





Public Safety





Table of Contents

Section Summary	PSEx-1
A. Introduction and Methodology	PS-1
B. Key Issues and Assumptions	PS-1
B.1 Public Safety Agencies	PS-1
B.2 Geary County Justice Agencies	PS-2
B.3 Junction City Police Department	PS-2
B.4 Grandview Plaza Police Department	PS-3
B.5 Riley County Justice Agencies	PS-3
B.6 Riley County Community Corrections	PS-4
B.7 Pottawatomie County Justice Agencies	PS-4
B.8 Fire Component	PS-5
B.9 Geary County Fire Agencies	PS-5
B.10 Riley County Fire Agencies	PS-6
B.11 Pottawatomie County Fire Agencies	PS-8
B.12 Emergency Medical Component	PS-9
B.13 Geary County EMS Agencies	PS-9
B.14 Riley County EMS Agencies	PS-9
B.15 Pottawatomie County EMS Agencies	PS-10
B.16 Emergency Management Component	PS-10
B.17 Geary County Emergency Management Agencies	PS-10
B.18 Riley County Emergency Management Agencies	PS-10
B.19 Pottawatomie County Emergency Management Agencies	PS-10
C. Needs Assessment	PS-11

D. Recommendations

PS-13

D.1 Maintain Current Levels of Service in Relation to Growth

PS-13

D.2 Equitably Address an Impending Funding Crisis

PS-13

D.3 Address Public Safety Communications to Optimize Service Delivery

PS-13

D.4 Proactive Approaches to Incarceration of Offenders and Community Corrections

PS-15

E. Appendix

PS-16

E.1 Study Participants

PS-16



Section Summary

The purpose of this section is to collect growth-related observations and make recommendations regarding Public Safety service impacts and mitigations in the Flint Hills Region. The investigative phase of the analysis revealed a consistent belief among regional Public Safety Leadership that growth in their communities is either directly or indirectly driven by the mission expansion of the United States Army Garrison and supporting infrastructure at Fort Riley, Kansas. Evidence gathered during the Flint Hills Regional Growth Plan strongly supports that assumption.

Existing Conditions

Due to the “realignment” and subsequent closure of other United States Army posts, Fort Riley is experiencing substantial growth. Existing growth, as well as anticipated growth on the Post has resulted in substantial infrastructure, residential, and commercial growth in the surrounding communities. In some areas the growth is of staggering proportions, increasing the protected inventory (homes and commercial structures) and protected population significantly.

This Chapter addresses the emergency services in the Flint Hills Region. In the three principal counties, Riley, Geary and Pottawatomie, law enforcement responsibilities lie with the County Sheriffs Offices, a County Police Department, and municipal Police agencies. Fire suppression is provided by County and Municipal Fire Departments and Emergency Medical Services (EMS) by authorities associated with the Regional Hospital. With some exceptions, Public Safety



services are tax supported entities whose level of service is significantly resource driven. All three of the principal services can be measured by their ability to allocate resources for effective coverage 24 hours a day, seven days a week.

The services provided by the entities in this chapter are the most critical of services government provides. Although complemented by the other segments of government, public safety is a collection of essential services serving residents and visitors to the communities. To evaluate growth impacts on these services, the analysis must consider many factors, including:

- Law Enforcement service levels and jurisdictional relationships
- Fire Service staffing and service levels and service areas
- Emergency Medical Service staffing and service levels

Assessment/ Gap Analysis

From the Public Safety perspective, the most intensive of the impacts are in those areas directly adjacent to the Post, specifically the unincorporated areas of Geary County,

KEY DOCUMENTS RELATED TO THIS SECTION:

- Strategic Action Plan and Growth Impact Assessment for the Flint Hills Region, RKG Associates, October 2006
- Manhattan Fire Department Master Plan

Junction City, and the City of Grandview Plaza. These impacts extend concentrically into Riley County, the City of Manhattan, and areas of Pottawatomie County adjacent to Manhattan.

This growth, reported in other sections of the study, is having, and will continue to have substantial impacts on the counties and municipalities ability to deliver and sustain public safety services.

Recommendations

In most cases, the community expects Public Safety service levels to be maintained in spite of growth. The expectation of future tax revenues meeting increased infrastructure demands (in this case police cars, fire engines, ambulances, and facilities) is unrealistic. Even meeting growing personnel costs with tax revenues is valid in theory, but fails in practice. Long before any tax revenues are realized on development projects, law enforcement, fire, and EMS agencies must increase service levels. Construction projects, as well as the workers they employ, must be protected by these agencies well before tax assessments occur. New homeowners and their families expect staffed fire stations in place and new businesses depend on these same services to be operational when they are. These needs can be met through effective mitigation funding approaches.

Maintain Current Levels of Service in Relation to Growth

Communities must establish their own standards of public safety services, whether they be response time levels or size of patrol areas. This process should be a cooperative process between public safety leadership and the community. Once these standards are established, mitigation measures should be enacted to keep those levels consistent regardless of growth. Effective mitigation programs need to be disciplined to trigger staffing increases and capital expansion when growth milestones are met. The subjective yearly budgeting process typically lacks this discipline.

Equitably Address an Impending Funding Crisis

Rapidly growing communities face two options; allow Public Safety service capacity to be diluted by growth, or implement mitigation measures. The third option of imposing growth restrictions has had very limited success. The recommended approach to structuring an equitable mitigation program is to link mitigation levels to measurable impacts. This approach typically uses a base unit, a square foot of construction, and the hazard level of the development. With this method, a square foot of a single-family-dwelling requires less mitigation than a square foot of a multi-story residential unit. The underlying theory is that the multi-level structure requires specialized apparatus, such as aerial platforms or ladders. Under the same theory, mitigation measures such as fire sprinklers reduce the risk, resulting in a significant reduction in mitigation costs.

Address Public Safety Communications to Optimize Service Delivery

Public Safety Communications is the hub of service delivery. Law Enforcement, Fire and Emergency Medical Service rely on their respective communications infrastructure and Communicators to deliver virtually all field services. From an Emergency Management perspective, communications is the core of incident command and effective disaster response.

The data collected and interviews during the study support a recommendation to pursue a consolidated Communications Center for all Riley County, and potentially all Pottawatomie County, public safety agencies, including law enforcement, fire/ rescue, and emergency medical service. Based on available capacity, the recommendation is to create a Regional Communications Center at the Riley County Police Dispatch Center, with the Manhattan Fire Department Communications Center and Pottawatomie Communications Centers as redundant backup and centers for localized events or operations.

