

Th



CHAPTER EIGHT

PUBLIC SAFETY AND EMERGENCY SERVICES

presented to

MADISON COUNTY COMMISSION

by

CHAMBER OF COMMERCE
OF HUNTSVILLE/MADISON COUNTY

March 2009

Funding provided by the U.S. Department of Defense, Office of Economic Adjustment, grant number RA06141-07-01. However, any opinions, findings, conclusions, or recommendations expressed herein are those of the author and do not reflect the views of the DoD, OEA.

TENNESSEE VALLEY REGIONAL GROWTH COORDINATION PLAN

DISCLAIMER

This study was prepared under contract with the Madison County Commission, Alabama, with financial support from the Office of Economic Adjustment, Department of Defense. The content does not necessarily reflect the views of the Office of Economic Adjustment.

This report is intended as an aid to planners, managers, elected officials, and other decision makers in the Tennessee Valley/Redstone Arsenal region. Our aim is not to dictate what should be done, but to assist in ongoing efforts to achieve goals and objectives identified and valued by the residents of the region. The recommendations presented in this report are suggestions for how the region could work towards those goals and objectives, based on best available information and current understandings.

The information, projections, and estimates in this report are based upon publicly available data and have been prepared using generally accepted methodologies and formulas. The projections and needs presented in this report are based upon best estimates using the available data. It is important to note that currently available information and understandings are incomplete and cannot account for the inevitable, but unpredictable, impacts of unexpected global, national, state, and/or local events. Actual results and needs may differ significantly from the projections of this report due to such unforeseen factors and conditions, as well as inaccuracy of available data, and/or factors and conditions not within the scope of this project. Persons using this information to make business and financial decisions are cautioned to examine the available data for themselves and not to rely solely on this report.

Neither the Madison County Commission, the Chamber of Commerce of Huntsville/Madison County, nor its subcontractors guarantee or warrant that the projections set forth in this report will, in fact, occur. The Madison County Commission, the Tennessee Valley Regional Growth Coordination Plan Advisory Committee and Task Forces, and the Chamber of Commerce of Huntsville/Madison County and its subcontractors disclaim any liability for any errors or inaccuracies in the information, projections, and needs analysis, regardless of how the data is used, or any decisions made or actions taken by any person in reliance upon any information and/or data furnished herein.

TABLE OF CONTENTS

Executive Summary-----	8.1
Background-----	8.3
Primary Study Area -----	8.4
Purpose-----	8.5
Methodology -----	8.5
Public Safety and Emergency Services Providers -----	8.6
Sheriff's Office -----	8.7
Police-----	8.12
Fire and Rescue-----	8.17
Ambulance -----	8.26
Animal Control -----	8.28
Emergency Management Agency-----	8.31
911 Center-----	8.33
Conclusions -----	8.35
Recommendations-----	8.37

EXECUTIVE SUMMARY

The purpose of this report is to assess the capacity of the various public safety and emergency services providers throughout the Primary Study Area (PSA) of Limestone, Madison, and Morgan counties in Alabama. This assessment identifies the existing capabilities of these agencies, as well as projected future demands relative to the population increase and other growth resulting from BRAC 2005.

Public safety and emergency services providers and department heads throughout the PSA, including those affiliated with the sheriff's office, police, fire and rescue, ambulance, animal control, emergency management and 911 centers, were identified. Telephone interviews were conducted, and a forum was held for department heads and various officials to discuss the impact of BRAC on emergency services. Information collection forms, completed by the public safety and emergency services providers, have been referenced throughout this report.

Most public safety providers throughout the PSA have not developed official plans pertinent to the impact of BRAC on their communities. Although some unofficial discussions have occurred between and among department heads and elected officials, the majority of agencies have not moved forward with a formalized planning effort. All agencies agree that population impact numbers attributed to the BRAC move are needed for them to plan accordingly.

Although the majority of public safety providers throughout the PSA employ an adequate number of staff to meet the current demands of service calls, there are concerns regarding the number of additional employees necessary to meet the needs resulting from BRAC 2005. Public safety officials anticipate that as communities continue to grow, law enforcement and other providers will be faced with more challenges, including increases in congestion on roadways, increased number of service calls and the need to attract and retain employees. Police, fire and ambulance workers especially are in short demand not only within the PSA, but also throughout the country as a whole. Additional public safety staff will require purchasing more equipment and vehicles. Some departments have indicated a need for larger and more efficient facilities to accommodate the staff.

The primary source of funding for public safety providers is through various forms of tax revenue. A few of the entities such as volunteer fire departments and animal control services conduct fund raising activities to complement these funds. The addition of new residents in the PSA will increase resources available to support public safety functions; however, these funds will not be generated until after there is a need to employ and train additional personnel, purchase equipment and construct or renovate facilities. Public safety providers have experienced difficulty obtaining grant funding from all levels of government. Different agencies within the same geographic area are often competing for funding from the same source. Public safety and emergency services providers should coordinate in funding and grant requests to eliminate duplication and consolidation of services.

Volunteer fire and rescue departments service the majority of the rural areas in the PSA. There is currently a tremendous need for additional volunteer firefighters throughout the PSA

and any increase in service calls will place a greater strain on volunteer fire and rescue services. The lack of volunteer firefighters is a national and local problem. Major factors contributing to the decline include increased time demands and more rigorous training requirements.

All of the public safety and emergency services providers throughout the PSA, including those at Redstone Arsenal, operate effectively when emergencies occur. These agencies train together to prepare for such emergencies, and there are Mutual Aid Agreements among them. However, the capability to seamlessly communicate with one another is an issue. The Huntsville-Madison County 911 Center is currently conducting a study to assess the effectiveness and costs of purchasing and implementing a communication system to allow public safety and emergency services providers to communicate with one another.

The Consultant Team recommends that a task force consisting of representatives from public safety and emergency services providers from throughout the PSA be formed. The Public Safety Task Force should focus initially on regional planning to prepare for the increased needs and demands resulting from the BRAC-related growth. This task force would also provide a mechanism to research and apply for funding as a coordinated group.

BACKGROUND

The **Madison County Commission (MCC)** issued a Request for Proposal (RFP) to develop the **Tennessee Valley Regional Growth Coordination Plan (TVRGCP)**. Funding for this study was provided by the **U.S. Department of Defense (DoD), Office of Economic Adjustment (OEA)** to prepare the Tennessee Valley for the impact of **Base Realignment and Closure (BRAC) 2005** at **Redstone Arsenal (Arsenal)**.

The **Chamber of Commerce of Huntsville/Madison County (Chamber)** submitted a proposal in response to MCC's nationwide search for a consultant as addressed in RFP P-2007-01. This proposal identified the Chamber as the lead consultant with **Wadley-Donovan GrowthTech, LLC (WDG)** serving as a subcontractor. After completing a competitive bid process, MCC awarded the contract to the Chamber with a Notice-to-Proceed date of October 29, 2007.

The Tennessee Valley **Study Area** for this project includes thirteen counties in northern Alabama and southern Tennessee within an eighty-mile-radius of the Arsenal. The **Primary Study Area (PSA)** includes the three Alabama counties of Limestone, Madison, and Morgan. The **Broader Impact Region (BIR)** includes the additional six counties in Alabama (Colbert, Cullman, Jackson, Lauderdale, Lawrence, and Marshall) and four counties in Tennessee (Franklin, Giles, Lawrence, and Lincoln). A map of the Study Area is shown in Figure 8-1.

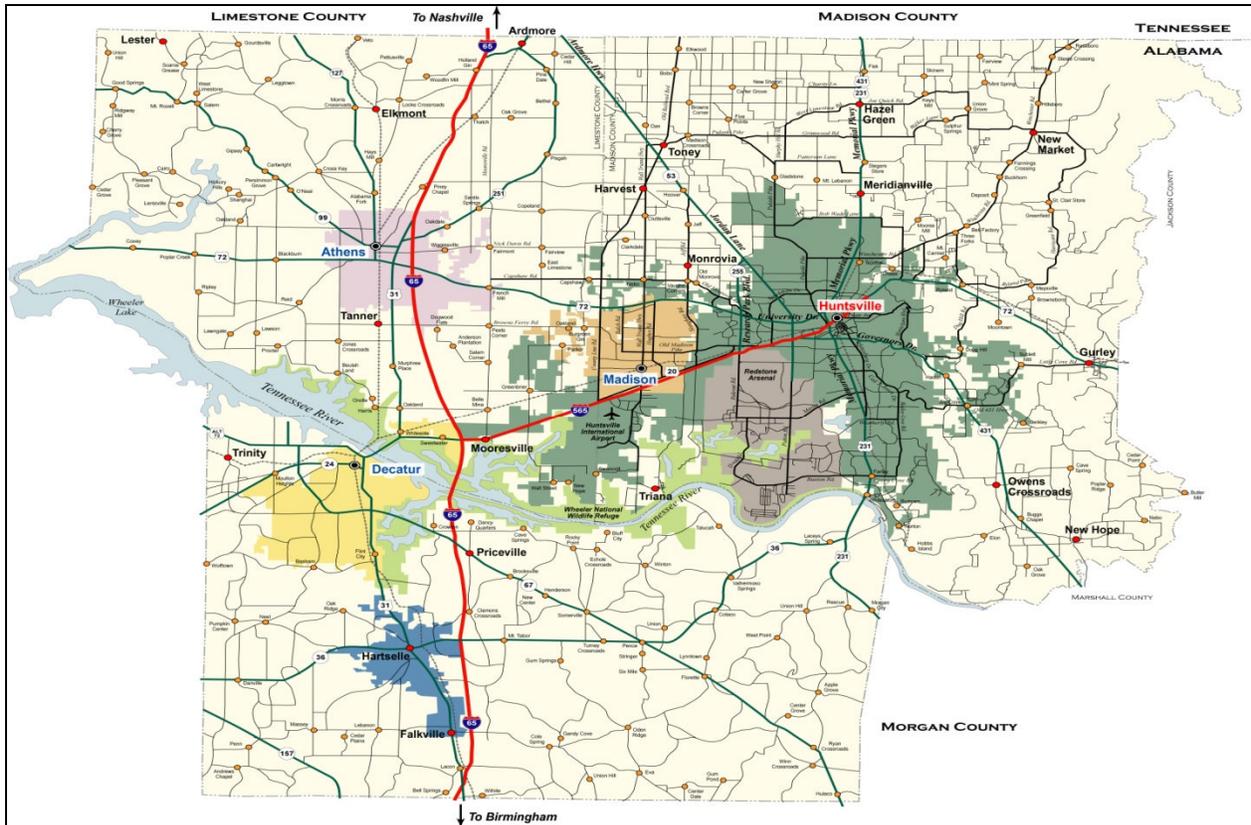
Figure 8-1
Tennessee Valley Regional Growth Coordination Plan Study Area



PRIMARY STUDY AREA

The Primary Study Area (PSA) consists of three counties in Alabama, Limestone, Madison, and Morgan, surrounding Redstone Arsenal (Arsenal). Figure 8-2 shows the relationship of the Arsenal to the three counties and primary cities.

