Hinesburg Community Police

2008 Strategic Plan

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EXECUTIVE SUMMARY

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Hinesburg Community Police

2008 Strategic Plan

POSITIONING THE HINESBURG COMMUNITY POLICE AS AN INTEGRAL PART OF THE COMMUNITY- IMPROVING THE QUALITY OF LIFE THROUGH INNOVATION AND PARTNERSHIP

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EXECUTIVE SUMMARY

A strategic plan is generally considered the formal consideration of an organization's future course. The goal is to answer some basic questions pertaining to what the organization does; who is it done for and how does the organization move forward to provide the best services possible. Strategic planning may be a tool for effectively plotting the direction of an organization but it cannot foretell exactly how the community demands upon the agency will evolve and what issues will surface in the future that will have an impact upon the direction of the agency. In addition, the strategies suggested are guidelines that are designed to offer direction and act as a stairway so that lofty goals are attainable. Regardless of the strategic plan's content, ultimately it will be the Hinesburg community that decides what constitutes "attainable".

That said, the Town of Hinesburg was succinct in advising MRI that they desired benchmarks, specifically in the area of personnel, to be articulated within the strategic plan that would "trigger" an action. When should additional staff be hired and when is the workload for employees simply too much to adequately address? With a series of community dialogues in various formats to assist in the development of this document, the answers still remain elusive due to a number of intangibles including finances, community fortitude to support a full-service police agency and inherently conflicting opinions within the community that would allow for the determination of a "benchmark"!

While this document addresses more than what constitutes an adequate level of human resources in the Hinesburg Community Police, MRI is able to articulate several benchmarks concerning police personnel that can be quantified:

Response time: When the police response time to a call for service increases and consistently remains high, additional personnel should be hired.

Service calls per officer: When the workload analysis exceeds 300-350 calls per officer annually, additional personnel should be hired.

Hours of officer availability: Using the MRI calculations as the format, when the demands upon the officers' time become excessive, additional personnel should be hired.

INTRODUCTION

The Town of Hinesburg, Vermont contracted with Municipal Resources Inc. of Meredith, New Hampshire to develop a five-year strategic plan for the Hinesburg Community Police Department. This Strategic Plan is designed to be an evolving document, constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the agency are successfully achieved and remain in-line with community expectations. The plan ensures that the elements within this document are understood, supported and reflects the wishes of the Hinesburg community. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and efficiently adjust to change if necessary. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what the organization wishes to accomplish and the best route to ensure success.

This product consists of four interrelated exercises:

Citizen Survey: A community survey was developed and placed on-line at http://hpd.municipalresources.com and was available to community members for approximately seven (7) weeks. While the results will be discussed in more detail later in this document, the survey revealed that 87% of the responding community rated the Hinesburg Community Police Department as good or excellent.

Internal Survey: This segment of the plan focuses upon the most defining element of an organization, the employees. This survey attempted to gain insight from employees about their recommendations and suggestions for improvement, to advance and ultimately determine what obstacles the agency faces as it attempts to meet the needs of the Hinesburg community.

Citizen Planning: Three separate exercises were achieved and designed to gain insight from a diverse group of community members regarding the direction the agency should focus upon. Two focus groups worked on-line while the third community-wide meeting was a "round-table" discussion which occurred at Town Hall on November 13, 2007.

Fiscal Planning: As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide to Hinesburg. Innovation, the detection of grants and other funding mechanisms must be aggressively explored.

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METHODOLOGY

At the core of the Strategic Plan are a variety of steps; all designed to assist the organization in keeping "their eyes on the horizon". Each ***objective*** is discussed and a definition or an explanation of the objective is provided. A ***performance indicator*** will be articulated and defined so that the Hinesburg Community Police may measure the status of obtaining the objective, as will ***target*** dates by which the department anticipates accomplishing the task. Most importantly, numerous ***strategies*** will be employed each designed to ensure success.

HINESBURG COMMUNITY POLICE MISSION STATEMENT

"To protect the safety of the people of Hinesburg and enhance their quality of life."

HINESBURG COMMUNITY POLICE DEPARTMENT

Hinesburg is a community of approximately 4,500 persons named after Abel Hine who registered his land in 1763 that would later become Hinesburg. The community is experiencing significant growth as families look for affordable housing, good schools and a commuting distance to work that is considered reasonable. Adding to the growth is the fact that Hinesburg is an attractive community with rolling fields, wooded sloping hills and a citizenry that is committed to preservation and outdoor recreation. The community is grappling with maintaining these qualities while attempting to provide reasonably priced services that residents have come to expect and anticipate. At the core of this conundrum is the Hinesburg Community Police and its ability, or inability, to deliver professional services within the financial realities of the community.

The history of the police department commences in 1987 when the community desired to have a more structured focus upon traffic violations and hired a police officer to do so. Since that time, Chris Morrell has assumed the role of police chief and oversees a staff of 3 full-time officers and several part-time officers. As with most small agencies, every employee is assigned multiple tasks. In fact, one of the staff members splits her weekly schedule by performing patrol activities and commits the other 20-hours to administrative tasks such as record keeping, responding to insurance companies' document requests and providing copies of police reports for prosecution matters.

As part of the development of this report, MRI had an opportunity to meet with a majority of staff members including several volunteers without whom the agency would not be as successful. The level of commitment and desire to serve the Hinesburg community was evident as employees discussed performing tasks without compensation, working when ill or postponing vacation so as to fill vacant shifts or address unexpected incidents. It was evident that the department embraces the

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community policing philosophy by encouraging the entire staff to work with citizens with the goal to solve and eliminate continuing and/or recurring issues. However, the staff frustration was also evident as they attempt to meet the demands of a growing community that has high expectations for service within the confines of extremely limited resources. In large part their frustration is centered upon their professional knowledge that they could and/or should be doing more for the citizens of Hinesburg by providing 24-hour coverage when the citizenry is not quite as motivated to expend scarce tax dollars to do so.

HINESBURG COMMUNITY POLICE DEPARTMENT COMMUNITY SURVEY

In order to determine where it is going, the organization needs to know exactly where it stands. MRI began that process by developing an on-line survey that was initiated on September 25th and closed on November 13, 2007. Three-hundred and forty (340) persons responded over this period. The survey was managed by MRI through Survey Methods, an on-line survey system that enables the development, operation and correlation of a uniquely designed community survey. The questions were developed in cooperation with members of the Hinesburg Community Police as well as several Selectpersons and Town Administrator Jeanne Kundell-Wilson. The goal was to focus upon issues that were deemed important and relevant to the community. While there was awareness that the survey could not address each and every desired question, the attempt was to make inquiries that would offer valuable guidance while not predetermining the response. Overall, the survey was designed to provide a better understanding of the perceptions and wishes of the Hinesburg citizens about policing in the community with the results being used to develop this strategic plan. While there is a recognition that no survey is totally inclusive of each person's perceptions, the data will undoubtedly serve to enhance policing methods, focus upon community desires and serve to direct the department as the agency strives to provide police services. While the entire survey is an addendum to this plan, there are a number of highlights that will be discussed with a number of conclusions and benchmarks articulated by MRI.

Overall Satisfaction with the Hinesburg Community Police

The overall satisfaction with the Hinesburg Community Police was revealed to be very high. It is very obvious that the agency is held in high esteem by the community. Sixty-one (61) percent of the respondents indicated that they had some contact with the Hinesburg Community Police. Of those, over ninety-two (92) percent of those believed that the officer adequately addressed their concerns. The same percentage believed that the department was responsive to their needs and that they would not hesitate to contact them again for service. In addition over ninety-seven (97) percent believed they were treated professionally and with dignity and respect.

For the average citizen there is no need to understand the complexities involved in operating and supporting a law enforcement agency. What does concern them immensely is how quickly the department responds to their request for service. Regardless of the severity of the service, each caller deems their request important. Consequently one of the most relevant questions in the survey that truly parallels a central theme of the plan, at least from the police perspective, pertains directly to adequate staffing levels. Over fifty-five (55) percent of the respondents believe that the police response time was about right. An amazing forty-one (41) percent believe that the police responded faster than was expected.

Without question, this detail must be viewed as a benchmark for future staffing levels. When satisfaction of police response time wanes, additional staff should be seriously considered. Overall, eighty-seven (87) percent of the respondents rated the Hinesburg Community Police as excellent or good in providing policing services to the community. It is obvious that the department is held in high esteem!

The MRI survey data provides a benchmark of relatively high community satisfaction and confidence in the entire agency. While the staff of the agency is frustrated believing that they can and should be providing "more" to the community they serve, the community is very pleased. This is not a subtle conclusion as it is at the heart of this entire exercise of developing a strategic plan that adequately reflects the desires of the community while Hinesburg grapples with balancing policing services and cost containment of taxes and the police agency desires to provide a higher level of service. Ultimately, as committed as the staff may be, it will be the Hinesburg community that will determine what policing services are!

What concerned the community?

Another component of the survey alerted upon issues that the Hinesburg Community had as concerns. While no survey will ever be so conclusive that every respondent would be completely satisfied, several topics did top the list. It is clear that the original impetus for forming the department still remains paramount in the community. The biggest trepidation was reckless and/or speeding traffic. Only twenty (20) percent of the respondents were not concerned! To support the conclusion that traffic related topics remain a significant issue for the community other traffic safety related themes such as bicycle and pedestrian safety, remained a significant concern in the survey.

The matrix found below ranks the fourteen (14) questions asked in this section of the survey by adding the percent of those "concerned" and "very concerned"together. *In many ways the responses highlight the conflict that is at the core of policing in Hinesburg*.

The respondents point to a community that wants the police to focus resources upon categories that by definition require a higher compliment of police. For instance, traffic enforcement requires dedication of time and resources that enables police to monitor high traffic areas with some frequency. In addition, the investigation of illicit drug activity

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requires lengthy investigative commitment by highly experienced officers. The third ranking concern is the prevention of burglaries. Home burglaries are predominately a daytime event when the house is expected to be empty with adults working and children in school. These random acts are considered one of opportunity and are generally considered to be prevented by an aggressive and high visible police patrol. Conversely, the community is very clear about fiscal restraint, clear with their satisfaction of the department the "way it is" and even rated the desire to have 24-hour police patrol as number 10 out of 14 questions. Given these facts, it is easy for the outside visitor to see how there is confusion among police staff.

Topic	Rank	Percentage of respondents that desire police focus
Reckless and/or speeding traffic	1	80.4
Drugs	2	74.6
Home burglarized	3	72.4
Pedestrian safety	4	72.1
Children safe in neighborhood	5	65.9
Vandalism	6	64.1
Bicycle safety	7	61.4
Unsupervised youth	8	55.5
Sexual assault	9	55.2
Not having HCPD provide 24-hour patrol	10	51.6
Assaults	11	49.6
Trespassing	12	44.1
Computer Crime	13	43.4
Noise	14	33

Other facts that emerged from the on-line survey reveal that ninety-two (92) percent of the respondents believe that there is less crime or about the same amount of crime in Hinesburg as in area communities. However, continuing the conundrum theme thirty-six (36) percent of the respondents believe that crime has in fact increased while only two (2) percent believe that crime has decreased in Hinesburg.

There were a series of questions that pertained to non-law enforcement tasks that asked the respondents to rate desirable services they would like provided by the Hinesburg Community Police. The matrix below ranks them in order of desire:

Topic	Rank	Percentage
Responding to medical emergencies	1	78.3
Neighborhood patrols	2	61.7
More traffic enforcement	3	57.1
Public education	4	55.3
Provide 24-hour patrols	5	40.5
Provide house checks	6	36.0
Over-weight truck enforcement	7	35.5
Police officer in schools	8	31.7
Vehicle lock-outs	9	16

Conversely, the same series of questions are ranked by what the respondents definitely do not want:

Topic	Rank	Percentage
Vehicle lock-outs	1	40.7
Police officer in schools	2	39.6
Provide 24-hour patrols	3	35.4
Provide house checks	4	33.8
Over-weight truck enforcement	5	32.5
More traffic enforcement	6	17.9
Public education	7	17.6
Neighborhood patrols	8	16.5
Responding to medical emergencies	9	6.9

While vehicle lock-outs coincide with their number-one rankings in both charts, providing 24 hour patrols was precisely in the middle for "wants" and third for "don't want"! However there were signs of confirming data since the desire to have increased police presence in neighborhoods ranks high for a "want" and is confirmed by its' low ranking for "don't want" validating the data.

What is clear from both exercises is that the Hinesburg community wants and expects the police to be available as first responders to medical emergencies. In an ironic twist, the department had not been calculating these activities as "tasks performed", significantly lowering their workload calculations.

In an effort to reach and retrieve information from all interested members of the community, with or without computer technology, MRI hosted two on-line focus group sessions occurring October 30th at 3PM and 7PM. In this exercise, invited participants telephoned into a conference call center and were then directed to a website where a series of questions were asked by a moderator overseeing the process. It is important to note that none of the participants were aware of the identity of other participants. Each entered their anonymous responses onto their computer which was then

transmitted to the main server where all of the participant's responses were noted and observed on their computer screen. Each participant could see and react to the responses if they desired. Subsequently, the responses were correlated for the purpose of this report.

In addition, a community forum was held on November 13th in the Hinesburg Town Hall where community members were asked the exact same questions as those that participated in the on-line exercise. While it was apparent that some responses were tempered due to the public nature of the forum, the responses were remarkably similar to those gathered at the anonymous on-line exercise. In total, there were forty-nine participants at all three focus sessions.

What makes Hinesburg "special"?

- Community
- True sense of community.
- Community involvement
- People
- Diverse population
- Rural character
- Still basically rural, but on the cusp of a tsunami of development
- Diverse topography
- In Chittenden county
- Landscape
- Local Businesses
- Services
- Sense of community
- The people in Hinesburg are special because of the strong sense of community. I enjoy going to the store, a restaurant or the Town Hall and people know me. I feel that people truly care about who you are.
- Beautiful setting in rural/suburban VT
- It is still a rural community but with close proximity to the larger areas of Chittenden county
- Hinesburg still has that "small town" feeling. With just under 5,000 residents, you probably know someone when you run into Lantmans, the P.O. or the library.
- Small town identity
- Diversity
- Socio-economic diversity
- The rural-ness and being self-sufficient
- Because I live there. It is a nice place to live, town forest is so sweet.
- Active participation in all aspects of the community- schools, events, etc
- Proximity to a university.
- Wonderful school system . . . Caring school system.
- A Kindergarten to 8th grade school and a regional union high school that serve as important community resources

- Great grocery store.
- A safe place for my children.
- Volunteers
- Diversity
- Foothills are beautiful
- Rural community
- Unique village
- Ability to get things done locally
- Good cooperation between Town departments

Biggest challenges facing the Town in the next 5 Years

- Rapid growth
- Affordable housing
- Increased traffic
- Traffic
- Environment
- Destruction of open spaces
- Conservation of farmland
- Development
- Zoning changes
- Loss of sense of community
- Changing character
- Education / schools
- Services for youth
- Tax burden
- Increased demand for services
- No space for aging community
- Community amenities
- Crime
- On-going growth and development.
- Keeping development to a minimum.
- Handling growth & development
- Growth
- Control growth, control taxes, maintain the small town look
- How to find balance in economic development, property taxes, quality town services and quality education while maintaining small town identity
- The population growth - how will services keep up with it?
- Keeping taxes under control
- Increased property taxes.
- Looking at growth and development in relation to the Town Plan.
- Creating jobs in the community without spoiling the community.
- Traffic
- Dealing with traffic.

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- Maintenance
- Keeping rural landscape
- Keeping open land open.
- Bike paths/sidewalks
- Having affordable housing
- Cost of home ownership and rental (increasing)
- Recreation fields and facilities.
- More things (non-sports) for middle-school children to do.
- Making it an attractive and welcoming place for youth, including job options
- Growth
- Traffic
- Resulting expansion of services
- Taxes
- Aging population

What would you do to dramatically improve or enhance the quality of life in Hinesburg?

- Reduce traffic
- Control traffic
- Create a main street atmosphere
- Develop local core culture
- Imaginative development regulations
- Promote responsible business growth
- Reduce property tax burden
- Reduce tax burden
- Stabilize tax situation
- Expand affordable housing for seniors
- Senior housing
- Affordable housing for Hinesburg younger generation
- Expand recreational/pedestrian opportunities
- Promote healthier life style choices
- Basic inventory of town natural resources for rational planning
- Improve walk paths / pedestrian infrastructure
- Improve town water quality
- Solve the traffic issues on Rte. 116 through town, including making it a safer place to walk.
- Better traffic control in the village.
- Incentives for community-supported businesses, NRG-like, not McDonald's
- Reasonable taxes
- More paths/open trails for running/biking/skiing/walking.
- Protect open land.
- Maintain and encourage protected lands
- Have a senior and youth center, combined

- Build a community center, including pool, sports facilities and an auditorium.
- A center for teens and pre teens or a community center, a more cosmetically better looking main street,
- Community center for multigenerational purposes.
- Area for social gatherings more activities for our growing senior population etc
- Progressive services for seniors and children
- Local access to goods and services
- More goods and services
- Provide inventory of safe & affordable housing: ownership and rental
- Cluster recreation fields on one complex.
- Improve recreational sports fields for kids
- Not change things too much
- Need a drug store in town
- Public transportation
- Add to trail network
- Get more people to know each other
- Employ more people locally
- Develop more activities for multi-generations

What are 1st things that come to mind when thinking about safety & security for you and your family?

- I feel safe
- No personal issues
- Family concerns are global not local
- Police / local & state
- Traffic enforcement
- Traffic speed
- Traffic / speed control
- Don't have any other than traffic
- Lack of shoulders on paved roads causing numerous terrible accidents
- Safety for children in the community
- Safe schools
- Community awareness
- EMS services
- Better living conditions in mobile home parks
- Is my home safe when I'm gone?
- Feel very safe
- Volunteer fire and local police dept
- Hinesburg needs police available 24/7
- Responsive fire department / round-the-clock local police presence / need to calm traffic
- Hinesburg police is very responsive and has an excellent relationship with Champlain Valley Union High School (CVU)

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- It's ok to have an officer friendly for our school children but more forceful with the criminals
- Night time coverage
- 911 access
- Safely biking and running on roads.
- Kids on bikes or walking have to be careful on most roads
- Better and safer walking options in the village.
- Scary teenage CVU drivers in the morning.
- Feel very safe when not on roads.
- Traffic calming
- Need paths for walkers and bikers between CVU and Rte. 116
- Feeling safer during deer and turkey hunting season. I feel a lot of people from in town and out of town have very little respect for private property privacy. We feel unsafe walking to our mailbox during these times because you never know who is at the end of your driveway.

