of officers under CHP must be in addition to, and not in lieu of, officers who otherwise would have been hired or rehired with state, local or BIA funds.

At the conclusion of 36 months of federal funding, grantees must retain all sworn officer positions awarded under the CHP grant for a minimum of 12 months. The retained CHP-funded position(s) should be added to the grantee's law enforcement budget with state and/or local funds, over and above the number of locally-funded positions that would have existed in the absence of the grant. Applicants are required to affirm in their CHP grant application that their agency plans to retain any additional officer positions awarded following the expiration of the grant and identify their planned source(s) of retention funding.

## Contact the COPS Office

For more information about the COPS Hiring Program, please call the COPS Office Response Center at 800.421.6770, or visit COPS Online at [www.cops.usdoj.gov](http://www.cops.usdoj.gov).