Figure 8-2
Primary Study Area



Source: City of Huntsville Planning Division and the North Central Alabama Regional Council of Governments

The PSA contains numerous incorporated areas, both large and small, as summarized below:

County	Large Municipalities	Small Municipalities
Madison	Huntsville, Madison	Gurley, New Hope, Owens Cross Roads, Triana
Limestone	Athens	Ardmore, Elkmont, Lester, Mooresville
Morgan	Decatur	Hartselle, Priceville, Trinity

The PSA includes a large amount of unincorporated area in all three of its counties. Alabama State Law allows the annexation of portions of a county by a municipality located in an adjacent county. Thus, the Cities of Huntsville, Madison, and Decatur have annexed portions of Limestone County; this is particularly the case along the I-565/Alabama Highway 20 corridor in the vicinity of I-65 (although this is not the only location).

PURPOSE

The Base Realignment and Closure Commission (BRAC) 2005 will generate significant growth in the Primary Study Area (PSA), which includes Limestone, Madison, and Morgan counties, over the next five years. BRAC-related growth will produce a significant increase in regional jobs, increased revenue from property and sales taxes, income, and population. The increase in population will result in a greater demand on public safety and emergency services.

The purpose of this section of the Tennessee Valley Regional Growth Coordination Plan (TVRGCP) is to assess the capacity of the various public safety and emergency services providers throughout the three-county PSA. This assessment identifies the existing capabilities of these agencies, as well as future demands relative to the population increases and other growth resulting from BRAC 2005.

METHODOLOGY

The Consultant Team identified the public safety departments and officials throughout the PSA, including those affiliated with the sheriff's office, police, fire and rescue, ambulance, animal control, emergency management and 911 centers. Telephone interviews were conducted to discuss and obtain information pertaining to the following:

- Studies and plans that have been developed associated with the public safety needs related to BRAC 2005;
- The current status and future demands of services, personnel, facilities and equipment;
- Recommendations to phase in improvements for public safety departments;
- Recommendations for a regional coordination of public safety services among and throughout jurisdictions and service areas;
- Recommended alternatives for coordination between jurisdictions and service areas;
- Cost estimates and action steps to implement suggested recommendations; and
- Identification of funding sources available to public safety and emergency services agencies.

The Huntsville-Madison County Emergency Management Agency (EMA) partnered with the Chambers of Commerce from Limestone County, Huntsville/Madison County, and Decatur/Morgan County to host a forum for public safety officials throughout the PSA. Approximately 60 department heads and various personnel attended and participated in discussions pertaining to the impact of BRAC on emergency services. Information collection forms developed by the Consultant Team were used to collect pertinent data and information relevant to the various agencies.

Public safety and emergency services providers who participated in the telephone interviews and/or submitted completed information collection forms are identified in Table 8-1.

Table 8-1
PSA Public Safety and Emergency Services Providers
Contributed Information to Study

	Sheriff		Police		Fire and Rescue		Ambulance		Animal Control		EMA		911	
	TI	ICF	TI	ICF	TI	ICF	TI	ICF	TI	ICF	TI	ICF	TI	ICF
Limestone County	X	X			NR				X	X	NR			
Athens			X		X		X		X					
Ardmore			X		NR									
Elkmont			X		NR									
Madison County	X	X			X	X			X	X	X		X	
Huntsville			X	X	X	X	NR	X	X	X				
Madison			X		X				X					
New Hope			NR		NR									
Owens Cross Roads			NR		NR									
Toney						X								
Morgan County	NR								X		NR		X	
Decatur			X	X	X	X	NR		X	X				
Falkville			X		NR		NR							
Hartselle			X		NR		NR							
Priceville			NR		X									
Trinity			X		X									
Redstone Arsenal			X		X						X			

TI – Participated in telephone interview
ICF – Completed Information Collection Form
NR – No participation after multiple attempts to contact
Blank Cells – No attempt to contact and/or does not have an agency in the area

PUBLIC SAFETY AND EMERGENCY SERVICES PROVIDERS

The Consultant Team collected information from public safety and emergency services departments throughout the PSA that service small, unincorporated areas as well as large incorporated areas. Population figures and land area of these service providers are identified in the Appendix, Table 8.2.

Table 8-2
PSA Counties and Communities: Population and Square Miles

	Population	Square Miles
Limestone County	73,898	607
Athens	22,936	39.4
Ardmore	1,189	2
Elkmont	512	1.6
Madison County	312,734	813
Huntsville	171,327	202.4
Madison	38,275	23.3
New Hope	2,750	8.8
Owens Cr Roads	1,445	7.7
Gurley	876	2.8
Triana	458	1.3
Morgan County	115,050	599
Decatur	55,741	64.9
Falkville	1,167	3.7
Hartselle	13,649	14.9
Priceville	2,525	5.2
Trinity	1,895	3.6
Redstone Arsenal	6,300	60

Source: US Census Bureau

SHERIFF’S OFFICE

The sheriff’s office is the chief law enforcement office of the county. The sheriff is an elected official who preserves peace and executes the law through the exercise of power as an officer of the government. Sheriffs in Alabama are elected to serve a term of four years, with no limit as to how many terms served.

Each of the three sheriff’s offices within the PSA operates seven days a week, 24 hours a day. Although duties vary from jurisdiction to jurisdiction, the sheriff’s offices are generally active in three branches of the criminal justice system, including law enforcement, courts and corrections. A breakdown of these responsibilities is depicted in the Appendix, Table 8-3.

Table 8-3
Sheriff’s Office: Responsibilities within the Criminal Justice System

Law Enforcement	Courts	Corrections
Power to make arrests within county	Maintains the safety and security of the courts	Maintains and operates county jails, detention and detoxification centers
Conducts routine patrol functions	Attends court sessions	Maintains and operates community corrections facilities
Controls traffic	Acts as bailiff	Supervises inmates
Investigates accidents	Takes charge of juries whenever they are outside the courtroom	Maintains and operates work release group homes
Transports prisoners	Serves court papers	Protects inmates’ rights
Performs criminal investigations	Extradites prisoners	Maintains and operates halfway houses
Plans and implements emergency procedures	Enforces money decrees	Provides inmates with food, clothing and exercise
Operates criminal and narcotics investigations	Collects taxes	Assures inmates receive medical services
Conducts other specialized law enforcement activities	Performs other court-related functions	Assures inmates’ recreational opportunities

Source: Various websites pertaining to the criminal justice system

A. Limestone County

Mike Blakely currently serves as sheriff of Limestone County, a position he has held for seven terms. The office is located at 101 West Elm Street in Athens. According to Sheriff Blakely, no formal planning for the effects of BRAC has been done; however, he has informed the Limestone County Commission of the department’s anticipated needs, including the potential need to double the patrol staff. The specific number of additional personnel is yet to be determined.

The Limestone County Sheriff’s Office conducts an annual rodeo to generate funds for equipment purchases. The current equipment and vehicles are adequate for the department. The fleet includes 44 patrol-type vehicles, one armored vehicle, and one helicopter. Approximately 60% of the Limestone County Sheriff’s Office’s deputies are provided vehicles. Additional staff will increase the equipment needs.

The Limestone County Sheriff’s Office has a current staff of 103 full-time employees. A list of these positions is provided in Table 8-4. Brief descriptions identifying the duties and responsibilities within the Limestone County Sheriff’s Office are defined in Table 8-5.

Table 8-4
Limestone County Sheriff’s Office: Positions

Position	Full-time
Sheriff	1
Chief Deputy	1
Captain	3
Lieutenants	8
Investigators	5
Deputies Patrol	18
School Resource Officers	7
Narcotics	2
Communication	8
Correction Officers	37
Correction Sergeants	5
Administration	6
Court House Security	2
Total	103

Source: Information Collection Form

Table 8-5
Limestone County Sheriff’s Office: Duties and Responsibilities

Protective Services Division	Safeguards the courthouse
Operations Officer	Directs all operations and planning regarding the jail facility and serves as the courts’ liaison, coordinating appearances and transportation for county and state inmates and pre-trial detainees
Supervising Officer	Assists the Captain in the daily operations of the jail, works with the Records Division in proofing all prisoner and arrest data collected by booking officers, and serves as the Training Officer for Corrections and Communications
Corrections Supervisor	Oversees the work of the Correction Officers
Work Release Director	Coordinates an eligible pool of sentenced inmates with prospective employers and ensures compliance with regulations by employers as well as inmates (This program offsets many costs in the community such as delinquent child support payments and court-ordered restitution for victims. It requires 25% of an inmate's wages be returned to the program for administrative costs.)
Chief Investigator	Supervisor for the Investigations Division and serves as liaison with the District Attorney's Office on all criminal investigations; serves as a constant trainer for the Correction Officers, teaching techniques and fundamentals for case preparation
Chief Patrol Officer	Administers matters pertaining to the Enforcement Division; coordinates the functional aspects of patrol including staffing, equipment, budget planning and scheduling; supervises and coordinates the operations of the School Resource Officer Program
School Resource Officer (SRO)	Assesses the needs of individual students paying particular attention to the development of unhealthy or destructive behavioral patterns (This program entails a certified law enforcement officer to be assigned full-time to a school; whereby, they establish a daily rapport with the students who not only gain a positive role model, but also a better understanding of the many responsibilities that the law enforcement officer has. Likewise, SROs gain a better perspective of the young people in schools. The presence of SROs tends to strengthen the student/police bonds by showing a commitment to the students, their education and their safety.)

