

**KEY**

- JP: Jasper Cooke, Public Safety Director, Augusta State
- DP: David Perry, Chief of Police, Florida State University
- PO: Paul Ominsky, Director of Public Safety, Princeton University
- TJ: Thomas Johnson, Director of University Police, Truman State
- LW: Laura Wilson, Chief of Police, Stanford University
- ML: Mike Lynch, Director of Campus Police, George Mason University
- JL: James Lyon Jr. Chief of Police, Northeastern Illinois University
- GL: Gary Lyle, Chief of Public Safety, Anne Arundel Community College
- WT: William Taylor Chief of Police, Rice University

**2010-2011 BJS Survey of Campus Law Enforcement Agencies –  
Draft version of long form (CJ-42L)**

**BURDEN STATEMENT**

Federal agencies may not conduct or sponsor an information collection, and a person is not required to respond to a collection of information, unless it displays a currently valid OMB Control Number. Public reporting burden for this collection of information is estimated to average 3 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate, or any other aspects of this collection of information, including suggestions for reducing this burden, to the Director, Bureau of Justice Statistics, 810 Seventh Street, NW, Washington, DC 20531. The Omnibus Crime Control and Safe Streets Act of 1968, as amended (42 USC 3732), authorizes this information collection. Although this survey is voluntary, we urgently need your cooperation to make the results comprehensive, accurate, and timely. We greatly appreciate your assistance.

**AGENCY INFORMATION:**

1. Who has responsibility for security and safety at your college/university?
  - 1 Solely the institution’s own police/security agency
  - 2 Primarily the institution’s own police/security agency but supplemented by private security personnel
  - 3 Primarily by private security personnel, supplemental by the institution’s own police/security
  - 4 Solely staffed by private security personnel – please enter name of company that provides services and then return this survey:

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JL	<ul style="list-style-type: none"> <li>- It may be helpful to determine what type of university/college is responding, such as private or public, 2 year, 4 year, research, etc.</li> <li>- some universities/colleges have local law enforcement personnel who are responsible to security/safety on campus (so outside agencies have assigned personnel)</li> </ul>
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**PERSONNEL INFORMATION:**

2. How many PAID employees were employed in your college/university police or security agency as of January 31, 2011?

	# Full time	# Part time
Sworn police officers (full arrest powers)		
Non-sworn security officers (limited or no arrest authority)		
Civilian personnel		
Student employees		

PO	<ul style="list-style-type: none"> <li>- Suggested separating how many paid employees are dispatchers or communication officers</li> <li>- It is also helpful to know the number of employees assigned to administrative tasks and the number of sworn supervisors in a department</li> <li>- Also helpful to know number of sworn officers/student, total security employees/student as well as the same comparisons to the total number of students, faculty and staff</li> </ul>
LW	<ul style="list-style-type: none"> <li>- The challenge is the distinction between number of employees and full-time equivalents</li> <li>- There are casual employees that work 6 times a year (football games, etc.) so the force may appear larger than it is. This may be interpreted differently</li> <li>- Maybe add another column to make a distinction - part time on a weekly basis, and then a column for "infrequent employees"</li> <li>- The answer will also depend on what is considered full time - most likely it is those who work 40 hours, but some employees at Stanford work 32 hours and are given full benefits, this may be considered full time to others</li> <li>- Part time on a weekly basis at Stanford are benefits eligible while infrequent is not, this may make a difference</li> </ul>
GL	<ul style="list-style-type: none"> <li>- Director and Deputy Director are the only personnel with police powers, it is a non-sworn agency</li> </ul>

3. How many officers in your agency are currently in the military Reserves, National Guard, or other organization which may require a call to service?

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4. For the following years, how many of your officers were called to service for military assignments, thus leaving their current position with your agency on a temporary basis?

Year	# of officers called to service
2010	
2009	
2008	

5. As of January 31, 2011, how many FULL-TIME SWORN agency personnel were in each RACE/ETHNIC category?

	# Sworn (full-time)
African American or Black - non-Hispanic	
American Indian or Alaska Native	
Asian, Native Hawaiian, or Pacific Islander	
Hispanic or Latino, any race	
White, non-Hispanic	
Two or more races	
No information available	

LW	- Sometimes the ethnicity categories change, these might not be the most current ones the federal government is using - check this.
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6. As of January 31, 2011, how many FULL-TIME SWORN agency personnel were female or male?

	# Sworn (full-time)
Female	
Male	

**PERSONNEL DUTIES AND FUNCTIONS:**

7. As of January 31, 2011, how many FULL-TIME sworn police and non-sworn security officers did your agency have who were REGULARLY ASSIGNED DUTIES that included responding to citizen calls/requests for service? For each type of officer, how many were uniformed and how many were non-uniformed officers? *If your agency had none, please enter 0.*

	Uniformed	Non-uniformed
Full-time sworn police officers		
Full-time non-sworn security officers		

PO	- Suggests considering officers per square feet of campus buildings. This measure is often used by University Facilities managers to understand staffing needs so this may be a helpful comparison to public safety officials
TJ	- Truman State is all sworn officers, they are limited to campus, but have worked an agreement with the city that they also have a city commission, so they have power throughout the city.

	<ul style="list-style-type: none"> <li>- Missouri is weird in that if it was a city street with campus property on both sides, they would not have jurisdiction in the street</li> </ul>
LW	<ul style="list-style-type: none"> <li>- What is meant by responding to calls/requests for services?</li> <li>- Some people don't go into the field but they are answering phones and actually responding to the calls</li> <li>- If you are looking for the number of people fielded, say "field" in the question, Stanford has a set number of people who respond to criminal matters versus something more minor</li> </ul>

8. Next, we have some questions about security functions of your agency. Does your agency perform the following on a regular basis or have responsibility for them? *Please select one response per line.*

Security Function	Perform this regularly	Do not perform this regularly, but have responsibility for this	Not responsible for this
Access control			
Building lockup/unlock			
Central alarm monitoring			
Key control			
Monitoring surveillance cameras			
Executive protection			