Provide one word to describe the Hinesburg Community Police Department

- Adequate
- Excellent
- Friendly
- Part-time
- Unfocused
- Expensive
- Good
- Responsive
- Supportive
- Respectful
- Accommodating
- Community
- Knowledgeable
- Dedicated
- Expensive
- Protect
- Professional
- Necessary
- Responsive
- Dedicated
- Canine (woof)
- Community
- Compassionate
- Understaffed
- Approachable
- Committed

Provide a verbal picture of the Police Department

- We have a very dedicated police force
- They are a good group of people and are adequate in terms of coverage.
- Our police department is very quick to respond to emergencies
- The police department is community minded and does a good job, though more traffic enforcement would be beneficial.
- I have found a responsive, caring and intelligent group of community minded servants.
- When they are available they do a good job.
- The department is too involved with enforcement outside of town, especially drug enforcement.
- They provide a valuable service by providing EMT services when needed, but should spend less time on unnecessary activities like house checks and helping other departments.
- They refuse to respond to getting on the ground and helping out with traffic and offer poor excuses when requested to do it - don't do the house checks and especially the free alarm checks
- The dogs appear to cost a lot of time and money and I question their necessity
- Visit Kovals regularly, but are still fit
- Role models
- Problem solvers
- Set an example for other police departments to follow
- Set an example for community members
- They get the job done with limited resources
- A group of committed persons who want to do their best to serve the community. Difficult to translate their work into understandable form that can be translated into budget request, so hard to fully understand or appreciate what is done for the community. Budget time is only real time to hear what is going on and what are future needs and priorities for officers.
- Well trained and seek to continue to train
- Small town friendly feel in a respectful way. Wanting to do the best for the community. Appear to always be up to date with their training.
- Hardworking and diligent
- Hinesburg PD is responsive and professional. They help to make CVU a safe learning environment through their relationships with adolescents and collaboration with school officials.
- Men and women in blue, looking sharp and invested; friendly, knowledgeable, caring individuals with a real concern for the community; responsive, diligent and focused on doing their best in a complex and difficult world.
- During a severe snowstorm in October 2005 a police officer stopped by our home as well as others in our neighborhood, after we had been out of power for 3 days and asked if we were ok and if we needed any assistance.
- Overburdened with calls and paperwork

- No matter what the Hinesburg police do, they are always criticized for what they don't do.
- They spend way too much time outside the community they are suppose to be supporting
- Need to change name to CSI Hinesburg.
- Drive blue jeeps around town. They move the speed indicator around town. They do an overall very good job but more of a presence in Hinesburg. The CSI comment was great.
- They lost one of their best officers by not being forthright with him

One Message for the Chief of Police

- We need more safe crosswalks.
- Eliminate the fluff in the budget
- Focus on quality of life issues like traffic and prevention
- Watch the increase in traffic, but otherwise a great job
- Don't retire
- Don't shy away from clearly communicating what you think you need from this town in order to serve the town to the best of your ability.
- Keep up the good work! Continue to advocate for round-the-clock officers on duty.
- Improve the tracking and reporting of what is accomplished by the dept. and provide the department's vision and priorities with cost estimates for each category of work elements.
- Continue your efforts and try to convey what you do on a daily basis. There will always be criticism.
- Expand concept of community policing as far as it can go.
- You have to do more with what you have available to you now and not keep asking for more
- Speed control
- Control traffic in the village.
- Please patrol more during hunting season to let the un-courteous hunters know that it is not okay to loiter.
- Thanks for bringing community policing to Hinesburg
- Continue to maintain K-9

Message to Selectboard for Future Focus

- Keep public safety a primary concern during rapid growth
- Focus on maintaining a sense of community in size and affordability while giving us everything we need
- Do not increase the budget and eliminate unnecessary costs we are currently incurring

- Reign them in re: the budget and out of town activities like the drug raids, dog assists, award ceremonies - eliminate the trappings and have more of a down home on the street department
- What are the crime rates of towns that don't have their own police? And can we justify the cost of our local?
- Does state coverage decrease with increase in our local budget? And how do they work together
- You must constantly be looking forward . . . Endeavoring to keep--and improve upon--all that is good in Hinesburg, while patiently dealing with those who choose to keep their heads in the sand with regard to the inevitability of future growth and change . . . I don't envy you your job . . . .
- Create a vision for the future of Hinesburg with community input that provides the Select Board with a solid foundation in which to make important decisions. Kind of like a mission or vision statement for a company. Also, please support the Hinesburg PD with additional resources to support the community 24/7.
- Provide the HPD with the additional resources needed to support the community 24/7.
- Provide to PD with appropriate support to meet community's needs
- Listen to what the police dept. has to say because they are the ones out in our community everyday and have a real feel for what it is truly like. When they need an increase in their budget it is not because they want to drive Mercedes it is because they need the money for security in our town. There is a lot of space to cover in Hinesburg due to its rural nature.
- Continue with village improvements in safety and speed control. Create more ways for people to walk around SAFELY. Give the police the resources they need.
- Please think about an aging population, teens that need to be engaged in positive activities, people that need physical activity and look toward a space to achieve all of this.
- What we were most afraid of when the police dept. was first presented to us is happening. The cost is getting out of hand and the return on our investment is not paying off.
- Consider what the residents currently living in this Town can afford and their needs
- Require more detailed accounting and explanation of what has been done each year, set measures for each year for comparison purposes and ensure budget requests are fully supported and defendable. Do not get short term grants that then have to be replaced with local tax dollars
- Consider staffing
- Provide the resources to get the job done
- Consider adding administrative assistance
- Consider the "cost' if there were no police department

HINESBURG COMMUNITY POLICE DEPARTMENT INTERNAL SURVEY

A survey was distributed to all staff members of the Hinesburg Community Police Department to gain their insight on a series of topics concerning the agency. The instrument is designed to gain insight, albeit limited, from staff members' opinions regarding how the agency delivers services to the community. Each of the participants was asked to consider a series of sub-categories for the various components of the organization. In essence, each category asked the following questions:

- How effective is the agency?
- What, if anything, should be changed?
- What challenges does the department face now?
- What challenges will it face in the future?

The survey was designed to allow for anonymous responses and upon completion, was emailed directly to MRI. ***The officers' comments were inserted in this report as presented and do not necessarily represent the opinion of MRI and/or its staff.***

Supervision

There was a suggestion to change title of Deputy Chief to Sergeant. Another respondent believes that there should be specific tasks, or oversight, delegated to the two supervisors. Tasks should be equal and consistent with a supervisor designated to be in charge. Better defined areas in supervision need to be established so that it is clear which supervisor should be asked. There needs to be open communication between the supervisors or this system won't work.

While effective supervision is essential, I believe effective operations are a function of each individual member desiring to make the department better and not just being a worker in the department. I believe this is a mind set on the part of all in the department where individual strengths are optimally exercised making the whole a talented and cohesive group. If this understanding is exercised by department members, then the supervision can be effective in looking forward to making long term improvements and only a small portion of their time is spent on day to day operations.

Secondly, while the Select Board is the ultimate Supervision Body, I believe the department supervision needs to show their competence in providing the best services for the town. This means good communication and participation with the Select Board in their meetings on a regular basis and not just when policing matters are scheduled to be discussed. I believe we have a wealth of policing experience in the department which is not being tapped in fear of the Select Board responses or the town's responses. My observation is that a "don't rock the boat" approach tends to be pervasive when additional resources are needed to meet the demands. In the past, the collection of information was supportive to show the departmental demands tended to be the first thing removed from the workload. While this provides a temporary relief

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from extraneous work activities, in the long run, it makes it difficult to justify additional required resources. I also believe the collection of this information has improved in the last year, but there are additional areas which would be helpful in putting together a complete resource story. In the next 5 years the challenge will be to provide the Hinesburg community and its governing body a clear picture of the department's activities and responsibilities. In the community policing model, public visibility and responsiveness is critical in gathering public support. While I believe responsiveness is VERY GOOD currently, the public visibility is limited due to time spent in the office with paperwork. I would suggest that the use of volunteer and paid staff to manage as much of the paperwork and administrative function as possible would allow our officers to spend more time in the field providing the community with increased visibility and support. I also believe this would be a more effective use of the trained policing resources in the field. An extension of these administrative tasks would be to include dispatch support and officer communications and perhaps the gathering of time management information essential to justifying resource requirements for current and future workloads.

Community Support

There was distinct concern that while the department appears to be held in high esteem that it will be difficult to maintain this level of support indefinitely. In addition, one officer felt that as more staffing becomes available expand the department's interaction with youth and spend more time on crime prevention issues. "I don't believe that standing outside at Voting Day makes that much difference". However, there needs to be a commitment to the small things that could happen all year long, like officers having lunch with the elementary school once a week could make a difference when the kids tell their parents that they have a positive experience with the police.

I believe we have a VERY SUPPORTIVE community for our local policing services. I believe this community has been largely consistent in the past about the types of activities associated with community policing and therefore it has difficulties in addressing requests for additional resources at the annual meeting when the cost of the operations are a challenge to balance across town requirements. Based on some of the feedback from public meetings this past year, it is essential to increase the awareness of the policing activities in the community as a whole through regular publications and officer visibility. Knowledge is a powerful tool for convincing folks of the need for adequate resources to provide the functions they desire in a local police department. I would also like to see extended support to provide dispatch capability and officer time management logging for the purposes of providing a complete picture of the department resources management and more direct support to the officer in the field. In the long run, this provides the community with a maximum usage of the policing resources without any sacrifice to the record keeping and statistical data collection processes. It would also provide time management information which is not available today allowing for even further tuning of the departments resources.

Town Hall Support

Several officers felt that support was waning as the feeling was that initially the Select Board wanted the best police department in the state. They seem to have lost this desire. It seems that it would be good to have the chief meet directly with the Select Board on a regular basis rather than having all information to the Select Board filtered through the town administrator. Somewhere in between a semi-passive and a semi-aggressive style may be the most appropriate route. However, on an individual level, there haven't been any negatives from the administration at the Town Hall. I believe the current operations model in place is that the police department takes direction from the Select Board with the day to day operations is managed within the department. It seems the process to request additional resources (personnel, equipment, etc.) is constrained by multiple levels of thinking about what the town will support with each level being pessimistic and therefore reducing what is thought to be acceptable by the town. I believe providing the visibility into the departments operations in multiple views (cases handled, response times, community services, time management, etc.) is an essential ingredient to promoting a more proactive approach with the Select Board which can in turn be more proactive in presenting the case for resources to the town. This is a much more effective method for achieving the resources needed to provide the services desired by the town. While there will always be a distribution of the level of support desired by the town, it is very difficult to argue with facts, and providing facts requires some resources to collect and analyze the data. It may be wise to submit the details of policing activities (greater detail than currently provided to the public in the local newspaper) to the Select Board for inclusion with their meeting agenda. I believe this should include the multiple views (case loads, response times, community services AND time management) so that the Select Board is constantly informed and educated about the departments activities and can therefore communicate to town members from an informed position. I also would suggest that either the Chief or Deputy Chief (or other officer representative when needed) be present at least one Select Board meeting a month and perhaps both meetings a month. This provides a path for immediate feedback and communications between the department and the Board such that the Board sees the proactive approach of the department to providing the best services possible.

Policies and Procedures

The department is way past due for a re-write of the policies and procedures manual and a joint review of the town personnel and department policies and procedures to eliminate conflicts. The biggest challenge is finding the time to get these things done. There has been a constant growing struggle in this department but currently there is nothing to fall back on for guidance. For the future, if policies and procedures are not written, then there will be other incidents that will cause issues to arise. These issues could be perceived as officer safety and life-threatening. If not fixed, good and reliable officers could quit making officer longevity an issue. There is a general understanding that the current procedures are somewhat outdated and need revision. This revision has been in progress for a long time due to its low priority in comparison to current

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workloads. I believe such documentation establishes the minimum standard for department operations and is a need document to set the baseline expectations

Salary, Benefits and Human Resource Support

It appears that Town Hall believes that small police departments are just a training ground for officers so they can move to a larger department. Community Policing in a small department should be just as much a profession as being a patrol officer in a larger department. Of course, the problem is having this idea accepted by those who are not inclined to believe it. A pay study should be started. One part-time officer indicated that they receive higher pay in another department and although there are no benefits, earns the same amount hourly that a full-time officer in Hinesburg. There are stipends for shift-differentials and "Officer In Charge" pay that equate to approximately $1.75-2.25 an hour less in Hinesburg.

My observations and understanding of the personnel policy identifies the lack of a competitive incentive program for members of the department. This typically includes incentives for fitness, extra departmental coordination tasks like Field Training Officer (FTO), Firearms Instructor, Computer Systems Management, and years of service, etc. I believe the only incentive in place today is fitness standards. This specifically addresses the need to retain officers in the department once they are trained.

How can Hinesburg effectively compete with the compensation/benefit packages of neighboring departments in order to attract and retain experienced officers?

Patrol Operations

Increase staffing! It was clear that the officers do not feel that Chief Morrell should be on the schedule as a patrol officer. There is a need for one more patrol position. While Chris is a great resource and experienced backup, he shouldn't be required to handle calls unless directly called out. He should be supervising…It is frustrating when the officers that are taking calls, have to be in the office doing the follow-up paperwork and can't be out in the community patrolling. When there is only one officer on, we don't always have the manpower needed; back-up, EMS calls, paperwork, and patrol. It's too much!

I suggest more administrative support to relieve the officers from some of the office work and allow for more time in the field. I also believe a significant amount of the paperwork information contained in system lookups for incident attachments can be done by administrative/dispatch personnel further relieving the office time burden on the officers. Lastly, I believe it is essential for the safety of our officers to have a minimum of two officers on duty for all scheduled hours of operation. While surrounding towns provide backup as needed, I believe it is essential to have the primary backup be a member of our department for training and responsiveness reasons.
The process of scheduling coverage has been especially challenging when the department is understaffed. In the past, considerable impacts have been present to the

individual officers on their personal time during unscheduled hours. Adequate staffing to allow greater coverage flexibility is essential in keeping a high moral in the department.
The immediate challenge is to bring the department staffing up to a level comparable with surrounding departments. This is essential if we wish to retain our experienced and newly trained officers

Communications/Dispatching

If the budget allowed I would build a repeater or multiple repeater sites on the hills to provide 100% mobile coverage and 90% portable coverage. I believe the dual band system presently used, and largely funded with Homeland Security funds, provides about as much in communications as the town can afford. Major improvements may have to wait for further grant funding. Lack of radio coverage throughout the town. Integrating with the state radio and CAD systems. 1. Get all the same radios in the department. We have 5 different kinds of radios for all different reasons; k-9, Fire Channels, Police Channels, Scanning. How about an efficient radio that does all the above???? Half the time, I can't get my radio to work (can't hear), where the chief standing next me, his radio works but his microphone doesn't… so we listen from him and respond from mine…? Isn't this something that could fall under the "grant" category above?

2. How about if you have everyone in the department complete the required (Policy?!) Field Training? Simple things like 10-codes would be appreciated. Not just for this department, but if another agency works near or in town, they have 10-codes, we should know them whether we all use them or not.
I believe the current dispatch system is effective and functioning well. A local dispatch function is mostly a future proposal and it will become more of a necessity as the central dispatch workload increases and outgrows its capabilities.

Vehicles and Vehicle Maintenance

Justifying using SUV's when politically, many people want to reduce vehicle size to reduce the greenhouse effect. Replace the 2000 Cherokee.

An evaluation into the cost of keeping cruisers longer than desired with increased maintenance costs versus purchasing new vehicles sooner needs to be done. As the number of officers is increased, the number of vehicles in support of the on duty staff also increases. Perhaps there are studies available from other agencies as to the optimal lifetime of emergency use vehicles which can provide some guidelines in this area.
Currently we have kept one vehicle beyond the desired lifetime due to budget constraints.
It would be helpful to have a specific set of criteria to be used in the determination when a vehicle needs to be replaced based on currently available information in the field of

policing. This would make the decision more objective instead of the current subjective decision based on budget constraints.
The type of vehicle required to support a rural community policing department has been questioned in the past. The use of large SUV with 4 wheel drive is costly and environmentally unfriendly, but this type of vehicle is most appropriate for the weather/road conditions experienced in our coverage area. Perhaps other alternatives can be explored in the future.

Support Staff Operations

Have a full time administrative person, who might or might not be a part time officer. Throughout the criminal justice system there are thousands of lawyers and bureaucrats who keep adding more forms, more reports, and more requests for information, more demands for statistics, more justification for arrests, and more records. They totally overwhelm the few police officers that say, wait a minute, let's spend some time seeing what forms, records, etc. can be eliminated or reduced. Having the Administration/Assistants have clear direction on their responsibilities. Try not to overlap too much. Once again, specific duties should be listed. Add a few things. If a person is here doing administration, they should be the one answering the phone and transferring it to the correct officer, greeting people that come in the door and finding out why that person is there, they should be the one who is first contact. That there will have to be a complete job description, not just someone coming in and deciding what a priority is. There is also a growing need for an office person to assist the officers, and that should be considered.

While administrative functions are supported by part-time and volunteer persons, I believe expansion in this area will be a more cost effective way to increase officer time in the field than additional officers. This position requires computer skills, an understanding of the law enforcement systems in use, personal interactive skills and a strict confidentiality ethic and can not be filled by unskilled persons, thereby making it more typically a paid position. My rating of 7 reflects my belief this area of operations can be enhanced with dramatic effects on the officer workload and not a poor rating for the current support personal. The challenge with be to grow the administrative support in a way that does not lose control, but effectively addresses the need to offload routine administrative functions from the duty officers. An effective administrative support team will also greatly increase moral in the department because all will be doing the work they find interesting and essential. The future challenge will be the integration of Dispatch capabilities into the administrative support functions and increase the efficiency of the department while collecting operations time management information

Equipment, Computerization and Other Technology

The staff projected significant concern about the Vermont IT process frustrated that the Spillman system, such as adding cell phone numbers to the data base in a way that can be searched. The excuses "Spillman is proprietary" and "The Legislature won't give us

the money," don't cut it. The needs of police should drive the system, not the needs of IT. Upgrading the computers. Possibly getting a server…
I believe the use of a State Central data collection/reporting system is essential to effective interagency communications. While the Spillman Summit system is in place for most of the agencies in Vermont, a few of the local departments have chosen to use a different central system making a common location of information less than ideal. The current technology requires the use of dedicated high speed data lines between the local office and the central systems in Waterbury. This is costly to the local towns and newer secure networks over public accessible communications vehicles need to be implemented to reduce this extreme cost. This also requires the systems in the office be on a separate physical local network from systems used to communicate over the public communications networks. This impacts the office in the use of network printers, scanners and other support hardware which need to be duplicated on each network. Unfortunately, the State Operations Center controls the implementation of Virtual Private Networks which are needed for secure access of the central system from the public networks.
More pressure needs to be placed on the management of the central systems to provide the VPN support and reduce the costs to the individual local departments. This appears to be a political issue at the moment, but it is impacting almost every department in state including the State Police Operations.

At the local level we need to make better use of the information contained within the system to understand the areas needing additional policing resources to proactively reduce crime and provide better policing services. This can be supported by the administrative resources of the department, but will need some additional resources to initially determine what information is useful and beneficial to the department. This can provide unique information to the Supervisory Management in where additional attention is needed in their community policing efforts.
I believe having access to technical support personnel either on a voluntary or part-time basis would be extremely helpful in solving computer related problems which are not understood by the department personnel. This person could be given specific areas of concerns/problems, could investigate the possible solutions and provide these solutions to the department in a timely manner. This would be a nice to have person, but perhaps not a critical skill in the department.

I also believe there is a need to plan for the replacement of computer hardware on a regular schedule as new systems are constantly improving in speed and productivity. Much like the planned replacement of cruisers and radio gear, computers must be considered critical to the operations support gear and have a regular replacement schedule.