Source: Limestone County Sheriff’s Office website

B. Madison County

Blake Dorning has served as sheriff of Madison County since January 2003. The Madison County Sheriff's Office is located at 100 Northside Square inside the Madison County Courthouse in Huntsville. Staff at this location includes the sheriff, administrative offices, civil divisions, records, criminal courts and probate court. The investigation offices and patrol divisions are located at 715 A Wheeler Avenue in Huntsville. A sub-station for deputy-use is located in Meridianville, in north Madison County, and fleet service is currently located on Fiber Street behind Wheeler Avenue.

Although there is no official document identifying a plan for the impact of BRAC 2005 on the Madison County Sheriff's Office, the department has been planning for the BRAC-related growth for the past three years.

Equipment and vehicles used by the Madison County Sheriff's Office include 56 patrol vehicles, crime scene vehicles, SUVs, and pickup trucks. Equipment and vehicles will be needed to support any increased staffing levels.

In 2002, the City of Huntsville, the Public Building Authority of the City of Huntsville, the Madison County Commission, and the Madison County Sheriff's Office entered into an intergovernmental agreement to operate a joint jail facility. The existing detention facility complex, including all annexes, currently has a capacity of 921 prisoners. The City of Huntsville is responsible for constructing an addition to the Madison County Detention Facility. Once the new joint facility is complete and operational, several of the older prisoner housing areas will be closed. The Madison County Sheriff's Department will then have an authorized housing capacity of 1,120 prisoners.

The Madison County Sheriff's Office serves as the point of contact for the State of Alabama Department of Homeland Security Region 6 and is the managing office for the region's response equipment that is valued at more than \$2 million. Region 6 includes the ten counties of Madison, Limestone, Lawrence, Morgan, Cullman, Blount, Marshall, DeKalb, Cherokee and Jackson.

The Madison County Sheriff's Office Patrol Division enforces both criminal and traffic laws of the state throughout Madison County, including all municipalities. Deputies within the Patrol Division were among the first in the State of Alabama to receive in-depth training on procedures to follow when dealing with actual or potential acts of terrorism. This training includes decontamination procedures to use with possible chemical and/or biological agents or incidents involving weapons of mass destruction. Current positions for the Madison County Sheriff's Office are identified in Table 8-6. Brief descriptions of various duties and responsibilities within the Madison County Sheriff's Office are depicted in Table 8-7.

**Table 8-6
Madison County Sheriff's Office: Positions**

Position	Full-time	Part-time
Sheriff	1	
Chief	1	
Major	1	
Captain	3	
Lieutenant	6	
Sergeant	11	
Investigator	15	
Deputy	68	
Fleet Manager	1	
Secretary	8	
Dispatcher	15	
Records Clerk	7	
Security		16
Crossing Guards		10

Source: Information Collection Form

**Table 8-7
Madison County Sheriff's Office: Duties and Responsibilities**

Administrative Division	Headed by the Administrative Assistant to the Sheriff, this division manages the Records, Warrants, Civil Division, Courthouse Security, Court Detail, interdepartmental personnel, department payroll, internal audit control, purchasing, budget development and control, planning and research, and training
Civil Division	Executes Civil Process and mandates of the courts; provides courthouse security, maintains all files in the Records Unit
Deputies Assigned to the Civil Division	Serves all Civil Process papers received by the Sheriff's Office (over 60,000 per year) to plaintiffs and/or defendants; provides court security during trials, and transports prisoners; serves criminal arrest warrants; assists the Patrol Division or any other law enforcement agency when the need arises
Criminal Investigations Division	Has an interlocking working relationship with respect to crimes committed and reported. With few exceptions, it is usually Deputies assigned to the Patrol Division who initiate written reports of alleged crimes reported by alleged victims. These reports are forwarded to the Criminal Investigations Division where investigators assigned to pre-determined zones within the county begin the process of determining if the reported crimes actually occurred. Once the validity of a crime report is established, an investigation begins to identify the offender, recover any property stolen, and develop a case.
Patrol Deputies	Assists the Criminal Investigations Division by assessing situations and determining if what the citizen has reported is in fact true
Crime Scene Unit	Processes crime scenes to document conditions at the crime scene, collects evidence, and works with investigators towards a goal of building a case that leads to the recovery of property and the arrest of those responsible; assists surrounding law enforcement agencies with both crime scene investigation and specialized training of personnel
Narcotics and Vice Unit	Exists with a primary goal of taking illicit drugs (or drugs of abuse, both prescription and other) out of the hands of users and conducting investigations aimed at the conviction of persons trafficking in illicit drugs; works closely with federal, state and other local law enforcement-related agencies in fighting the war against illicit drugs

Source: Madison County Sheriff's Office website

The Madison County Sheriff's Office has a Mutual Aid Agreement with Redstone Arsenal, through the Madison County Commission and the Huntsville-Madison County EMA, to provide resources and support to the installation during times of community emergencies. Additionally, the Madison County Sheriff's Office trains with the canine units stationed on the Arsenal. The Sheriff's Office personnel also use the Arsenal's facilities for various training exercises.

C. Morgan County

Greg Bartlett has served as sheriff of the Morgan County since 2002. The Sheriff’s Office is located at 119 Lee Street Northeast, Decatur. The vehicle fleet includes 40 marked units and an OH58 Bell helicopter. According to *Crimes in Alabama 2007*, there were 49 sworn personnel and 125 civilian staff members. Brief descriptions of duties and responsibilities are listed in Table 8-8.

**Table 8-8
Morgan County Sheriff’s Office: Duties and Responsibilities**

Investigation Division	Investigates areas such as homicide, assault, robbery, stolen property, property crimes, child abuse, missing persons and others
Civil Division	Services of civil process are provided to attorneys, the courts, and the public
Narcotics Unit	Pursues those individuals who manufacture, distribute or sell illegal drugs; conducts undercover operations, high tech surveillance operations, highway drug interdictions, marijuana eradications, and seizures of methamphetamine labs
Corrections	Eighty-eight Correction Officers maintain the security of the 114,000 square foot Morgan County Correctional Facility designed to reduce the risk of escapes and to cut back on violence. An average of 21 Correction Officers, all equipped with communication equipment to call for help when needed, works twelve-hour shifts in the jail which opened in June 2006 and houses 413 inmates.
Dispatcher	Tracks activity and assigns calls to Deputies as they are available. Uses a state-of-the-art Computer Aided Dispatch (CAD) System to trace service calls and other activity. (The CAD software connects with local, state and national computer database systems. The efficiency of these systems allows dispatchers to accurately identify wanted persons, vehicles and property.)
Special Weapons and Tactics (SWAT) Team	Specialty trained officers prepared to effectively handle high risk, violent and dangerous crisis situations
Reserves	Unpaid volunteers who give their time to help serve the community, often affording the shift supervisor the opportunity to have 2 Deputy patrol units to handle details. Duties often include traffic law enforcement, serving warrants, transporting prisoners, and working public events.
Crime Laboratory	Consists of technical work surrounding crime scenes
Homeland Security	Coordinates response requirements with all other agencies that respond to disasters, whether from terrorism or natural causes

Source: Morgan County Sheriff’s Office website

Service Calls

The number of service calls for each of the three sheriff’s offices within the PSA has risen over the past five years. Increased population will result in additional service calls and create a need for additional staff, training, and equipment to support the staff.

POLICE

Today's police are empowered to enforce the law and to affect public and social order through the legitimized use of force. The police departments throughout the PSA, both large and small, work cooperatively with each other. Many of the public safety departments have Mutual Aid Agreements that cross jurisdictional boundaries. Some of the larger police departments have highly specialized agencies within that participate in ongoing training, preparing them for a variety of problems and situations. These specialized departments assist in crisis and disasters throughout the PSA.

According to the Bureau of Justice Statistics (BJS), local police departments report every four years data on state and local police personnel throughout the U.S. BJS data (2003) depicts the police ratio to population served (see Table 8-9). *It should be noted that patrol staffing allocation and deployment requirements is a complex endeavor, which requires consideration of an extensive series of factors and a sizable body of reliable, current data.* The U.S. DOJ, *Crime in the United States 2007* reported that the ratio of full-time law enforcement employees was 3.4 per 1,000 inhabitants for cities in the South; however, *Crime in Alabama 2007* reported that there were 2.3 sworn officers per 1,000 population for the year in Alabama.

Table 8-9
Police Ratio to Population Served

Population Served	Full-time Officers per 1,000 Residents
250,000 or more	2.5
100,000 to 249,999	1.9
50,000 to 99,999	1.8
25,000 to 49,999	1.8
10,000 to 24,999	2.0
2,500 to 9,999	2.2
1,000 to 2,499	2.6
All sizes	2.5

Source: BJS within the OJP with the U.S. DOJ; 2003

A. Athens Police Department

Police Chief Wayne Harper oversees the Athens Police Department located at 951 East Hobbs Street, Athens. This department consists of 40 sworn officers, 10 civilian employees and two temporary employees. Serving a population of 20,000 people, the department covers 33.5 square miles throughout the City of Athens. The department currently is able to meet call demands but anticipates that additional patrol officers will be needed as the population increases. The Athens Police Department is currently involved with Triad, DARE, Neighborhood Watch associations, the Citizen's Police Academy, Police Rangers and Police Reserves.

Chief Harper has informally discussed the impact of BRAC 2005 with the mayor and city council, but no formal planning has been done. There has not been any decision to move forward with planning initiatives.

The Athens Police Department has received funds from the Alabama Department of Economic and Community Affairs (ADECA) within the past five years, but emphasizes that funding is now more difficult to receive due to federal regulations. Funds were used for technology, to purchase equipment and to assist drug task forces. Other funds from ADECA were traffic grants and pay for overtime wages. Funds from the Department of Justice supplemented salaries. The State of Alabama provided funding for special programs such as *Click It or Ticket*, a traffic safety campaign.