JC	<ul style="list-style-type: none"> <li>- Comment on the middle column, assumes that this is asking for something that they are responsible for but that is not assigned to the agency</li> <li>- Agency has input on policies and procedures</li> <li>- Column may create confusion - people may answer it in a couple ways and create confusion</li> <li>- Suggested removing "but have responsibility" and just having "do not perform this regularly"</li> <li>- Suggested including an electronic access control row, because it may be interpreted as just locking and unlocking buildings</li> </ul>
TJ	<ul style="list-style-type: none"> <li>- Fairly clear, in academic buildings they do lock ups but not on residence buildings, they may have this responsibility but they do not perform it regularly</li> <li>- Residency halls have a card access system but his department is sort of the default if something happens</li> </ul>

LW	<ul style="list-style-type: none"> <li>- Not responsible for offsite facilities</li> <li>- Maybe ask the number of cameras per building</li> </ul>
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**ICF recommendation** – 3 columns ‘Perform this regularly’ ‘Do not perform this regularly’ and ‘Not responsible for this’

9. Does your agency provide security for the following on a regular basis or have responsibility for them? *Please select one response per line.*

Provide Security for:	Perform this regularly	Do not perform this regularly, but have responsibility for this	Not responsible for this
Arena events			
Auditorium events			
Cultural facilities (e.g. museum)			
Daycare facility			
Educational (K-12) facilities			
Medical facility (e.g. hospital, clinic)			
Nuclear facility			
Stadium events			
Other (specify):			

LW	<ul style="list-style-type: none"> <li>- The law enforcement entity on campuses may be responsible for all of those things, but they do not have someone physically present.</li> <li>- E.g. museum may have their own security, but ultimately any crime that occurs there is campus police’s responsibility even though they do not provide security</li> </ul>
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10. Does your agency perform the following **Special Operations** or **Law Enforcement** activities on a regular basis or have primary responsibility for them? *Please select one response per line.*

	Perform this regularly	Do not perform this	Not responsible
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		regularly, but have responsibility for this	for this
Bomb explosive disposal			
Criminal investigation			
Drug law enforcement			
Drug task force participation			
Search and rescue			
Tactical operations (SWAT)			
Underwater recovery			
Vice law enforcement			

JC	<ul style="list-style-type: none"> <li>- Asked why drug law enforcement is separated from other tasks, as part of a police agency it is generally part of their tasks, unless there is a separate unit</li> <li>- They enforce all the laws, maybe ask about a special drug unit</li> <li>- Unsure about underwater recovery, is usually a part of search and rescue</li> <li>- Vice law enforcement and drug law enforcement might all be under criminal investigation. Typically street officers come across something then the investigators look into it, then it becomes a certain type of investigation.</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Some campuses have K-9 bomb detection units, not just bomb disposal operations</li> <li>- Some campuses that have student run EMT or ambulances services, especially if these are run by the police department</li> </ul>

**ICF recommendation** – consider combining ‘Search and rescue’ to ‘Search and rescue/Underwater recovery’

**ICF recommendation** – consider changing to ‘Special drug unit for drug law enforcement’

**ICF recommendation** – consider adding ‘EMT/Ambulance services’

11. Does your agency perform the following **Vehicle-Related Functions** on a regular basis or have primary responsibility for them? *Please select one response per line.*

	Perform this regularly	Do not perform this regularly, but have responsibility for this	Not responsible for this
Campus transportation system			
Parking administration			
Parking enforcement			
Traffic accident investigation			
Traffic direction and control			
Traffic law enforcement			
Vehicle registration			

JC	- Same issue as Q8 with the middle column
LW	- It is unclear what is meant by vehicle registration - it is intended to be registering vehicles for on-campus parking?

**ICF recommendation** – consider changing to ‘Registering vehicles for on-campus parking’

12. Does your agency do the following functions on a regular basis or have primary responsibility for them? *Please select one response per line.*

	Perform this regularly	Do not perform this regularly, but have responsibility for this	Not responsible for this
Animal control			
Campus switchboard			
Dispatching calls for service			
Emergency fire service			

Emergency medical service			
Environmental health/safety			
Fire inspection			
Fire prevention education			
Temporary lock-up facility (overnight)			
Temporary holding cell (overnight)			

JC	<ul style="list-style-type: none"> <li>- After campus switchboard, maybe include Campus info line or helpline. The people answering 911 calls are on switchboard, but not to campus</li> <li>- Maybe add another line including temporary holding cells (short term compared to overnight) not many campuses have overnight lock up, mostly in county/city jails.</li> <li>- Suggests just including holding cell, not overnight.</li> </ul>
TJ	<ul style="list-style-type: none"> <li>- Truman State does not have a holding cell, if needed they use county jail facility</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Suggests including emergency management as its own line. Sometimes emergency management falls under something like environment health and safety</li> <li>- Official or emergency unofficial management? These are separate</li> <li>- Her department does not have the responsibility to respond but is the main driving force</li> </ul>

**ICF recommendation** – consider adding ‘Emergency management’

**ICF recommendation** – consider either dropping ‘Campus switchboard’ (since we ask about 911 responsibility later) or clarifying to distinguish from 911 functions – ‘Campus Switchboard (information/help line)’

13. How often does your agency have the following **uniformed** officers on duty?  
Please select one response per line.

Duty Coverage	At all times	Some of the time	Not used at any time
Uniformed sworn police			
Uniformed non-sworn security			

LW	<ul style="list-style-type: none"> <li>- Questioned whether there is any value of having max and min personnel.</li> <li>- On Fridays and Saturdays there are more officers compared to Sunday, but there is always someone available.</li> <li>- Suggested putting a Monday through Sunday grid and ask for number of personnel by time</li> </ul>
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**ICF recommendation** – consider changing question to ‘How many **uniformed** officers does your agency typically have on the following days? (using M-F/Saturday/Sunday as 3 columns).

14. What type of routine patrol coverage does your agency provide for the following periods in the academic year? *Please select one response per line.*

Period	Type of Routine Patrol		
	24-hour patrol coverage	Less than 24-hour patrol coverage	No routine patrols
Weekdays during academic terms			
Weekends during academic terms			
Breaks between academic terms			
Summer term			

15. How many larceny/theft incidents were reported to your agency for the following years?

Year	Total larceny/theft events reported to your agency
2010	
2009	
2008	

JC	<ul style="list-style-type: none"> <li>- Thefts is a good question, thefts were not required to report until last year</li> <li>- On campuses more concerned with theft – personal electronics, laptops and ipods more so than campus computers because they are more mobile</li> </ul>
TJ	<ul style="list-style-type: none"> <li>- Curious as to why the focus is on larceny and theft – good question to ask</li> <li>- This isn't in Clery, so these numbers would be interesting to look at. A lot of institutions include these numbers because they are asked about</li> <li>- It's a common crime and should be in Clery, it would be interesting to see numbers across campuses</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Clery Act: there is an ongoing debate of how to define burglary and larceny, are people going to count burglary as a larceny/theft incident?</li> <li>- But if burglary was ignored, a large chunk of theft would be missing</li> </ul>
JL	<ul style="list-style-type: none"> <li>- Asking for this type of data may be problematic for some respondents. Most will have to research this, and may not want to give the survey that much time.</li> </ul>

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**ICF recommendation** – clarify distinctions between theft, larceny, burglary, and look at available data from Cleary reporting.