To facilitate this recommendation, it is suggested that Riley County, City of Manhattan, and potentially Pottawatomie County governments execute a joint-powers agreement with governance of the executive leadership of these agencies. It is essential that all agencies be represented in the planning, training, and ongoing management of this operation to ensure that individual agency needs and priorities are met. The logistical considerations of such a consolidation would include the assimilation of personnel from the participating agencies into the consolidated center. Although significant planning is required to execute such a consolidation successfully, fundamental steps such as joint response planning, cross-training of Call-takers and Communicators, and emergency medical dispatch (EMD) would be advisable.

As an integral component of interconnectivity, it is recommended that a regional law enforcement (Record Management System – RMS) data-sharing initiative be pursued by the law enforcement agencies in Geary, Riley and Pottawatomie Counties. The same technical infrastructure can share Computer Aided Dispatch (CAD) information with all agencies, including fire and EMS. Utilizing the national standard of Global Justice XML Data Model and National Information Exchange Model (GJXDM/ NIEM), such a system would create a federated query from agencies, which searches systems from multiple vendors and return the information in a web browser.

This approach to data sharing breaks down the anonymity often enjoyed by offenders as they cross jurisdictional (and computer system) boundaries. This approach to integrated justice information sharing should be extended to prosecutors, courts, community corrections, probation and to Department of Defense Police at Fort Riley. Integrated justice is a top priority of the Department of Justice and funding is available through the Bureau of Justice Assistance and other grant programs.

Proactive Approaches to Incarceration of Offenders and Community Corrections

Jail expansion is a fact-of-life in County government nationwide. Riley County is in the process of adding capacity to the jail facility at the Riley County Law Enforcement Center. Geary County has constructed a new jail and provides inmate beds on a contract with Fort Riley. Pottawatomie County currently has housing for 27 inmates and could justify having a 50 bed facility. The need for custodial facilities will never diminish; however there are mitigations, which have proved to slow the demand and keep minor offenders in the community with appropriate supervision.

Not only does the community corrections approach reduce the need for jail beds, but it allows for continued employment and reduced family impacts. It is recommended the three counties pursue the expansion of existing comprehensive community corrections programs with both direct supervision and electronic monitoring programs. Riley County Community Corrections currently has 166 offenders under supervision with 5.5 Adult Corrections Officers. It is recommended that the ratio of offenders to Officers be reduced and the existing electronic monitoring program be significantly expanded. This community supervision is extremely cost effective and slows the need for expensive jail construction.

Implementation

The following are recommended implementation actions: each is broken out by timeframe, implementation partner, and funding sources. Additional information can be found in the Fiscal section of this report.

Flint Hills Regional Growth Plan Implementation Strategy Matrix (2007) PUBLIC SAFETY PROVIDERS				Implementation Partners		Implementation Timing			Est. Public Cost	Funding Sources
				Public	Private	Immediate 2007- 2009	Mid-Range 2010- 2012	Long-Range 2013- 2030		
PUBLIC SAFETY										
ISSUE:	Growth in population and protection inventory attenuates the ratios of law enforcement, fire service and emergency medical services to the existing community. The need for additional staffing and infrastructure is lagging behind new development.									
GOAL:	Maintain current level of service in relation to growth - equitably address impending funding crisis									
OBJECTIVE:	Establish appropriate measures to ensure staffing levels and infrastructure are funded at the same rate as growing service demands.									
Action 1:	Determine baseline measures		X						\$65,000	Subsequent Mitigation Fees
Action 2:	Establish and Maintain Fee Structure		X		X				\$90,000	Subsequent Mitigation Fees
ISSUE:	Current public safety (law enforcement, fire service, and emergency medical) dispatching is distributed in duplicative and overlapping facilities and staffing									
GOAL:	Address public safety communications to optimize service delivery									
OBJECTIVE:	Consolidate public safety dispatch and communications into multi-agency facilities.									
Action 1:	Establish inter-agency MOU's	X			X				0	n/a
Action 2:	Initiate consolidation study		X		X				\$40,000	Cost savings from consolidated operations
Action 3:	Consolidate public safety dispatch	X			X		X		0	Continued cost savings
ISSUE:	Under utilization of alternatives to incarceration									
GOAL:	Place offenders in alternatives to physical custody where community safety and flight risk is not compromised									
OBJECTIVE:	Supervise offenders in low cost community corrections programs									
Action 1:	Commission internal or external study on potential qualified offender population	X			X				\$35,000	Cost savings from reduced incarceration and rate of jail expansion
Action 2:	Increase and maintain additional Community Corrections staffing				X		X		\$300,000	Cost savings from reduced incarceration and rate of jail expansion
Action 3:	Develop joint Judicial and Correctional policies to optimize community release programs	X			X				0	Internal resources

Implementation Table Key

Cost Key:

- (A) \$0-\$25,000
- (B) \$25,000-\$50,000
- (C) \$50,000-\$100,000
- (D) \$100,000-\$250,000
- (E) \$250,000-\$500,000
- (F) \$500,000-\$750,000
- (G) \$1 million +
- (--)- Unknown or no cost

IMPLEMENTATION CODES

PUBLIC SECTOR

- CC – City or County Council/Commission
- DOC- Department of Commerce
- KACCRRRA - Kansas Resource and Referral
- KDOT - Kansas Dept of Transportation
- KSU - Kansas State University
- LG - Local Governments
- LRRRA - Local Resource & Referral Agency
- PC – Planning Commission/Department
- RPE - Regional Planning Entity
- FR - Fort Riley
- PH - Local Public Health Department
- PS - Public School System
- PP - Public Process
- WFC- Workforce Centers

PRIVATE SECTOR/NON-PR

- B - Businesses
- C – Private consultants
- CoC – Chamber of Commerce
- CVB – Convention and Visitors Bureau
- D – Private Developer
- PO – Property Owner
- V – Volunteers
- DM – Downtown Merchants/Main Street
- CNGO - Conservation Group
- RE - Realtors
- SSP - Social Service Providers

FUNDING SOURCES

- GR - General Revenue
- SMRT - Kansas Smart Start Grants
- KS - State Revenue Source
- SID - Special Improvement Districts
- BID - Business Improvement Districts
- TID - Tax Increment Districts
- CDBG - Community Development Bloc
- KDOT - Statewide Transportation Fund
- CFF - Community Facility Fee
- OEA - Office of Economic Adjustment
- CF - Conservation Funds



A. Introduction and Methodology

The approach to this section is to interview key executives in each discipline of public safety, including law enforcement, corrections, fire/ rescue, and emergency medical service. From these interviews the planning team has gained valuable insight into the impacts realized by individual agencies. In addition to the field interviews, organizational statistics and staffing data have been collected. The empirical data collected largely validates the assessments of the local public safety leadership.