B. Decatur Police Department

Kenneth Collier serves as the chief of police for the Decatur Police Department which is located at 402 Lee Street Northeast, Decatur. The Decatur Police Department provides a range of first responder and criminal investigation police services to the City of Decatur and its police jurisdiction. The department's primary location at the Decatur City Hall occupies approximately 45,000 square feet throughout three floors and includes the police administrative offices; Patrol Division; Traffic Division; Criminal Investigations; crime scene and evidence storage; police records; and the city's jail, which has a capacity to house 96 prisoners. A secondary facility is located at 4109 Highway 31 South, Decatur. This one-floor building is approximately 12,000 square feet and houses the Organized Crime Unit; the training division; SWAT; and the armory. There is also a Federal Emergency Management Agency (FEMA) trailer located on the property that houses the Anti-Crime Unit offices, which are part of the special operations division.

Although the present facilities have been expanded since originally becoming occupied in 1970, they are inadequate for the department. Chief Collier estimates that 75% to 100% more space is currently needed. The Decatur Police Department is in the early stages of updating its strategic plan, and there has been some discussion to build a new facility within the next five to seven years.

Although the department is adequately staffed to respond to service calls, it lacks enough staff to proactively promote crime prevention. The Civilian Division is especially understaffed with a need for 25% to 30% more support staff. There is also a need for six to seven additional full-time sworn officers. Table 8-10 identifies the department's current positions. The specific training and/or certifications needed for those who work within the various divisions of the Decatur Police Department are identified in Table 8-11.

Table 8-10
Decatur Police Department: Positions

Position	Full-time	Part-time
Chief of Police	1	
Major	1	
Captain	4	
Lieutenant	10	
Sergeant	16	
Patrol	53	
Traffic	10	
CPU	1	
SRO	4	
Warrants	4	
Administrative	1	
Training	1	
Detectives	10	
CSI	3	
OCU	5	
ACU	4	
Correction Officer	7	
Jail Supervisor	4	
Nurse	1	
Crew Worker	2	
Sign Shop Supervisor	1	
Office Assistant	2	
Office Assist. Senior	2	
Secretary	2	
School Patrol		20

Source: Information Collection Form

Table 8-11
Decatur Police Department: Training and Certifications

Training and Certifications	Number of Hours
The Basic Police Academy	480 hours
Decatur Police Department Recruit Academy	320 hours
CPR/First Aid/AED	4 - 8 hours bi-annually
NIMS Training	3 hours per course (100, 200, 700, 800, 300, 400)
ASP/Baton Training	8 hours
Taser Training	8 hours.
Firearms Training /Qualifications	8 hours
OC/CS Training	8 hours
Use of Force	8 hours
PPCT/Defensive Tactics	40 hours
Radar Certification	8 hours
In-Service Training Annually	24 – 32 hours based on requirements or departmental needs

Source: Information Collection Form

The Decatur Police Department maintains a fleet of 135 vehicles, six traffic motorcycles and specialized vehicles such as the MULE, Honda Helixes, and off-road vehicles utilized by the Anti-Crime Unit. It also has undercover vehicles utilized by the Organized Crime Unit. The department is currently in need of 25 more vehicles, and will need additional ones as the number of personnel increases.

Service Calls

The Decatur Police Department experienced an increase in the number of service calls from 2002–2007. Table 8-12 shows the number of calls for service over the past six years.

**Table 8-12
Decatur Police Department: Past Five Years Service Calls**

Year	Number of Calls for Service	Amount of Increase/Decrease from Year to Year	Percentage of Increase/Decrease from Year to Year
1989	40,000	NA	NA
2002	78,403	38,403	96%
2003	80,767	2,364	3%
2004	87,441	6,674	8%
2005	90,712	3,271	4%
2006	87,765	(2,947)	(3%)
2007	89,551	1,786	2%

Source: Information Collection Form

C. Huntsville Police Department

Henry Reyes serves as the chief of police for the Huntsville Police Department. Located at 815 Wheeler Avenue, Huntsville, its main headquarters is a 61,331-square-foot building that houses the police and fire administrative offices and is the physical location of the Huntsville/Madison County Metro Jail. A Special Operations facility is located at 707 Fiber Street and consists of approximately 5,000 square feet of office space. The Huntsville Police Department has three precinct locations within its jurisdiction. The locations are 2512 Triana Boulevard –West Precinct (soon to be relocated to a new joint public safety facility at 2110 Clinton Avenue); 7900 Bailey Cove Road – South Precinct; and 2105-B Mastin Lake Road – North Precinct.

The Huntsville Police Department is a full-service law enforcement agency providing all facets of services including patrol, SWAT, Bomb Squad, K-9, the SRO Program, community response officers, vice and narcotics enforcement, specialized traffic enforcement, DUI enforcement, investigations, and task forces and planning committees.

According to Chief Reyes, each of the Huntsville Police Department’s sworn personnel is required to be certified by the Alabama Peace Officers Standards and Training Commission. The department has many specialized functions that require various levels of advanced training and certifications. Among these specialized functions are Crime Scene Investigator, Fingerprint Technician, Polygraph Technician, Breath Testing Operator, DUI Enforcement Specialist, Crash Reconstruction Specialist, SWAT and Bomb Squad.

The Huntsville Police Department can provide assistance to Redstone Arsenal by Mutual Aid Agreements through the Huntsville-Madison County EMA and the City of Huntsville. The Huntsville Police actively participate with the Arsenal in planning and evaluating joint response capabilities. The department also operates a joint firearms training facility with NASA Security, located on the Arsenal. Additionally, the nationally recognized Huntsville

Police Department Canine Squad assists the Arsenal with routine explosives detection searches.

The Huntsville Police Department’s staff, consisting of 498 full-time and 106 part-time employees, is identified in Table 8-13. The Huntsville Police Department maintains 460 pieces of major equipment. The department has 310 marked patrol units, specialty vehicles including a fully armored SWAT vehicle, bomb response trucks, bomb containment vessels, bomb robots, mobile and portable generators, hostage negotiator trailer, trailer mounted traffic barricades and cones, portable sign boards for traffic awareness and warnings, police motorcycles and ATVs, as well as all other associated equipment and supplies to meet the needs of citizens.

Table 8-13
Huntsville Police Department: Positions

Position	Full-time	Part-time
Police Chief	1	
Deputy Police Chief	2	
Police Captain	6	
Police Lieutenant	12	
Police Sergeant	32	
Police Investigator	53	
Police Officer	273	16
Police Cadet	3	
Police Programs Manager	1	
SHOCAP Project Manager	1	
Public Safety Media Administrator	1	
Police Records Shift Supervisors	3	
Police Grant Manager	1	
Software Application Technician	1	
Police Communications Shift Supervisor	3	
Fingerprint/Document Examiner	1	
Inmate Labor Coordinator	1	
Safety Patrol Supervisor	2	
Vehicle Support Technician	1	
Police Administrative Aide	2	
Administrative Aide to P.S. Director	1	
Secretary II	13	
Public Safety Assistant	1	
Public Safety Dispatcher	32	
Fingerprint Technician	7	
Inmate Labor Supervisor	6	
Property Custodian	3	
Police Supply Clerk II	1	
Support Services Clerk	1	
Alarm Coordinator Assistant	1	
Police Records Clerk	24	
Police Communications Operator	4	
Police Supply Clerk	1	
General Clerk III	0	
SHOCAP Project Assistant	1	
Safety Patrol Aide		90
Police Training Assistant	1	

Source: Information Collection Form

The ability to communicate between all departments providing public safety and emergency services is a shortfall; consequently, the Huntsville/Madison County 911 Center has hired a consultant to study communication needs throughout the area.

Service Calls

The Huntsville Police Department has seen a 40% increase in service calls throughout the past five years. The department is experiencing a steady growth on the west side of the City of Huntsville as the corporate limits continue expanding to cover newly annexed areas. The explosive growth that has been seen in the last five years is expected to continue, and with it, the calls for service will continue to grow. Most recently, the territorial boundaries for each of the precincts were reallocated to balance out the number of service calls

FIRE AND RESCUE

A. Madison County Volunteer Fire Departments

The Madison County Volunteer Fire Departments respond to fire and emergency medical calls in a 600-square-mile area of rural Madison County. All areas of Madison County not in the city limits of Huntsville and Madison receive aid from the Madison County Volunteer Fire Departments. Calls are dispatched through the Huntsville-Madison County 911 Center to fire stations. More than 500 volunteers staff the fire departments that are equipped with pumpers, tankers, brush trucks, rescue trucks with extrication equipment, aerial trucks and medic units. Locations of Madison County Fire Department stations are found in Table-14.

Table 8-14
Madison County Volunteer Fire Departments

Station	Fire Chief	Address	City	Zip
Big Cove	Keith Osborne	251 Sutton Road	Owens Cross Roads	35763
Bobo #1	Ronald Heard	7982 Old Railroad Bed Road	Ardmore	35773
Bobo #2		585 Ed Baeder Road	Hazel Green	35750
Central	Jack Williamson	3179 Maysville Road	Huntsville	35811
Green Mountain	Russell Rawson	13013 Shawdee Road	Huntsville	35803
Gurley #1	Freddy Little	235 Walker Street	Gurley	35748
Gurley #2		Railroad Street	Gurley	35748
Harvest	Tim Westwick	9144 Wall-Triana Highway	Harvest	35749
Harvest #2		2887 Jeff Road	Harvest	35749
Harvest #3		445 Orville Smith Road	Harvest	35749
Hazel Green #1	John Harmsen	Joe Quick Road	Hazel Green	35750
Hazel Green #2		796 Greenville Pike	Hazel Green	35750
Hazel Green #3		378 Hills Chapel Road	Hazel Green	35750
Keel Mountain	Jimmy Maynard	2171 Keel Mountain Road	Gurley	35748
Killingsworth Cove #1	James Sandmeier	876 Killingsworth Cove Road	Gurley	35748
Killingsworth Cove #2		111 Killingsworth Cove Road	Gurley	35748
Madison Fire #1		4182 Sullivan Street	Madison	35758
Madison Fire #2		1227 Hughes Road	Madison	35758

TABLE CONTINUES NEXT PAGE

Table 8-14, continued
Madison County Volunteer Fire Departments

Station	Fire Chief	Address	City	Zip
Meridianville	Floyd Smith	112 Commissioner Drive	Meridianville	35759
Monrovia #1	Shawn Terry	345 Mount Zion road	Madison	35758
Monrovia #2		976 Pine Grove Road	Madison	35758
Moores Mill #1	Neal Renegar	7416 Moores Mill Road	Huntsville	35811
Moores Mill #2		6010 Trailwood Drive	Huntsville	35811
New Hope	Ronald Schrimsher	New Hope City Hall	New Hope	35760
New Market #1	Wendell Jones	146 Jacks Road	New Market	35761
New Market #2		125 Old Winchester Road	New Market	35761
Owens Cross Roads #1		2965 Old Highway 431	Owens Cross Roads	35763
Owens Cross Roads #2		1196 Cove Springs Road	Owens Cross Roads	35763
Toney #1	Tim Lyon	5678 Old Railroad Bed Road	Toney	35773
Toney #2		1256 Opp Reynolds Road	Toney	35773
Toney #3		198 High Drive	Toney	35773
Triana	George Ragland	640 Sixth Street	Madison	35758

All volunteers are trained personnel. State guidelines dictate courses for both firefighting and medical responders, which are offered through the Alabama Fire College (AFC). The mission of the AFC and Personnel Standards Commission is to prepare Alabama’s firefighters and first responders to protect communities from the loss of life and property, through the development and delivery of innovative and meaningful training courses and by administering the process of fire service certification in the State of Alabama (Table 8-15 details the number of AFC Certified Firefighters in the different departments).

