



Strategies to Improve Public Safety in Hinesburg: A Path Forward for the Next Decade

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A Path Forward for the Next Decade

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Prepared for:

Town of Hinesburg

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Summary

CGR was engaged by the Town of Hinesburg, VT to understand how the Hinesburg Police Department was performing, the need for staff for emergency medical services and fire protection, and what the various options related to public safety are for the future. The CGR team would use this information to develop a draft strategic plan with a 10-year horizon that approaches the future of public safety in Hinesburg.

CGR's assessment of the Town of Hinesburg's public safety needs and options draws on a range of data including:

- Interviews with Selectboard members, Town staff, HPD staff and leadership, HFD staff and leadership;
- Interviews and focus groups with community members and community organization leaders;
- Community Public Safety survey created by CGR and distributed by the Town of Hinesburg;
- Analysis of police department activities including volume of calls, incident types and other commonly measured data points from January 2022 through October 2023;
- Analysis of fire department/EMS service activities including volume of calls, call types, failed responses and other data points from January 2021 through 2022 and segments of 2023;
- Review of police and fire stations space, equipment, and functionality;
- Recent town budgets; and
- Review of mutual aid services including those from Richmond Rescue and Vermont State Police.

Project Background

Police Department

The Hinesburg Community Police Department was founded in 1995. In March of 2022, the voters rejected the police departments budget, resulting in several members leaving the department. Currently, the police department has 5 full time officers, and one temporary full time officer. In the summer of 2023, the police department contracted with the Town of Richmond to provide police response during certain times. With that increased demand, the police department averages about 2,400 calls for service per year.

Fire/EMS Services

The Hinesburg Fire Department was founded in 1943 and covers the Towns of Hinesburg and St. George. HFD is led by a part-time chief. It currently has two full time firefighter/EMTs that respond to calls during the day and relies on on-call or part time staff to respond at other times . The fire department receives about 1.5 calls for service per day, many of which are for EMS/medical services. In a 2020 referendum, residents of Hinesburg voted for the town to operate an ambulance as part of HFD. However, after further evaluation of the cost, staffing requirements and state licensure requirements to operate an ambulance, the Town instead entered a contract with Richmond Rescue which is still in place today.

General Public Safety

The Town of Hinesburg is anticipating a growth in population due to population trends and the plans for several large housing developments. Due to this growth, Town leadership, as well as residents in the community, have expressed concerns over how to maintain the current level of public safety services to keep the community safe.

Key Findings

- The police and fire departments are meeting the current level of needs for the community. There are relatively few requests for services each day (about 5 for the police department and 1.5 for the fire department)
- An overwhelming number of residents expressed that they feel safe in Hinesburg. Most residents also support both the fire department and police departments.
- Community concerns mostly focus around inclusion, traffic, adequate staffing and training, the ability of the services to keep up with the anticipated growth, drugs and finances.
- The desire for an ambulance service in town is also still prevalent in the community, however, it would require a significant subsidy to operate.
- Both the police and fire department have gaps in service because of insufficient staffing to provide full time service.
- Town has made key investments in staffing that enable it to respond to the essential needs of the community.

Future Actions

The options laid out below are for discussion at this stage of the engagement and will be elaborated on after an initial discussion. They fall into the foci of General Public Safety, Fire and EMS and Law Enforcement. In the body of the report, they are further

classified by projected costs and relative timeline for consideration. Although the project is termed a strategic plan, many of the suggested actions have a more immediate focus.

Hinesburg as a community and a municipal government will be faced with a number of tradeoffs as they grow over the next decade and beyond. The possible actions outlined below will need to be considered against each other and the community's ability to invest in improving public safety.

General Public Safety Focus

- Community Conversation on Reconciliation
- Support Law Enforcement and Firefighter/EMS (and other municipal employees) living in Hinesburg
- Hire a joint public safety clerk to assist Fire/EMS and Law Enforcement
- Consider installing traffic safety features on Route 116 and other primary roads
- Develop a public safety dashboard
- Explore emergency management position
- Consider an Alternative for Animal Control

Fire and EMS Focus

- Expand Full Time Staffing and Support Weekend Coverage
- Create a community risk reduction program
- Enhance the youth firefighter program
- Hinesburg Ambulance program would require subsidy
- Consider Regionalization of Fire Service
- New Fire station in 5 to 10 years

Law Enforcement Focus

- Continue working with Richmond on Regionalization
- Consider Expanding to 20 Hour a Day Coverage
- Develop an "on-Call" process to reduce strain on Chief
- Develop alternate uniforms for low threat situations
- Continue focus on community events for all officers
- Develop process for reviewing policies
- Develop an improved mental health response model

Acknowledgements

We thank members of the Town of Hinesburg including Town Manager Todd Odit, Assistant Town Manager Joy Dubin Grossman, Chief Anthony Cambridge, Chief Nick Baker and Selectboard Chair Merrily Lovell, for assisting CGR with all aspects of the project.

We would also like to thank the staff of the Hinesburg Community Police Department, Hinesburg Fire Department, numerous other town staff, and all the residents that participated in interviews and focus groups for their valuable time and opinions.

Staff Team

This project was led by Paul Bishop. Alina Santiago assisted with interviews, focus group facilitation, and report development. Donna Harris, Ph.D., assisted with the design of the project, interviews and advising throughout the engagement. Katherine Bell assisted with calls for service analysis and mapping. Marvin Stepherson provided a review of certain aspects of law enforcement operations, training and policy.

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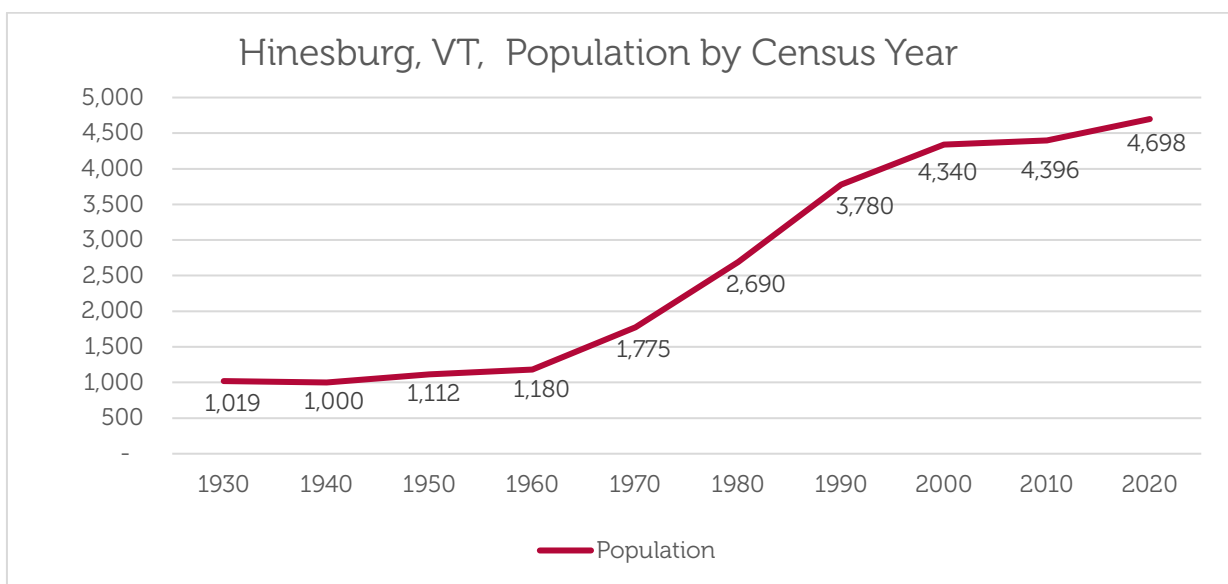
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I. Introduction

The Town of Hinesburg is a community in the midst of continuing growth and transition. While Hinesburg saw its largest period of growth between the 1960s and the 2000s, it continues to grow, increasing by roughly 2.5% over the last decade. It had 4,698 residents at the 2020 Census. The currently approved and proposed developments for the Town could bring another thousand residents in the next decade. This growth in population may also bring a shift in the socioeconomic makeup of the community. The trend of growth in older residents is likely to continue with both aging of current residents¹ and the building of new homes targeted at the 55 and older residents.



The changes in Hinesburg are taking place in the context of regional and national trends impacting public safety. On the EMS and Fire Service, there has been a national decline in the number of volunteers (both fire and EMS), an increase in the amount of required training, a shortage of qualified EMS providers, growing expenses for maintaining operations, and an increase in the demand for EMS response. In law enforcement, there is a growing recognition of racial disparities in the application of police powers, a shortage of qualified applicants entering the field of policing, concern about community oversight of law enforcement agencies, the demand of improved response to mental health and substance abuse concerns, and growing training requirements.

The Hinesburg Community Police Department and the Hinesburg Fire Department are also facing challenges both in the short and long term that need to be addressed as

¹ Hinesburg Town Plan, 2021, p. 18.

part of a strategic plan that considers community service expectations, financial impact, anticipated population growth, and other community changes.

The following report is structured with sections on the Project Background, Key Findings, Future Actions, Organizational Profiles for public safety, and Community Input. There are also several appendices with additional information that was gathered during the project and provide further context.

II. Project Background

Hinesburg engaged the Center for Governmental Research(CGR) in December 2022 to develop a strategic plan for its police and fire departments. Over the ensuing months, CGR engaged in two site visits, conducted interviews with town leaders & community organizations, facilitated several focus groups, administered a community survey and conducted substantial data analysis. CGR also researched similar communities and best practices for law enforcement and fire department operations.

As noted in the introduction, the Town has been undergoing steady growth in the population and aging of its residents in recent years. There have been some events related to the police and fire departments that need to be mentioned to provide additional context.

In November 2020, the Town of Hinesburg voted at referendum 1,911 to 1,030 to start and operate its own ambulance as part of the Fire Department. The change was prompted by the longtime service provider, St. Michaels College Rescue, stopping service effective July 2021. However, in the ensuing months, the Town determined that it would not be able to operate an ambulance service due to lack of sufficient staff and instead entered into a contract with Richmond Rescue in October 2021. That agreement remains in effect and the plan to operate an ambulance is on hold indefinitely.

In May 2021, there was controversy related to the long-term Chief of the Hinesburg Fire Department sharing social media posts that were offensive to segments of the community. He retired from his position as chief and was replaced by an interim chief. The interim chief was made a permanent part time paid chief in July 2022 in recognition of the demands on the position. The fire department also added two full time firefighter/EMTs in 2021 to address the need of a consistent response to emergencies as the number of active volunteers available to respond has dwindled over the recent years.

In March 2022, , the voters rejected the police budget after a discussion related to accepting a grant for staffing and the impact of policing in the community. As a result, several of the full-time officers left their positions leaving the department short staffed

for the better part of a year. This reduced law enforcement coverage in the community until the summer of 2023.

In April 2023, the Town entered into an agreement with the Town of Richmond to provide police response during certain times. HPD will respond to Richmond only when they have adequate staffing. The agreement was prompted by a reduction in the number of police officers in Richmond to only two officers, with one of them on a military leave. The agreement also calls for the Chief of Hinesburg Police to spend some time performing administrative tasks for the Richmond. Hinesburg bills Richmond monthly for the services.

In addition to these situations, the Town is facing financial pressures with the need to upgrade its wastewater treatment plant, address potential groundwater contamination near a closed landfill and invest in needed repairs to the Town Municipal building. In summary, while meeting the public safety needs of a community is always a high priority, there is competition for the scarce financial resources in the Town.

III. Key Findings

Hinesburg is approaching the development of a public safety strategic plan from a position of strength. While there are concerns from the community and ideas for improving the services, the departments are meeting the needs of the community and an overwhelming number of the residents indicate that they feel safe in Hinesburg. The Town has made key investments in staffing that enable it to respond to the essential needs of the community.

- There are relatively few requests for services each day in Hinesburg. On average there are about five police incidents each day and about one and half fire/EMS responses. Traffic incidents are the primary demand for police services and medical responses are the largest demand for the fire department.
- **Community**
 - Route 116 through the Town of Hinesburg has been identified as an area of concern for traffic volume and potential accidents.
 - Planned and proposed development (an estimated 350 units) in the Town may lead to another 700 to 850 residents, or a growth of around 15% in the next ten years. There is the opportunity for additional growth beyond those currently proposed.
 - The planned growth will also include 13,000 square feet of commercial space in the village center area.
 - In both a community survey and several focus groups, there is strong support from the Town residents for the police and fire departments. They identified the following concerns:
 - General Public Safety Concerns: Inclusion, Traffic, Anticipated Growth, Drugs, Staffing and Training, and Finances;
 - Police Priorities: Community Interactions, Community Policing and Community Involvement; and
 - Fire and EMS Priorities: Community Interactions, Ambulance Service, Culture and Community Involvement.
 - Opinions that were shared on the survey include:
 - 65% of survey respondents felt very safe and an additional 26% felt somewhat safe for a total of 91% feeling very safe or somewhat safe.
 - Of the respondents that identified with a race/ethnicity other than White alone, 70% felt very safe or somewhat safe.
 - Of the respondents who identified with a sexual orientation other than Straight, 94% felt very safe or somewhat safe.