The aforementioned steps in the study are designed to build an inferential platform from which logical forecasts can be offered. The conclusions of the planing team are based on observing the clear trends offered by the empirical evidence of growth and its impacts, as well as the experience of many communities experiencing rapid and unmitigated growth.



B. Key Issues and Assumptions

B.1 Public Safety Agencies

Justice Component

The justice/law enforcement agencies in the study area provide a broad range of services. These services range from ordinance enforcement to response to life threatening situations. Effective policing requires a close relationship with the community which is served. These agencies provide various programs and services which contribute to this relationship.

The basic unit of law enforcement is the Patrol Officer on the street. Although colloquial methods of measurement exist (i.e. Officers per 1,000 residents), the most valuable methods of measure remain minimum staffing, the base number of Officers on any given shift to deal with probable emergency circumstances, and the relationship between staffing and calls-for-service, by time and by day of the

week. Once the base unit of service is determined, critical elements such as supervision, discipline, training, support (i.e. investigations, communications, records, etc.) and community relations greatly contribute to the overall quality of service provided.

Indicator 1: Law Enforcement’s Influence on Community Quality of Life

The influence of law enforcement on the quality of life is extremely vital. The absence of effective law enforcement is a sure precursor for declining quality of life standards in the community. Although law enforcement is perceived as crime fighters and law enforcers, the reality is that Deputies and Police Officers are the peacemakers and problem solvers for the community. Law Enforcement has a constant physical presence in the community. Unlike the fire service and emergency medical service (EMS) whose principal resources are organized for “response on demand,” the Deputy or Police Officer is assigned to a geographic area and is responsible to maintain a visible presence in his or her “beat.” Perhaps the most critical measure of law enforcement’s influence on Quality of Life is the resulting “perception of safety” in the community. In this study this elusive measure will be assessed by tangible metrics, such as staffing levels, services provided, and levels of interaction with the community.

B.2 Geary County Justice Agencies

Geary County Sheriff’s Office

The Office of the Sheriff is a law enforcement agency with responsibility for law enforcement, corrections, and other responsibilities designated by the Kansas State Constitution. The Sheriff is responsible for all inmates in the county, as well as routine law enforcement operations in the unincorporated areas of the county. The Sheriff also has county-wide law enforcement responsibilities.

Although a majority of the growth areas in Geary County are being annexed into Junction City, the Sheriff’s Office is experiencing dramatic increases in Call-for-Service. In the period from 2004, 2005, and 2006 calls-for-service increased from approximately 1,300, to 1,750, and to 2,000, respectively. This increased workload is clearly out-growing agency staffing. In addition to policing the unincorporated areas, Sheriff’s Deputies are routinely involved in mutual aid and routine operations with the Junction City and Grandview Plaza Police Departments.

A key responsibility of the Sheriff is to maintain custody of prisoners for all agencies in the County. In the case of Geary County, those “agencies” include the Department of Defense (DOD) and Military Police at Fort Riley (by contract) and Federal agencies, such as Customs and Immigration Enforcement (ICE). With an 82 bed addition, Geary County now has 160 bed capacity.

A typical challenge of a Sheriff’s Office in intensive community growth is the annexation of higher value properties into the adjacent municipalities. The workload of the Sheriff’s Office grows commensurately with the growth in the City, through increased traffic, increased population in recreation areas (e.g. Sheriff’s Patrol on Lake Milford), and the through mutual aide requests.

B.3 Junction City Police Department

The Junction City Police Department provides law enforcement services to the incorporated area of the City, as well as mutual aid to the Sheriff and to the Grandview Plaza Police Department. The agency has 53 sworn Officers and 20 Civilian positions. The Junction City Police Department provides 911 dispatch services to all public safety agencies in the county.

Of all of the agencies involved in the study, the impacts of growth are most critical to this agency. Junction City has embarked on a substantial annexation program,

creating incredible growth in the community served by the Junction City Police Department. This growth is increasing population, as well as the geographic area that services must be provided.

Junction City is in transition from a geographically stable community with older homes and businesses, to a growth-intensive bedroom community dramatically increasing in geographic area through annexations and population from increased single family and multifamily dwellings. As the closest city services and off-post housing to Fort Riley, Junction City is the center of growth challenges.

Although general staffing will be impacted as the community grows, the major concern of the executive staff of the Junction City Police Department is the growth impact on the communications function of the department. The staffing of the Communications Center is currently ten Dispatchers, with appending request to fund two more positions. Applying a very general rule-of-thumb measure for 24 hour staffing, the Communications Center has positions to provide two personnel per shift to perform call taking and dispatch functions for the Junction City Police Department, Geary County Sheriff's Office, Junction City Fire/ EMS, and the Geary County Fire Department. At this staffing level the Communications Center would encounter serious overload in the event of more than one working critical incident.

B.4 Grandview Plaza Police Department

Grandview Plaza is a 2.5 square mile municipality with approximately 1,100 residents adjacent to the East end of Junction City. The Grandview Plaza Police Department has six personnel, including a Chief of Police, Lieutenant, Sergeant, and three Patrol Officers. Grandview Plaza is predominately lower cost housing, with mobile homes and five transient motels. Due to the heavy influx of construction workers, these motels are largely rented by the week and month. Grandview Plaza has encountered numbers of drug sales related cases, largely due to the

transient populations and offenders from Kansas City and Wichita.

With the concentration of development around Fort Riley, Grandview Plaza is anticipating significant development. Currently proposed are a 340 unit apartment complex and a mix of single-family-dwellings and multi-family-dwellings on the East side of the City. It should be clear that additional resources will be required to maintain an acceptable level of service.

B.5 Riley County Justice Agencies

Riley County Police Department

Riley County and the City of Manhattan have consolidated the law enforcement role of the County Sheriff and municipal Police Department into a countywide County Police Department. Rather than a County Sheriff, or a Municipal Police Chief reporting to a City Manager or Mayor, the Riley County Police Department governance is provided by an independent seven (7) member board. The Board is constituted by formula of elected and appointed members from County and City government.