Training

Develop cycle training in conjunction with other local police agencies to insure better and more uniform training. This would also allow all officers to be kept abreast of changes in laws and procedures. It would allow running a class twice so all officers

would get a chance to attend. There are really two areas of consistent training at HCP: K-9 and Firearms. However, I have been, obviously, allowed to be trained in other areas. But I think we need to broaden our training to include; Truck inspection (in the future) and Internet crimes. We also need to consider having a "resource" in our department for crimes, such as; Deaths, crashes-go to Chris, Motor Vehicle Enforcement (trucks, cars, DUI)-go to Frank, Investigations, Drugs-go to Fred, Domestic Violence, Children/elderly-go to Kim…

The challenge currently is to find the qualified person with sufficient time to gather the requirements and put together such a training program.

Is there anything that the organization should be doing differently?

Today or in the very near future every department will need a skilled computer forensics officer who can also assist with the internet crimes. We should be training this individual now. In addition, there were a number of comments reference the need for the chief to develop policies and procedures that matched the department and then to follow them.

STRATEGIC PLAN OBJECTIVES

The remaining sections of the document focus upon the goals that the Hinesburg Community Police should accomplish commencing fiscal year 2008. It is also designed to evaluate the organization's success in achieving goals set in years to come. Most importantly, it is designed to be an overview for the agency as a whole, allowing the community to work with the police to develop strategies and objectives that support the plan. In the most basic sense, it is the roadmap for the Hinesburg Community Police future. The specific focus of the plan has arrived at those items listed below.

Objectives

Setting objectives for the agency converts the mission and values of the organization into targets and performance milestones. They represent a commitment to producing specific results in a specified time frame.

- Reduce the incidence of crime
- Increase quality of service and customer satisfaction
- Comprehensive equipment replacement program and construct a police facility
- Provide high-quality training for personnel
- Maintain acceptable workload for police officers

OBJECTIVE: Reduce the Incident of Crime in Hinesburg

Crime is one of the nation's primary public safety issues. The Hinesburg Police Department will use the uniqueness of our community, skills of the organization and the formation of partnerships to keep the incident of crime in Hinesburg at the lowest possible rates. This will be accomplished by the implementation of effective enforcement methods, attempting to create high police visibility, as well as education and prevention efforts. The department will continually seek to employ innovative solutions that will increase efficiency and effectiveness.

Performance Indicator

In 2006, according to the Vermont Department of Public Safety, Chittenden County had the highest crime rate in Vermont. However, it is important to note that Vermont has the lowest crime rate in the United States making the statistic the envy of the vast majority of regions with the county.

The matrix below demonstrates all reported criminal actions within Chittenden County ranking Hinesburg twelfth (12) of the eighteen (18) communities. While often statistical

data is irrelevant and skewed, as portrayed by the community of Buel's Gore having the 4th highest crime rate in the county due to its' small population, the demonstration still merits inclusion. Within Hinesburg, the 153 reported crimes equates to an expectation that 34.6 people of every 1000 will be the victim of a crime in Hinesburg. With this crime rate and a population of 4,500 living in Hinesburg, there is an expectation that there will be approximately 130 residents who will be victims of crime each year.

Total	9,231	61.70
WINOOSKI	650	102.31
BURLINGTON	3,796	98.52
BOLTON	87	88.59
BUEL'S GORE	1	83.33
COLCHESTER	1,019	59.36
MILTON	574	56.45
WILLISTON	445	53.99
ESSEX	994	51.92
S BURLINGTON	858	50.49
ST. GEORGE	26	38.12
SHELBURNE	247	35.31
HINESBURG	153	34.58
WESTFORD	51	23.95
RICHMOND	87	21.17
JERICHO	104	20.52
CHARLOTTE	71	19.45
HUNTINGTON	27	13.92
UNDERHILL	41	13.58

Another challenge with statistical data that is unique to policing is manifested when no data exists. As an example, one strategy of the policing profession is to create a high visibility initiative so that citizens and visitors alike see the police active within the community by way of police cruisers in their neighborhoods and by other means such as crime preventive programs. The goal of the strategy is to create an impression that the community is aggressively patrolled and suspicious activity aggressively investigated. When this is the perceived level of police activity, those with criminal intent go elsewhere where the ability to evade detection is greater. Conversely, when crime does not occur, many residents, already challenged by growth in the community and corresponding tax bills see less need for police presence.

From the collection of data through the community inquiries of the survey and focus groups, MRI concludes that the Hinesburg community is not anxious to absorb additional personnel costs at this time. Consequently, the reduction of crime in Hinesburg must come from partnerships and innovation. The department should have the resources to perform police functions adequately. Therefore to competently investigate all criminal activity with in the community, the agency should adopt a

"generalist" strategy that provides training, support and latitude for the officers to carry their criminal investigations as far as possible. While there was an articulated concern in the survey from residents about illicit narcotic trafficking, the resources and expertise to address these concerns is beyond the ability of the Hinesburg Community Police and for that matter, the vast majority of police agencies in Chittenden County. However, there should be awareness that substance abuse often manifests itself in ancillary criminal activity that will spill into Hinesburg especially in the late night hours when there is no police presence.

Targets

2008	Reduce incidents of crime by 1% from 2007
2009	Increase clearance rate[1] by 1% from 2008
2010	Increase clearance rate by 1% from 2009
2011	Maintain clearance rate above National Average
2012	Reduce incidents of crime by 1% from 2011

Strategies

- Develop crime prevention programs particular to neighborhoods
- Within the confines of the hours that the Hinesburg Community Police are present, develop a structured police presence that deters crime, reacts quickly and efficiently when criminal activity is detected and remains cost efficient.
- Forge partnerships through neighborhood forums designed to garner input
- Continue to support and encourage innovative problem solving.
- Maintain a commitment to work in partnership with Vermont State Police
- Develop proactive patrols that detect issues within neighborhoods
- Consider implementing a "Citizen on Patrol" program whereby volunteers patrol neighborhoods and perform non-law enforcement activity such as unlocking doors, house checks, and safety programs
- Empower officers to initiate crime prevention programs
- Ensure adequate training that enables officers to initiate, process and successfully complete criminal investigations
- Identify narcotic trafficking patterns and provide information by maintaining a working relationship with the area drug task force
- Identify trends in criminal activity by crime analysis
- Arrest and convict criminals in cooperation with prosecutors and other law enforcement agencies
- Perform an annual critique of the programs to detect refinements and enhancements that will encourage success.

[1] Clearance rates are used by criminal justice statiticans as a way to measure crimes solved by the police. In 2004, the FBI indicated that the nationall "clearance rate" was 20.7%.

OBJECTIVE: Increase the quality of service and customer satisfaction

The Hinesburg Police Department should define customer service as any contact, whether passive or active, between an employee of the Hinesburg Community Police and a customer that causes a negative or positive perception by that customer. The reality of the police profession is that the potential of placing employees in negative light exists with each activity performed. After all, police officers are issuing traffic tickets and are often telling persons to do what they do not want to do! However, the concept of positive customer service must be sustained by being ingrained into the fabric and philosophy of the agency.

Performance Indicator

Percentage of Customer Satisfaction

A community survey was accomplished in cooperation with Municipal Resources Inc. of Meredith, New Hampshire in the fall of 2007. The agency and its' commitment to community oriented policing has been well received by the citizens which was demonstrated by 87.5% of the respondents rating the agency good or excellent. There is a continued positive relationship and resulting cooperative atmosphere with the administration of the Champlain Valley Union High School. The department should remain very proud that the community continually turns to the agency as an organization that can and does solve complex problems. If the entire organization remains focused upon meeting or exceeding all targets, the percentage of customer satisfaction will continue to reflect favorable attitudes toward the agency and its' members.

Targets

2008	Develop a mechanism that will allow email notifications to Hinesburg citizens about current police events or community alerts
2009	Meet or exceed customer satisfaction levels as indicated by the survey
2010	Develop and implement a new annual survey to measure progress
2011	Meet or exceed customer satisfaction levels as indicated by the survey
2012	Develop and submit a new survey instrument for the citizens of Hinesburg

Strategies

- Solicit input from internal (other Town staff) and external customers
- In cooperation with MRI, refine survey methods ensuring relevancy and accuracy
- Develop a random sampling method that will also reach those arrested or ticketed.
- Develop the use of public forums and/or open houses at the community police facility as a mechanism that will offer suggestions and ensure the proper direction of agency
- Create an email server that will deliver notices and other information of interest to community members
- Review two articles directly related to enhancing public perception of the agency at www.policechiefmagazine.org/magazine/index in the April and September 2004 respectively. Marketing the Small Agency and Branding Your Agency: Creating the Department's Image will offer several suggestions designed to inform the Hinesburg community of the agency and its' services.

OBJECTIVE: Comprehensive Equipment Replacement and New Facility Construction

The Hinesburg Community Police Department is heavily dependent upon a variety of equipment that allows the delivery of services to the community. From communication equipment that provides retrieval of accurate and judicious information, to the use of radio, computers and other technology including a facility from which to operate and deliver services. For the organization to be truly effective, it is critical that all of these components are working properly. To ensure that all of the required equipment is in a state of readiness, a structured and well-conceived equipment replacement strategy is critical. It is fiscally prudent to project and plan for purchases that will be required in the future while ensuring that the department is capable of continually delivering service to the community within the confines of fiscal reality.

Performance Indicator

It is probably not realistic to expect that all emergency purchases will be eliminated, even with the most detailed and comprehensive plan in place. However, experience and productivity can evaluate and predict the replacement needs for most equipment. Computer terminals, printers, software that will enable better statistical analysis can be purchased with minimal finances. With a history of long hours, 7 days a week of fast starts, quick stops and continuous operation or idling, the mechanical expectation of a police vehicle is limited to 3 to 4 years as a line patrol unit. Hinesburg operates four (4) marked police units. Once taken "off line", vehicles can be passed down to less demanding use by other Town departments or programs like "Citizens on Patrol". While it should be the goal to replace a vehicle annually the economic realities may result in adjusting that goal. While the department continues to benefit from the good

mechanical oversight implemented, several long term vehicles will be required for the future.

Targets

2008	Purchase one cruiser, review facility needs and secure a detailed architectural drawing for new police facility. Determine reasonable timeline for construction of new facility. Develop an inventory list of all equipment stating expected date of replacement. Begin to formulate equipment needs for new facility.
2009	Review furniture requirements for new facility, review body armor replacement and review computer hardware needs. Continue formulating and updating equipment needs for new facility by requesting bids for construction.
2010	Purchase one cruiser, replace computers, review feasibility to add mobile computers in cruisers and continue body armor replacement. Commence construction of new police facility.
2011	Purchase one cruiser, replace body armor, review all weapon systems and radio equipment.
2012	Purchase one cruiser, purchase two radar units, and continue replacement of body armor. Update agency inventory. Review status of communication equipment and Record Management Systems

Strategies

- Develop a comprehensive inventory of all police property and equipment that will serve as the foundation and guide for the agency equipment replacement strategy.
- Conduct a departmental meeting with all staff and volunteers to discuss needs of all segments of the agency
- Work with the Town Administrator to develop a Capital Improvement Plan
- Continue feedback from all staff members including volunteers regarding equipment requirements and purchases.
- Develop a formal and complete equipment needs assessment for new police facility that includes cost estimates.

OBJECTIVE: Provide High Quality Training for Personnel

The Hinesburg Police Department is committed to providing professional law enforcement service to the community. It is critical that the skill level of staff be fully developed, enabling them to recognize their full potential. Job satisfaction through knowledge that the employees are competently trained and provided with the tools to deliver these services will also serve to retain officers.

The sanctity of human life is paramount to the officers and is reflected in the values of the agency and its' staff. Development and training in the policies governing the used of force by the officers of the Hinesburg Community Police should be enhanced and reinforced by the addition of a review and testing process administered annually.

Performance Indicator

To demonstrate success in this area there should be an increase in training opportunities for all staff members within each fiscal year. By meeting or exceeding the pre-established targets, the percentage of employees receiving specialized training will increase. Training should be a major component of the Hinesburg Community Police Department's retention plan and liability protection strategy all the while enhancing the morale and expertise of the employee.

Targets

2008	Create Career Development Plan with and for each employee. Provide 400 hours of training to the agency.
2009	Implement Career Development Plan for each employee. Provide 400 hours of training
2010	Update Career Development Plan for individual employees. Provide 400 hours of training
2011	Provide 400 hours of training
2012	Provide 500 hours of training, review Career Development Pan

Strategies

- Develop questionnaire for all staff members articulating individual career goals
- Taking into consideration the overwhelming desire for Hinesburg Community Police to provide first response for medical emergencies, staff should be provided enhanced training to the level of paramedic if possible.
- Develop relationships with organizations that will bring high quality training to Hinesburg reducing tuition, lodging and transportation costs

- Work with the Northern New England Police Accreditation Coalition to develop a Job Task Analysis that defines roles, skills and abilities needed to fulfill a police position in Hinesburg. They can be reached at www.geocities.com/nnepac
- Investigate potential resources with the private sector within the community that can provide inexpensive training to staff

OBJECTIVE: Maintain Acceptable Workload for Police Officers

The Hinesburg Police Department responded to approximately 1300 incidents in 2004 with minor reductions in 2005 and 2006. By the end of 2007 the calls for service will in all probability exceed the 1600 plateau as enhancement of their call for service documentation improves. In comparison with Vermont police departments of similar size, the workload assessment for Hinesburg police officers is very high. Within the Chittenden County region, Hinesburg police officers handle an average of 26%[2] more incidents than most of their counterparts. Certainly one measure of effectiveness is the ability of the police to respond and resolve any issue they confront. From the data retrieved in the MRI survey, over fifty-five (55) percent of the respondents believed that the police response time was about right. As stated earlier in this report, an amazing forty-one (41) percent believe that they responded faster than was expected. Without question, this must be viewed as one of the benchmarks for future staffing levels. When satisfaction of police response time wanes and it can be demonstrated that officers are overly challenged with the workload, additional staff must be seriously considered. To ensure that each incident is attended to and satisfactorily resolved, the officer workload must stabilize within Hinesburg.

While the data from the Vermont Department of Public Safety matrix data is valuable and provides insight to criminal activity in Hinesburg, in fact, it *only* focuses upon criminal activity. In a community such as Hinesburg, the pressure upon the Hinesburg Community Police to perform various tasks upon request is not diminished by the response to criminal activity. What will begin to occur with the inability of the Hinesburg Community Police to successfully resolve citizens concerns will manifest itself in dismay, discontent and possibly, "I can't depend upon you attitude" that is a paradox from the current MRI survey findings. In addition, a domino falling approach could be observed in clearance rates, inability to be proactive and/or successfully problem-solve issues with the community. Conversely, there is a point at which the community would rather spend tax dollars on other priorities or simply enjoy lower taxes that pay for additional increments of safety and police response.

[2] Doug Olufsen report 2007.....in a post note, MRI requested a review of calculations and determined that the call volume noted in Mr. Olufsen's report were very low and ultimately did not consider the addition of medical calls as a task. The addition of these unaccounted chores equate to an expectation that the Hinesburg Community Police are projected to handle 1600 calls for service during 2007 increasing this number to 38% higher than area police departments

Date Range:	Year 2004	Year 2005	Year 2006	YTD 2007*
Summary Category Counts				
Burg/Theft/Rob	89	91	112	73
Vehicle/Traffic	226	212	185	176
Property	111	143	108	106
Against Persons	143	126	99	75
Drugs	7	9	9	8
Fraud Investigate	54	37	37	47
Juvenile	50	59	20	19
Hazards/Threats	3	1	3	3
Medical Emergency	8	5	9	128
Public Safety	24	26	37	28
Persons Assist	150	142	149	179
Animal	58	15	13	28
Agency Assist	132	139	134	156
E911 Hang-up	63	48	69	62
Investigate Support	100	96	123	113
Other	79	67	102	76
TOTAL Incident Count	1297	1216	1209	1600*

*January through November of 2007 with estimate

Another significant factor that warrants highlighting for the citizens of Hinesburg is that the other communities used for workload comparisons operate a 24-hour policing scenario. **In essence, Hinesburg Community Police are handling more calls for service in a16-hour day than most other departments accomplish in 24-hours.**

The hypothesis of a study accomplished in Kansas City in the late 1980s suggested that if every police officer were provided with a "take-home" marked police cruiser, which they could use for personal chores as long as they remained within the jurisdictional boundaries of city, would result in the crime rates diminishing. After implementation, very much to the researchers chagrin, crime rates soared! A review of the data determined that more police presence ultimately detected more criminal activity which had previously gone undetected. Within several years, after a period of focused enforcement, the initial hypothesis began to be realized and the crime rate waned. While MRI is not suggesting that Hinesburg would experience a significant detection of criminal activity if 24-hour police presence were initiated, the community of Hinesburg has designed a police department that can not meet all of the community's expectations by definition due to the curtailed hours. Acknowledging that it is the absolute right for a community to determine the parameters of policing within their community, there should be an awareness that those interested in criminal activity may be more aware than many Hinesburg residents that there is not 24-hour coverage in the community.

Compounding this premise is the fact that the Vermont State Police, although committed to responding to calls between the hours of 11:00PM and 7:00AM, do not conduct any "routine" patrol activities in Hinesburg. Lieutenant Heidi Glynn, troop commander for the area, explained that the Vermont State Police are on a "call-out status only" and do not perform any preventive patrol activities in communities where there is an organized police agency. She explained that Hinesburg as a rapidly growing community and would fall within the parameters of new developed legislation currently under consideration by the Vermont Legislature. This legislation, designed to lessen the workload of the State Police, would curtail State Police patrol activities in any community with a population over 4000 as those communities "should" have their own police. While Lieutenant Glynn emphasized that this is only proposed legislation, she used the analogy to highlight the demands her Troop is under to provide services to communities that are simply too small. In an attempt to understand the Vermont State Police commitment to Hinesburg, MRI used the scenario of an accident occurring at 3:00AM at the intersection of route 2-A and 116 as an example. In that incident, Lieutenant Glynn advised that the area trooper would be called out from their home, on an overtime basis, and would respond to the scene as quickly as possible. She reaffirmed that the Vermont State Police are readily available to provide assistance to the Hinesburg Community Police with major case investigation, backing up officers and/or to conduct joint motor vehicle enforcement patrols within Hinesburg.

As stated earlier in this strategic plan, one of the important revelations of the community survey indicated a very favorable opinion of the police. It is overtly clear that the residents of Hinesburg are satisfied with the delivery of service from the Hinesburg Community Police. Based upon this premise, MRI concludes that the individual officer workload assessment is on target at approximately 300 calls per officer and must be considered the benchmark to preserve. Therefore, significant effort must be directed at maintaining this level of officer workload or a discussion as to the level of services the Town is currently providing must commence.