**ADMINISTRATION:**

16. What was your agency's **total operating budget** for the fiscal or calendar year that includes January 31, 2011? If number is an estimate, please indicate this with an asterisk (\*).

\$ \_\_\_\_\_

17. Of the amount listed above in Question 17, how much was for construction costs, if any?

\$ \_\_\_\_\_

JC	- Not sure what construction means, he's assuming construction costs such as buildings for public safety
DP	- For Q17-Q18 it will be work to find these numbers, they would have to go find this information
LW	- Assuming that this is in reference to the construction of a building
JL	- This is almost always a capitol improvement project and rarely will that come from an operation budget

18. Of the amount listed above in Question 17, how much was for major equipment purchases (e.g. vehicles, computer systems, etc.), if any?

\$ \_\_\_\_\_

JC	- Has a base budget, with a major purchase money is transferred to his budget, but the budget at the beginning of the year does not reflect this purchase - There are ways to obtain what is needed without effecting the original budget so these numbers may not accurately depict how much the department spends
TJ	- Has an equipment budget, but if it is a one-time purchase thing, they may have to look for an infusion of money into their budget - non regular lines developed for non regular purchases - They do not have money in their initial budget for these purchases
LW	- Total compensation is not included in total operating budget, also 1-off equipment maintenance is not included.

19. Does your agency receive supplemental income from the following? *Please select one response per line.*

	Yes	No
Providing security at special events		
Parking tickets		
Parking permits		
Guest parking		
Other (please specify)		

JC	<ul style="list-style-type: none"> <li>- Questions the term “events” because it depends what the function is. E.g. graduation comes out of public safety budget, but athletic events are funded by the athletic department</li> <li>- Could answer yes or no and be technically correct</li> <li>- Maybe say reimbursement for events instead.</li> <li>- Example - his officers to go work the UGA football games, he used to pay them out of pocket and get reimbursed, now athletic association pays them directly</li> <li>- He may pay for overtime or bill another department</li> <li>- Parking tickets/permits: assuming revenue is what the question is asking for</li> </ul>
JL	<ul style="list-style-type: none"> <li>- May want to add Traffic Citations as well as Restitution from courts (in some states, it is permissible to the law enforcement agency to charge the convicted criminal for the time it took to prepare and present the case) to supplemental income.</li> </ul>

20. Do officers in your agency receive a direct payment from Auxiliary Services when working a special event?

Yes                      No

JC	<ul style="list-style-type: none"> <li>- Depends on what special event it is</li> <li>- Foresees confusion from providing security at special events in Q19 and Q20.</li> <li>- They do not have blanket auxiliary services, it comes from multiple departments</li> <li>- Suggests combining Q19 and Q20 and rewording</li> </ul>
LW	<ul style="list-style-type: none"> <li>- There are special events that are part of the guard work weeks - the exempt employees are expected to work at special events and it will be part of the salary (the salary is agreed upon hourly)</li> </ul>

21. As of January 31, 2011, what was the minimum and maximum annual base salary for the following positions?

Position	Minimum	Maximum

Chief/Director		
Shift Supervisor		
Entry-level sworn officer		
Entry-level non-sworn officer		
Dispatch operator		

LW	<ul style="list-style-type: none"> <li>- Maybe break it down by salary – total compensation vs. base salary</li> <li>- Suggests asking it as total compensation as it includes benefits rate. The term “salary” maybe misleading.</li> </ul>
ML	<ul style="list-style-type: none"> <li>- Would it be more helpful to ask for actual salaries? i.e. what is starting pay for entry level cop entering the academy? What’s the pay for a lateral cop not needing the academy? What’s the salary (or average) for a 5 year veteran cop, 10 years, etc.</li> <li>- Same can be asked for dispatchers and supervisors I guess</li> <li>- As for a Chief, the info might be more usable if it is just asked what the Chief makes as of a certain date (1/31/11 seems to be default).</li> </ul>

22. Does your agency offer any of the following forms of special pay to officers?  
*Please select one response per line.*

	Yes	No
Training officer pay		
Educational incentive pay		
Health incentive (e.g. maintaining a specific weight range)		
Overtime pay		
Longevity pay*		

\* If longevity pay is offered, how many years of service are required?

\_\_\_\_\_ years of service

JC	<ul style="list-style-type: none"> <li>- Overtime pay: departmental overtime pay or special duty? If officer works specials he gets paid but depends on what he is doing, training is comp time, holiday may or may not be considered overtime</li> <li>- There is an overtime budget which is fixed, have to field a minimum number of officers</li> </ul>
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	on holidays
LW	<ul style="list-style-type: none"> <li>- The only special pay she knows of is having post-certificates (Police Officers Standard and Training)</li> <li>- This is different than the educational incentive pay</li> <li>- Her officers with BA's and Masters get a big premium, and they also offer tuition assistance</li> <li>- Private institutions are often for the individual, the kids also benefit having some portion of tuition paid for - is this to be considered educational incentive pay?</li> </ul>

23. Does your agency require a service agreement to join the force?

Yes

No

23-a. If YES, how many years of service are required by this agreement?