The staffing level of the Riley County Police Department is currently 103 Sworn Officers and 80 Non-Sworn support staff. In the period from 2004, 2005 and 2006, calls-for-service increased from 51,808, to 52,460 and to 56,945, respectively. Bookings in the Riley county jail increased from 9,565, to 10,086, to 10,845, during the same periods. The only statistic which decreased during this period was traffic accidents, which decreased from 2,208 in 2004 to 2,040 in 2005. The number of traffic accidents appeared to stabilize at 2,042 in 2006. Typically, a decrease in traffic collisions is largely due to increased enforcement, however this reduction in traffic incidents is attributed to a change in reporting procedures. The number of citations issued increased from 16,812 in 2004, to 19,865 in 2005 and 19,482 in 2006.

A majority of the public safety and law enforcement activity in Riley County is in and around the City of Manhattan. As the home of Kansas State University, Manhattan has the unique challenges of a “college town,” such as the entertainment district of Aggieville. Although many communities have major education institution in their service area, Manhattan has a convergence of large numbers of students and a major military post nearby. As the population of military and support personnel grow, this dynamic will likely increase. The Riley County Police Department has been proactive in their approach to this dynamic in Aggieville. The Department has opened a “storefront” substation in the center of the entertainment district and has established joint patrols of the area with the United States Army Military Police. Although the off-post authority of Military Police Officers is limited, their mere presence is reportedly highly effective.

B.6 Riley County Community Corrections

The Riley County Community Corrections Department is responsible for both felony adult supervision and all juvenile arrestee placement and supervision in Riley County. At the time of the interview, the agency had 166 adult felons under supervision in the community. This number has been as many as 200 in 2006. To supervise these “community release” offenders, the Department is staffed 5.5 positions, 4 being direct supervision Officers. The Department has a limited electronic surveillance program for restricted offenders.

In addition to adult felony arrestees, the Riley County Community Corrections Department is responsible for placement and supervision of approximately 350 juveniles arrested by the Riley County Police each year. An increasing segment of their responsibility is neglected and runaway juveniles. The Department has 3.5 positions for the juvenile workload.

The Riley County Community Corrections Department’s workload is not just arrestees of the Riley County Police Department. The agency is on contract for juvenile intake in Geary County, as well as reimbursements for juvenile workload influenced by families of Fort Riley personnel.

B.7 Pottawatomie County Justice Agencies

Pottawatomie County Sheriff’s Office

The Pottawatomie County Sheriff’s Office is responsible for law enforcement in Pottawatomie County, working with small Police Departments in the municipalities of Onaga, St. Marys, St. George, and Wamego. The Pottawatomie County Sheriff’s Office has principal law enforcement duties in the unincorporated areas of the County, as well as the municipalities of Olsburg, Westmoreland and the Blue Township/ East Manhattan area.

The area of Pottawatomie County most affected by the growth factors in this study is that of the Blue Township/ East Manhattan, along the Highway 24 corridor. Immediately adjacent to the East boundary of the City of Manhattan and the new commercial development, this area of Pottawatomie County is a concentration for residential growth, as well being attractive to the businesses that locate near new residential developments (e.g. home improvement, home furnishings, etc.). From a law enforcement perspective, the major impact is the increase in traffic and traffic-related calls-for-service.

The Pottawatomie County Sheriff’s Office maintains a substation in the East Manhattan area and works with the Kansas Highway Patrol on traffic related matters. The rapid growth in the area of Pottawatomie county creates the commensurate need for support infrastructure, such as jail housing. The county’s current 27 bed jail is increasingly inadequate, with justification for doubling the inmate beds.

Pottawatomie County law enforcement and fire service experience the same challenges faced by Geary County, with increasing responsibilities and potentially diminishing tax revenues due to annexation. This is particularly challenging in the Highway 24 corridor. Selective noncontiguous parcels are seeking annexation to the City of Manhattan for access to city utilities, such as water and wastewater. These parcels create a patchwork of high risk protection inventory, interspersed in the County Sheriff's or Fire District's protection area. This dynamic puts rural responders with less equipment and personnel as the first level of protection for urban-type commercial structures, such as big box retailers and law enforcement challenges.

B.8 Fire Component

Although the Fire Service has a fundamental mission of fire suppression, these agencies provide a broader range of critical services. The fire agencies provide fire prevention (including building and code enforcement in one agency), community education, initial emergency medical response, rescue and extrication, and other related services.

The basic premise of Fire Suppression is a geo-hydraulic equation. How much water can the agency deliver, in a specific time period, to a given geographic location? The results of this equation are measured by the key fire agency indicator of fire station location. It is absolutely essential a fire agency have assets distributed in such a way that established "response times" can be met.

This process is based on road distance to the "protection inventory" (people and structures to be protected), quality of egress (road sizes, penalties for grade, surface, etc.), and characteristics of the location to be protected (types of structure, available water quantity and pressure). Once the fundamental geographic needs are met, staffing becomes the critical service measurement. Even if the fire apparatus arrives in the defined time period, rescue and suppression efforts depend on a sufficient number of personnel to safely

engage the fire, rescue or medical emergency. As with law enforcement, once these baseline measures are considered, issues of training, management, prevention and support are critical elements to measuring the overall level of service.

Indicator 2: The Fire Services Influence on Community Quality of Life

Where law enforcement is a highly mobile and visible element of public safety, the Fire Service's presence is largely assumed by the community. Most members of the community have an extremely high expectation that their fire agency will be there when needed. Although response standards and staffing levels are rarely known to constituents, there is an absolute trust that the fire department will arrive with overwhelming resources in time to save lives and property. With few exceptions, these expectations are regularly met. This section articulates the resource levels and distribution of fire department assets as they relate to service levels, and the intangible perceptions of readiness.

B.9 Geary County Fire Agencies

Geary County Fire/ EMS Department

The Geary County Fire Department has responsibility for fire protection in the unincorporated areas of Geary County, outside the municipalities of Junction City and Grandview Plaza. The Geary County Fire Department staffs 10 fire stations with volunteer fire fighters. The County maintains 16 fire trucks of varying types and classes in these stations. With the Junction City Fire Department as the County-wide emergency medical service (EMS) provider, the County Fire Department's role is strictly fire suppression, except for Milford Township where volunteer emergency medical technicians (EMTs) provide first responder services.

The Geary County Fire Department is experiencing impacting growth by infill development on rural and suburban parcels and in the recreation areas, such as the

Milford Lake (Reservoir). Milford Reservoir, known as “The Lake of Blue Water,” is Kansas’ largest artificial lake, with 163 miles of shoreline and over 16,000 surface acres. The lake, and its surrounding 21,000 acres of recreational area, is 5 miles north of Junction City.