Ascertaining the required complement of police officers for a municipal police department can be a subjective exercise. Due to a multitude of external factors including the uniqueness of the community, expectations of service levels and make-up of the population, there may be no definitive scientific formula to assist in arriving at "what is the proper number". Comparisons to other communities are rarely relevant and are simply a stand-in for what the community vision is for the police. Additionally, officer's per-thousand does not consider the composition of the population. Three-thousand retired persons are significantly different than three-thousand college students. However, the challenge should not deter what is an important attempt to define and establish an allocation of the necessary time officers need to fulfill the tasks their community demands of them. Since the complement of officers for the Hinesburg Community Police is at the heart of this plan, several approaches will be accomplished to attempt to offer more guidance. This particular exercise uses officers available. As one officer was recently added to the department compliment, the numbers will be marginally skewed due to this transition year. In addition, MRI has been challenged to ascertain precisely how many tasks the officers perform as documentation has been

imprecise at best. While MRI is confident that more tasks are being accomplished then is noted, that data becomes anecdotal without supporting statistical documentation.

A critical component, often overlooked, is the available time an officer has to perform these requested tasks. There are a multitude of influences that deduct from officer availability thereby reducing the ability of the department to respond in a timely fashion to the community's requests.

The following exercise is designed to assist the Town of Hinesburg in determining officer availability and therefore, the number of officers required to meet the demands of the community. If not in the immediate future, set a benchmark as to when additional personnel should be secured.

Many police workload analysis exercises, suggest that an officer's day should be divided into three equal parts:

- Responding to calls for service
- Investigations/Report writing
- Proactive Patrol

Ideally, an officer should be responding to community needs and resolving problems for approximately one-third of their day. Police work is recognized as a very paper intensive profession. Virtually every action an officer performs involves the completion of a report or form. Often, the time committed to report writing may actually take longer than the act of resolving the initial issue! The remaining one-third of the officer's time should be committed to active patrol designed to protect and deter criminal activity as well as to conduct traffic enforcement initiatives throughout the community.

To gain insight of the actual availability of a Hinesburg Community police officer, the exercise begins with a calendar year and the allocation of 52 weeks of employment:

40 hours per week X 52 weeks	2080 hours

Hinesburg Community Police have a program referred to as "Combined Time Off" which includes vacation and sick leave. Each of the officers uses an average of three-weeks of time off, mainly for vacation purposes

40 hours X 3 weeks' combined time off	120 hours
Remaining	1960 Hours

Under a new program started this year, Hinesburg police officers can accumulate up to 120 hours of comp time in lieu of overtime. Three of the officers are at the maximum accruement and another has approximately 60 hours. While highly unlikely but for the purpose of this exercise, it is possible that an officer could justifiably demand the use of these hours within a year.

420 comp hours / 4 officers = 105 hours

Remaining 1855 hours

During an average year, Hinesburg Community police officers attended over 400 hours of training

400 hours / 4 officers = 100 hours

Remaining 1755 hours

Whenever Hinesburg Community police officers make an arrest or issue a traffic summons, there is the possibility that they will need to attend court proceedings taking them away from performing tasks within the community

160 hours / 4 officers = 40 hours

Remaining 1715 hours

Hinesburg Community police officers perform a variety of community outreach tasks that are not patrol related such as the Halloween party and a number services at the school. All of these tasks are approximated to equate to 100 hours for each officer who is estimated to account for 400 hours 6592 hours of community outreach i.e., DARE, after school programs, harbor patrols, etc.

100 hours

Remaining 1615 hours

Based upon the "one-third principal", officers at the Hinesburg Community Police Department should be committing 538.3 hours annually to each task demonstrated in the following manner:

- Responding to calls for service 538.3 hours
- Investigations/Report writing 538.3 hours
- Proactive Patrol 538.3 hours

1615 hours

MRI asked that the Hinesburg Community Police review their delivery of service tracking system. This request was generated since MRI did not have full confidence in the numbers provided as they seemed artificially low for community of the size of Hinesburg. A call for service is defined as any event or task that the public requests the department to accomplish. Regardless of the magnitude of the event or how the police view the situation, the Hinesburg Community Police Department must respond and satisfactorily address the issue. As an example of why Hinesburg's calls for service

increased dramatically, the department had not been calculating medical calls as a task. The addition of these unaccounted chores equate to an expectation that the Hinesburg Community Police are projected to handle 1600 calls for service during 2007. Using this data allows the exercise to be amplified in the following manner:

- 1600 calls / 3.5 officers = 457.1 calls per officer

In reviewing data from the Shelburne dispatch center, it was determined that the average call for service consumes an average of 59.9 minutes of employee time. These calculations do not take into consideration follow-up investigation time commitment resulting from information taken at the initial call.

- 457.1 calls X 60 minutes = 27,426 minutes / 60 minutes = 457 hours

The statistical analysis of projected police activity in 2007 demonstrates that the demands placed upon Hinesburg Police Officers equates to adequate officer availability to address community concerns with a 16% cushion. In MRI's opinion, this fact is reflected in the extraordinarily high satisfaction with police services. However, the exercise also is designed to quantify and articulate the fact that simply because an officer is employed by an agency, does not necessarily indicate that the officer is available to the community. After all of the external and internal influences upon officer time is calculated each officer has 1,615 hours annually to deliver police service to the citizens of Hinesburg. This equates to approximately 25% of an officer simply not being available to respond to calls. With four (4) full-time officers not available 25% of their time, the Hinesburg Community Police are effectively functioning with only three (3) officers who are available for duty. MRI believes that the margin for community satisfaction and dissatisfaction is razor-thin and on the cusp for consideration of newly hired staff members.

Performance Indicator

Competent response to each incident

The vast majority of police calls in Hinesburg can be categorized as quality of life issues such as crimes against persons, traffic complaints and assisting the public. Over the past several years Hinesburg has experienced a rise in population and an emerging business community that has certain expectations of police availability. Regardless of perception, each and every call for service will still require appropriate police response. When reaction to service requests are delayed or ignored due to more serious incidents or large volume of calls, there needs to be an assessment of the level of services the department can provide. If the backlog becomes too lengthy, or clearance rates rise due to the Hinesburg Community Police being unable to adequately investigate, or traffic accidents increase due to the agency's inability to perform directed traffic patrols, there must be preparation to make suggestions that may not be embraced by a community accustomed to personalized service. Ultimately, without additional human

resources, the Selectpersons will need to determine the level of service that the community can offer and afford.

	2004	2005	2006	2007	2008	2009	2010	2011
Calls*	1297	1216	1209	1600	1696	1746	1799	1853
# Police	3.5	3.5	3.5	4.5	4.5	5.5	5.5	6.5
Call Per Officer	370.5	347.4	345.4	355.5	377	317	327	285

- A 6 percent increase is projected each year to perform this analysis

This exercise is designed to further enhance the ability of the Hinesburg community to monitor demands upon the existing staff and react accordingly. It is important to note that the Police Chief is expected to perform a host of administrative tasks and does not routinely have the opportunity to perform patrol duties for 40-hours a week. However, with the goal to approach these calculations from a conservative stance, MRI included his position in the calculations. Additionally, data from 2007 reflecting a more accurate call volume also should consider that the additional officer authorized at the annual Town Meeting in the spring, has been committed to a training regiment and had marginal impact upon calls per officer calculations. The combination of these two facts allowed MRI to conclude that the calculations must be considered conservative.

The important fact revealed from the above matrix allows MRI to determine that the workload for each officer should remain within the range of 300-350. This conclusion is based upon the levels of customer satisfaction that has been revealed by the on-line community survey. The matrix also anticipates a six (6) percent increase in calls for service for the purpose of projecting forward. Coupled with the growth in the community and traffic issues identified as a significant challenge, this number may be too conservative. It will be important for these numbers to be monitored closely and adjusted as they are verified annually. In any event, the matrix will enable the Town government to anticipate the hiring of additional police in 2009.

Targets

2008	Develop a job description for a staff assistant who would perform a host of administrative tasks. The implementation of this civilian position would allow law enforcement officers to remain on patrol
2009	Hire an additional officer to keep workload assessment and call volume as close to 300 as possible
2010	Monitor workload assessment and maintain call volume as close to 300 as possible and prepare to engage hiring process
2011	Hire an additional officer to keep workload assessment and call volume as close to 300 as possible.

2012 Monitor workload assessment and maintain call volume as close to 300 as possible

Strategies

- Review workload assessments annually
- Utilize tools such as the Community Survey to gauge extent of officer workload and customer satisfaction
- Extremely problematic for the Hinesburg Police is their inability to document and conduct any analysis pertaining to what tasks they are accomplishing. Currently, volunteers including Mr. Doug Olufsen have donated their time to compile data, which is heavily used to formulate this report. The hiring of a civilian assistant is critical.
- Develop a "Citizen on Patrol" program that will provide non-law enforcement support to the Hinesburg Community Police through volunteers for such services as vehicle lock-outs and house checks.
- Maintain high level of communication with Town Selectpersons ensuring that they are informed of officer workloads.
- Review personnel allocations ensuring that the use of resources is maximized.
- Develop a system that will enable an officer to perform "directed patrols" at key traffic locations

SYSTEM FOR REVIEW AND REVISIONS

The written objectives, performance indicators and strategies for this plan will be formulated, updated and evaluated annually. It is critical that the strategy for delivering police services to the citizens of Hinesburg involves as many segments from the community and those that influence the community, as reasonably possible. That includes the following:

Internal

Administration
Staff

External

Annual Citizen Meeting
Public Forums as appropriate
Area Police Agencies
Board of Selectpersons
Town Boards
Citizen Survey
Town Staff
County Prosecution officials
County and State Judicial
School Administration
Ecumenical representatives

Municipal Resources

APPENDICES

Municipal
Resources
Inc.

APPENDIX A

Municipal
Resources
Inc.

Survey: Hinesburg, VT - Police Department Community Survey

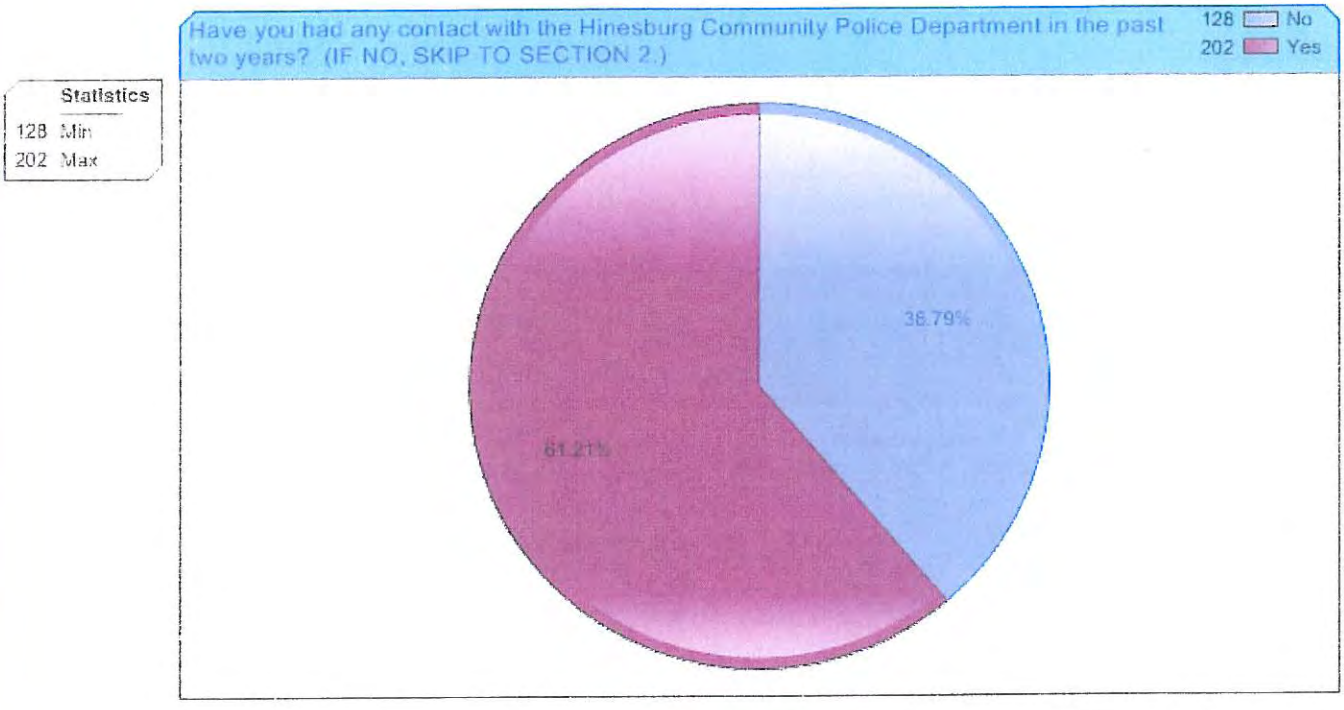
Report: Default Report

Survey Status		Respondent Statistics		Points Summary:
Status:	Closed	**Total Responses:**	340	No Points Questions used in this survey.
Deploy Date:	09/25/2007	**Completes:**	331	
Closed Date:	11/13/2007	**Partials:**	9	

Convert to PDF
Email PDF
Export to Excel

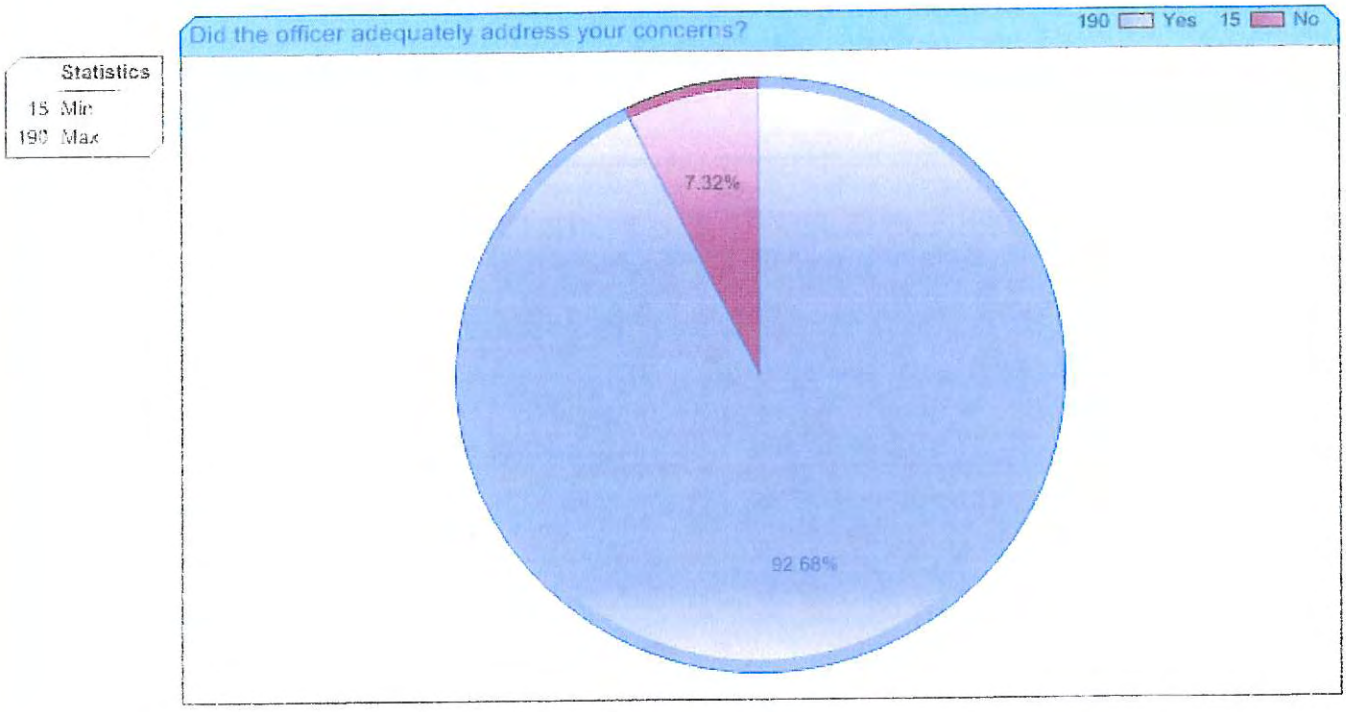
1. Have you had any contact with the Hinesburg Community Police Department in the past two years? (IF NO, SKIP TO SECTION 2.)

	Responses	Percent
Yes:	202	61.21%
No:	128	38.79%
Total Responded to this question:	330	97.06%
Total who skipped this question:	10	2.94%
Total:	340	100%



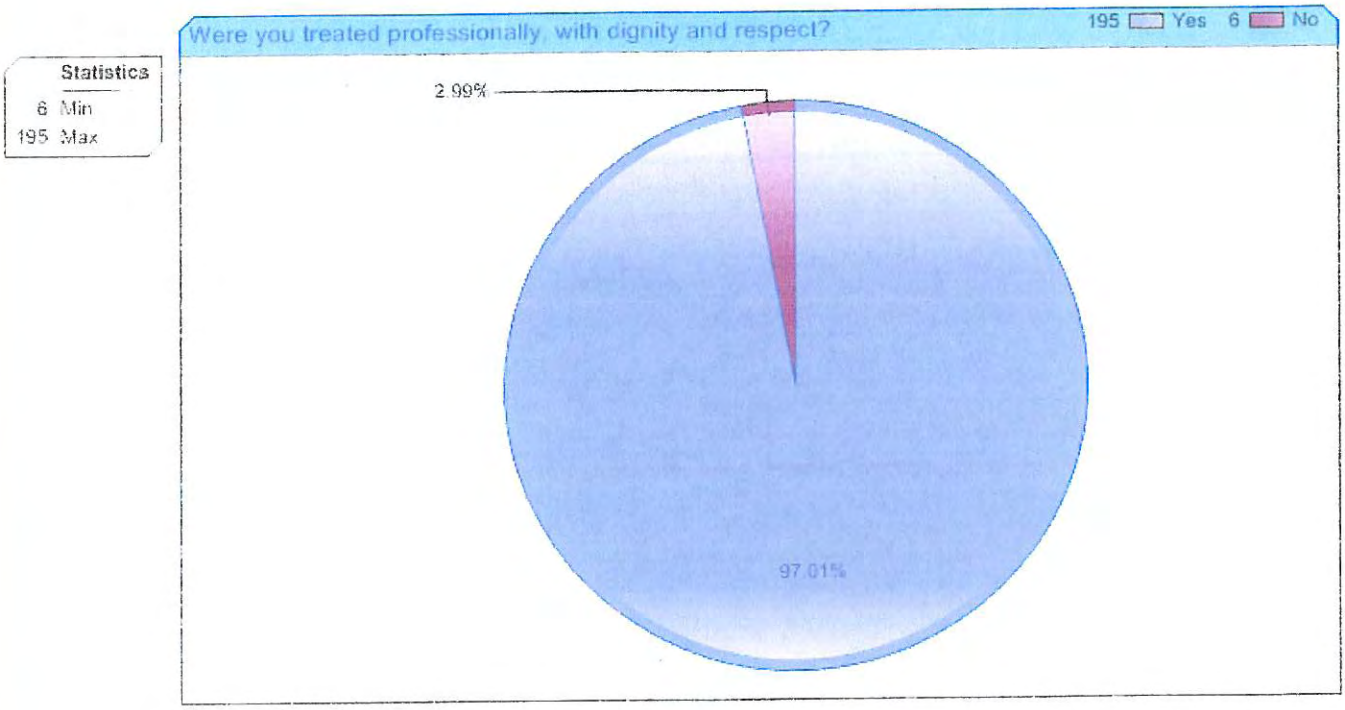
2. Did the officer adequately address your concerns?