\_\_\_\_\_

24. Is **collective bargaining authorized** for the following types of officers employed by your agency? *Please select one response per line.*

	Yes	No	Does not apply
Sworn police officers			
Nonsworn security officers			

JC	<ul style="list-style-type: none"> <li>- Would consider No as does not apply, sees them as the same thing. It is either authorized or is not</li> <li>- But if online can determine if they have sworn/non sworn and ask questions accordingly</li> </ul>
DP	- "non-sworn" should have a dash
PO	- Thinks this question does not answer a question that would be helpful to know - are your sworn and/or non sworn officers unionized? Vs. the current question about being authorized to be in a bargaining union.
LW	- There are non-sworn security officers, some are of collective bargaining, some are not

**ICF recommendation** – consider changing item to ask about unionization – possibly – How many of your officers belong to a union? All, Some, None, Does not apply

**TECHNOLOGY AND COMMUNICATION:**

25. Does your campus have blue light, emergency phones?

Yes No

26. Does your campus have a non-911 emergency telephone number?

Yes No

JC	- Phone system on campus is archaic, needs a minimum of 4 numbers will dial 2911 for emergency so it is a considered a non-911 emergency number
LW	- At Stanford, non 911 emergency phone numbers are answered 24 hours a day, there is also a department phone - Maybe ask a question like “does your campus have a campus phone answered by a live person 24-7?”
ML	- This question is confusing, Maybe break up into 2 or 3 questions, (does 911 ring to your university’s PD? If not, who answers it? How do you get emergency calls? Non-emergency calls?) - Ask for the actual numbers to see if there’s a helpful patter or acronym like x4357 (spells HELP)

**ICF recommendation** – this section in particular needs some careful consideration of the nature of phone systems today since they have changed dramatically in the past 10 years.

27. Does your agency participate in any of the following types of emergency telephone system where one or more of its units can be dispatched as a result of a call to a special emergency number? *Please select one response per line.*

	Yes	No
Enhanced 9-1-1 system		
Basic 9-1-1 system		
On-campus 3 or 4 digit emergency number (other than 9-1-1)		
"Phone patch" call forwarding when dispatch is not available		
VOIP recording so calls are available for immediate playback		

JC	- Covers what is being asked in Q26, suggests combining Q26 and Q27 - Instead of VOIP, just ask if calls are recorded and played back
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LW	<ul style="list-style-type: none"> <li>- Because of the campus size, one side of campus does not have the blue light system, but the buildings/departments do because of the nature of the school</li> <li>- Do not have VOIP but has a system that will play back recording.</li> <li>- Thinks people would be interested to know whether others are using audio and digital reporting of contacts - this has mitigated and mediated several complaints</li> <li>- Hospital on different system than main campus</li> </ul>
ML	- Spell out the difference between enhanced and basic 911
WT	- This may be unclear to agencies without enhanced 911

**ICF recommendation** – change to ‘Calls are available electronically for immediate playback’

28. Is the 9-1-1 call center used by your agency...?

- 1 School-operated and located on-campus
- 2 School-operated and located off-campus
- 3 Not school-operated and located on-campus
- 4 Not school-operated and located off-campus
- 5 There is no 9-1-1 call center at the school

JC	- Unsure about this question because above it asks if they participate in those systems, is it asking who controls it? Usually if 911 is dialed from a campus phone it goes to the 911 dispatch
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29. Does your agency have NCIC access?

Yes

No

DP	- Spell out NCIC once as a reference, people may not know
LW	- Spell out NCIC
GL	- His department is not a law enforcement agency

29-a. If your agency does NOT have NCIC access, what are the reasons for not having the access? Please select all that apply.

- 1 Agency does not have a 24 hour dispatcher
- 2 Cannot afford the fee for access
- 3 Other - please specify:

ML	<ul style="list-style-type: none"> <li>- Has never heard of any "fee for NCIC access", and they do not pay</li> <li>- An answer option might be "we are not sworn law enforcement therefore we cannot access this data from NCIC"</li> </ul>
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**ICF recommendation:** Add response to accommodate not being sworn law enforcement agency.

**ICF note:** New issue brought up is recording of contacts – audio versus video and for traffic stops.

30. Does your agency utilize the following for dispatch? *Please select one response per line.*

	Yes	No
Mobile data dispatch		
Over-air commands via non-800mhz radio		
Over-air commands via 800mhz radio		
Over-air commands via "push to talk" (PPT)		
Phones such as Nextel		

PO	<ul style="list-style-type: none"> <li>- Maybe ask if campuses are prepared to meet the FCC narrow band mandate for 2013, this may be interesting</li> <li>- Also suggested asking of campus Public Safety radio system interoperable with the local police, fire or other first responders?</li> </ul>
JL	- Is mobile data dispatch the same as Computer Aided Dispatch? If not, CAD probably should be added.

31. Does your campus use the following for Mass Notification Systems? *Please select one response per line.*

Mass Notification System	Yes	No
Cell phone calling		



Siren		
FM announcements		
Text message alerts		
E-mail alerts		
Voicemail alerts		
TV announcements		
CCTV monitor announcements		
LCD billboard announcements		
Other (please specify below)		

DP	<ul style="list-style-type: none"> <li>- Include voice over fire alarms, these are increasingly popular. Trying to cut costs by including speakers when buildings are being constructed to include helpful technological advances.</li> </ul>
PO	<ul style="list-style-type: none"> <li>- Wasn't sure what an FM announcement was, does this mean radio announcement?</li> <li>- The latest type of announcement are from speakers spread around campus, so they would be Emergency broadcast tower system announcement</li> </ul>
TJ	<ul style="list-style-type: none"> <li>- Truman state has an Opt in system for faculty, staff and students. They have to opt out if they want to stop receiving notices, but usually they do not do so until they have left campus.</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Stanford's radio is AM, so maybe just change it to radio announcements</li> <li>- There is a growing distinction between timely recording and instant notification. Maybe ask if they utilize the same mass notification system in sending timely warnings as well as instant communication</li> <li>- Timely warnings - the lawsuit stemming from the VT case states that they should do this in 24-28 hours, while the instant notification has to be sent within 2 hrs.</li> <li>- There may be a conflict between which system is in use.</li> <li>- Some people may not use 3<sup>rd</sup> party vendors - for example can use University system to send a timely warning, but will not use it to send instant notification. Maybe ask if campus uses a third party mark x, and ask whether it is siren/cell phone calling, etc.</li> <li>- Third party - means outside the agency. Stanford contracts with Blackboard to supply this system. Most schools do this.</li> <li>- They have 3 or 4 systems and they need to learn each one separately, because they are not integrated. It might be interesting to see if anyone has found a system that integrates everything. Separately is very labor intensive and provides for potential failure. Struggling with continued pressure to get warnings out quickly</li> <li>- A lot of colleagues are just sending notifications out without verifying, there is some backlash from public saying take me off the list. On the other hand you have the VT issue where the information was not timely. The department only wins if nothing happens</li> </ul>

	<ul style="list-style-type: none"> <li>- What level constitutes a threat to the student body/faculty?</li> <li>- Maybe ask how long you've had your system and how many times per year have you been activated it, are you seeing a backlash or is it accomplishing its intent</li> <li>- What percent of people have opted out as a result of use of your systems?</li> </ul>
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**ICF recommendation:** This section in particular needs revision due to changes in past 10 years both in mass notification systems and email protocols.