- Of those who interacted with the police department, 77% were very satisfied or somewhat satisfied.
- Of the respondents that identified with a race/ethnicity other than White alone and had an interaction with the police, 64% were very or somewhat satisfied.
- Of the respondents who identified with a sexual orientation other than Straight and had an interaction with the police, 64% felt very satisfied or somewhat satisfied.
- Of those who interacted with the fire department, 81% were very satisfied or somewhat satisfied.
 - Of the respondents that identified with a race/ethnicity other than White alone and had an interaction with the fire department, 69% were very or somewhat satisfied.
 - Of the respondents who identified with a sexual orientation other than Straight and had an interaction with the police, 83% felt satisfied or somewhat satisfied.
- For the police department, the four most important priorities from the survey were thought to be: Having police on patrol 24 hours a day, focusing on traffic enforcement, conduct regular community relationship building events and consider merging departments.
- For the fire department, the four most important priorities from the survey were thought to be: recruitment and retention of the fire department members, having a staffed ambulance in the community during busy times, hiring additional career firefighters/EMTs to staff the station 24/7, and build a fire station that meets the needs of the community.
- The cost of living in Hinesburg is a barrier to law enforcement officers and firefighters/EMTs to living in the community.
- Residents 80 years old and older are more than 5 times more likely to use an ambulance than the average resident of Hinesburg.
- **Financial**
 - The Town spends about 20% of its budget on police operations and capital. The police budget has grown 14% in the past three fiscal years.
 - The Town spends about 15% of its budget on fire and EMS operations and capital. The fire budget has grown 33% in the past four fiscal years.
 - The Town Capital Improvement Plan has continued investment for both departments over the next five years.
- **Fire/EMS**
 - As evidenced by a recent Insurance Services Organization evaluation, the Hinesburg Fire Department is rated in the top quarter of fire departments in Vermont.
 - The fire department full time staff cover 40 hours a week consistently, but gaps on weekends and overnights with part time staff create gaps when about 1 in 6 EMS calls did not have a first response to in 2022.

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- The dispatch arrangement with Shelburne provides good service and value to the community.
 - The contract with Richmond Rescue for ambulance services provides a consistent, timely paramedic response for a minimal cost for the Town.
 - An ambulance response time of 20 minutes is appropriate for most EMS requests when trained medical providers are able to first respond to the calls in 10 minutes or less to serious calls.
 - The fire station is functional but has significant space challenges and operational deficiencies that should be addressed in the relatively near term.
 - The fire department has the appropriate fire response apparatus and equipment to properly handle their calls.
 - The fire department has minimal space or props to conduct essential skill training, but has good space for training classes.
 - **Police**
 - The police department has returned to full staffing as of September 2023, but still provides on duty patrol coverage only about 2/3rds of hours.
 - The police station meets the operational needs of the department, although there are some deficiencies that could be addressed through renovations.
 - The policies for the police department appear to meet current standards and best practices in most areas, but have not been noted to be reviewed in several years.
 - The police department could use administrative support to help meet reporting requirements and assist with community engagement.
 - The police department has an up-to-date fleet of vehicles and the proper equipment to respond to their calls.
 - There is a substantial burden on the Chief to ensure smooth operation of the department including being on call at virtually all times and regularly needing to respond to incidents while off duty.

IV. Future Actions

The options laid out below are for discussion at this stage of the engagement and will be elaborated on after an initial discussion. They fall into the foci of General Public Safety, Fire and EMS and Law Enforcement. Where appropriate, they are further classified by projected costs and relative timeline for consideration. Although the project is termed a strategic plan, many of the suggested actions have a more immediate focus.

Hinesburg as a community and a municipal government will be faced with a number of tradeoffs as they grow over the next decade and beyond. The possible actions outlined below will need to be considered against each other and the community's ability to invest in improving public safety.

General Public Safety Focus

Community Conversation on Reconciliation

During our engagement, it was observed that there are tensions between some public safety personnel, the general public and community leadership. While there is often some friction between groups, the concerns expressed by multiple parties highlight the need for community conversations to rebuild the relationships between the individuals involved. These can be a formal process, including this strategic planning process or community meetings facilitated by a respected, neutral person. The goal is to rebuild the trust between the parties.

Support Law Enforcement and Firefighter/EMS (and other municipal employees) Living in Hinesburg

The cost of housing in Hinesburg has been increasing at significant rate and there are limited entry level homes in the community. The entry level positions for the two departments each do earn above a median wage, but the costs of housing have increased in recent years so that it is difficult for employees to live in the community. Potential solutions for this issue include working with developers to set aside rental units designated for public safety staff at an affordable rental rate, providing a stipend for staff that is tied to acquiring housing in the community or the Town acquiring housing that would be available to public safety staff. This might also be a solution for the on-call staff with the fire department. In return for a certain number of hours being on call, they would become eligible for housing support in the community.

Hire a Joint Public Safety Clerk to Assist Fire/EMS and Law Enforcement

Both the police chief and fire chief have identified that they struggle to remain current on essential paperwork and other administrative tasks in their respective departments. The police department did have both a part-time administrative staff person and a volunteer data analyst in the recent past. Adding a full-time clerical staff person could help both departments improve their operations and tackle administrative tasks more efficiently. Tentatively, a 60 % police and 40% fire department division of labor between the two would provide much needed relief to the respective department chiefs and would serve to improve the efficiency of public safety operations in the community. The costs of the full-time equivalent staff person would be around \$55,000 annually (\$20.00 hourly plus benefits).

Consider Installing Traffic Safety Features on Route 116 and other primary roads

As identified in multiple studies undertaken by the Town, the traffic on Route 116 and several roads that intersect with it can be sources of problems for public safety. The other studies include work by experts in the area of traffic safety. Their suggestions to improve pedestrian safety and traffic flow should receive strong consideration.

Develop Public Safety Dashboard

The Town should consider developing a data dashboard regarding public safety that would allow residents to have an understanding of the activities of the fire/EMS and police departments at a glance. Given the limited ability of the department leaders to take on additional responsibilities, the dashboard should focus on sharing information that is already gathered rather than seeking to collect new data just for this purpose. Also, the information would need to be shared at a level that does not violate a person's right to privacy.

A suggestion would be to maintain on the Town's website a page for each department that provided the common operational information for police: Count of calls for service and summary of type of call, arrests, traffic stops, tickets issued, summary of public engagement activities, after hours calls, and mileage of vehicles on patrol/response. If the agreement with Richmond continues, break down the appropriate data by the jurisdiction. For the fire department, similar information should be shared including count of calls for service and summary of type of call, number of responses by the ambulance, the number of hours worked by full time staff and part time staff, and the number of responses by each apparatus. Maintaining this dashboard could be the responsibility of the public safety clerk described above.

Explore Emergency Management Position

Currently the role of Emergency Manager falls to the fire chief. The Town should consider identifying a person to fill the role of part time Emergency Manager that is outside the fire department's chain of command. This roll would focus primarily on

maintaining and updating the Town's existing emergency plans. The role would also be asked to provide emergency management advice to the Town Manager in the event of an emergency. This role could be a volunteer position or a one that receives a stipend for routine activities and hourly pay for actual responses. A person with an hourly wage of \$25.00 for 10 hours a month would cost around \$4,000 annually with benefits.

Consider an Alternative for Animal Control

The Hinesburg Police fulfill the role of Animal Control in the Town. While there will always likely be a role for the police in responding to and mitigating animal complaints, the Town should consider hiring a person to serve in the role of animal control officer. This suggestion is made based on the amount of time that officers and the chief need to spend caring for a dog or other animal when they are taken into custody. Additionally, the police station does not have permanent facilities for caring for any animals that have been impounded. It may be possible for the Town to collaborate with a vet or the Chittenden County Humane Society to maintain custody of the animals when required by law.

Fire and EMS Focus

Expand Full Time Staffing to Support Weekend Coverage

Many of the calls that HFD is unable to respond to occur on either Saturday or Sunday. The HFD has expanded its part time career staff to include some weekend coverage during 2023. This has helped to provide a response to additional EMS and fire calls during the weekend. However, the Chief has indicated that the part time nature of this staffing leads to situations where the department desires to have on duty staff, but none of the part timers are available. If the department added one additional full-time firefighter, the schedule could be adjusted so that through the use of a combination of 10-hour shifts on a rotation and fewer part time staff hours, the department would have improved coverage. A sample schedule providing 10 hours a day of staffing is seen below. This would require the addition of another full-time staff member at annual cost of wages and benefits of about \$80,000.

Employee	Sun	Mon	Tue	Wed	Thur.	Fri	Sat	Weekly Total
A	10	10	10	10				40
B		10		10	10	10		40
C			10		10	10	10	40
PT	10						10	20
Daily Total	20	20	20	20	20	20	20	

If the ten hours of staff coverage were 7:00 am to 5:00 pm for all seven days of the week, the staff would be on duty during times when many of the calls that were dropped occurred. For example, 19 of 85 calls that were not covered during the 5 week days occurred during the 4:00 pm hour after the day crew typically goes home. Additionally, 60 of the 102 missed calls occurred on the weekend fell between 7:00 am and 5:00 pm on Saturday or Sunday. The table below shows the times during which HFD was unable to cover a call during from 1/1/2021 to 10/31/2023. The highlighted hours indicate when there is full time staffing. Less than 10% of dropped calls occurred during the time when full time staffing is available.

Hours (Time)	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
12 AM	1	2	1	1			1	6
1 AM	1	1					1	3
2 AM	5	1		1				7
3 AM	2							2
4 AM	1	1		1			1	4
5 AM	1	1	2	1				5
6 AM	2	3	3	2	1	1	3	15
7 AM	1	2		1			1	5
8 AM	4		1		1		4	10
9 AM	3	1	1				4	9
10 AM	3				1	1	4	9
11 AM	4				1		1	6
12 PM	5						5	10
1 PM	2	1		1		1	1	6
2 PM	2	1					5	8
3 PM	2	2		1			5	10
4 PM	2	1	6	5	1	6	6	27
5 PM	2	2	3	3	3	2		15
6 PM	1	2			1		1	5
7 PM	5	1		1	1		2	10
8 PM	3	1	3					7
9 PM	1							1
10 PM		3					1	4
11 PM	3							3
Grand Total	56	26	20	18	10	11	46	187

Create a Community Risk Reduction Program

According to the National Fire Protection Association, "a Community Risk Reduction (CRR) is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact. In other words, it is a process to help communities find out what their risks are and develop a plan to reduce the risks viewed as high priority."

The paid staff at HFD have certain duties that occupy much of their time (responding to calls, training, equipment maintenance are three of the highest priority) but they have down time available for other tasks. A CRR program could be started with free resources available from the United States Fire Administration and NFPA. The program would bring tangible benefits with improved safety in the community and also an improved rating from the Insurance Services Organization at their next assessment. The cost for this program could be integrated into the existing staff duties.

Develop a Youth Firefighter Program

HFD does have a formal youth firefighter program. Youth firefighter programs have been shown in some departments to improve recruitment of adult members/employees by providing a pipeline inside the community. The program membership has fluctuated in recent years and currently relatively small. The HFD program needs to function inside the youth work rules in Vermont which limits hours in the evenings that youth can participate. There is room to improve recruitment for the program and to ensure that appropriate activities for youth are done in hours when they can participate. These responsibilities could be added to additional full time staff if they were brought on board. Investing in the youth program has the potential to improve the workforce recruitment going forward and would likely be worth the investment.

Hinesburg Ambulance Program Would Require Subsidy

The topic of Hinesburg creating its own ambulance service has been circulating in the community for several years including an affirmative vote at a referendum to start an ambulance service. However, further investigation determined at the time that the HFD would not be able to provide adequate staff and therefore would not receive operating authority from the Vermont Department of Health.