	Responses	Percent
Yes:	190	92.68%
No:	15	7.32%
Total Responded to this question:	205	60.29%
Total who skipped this question:	135	39.71%
Total:	340	100%



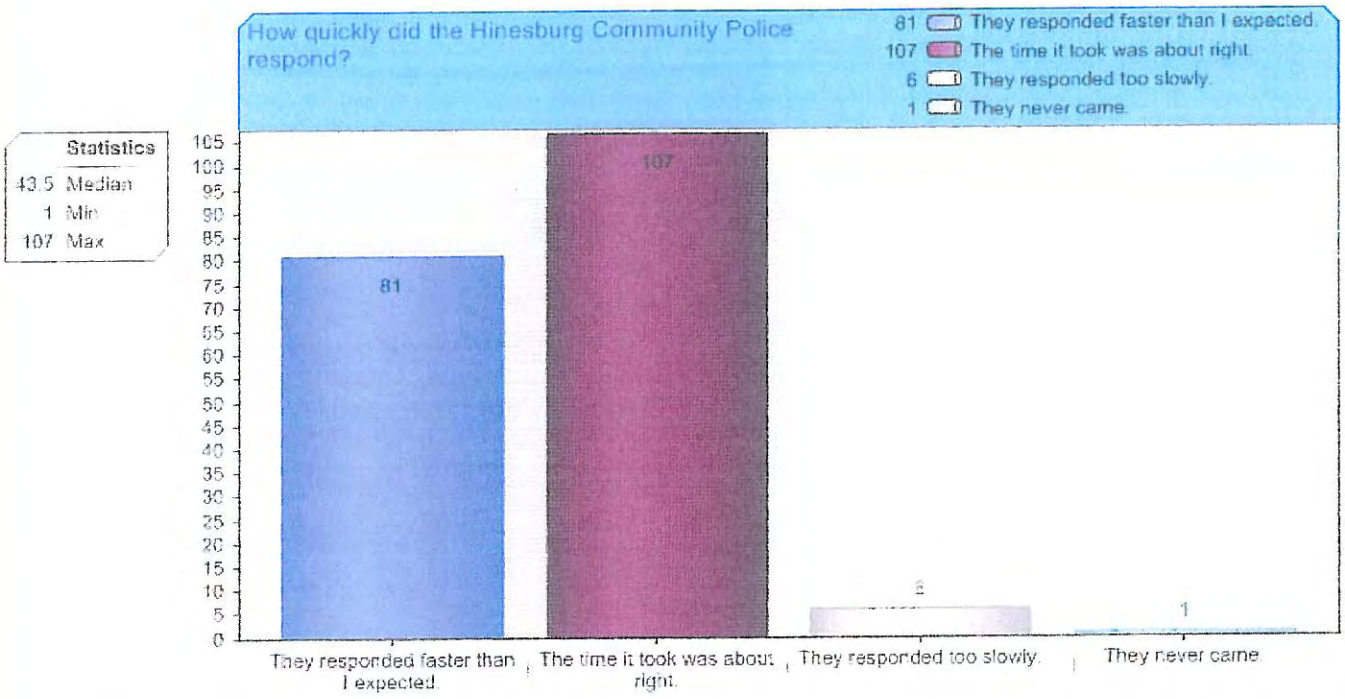
3. Were you treated professionally, with dignity and respect?

	Responses	Percent
Yes:	195	97.01%
No:	6	2.99%
Total Responded to this question:	201	59.12%
Total who skipped this question:	139	40.88%
Total:	340	100%



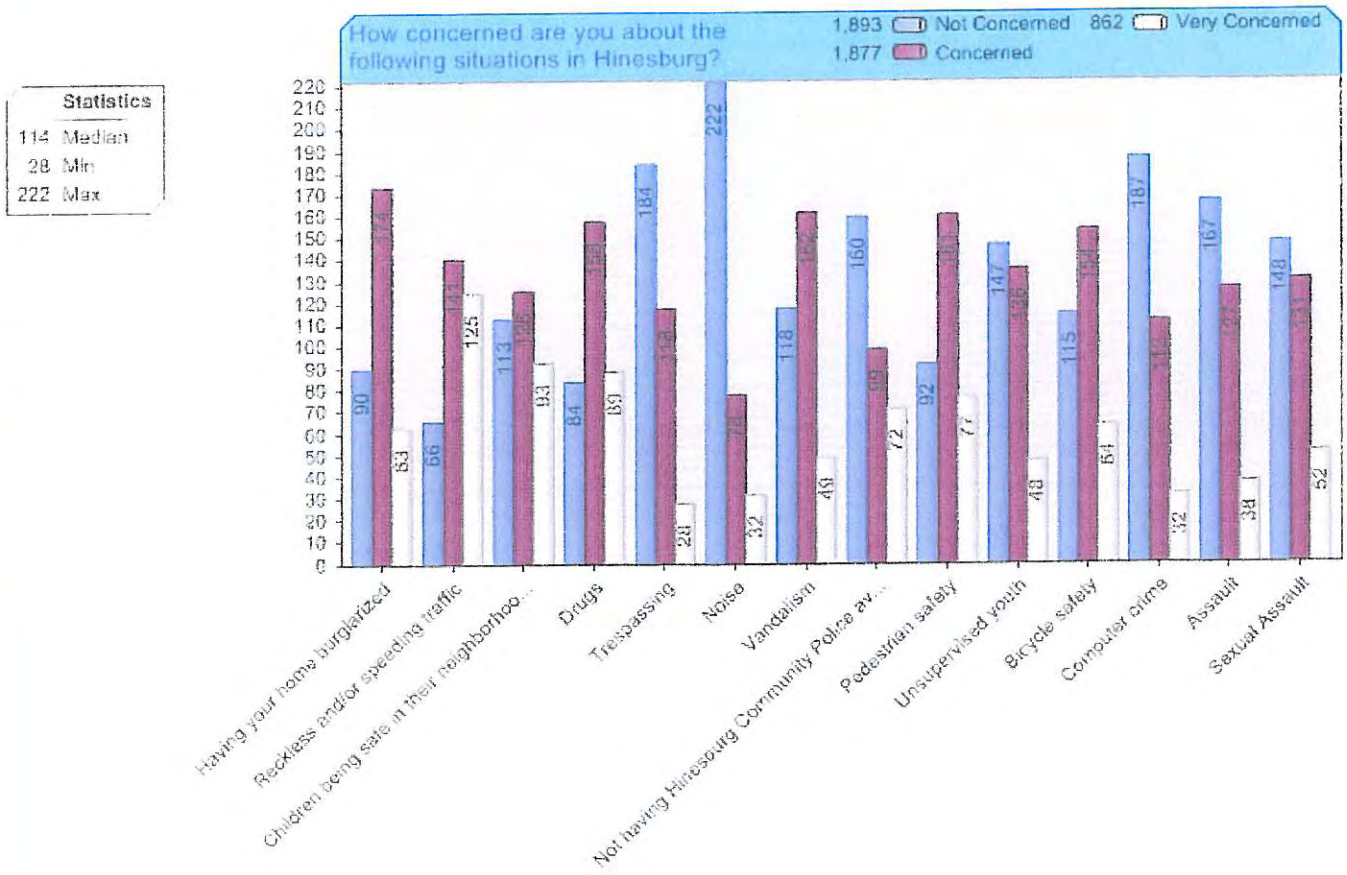
4. How quickly did the Hinesburg Community Police respond?

	Responses	Percent
They responded faster than I expected.:	81	41.75%
The time it took was about right.:	107	55.15%
They responded too slowly.:	6	3.09%
They never came.:	1	0.52%
Total Responded to this question:	194	57.06%
Total who skipped this question:	146	42.94%
Total:	340	100%



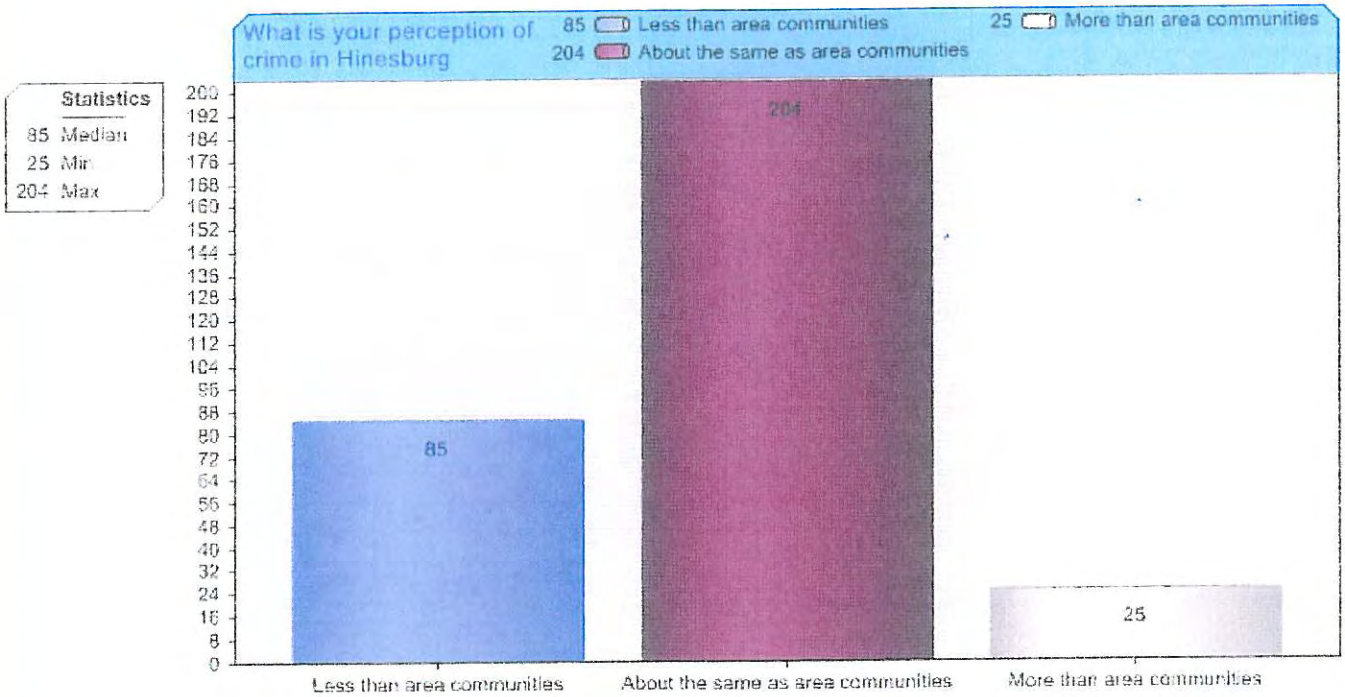
5. How concerned are you about the following situations in Hinesburg?

	Not Concerned	Concerned		Very Concerned		Total
Having your home burglarized:	90(27.52%)	174(53.21%)	72.4	63(19.27%)	3	327
Reckless and/or speeding traffic:	66(19.88%)	141(42.47%)	80.1	125(37.65%)	1	332
Children being safe in their neighborhood:	113(34.04%)	126(37.95%)	65.9	93(28.01%)	5	332
Drugs:	84(25.38%)	158(47.73%)	74.6	89(26.89%)	2	331
Trespassing:	184(55.76%)	118(35.76%)	44	28(8.48%)	12	330
Noise:	222(66.87%)	78(23.49%)	33	32(9.64%)	14	332
Vandalism:	118(35.87%)	162(49.24%)	64.1	49(14.89%)	6	329
Not having Hinesburg Community Police available 24/7:	160(48.34%)	99(29.91%)	51.6	72(21.75%)	10	331
Pedestrian safety:	92(27.88%)	161(48.79%)	72.1	77(23.33%)	9	330
Unsupervised youth:	147(44.41%)	136(41.09%)	55.5	48(14.5%)	8	331
Bicycle safety:	115(34.53%)	154(46.25%)	61.4	64(19.22%)	7	333
Computer crime:	187(56.5%)	112(33.84%)	43.4	32(9.67%)	13	331
Assault:	167(50.3%)	127(38.25%)	49.6	38(11.45%)	11	332
Sexual Assault:	148(44.71%)	131(39.58%)	55.2	52(15.71%)	9	331
		Total Responded to this question:		335		98.53%
		Total who skipped this question:		5		1.47%
		Total:		340		100%



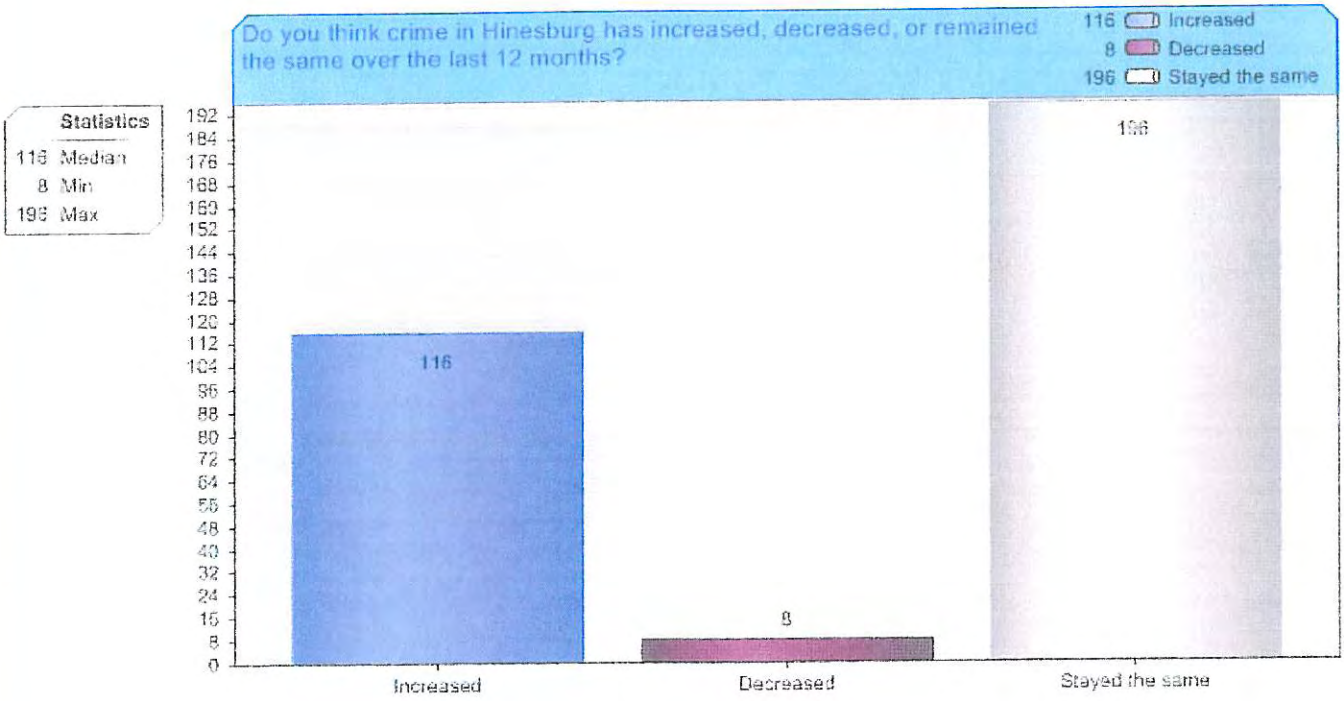
6. What is your perception of crime in Hinesburg

	Responses	Percent
Less than area communities:	85	27.16%
About the same as area communities:	204	65.18%
More than area communities:	25	7.99%
Total Responded to this question:	313	92.06%
Total who skipped this question:	27	7.94%
Total:	340	100%



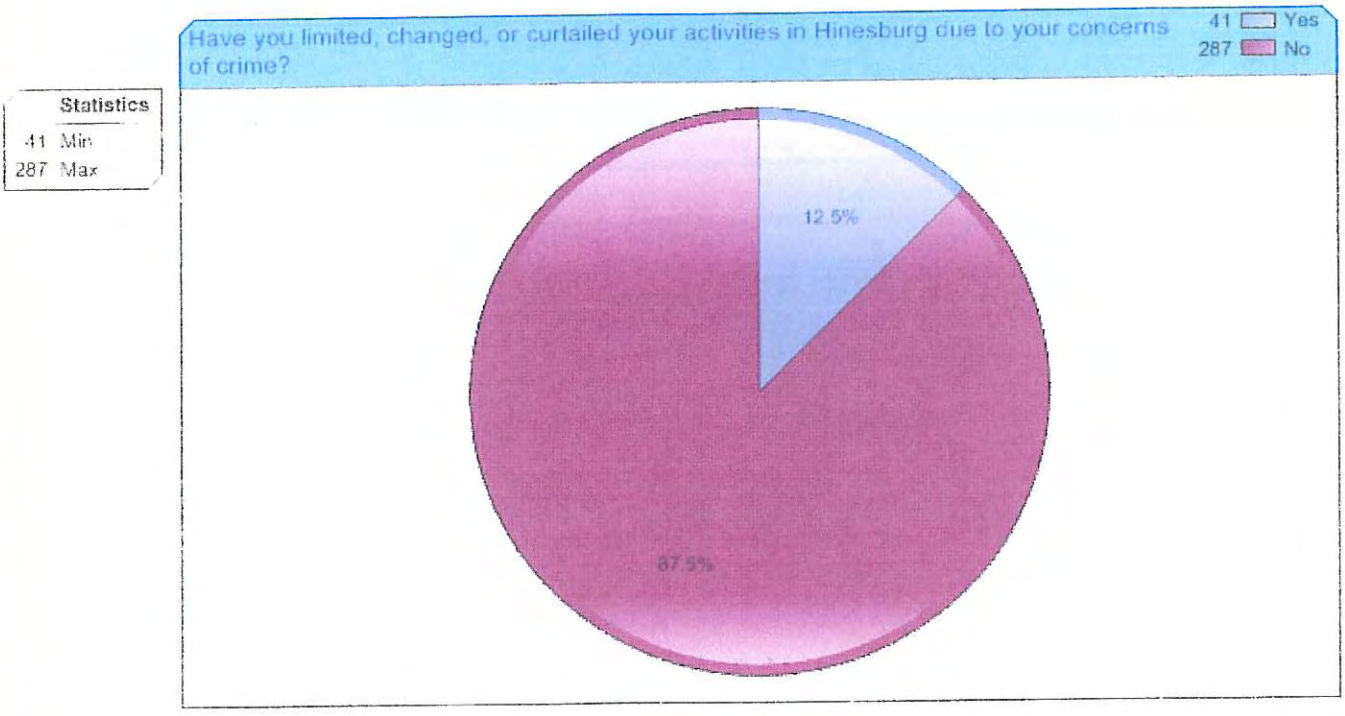
7. Do you think crime in Hinesburg has increased, decreased, or remained the same over the last 12 months?