31-a. Is enrollment in your campus Mass Notification System mandatory for ALL students?

Yes                      No

31-b. If NOT mandatory for all students - is it mandatory for...?

	Yes	No
First-year students		
Students living on campus		
Students living off campus		

31-c. Can students who must enroll opt out at a later date?

Yes                      No

31-d. Is enrollment in your campus Mass Notification System mandatory for ALL faculty/staff?

Yes                      No

JC	<ul style="list-style-type: none"> <li>- Maybe preface with mandatory or opt in system</li> <li>- Problem with mandatory systems is 2/3 of data is obsolete because it is collected when students are first enrolled.</li> <li>- Opt in has higher participation because people list correct and updated info</li> <li>- Suggested asking if it is mandatory vs. opt in, and then for mandatory systems you can ask 31a-31d.</li> <li>- Service providers charge by number of people in system, opt-in rate around country is 33%, if mandatory end up paying for more people the system cannot reach.</li> </ul>
DP	<ul style="list-style-type: none"> <li>- To clarify question, ask if the system is opt in or opt out</li> <li>- If opt out: students are forced to go through a registration process and forced to answer questions</li> <li>- If opt in: they are forced to sign up</li> <li>- Separate from mandatory because they are not the same</li> <li>- The same issue applies to faculty/staff</li> </ul>

TJ	<ul style="list-style-type: none"> <li>- Truman State does an override of the University's homepage with a notification</li> <li>- They have access to current info, that way then can direct people to the website that receives updated status</li> <li>- The director sends our short text bursts and then says for more info go to webpage, then someone will update and override what is currently on the page to reflect the emergency</li> <li>- Also should consider asking about reverse 911</li> </ul>
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**EDUCATION AND TRAINING REQUIREMENTS:**

32. What are the PREFERRED and REQUIRED minimum education levels used in vacancy announcements for entry-level **SWORN** officers? *Please select one response per line.*

Sworn Police Officers	High school diploma or GED	Some college, no degree	2-year college degree	4-year college degree	Other	None stated
Preferred educational attainment						
Required educational attainment						

33. What are the PREFERRED and REQUIRED minimum education levels used in vacancy announcements for entry-level **NONSWORN** officers? *Please select one response per line.*

Nonsworn Police Officers	High school diploma or GED	Some college, no degree	2-year college degree	4-year college degree	Other	None stated
Preferred educational attainment						
Required educational attainment						

34. How many officers on your force have achieved the following educational levels? *Please enter the total number for each category.*

Number of Officers by Highest Educational Attainment	High school diploma or GED	Some college, no degree	2-year college degree	4-year college degree	Graduate degree
Sworn Officers					
Nonsworn Officers					

35. During the **2010-2011** academic year, what proportion of personnel received at least 8 hours of community policing training (problem solving, SARA, community partnerships, etc?). *Please select one response per line.*

Type of Personnel	All	More than half	Less than half	None
New sworn police recruits				
New nonsworn security recruits				
In-service sworn police officers				
In-service sworn security officers				

JC	<ul style="list-style-type: none"> <li>- Confusing, when is the survey going to be fielded? If before May or June then data will not be readily available</li> <li>- How do you define community police training and what constitutes it? Campus public safety covers whole gamut</li> <li>- Other questions earlier in survey dealt with calendar year vs. academic year, may be a problem</li> <li>- When looking at statistics like training officers need x amount of hours for the <i>calendar</i> year no <i>academic</i> year.</li> </ul>
LW	<ul style="list-style-type: none"> <li>- This is left up to judgment, is the question asking about formal training, or on the job training? Community outreach is a major management objective. People are getting on the job training, but do we sit down and give them 8 hours of classroom training? Not really</li> <li>- This is vague in terms of the 8 hours and how you're being trained, maybe training in any form?</li> <li>- Spell out SARA</li> </ul>
ML	<ul style="list-style-type: none"> <li>- (and other questions with year references) This question switches from Calendar Year to Academic Year, would it be best to keep everything to Calendar year?</li> </ul>

**ICF note:** The above item seem to cause some confusion, may need greater clarity defining the terms.

36. Do you use the following methods to screen new applicants for SWORN OFFICERS for your agency? *Please select one response per line.*

	Yes	No
Analytical problem-solving ability		
Mediation/Conflict management skills		
Second-language ability test		
Background investigation		
Criminal record check		
Reference check		
Drug test		
Physical agility test		
Personal interview		
Understanding of cultural diversity		
Psychological evaluation		
Written aptitude test		
Volunteer/Community service check		
Driving record check		
Credit history check		
Medical exam		
Polygraph exam		
Voice stress analyzer		

DP	- This is a good question, the list is comprehensive
LW	- Suggested adding an "other" category - They do ride-alongs also, they also hold a 2 hour orientation class on the department about their core values/philosophies, which can weed out some applicants.

37. Do you use the following methods to screen new applicants for **NONSWORN OFFICERS** for your agency? *Please select one response per line.*

	Yes	No
Analytical problem-solving ability		
Mediation/Conflict management skills		
Second-language ability test		
Background investigation		
Criminal record check		
Reference check		
Drug test		
Physical agility test		
Personal interview		
Understanding of cultural diversity		
Psychological evaluation		
Written aptitude test		
Volunteer/Community service check		
Driving record check		
Credit history check		
Medical exam		
Polygraph exam		
Voice stress analyzer		

LW	- Refer to comments on Q36
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38. How many hours of academy and field training are required for SWORN POLICE officer recruits? If no training of that type is required, or a type of officer is not employed by your agency, enter '0'.