Table 8-15
Madison County: Certified Volunteer Firefighters

Department	AFC Certified Firefighters
Big Cove	2
Bobo	1
Central	29
Gurley	11
Harvest	29
Hazel Green	38
Keel Mountain	13
Killingsworth Cove	13
Meridianville	36
Monrovia	4
Moores Mill	61
New Hope	27
New market	30
Owens Cross Roads	10
Toney	24
Triana	0

Source: AFC

Don Hackney serves as Fire Marshal for Madison County. This office is located at 202 Shields Road, Huntsville. The Madison County Fire Marshal is responsible for conducting inspections and investigations relevant to:

- Fire prevention
- Code enforcement
- Loss due to fire and explosions
- Emergency medical services
- Insurance rates to lower insurance costs

This office has jurisdiction in all rural areas of the county and in those incorporated areas where governing bodies have requested coverage. Any new commercial construction, addition or remodeling of 2,500 square feet or more must have architectural plans reviewed and approved by the fire marshal prior to beginning construction.

Huntsville Fire and Rescue, the Madison Fire Department, and the Madison County Volunteer Fire Departments handle fire suppression in the Huntsville-Madison County area. These three agencies have historically worked with Redstone Arsenal. Mutual Aid Agreements are in place, and working relationships are established and demonstrated.

The Madison County Arson Task Force investigates fires of suspicious origin and aids in prosecution. The task force includes representatives from the Fire Marshal's Office, the City of Huntsville, the City of Madison, and the Madison County District Attorney.

The Madison County Rescue Squad provides supplemental emergency response with an all-volunteer staff. The organization answers approximately 1,500 calls per year for various rescue and emergency medical response.

The Rescue Squad responds anywhere in Madison County and may respond to Redstone Arsenal, if requested. The squad's capabilities include advanced vehicle response and rescue, water search and rescue, trench collapse rescue, industrial rescue, limited land search and rescue, and emergency medical response.

Through the Alabama DHS, Madison County received approximately \$1.1 million of funding to develop teams for state-to-state response. The City of Madison used these funds to develop a Heavy Rescue Team. The City of Huntsville developed a Technical Hazmat Team, and the Monrovia Volunteer Fire Department developed a Light Rescue Team. These teams are shared throughout the area.

B. Athens Fire and Rescue

Danny Southard is currently serving as the interim fire chief for Athens Fire and Rescue. Facilities are staffed 24 hours a day, seven days a week with four people at each station (station locations can be found in Table 8-16). The department currently has 24 trained firefighter volunteers

Table 8-16
Athens Fire Stations

Station	Address
Station #1	Municipal Building on 201 North Marion Street
Station #2	22060 Medical Village Dr.
Station #3	1211 Lucas Ferry Road

The Athens Fire and Rescue Department provides emergency services to residents within the city limits of Athens. These services include:

- Structure fire suppression
- Search and rescue
- Ventilation and suppression
- Vehicle and machinery fire suppression
- First Responder EMS
- Hazardous Materials (throughout Limestone County)
- Other incidents including odor investigation, downed utility lines, and various spills

Other non-emergency duties include visits to schools and day cares, community service programs, station visits, hydrant flow tests, commercial building inspections, burn permit inspections and training. Firefighters in the various ranks participate in training and professional development classes to prepare themselves for the next level of service.

C. Decatur Fire and Rescue

Charles Johnson serves as fire chief of the Decatur Fire and Rescue. The Administrative Offices and Training Center are located at 4119 Old Highway 31 Southwest, Decatur. The eight stations in Decatur are operated 24 hours a day, seven days a week. The location of each of these stations and the equipment housed on-site are in Table 8-17.

Table 8-17
Decatur Fire and Rescue Stations

Station	Address	Zip	Equipment
Station #1	205 Gordon Drive SE	35601	2 trucks/pumpers
Station #2	841 Wilson Street NW	35601	Hazmat & ladder
Station #3	1602 16 th Avenue SE	35601	2 pumper trucks
Station #4	501 3 rd Street SW	35601	2 pumper trucks
Station #5	2355 Danville Road SW	35603	1 pumper and brush truck
Station #6	1402 Point Mallard Pkwy SE	35601	1 pumper and special response
Station #7	3810 Spring Avenue SW	35603	1 pumper and rescue
Station #8	3701 Indian Hills Road SE	35603	1 pumper and technical rescue

In 1998, Decatur Fire and Rescue began providing the citizens of Decatur with basic and advanced life support pre-hospital medical care. Currently, there are more than 100 firefighter-licensed Emergency Management Technicians (EMTs), with approximately 30 licensed as paramedics. Each year the department responds to more than 4,000 EMS trauma and life-threatening incidents. All EMS personnel are firefighters experienced in emergency

rescue, extrication, suppression, and confinement of hazardous materials. Firefighters are specifically trained and annually retrained in basic first responder (FR) skills. The department's goal with all calls is to have Basic Life Support (BLS) or Advanced Life Support (ALS) units on-scene in less than four minutes, with an ambulance on-scene within eight minutes or less.

The department maintains a sufficient reserve pool to accommodate staffing and training requirements. The public's demand for EMS has increased each year since forming the EMS Division.

The Operations Division is the largest division within the Decatur Fire and Rescue. It is responsible for emergency fire suppression, medical services and mitigation of disasters. Specialized units within the Operations Division include the Hazardous Materials Response Team, Confined Space Rescue, High Angle Rescue and the Surface Rescue Team. Operations are supervised by three battalion chiefs who work an alternating schedule of 24-hour shifts and are responsible for the emergency and administrative activities of all members assigned to their battalion. The department provides EMS with "walk-in" services for the public administered at the eight local fire stations. Additional services provided include:

- Blood pressure screening
- Blood sugar monitoring
- Testing of oxygen levels in bloodstreams
- Stand-by medical support at large public gatherings, such as concerts and sporting events
- Performing investigations of suspicious fires
- Actively participating in and/or sponsoring a variety of community events, organizations and fundraisers
- Working closely within the community to educate and raise general awareness on issues of fire safety
- Serving as collection points for community efforts such as Toys for Tots, winter coats, and hurricane relief programs

Emergencies that require dispatch of a Technical Rescue Team occur infrequently, but are among the incidents that pose the highest safety risk to both victims and firefighters. Members of the Technical Rescue Team also participate in FEMA's Urban Search and Rescue Team (USAR). The Technical Rescue Team builds relationships with business and industry who regularly participate in cooperative training and education programs at the department's training center. The Rescue Technicians work seven days a week, 24 hours a day. These technicians are a resource for training other firefighters in the acquisition of technical rescue skill sets including:

- Collapsed buildings
- Trench cave-ins
- High angle rope rescues

- Marine accidents requiring the Surface Rescue Team
- Confined space emergencies
- Heavy machinery and transportation incidents

Within the Fire Department's Operations Division, Special Operations is comprised of several specific response teams that handle a wide variety of both high-risk and low-frequency type incidents. Special Operations began with the formation of the department's Hazardous Materials Response Unit. Over the years, other specialized units were added. These specialty units are not intended as a replacement for first-line engine and ladder companies, but as a complement to them. The department has a variety of specialty equipment and apparatus used to enhance general operations. Team personnel train throughout the year to maintain their technical skills.

The Medium Rescue Team remains ready to deploy in regional disasters. With its multi-faceted rescue capabilities, Decatur Fire and Rescue remains an industry leader not only within the community, but also as one of the most diversified departments in Alabama.

The Hazardous Materials Response team began in 1996 and was the first of several specialized units the department has in operation today. A Hazmat incident is generally defined as the intentional or accidental release of toxic, combustible, illegal or dangerous nuclear, biological or chemical agents into the environment. Since its establishment, the Hazmat Team has responded to dozens of incidents and continues to develop its capabilities to deal with special emergencies within Decatur's Industrial Complex.

D. Huntsville Fire and Rescue

Danny Loggins serves as the chief of the Huntsville Fire and Rescue, which operates 24 hours a day, seven days a week. The department's fleet consists of 90 vehicles. A listing of the various locations and facilities is identified in Table 8-18.