	Responses	Percent
Increased:	116	36.36%
Decreased:	8	2.51%
Stayed the same:	196	61.44%
Total Responded to this question:	319	93.82%
Total who skipped this question:	21	6.18%
Total:	340	100%



8. Have you limited, changed, or curtailed your activities in Hinesburg due to your concerns of crime?

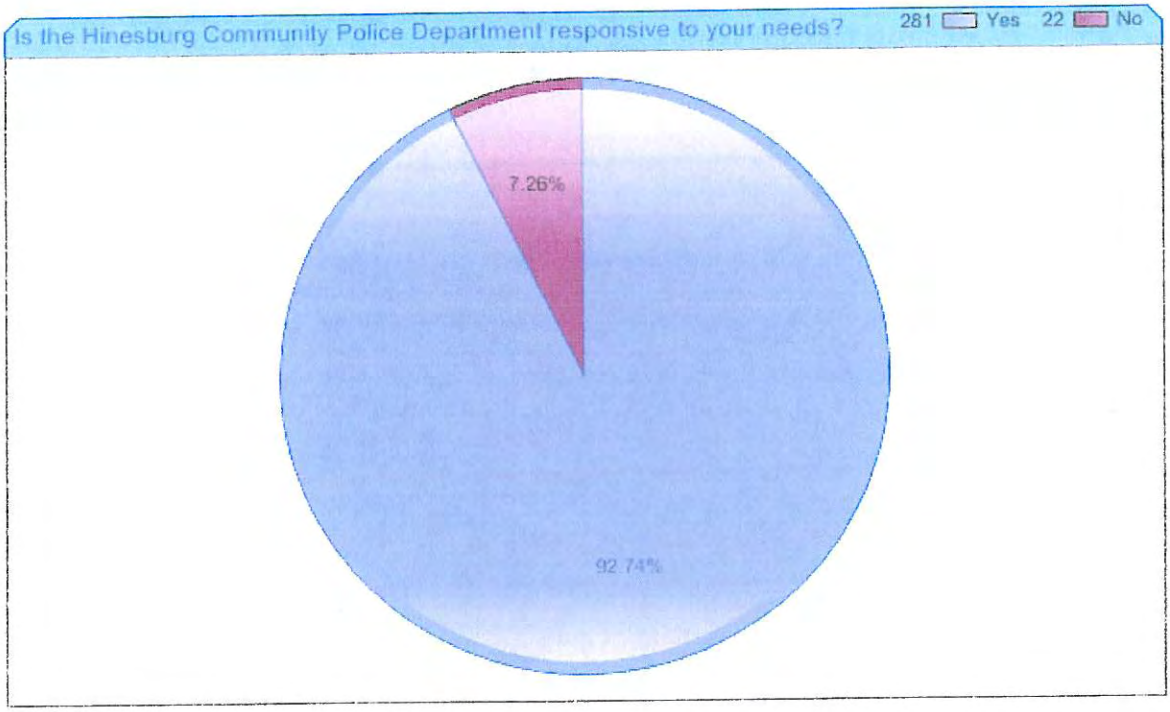
	Responses	Percent
Yes:	41	12.5%
No:	287	87.5%
Total Responded to this question:	328	96.47%
Total who skipped this question:	12	3.53%
Total:	340	100%



9. Is the Hinesburg Community Police Department responsive to your needs?

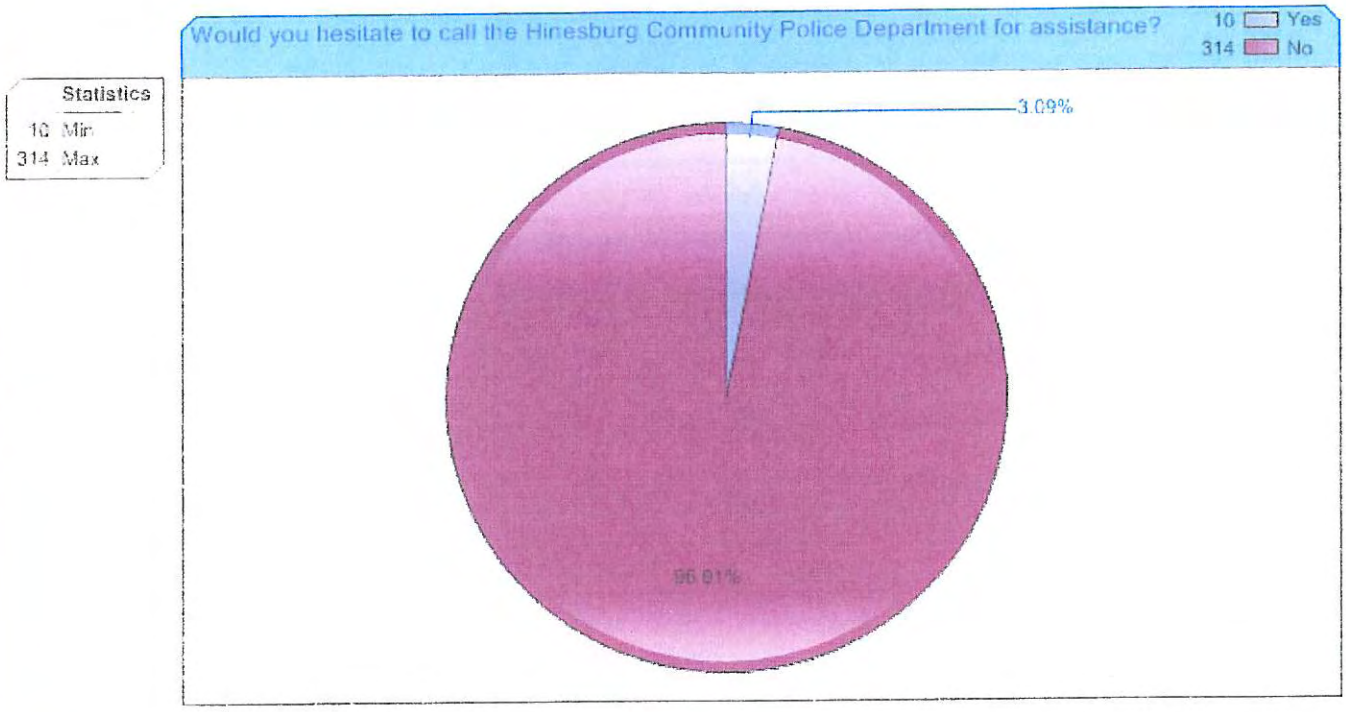
	Responses	Percent
Yes:	281	92.74%
No:	22	7.26%
Total Responded to this question:	303	89.12%
Total who skipped this question:	37	10.88%
Total:	340	100%

Statistics
22 Min
281 Max



10. Would you hesitate to call the Hinesburg Community Police Department for assistance?

	Responses	Percent
Yes:	10	3.09%
No:	314	96.91%
Total Responded to this question:	324	95.29%
Total who skipped this question:	16	4.71%
Total:	340	100%



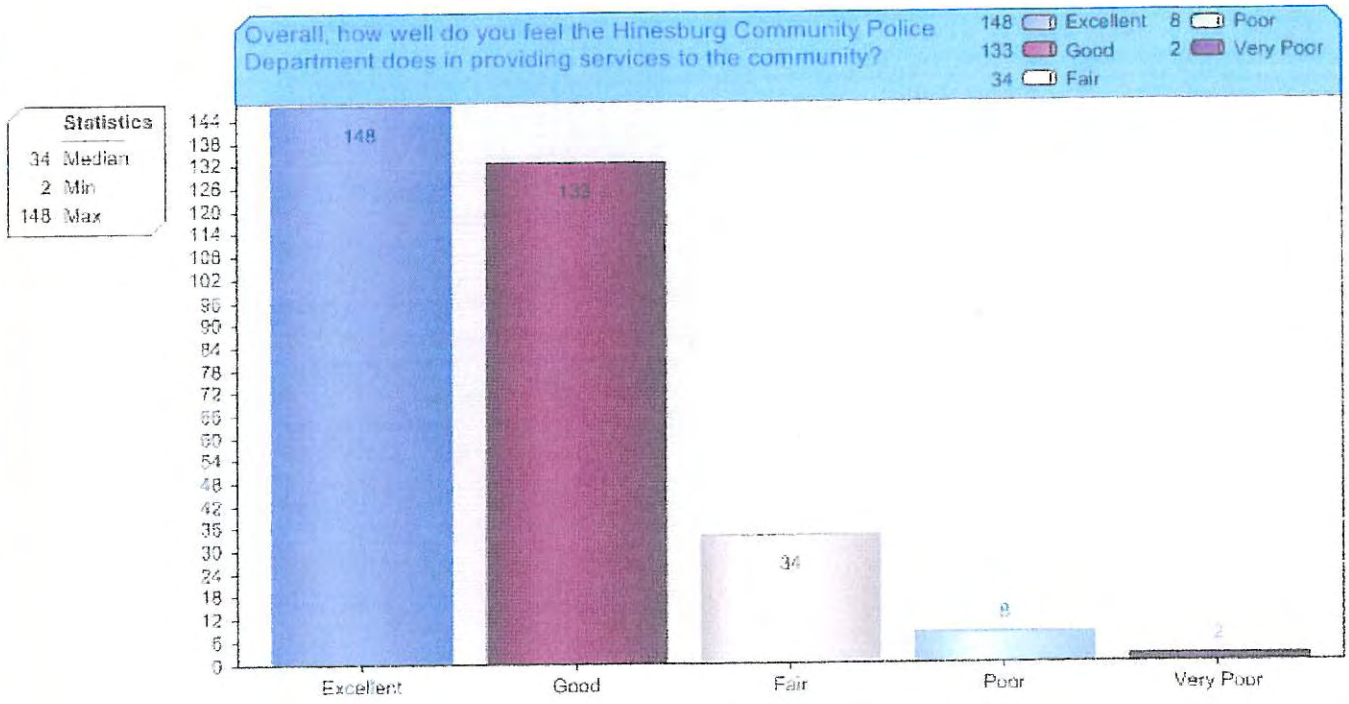
11. If you answered Yes to Question 10, Why?

	Responses	Percent
Responses:	18	100%
Total Responded to this question:	18	5.29%
Total who skipped this question:	322	94.71%
Total:	340	100%

Graph/Chart function not relevant for this question type.

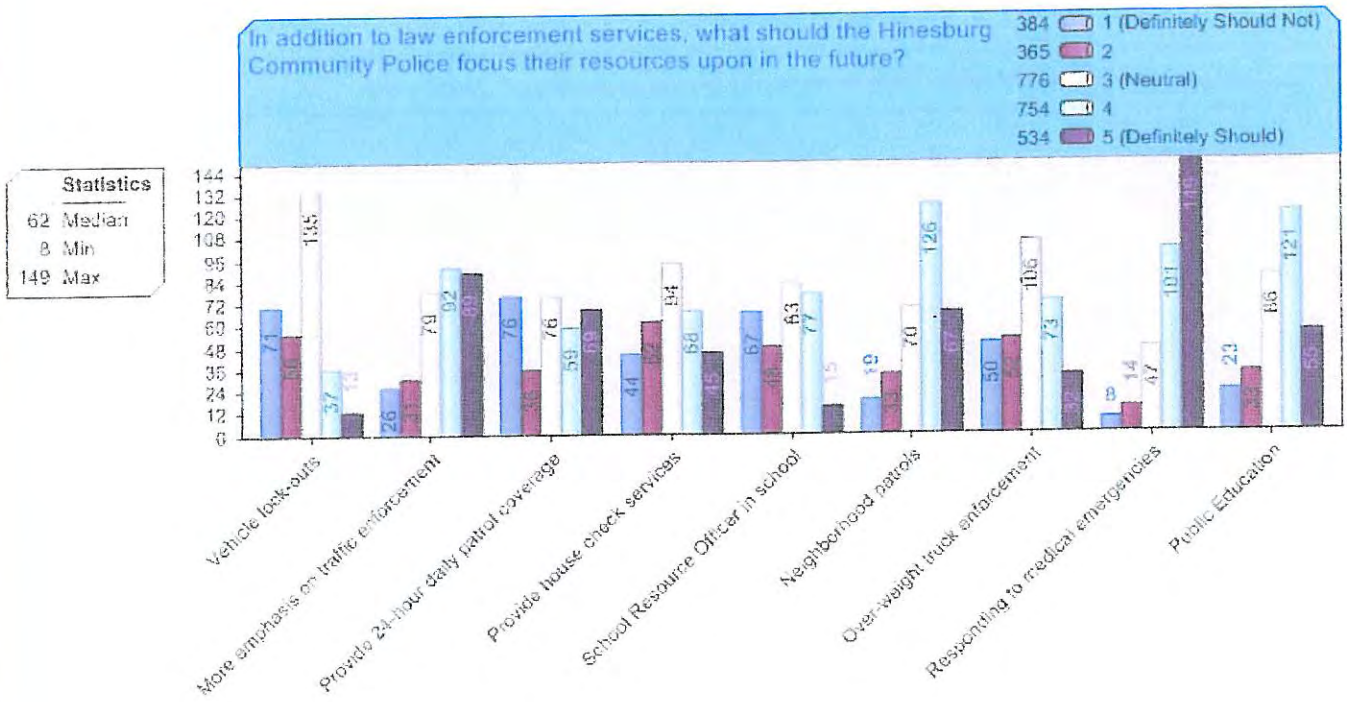
12. Overall, how well do you feel the Hinesburg Community Police Department does in providing services to the community?

	Responses	Percent
Excellent:	148	46.11%
Good:	133	41.43%
Fair:	34	10.59%
Poor:	8	2.49%
Very Poor:	2	0.62%
Total Responded to this question:	321	94.41%
Total who skipped this question:	19	5.59%
Total:	340	100%



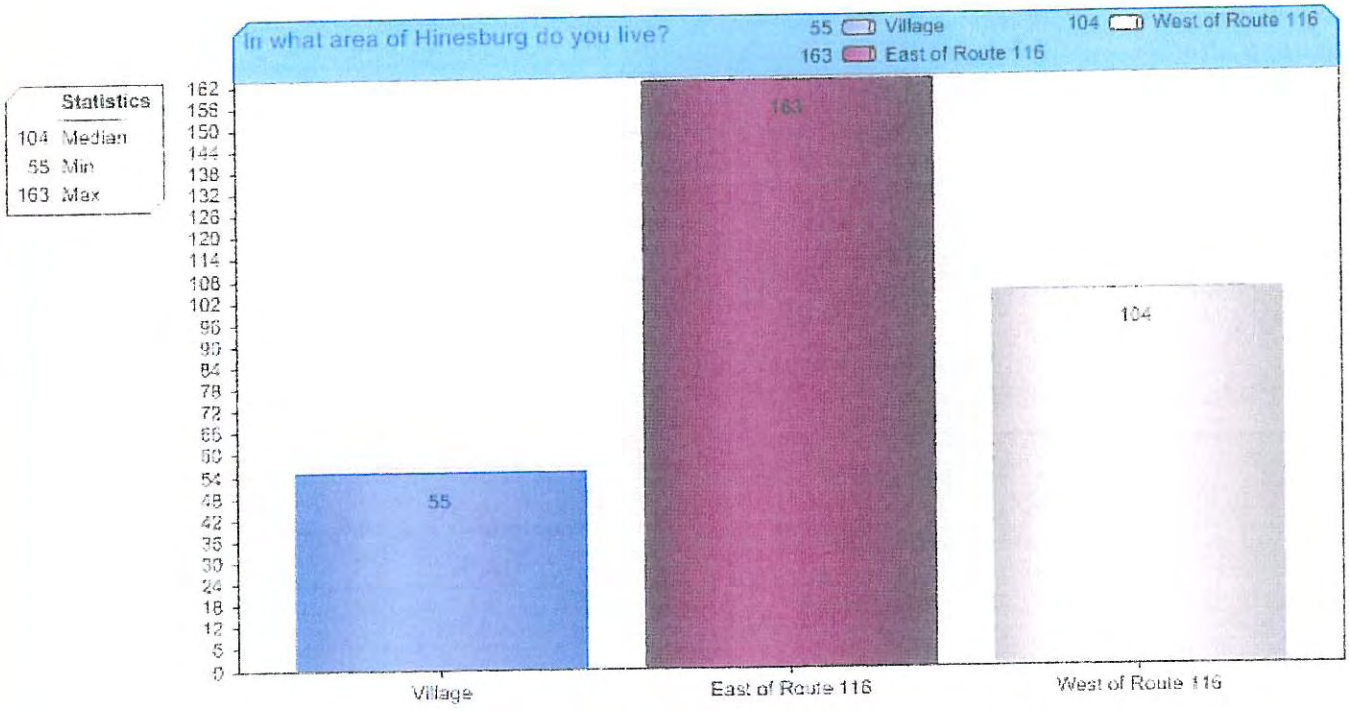
13. In addition to law enforcement services, what should the Hinesburg Community Police focus their resources upon in the future?

	1 (Definitely Should Not)	2	3 (Neutral)	4	5 (Definitely Should)	Total
Vehicle lock-outs:	71(22.76%) 40.7	56(17.95%) 1	135(43.27%)	37(11.86%) 16	13(4.17%) 9	312
More emphasis on traffic enforcement:	26(8.2%) 17.9	31(9.78%) 6	79(24.92%)	92(29.02%) 57.1	89(28.08%) 3	317
Provide 24-hour daily patrol coverage:	76(24.05%) 35.4	36(11.39%) 3	76(24.05%)	59(18.67%) 40.5	69(21.84%) 5	316
Provide house check services:	44(14.06%) 33.8	62(19.81%) 4	94(30.03%)	68(21.73%) 36	45(14.38%) 6	313
School Resource Officer in school:	67(23.1%) 39.6	48(16.55%) 2	83(28.62%)	77(26.55%) 31.7	15(5.17%) 8	290
Neighborhood patrols:	19(6.03%) 16.5	33(10.48%) 8	70(22.22%)	126(40%) 61.7	67(21.27%) 2	315
Over-weight truck enforcement:	50(15.97%) 32.5	52(16.61%) 5	106(33.87%)	73(23.32%) 35.5	32(10.22%) 7	313
Responding to medical emergencies:	8(2.51%) 6.9	14(4.39%) 9	47(14.73%)	101(31.66%) 78.3	149(46.71%) 1	319
Public Education:	23(7.23%) 17.6	33(10.38%) 7	86(27.04%)	121(38.05%) 55.3	55(17.3%) 4	318
			Total Responded to this question:		322	94.71%
			Total who skipped this question:		18	5.29%
			Total:		340	100%



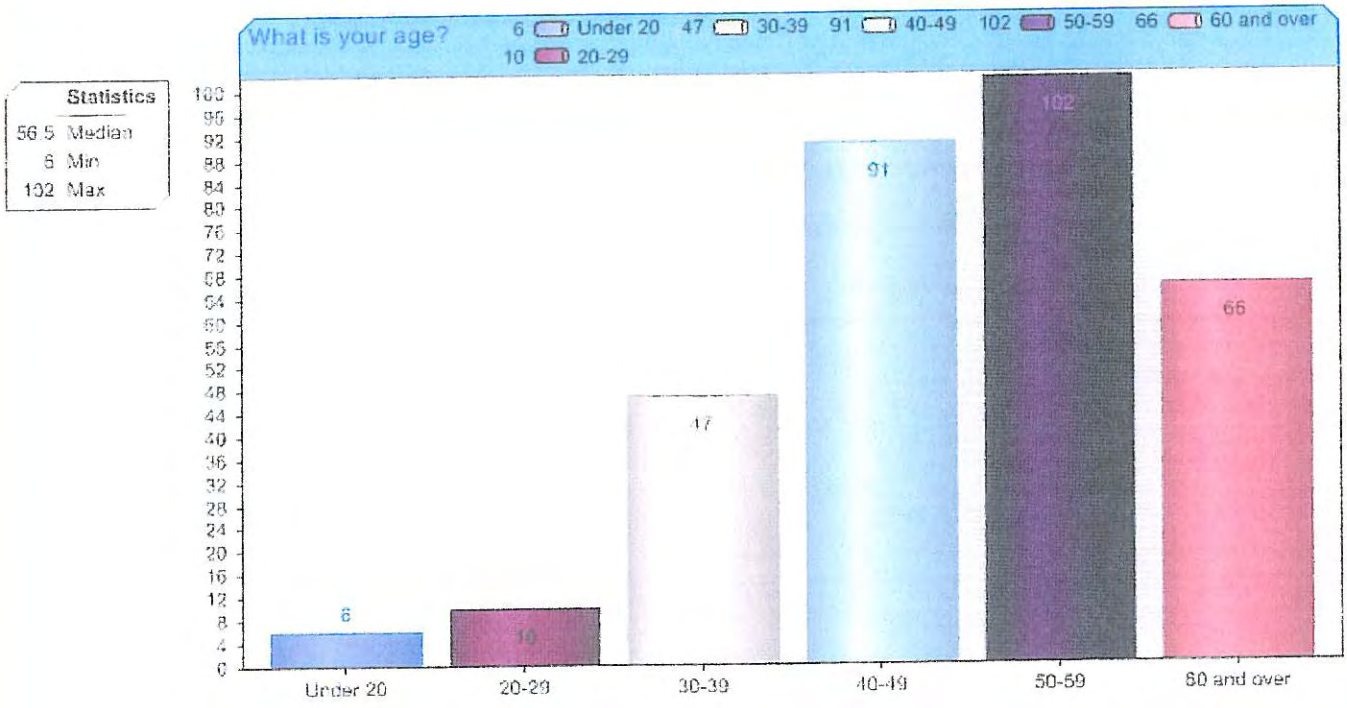
14. In what area of Hinesburg do you live?