For SWORN police officers	Academy	Field
State-mandated training hours		
Additional agency-required hours		

JC	<ul style="list-style-type: none"> <li>- Suggested using N/A instead of 0 because there is a quantitative difference between the two</li> <li>- His state does not differentiate b/t academy and field training, just number of hours</li> <li>- The delineated training topics change annually</li> <li>- Each state has different basic requirements for recruits and departments have different requirements for on the job.</li> </ul>
LW	<ul style="list-style-type: none"> <li>- There are state mandated hours (e.g. 500 hrs) but all of the academies are (680 hrs) this is above and beyond the state</li> <li>- Assuming field training is "in-field" training</li> <li>- Because of all the weapons that they carry (lethal and less lethal) what is trained at the academy is just the shotgun. So at what point in time are people completing their other weapons training?</li> <li>- In terms of weapons - this varies by agency (e.g. taser, SU doesn't carry these, but when do people get training on this?)</li> <li>- Not sure how many people have an actual on campus police academy...</li> <li>- Stanford has a community police academy (question about community police academy)</li> <li>- Student ride along program - not sure why it is just for students, SU offers it to anyone.</li> <li>- Add an "other" - may be interesting just to see what people are doing.</li> </ul>

39. How many hours of academy and field training are required for NONSWORN SECURITY officer recruits? If no training of that type is required, or a type of officer is not employed by your agency, enter '0'.

For NONSWORN security officers	Academy	Field
State-mandated training hours		
Additional agency-required hours		

40. Does your agency participate in “Active Shooter Training”?

	Yes	No
DP	- There are different levels of participation, from reading an article to engaging in physical campus training or practical scenario training - Differentiate between these levels	
PO	- Multiple variations of active shooter training. There are active shooter tabletop exercise, active shooter role call training, etc. - Question does not take into account that some organizations that are sworn but unarmed or security departments cannot participate in active shooter drills	
LW	- Suggested looking at when/how much training for handgun /shotgun	

**ICF recommendation** – clarify nature of ‘Active Shooter Training’

**EQUIPMENT:**

41. Which of the following types of weapons/actions are authorized for use by your agency’s patrol officers? Please select all that apply.

Type of weapon/action	Sworn police officers	Nonsworn security officers
Sidearm, semiautomatic		
Sidearm, revolver		
Traditional baton		
PR-24 baton		
Collapsible baton		
Patrol rifle		
Chemical/pepper spray		
Bean bag rifle		
Taser - hand-held electrical device		
Flash/bang grenade		
Shot gun		
None of the above/Does not apply		

DP	- (He had the older version of the survey) suggested putting “taser - hand-held electrical device)
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LW	<ul style="list-style-type: none"> <li>- Maybe in the list of weapons include “less lethal” then in parentheses put bean bag rifle, or some agencies are only using 50 caliber huge rubber bullets.</li> <li>- “less lethal weapons” but still firearms of a sense, not sure what they are properly called.</li> </ul>
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42. How many vehicles were regularly used by your agency during the 2010-2011 school year? Of those vehicles, how many were electric or hybrid vehicles?

	# of vehicles	# that are electric or hybrid
Marked cars		
Unmarked cars		
Trucks		
Vans		
Sport utility vehicles		
Golf carts		
Motorcycles		
Bicycles		
Boats		
Personal transporter (e.g. Segway)		
Other - please specify:		

43. Does your agency regularly use the following in-field computers/terminals while on patrol?

Type of computer or terminal	Yes	No
In-field, vehicle-mounted		
In-field, portable		

DP	<ul style="list-style-type: none"> <li>- Suggested including Mobile Data Terminals (MDT) this is an eye catcher, people should know what this is.</li> </ul>
LW	<ul style="list-style-type: none"> <li>- What does regularly mean? Is there a frequency? Once a week, once a month, a quarter, semester, etc.</li> </ul>

44. Do patrol officers in your agency have direct access to the following? *Please select one response per line.*

Type of information	Yes, in-field	Yes, fixed site	Yes, both in-field and fixed site	No, not typically
Calls for service records				
Criminal history records				
Driving records				
Linked files for crime analysis				
Motor vehicle records				

JC	<ul style="list-style-type: none"> <li>- Assuming that "Yes, in-field" is referring to computer</li> <li>- Officers can log onto any campus computer to access their website, but cannot directly access CAD system; have access to own reports, not others</li> <li>- In field no access to officer records or dispatch functions</li> <li>- Calls for service records is a dispatch function</li> </ul>
DP	<ul style="list-style-type: none"> <li>- If trying to find out how best informed officers are in the field, suggested including access to student data and employee info (i.e. addresses, class schedules, emergency contacts)</li> <li>- Helps the department a great deal, they use this a lot</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Maybe consider asking about interoperability between radio systems.</li> </ul>

**ICF note** – high variability in interpretation of 'in-field'

45. Does your agency use computers for any of the following functions? *Please select one response per line.*

	Yes	No
Crime mapping		
Dispatch (CAD)		
Inter-agency information sharing		
In-field reporting		

46. Does your agency have 800mhz radios?

Yes

No

46-a. If your agency has 800mhz radios, did your agency fund the upgrade through the following means? *Please select one response per line.*

	Funding Source	Yes	No
JC	<del>Department of Homeland security funds</del> - Not sure if radio was upgraded because it was so long ago <del>Other federal funds</del> - thinks that for most radios upgraded in the last 10 years, may not find many people who know this info <del>State funds</del>		
PO	<del>Private donors</del> - Most campuses do not qualify for any federal or state grants under the existing rules - - ACCLEA has been working on some bills that would make our member agencies eligible		
ML	<del>University funds</del> - Not possible making sense of answers - at GMU, "university funds" are "state funds" because it is a state school, some federal funds are grants from DHS but some funds come from FEMA, DOJ, Dept of Education - Assuming that you are asking DHS vs. everyone else? Is this the info you're looking for?		

**ICF note:** Some items may need further clarification.

**PROBLEM MANAGEMENT:**

47. During the 2010-2011 academic year, did your agency meet regularly with the following types of groups to discuss crime-related problems? *Please select one response per line.*

Type of group	Yes	No
Advocacy groups		
Business groups		
Domestic violence groups		
Faculty/staff organizations		
Fraternity/sorority groups		
Student Government Association		
Local public groups		
Other law enforcement agencies		
Neighborhood associations		
Religious groups		
Student housing groups		
Student organizations		

JC	- Calendar year vs. academic year issue
DP	- Suggested including university administration as a group (administrators/officials)
PO	- Question does not allow for Departments to indicate if such groups even exist on their campus
LW	- If the agency meets regularly with groups, ask how frequently.