**Table 8-18
Huntsville Fire and Rescue Facilities**

Facility	Location	Car	Pumper	Ladder	Rescue	Sq. Ft
Fire Station #1	308 Church Street	1	2		1	14,824
Fire Station #2	2002 Lee High Drive		1	1	1	4,760
Fire Station #3	2309 Jordan Lane		2			4,595
Fire Station #4	911 Monte Sano Blvd.		2			4,606
Fire Station #5	2503 University Drive		2			4,148
Fire Station #6	2045 Old Airport Road		1	1	1	3,800
Fire Station #7	11525 South Parkway	1	2			3,760
Fire Station #8	4012 North Parkway		1	1	1	5,694
Fire Station #9	7200 Hickory Hill Lane	1	1			3,760
Fire Station #10	5006 Pulaski Pike	1	1			5,387
Fire Station #11	530 Martin Road		2			4,750
Fire Station #12	305 Wynn Drive	1	1	1	1	5,168
Green Mountain	13013 Shawnee Drive	1	1		1	2,000
Fire Station #14	817 Mtn. Gap Road		1			4,555
Fire Station #15	4801 Sparkman Drive		1		1	4,750
Fire Station #16	150 Jeff Road		1	1		4,750

TABLE CONTINUES NEXT PAGE

Table 8-18, continued
Huntsville Fire and Rescue Facilities

Facility	Location	Car	Pumper	Ladder	Rescue	Sq. Ft
Fire Station #17	295 Old Highway 431		2			4,750
Fire Tower Trng.	2045A Airport Road	0				20x20x50
Public Safety Bldg.	3011 Sparkman Drive	8				13,959
Public Service/ Fire Marshals	320 Fountain Circle	11				2,050
Fire Administration	815 Wheeler Avenue	5				2,200
Fire Supply		1				1,500

Source: Information Collection Form

The Huntsville Fire and Rescue Department provides:

- First responder emergency medical response
- Fire suppression
- Technical rescue
- Response to hazardous material spills
- Fire safety education to the public

The Fire Prevention Division provides code inspections and fire-cause-determination investigations. The department also takes a leading role in the community with helping other agencies train and prepare for all types of hazardous emergencies.

The Huntsville Fire and Rescue Department is staffed with 346 full-time employees. These positions are identified in Table 8-19. Table 8-20 depicts the training and/or certification needed by each position within the Huntsville Fire and Rescue.

Table 8-19
Huntsville Fire and Rescue Positions

Position	Full-time
Fire Chief	1
Deputy Fire Chief	2
Assistant Fire Chief	1
Fire Marshal	1
Assistant Fire Marshal	1
District Fire Chief	13
Public Safety & Support Services Manager	1
Fire and Rescue Community Relations Officer	1
Fire Captain	73
Fire Prevention Investigation Officer	8
Fire Communications Manager	1
Fire Driver-Engineer	96
Public Safety Shift Supervisor	4
Firefighter	127
Fire and Rescue Administrative Aide	1
Public Safety Dispatcher	10
Secretary II	3
Fire Service Supply Technician	1
General Clerk III	1

Source: Information Collection Form

Table 8-20
Huntsville Fire and Rescue Training and Certifications

Training/Certification	Firefighter	Driver-Engine	Captain	District Chief
Firefighter I & II	X	X	X	X
Haz Mat Technician	X	X	X	X
American Heart Association Basic Life Support	X	X	X	X
EMT Basic	X	X	X	X
Intro Technical Rescue	X	X	X	X
Credentialed by AL Department of Public Health EMS Division	X	X	X	X
NIMS 100,200,700 & 800	X	X	X	X
AL State Pumper and Aerial		X	X	
Instructor I			X	X
Fire Officer I & II			X	X
NIMS 300 & 400				X

Source: Information Collection Form

Huntsville Fire and Rescue has a Mutual Aid Agreement with Redstone Arsenal, which has four fire stations, to provide direct response and support to fire suppression activities on the Arsenal in the event of a major fire. Both Redstone Arsenal and Huntsville Fire and Rescue use compatible equipment, so response actions can proceed quickly and effectively. The Arsenal has also been involved with community-wide training and exercise events with Huntsville Fire and Rescue. Monthly lunch meetings are held with all area fire chiefs (including Fire Chief Troy Vest of Redstone Arsenal), to discuss mutual issues and to explore ways of providing support to each other through mutual training.

According to Fire Chief Vest, the Aviation Technical Test Center (ATTC) will be bringing approximately 30 helicopters to the Arsenal when they move here in 2011. Increased staffing will be based upon the number of actual aircraft that come to the Arsenal. He estimates growing by at least one crew. Redstone Arsenal does have a plan in place for this BRAC-related growth.

Huntsville Fire and Rescue follows specific response procedures when service calls are received. Table 8-21 contains these response procedures.

Table 8-21
Huntsville Fire and Rescue Response Procedures

One Engine Company is dispatched to:	Automotive vehicle, grass, trash and other miscellaneous alarms	Medical calls	Child locked in vehicle	Carbon monoxide detector	A ladder truck will also respond to a vehicle fire in a parking garage
Two Engine Companies are dispatched to:	Motor vehicle accidents with entrapment				
Structural fires involving single family or two-family dwellings, garages and sheds:	First Alarm will require 2 Engine Companies, 1 Ladder Company and 1 District Chief	Second Alarm will require an additional 2 Engine Companies and 1 District Chief			

TABLE CONTINUES NEXT PAGE

Table 8-21, continued
Huntsville Fire and Rescue Response Procedures

All business- and multi-family dwellings:	First Alarm will require 2 Engine Companies, 1 Ladder Company and 1 District Chief	Second Alarm will require an additional 2 Engine Companies and 1 District Chief	Third Alarm will require an additional 2 Engine Companies		
High life hazards such as schools, hotels, churches and shopping malls:	First Alarm will require 4 Engine Companies, 1 Ladder Company and 1 District Chief	Second Alarm will require an additional 3 Engine Companies and 1 District Chief and possibly one more Ladder Company	Third Alarm will require an additional 2 Engine Companies		
High Rise Buildings with over 3 stories such as hospitals, retirement homes and hotels:	First Alarm will require 4 Engine Companies, 2 Ladder Companies and 1 District Chief	Second Alarm will require an additional 3 Engine Companies and 1 District Chief, 1 Assistant Chief and 1 Ladder Company	A Third Alarm will require an additional 2 Engine Companies		
HFR also responds along with Huntsville/Madison County Airport Authority to aircraft emergencies:	Alert 1 and 2 are a standby by Engine 11 in the Station	Alert 3 is a response to the airport by Engine 11, 12 and Ladder 12			
Hazardous Materials Response inside the city limits would include:	Hazmat 15, Engine 15, Engines 5A and 5B and Hazmat 5	Outside the city limits, the response would be reduced to include a minimum of 6 Decon team personnel			

Source: Huntsville Fire and Rescue website

Past Funding

The Madison County Volunteer Fire Departments are funded by the Madison County Commission through a three mil property tax levied on property owners living outside the city limits of Huntsville. The departments also receive funds from the State Forestry Commission, the State Legislative Discretionary fund, and community fundraisers.

Grant funds received the past five years for the Athens Fire and Rescue and the Huntsville Fire and Rescue are identified in Table 8-22.

Table 8-22
Athens and Huntsville Fire and Rescue Past Grant Funding

Department	Year	Source of Funding	Purpose	Amount
Athens	2002	FEMA – U.S. Fire Administration	Purchased smoke detectors	\$88,000
Athens	2003	FEMA – Fire Administration	Purchased personal protection and equipment	\$154,000
Athens	2003	ADECA	First responder medical program	Undisclosed amount
Huntsville	2007	DHS	Diesel exhaust removal systems for fire stations	\$240,000
Huntsville	2003	DHS	Robots for fire prevention training	\$27,160
Huntsville	2002	DHS	Self-contained breathing apparatus equipment	\$620,906

Source: Information Collection Form

AMBULANCE

A. Huntsville Emergency Medical Services, Inc.

Huntsville Emergency Medical Services, Inc. (HEMSI) is a not-for-profit ambulance service providing acute, pre-hospital care and treatment to those in need of urgent medical attention in the Madison, Huntsville, and Madison County areas. HEMSI is the only nationally accredited emergency medical service (EMS) in Alabama. The agency provides services 24 hours a day, seven days a week of Basic Life Support (BLS) and Advanced Life Support (ALS) treatment and transport. HEMSI also provides EMS standby services for community functions such as school sporting events, community festivals and industry functions.

HEMSI fields a K-9 Search Team and a High Angle and Rough Terrain (HART) Rescue Team. The HART Rescue Team is on call with Search and Rescue certified individuals for rough mountain terrain rescue, including vertical descent and ascent capability. The Dive Rescue Team is also available for response, with certified SCUBA Rescue personnel for any water-related event in the Tennessee River, its tributaries, or one of the numerous lakes and ponds in the area.

All HEMSI operations are dispatched from the Huntsville-Madison County 911 Center, and response is coordinated as necessary with other emergency response groups. HEMSI works closely with other emergency response groups in preparedness planning and the exercise of coordinated emergency plans. Additionally, HEMSI is the primary provider of EMS to Redstone Arsenal, and can support the installation during community emergencies via Mutual Aid Agreements signed through the local emergency management agency. HEMSI also works closely with the community, providing CPR training and informational programs to various groups.

HEMSI responds from 12 locations strategically located throughout the community. The primary operations facility is located in a 33,000-square-foot facility at 1057 Oakwood Avenue Northwest, Huntsville. This facility houses the operations administrative offices,

training offices and facilities, and fleet maintenance facilities. The business office, as well as another station, is located at 2700 6th Avenue, Huntsville. Table 8-23 lists all HEMSI satellite locations. In addition to the satellite stations, HEMSI has a dedicated unit located at the NASA Medical Center on the Arsenal. HEMSI Communications (MEDCOMM) is located within the Huntsville-Madison County 911 Center with all other public safety agencies in the community.

Table 8-23
HEMSI Ten Additional Satellite Stations

Station	Address	Location
Station #3	1 Hospital Drive Southwest	Huntsville
Station #4	707 Walton Drive	Madison
Station #5	165 Winchester Road	Huntsville
Station #6	121 Lily Flagg Road Southwest	Huntsville
Station #7	1503 Sparkman Drive Northwest	Huntsville
Station #8	2979 Old Highway 431	Owens Cross Roads
Station #9	101 Sivley Road	Huntsville
Station #10	11645 US-231	Meridianville
Station #11	897 Capshaw Road	Madison
Station #12	1825 Jeff Road Northwest	Huntsville

HEMSI has 139 full-time and 78 part-time employees and has a fleet of 34 ambulances. Table 8-24 identifies HEMSI personnel and Table 8-25 lists training and certifications.