Junction City Fire Department

The Junction City Fire Department is a full service municipal fire/ rescue agency that provides basic fire services within the incorporated areas, and emergency medical services to the entire County. With a complement of 45 full time staff, the Junction City Fire Department maintains two fire stations with plans for a third station.

The headquarters station houses the following assets:

- 2 Type One engines (structural engines)
- 1 Ladder Truck, 4 Medical Units
- 1 Brush Truck (rural fire engine)

Station 2 houses the following assets:

- 1 Type One engine (structural engine)

The Department is seeking an additional aerial apparatus through assistance grants.

The principal challenge faced by the Junction City Fire Department is an estimated 59 subdivisions, annexing approximately 2,000 acres into their protection inventory. Even more annexations and developments are being proposed. This level of inventory increase creates significant challenges to providing fire protection and other emergency services. The net affect of these additions is to dilute the current level of service enjoyed by the community.

Grandview Plaza Fire Department

The City of Grandview Plaza Fire Department provides fire protection to the 2.5 square mile municipality. Headquartered at the City Hall/ Public Safety building, the Grandview Plaza Fire Department is staffed with a Fire

Chief and Assistant Fire Chief who are full time employees with dual roles in Public Works, and 10 volunteer Fire Fighters. The Department has the following assets:

- 1 Type One engine (structural engine)
- Fast Attack 300 Gallon engine
- 1 Water tender

The Grandview Plaza Fire Department maintains a 2 minute response time to incidents within the city.

B.10 Riley County Fire Agencies

Manhattan Fire Department

The Manhattan Fire Department is a full service municipal fire/ rescue agency that provides basic fire services within the incorporated area of the City of Manhattan. The Department also provides fire services to Kansas State University properties on a contractual basis. The Manhattan Fire Department also provides the municipal Building Department and Code Enforcement for the City of Manhattan. The Manhattan Fire Department is rated a Class 3 fire agency.

The Manhattan Fire Department is quartered in four stations, including the Manhattan Regional Airport fire station. Stations are as follows:

Station One (Administration and Training Facility)

- 1 Fire Chief
- 2 Assistant Fire Chiefs
- 1 Fire Marshal
- 1 Chief Training Officer
- 3 Fire Inspectors
- 1 Battalion Chief
- 1 Type One Engine Company (Engine E1 - Staffed with a Lieutenant, Operator, 2/3 Fire Fighters)
- 1 Aerial Apparatus (Ladder Truck LI, Staffed with 1 Operator)

- 1 Technical Rescue (Rescue R1 – Staffed as needed)
- 1 Type Three Engine (Brush 1 – Staffed as needed)
- 1 Mobile Air Trailer

Station Two (City Hall)

- 1 QUINT Engine Company (Engine E2 - Staffed with a Lieutenant, 2 Operators, 1 Fire Fighter)
- 1 HazMat Unit (Staffed as needed)
- 1 HazMat Trailer

Station Three

- 1 QUINT Engine Company (Engine E3 - Staffed with a Lieutenant, 1 Operator, 1 Fire Fighter)
- 1 Type One Engine Company (Reserve Engine E33)

Station Four

- 1 QUINT Engine Company (Engine E4 - Staffed with a Lieutenant, 1 Operator, 1 Fire Fighter)
- 1 Type One Engine Company (Reserve Engine E44)
- 2 Airport Rescue and Fire Fighting Units (ARFF 1 & 2 - Staffed with a Lieutenant or Operator)

In 2006, the Manhattan Fire Department responded to 2,333 calls-for-service, 47% being first responder to medical calls an increase over 2005 of 2,142 calls. Approximately 70% of the Manhattan Fire Department staff are certified as Emergency Medical Technicians (EMT). Remaining staff are certified at the First Responder Level.

The major impact of growth on the Manhattan Fire Department is increasing calls for first response to emergency medical and traffic collisions. Not only do these calls require additional staffing resources as the calls increase, but the response to these calls impact the Department's apparatus. Due to the possibility of fire and/ or extrication at these calls, fire agencies respond with large fire apparatus. These responses can significantly reduce the mechanical life of costly fire apparatus.

The Manhattan Fire Department has done significant Master Planning to improve the response capabilities of the

Department. The planning team reviewed the outcomes of the Master Planning process. To meet the challenges of community growth, the Manhattan Fire Department Master Plan supports the addition of another fire station in 2008, and relocation of Station 3 in 2009. Available capital resources would likely delay the addition of the station to 2009. These additions and relocations are clearly warranted, based upon the growth and annexation patterns of the city.

Riley County Fire/ Emergency Management

The Riley County Fire Department is responsible for all fire suppression in the unincorporated areas of Riley County. One ½ time Fire Chief and a full time Assistant Fire Chief manage 155 to 170 volunteer Fire Fighters. The Fire Chief also serves as the Emergency Management Director for the County. Responsibilities include emergency planning and Tier II Haz Mat, including the Tier II reporting for Fort Riley.

The Riley County Fire Stations include:

- Swede Creek Fire Station
- Peach Grove Fire Station
- Mayday Fire Station
- Randolph Fire Station
- University Park Fire Station
- Leonardville Fire Station
- Riley Fire Station
- Blue River Hills Fire Station
- Tuttle Cove Fire Station
- Keats Fire Station
- Tattarax Fire Station
- Ogden Fire Station
- Ashland Fire Station
- Hunters Island Fire Station
- Konza Fire Station
- Zeandale Fire Station

These 16 fire stations house:

- 9 Structure Engines (1 snorkel)
- 9 Brush Trucks
- 14 Tankers
- 1 Air Support

Like other rural county fire agencies, the Riley County Fire Department faces impacts from urban/ rural interface. Infill development on rural parcels and increased traffic impacts stress the resources of public safety agencies, particularly those who depend on volunteers to deliver core services.

B.11 Pottawatomie County Fire Agencies

Pottawatomie Fire District 5 (Blue Township)

Pottawatomie County has 13 fire Districts County-wide. Of those Fire Districts, those most impacted by the growth in the study area are Blue Township (District 5), Wamego (District 7) and St. George (District 10). The concentration of growth-related impacts is centered on the Blue Township Fire District area.

The Pottawatomie County Blue Township Fire District serves the area of Pottawatomie County adjacent to the City of Manhattan's east boundary. The Blue Township Fire District serves a population of approximately 10,000 residents and the intensive commercial growth on the Highway 24 corridor. Because of its close proximity to incorporated areas of Manhattan, the Blue Township Fire District exchanges auto-aid services. The Blue Township Fire District is rated a Class 4 fire agency.