48. During the 2010-2011 academic year, did your agency engage in and of the following activities? *Please select one response per line.*

Agency Activity	Yes	No
Actively encouraged officers to engage in SARA-type problem-solving projects on campus		
Conducted an on-campus police academy for training police officers		
Maintained or created a formal, written community policing plan		
Incorporated community policing elements into campus security policy		
Gave officers responsibility for specific geographic areas on campus		
Included collaborative problem-solving projects in the evaluation criteria of patrol officers		
Upgraded technology to support the analysis of campus community problems		
Partnered with citizen groups and included their feedback to develop community policing strategies		
Conducted a student ride-along program		
Conducted Environmental Analysis (CPTED) to assess precursors to crime		

DP	- Also include a Citizen's Police Academy item - many departments may conduct their own internal program to bring in students/faculty/staff for a 6-8 week program for them to become familiar with duties, etc.
	- Spell out SARA, familiar with organization, but not exactly what it stands for
PO	- (In reference to Q35 as well) Does not see many IACLEA or police/security Academy

	<p>training sessions on SARA</p> <ul style="list-style-type: none"> <li>- SARA is taught in CJ (?) academic programs but it's fairly limited to crime prevention officers training outside the academic arena</li> <li>- SARA is not the way people refer to community programs, suggests making questions more about community policing and remove SARA references</li> </ul>
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**ICF Note:** clarify reference to SARA

49. Did your agency engage in any of the following preparedness activities during the 2010-2011 academic year? *Please select one response per line.*

Preparedness Activity	Yes	No
Campus anti-fear campaigns regarding campus violence		
Dissemination of information to increase citizen preparedness		
Formal intelligence-sharing agreements (that is, MOUs) with other law enforcement agencies		
Participated in meetings with administrative-level campus staff regarding emergency preparedness plans		
Designed or revised a preparedness plan for a school shooting		
Designed or revised a preparedness plan for an emergency evacuation of campus		

PO	<ul style="list-style-type: none"> <li>- Emergency planning is a very important topic on campuses and this question is very limited in its scope. What about asking about emergency preparedness mutual aid, emergency planning for natural disasters, other disasters (fire, missing persons, campus death) etc.</li> </ul>
JL	<ul style="list-style-type: none"> <li>- Some universities have established a Campus Community Emergency Response Team, much like the municipalities have done with the Community Emergency Response Team</li> </ul>

50. For each problem or task listed below, does your agency have a special unit with FULL-TIME personnel, uses designated personnel as needed, has policies and

procedures only, or does not officially address the problem/task? *Please select one response per line.*

Task or Problem	Unit with personnel assigned full time	Designated personnel used as needed	Policies and procedures only	Not officially addressed
Alcohol education				
Bias/Hate crime				
Community policing				
Crime prevention				
Cybercrime				
Date rape prevention				
Drug education				
General rape education				
Identity theft				
Intimate partner violence				
Research and planning				
Self-defense training				
Stalking				
Student security patrol				
Victim assistance				

DP	<ul style="list-style-type: none"> <li>- Include bicycle/pedestrian safety as this is large on urban campuses where people can be struck by vehicles</li> <li>- Under cybercrime maybe include the terms social networking to include Facebook, etc. Including intimidation, online stalking. This is prominent on campuses</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Not sure if talking about agency or institution? She's assuming agency</li> <li>- Date rape - they have a group but it is not in the department.</li> <li>- General may be clarified to be "stranger" depending on the info you want to obtain</li> </ul>
ML	<ul style="list-style-type: none"> <li>- Assuming "general rape education" would include the popular RAD self defense class, eh? Would it be wise to add RAD as a choice?</li> <li>- Or would it be better to add "self defense" as a category?</li> </ul>

51. Are student patrols used on your campus?

Yes

No

51-a. If student patrols are used on your campus, do these student patrols perform the following functions? *Please select one response per line.*

Function	Yes	No

Special event security		
Auxiliary patrol during normal patrol hours		
Recruitment tool for agency		
Residence hall security		
Special use building security		
Emergency response		

JL	- Additional uses for Student Patrols are to lock up buildings and provide safety escorts.
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**WORKLOAD PERFORMANCE:**

52. What is your clearance rate for the following UCR crimes? *Please enter clearance rate for each category for the most recent year available.*

Offense	Clearance Rate	Not applicable
Murder		
Rape		
Robbery		
Aggravated assault		
Burglary		
Larceny		
Motor vehicle theft		
Arson		

PO	<ul style="list-style-type: none"> <li>- Surprised that survey asks for UCR clearance rates which is not the measurement most campuses focus on. Most use Clery stats.</li> <li>- Clery stats are based on UCR classification but are different measure.</li> <li>- Most Campus Public Safety Administrators are not used to figuring out UCR clearance data so this might be a difficult data point</li> <li>- At Princeton, not allowed by the state of NJ to do own UCR reporting, have to give data to the borough Police and combine data.</li> </ul>
TJ	<ul style="list-style-type: none"> <li>- Clearance rates are hard to figure out if you do not have a murder, etc. in some ways it is not applicable</li> <li>- Some people could be confused because they do not have a murder</li> <li>- Since it is web based ask if any of these things occur, then ask clearance if they have occurred</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Clarify the time, this could be a potentially time consuming question.</li> <li>- This may be challenging for a private entity because they may not be investigating. It may</li> </ul>

	<p>depend on the jurisdiction</p> <ul style="list-style-type: none"> <li>- What are you trying to accomplish with this question?</li> <li>- Stanford has police officer status to the sheriff's office, so they send their criminal reports to sheriff's office, so the sheriff's office would be reporting clearance rates - to answer this question takes some work, they would have to dig for the info</li> </ul>
JL	<ul style="list-style-type: none"> <li>- Again, this is information that will have to be researched. Are you asking for a percentage?</li> </ul>

**ICF note:** The above question will be one that is very hard for respondents to address.

53. How many officers participated in the following events during the 2010-2011 academic year? Please enter total number of officers for each category.