Table 8-24
Huntsville Emergency Medical Services, Inc. (HEMSI) Positions

Position	Full-time	Part-time
Emergency Medical Technicians (EMT)	38	26
EMT-Intermediate	4	4
Paramedic	54	35
Dispatchers	14	10
Administrative and Support Staff	29	3

Source: Information Collection Form

Table 8-25
Education and Training of the HEMSI Staff

EMT Level	Training
EMT- Basic	Health Care Provider CPR, Emergency Vehicle Operations Course, HazMat Awareness, Drug Free Workplace, Protocol Education Course, FEMA National Incident Management System, 24 hours of continuing medical education during the two-year licensure cycle
EMT-Intermediate	International Trauma Life Support, Pediatric Advance Life Support, Health Care Provider CPR, Emergency Vehicle Operations Course, HazMat Awareness, Drug Free Workplace, Protocol Education Course, FEMA National Incident Management System, 36 hours of continuing medical education during the two-year licensure cycle
Communications	All dispatch staff are required to maintain NAED (National Academy of Emergency Dispatch) certification with 24 hours of continuing education every two years and Health Care Provider CPR .

For the past five years, the main source of funds for HEMSI has been the fees received from ambulance transports. On an annual basis, patient fees account for more than 90% of the funding for HEMSI. The remaining 10% is generated primarily from contracts with NASA

and Huntsville Hospital. HEMSI is a not-for-profit organization. Funds received are used for operations.

ANIMAL CONTROL

According to the National Animal Control Association, determining the optimum or desirable number of Animal Control Officers has remained an elusive goal for the profession. The service spectrum in each animal control department varies according to the management style and philosophy of the director, policies of government, and community expectations. Animal Control departments through the PSA see a need for increased personnel, facilities and equipment for the increased population attributed to BRAC.

A. Limestone County Animal Control Department

The Limestone County Animal Control Department is housed at the county's Central Supply and Maintenance Shop located at 100 Cherry Street, Athens; however, no animals are kept at this location. It is only used for dispatch and paperwork. Strays are picked up and housed at a local veterinarian clinic contracted by the Limestone County Commission. The Limestone County Animal Control Department is staffed by one full-time and one part-time Animal Control Officer.

B. Madison County Animal Control

Mike Fritz serves as director of the Madison County Animal Control, which provides animal control services for all of Madison County, except the cities of Huntsville and Madison. The department provides live capture traps to citizens and responds to requests and complaints pertaining to stray, nuisance, neglected and injured animals and livestock at large.

Located in a 900-square-foot building at 3210 South Hi-Lo Circle Northeast, Huntsville, Madison County Animal Control does not have its own animal shelter. The department contracts with the Huntsville Animal Services, which houses the animals.

Five full-time employees including three animal control officers and two license clerks staff the Madison County Animal Control. The State of Alabama does not require Animal Control Officers to be state certified, and the majority of training takes place on-the-job. However, Madison County Animal Control does take advantage of training offered by the National Animal Control Association and the Alabama Animal Control Association when budgetary and time constraints permit.

C. Decatur Animal Services

Carol Wicks serves as the director of the Decatur Animal Services, an animal control facility located at 1802 Central Parkway Southwest, Decatur, Alabama, and operated by the City of Decatur. In addition to enforcement of local animal ordinances and cruelty investigations, the agency's programs include adoptions, education and volunteerism.

The Decatur Animal Services is staffed by 10 full-time employees. These positions are identified in Table 8-26.

Table 8-26
Decatur Animal Services Positions

Position	Full-time
Department Director	1
Field manager	1
Kennel Manager	1
Adoption Manager	1
Cruelty Investigator	1
Animal Services Officer	2
Kennel Officers	3

Source: Information Collection Form

Decatur Animal Services projects that the BRAC-related growth will have a positive impact on the community based on the reasoning that those relocating to the area will have a higher socioeconomic lifestyle and therefore will be less likely to abuse animals and will be more likely to adopt additional pets.

D. Morgan County Animal Control

Claudia Ray is the director of Morgan County Animal Control. The office employs five full-time staff members. The department is responsible for animal control issues in Morgan County and serves as an animal shelter. The current facility consists of 18 rooms for dogs and a cat facility. The department is planning to build a new shelter. Bids are expected in by January 2009 with an expected date of completion before September or October of 2009. The new facility will have 50 kennels for strays, quarantines and adoption.

E. Huntsville Animal Services

Animal Control for the City of Huntsville was established in 1966, but was renamed in 2001 to Huntsville Animal Services. This department is a direct result of the problem of animal overpopulation in the area and provides domesticated animal services for Huntsville and animal housing for Madison County. It also provides humane euthanasia and adoption services.

Karen Hill Sheppard, DVM serves as chief of Huntsville Animal Services, which is located at 4950 Triana Boulevard, Huntsville. A 6,000-square-foot building on the south side of Madison County, the facility has 3,000 square feet of climate-controlled-office environment and 3,000 square feet of animal-housing area.

Huntsville Animal Services is staffed by 26 full-time and two part-time employees. These positions are identified in Table 8-27.

Table 8-27
Huntsville Animal Services Positions

Position	Full-time	Part-time
Chief	1	
Center Supervisor	1	
Secretary	1	
Clerk	3	
Field Supervisor	2	
Officers	9	
Animal Care Manager	1	
Animal Care Staff	5	2
Humane Educator	1	
Dispatcher	2	

Source: Information Collection Form

Service Calls

Service calls for animal control have increased over the past five years for all agencies throughout the PSA. These service calls include stray and dangerous dogs running loose, checking on pet welfare, adoptions, and animal cruelty investigations. The Huntsville Animal Services has also experienced an increase in calls regarding coyotes. Madison County Animal Control and Huntsville Animal Services have already experienced an increase in service calls and anticipate receiving more requests for services as the BRAC buildup occurs. These agencies foresee a need for additional personnel, equipment, and vehicles. The agencies project that service hours will need to be expanded; however, additional funding will be needed to meet these demands.

Past Funds

The Limestone County Animal Control Department's yearly operation budget is \$202,080 and is provided by the Limestone County Commission General Fund. Funding for Madison County Animal Control is provided by the Madison County Commission and is used for the department's day-to-day operation. All funds to operate the Decatur Animal Services are provided by the City of Decatur. Huntsville Animal Services receives most of its funding from the City of Huntsville General Fund. Only 1% of its budget comes from donations. Little to no funding from grants has ever been received by any of the animal control agencies.

EMERGENCY MANAGEMENT AGENCY

Emergency Management Agency (EMA) staffs throughout the PSA are on call 24 hours a day, seven days a week. When an emergency arises, an assessment is made to determine the extent of response necessary. All staff members are then notified. If the emergency requires coordination between different agencies and organizations (such as severe weather or a chemical spill), emergency operations are initiated. The appropriate contact personnel from government and volunteer organizations are contacted, and emergency plans are put into action. On average, the Huntsville-Madison County EMA staff is involved in emergency operations at least once every five days.

During an emergency that poses a threat to life or property, or in the aftermath of such an emergency, the Emergency Operations Center (EOC) is activated. The EOC is an information and communications center where information is collected, evaluated and displayed. Elected officials and managers can obtain information about the situation as it develops, so that decisions can be made to protect the public, and resources can be allocated to the appropriate locations.

Key personnel from emergency response groups, volunteer organizations and EMA come to the EOC to manage and coordinate the efforts of response workers in the field. Each organization (police, sheriff's office, Alabama Department of Transportation, school safety and security, elected officials, Redstone Arsenal officials, etc.) has a part in the response and recovery stage of any disaster. Reports from field emergency workers are recorded and forwarded to the appropriate agency or department representative in the EOC.

Emergency public information is passed on to the news media immediately so that the public can be informed of the situation and decisions can be made in a timely manner. It is important that all of the different agencies involved be able to coordinate and maximize their resources and personnel so that effective and efficient response and recovery can occur in all affected areas.

Mutual Aid may be requested from outside the area when emergencies or disasters occur that exhaust all resources. Additional equipment and/or personnel assets may be required from another city, county, the State of Alabama or the federal government. The request for Mutual Aid must always come from the coordinating EMA.

The Huntsville-Madison County EMA has Mutual Aid Agreements in place with other North Alabama counties through the Thirteen-County Mutual Aid Association. These agreements are signed by all local jurisdictions and provide for the sharing of emergency response personnel and resources in the event of a local disaster. The Thirteen-County Mutual Aid Agreement, originally signed in 1979, was a statewide model for coordinated emergency response and recovery spanning multiple jurisdictions.

While emergency response beyond the capabilities of the Arsenal are handled on-post at the federal level, it is recognized that immediate emergency response during disastrous situations

is critical in saving lives and in minimizing property damage. Redstone Arsenal, NASA, Marshall Space Flight Center, and all major local jurisdictions have signed Mutual Aid Agreements with each other to provide emergency support upon request.

A major function of the EMA is severe weather safety and preparedness. Activation of the siren warning system allows the EMA to immediately activate sirens for a tornado warning or other emergency with the touch of one key. The outdoor siren warning system alerts people of potential danger. The sirens are sounded whenever a tornado warning is issued. They may also be activated for other life threatening situations that require emergency preparedness response actions by the population.

The Huntsville-Madison County EMA has emergency plans in place to address multi-hazards. Hazard-specific plans have been used as prototypes and examples for other jurisdictions, and have been used for training throughout the U.S. Planning is done through the Local Emergency Planning Committee (LEPC), a coordination of local emergency response groups. The LEPC meets periodically to discuss emergency response issues, planning initiatives, and training and exercise programs. Work is done primarily through sub-committees that report to an Executive Committee. The Army at Redstone Arsenal is well represented on the LEPC and provides staff from the Aviation and Missile Command (AMCOM) Plans Division, AMCOM Environmental Division, the Defense Intelligence Agency, the Army Corps of Engineers, Fox Army Health Center, Redstone Arsenal Garrison, and Redstone Arsenal Force Protection. NASA is also represented on the committee. All entities are familiar with each other's emergency response plans, and all represented EOCs have one another's emergency response plans in their possession.

The Huntsville-Madison County EMA has direct communications with the Arsenal's EOCs through phone and a computerized interface with the Army's Space and Missile Defense Command (SMDC) that enables communications between the Arsenal, NASA/Marshall Space Flight Center, and the EMA. Additionally, the Arsenal has capabilities to monitor the Alabama EMA EM 2000 program, which runs an event log and statewide bulletin board during potential statewide emergencies.

The Huntsville-Madison County EMA staff also has the capability to run forward operations at another location in addition to the local EOC. In the event of an emergency at the Arsenal that requires EMA support, the local staff has been provided appropriate clearances.