The Blue Township Fire District is staffed with a volunteer Fire Chief and currently 25 (30 maximum) volunteer Officers and Fire Fighters. Blue Township Fire District Stations include:

Station One

- 2 Type One Engine Companies

- 1 Tanker (1,200 GPM)
- 1 Type Four Engine
- 1 Utility
- Station Two
- 1 Type Two Engine
- 1 Type Six Mini-Pumper

The 50 square mile area protected by the Blue Township Fire District is fast becoming a suburban residential area for Manhattan. In addition to increased residential and commercial protection inventory, the Blue Township Fire District is seeing increased first responder calls for medical and traffic incidents.

The Highway 24 corridor is growing with commercial development, including a large footprint home center and retail outlets. Because of the lack of utility infrastructure, these larger commercial parcels have been annexed by the City of Manhattan for water and waste water infrastructure. Upon annexation, these parcels are protected by the Manhattan Fire Department, however the Blue Township Fire Department is likely the first-in engine company on auto-aid or mutual aid. These types of "island annexations" result in high risk properties within the rural fire district's first-in response area, without the commensurate tax revenues to provide and maintain adequate fire apparatus.

Large footprint buildings, such as National Brand building supplies, home centers and "big box" stores create unique fire fighting challenges. An effective attack of a fire in these buildings requires significant aerial apparatus. Maintaining aerial apparatus is a costly venture and difficult for rural fire agencies with a limited tax base.

Largely due to Pottawatomie County being a rural, agriculturally based County, resources for comprehensive planning for large commercial and planned unit development do not exist. Development and Annexation Planning should be a priority in the area to plan future resources and funding for public safety services.

B.12 Emergency Medical Component

The Emergency Medical Service (EMS) is the field element of the continuum of medical care. It is the EMS role to assume care from first responders, such as fire agencies, and provide stabilization and transportation to the appropriate medical facility. It is well established that the degree and quality of emergency medical care can have a substantial affect on the survivability of a catastrophic injury or illness.

Emergency Medical Services are a critical element to the emergency response capabilities of the community. Specially trained Emergency Medical Technicians (EMTs) and Paramedics assume the stabilization and transportation responsibilities from the first responders, such as fire engine companies. The quality of initial care a patient receives is enhanced by a cooperative effort between first responders and the EMS personnel. Once the EMS personnel assume responsibility for care, this begins a highly coordinated continuum of medical care which extends to the medical facility.

Indicator 3: The Emergency Medical Service's Influence on Community Quality of Life

Much like fire service, the individual community member's direct experience with EMS is rare. Most experiences involve friends, family and the occasional view of these valuable members of the public safety community in action. Essential components of EMS include communications, adequate staffing and staging, and appropriate medical facilities to receive critical patients. As with fire service, this section articulates the staffing levels, training standards, and geographic distribution of EMS resources.

B.13 Geary County EMS Agencies

Junction City Fire Department

The Junction City Fire Department is the emergency medical provider for all areas within Geary County.

B.14 Riley County EMS Agencies

Riley County EMS

The emergency medical service for Riley County is provided by contract with Mercy Regional Health Center. Riley County EMS is a Type 1 EMS Service serving both Riley and Pottawatomie Counties. Riley County EMS is typically staffed with 7 personnel on duty, 1 Supervisor, 1 Dispatcher, and 2 full time Advanced Life Support EMS crews. When the two units are engaged, the Dispatcher leaves his or her duties to help staff the third EMS unit. The agency plans to add a third full-time unit this year.

Riley County EMS stations include:

City of Manhattan Fire Station Two

- Medic 50

EMS Station (2011 Claflin)

- Medic 48 (call back unit)
- Medic 49
- Medic 46 and 47 (Backup units)

Riley County EMS also maintains two non-staffed units in North County (Riley and Randolph) staffed by volunteer first responders. These units do not transport. The EMS Service is partially self-funded with the counties providing an approximate 40% subsidy.

With the growth of Fort Riley, the EMS/ Emergency Department services at Mercy Regional Hospital have a dual growth impact. Off post housing and population growth create increases in calls-for service and the increased dependent population increases walk-in "clinic" visits to the Emergency Department. Fort Riley does not provide critical care facilities.

To address growth impacts, the Riley County EMS planning supports the addition of one more full time ambulance. To optimize human resources, consolidation of Dispatch functions is indicated (see recommendations).

B.15 Pottawatomie County EMS Agencies

Pottawatomie County EMS

Served by the same agency as Riley County, Pottawatomie County EMS has four stations, including two backup units. The stations include:

- Wamego
- St. Mary
- Onega
- Westmoreland

B.16 Emergency Management Component

Indicator 4: The Impacts of Growth on Public Safety Community Quality of Life

An essential component of emergency management is planning and assessment of the jurisdiction's emergency response needs. When emergencies occur that role shifts to coordination of multi-agency resources. What tangible and intangible affects with population and protection inventory growth have on the community? Using the first three indicators as a base line measurement, how will these measures be potentially affected? The study will focus on the questions, as well as potential "best-practice" mitigations to these impacts.

B.17 Geary County Emergency Management Agencies

Geary County Fire/ EMS Department

The Geary County Fire Department and Emergency Management is a single consolidated agency. The Emergency Management function plans and coordinates public safety services in the county.

B.18 Riley County Emergency Management Agencies

Riley County Fire/ Emergency Management

The Riley County Fire Department and Emergency Management is a single consolidated agency. The Emergency Management function plans and coordinates public safety services in the county.

B.19 Pottawatomie County Emergency Management Agencies

Pottawatomie County Emergency Management

The Pottawatomie County Emergency Management Department is staffed by a Director and Assistant Director who provide emergency management planning, development of County emergency policies, and coordination for the 13 Fire Districts in the county.

C. Needs Assessment

Over April, May, and June 2007, interviews and data gathering provided an understanding of the size and services delivered by most agencies. Generally speaking, the three principal counties in the study have organized public safety services in a typical County/ Municipality model, with the exception of Riley County having a Countywide Police Department.

What has become obvious from the data collected is the increasing impact of the expansion, or anticipated expansion, of Fort Riley on the surrounding communities. The data concerning the expansion of Fort Riley and area development are to be included in other segments of this study; however some select preliminary data serves to support the findings. The Fort Riley population (Military Personnel) is increasing incrementally. Between March and April, 2007, the base population grew by 825 Assigned Military, from 14,875 to 15,700. This represents a monthly increase of almost 6%. These numbers do not reflect the increase in military dependents or off-Base contractors. By any measure, population growth of this scale will have significant impacts on all safety services.