During our review of the situation, it appears that an ambulance service operating solely in the Town would not generate enough revenue from transport to cover the additional expenses and would need to be subsidized by the general fund of the Town. Using the current call volume of about 300 EMS responses a year with a rate of about 70% becoming actual transports there are likely to be about 210 transports. Richmond Rescue reports that they receive about \$600 in revenue per call. Optimistically, this would result in about \$126,000 in revenue for the Town.

The current expense for HFD in 2024 is projected to be about \$620,000. To operate an ambulance, there would be increased costs for the vehicle, medical supplies, insurance and staffing for 24-hour service. HFD would also need to move to the paramedic level of service to maintain equivalency to the current service from RR. With these additional costs (estimated at doubling the HFD budget), we believe the ambulance service would be a net negative impact to the Town Budget.

Consider Regionalization of Fire Service

While this engagement did not involve a benchmarking exercise with neighboring departments, the comments from all who spoke about the fire department indicate that there are challenges with both paid and volunteer fire departments obtaining and maintaining adequate staff. One potential solution is consider regionalization of the fire services. This would not mean eliminating stations or substantial amounts of equipment but rather this would focus on developing a single organizational management structure that would lead the organization. This would lead to a more efficiently operated organization and one that could have more training opportunities, and a bigger pool of trained staff. There are existing relationships around mutual aid for serious incidents. Regionalization is not necessarily a cost savings measure but is instead one that is focused on providing improved services in a more sustainable manner for a similar cost. Possible areas for further sharing resources include expanded training offerings, joint purchasing of equipment and capital planning. An example of this has been the decision to not purchase a ladder truck for Hinesburg

New Fire Station in 5 to 10 years

The existing fire station has multiple features that are not up to current fire station design standards. The HFD has worked hard to compensate for these shortcomings through work practices and retrofitting. They have also renovated space in the building to allow for offices and bunk rooms for overnight staff. In the last decade, the Town has had two serious proposals to build a new fire station. The first was in conjunction with the new police station completed in 2014 and the second was a proposal concurrent with a plan to renovate the Town Hall in early 2023. In both cases, a decision was made to defer the construction of a new fire station.

The Town should prioritize construction of a new fire station in the next five to ten years. The sketches from November 2022 with a 14,000 to 17,000 sq. ft. building with space for two ambulances and eight fire apparatus may exceed the needs for HFD. A structure of about 10,000 sq. ft and space for six apparatus is probably sufficient for the near term needs of the department. Even a structure of this size will be a challenge for the Town to support in addition to the apparatus needs and other community priorities.

Law Enforcement Focus

Continue Working with Richmond on Regionalization

The Towns of Hinesburg and Richmond have been in a contractual relationship for police coverage since June 2023. Richmond does not have any active police officers at the time of the report. Hinesburg police respond to calls for service in Richmond and also periodically patrol segments of the town. This expansion of territory has increased the demand for services on the department. From a call for service perspective, the Hinesburg Police Department has adequate patrol staff to respond to the calls for service in Richmond and to handle the additional volume of crimes in the community. The Demand for Service analysis laid out below shows that HPD would only need 2.4 full time officers compared to the 6 it has including the chief. However, using minimum staffing analysis, HPD has about the right number of officers and using the average per capita, HPD is understaffed by several officers.

Staffing Based on Demand for Service

The needed staff size of a police department can be estimated using a variety of means. The table below follows a methodology that is designed to estimate the size of the staff needed to respond to the number of calls for service in the community.

- It begins with the approximate number of calls for service in the service area (2,400) that was gathered from the police department records for several months and extrapolated over a full year.
- We estimated that 20% of calls need to have a backup officer assigned, which increases the volume of events to 2,880 per year.
- The officers spend about 30 minutes on each event leading up to 1,440 hours per year assigned to a task.
- When on shift, on average, we estimate that they spend about 15 minutes of every hour responding to an event and 45 minutes of every hour on patrol or performing other tasks. This leads to a 3:1 ratio of patrolling to time assigned to an incident also known as the patrol factor.
- The Time on Task (in hours) is the time that an officer is either expected to be patrolling or responding to an event. For Hinesburg this is 4,320 hours needed for officers to either respond to incidents or to be on patrol. This is the demand for service.
- To estimate the number of officers needed to be employed to meet the demand for service, we start with the length of their shift (8 hours) and calculate the number of hours that could be worked in a year without any time off (2,920 hours).
- The needed time on Task (4,320) is divided by the annual patrol hours for a shift (2,920) to determine how many shifts of officers are needed (1.5 shifts). In a larger

department, for example one with 27,000 annual events, this figure would be 11.5 shifts.

- Officers are scheduled 2,080 hours per year and have off about 250 hours per year for vacations, holidays and training resulting in an estimated 1,830 hours available to work.
- Therefore, HPD needs to employ 1.6 officers to staff a single 8 hour shift for a year and needs 1.5 shifts worth of officers to meet the basic service demands. This leads to a suggestion that the department needs to employ 2.36 officers to meet the calls for service demand.
- *However, as is common in small communities, this calculated need for police officers to manage incidents and patrol is less than is needed to meet minimum staffing as desired by the community of two officers on duty for 16 hours on weekdays and two officers on duty for 12 hours on weekends.* The calculations for that scenario and other potential scenarios follows.

Patrol Factor Staffing Analysis for Town of Hinesburg		
Category	Value	Explanation
Calls for service including Hinesburg and Richmond	2,400	Average number of calls per month during 5 months of current agreement extrapolated to full year
Total Incidents including backup	2,880	20 percent of calls will have a backup officer assigned
Annual Time on Incidents (in hours)	1,440	Time a unit spends per event -30minutes multiplied by annual events
Patrol Factor	3	Assumes officers spend 1/4 of their time on a call for service and 3/4 patrolling
Time on Tasks (in hours)	4,320	Annual Calls multiplied by patrol factor
Patrol Shift Hours	8	Length of shift
Annual Patrol Hours	2,920	Length of shift multiplied by 365
Patrol Elements Needed	1.5	Time on task divided by patrol hours
Scheduled Hours	2,080	Based on Recent Practice
Average Leave Taken	250	Average time taken off for full time officers - time off and training
Annual Hours Available to work	1,830	Scheduled Hours minus Average Leave Taken
Officers Needed per Patrol Element (Availability Factor)	1.60	Patrol hours divided by number of hours officers work annually

Patrol Factor Staffing Analysis for Town of Hinesburg		
Category	Value	Explanation
Road Patrol Elements	2.36	Projection of Number of officers needed to meet calls demand
Total FTE of Police Staff	6	
Difference from Patrol Factor	3.64 more than needed	Current staffing vs. IACP staffing projection

Staffing Based on Shift Needs

The staffing model for HPD has evolved over the years as the community has balanced its desire for police services with its willingness to pay for the necessary staff. There is also the need to consider officer safety and the decision to improve safety by having a minimum of two officers on duty as often as possible.

Looking at the number of officers necessary to staff the police department, HPD has the appropriate number of officers to provide two officers on duty for 104 hours per week. For comparison, we have included the number of staff needed to cover 1 officer 24 hours per day, 2 officers for 20 hours per day and 2 officers at all times. As part of this calculation, the full time staff number includes both the chief and sergeant, although they have administrative duties that reduce their ability to patrol and respond to calls. The part time officers are not counted in this calculation as their work balances out the administrative time for the chief and sergeant.

Category	1 officer, 24 hours per day	2 officers 16 hr, 5 days, 2 officers 12 hr, 2 days	2 officers 20 hr, 7 days	2 Officers 24 hr, 7 days
Hours of Patrol Needed Annually	8,760	10,816	14,600	17,520
Annual Hours Available to Work (FT hrs. minus leave)	1,830	1,830	1,830	1,830
Full Time Officers Needed	4.8	5.9	8.0	9.6
Current Full Time Staff	6	6	6	6
Difference from Current Staff	-1.2	-0.1	2.0	3.6

Staffing Based on Per Capita

The National Institute of Justice publishes data on the number of officers and the population they serve. In the Northeast, for communities of 10,000 or fewer residents, there are an average of 2.8 officers per 1,000 residents. Using this metric, Hinesburg doesn't have enough police officers for the community. Hinesburg alone is less than half that ratio at 1.3 for just its residents. For the combined population with Richmond, the ratio goes down to 0.7. *This per capita data indicates that compared to the average small community police department, HPD has fewer staff for Hinesburg's population, or the two towns combined.*

If Hinesburg and Richmond develop a long-term relationship for sharing police coverage, it is likely that the department will need to expand the number of officers necessary to provide appropriate coverage in the community. In addition to looking at the volume of calls for service, the two communities should look at investigations closed, response times and citizen concerns. Each police officer position is about \$110,000 annually with salary and benefits.

Consider Expanding to 20 Hour a Day Coverage

HPD currently has officers on duty for 12 hours each weekend day and 16 hours each weekday. The department is typically on duty for 104 hours each week with 64 hours covered by either VSP or on-call personnel. An incremental increase in coverage would be to switch to 20 hours on duty each day. This would increase the on-duty staff time to about 140 hours. This 40% increase in the number of staff hours would enable the department to handle additional calls for service and spend additional time conducting proactive patrols and community engagement activities.

In order to accomplish this increase in shift coverage, the department would likely need to add two additional full-time officers. This would include about \$110,000 in personnel costs for each position. Additional time patrolling would increase the cost of operating the vehicles and there would be additional costs associated with equipment and training.

Develop an "On-Call" Process to Reduce Strain on Chief

The current process for handling an off-hour call is that some low priority calls are held until an officer is on duty and higher priority calls are given immediately to the VSP. The majority of calls fall into a grey zone where the dispatcher contacts the chief in the middle of the night to ask for a decision about requesting the VSP or if the chief is going to respond. At the current time, no other officers respond to calls off duty.

HPD should consider developing an on-call system involving other officers including the sergeant to reduce the burden on the chief. An improvement over the current situation would be if a specific written decision tree was available for the communications center to use to identify incidents that need immediate response as

well as those that can comfortably wait for an officer to respond when they come back on duty. If this policy were implemented in conjunction with the 20 hour day discussed above then there would be fewer hours where this was necessary.

Develop Alternate Uniforms for Low Threat Situations

One comment that was received from multiple residents during the focus groups and interviews was that the HPD officers and chief appear to be “always dressed for battle.” This impression was derived from officers routinely wearing their ballistic vest carrier as their outer layer and then having accessories mounted on the carrier such as spare magazines, pepper spray, and body worn cameras. In addition to the material on their carrier, a firearm was on one hip and a taser on the other. All of this equipment is department issued and necessary while an officer is likely to be responding to a call for service. However, an officer should consider their environment and potentially carry less equipment when attending a meeting at school or presenting to the selectboard. In short, the department should consider a policy that recommends that officers dress in a manner that is less “battle ready” when they are in low threat public situations and are unlikely to be called upon to respond.

Continue Focus on Community Events for All Officers

HPD has developed several programs on social media in an effort to connect with all aspects with the community, including younger residents. This includes the chase of the Grinch for the last two years in December. In addition to these efforts, HPD should consider opportunities for the police officers to have interactions with the public in a non-incident situation such as having “coffee with a cop” sessions or the officers periodically participating in after school activities. Engaging with the school age population should be done in coordination with the schools.

Develop process for Reviewing Policies

HPD has a well-developed series of policies that were developed from boilerplate provided by the Vermont League of Cities and Towns. Many of the policies were implemented more than a decade ago. The department should consider a regular review process with input from the both the Town Manager and a representative from the Selectboard to ensure that the policies remain relevant and appropriate. Reviewing policies and procedures on 3-to-5-year basis is a good practice.

Develop an Improved Mental Health Response Model

HPD and the Town have a relationship with the Howard Center to assist them in managing acute mental health crisis and law enforcement interactions with the Center’s clients. However, the current program does not work at peak effectiveness for the community. The plan for working with the Howard Center involves a social worker or other professional to respond to certain scenes and assist the police in identifying an appropriate resolution to the situation. Mental Health calls account for about a call

per week and mental health issues underlie many other concerns such as substance abuse or domestic issues. HPD should work to improve its relationship with the Howard Center or identify another service provider to assist in properly managing these situations. The Town has indicated that one of the challenges with current relationship is that the Howard Center does not consistently have available staff to respond to events when HPD requests them.