Event	# of officers
Crime prevention program at orientation	
Campus escort service	
Crime prevention program during the Fall term	
Crime prevention program during the Spring term	
Drug/Alcohol programs during the Fall term	
Drug/Alcohol programs during the Spring term	

JC	<ul style="list-style-type: none"> <li>- Campus escort service: would have to go through CAD to figure out how many and whether they were student or officer</li> <li>- Saw this as difficult to access data compared to the rest of the survey.</li> <li>- Wording may create some difficulty in finding data</li> </ul>
LW	<ul style="list-style-type: none"> <li>- When looking at the number of officers there is no frequency - some answers will not obtain percentage of time, etc. it is not weighted by anything.</li> </ul>
ML	<ul style="list-style-type: none"> <li>- This question is confusing, not sure what it is looking for</li> <li>- He has several officers who speak at orientations (maybe 10-12 sessions each Summer/Fall) and also host crime prevention meetings in the residential halls and also teach Alcohol programs several times per year. Do you want to know the extent of our involvement (dozens of sessions - dozens of hours - hundreds of attendees) or do you want the number of cops who do this?</li> </ul>

**ICF note:** Difficult for respondents to answer.



54. Did your campus escort service have the following components during the 2010-2011 academic year? *Please select one response per line.*

	Yes	No
Staffed by police		
Staffed by students		
Walking escort service		
Vehicle-facilitated escort service		

GL	- Staffed by police/public safety
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55. Does your agency use any of the following for receiving citizen complaints? *Please select one response per line.*

	Yes	No
Complaints may be filed in person at agency		
Complaints maybe filed in anonymously at agency		
Complaints may be filed online at department website		
Complaints may be filed online at another website		

**JURISDICTION AND JOINT EFFORTS:**

56. Do your SWORN officers have jurisdiction for the following? *Please select one response per line.*

	Yes	No	Not applicable, do not have SWORN officers
Campus property			
Properties adjacent to campus			
Properties outside the area surrounding the campus			

Off-campus jurisdiction defined and carried out through a Memorandum of Understanding (MOU) or Mutual Aid Agreement			
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DP	- Also include statewide jurisdiction - in some states campus police are given state wide jurisdiction and have state-wide enforcement
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57. Do your NONSWORN officers have jurisdiction for the following? *Please select one response per line.*

	Yes	No	Not applicable, do not have NONSWORN officers
Campus property			
Properties adjacent to campus			
Properties outside the area surrounding the campus			
Off-campus jurisdiction defined and carried out through a Memorandum of Understanding (MOU) or Mutual Aid Agreement			

JC	<ul style="list-style-type: none"> <li>- Wants to make sure that non sworn is skipped if agency does not have any for Q26 and Q27</li> <li>- Off campus jurisdiction defined and carried out through MOU or Mutual Aid Agreement. His officers are state officers and have legal authority of state property or within 500 yds of that property</li> <li>- They have special jurisdiction that is defined by law, but mutual aid agreement gives him county wide jurisdiction because school property is scattered.</li> <li>- Can still go anywhere in the country to work as long as he works with the agency that has jurisdiction over that property</li> <li>- Questioned whether this is what the questions is asking, if not needs rewording.</li> <li>- Others may be more difficult because it is not authorized by the state.</li> </ul>
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58. Do you currently have a Memorandum of Understanding (MOU) or Mutual Aid Agreement with the following agencies? *Please select one response per line.*

	Yes	No
State police		

Local police		
Another campus police/security agency		
Another college/university (non-police agency)		
Another agency in your surrounding community		
State or local courts for the purposes of pre-trial intervention (student offenders are directly handed over to the University)		

59. What was your agency's accreditation status with the Commission on Accreditation for Law Enforcement Agencies (CALEA) as of **January 31, 2010**? Please select all that apply.

Accreditation Status	Agency Status
Accredited	
Commission review phase	
On-site assessment phase	
Self-assessment phase	
Application phase	
None of the above	

JC	- IACLEA also has an accreditation process, maybe ask if they are CALEA or IACLEA. A lot of people do not want to go through CALEA but they like going through nonsworn
TJ	- Maybe ask a general accreditation question instead of looking directly towards CALEA, if CALEA also include IACLEA accreditation
LW	- Turf battle - IACLEA Offers validation similar to CALEA. CALEA would not accredit or allow non-sworn agencies to apply for CALEA accreditation. They only started doing that after IACLEA did that. - Maybe disrespectful to IACLEA accreditation if not included. - Answer will most likely be none for all the non-sworn agencies.
GL	- Anne Arundel Public Safety is an accredited non-sworn agency with IACLEA
ML	- Unclear what info this question is trying to collect. - Consider asking " are you CALEA accredited? Year of first award? Year of subsequent awards (reaccreditation)? Current status?" - Maybe also ask if the agency is accredited by their state accreditation commission and/or by IACLEA accreditation and or by CALEA

**ICF recommendation:** Need to add question asking about IACLEA certification as well.

## Additional Comments from Pretests

JC	<ul style="list-style-type: none"> <li>- Suggested asking if BJS was to fund programs for your campus, what programs do you see as most important</li> <li>- Mentioned mental health issues – ex. Tech shootings</li> <li>- What do you see as the five most pressing needs for campus security in the next 3-5 years? And assess common responses, this might be useful</li> </ul>
TJ	<ul style="list-style-type: none"> <li>- In their profession, emergency management is a responsibility they will be tasked with in the future</li> <li>- Any type of disaster, they need to determine the hazard and the approach</li> <li>- They are responsible for emergency operations for the University (e.g. tornado)</li> </ul>
LW	<ul style="list-style-type: none"> <li>- Chief Wilson’s department is ultimately responsible for Clery compliance, someone is gathering the data.</li> <li>- The FTE responsibility for this at Stanford - people have multiple responsibilities, but 50% of one employee’s job is Clery compliance</li> <li>- The larger the organization, the more complex the law is</li> <li>- Others may be interested in whether a person from another agency completed an 8 hour class on Clery within the past year.</li> <li>- Medical Marijuana has become another issue on campus. Institutions are competing for federal funds. Federal regulations vs. campus enforcements</li> <li>- California still has strict smoking laws</li> <li>- This is an enforcement issue that creates conflict</li> <li>- There is nothing about receiving grants, not sure if this would be of interest. One of the on-going issues for campus security is often time grants are not specifically available to campuses and especially to private campuses. But there is an emergency higher education grant which is available to campuses.</li> <li>- What grant has your institution received? And perhaps come up with a list – office against violence of women, etc.</li> <li>- Sometimes agencies are just not eligible to apply. A lot of the federal grants are for law enforcement, so this precludes the private agencies from these grants.</li> <li>-</li> </ul>