	Responses	Percent
Village:	55	17.13%
East of Route 116:	163	50.78%
West of Route 116:	104	32.4%
Total Responded to this question:	321	94.41%
Total who skipped this question:	19	5.59%
Total:	340	100%



15. What is your age?

	Responses	Percent
Under 20:	6	1.86%
20-29:	10	3.11%
30-39:	47	14.6%
40-49:	91	28.26%
50-59:	102	31.68%
60 and over:	66	20.5%
Total Responded to this question:	322	94.71%
Total who skipped this question:	18	5.29%
Total:	340	100%



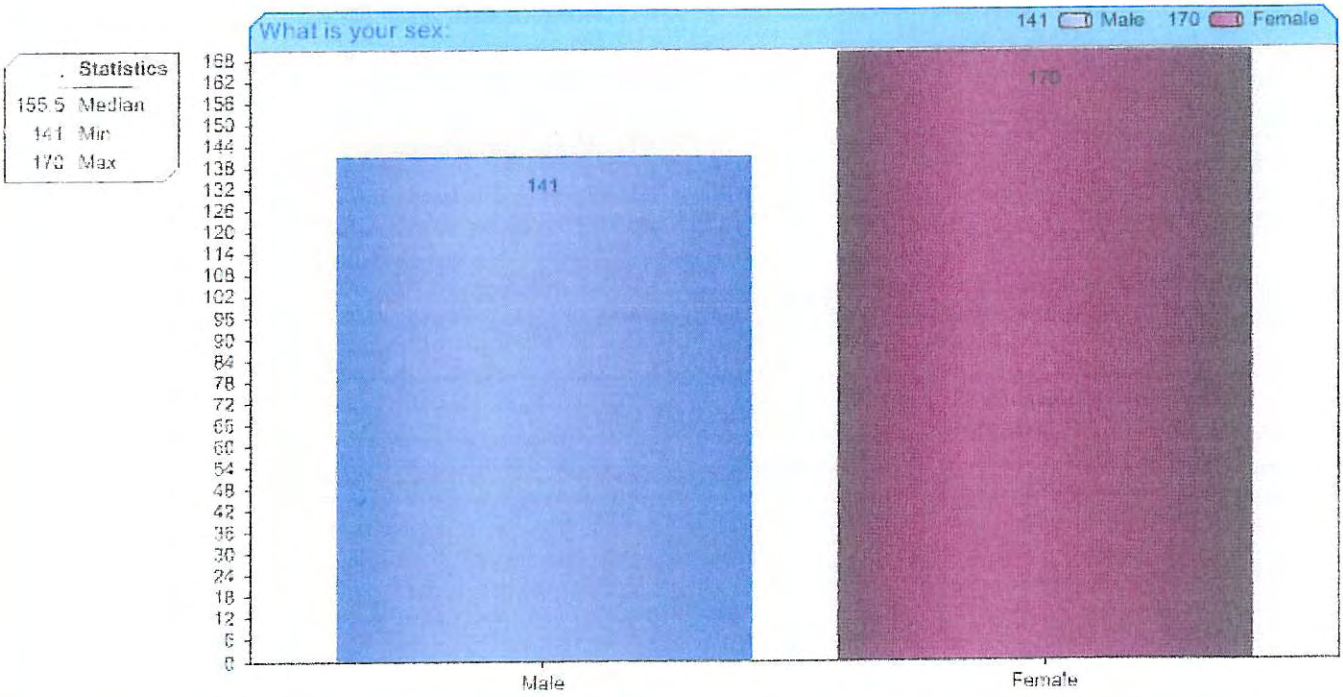
16. How many children, under age 18, live in your household?

	Responses	Percent
Responses:	299	100%
Total Responded to this question:	299	87.94%
Total who skipped this question:	41	12.06%
Total:	340	100%

Graph/Chart function not relevant for this question type.

17. What is your sex:

	Responses	Percent
Male:	141	45.48%
Female:	170	54.84%
Total Responded to this question:	310	91.18%
Total who skipped this question:	30	8.82%
Total:	340	100%



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APPENDIX B

Municipal
Resources
Inc.

THE OLUFSEN REPORT

Complete report 2006

Slide 1

Hinesburg Community Police

A Comparison Study with other Local Police Departments

Analysis Provided by Doug Olufsen
November 27, 2006

Comparison to be done on the basis of Population, Square Mile Coverage Area, Case Workload and Municipal Budget Proportions

Comparisons made based on the average of the surrounding towns to Hinesburg and the Town of Richmond individually to Hinesburg

Town of Richmond demographically is the closest to Hinesburg

Population: Richmond 4712 to Hinesburg 5000

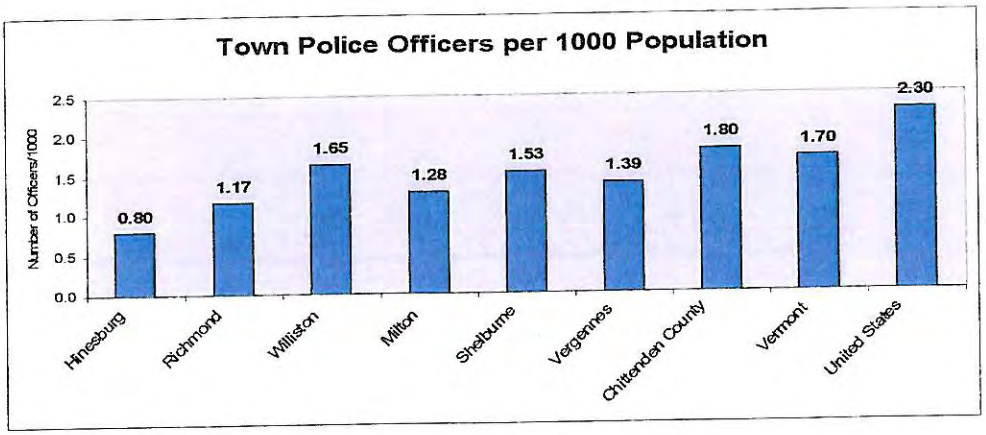
Area: Richmond 31.8 Sq Mi. to Hinesburg 39.8 Sq Mi.

Charlotte not included in Comparison because they do not have a local police department (VT State Police Coverage)

Bristol not included in Comparison because the local police department services the village only and not the full town (VT State Police coverage in the non village areas)

Slide 2

Comparison by Town Population



Richmond, Williston, Milton, Shelburne, Vergennes Average = 1.4
Hinesburg Additional Officers to match 5 town average = 3.0
Hinesburg Additional Officers to match Richmond = 1.8

Officers/1000 Population is the universal yardstick for Staffing Comparisons

Population Data is Census 2000 adjusted by 15% growth to estimate 2006 populations

Number of Officers in Departments confirmed with each Department

Part Time Officers estimated to work an average of 5 hours/week (hours based on needs)

Chittenden County, Vermont and United States figures for 2004 from Source:

Federal Bureau of Investigation, Uniform Crime Reports, http://www.fbi.gov/ucr/ucr.htm

Additional Officers = (Comparison Point Officers/1000 * 5 [current Hinesburg Pop/1000]) - 4.0 [Officers]

Population Statistics: 2000 Census Numbers from http://en.wikipedia.org/wiki – Community Portal

Additional Information:

Hinesburg: Chief + Officers = 3.5 Full Time + 4 Part Time = 4.0 Equivalent FT

Population Estimate = 5000 1 per 1250

Richmond: Chief + Officers = 5.0 Full Time + 4 Part Time = 5.5 Equivalent FT

Population Estimate = 4712 1 per 857

Williston: Chief + Officers = 14.0 Full Time + 4 Part Time = 14.5 Equivalent FT

Population Estimate = 8814 1 per 608

Milton: Chief + Officers = 14.0 Full Time + 0 Part Time = 14.0 Equivalent FT

Population Estimate = 10921 1 per 780

Shelburne: Chief + Officers = 11.0 Full Time + 10 Part Time = 12.25 Equivalent FT

Population Estimate = 8000 1 per 653

Vergennes: Chief + Officers = 4.0 Full Time + 3 Part Time = 4.375 Equivalent FT

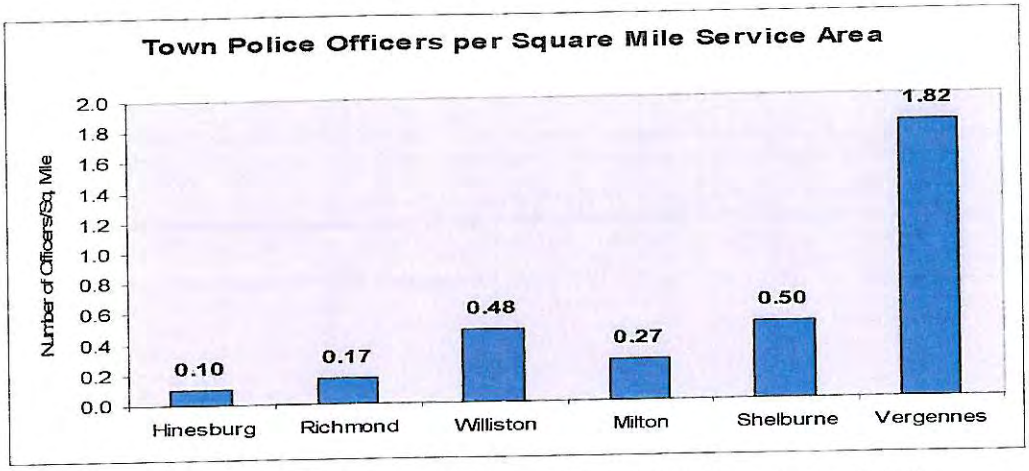
Population Estimate = 3158 1 per 722

Winooski: Chief + Officers = 16 Full Time + 7 Part Time = 16.875 Equivalent FT

Population Estimate = 7559 1 per 448

Slide 3

Comparison by Town Land Area



Richmond, Williston, Milton, Shelburne Average = 0.36
Hinesburg Additional Officers to match 4 town average = 10.2
Hinesburg Additional Officers to match Richmond = 2.9

Officers/Coverage Area typically a measure related to Response Time

Number of Officers in Departments confirmed with each Department

Part Time Officers estimated to work an average of 5 hours/week (hours based on needs)

Additional Officers = (Comparison Point Officers/Area * 39.8 [Hinesburg Area]) - 4.0 [Hinesburg Officers]

NOTE: Towns Averaged only included Richmond, Williston, Milton and Shelburne.

If Vergennes is included, the additional officers for Hinesburg would be 21.9

Land Area Statistics Source: http://en.wikipedia.org/wiki – Community Portal

Additional Information:

Hinesburg: Chief + Officers = 3.5 Full Time + 4 Part Time = 4.0 Equivalent FT

Land Area = 39.8 Sq Mi 1 per 10.0 Sq Mi

Richmond: Chief + Officers = 5.0 Full Time + 4 Part Time = 5.5 Equivalent FT

Land Area = 31.8 Sq Mi 1 per 5.9 Sq Mi

Williston: Chief + Officers = 14.0 Full Time + 4 Part Time = 14.5 Equivalent FT

Land Area = 30.4 Sq Mi 1 per 2.1 Sq Mi

Milton: Chief + Officers = 14.0 Full Time + 0 Part Time = 14.0 Equivalent FT

Land Area = 51.5 Sq Mi 1 per 3.7 Sq Mi

Shelburne: Chief + Officers = 11.0 Full Time + 10 Part Time = 12.25 Equivalent FT

Land Area = 24.3 Sq Mi 1 per 2.0 Sq Mi

Vergennes: Chief + Officers = 4.0 Full Time + 3 Part Time = 4.375 Equivalent FT

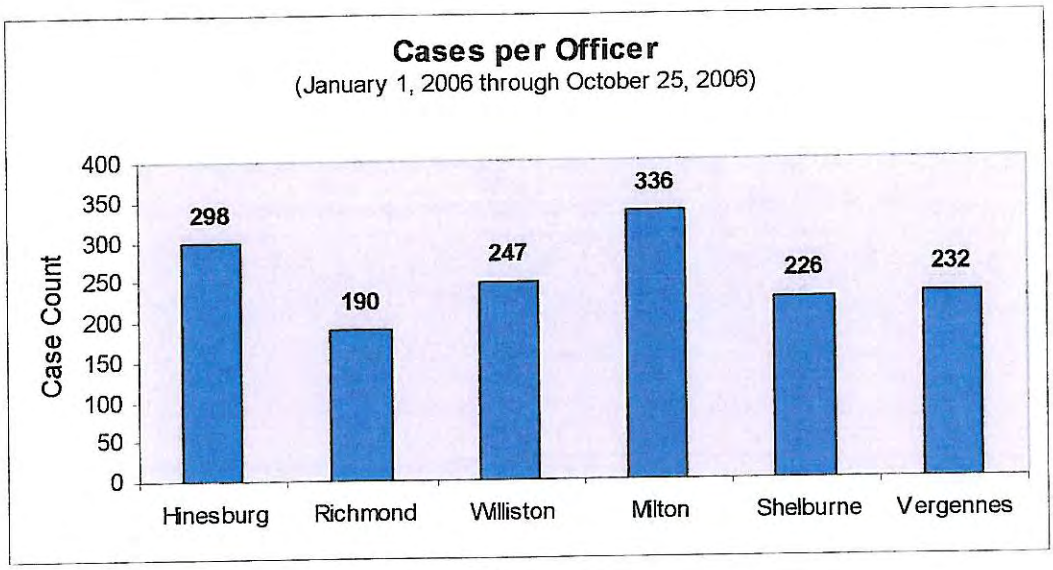
Land Area = 2.4 Sq Mi 1 per 0.5 Sq Mi

Winooski: Chief + Officers = 16 Full Time + 7 Part Time = 16.875 Equivalent FT

Land Area = 1.4 Sq Mi 1 per 0.08 Sq Mi

Slide 4

Comparison by Full Time Officer 2006 Case Workloads



Richmond, Williston, Milton, Shelburne, Vergennes Average = 246
Hinesburg Additional Officers to match 5 town average = 0.7
Hinesburg Additional Officers to match Richmond = 2.0

Cases per Officer is a measure of an Officers Workload (WL)

Case Counts provided by Officer Barbara Brisson, Hinesburg PD

Case Workload = Case Count divided by Full Time Officers in Department

Hinesburg Case Count does not include (Exclusively provided by Hinesburg PD):

EMS Responses

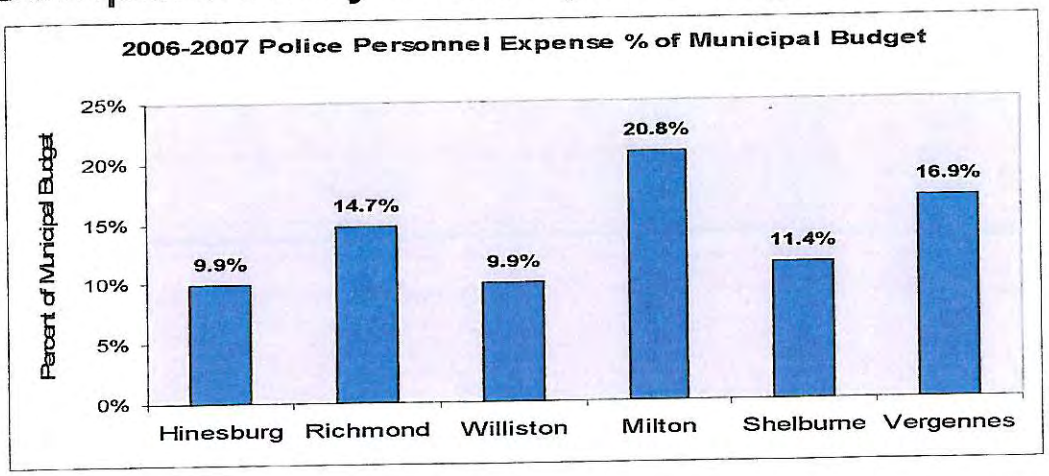
Lockouts

Additional Officers = ((Hinesburg WL / Comparison WL) * Hinesburg Officers) - Hinesburg Officers

Additional Information:

Hinesburg 2006 Cases = 1043	Full Time Officers = 3.5
Richmond 2006 Cases = 948	Full Time Officers = 5
Williston 2006 Cases = 3463	Full Time Officers = 14
Milton 2006 Cases = 4702	Full Time Officers = 14
Shelburne 2006 Cases = 2483	Full Time Officers = 11
Vergennes 2006 Cases = 928	Full Time Officers = 4

Comparison by Municipal Budget Support



Richmond, Williston, Milton, Shelburne, Vergennes Average = 14.7%
Hinesburg Additional Funding to match 5 town average = $149K
Hinesburg Additional Funding to match Richmond = $150K

Town's Commitment in support of the Police Department

Based on 2006-2007 Fiscal Year Budgets as provided in 2006 Annual Reports from the towns

Police Personnel Categories included:

Salaries, Overtime, Incentives, Health Insurance, FICA, Benefits

DOES NOT Include

Dispatch, Cruisers, Weapons, Uniforms, Office Expenses, Other Expenses

NOTE: The budget reports do not always show all of the above included items (ie. Health Insurance and FICA) as line items in the Police Budget. Therefore, it is unclear if these expenses are included in the salary figures or are considered elsewhere in the overall Municipal Budget. These items are line items in the Hinesburg Budget so the comparison will be conservative with respect to the other towns.