V. Hinesburg Community Police Profile

The Hinesburg Community Police Department was founded in 1995 to provide community focused law enforcement. The department currently operates 16 hours a day on weekdays and ten hours a day on weekends with a minimum of two officers on duty during that time. The department responds to any law enforcement call for service in the town. They also actively patrol the community, focusing on the village center and heavy traffic areas. Since the summer of 2023, the department has also been responding to calls for service in neighboring Richmond under a contract discussed below. During hours when an officer is not on duty, requests for law enforcement are handled through decision process managed jointly by the chief and the Shelburne Dispatch that may result on a response from the Vermont State Police, waiting until an officer comes on duty or the chief and/or other officers responding from home.

Staffing

The staffing at HPD is currently a chief, a sergeant, three full time officers, a temporary full-time officer and a part time police officer. There is currently a part time position vacant. There have been several changes in staffing level since 2020, however for both the 2022 and 2023 budgets, the HPD has been authorized to have up to five sworn officers. There are also typically up to four part time officers that are used by the department to fill in for training, vacations and injuries. With the recent agreement with Richmond (discussed below), HPD has added a sixth full time officer on a temporary basis.

With the current level of staffing, HPD typically has two officers on duty at a time. However, if an officer is ill or absent for training, the department will have only a single officer on duty.

Prior to 2021, HPD had a part time clerk as well as a volunteer that assisted with data analysis. Both of those positions have been vacant for more than two years at this point.

Training

All officers have met the training requirements for a police officer of the Vermont Criminal Justice Training Council. This body establishes both the entry level training (Level III Law Enforcement Certification) and continuing education necessary to be a sworn police officer in the State of Vermont. While each officer is able to meet the minimum continuing education requirements, HPD needs to limit the amount of time officers spend going to additional training to endure that there is adequate coverage on the road.

When new officers join the force, they are placed through a field training process that is supervised by the sergeant and chief. The field training process follows model guidelines that have been established by the Vermont Criminal Justice Training Council.

Equipment

Police officers use a variety of tools in support of completing their tasks. The estimated replacement cost of the equipment and uniform inventory is over \$300,000. The most expensive items are radios, body worn cameras, less lethal weapons, body armor and computers.

- Officers (Individual Issue):
 - Motorola Radio XTS 5000R
 - OC Spray- Sabre Red Crossfire M579 DOT20
 - Smith and Wesson Handcuffs
 - Axon Taser X26P
 - Taser 7
 - Auto lock Monadnock Baton:
 - Point Blank Body Armor with external carrier:
 - Glock 17 Gen 5 or SIG Sauer P320
 - Uniforms
- Officers(Duty Equipment)
 - Remington 870 shotgun or Remington 870 marine shotgun:
 - Ruger AR .556 patrol rifle or Colt 69/20 patrol rifle
 - Flashlight Nightstick
 - Panasonic Toughpad FZ-G1
 - Docking station for Toughpad
 - Guardian Angel lighting device
 - Scout Handheld Radar Decatur Electronics
 - Decatur Scout 2 Handheld Radar:
 - Laser Inc Technology: hand held
 - Watch Guard Body Worn Cameras
- Vehicles:
 - Golden West Industrial Supply, package of four electric road flares:
 - Orion Roadside Flares:
 - Jumper Cables:
 - Orion Police Tape:
 - Yellow Tow Rope (Car 5 only)
 - Red dog leash
 - High Tech Tools Lockout kit:
 - PACA Body Armor:
 - Stinger Spike System:
 - AICO-Sensor FST
 - Watch Guard Model# WGA00520-200 (Body Worn Camera)

In addition to the equipment listed above, officers are issued uniforms for both summer and winter.

The type and amount of equipment used by the officers in the department seems reasonable and consistent with current practices.

Vehicles

HPD operates four vehicles. There are two 2021 Dodge Durangos, a 2023 Dodge Charger, and a 2018 Chevy Tahoe. All four vehicles are sport utility vehicles with either all-wheel drive or four-wheel drive capabilities. They are all marked vehicles and equipped with standard features such as lights, sirens, and prisoner partition.

The Town's capital improvement plan calls for vehicle replacements every five years, although that pattern has been adjusted in the past based on budgeting priorities.

Station

HPD operates out of a purpose-built station in the center of the village area. The station was built and completed in 2014. The station has about 3,200 square feet of usable space on a single floor. It incorporates essential functions of a police station including a "sally port" to bring in people in custody, secure evidence storage, a common work room for officers, an interview room, a locker room and private office space for the chief and sergeant. The HPD building does have limited storage space and it can be difficult to manage the animal control responsibilities in the building.

Policies

HPD's policy manual is drawn almost entirely from policies propagated by the Vermont League of Cities and Towns and the Legal and Liability Risk Management Institute. This practice is common among smaller agencies. The policies include:

- Fair and Impartial Policing
- Critical Incident Investigation and Review
- Illegal Harassment, Sexual Harassment, Sexual Discrimination
- Domestic Misconduct
- Early Intervention System
- Employee Nepotism and Fraternization
- Ethics
- Video/Audio Recordings in The Workplace
- Search and Seizure of Dwellings
- Identification Process
- Internal Affairs and Citizen Complaints
- Missing Persons
- Mobile Video Recording (MVR)

-
- Motor Vehicle Stops and Searches
 - Off Duty Actions
 - Dealing with Persons of Diminished Capacity
 - Persons with Disabilities
 - Public Records and Freedom of Information
 - Body Worn Camera
 - Response to Active Resistance
 - Duty: to Intervene
 - Use of Conducted Electrical Weapons
 - Sexual Misconduct
 - Transportation and Restraint of Prisoners
 - Stop Arrest and Search of Prisoners
 - Vehicle Pursuit & Emergency Vehicle Operation
 - Internet Posting and Social Networking
 - Report Writing
 - Pay Roll
 - Training Directive
 - Supervisor Pursuit Reporting Form
 - OLD - Response to Active Resistance Reporting Form
 - Response to Active Resistance Reporting Form
 - Conducted Electrical Weapon Reporting Form
 - Search Warrant Operation Plan
 - Valcour User Policy

The majority of the policies appear to be unchanged since they were adopted in 2011. The most recent changes to the policies occurred in 2020. While no serious gaps were identified among the policies, it would be a better practice to document that the policies had been reviewed by the Chief and town leadership to ensure that they accurately reflect community and law enforcement best practices.

Finances

The operational budget, debt and capital transfers for HPD in FY 2024 is \$955,979. This is about 41% higher than the approved budget in 2021. This growth was seen primarily in Personnel (46%), Capital/Debt(37%) and Services (28%). Percentage wise, the miscellaneous category also grew substantially, but this has little impact on the

budget. The actual expenses for FY22 and FY23 were both noticeably lower than their budgets, primarily because of actual reduction in personnel costs from vacant positions. The HPD operational budget is the largest departmental budget and accounts for about 17% of the total expenses for the Town. The capital and debt service account for about an additional 3% of the Town's budget.

	<u>FY21</u> Actual	<u>FY22</u> Budget	<u>FY22</u> Actual	<u>FY23</u> Budget	<u>FY23</u> Actual	<u>FY24</u> Budget	FY25 Proposed Budget
Personnel	\$435,473	\$664,307	\$604,175	\$651,643	\$495,965	\$656,174	\$759,995
Services	\$66,239	\$63,565	\$45,051	\$63,400	\$72,088	\$63,250	\$65,250
Equip	\$15,193	\$18,250	\$18,169	\$19,250	\$19,326	\$19,650	\$20,300
Vehicles	\$16,146	\$18,750	\$23,295	\$22,750	\$15,501	\$22,500	\$19,500
Training	\$3,802	\$4,500	\$3,060	\$4,500	\$3,509	\$5,000	\$5,000
Building	\$29,714	\$27,659	\$20,650	\$26,348	\$20,897	\$30,000	\$31,500
Misc	\$5,919	\$7,622	\$9,631	\$12,600	\$15,484	\$11,500	\$16,250
Capital/Debt	\$107,071	\$109,758	\$109,758	\$132,546	\$132,546	\$147,905	\$122,641
Total	\$679,557	\$914,411	\$833,789	\$933,037	\$775,316	\$955,979	\$1,040,436

Service to Richmond

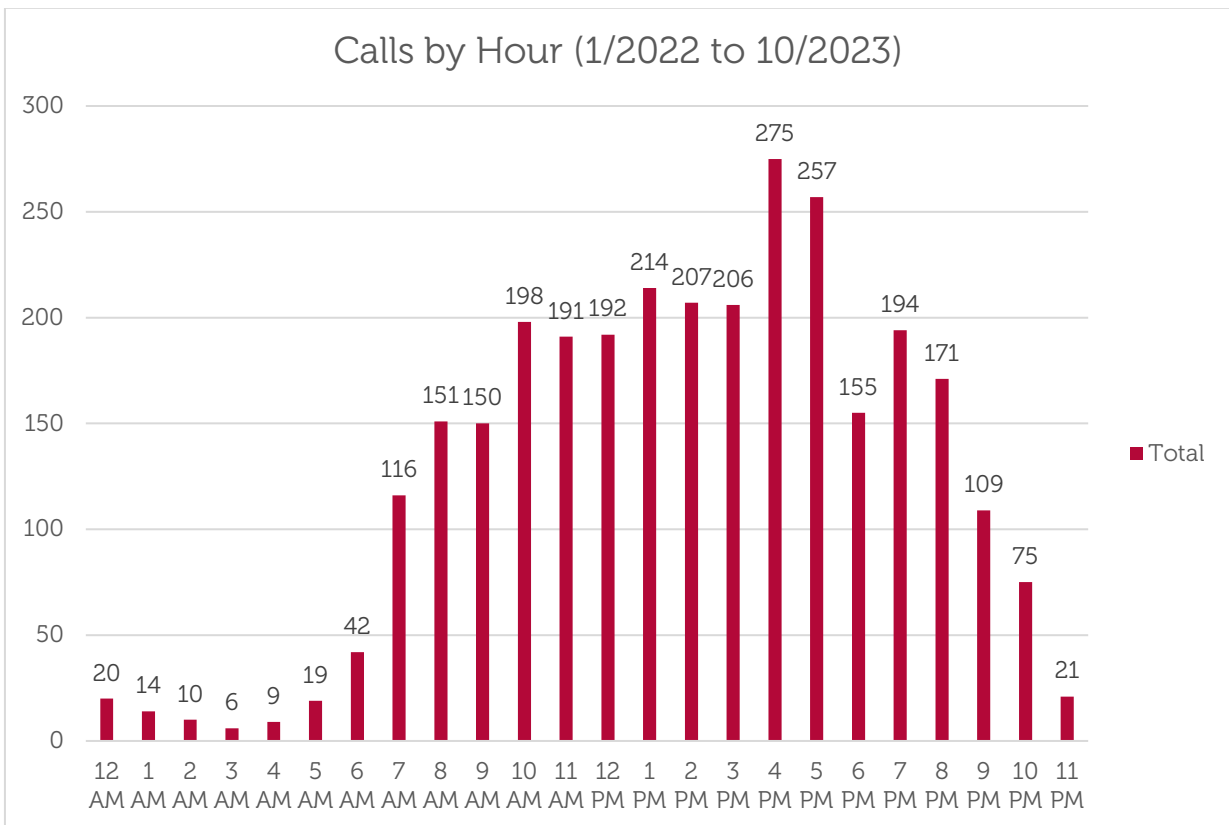
Hinesburg has entered an inter municipal agreement to provide service to the Town of Richmond. Richmond has had its own police department for many years, but has been running into staffing shortages over the last 24 months. In July of 2023, their last officer resigned. The agreement began in May 2023. Hinesburg will respond to calls in Richmond using its on duty staff. HPD officers will proactively patrol in Richmond, when there is adequate staffing already in Hinesburg. Additionally, the Chief of HPD will provide administrative services to Richmond when needed. Hinesburg will invoice Richmond \$50 per hour for responding to calls, \$70 for proactively patrolling and \$100 an hour for the Chief's administrative time. In August, Hinesburg provided services worth just under \$29,000.

Activity

When Incidents Occur

There is a fairly even distribution of incidents amongst the months of the year in 2022. August had the least amount of incidents with 89, nearly half the amount in March, 175. Part of the concern in 2022, was that there was a reduction in work force that impacted the number of hours that the department was available to respond to calls. The time with the lowest staffing was over the summer months. Across the 22 months with data, there is a consistent average of 4.5 incidents per day in Hinesburg handled by HPD.