Interviews indicate these impacts seem to be concentrated in areas near the base, and are expanding into more remote locations. The evidence indicates the concentration of this development is in the Junction City/ Geary County/ Interstate 70 Corridor. In Junction City single-family-dwelling permits have increased over ten fold between 2004 and 2006. The single-family dwelling (SFD) permits issued in 2004 were 45, increasing to 530 in 2006, and 155 by May of this year. Multifamily dwelling permits which were virtually nonexistent in 2004 have increased dramatically. Multifamily permits in 2006 are as shown in Table C.1:

In Manhattan single-family-dwelling permits have increased nearly three hundred percent between 2004 and 2006. The

Dwelling Type	Number of Permits
Duplex	148
3 Units	38
4 Units	45
8 Units	3
Larger than 8 Units	40
Total	274

SFD permits issued in 2004 were 109, increasing to 307 in 2006, and 88 by June of this year. Multifamily permits in 2006 are as shown in Table C.2:

Through June of 2007, 18 Non-residential (commercial

Dwelling Type	Number of Permits
Duplex	80
3 Units	0
4 Units	1
8 Units	5
Larger than 8 Units	22
Total	108

development) permits were issued in Manhattan, compared with a total of 19 for the entire year of 2006. In 2006 the City of Manhattan annexed 524.5 acres.

These growth statistics are important in forecasting impacts on Public Safety from three perspectives, population size and demographics, as well as physical structures. These additions to the protection inventory, as well as annexed parcels are driving the need for additional fire stations and the relocation of existing fire stations to maintain acceptable response capabilities.

All Public Safety agencies are affected by increases in population, both permanent and transient. Community law enforcement demands on the County Sheriff's Office or on the Municipal Police Department are largely driven by the

service population. Population served is the most frequent colloquial measurement for law enforcement staffing. Increasing service population typically means increased calls-for-service, increased traffic accidents and enforcement, and the need for increased resources for proactive policing practices, such as community-oriented-policing and neighborhood policing.

Exacerbating the incremental growth in service population is a change in demographics. The labor demands of rapid development far exceed the local workforce. This demand substantially increases the transient population in the community. This increased transient population, by definition, lack stability and connection to the local community. This workforce is often housed in motels, mobile homes and other temporary housing options. Compared with the typical familial setting in a small community, a large transient population is likely to increase demands for services from all segments of Public Safety.

Service demands for Fire/Rescue and Emergency Medical Service agencies are affected by both service population and the increase in protection inventory (structures to be protected). Service population drives increases in responses to medical emergencies and traffic-related rescues, affecting the first-responder role for the fire service and the core mission of EMS. Equally important to the fire service is maintaining their suppression capacity. Fire suppression is largely a geo-hydraulic equation, meaning the ability to deliver sufficient water flow (with the appropriate staff) within a given geographic area. A direct measurement of fire suppression capacity is the number and type of structures each unit of apparatus protects. This equation extends to the facilities required to adequately house those assets. An example would be one type one engine (pumper) to 500 structures. Given the example of Junction City 2006 SFD permits at 530 units, the hypothetical service level would require an additional engine company to maintain the current level of service.

The findings of this section indicate that the growth of Fort Riley is creating substantial community service impacts, ranging from moderate in surrounding areas to impending crisis levels in the areas adjacent to the post. Unabated, these impacts will attenuate Public Safety service capabilities.

D. Recommendations

D.1 Maintain Current Levels of Service in Relation to Growth

Although there is no accurate universal measure of staffing in relation to service population, once a level of service has been established such a measure can be used as a benchmark. Absent other mitigating factors, population growth is most likely to effect services such as law enforcement and emergency medical service. The first responder role of the fire service is also impacted by population growth indicators such as traffic incidents and medical calls. The fire-rescue service is largely impacted by growth in protection inventory and geographic expansion of service areas. Response time to fire and medical calls are always critical.

Communities must establish their own standards of public safety services, whether they be response time levels or size of patrol areas. This process should be a cooperative process between public safety leadership and the community. Once these standards are established, mitigation measures should be enacted to keep those levels consistent regardless of growth. Effective mitigation programs need to be disciplined to trigger staffing increases and capital expansion when growth milestones are met. The subjective yearly budgeting process typically lacks this discipline.

D.2 Equitably Address an Impending Funding Crisis

Rapidly growing communities face two options; allow Public Safety service capacity to be diluted by growth, or implement mitigation measures. The third option of imposing growth restrictions has had very limited success. For the purpose of this section, the planning team will assume that mitigation measures are the most viable option for the Flint Hills region's governmental entities.

For example:

The basic premise for recommended mitigations is one of fundamental fairness and equity. Funding the necessary increases in staffing and facilities can come from various sources, usually including tax revenues, special assessments, mitigation fees, or grants. Focusing on local funding sources, the decision is usually between the existing taxpayers assuming growth costs through increasing taxes or imposing special assessments, or imposing mitigation or "development" fees (impact fees) on the developments which directly impacting community services.

The recommended approach to structuring an equitable mitigation program is to link mitigation levels to measurable impacts. This approach typically uses a base unit, a square foot of construction, and the hazard level of the development.

D.3 Address Public Safety Communications to Optimize Service Delivery

Public Safety Communications is the hub of service delivery. Law Enforcement, Fire and Emergency Medical Service rely on their respective communications infrastructure and Communicators to deliver virtually all field services. From an Emergency Management perspective, communications is the core of incident command and effective disaster response.

The analysis focused on three major components of Public Safety Communications; technology, human resources, and inter-operability. The technology of public safety communications consists of two complementary elements, radio frequency (RF) and digital computing. Since the days of the siren on the water tower, Police Officers, Deputy Sheriffs, Fire Fighters and ambulance personnel have been "dispatched" to emergency calls. Radio is still the dominate technology in getting emergency responders to the emergency. Throughout the public safety sector of

government, interoperability of radio frequencies is the most critical initiative underway.

Equally important to effective communications management are E911, advanced Computer Aided Dispatch (CAD) and federated interagency data sharing. In an emergency or critical call-for-service, there is a continuum of inter-related technology. The reporting party picks up the telephone and dials 9-1-1. The first level of technology is the E911 System which identifies the number and location of the call (the Automated Number Identification and Automated Location Identification) and determines the appropriate Public Safety Answering Point (PSAP). After the PSAP operator determines the appropriate agency to handle the call, selective routing delivers the call.