The Huntsville-Madison County EMA coordinates and provides supplemental training programs to emergency responders for community-wide response. Additionally, training received and general preparedness activities are exercised and evaluated on a periodic basis. Representatives from the Arsenal are included in these activities.

Huntsville and Arsenal emergency response groups train and exercise together to maximize effective response and recovery efforts. These agreements enable local emergency response groups to support soldier and civilian lives during emergencies on-post, and allow the Arsenal to support local resources, if needed, during an off-post community emergency.

The Huntsville-Madison County EMA is the lead coordinator of local homeland security efforts. These initiatives involve the planning, training and exercise of responses to terrorism-related events, which are conducted locally through the LEPC. Local emergency response groups have plans in place to handle terrorism-related events. These plans are being perfected continually as emergency responders increase their knowledge base and gain more practical application of emergency response techniques for coordinated response.

Morgan County EMA employs a staff of four who are responsible for providing the residents of Morgan County with the latest information on any emergencies or disasters. The EMA office stays in contact with companies, police, fire, and rescues departments throughout the county. The office maintains regular contact with the state emergency office. The current manager of Morgan County EMA is Eddie Hicks. According to staff, the number of emergencies they respond to is small compared to Madison County. The office is called about an emergency after hours about three times a month. The office does receive countless calls throughout the day, but the calls are rarely ever “sever” in nature.

Limestone County EMA consists of a staff of three. The mission of the Limestone County Emergency Management Agency is to coordinate mitigation and preparedness activities prior to a disaster and to coordinate response and recovery efforts in the event of a disaster in Limestone County. Much like Morgan County, the office rarely is called for emergencies. The office averages about one emergency a month. Severe weather is the number one reason the department receives calls.

911 CENTER

Huntsville-Madison County 911 Center

Ernie Blair serves as director and CEO of the Huntsville-Madison County 911 Center. Located at 5827 Oakwood Road Northwest, Huntsville, Alabama, it is the largest emergency facility of its kind in the State of Alabama. Built underground, it is safe from all severe weather.

The Huntsville-Madison County 911 Center coordinates responses to calls for emergency services. Receiving about 500 calls per day, it is the State of Alabama’s only true consolidated 911 and dispatch communication facility. The Huntsville-Madison County 911 Center houses all call-taking and dispatching public safety agencies serving Madison County, the City of Huntsville, and the City of Madison. The following emergency response groups have a presence within the Huntsville-Madison County 911 Center.

- Huntsville Police Department
- Huntsville Fire and Rescue
- Madison County Sheriff’s Department
- HEMSI
- City of Madison Fire Department

- City of Madison Police Department
- Madison County Fire Department

The co-location of 26 highly trained emergency response call-takers and dispatchers ensures appropriate and timely emergency response during typical emergency events as well as times of community crisis. The most common 911 call is traffic accidents.

The Huntsville-Madison County 911 Center has the capability to pinpoint the location of cellular 911 calls contingent upon cellular service providers and the user's cell phone capabilities. The center also maintains links with the Huntsville International Airport, Red Cross, TVA Browns Ferry Nuclear Plant, and Redstone Arsenal Fire Department.

A study is currently underway to assess the effectiveness and costs of purchasing and implementing a county-wide radio system for communication purposes. This system would afford all public safety and emergency services providers within Madison County the capability to seamlessly communicate to one another.

Morgan County Emergency Management Communication District (MEMCD)

Gordon Neihardt serves as manager of MCEMCD 911. MCEMCD serves an area of approximately 600 square miles in Morgan County. All 911 calls in Morgan County are answered by MCEMCD from its communications center located in the Charles W. Nichols Communications Center.

MCEMCD dispatches for Decatur Police Department, Decatur Fire and Rescue, and 22 Volunteer Fire Departments and the Morgan County Rescue Squad. They also dispatch for both Trinity and Priceville Police Departments. In addition to this, they dispatch 911 calls for Decatur EMS.

The staff consists of 25 employees. All of the telecommunicators are trained as both call takers and dispatchers and are APCO and EMD certified.

The staff works two day shifts and two night shifts, day shift is 6:00 a.m. to 6:00 p.m. and night shift is 6:00 p.m. to 6:00 a.m. On each shift, a Shift Supervisor is in charge of the dispatchers. In addition, there is an Operations Manager over all of the communications staff.

Athens-Limestone County Emergency Management Communication District

R.V. White is the director of Athens-Limestone County Emergency Management Communication District. The office is responsible for all emergency communications for Limestone County. The office dispatches for all the volunteer fire departments for the county and city fire departments. The office is the center of contact for all 911 calls. The office transfers calls to the police and sheriff's office depending on jurisdiction. There are currently 10 full-time and 3-part time dispatchers and a supervisor for communications as well as two administrative personnel.

CONCLUSIONS

1. Limestone, Madison, and Morgan counties, the Primary Study Area (PSA), has a broad and highly-effective public safety infrastructure already in place. Emergency situations are well coordinated through the local 911 centers and emergency management agencies. This capability is critical to meet the increasing demand resulting from the BRAC-related growth throughout the area.
2. Most public safety providers throughout the PSA have not developed official plans preparing them for the impact of BRAC on their communities. Although some informal discussions have occurred between and among department heads and elected officials, the majority of agencies have not moved forth with a formalized planning effort because, as they stated in their own words, *“they really do not know what to plan for.”* All agencies agreed that substantial economic impact numbers are needed for them to be able to plan accordingly.
3. Although the majority of public safety providers throughout the PSA employ an adequate number of staff to meet the current demands of service calls, there are concerns regarding the number of additional employees that will be needed to meet the demands resulting from the BRAC-related growth. There are also concerns pertaining to the quality of available workforce. Police, fire and ambulance workers especially are in short demand, not only within the PSA, but throughout the country as a whole.
4. Public safety providers funded by tax dollars are concerned about where the funds will come from to pay for additional personnel, facilities and equipment needed to meet the anticipated increased demand of service calls.
5. The Madison County Sheriff’s Office anticipates that as the community continues to grow, law enforcement will be faced with many challenges, including increases in substance abuse, congestion on roadways, increases in services, and the need to attract and retain employees dedicated to be public servants. The department itself will need additional deputies and all associated equipment.
6. The Decatur Police Department currently does not foresee an overwhelming impact to personnel or equipment needs at this time; however, the department will continue to monitor the growth rate and make adjustments as the needs are anticipated.
7. The Huntsville Police Department expects to need an additional 28 sworn officers by the end of the 2011-2012 timeframe. Additional equipment will be needed for these officers. This cost, as well as all required training costs, will have to be borne by the agency. The annual replacement numbers for the Huntsville Police Department will have to be increased by four marked vehicles per year in order to account for the increase in active fleet size.

8. Public safety providers throughout the PSA are experiencing difficulty traveling to and from emergencies during the time when roadways are occupied with high traffic capacity. Research has shown that ambulances are more likely to be involved in motor vehicle collisions resulting in injury or death than either fire trucks or police cars. Roads and infrastructure must be addressed to handle the increase in traffic resulting from BRAC, so that emergency responders can safely get through traffic congestion in a timely manner.
9. Those relocating to the PSA as a result of BRAC will expect public safety services to be provided to them during emergency situations. The majority of the rural areas are serviced by volunteer fire and rescue departments. There is currently a tremendous need and demand for volunteer firefighters, and any increase in the amount of service calls will place a greater strain on volunteer fire and rescue services.
10. Public safety providers assume that the increase in population will lead to an increase in crime. Pockets within the PSA have already experienced an increase in drug and drug-related crimes, including theft. There are newly built houses, still vacant, that are being used for drug-related activities. It is anticipated that some of these crimes will be alleviated as homes are occupied. Many of the regional law enforcement agencies participate on the HIDTA (High Intensity Drug Trafficking Area) Task Force and are addressing such issues.
11. Most public safety providers throughout the PSA are functioning primarily in a reactive mode, responding to service calls as they occur. Due to the lack of personnel, safety prevention is only occurring on a minimum basis.
12. Public safety providers have experienced difficulty obtaining grant funding from all levels of government. Many times different agencies within the same geographic area are seeking the same means of funding.
13. All of the public safety and emergency services providers throughout the PSA, including those at Redstone Arsenal, operate effectively when emergency situations occur. Often these agencies train together to prepare for such emergencies. Many of the agencies maintain Mutual Aid Agreements among and between them. However, the capability to seamlessly communicate with one another is recommended. The Huntsville-Madison County 911 Center is currently conducting a study assessing the effectiveness and cost of implementing such a system.
14. Madison County Animal Control and Huntsville Animal Services have already experienced an increase in service calls and anticipate receiving more requests for services as the BRAC buildup occurs. These agencies foresee a need for additional personnel, equipment and vehicles. The agencies project that service hours will need to be expanded; however, additional funding will be needed to meet these demands.
15. Decatur Animal Services projects that the BRAC-related growth will have a positive impact on the community based on the reasoning that those relocating to the area will

have a higher socioeconomic lifestyle and therefore will be less likely to abuse animals and will be more likely to adopt additional pets.

16. Public safety and emergency services providers do a poor job of marketing themselves (i.e., obtaining grant funding, promoting quality of life, etc.). There are opportunities for resources, as well as personnel and equipment, to be shared across jurisdictional boundaries.

RECOMMENDATIONS

1. It is recommended that a task force consisting of representatives from public safety and emergency services providers from throughout the PSA be formed. This task force should be led by the Director of the Huntsville-Madison County Emergency Management Agency and should focus initially on regional planning for public safety and emergency services to prepare themselves to meet the increased needs and demands resulting from the BRAC-related growth.
2. It is recommended that additional safety prevention programs be implemented, especially for those relocating to the area who lack the experience and knowledge of what to do when severe weather, such as tornadoes, occurs.
3. A consolidated voice of public safety providers is needed. It is recommended that representatives from public safety and emergency services participate annually with the local Chambers of Commerce when they travel to Washington D.C. and Montgomery, Alabama, visiting the federal and state elected officials to discuss needs for the area.
4. The PSA needs the capability to communicate seamlessly with one another across jurisdictions. The Huntsville-Madison County 911 Center is currently conducting a study assessing the effectiveness and cost of implementing such a system.