Police Incident Count per Month in Hinesburg 1/1/22 to 10/31/23				
Month	2022	2023	Total	Daily Avg. Incidents
Jan	142	144	286	4.6
Feb	115	147	262	4.7
Mar	175	140	315	5.1
Apr	123	128	251	4.2
May	103	131	234	3.8
Jun	104	151	255	4.3
Jul	129	120	249	4.0
Aug	89	159	248	4.0
Sep	135	129	264	4.4
Oct	139	128	267	4.3
Nov	172	n/a	172	5.7
Dec	139	n/a	139	4.5
Grand Total	1565	1437	3002	4.5



The vast majority of incidents were handled between the hours of 8am-8pm. Only 99 incidents were recorded between the hours of 11pm and 5am, or about 1 per week during 2022-23. HPD does not have units on patrol between 11 pm and 7 am in most cases. The incidents during those hours were handled by an off duty response, typically from the chief.

Incident Count by Day of the Week (1/1/2022 to 12/31/2022)		
Day of Week	Number of Calls	Avg. Per Day
Sunday	238	2.4
Monday	459	4.6
Tuesday	473	4.8
Wednesday	524	5.2
Thursday	522	5.2
Friday	503	5.0
Saturday	283	2.8
Grand Total	1565	

Sunday and Saturday appear as outliers for days of the week. This is impacted heavily by the fact HPD did not have staff on duty on the weekends for parts of 2022 while they were understaffed. Friday is the busiest day of the week with about 5.4 calls for service on average. For Saturday and Sunday, the average per week may be skewed because there were weeks where no one was on duty for HPD.

Count of Incidents by Call Type (1/1/2022 to 10/31/2023)	
Incident Type	Count of Incident Type
Motor Vehicle Complaint	597
Traffic Stop	376
Patrol	198
Suspicious Person/Circumstance	131
Assist	117
Quality of Life	111
Alarm	103
Citizen Assist	102
Directed Patrol	85
Crash, Motor Vehicle	64
Agency Assist	57
Welfare/Suicide Check	47

Count of Incidents by Call Type (1/1/2022 to 10/31/2023)	
Incident Type	Count of Incident Type
Crash - Property Only	45
Animal Problem	42
Medical	38
Total of Top 15	2,133

The above table shows a summary of the number of incidents in 2022 & 2023 to early November by the incident type. 15 incident types with the most calls are included in the table. These call types account for 2,113 out of 2,755 calls, or 77%. The count of incidents by all call types can be found in the appendices. Incidents involving vehicles (traffic stops, motor vehicle complaints and crashes) account for a third of all incidents. Many of the traffic stops involved more than one officer. Citizen assists involve a number of activities including vehicle lock outs.

Beginning in June 2023, HPD began providing additional services to the Town of Richmond. HPD responded to just under 2 calls per day on average in Richmond in addition to the 4.5 incidents on average in Hinesburg. The VSP continue to handle a number of incidents in Richmond although they are mostly on interstate.

2023 Month	HPD in Hinesburg	VSP in Hinesburg	HPD in Richmond	VSP in Richmond	HPD Total
May	131	7	5	49	136
June	151	12	44	48	195
July	120	4	52	38	172
August	159	14	63	41	222
September	129	8	57	55	186
October	128	6	55	47	183
Total	818	53	309	301	1,187

VI. Vermont State Police Operations

The Vermont State Police (VSP) have jurisdiction over the entire state and typically patrol in areas that do not have their own police departments. The VSP has a barracks in Williston that provides services to Hinesburg, upon request. The VSP also has a wide range of specialty units that are available to assist HPD upon request. VSP patrols several towns that border Hinesburg including Charlotte, St. George, Huntington, and Munkton.

The VSP will respond to calls in Hinesburg on request either to provide back up to a Hinesburg officer or during times when HPD is not on duty. VSP will respond during overnight hours with an off duty trooper(s) that have a take home vehicle. In recent months, VSP has responded to 2 to 3 calls per week in Hinesburg. They typically will respond only to incidents that have an immediate risk of harm to a person or events that can not be delayed until HPD comes on duty next.

VSP has stated that they do not have the capacity at this time to expand their services to regularly patrol Hinesburg. The department is faced with short staff that requires them to focus on their existing service areas. It might be possible in the future for the Town to contract for additional services, but that wouldn't be an option in the current environment.

VII. Hinesburg Fire and EMS Operations

The Hinesburg Fire Department (HFD) was created in 1943 and provides primary coverage to the Towns of Hinesburg and St. George. HFD is an all-hazards department that respond to about 1.5 calls for service each day. About 55% of calls are for emergency medical services. HFD operates as a 501c3 organization and is considered a town department.

Staffing

HFD operates with full time, part time and on call staff. HFD hired two full time firefighter/EMTs in 2021. The full-time employees work 42.5 hours a week on a traditional 7:30 am to 4 pm schedule. HFD has a part time fire chief. The fire chief is salaried at 60% of a full time position and is anticipated to work 24 hours a week. During other hours, on call firefighters and EMTs are scheduled to fill shifts or respond from home. The on-call staff can cover a shift either from home or from the station. The on call staff look to cover from 6:00 pm to 6:00 am with assigned crews. When covering from the station, they receive a \$40 payment, plus the time on a call and those responding from home receive a \$20 payment, plus the time on a call. The pay rate varies depending on the certifications and rank in the department.

- Uncertified/Base: \$14.00
- County Basic FF: \$15.00
- Firefighter 1: \$16.00
- Firefighter 2: \$17.00
- EMR: \$15.00
- EMT: \$16.00
- AEMT: \$17.00
- Paramedic: \$18.00

There are roughly 30 members that work on call shifts. About a third of them are certified firefighters and more than half hold a state EMS certification – mostly EMTs. About ten of the part time staff live out of the district and spend time at the station to be on call.

Training

The HFD has comprehensive training program for its staff. Over the last three years, they have completed over 300 training sessions ranging from single participants

working on EMS skills or fire ground operations to departmental drills on hazardous materials.

Topic	Frequency
Drivers Training	27
EMS	73
Extrication / Disentanglement	18
Fire Ground Operations	172
SCBA	22
Water Supply	11
Total	324

There was an increase in all training, particularly small group skill training over the last several years. In 2022, there were over 200 recorded training sessions for members of the department with about 20 % of them being for more than 5 participants.

Year	Total	More than 5 participants
2020	31	29
2021	85	27
2022	208	42

Equipment

HFD has the appropriate firefighting and emergency medical equipment to meet the needs of the community. There is a regular program to keep key pieces of equipment such as self-contained breathing apparatus(SCBAs) and personal protective equipment replaced on a regular basis. The department has its equipment (such as ladders, hoses and SCBAs) tested on a regular basis.

Vehicles

HFD currently operates with two engines, a tanker and a rescue/EMS vehicle. There is a third mini-pumper that is on order. All of the vehicles comply with the requisite standards from the National Fire Protection Association. The firefighters are all required to complete a driver training course before they may operate them.

Callsign	Make	Year	Miles as of 2/15/23	Pump Capacity	Tank Size
Engine 1	Emergency One - Typhoon	2015	14533	1500	1030
Engine 2	International -4000 Series	2002	22781	1250	1000
Rescue 1 (Med 100)	Ford F350	2012	21229	N/A	N/A
Tanker 1	International -4000 Series	2006	9815	250	2100

Stations

HFD operates out of single station located on Route 116 in the heart of Hinesburg. The total station is about 4,500 square feet. Roughly half of that space is for a three door apparatus bay that contains all of the first due equipment. The next largest space is a 674 square foot meeting room. The station also has gear and equipment storage spaces, two bunk rooms and two small offices. The building was built in 1972 has been renovated and expanded several times over its history. Most recently in 2021 an extension was made to provide for better office and training spaces. The two bunk rooms were converted from office space in the past few years.

HFD also still has its old station a few blocks away that is only used to store equipment and the antique fire engine. The department has been seeking a new building for at least the last twenty years. While the current building is functioning, there is limited space for training and storage. The department is also limited in the type and size of fire apparatus that can be kept in the station.

A new fire station was initially proposed when the police station was built in 2014, but those plans were modified for financial concerns. Recently, plans for a new station of between 15,000 and 17,000 square feet were shared with the Town. The costs approach \$9 million.

Fire Department Rating

The Insurance Services Office (ISO) evaluated Hinesburg Fire Department in 2018 to determine the Public Protection Classification (PPC)². The department was rated a class 5/5Y. The district was rated well in categories related to equipment and communications. The report identified that Hinesburg could improve in the areas related to personnel and training. The categories related to water supply and deployment analysis were relatively low, but are difficult to improve because of the geography of the district. It would be possible to improve the water supply score with an improved testing regimen. Also, the department could improve its score with the implementation of a community risk reduction program. The split classification indicates that certain areas of the district are more than 5 miles from the fire station and have a lower level of fire protection based on the travel time necessary.

² A description of ISO rating is included in Appendix A.

Category	HFD	Maximum	Difference
Emergency Communications			
414. Credit for Emergency Reporting	2.1	3	0.9
422. Credit for Telecommunicators	3.2	4	0.8
432. Credit for Dispatch Circuits	1.95	3	1.05
440. Credit for Emergency Communications	7.25	10	2.75
Fire Department			
513. Credit for Engine Companies	5	6	1
523. Credit for Reserve Pumps	0	0.5	0.5
532. Credit for Pump Capacity	2.12	3	0.88
549. Credit for Ladder Service	2.93	4	1.07
553. Credit for Reserve Ladder and Service Trucks	0	0.5	0.5
561. Credit for Deployment Analysis	7.93	10	2.07
571. Credit for Company Personnel	3.67	15	11.33
581. Credit for Training	0.66	9	8.34
730. Credit for Operational Considerations	2	2	0
590. Credit for Fire Department	24.31	50	25.69
Water Supply			
616. Credit for Supply System	21.07	30	8.93
621. Credit for Hydrants	3	3	0
631. Credit for Inspection and Flow Testing	0.8	7	6.2
640. Credit for Water Supply	24.87	40	15.13
Divergence			
1050. Community Risk Reduction	0	5.5	5.5
Total Points	53.72	105.5	51.78

The rating of a 5 out of 10, places Hinesburg in the top quarter of departments in the state. 31 out of 264 rate better than it, 35 others share the rating and 197 rate worse than it.

Finances

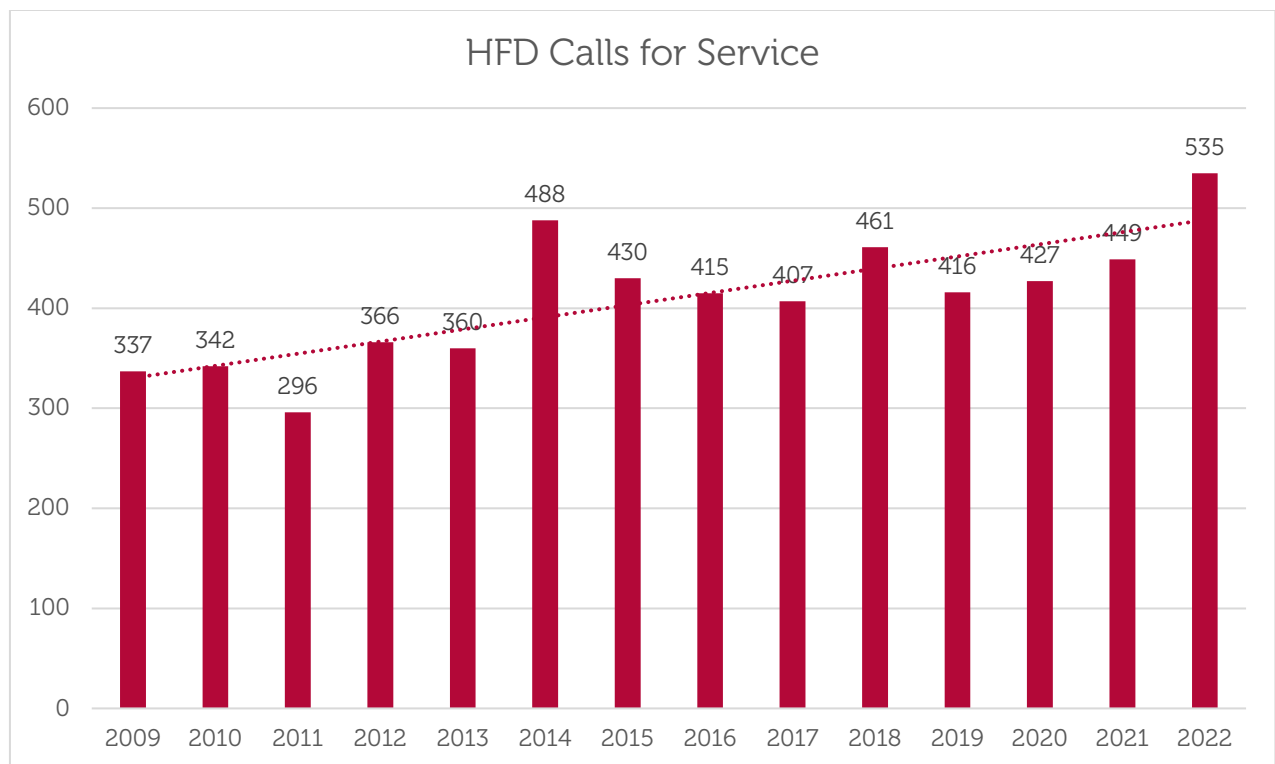
The HFD has seen a substantial increase (32%) in the size of its budget in the last four fiscal years. The table below includes both the Fire and EMS portions from the budget. This has corresponded with a need to have paid staff to meet the needs of fire and EMS response in the community and to ensure appropriate leadership of the department. The personnel expenses have increased from actual expenses of \$53,000 in FY 21 to a budget of \$323,598 for FY24. That trend levels off somewhat in next years proposed budget. There has also been an increase in vehicles category led heavily by maintenance costs to some of the apparatus. Fire and Rescue account for about 10%

of the Town's budget and are the 4th largest budget line. A more detailed budget is included in the appendix.