Although most of the call-for-service information is taken and recorded by a Call taker/ Communicator, the two critical elements of address and telephone number of origin are typically transferred by computer interface to the Computer Aided Dispatch (CAD) System. The CAD System captures the call information, prioritizes the call, and assigns the appropriate resources. The current state-of-technology provides comprehensive Geographic Information System (digital mapping) support for the dispatch function. The agency's CAD System manages available assets, assigns and tracks calls-for-service and provides vital crime analysis and statistical data for law enforcement management.

Information gathered during the study indicates that there exist common radio bands to facilitate inter-agency and inter-discipline (e.g. Police to Fire, etc.) communications. Information gathered also indicates substantial investment of agencies in E911 and CAD technologies. The most significant issue identified is intra-county communications and regional inter-connectivity.

In Geary County, all Public Safety Dispatch is provided by the Junction City Police Department Dispatch Center. The dispatches for the Junction City Police Department, the

Geary County Sheriff, the Grandview Police Department, and for fire/ EMS, the Junction City Fire Department (fire and EMS) and the Geary County Fire Department. This model provides efficient communications between law enforcement agencies and the County's fire/ EMS agencies. Beyond increased efficiency, this consolidated model affords financial advantages.

In contrast, Riley County is currently in a distributed model of Public safety Communications. There are currently standalone staffed Communications Centers in the Riley County Police Department, Manhattan Fire Department, and the Riley County Emergency Medical Service. In the case of the EMS agency, the Dispatcher assumes a field operation role when staffed EMS Units are engaged. At that point, the Riley County Police Communications Center assumes a call taking and limited dispatch role. Law enforcement and fire agencies in Pottawatomie County are all dispatched by the County, with most of the call activity in the Highway 24 corridor, contiguous with the Riley County boundary.

The data collected and interviews during the study support a recommendation to pursue a consolidated Communications Center for all Riley County, and potentially all Pottawatomie County public safety agencies, including: law enforcement, fire/rescue, and emergency medical service. Based on available capacity, the recommendation is to create a Regional Communications Center at the Riley County Police Dispatch Center, with the Manhattan Fire Department Communications Center and Pottawatomie Communications Centers as redundant backup and centers for localized events or operations.

To facilitate this recommendation, it is suggested that Riley County, City of Manhattan, and potentially Pottawatomie County execute a joint-powers agreement with governance of the executive leadership of these agencies. It is essential that all agencies be represented in the planning, training, and ongoing management of this operation to ensure individual agency needs and priorities are met. The logistical

considerations of such a consolidation would include the assimilation of personnel from the participating agencies into the consolidated center. Although significant planning is required to execute such a consolidation successfully, fundamental steps such as joint response planning, cross-training of Call-takers and Communicators, and emergency medical dispatch (EMD) would be advisable.

The advantage to the consolidation of disparate Communications Centers is both service efficiency and economics. Adding a component of mobile digital computing to all of the regional agencies, including law enforcement, fire/ rescue and EMS, provides a real-time connection between the CAD System and the responders. Unit to unit messaging provides increased communications, without increasing radio traffic.

As an integral component of interconnectivity, it is recommended that a regional law enforcement (Record Management System – RMS) data-sharing initiative be pursued by the law enforcement agencies in Geary, Riley and Pottawatomie Counties. The same technical infrastructure can share CAD information with all agencies, including fire and EMS. Utilizing the national standard of Global Justice XML Data Model and National Information Exchange Model (GJXDM/ NIEM), such a system would create a federated query from agencies, which searches systems from multiple vendors and return the information in a web browser.

This approach to data sharing breaks down the anonymity often enjoyed by offenders as they cross jurisdictional (and computer system) boundaries. This approach to integrated justice information sharing should be extended to prosecutors, courts, community corrections, probation and to Department of Defense Police at Fort Riley. Integrated justice is a top priority of the Department of Justice and funding is available through the Bureau of Justice Assistance and other grant programs.

D.4 Proactive Approaches to Incarceration of Offenders and Community Corrections

Jail expansion is a fact-of-life in County government nationwide. Riley County is in the process of reviewing the need for additional jail capacity at the Riley County Law Enforcement Center. Geary County has constructed a new jail and provides inmate beds on a contract with Fort Riley. Pottawatomie County currently has housing for 27 inmates and could justify having a 50 bed facility. The need for custodial facilities will never diminish; however there are mitigations which have proved to slow the demand and keep minor offenders in the community with appropriate supervision.

Not only does the community corrections approach reduce the need for jail beds, but it allows for continued employment and reduced family impacts. Riley County Community Corrections currently has 166 offenders under supervision with 5.5 Adult Corrections Officers. It is recommended that the ratio of offenders to Officers be reduced and the existing electronic monitoring program be significantly expanded. This community supervision is extremely cost effective and slows the need for expensive jail construction.

In most cases, the community expects Public Safety service levels to be maintained in spite of growth. The expectation of future tax revenues meeting increased infrastructure demands (in this case police cars, fire engines, ambulances, and facilities) is unrealistic. Even meeting growing personnel costs with tax revenues is valid in theory, but fails in practice. Long before any tax revenues are realized on development projects, law enforcement, fire, and EMS agencies must increase service levels. Construction projects, as well as the workers they employ, must be protected by these agencies well before tax assessments occur. New homeowners and their families expect staffed fire stations in place and new businesses depend on these same services to be operations when they are. These needs can be met through effective mitigation funding approaches.

E. Appendix

- Assistant Director Bruce Brazzle, Pottawatomie County Emergency Management

E.1 Study Participants

Justice Agencies

- Honorable James Jensen, Sheriff of Geary County
- Honorable Greg Riat, Sheriff of Pottawatomie County
- Director Mike Watson (retired), Riley County Police Department
- Director Steve French, Riley County Police Department
- Assistant Director Lance Luftman, Riley County Police Department
- Chief Bob Story, Junction City Police Department
- Director Christopher Ferris, United States Army Directorate of Emergency Services
- Lieutenant Shawn Peirano, Grandview Plaza Police Department
- Director Frank McCoy, Riley County Community Corrections

Fire- Rescue Agencies

- Director of Fire Services Jerry Snyder, Manhattan Fire Department
- Chief Michael Ryan, Junction City Fire Department
- Battalion Chief Paxton, Junction City Fire Department
- Director (Chief) Pat Collins, Riley County Fire Department and Emergency Management
- Director Garry Berges, Geary County Emergency Management/ Geary County Fire
- Chief Eric A. Ward, Blue Township Fire-Rescue
- Chief Jerome Thomas, Grandview Plaza Fire Department

EMS – Emergency Management Agencies

- Director Larry Couchman, Mercy Regional Health Center (EMS)
- Director John Boyd, Pottawatomie County Emergency Management