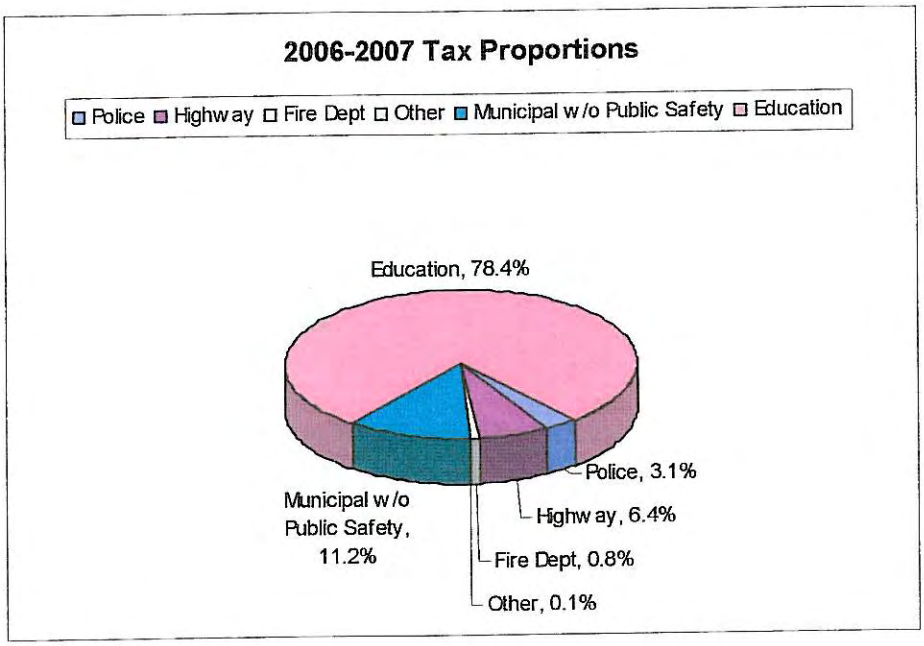
Additional Hinesburg Budget Amount = ((Hinesburg Municipal Budget * Comparison Ratio) – Hinesburg PD Personnel) / (1.0 – Comparison Ratio)

Additional Information:

TOWN	Overall Municipal Budget	Police Personnel Budget	Comparison Ratio
Hinesburg	$2,656,684	$ 264,225	0.099
Richmond	$2,208,300	$ 325,700	0.147
Williston	$6,914,950	$ 687,250	0.099
Milton	$5,137,196	$1,066,235	0.208
Shelburne	$5,794,440	$ 659,169	0.114
Vergennes	$1,544,189	$ 260,295	0.169
Winooski	$3,307,710	$1,225,000	0.370

Slide 6

Hinesburg 2006-2007 Tax Proportions



Public Safety portions of the budget are identified as follows:

- Police Budget Overall
- Highway Budget
- Fire Department
- Other (Fire Warden, Animal Control, Public Health)

Public Safety is 48% of the current Municipal Budget

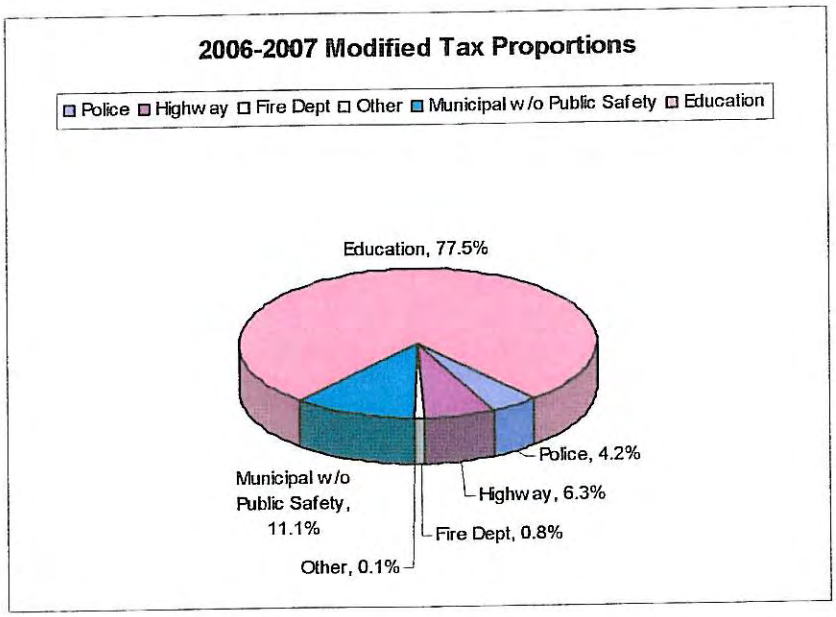
Municipal Budget is 21.6% of the Overall Tax Burden

Education Budget is 78.4% of the Overall Tax Burden

Slide 7

Hinesburg 2006-2007 Tax Proportions

(Modified by Additional Police Personnel)



So what will the Tax Payer see for changes:

Overall Tax Burden increase of 1.21% for addition of $149K to Police Budget

- **$200,000 home will see an increase of $39.32 in taxes**

Police Budget Portion increase from 3.1% of overall budget to 4.2% of overall budget

Police Budget Portion increase from 14.3% of municipal budget to 18.8% of municipal budget

Police Personnel Portion increase from 9.9% of municipal budget to 14.7% of municipal budget

Increase in Police Personnel Budget = 56%

Increase in Police Overall Budget = 39%

Increase in Public Safety Portion of the Budget = 12%

Increase in Municipal Portion of the Tax Burden = 5.6%

Public Safety is 50.8% of the modified Municipal Budget

Municipal Budget is 22.5% of the Overall Tax Burden

Education is 77.5% of the Overall Tax Burden

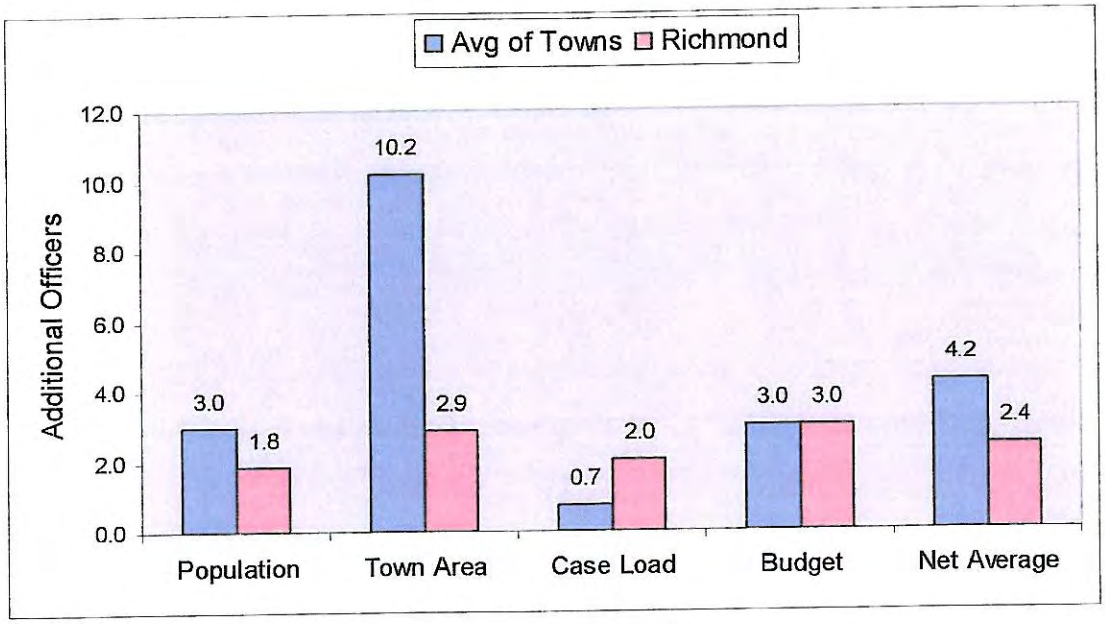
Additional Information:

Category	2006-2007 Original Budget	2006-2007 Modified Budget	Percent Change
Overall Tax Budget	$12,316,387	$12,465,613	1.21%
Education Portion	$ 9,659,703	$ 9,659,703	0.00%
Municipal Portion	$ 2,656,684	$ 2,805,910	5.62%
Public Safety Portion	$ 1,275,601	$ 1,424,827	11.70%
Police Portion	$ 379,025	$ 528,251	39.37%
Police Personnel	$ 264,225	$ 413,451	56.48%
Highway	$ 790,786	$ 790,786	0.00%
Fire Department	$ 98,707	$ 98,707	0.00%
Other Pub Safety	$ 7,083	$ 7,083	0.00%

Slide 8

Comparison Summary

(Additional Officers for Hinesburg to Match Resources)



So what is the NET of these 4 comparisons in terms of Additional Officers for the Hinesburg PD?

Summary Numbers drawn from the previous charts for Hinesburg Additional Officers

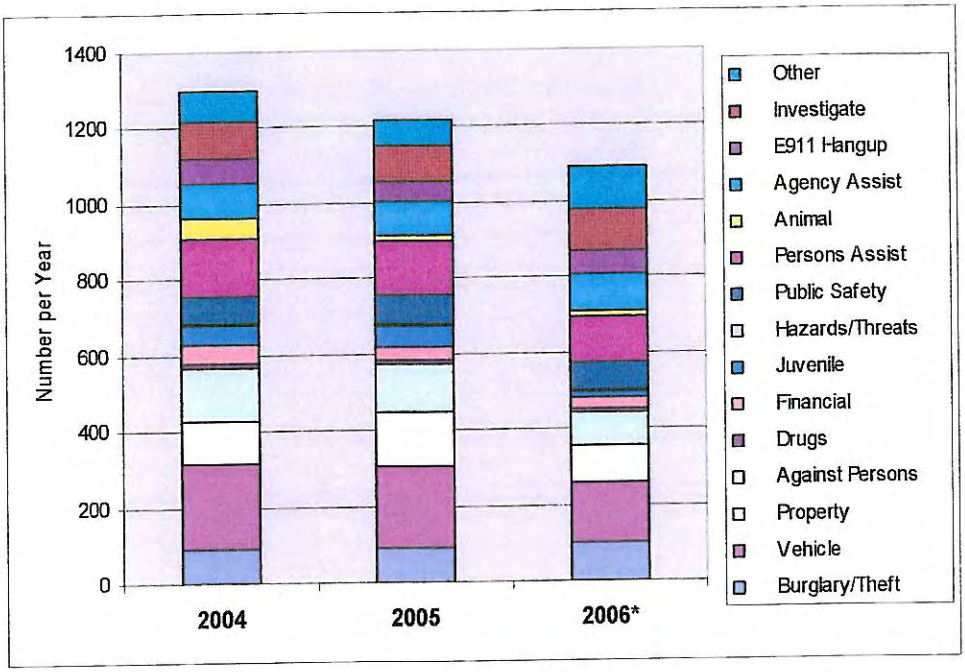
NET AVERAGE shown for Additional Officers is with the Town Area Comparison result

Without Town Area consideration, Town Comparison Average = 2.2 (drop from 4.2)

NOTE: A New Officer was considered to result in a $50K expense for the budget comparison

Slide 9

Hinesburg Incident Statistics



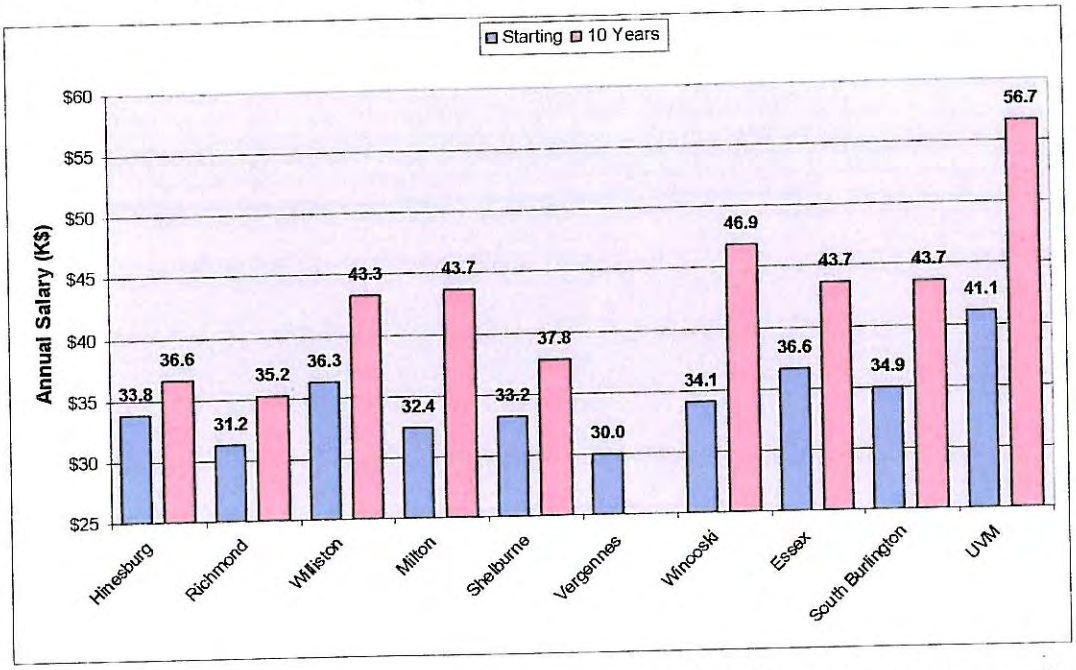
* 2006 – January 1st through November 27th

Summary Categories include:

- Burglary/Theft related
- Vehicle related
- Property related
- Against Persons related
- Drug related
- Financial related
- Juvenile related
- Hazards/Threats related
- Public Safety related
- Persons Assistance related
- Animal related
- Agency Assistance related
- E911 Hang-up related
- Investigation related
- Other

Slide 10

Officer Pay Rate Comparison



All Departments except Hinesburg also pay Shift Differential compensation

Some Departments also give Equipment Allowances and Specialty Pay

NOTE: Graph Salary Scale starts at $25K.

Shift Differential is typically $0.75 to $1.00/hour ($1560 to $2080 annually).

Specialty Pay examples:

- Field Training Officer (FTO)
- Police Instructor
- School Resource Officer (SRO)
- Advanced Education
- Computer Tech

NOTE: No incentive pay for longevity in the department is in place in Hinesburg and Vergennes

What Happens When a Department Is Inadequately Staffed?

- To the individual officer there never seems to be time enough to wrap up all the loose ends on a case. Quality begins to suffer.
- The focus of the department moves away from looking for "customer satisfaction," to getting the complaints handled.
- Traffic enforcement, that police function that is discretionary for officers not assigned to traffic units, decreases as officers devote more time to complaint handling.
- Work is done more hastily and quality decreases.
- Crime prevention and Community Policing, those areas that have been proven to have a long term effect on reducing crime, get ignored in favor of answering calls and trying to complete investigations.
- Morale deteriorates. Working with a perpetual backlog of cases stifles initiative.
- Officers become less focused as they simultaneously bounce from one issue to another, answer the phone, deal with the walk-ins, answer the radio, check on someone else's case for someone, do this follow-up, get the cases into the computer, prepare a case for prosecution. The workspace begins to look like a cyclone went through as the officer can't seem to get anything completed before the next crisis needs to be dealt with.
- Training time decreases as training time is robbed to complete pending cases.
- Appointments get missed, meetings can't be attended, and others are cancelled at the last second.
- Proactive policing ceases to exist.
- Equipment maintenance slips.
- Cooperation between officers decreases as each officers single-mindedly attempts to deal with his or her backlog.
- Vacations can't be scheduled.
- Compensatory time is never compensated.
- Days off are continually cancelled.
- Schedules become hopelessly disorganized.
- Care of equipment and facilities decreases.

- The idea of taking time to try anything new is totally alien to a department overwhelmed with pending cases.

- To solve crimes, as opposed to taking reports, requires time. Leads must be chased down. Officers often have to leave the town and travel to distant areas to interview suspects and witnesses. When backed up with pending cases, officer tend to prioritize and those case with faint leads, that sometimes result in surprise successes, never get followed up on.

- Officers burn out and leave forcing the municipality to hire and train new officers. Approximate cost is $50,000 to recruit, hire, and train a new officer. This does not take into account the mistakes that virtually every new officer makes at the start of his career. In police work mistakes can sometime be very costly.

WHAT STEPS HAVE BEEN TAKEN TO CONTAIN COST SO FAR?

Consistent with a desire not to increase the tax rate, Hinesburg Community Police have taken a number of steps to reduce cost. These include:

- Working with Vermont State Police to provide coordinated coverage of Hinesburg so residents are not left without police protection from 11:00 PM to 7:00 AM.
- Using unpaid volunteers and unpaid assistance from public spirited local companies to accomplish objectives.
- Running patrol vehicles in excess of 125,000 miles before taking them out of service.
- Having officers perform small routine maintenance items on station and vehicles.
- Allowing officers to collect compensatory time off, but never giving it to them.
- Handling dangerous calls without backup.
- Individual officers entering calls in the computer, rather than having our dispatch service do this at $28.00+ per call. This has resulted in a projected savings of $60,000 to $70,000 annually.
- Reducing the number of cases entered in the state CAD system to minimize labor costs.
- Obtaining all available grants.

CONCLUSION

The following are some of the conclusions that have been developed throughout this report:

- Based on a comparison with National averages for officers per thousand population, **the Hinesburg Community Police are understaffed.**
- Based on a comparison with every other police agency in Chittenden County per thousand population, **the Hinesburg Community Police are understaffed.**
- Based on a comparison of other Chittenden County agencies by square miles covered, **the Hinesburg Community Police are understaffed.**
- Based on a comparison of other Chittenden County Police agencies by calls for service, **the Hinesburg Community Police are understaffed.**
- Based on a comparison with other Chittenden County Police agencies by crimes, **the Hinesburg Community Police are understaffed.**
- Based on a study by the former Commissioner of Public Safety of the State of Vermont, **the Hinesburg Community Police are understaffed.**
- Based on a statement made by Vermont State Police Captain Al Buck at a recent community meeting**, the Hinesburg Community Police are understaffed.**
- Based on the experience of both Hinesburg Community Police Chiefs, totaling over 63 years, **the Hinesburg Community Police are understaffed.**
- Based on opinions of Hinesburg Community Police Officers themselves, those in the best position to evaluate the department, **the Hinesburg Community Police are understaffed.**

WHAT NEEDS TO BE DONE

None of us relish the thought of an increased tax rate. These recommendations and the associated costs such as increased fuel usage, uniforms, etc. will increase the tax rate. However, we must realize that policing is a vital municipal function. The truth is we are better off providing reasonable funding, rather than trying to do it on the cheap and accepting second class results in an essential public safety service.

- **Staffing should be increased by 1.7 officers in the next budget year.**
- **Part time officers should receive equal pay with full time officers, but they should not receive fringe benefits as do starting full time officers.**
- **A longevity step system should be instituted for full time officers.**
- **A high speed interconnect line between Waterbury and Hinesburg should be installed until such time as the state can adapt to secure current technology.**