	<u>FY21</u> <u>Actual</u>	<u>FY22</u> <u>Budget</u>	<u>FY22</u> <u>Actual</u>	<u>FY23</u> <u>Budget</u>	<u>FY23</u> <u>Actual</u>	<u>FY24</u> <u>Budget</u>	<u>FY25</u> <u>Proposed</u> <u>Budget</u>
Personnel	\$53,068	\$243,131	\$167,533	\$298,757	\$269,183	\$323,598	\$332,492
Services	\$102,285	\$75,061	\$96,540	\$81,200	\$146,449	\$122,300	\$130,688
Equip	\$62,477	\$77,500	\$95,688	\$87,500	\$66,554	\$94,100	\$83,550
Vehicles	\$32,667	\$35,500	\$53,691	\$39,600	\$108,763	\$27,000	\$27,500
Training	\$9,529	\$18,600	\$18,488	\$24,900	\$13,681	\$25,200	\$19,000
Building	\$18,413	\$40,000	\$38,499	\$25,000	\$25,098	\$22,000	\$21,500
Misc	\$5,596	\$8,000	\$11,185	\$9,000	\$8,272	\$9,000	\$8,500
Capital/Debt	\$114,732	\$116,304	\$116,304	\$106,000	\$106,000	\$81,000	\$186,000
Total	\$398,767	\$614,096	\$597,928	\$671,957	\$744,000	\$704,198	\$809,230

Activity

The HFD has been responding to an increasing number of calls over the last 14 years. The trend line has been increasing over that time. HFD is dispatched to all emergency medical and fire emergency calls that occur in the Town.



The Hinesburg Fire Department (HFD) shared detailed call logs for the years 2021 and 2022. There was a total of 983 incidents in those two years with 448 in 2021 and 535 in 2022. The below chart summarizes the type of incidents for these two years. There were an average of 1.5 calls per day during 2022 and 1.2 calls in 2021.

Summary Incident Type	2021	2022
1 - Fire	13	28
2 – Explosion/Overpressure	1	0
321 – EMS Primary Indication	285	300
3 – Other Rescue Incidents	59	54
4 – Hazardous Condition	18	34
5 – Service Call	7	46
6 – Good Intent Call	22	29
7- False Alarm & False Call	36	36
8- Severe Weather & Natural Disaster	7	8
Total Incidents	448	535

The largest type of incident that the Fire Department responds to are EMS incidents which made up 60% of the incidents responded to. The next most common incident type was other rescue and EMS incidents. Together, these two incident types made up more than 70% of the incidents HFD responded to. Fires were the incident type with the third least number of incidents between 2021-2022.

The response time for incidents was determined by calculating the time between dispatch and arrival. Rather than using average, we calculated the percentage of calls that were responded to in less than a given time frame. The National Fire Protection Association³ suggests that fire departments in a rural area should have the appropriate number of responders on a scene in 14 minutes or less 80 % of the time. HFD does meet this requirement for nearly all call types. The Fire call type has a longer response window because many of these calls are mutual aid responses outside of the district.

Response Times in 2021						
Summary Incident Type	Number of Incidents in 2021	Avg Responders	% 8 minutes or less	%10 min or less	%12 min or less	%14 min or less
1 = Fire	13	8	31%	38%	38%	54%
2 = Explosion/Overpressure	1	8	0%	0%	0%	0%
321 = EMS	285	6	46%	58%	72%	90%
3-Other Rescue Incident	59	3	47%	63%	75%	88%
4-Hazardous Condition	18	6	28%	39%	56%	89%

³NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical -Operations, and Special Operations to the Public by Volunteer Fire Departments

Response Times in 2021

5-Service Call	7	3	71%	86%	86%	86%
6-Good Intent Call	22	6	73%	77%	86%	91%
7-False Alarm & False Call	36	5	53%	64%	75%	86%
8-Severe Weather & Natural Disaster	7	6	71%	71%	86%	86%
9-Special/Other	0	0	0%	0%	0%	0%

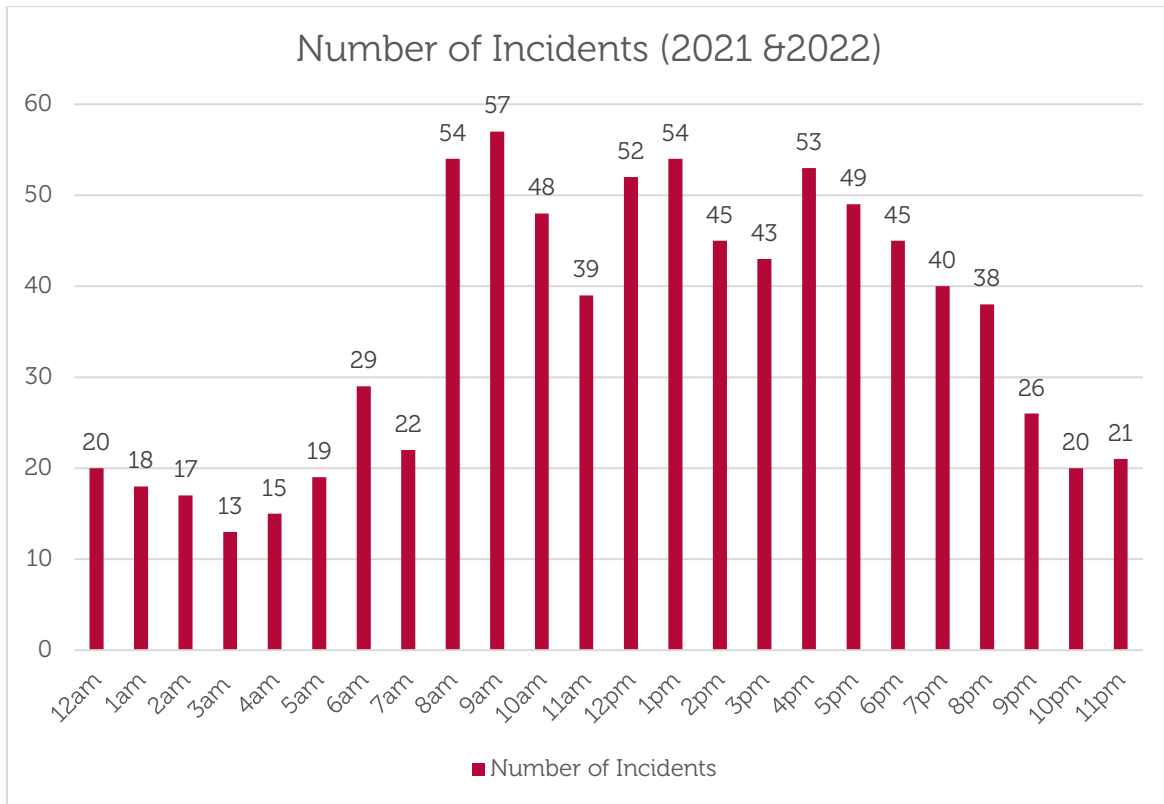
Response Times in 2022

Summary Incident Type	Number of Incidents in 2022	Avg Responders	% 8 minutes or less	%10 min or less	%12 min or less	%14 min or less
1 = Fire	28	7	46%	54%	61%	61%
2 = Explosion/Overpressure	0	0				
321 = EMS	300	5	56%	65%	72%	79%
3-Other Rescue & EMS Incident (Not 321)	54	2	48%	63%	80%	87%
4-Hazardous Condition	34	6	38%	59%	68%	74%
5-Service Call	46	4	63%	74%	80%	87%
6-Good Intent Call	29	5	52%	66%	83%	86%
7-False Alarm & False Call	36	4	41%	53%	67%	75%
8-Severe Weather & Natural Disaster	8	5	50%	88%	100%	100%
9-Special/Other	0	0	0%	0%	0%	0%

Number of Incidents per Month			
Month	2021	2022	Total
January	24	51	75
February	29	50	79
March	36	27	63
April	28	46	74
May	28	47	75
June	38	52	90
July	32	54	86
August	52	45	97
September	51	43	94
October	59	30	89
November	31	35	66
December	40	55	95
Total Incidents	448	535	983

Number of Incidents by Day of the Week			
Day of the Week	2021	2022	Total
Sunday	69	77	146
Monday	62	61	123
Tuesday	69	84	153
Wednesday	65	83	148
Thursday	48	68	116
Friday	64	96	160
Saturday	71	66	137
Total Incidents	448	535	983

Incidents by hours of the day



Incidents by shifts

HFD has two full time employees that work 7:30 to 4 pm Monday to Friday. Over the last two years, about 56% of calls occurred during that time frame. That is also the period of time when on-call staff are least available to respond to calls.

Incidents during Working Shifts			
	2021	2022	Total
During Full-Time Hours	295	259	554
Not During Full-Time Hours	153	276	429
Total	448	535	983

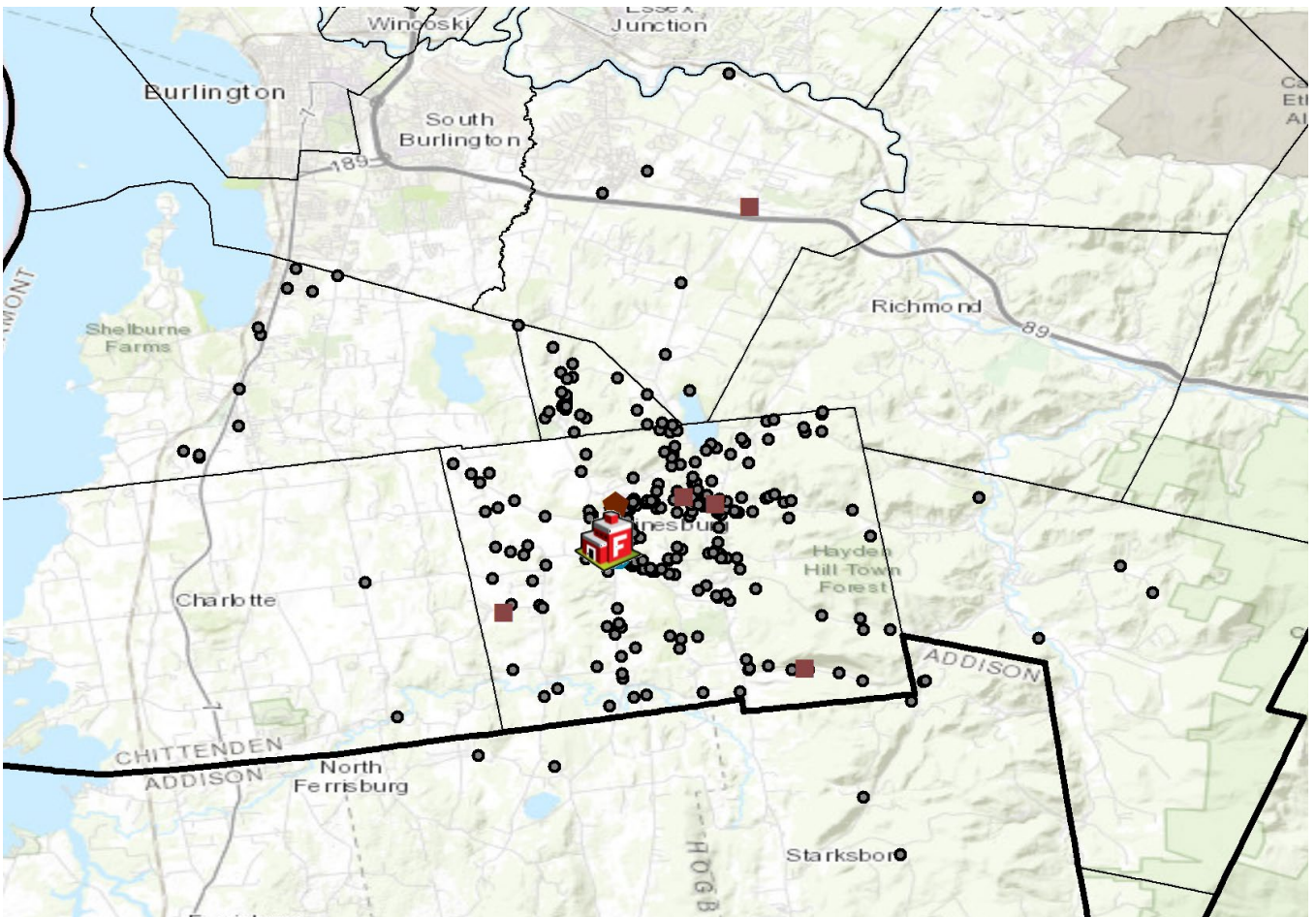
Unable to Respond

HFD was unable to respond to 6% of its calls in 2021, and about 16% of its calls in 2022 and 2023. There were a total of 187 calls that were not responded to during that time frame. 95% of the non-responses were for EMS calls and none of the non-responses was for a report of a fire. 55% of the non-responses occur on the weekends when there not full time paid staff on duty. The graphic below shows that the time periods when non-responses are the highest are shown in red. These are for calls from 1/1/2021 to 10/31/2023

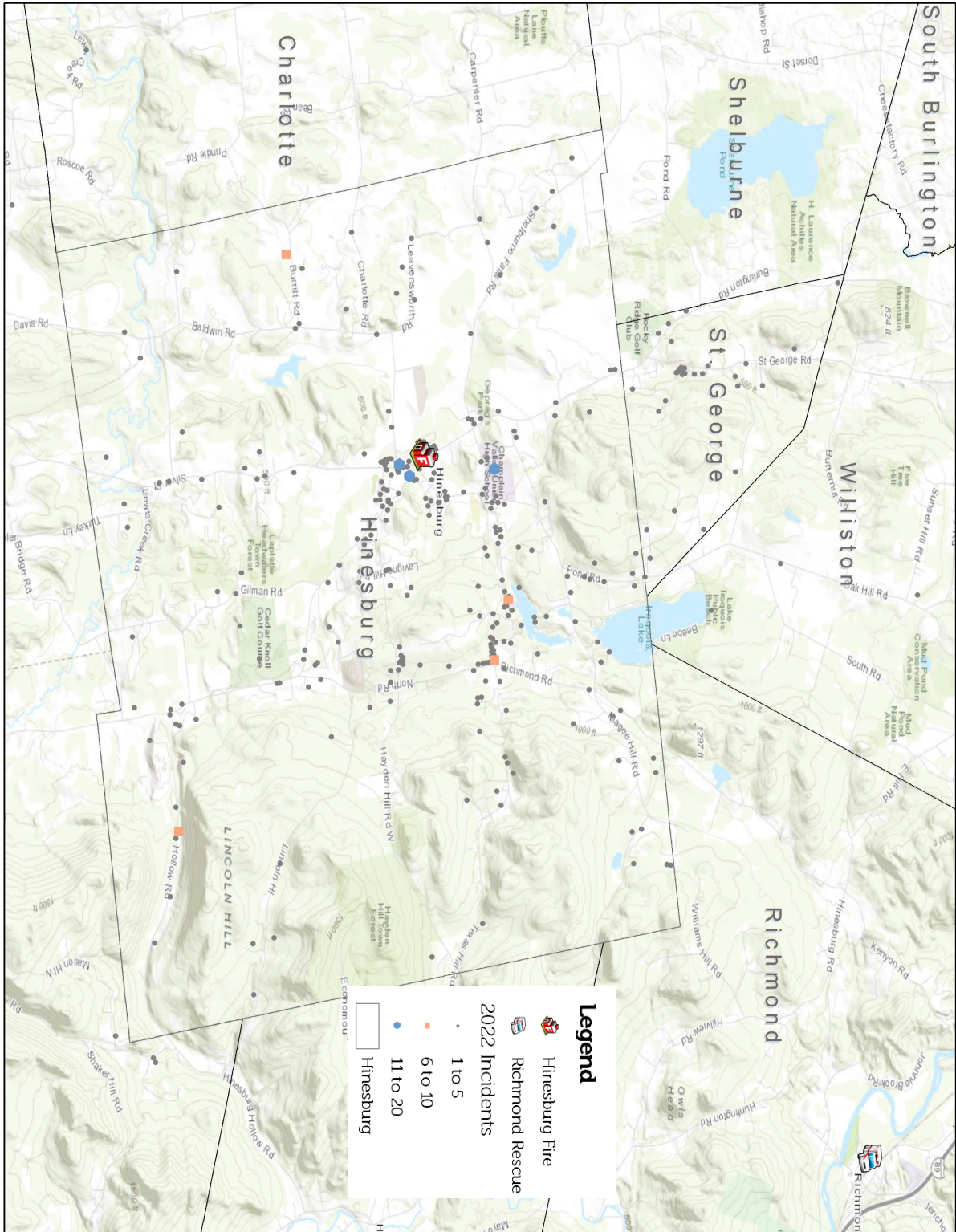
Hours	Sun	Mon	Tue	Wed	Thu	Fri	Sat
midnight to 3 am	9	4	1	2	0	0	2
4 am to 7 am	5	7	5	5	1	1	5
8 am to 11 am	14	1	2	0	3	1	13
noon to 3 pm	11	4	0	2	0	1	16
4 pm to 7 pm	10	6	9	9	6	8	9
8 pm to 11 pm	7	4	3	0	0	0	1
	56	26	20	18	10	11	46

Call Locations

The map on the following page indicates where there are requests for the fire service in the community during 2022. The distribution generally follows the population across the Town and into St. George. As noted by the different icons, there were some locations that had a high density of calls. The senior living complex at Kelley's Field and Champlain Valley Union High School had the highest number of calls. The fire station was also a top location for calls in the community. Many calls with a generic address of Route 116 were placed near the Town Hall. Most call locations had fewer than five events in the year. Also, HFD was requested for mutual assistance to a number of neighboring communities as shown on the small map below.



Locations of Fire Events



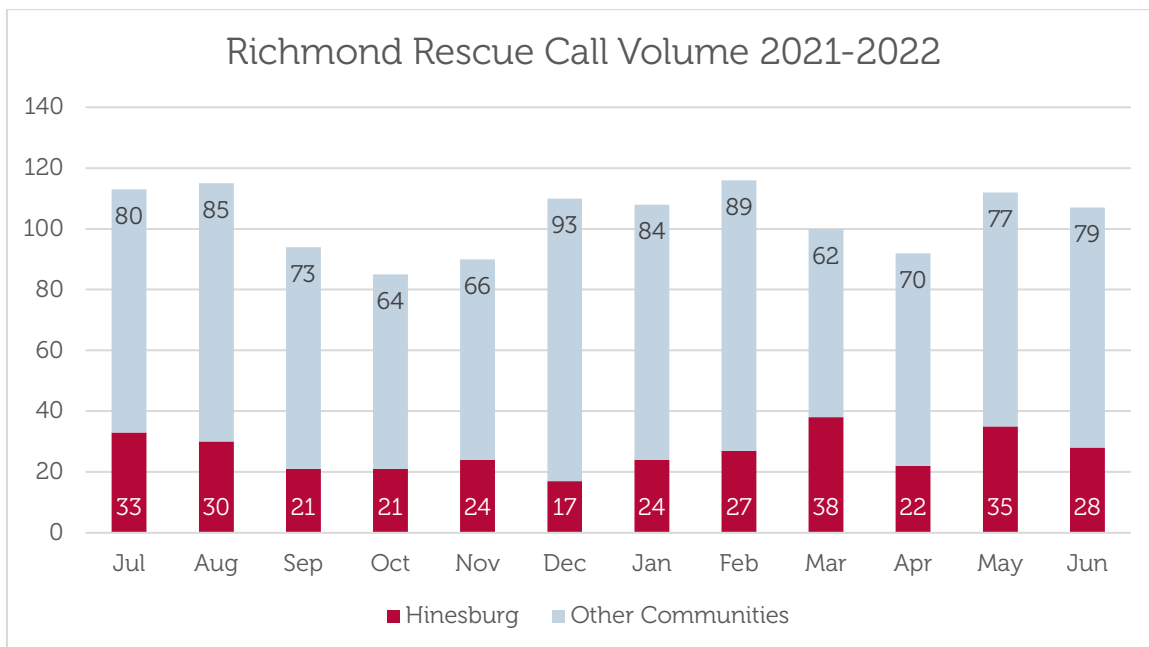
VII. Richmond Rescue

Richmond Rescue (RR) is an independent, non-profit organization that serves the towns of Richmond, Bolton, Huntington, Hinesburg, southern Jericho, St. George, and northern Starksboro. Hinesburg began using RR in September 2021 after their primary ambulance provider of many years gave notice that it would no longer provide the service.

RR is governed by a 7 person board of directors. It operates two ambulances and a first response vehicle. RR is staffed by a combination of career staff and volunteers. During the most recent fiscal year ending June 2023, they had 23,470 hours of service donated by their 35 active volunteers. There were also three full time employees that worked a total of 5,954 hours during the year. A fourth full time employee was added during 2023 to help improve paramedic coverage

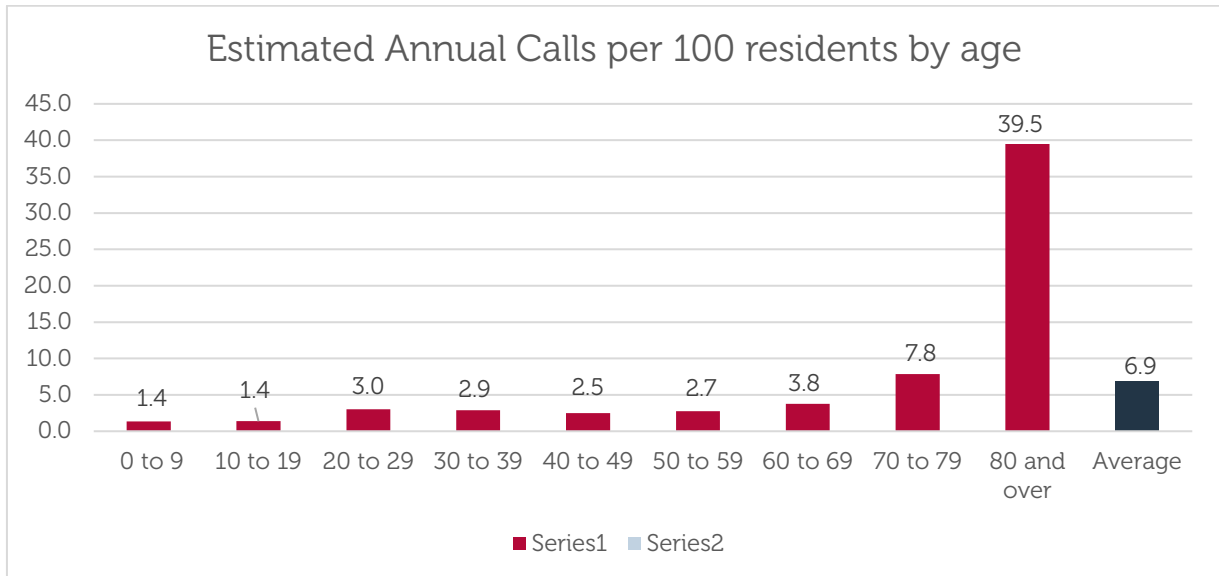
RR is authorized by Vermont to operate at the paramedic level and had a paramedic on more than 65% of its calls. They had an advanced EMT on the remainder of their calls ensuring that all of their patients had some level of advanced life support. RR needed to request mutual aid on 110 calls, or about 9% of calls.

In total, RR responded to 1,242 requests for service during the year, or about 3.4 per day on average. Hinesburg accounted for 320 calls during the year, or 26% of the total call volume. The average response time for RR to a call in Hinesburg is about 19 minutes. There was minimal variation by month. The center of Hinesburg is about 9 miles from RR's station on Railroad Street in the Town of Richmond.



Hinesburg generated about 6.9 calls per 100 residents during the year. This compares to 10.7 for Bolton, 4.2 for Huntington, 5.7 for St. George and 8.4 for Richmond. RR transported 58% of their calls for service.

Using Hinesburg's population, its share of calls, we estimated the annual calls per 100 residents by age. The 80 and over age group has 39.5 calls per 100 residents, more than five times the community average. Those 70 to 79 are next highest at 7.8 calls per 100 residents each year.



Richmond Rescue relies on a blend of patient billing, support from the towns and also community donations. For the last year, the mix was 53% from billing, 32% from town contributions, 9% from donations and subscriptions and 3% from investments. RR collected an average of \$654 per transport.

Hinesburg gave Richmond Rescue \$38,444 in the year ending June 2023. However, for next year the budgeted amount is \$66,000 or about \$14 per resident.

VIII. Community Concerns

Overview

The CGR team used three different methodologies to hear community concerns and opinions on Public Safety in Hinesburg. The first was interviews with community stakeholders, which included select board members, town committee members, leaders of community organizations, and residents. Seventy five community stakeholders were interviewed.

The second avenue for feedback was focus groups which targeted certain community groups, including young parents, people who own businesses in Hinesburg, people who moved to Hinesburg in the last 5 years and seniors. Three focus groups were held with 5-6 participants in each.

Lastly, a survey was also conducted to ensure that the CGR team heard from many different voices in the community. Questions in the survey aimed to collect demographic information and public safety concerns. The survey was administered through various means including email, postcard and the Front Porch Forum and was available in both electronic and paper form. This resulted in 326 total responses in the three weeks the survey was open.

Looking at the data and responses collected from all three of these methodologies, the CGR team identified key themes and concerns from the community. These community concerns are summarized below and will be explained further in the following sections.

- Public Safety Concerns
 - Inclusion, Traffic, Anticipated Growth, Drugs, Staffing and Training, and Finances
- Police Priorities
 - Community Interactions, Community Policing and Community Involvement
- Fire and EMS Priorities
 - Community Interactions, Ambulance Service, Culture and Community Involvement

Public Safety Concerns

Inclusion & Safety

During the community stakeholder interviews, CGR asked interviewees was “do you think Hinesburg is an inclusive community?” While some residents quickly answered yes, others acknowledged that Hinesburg is a homogenous community and that a lack of diversity makes it difficult to engage inclusivity. Other interviewees said they believe Hinesburg tries to be inclusive but has a long way to go. People of Color, members of the LGBTQ community and people with low socioeconomic status were explicitly mentioned as groups who may not feel included in Hinesburg.

Upon arrival, focus group participants were asked about how safe they feel in Hinesburg. Most participants shared that they feel very safe most of the time with a few outliers describing that their feeling of safety varies. Although most participants felt safe, they acknowledge that there were likely some people in the community that did not. Some reasons for people feeling unsafe were vicious dogs, hearing gun shots, speeding cars and being part of a minority identity. Other concerns regarding safety included not having an ambulance stationed in Hinesburg and not having police on patrol for 24 hours a day.

Traffic

Another concern the community identified was traffic. Specifically, traffic through the Village of Hinesburg was mentioned frequently. During morning and evening commuting hours, Rt. 116, travelling south, gets backed up through the Village area. Community members are concerned that this issue will be exasperated as new housing developments are set to be built in the Village area in upcoming years.

Community members also had concerns that people often drive too fast through town and disregard the safety of bikers and walkers. Concerns about there not being enough sidewalks and pedestrian cross ways was also brought up frequently. In fact, when asked about the biggest public safety challenge in Hinesburg, survey responses showed traffic to be the number one concern. For this reason, community members expressed the desire for more traffic enforcement by the Police Department, especially during times when children may be walking to and from school.

Anticipated Growth

Many community stakeholders and focus group participants identified the anticipated growth associated with the planned developments coming to the Village area as a pinch point. The growth in Hinesburg was also one of the most common answers for the biggest public safety challenge in the community survey. Concerns mostly centered around the town’s ability to provide the resources, services and infrastructure needed to support this growth. This includes public safety concerns, like having enough Police Officers and having emergency medical services available to serve the

larger community. Several interviewees also expressed concerns about the school district's ability to accommodate the growth as the schools in Hinesburg are already reaching capacity.

Drugs

Another public safety concern identified by the community in both the survey and focus groups were drugs and opioids. Many people had concerns that the opioid crisis could become an issue in Hinesburg as they already have seen a rise in drug activity in recent years. Community members believed that both addiction and criminal activity involving the distribution and sale of drugs could be rise in the next ten years.

Finances

One of the concerns heard during stakeholder interviews, focus groups and the community survey was about town finances. The Town needs to find additional funds to support unexpected expenses for projects such as the wastewater treatment facility and the new Town Hall roof. Residents expressed concerns about where the funds will come from and fear that taxpayers will have to shoulder a lot of the costs. Customers' wastewater rates have already begun to increase and are expected to continue rising in coming years. Community members were also concerned about property taxes potentially increasing to fund town projects. This was a prominent concern as almost all the community members CGR spoke to already considered Hinesburg an expensive place to live. Many people in the survey expressed their desire to keep costs low even for the public safety budget.

Staffing and Training

One of the questions posed to the community stakeholders asked them what they thought the top priority for Law Enforcement and Fire and EMS should be in the Town of Hinesburg. One major concern was that there were not enough staff to adequately serve the town in either department.

For the Police Department, several community stakeholders stated that it was unsustainable to have the Police Chief be the only person on call during certain hours of the night. In the community survey, many respondents stated that the biggest public safety challenge facing Hinesburg was having enough well-trained staff to cover the town 24hrs a day. Community members also stressed the importance of having enough staff to be able to still cover the town if there was a major event at the school. Regionalization was suggested as a possible solution to these issues in interviews, focus groups and the survey.

For the Fire and EMS service, many community members were concerned that there were not enough members of the Fire Department and both recruiting more volunteers and hiring more paid staff were mentioned as top priorities. As

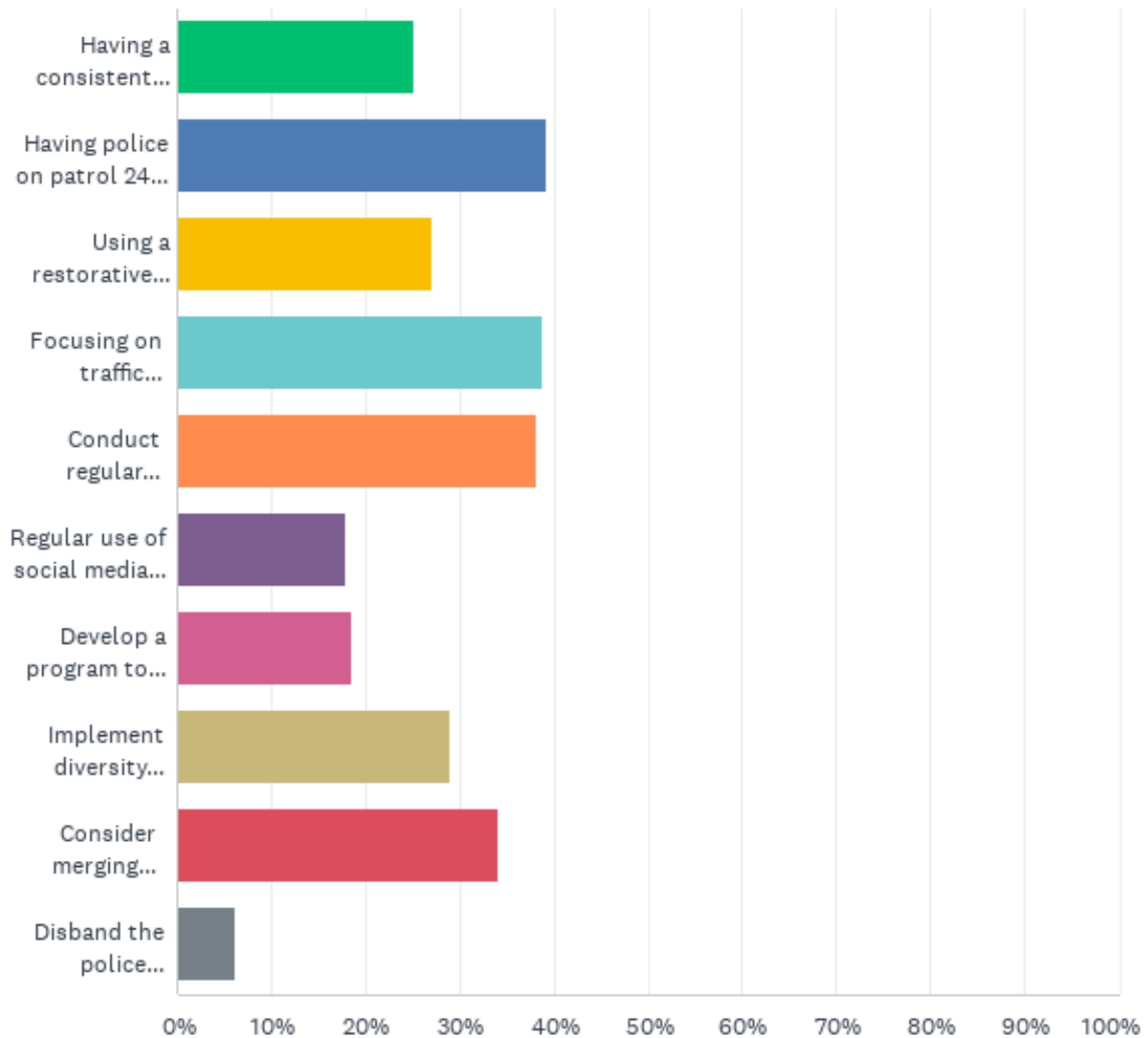
volunteerism is decreasing across the country, many noted that paid staff may be the best route if funding could be provided.

Police Priorities

In all three methodologies, community members were asked about what they believed to be the top priorities for the Hinesburg Police Department.

The survey also asked respondents to identify their three most important priorities from a list of ten. These priorities were identified by the CGR team and Chief Cambridge. The ten priorities are listed below:

- Having a consistent presence in the schools
- Having police on patrol 24 hours a day
- Using a restorative justice model
- Focusing on traffic enforcement
- Conduct regular community relationship building events (coffee with the chief, citizen police academy)
- Regular use of social media to communicate on police activities
- Develop a program to improve the cultural competency of the police department
- Implement diversity training that addresses unconscious bias
- Consider merging departments with another community such as Richmond
- Disband the police department and rely on whatever coverage the Vermont State Police may provide



The chart above shows the percentage of respondents that selected each option. Each respondent was presented the ten options in a random order as to ensure that the order did not have any influence on the frequency they were chosen. The priorities chosen the most were:

1. "having police on patrol 24hrs" - 39.2%
2. "focusing on traffic enforcemnet" - 38.9%
3. "conduct regular community relationship building events" - 38.3%

All other priorities were chosen by more than 18% of respondents, except for "disband the police department and rely on whatever coverage the Vermont State Police may provide," which was only selected by 6.1% of respondents.

The following subsections detail some other key priorities heard throughout the community stakeholder interviews and focus groups as well.

Community Interactions

The survey asked respondents if they have had an interaction with a Hinesburg police officer in the last 5 years and if so, how satisfied were they. 57% of respondents have had an interaction in the last five years and of those respondents, 60% said they were very satisfied and 17% were somewhat satisfied. Only 5 % said they were very unsatisfied with the interaction and 8% said they were somewhat unsatisfied.

In both the community stakeholder interviews and the focus groups, participants mentioned that they found Police Officers to be unapproachable. It was mentioned several times that when Officers have interactions with the community, they often appear in full gear and come across as militaristic. Community members hoped that officers appearing more casually could help build trust and lead to better relationships with the community. Possible opportunities for casual interactions could be at community events, in schools, and at town meetings. Some residents did note that they were unsure if they were allowed to appear in less than full gear when on duty due to insurance. Some residents felt that increased visibility, even in cruisers, could even help with traffic safety concerns and cause people to be more cautious when driving.

Community Policing

The focus group was asked what a community centered police department means to them and how it would differ from the current department. Participants said that their vision of community policing involved officers being more present in the community. This includes having officers walk around the village, help direct traffic during school drop off/pick up and attend community events. Community members shared that they believe a community police department should not consist of just law enforcement officers but also include mental health workers, social workers, and administrative staff.

Community Involvement

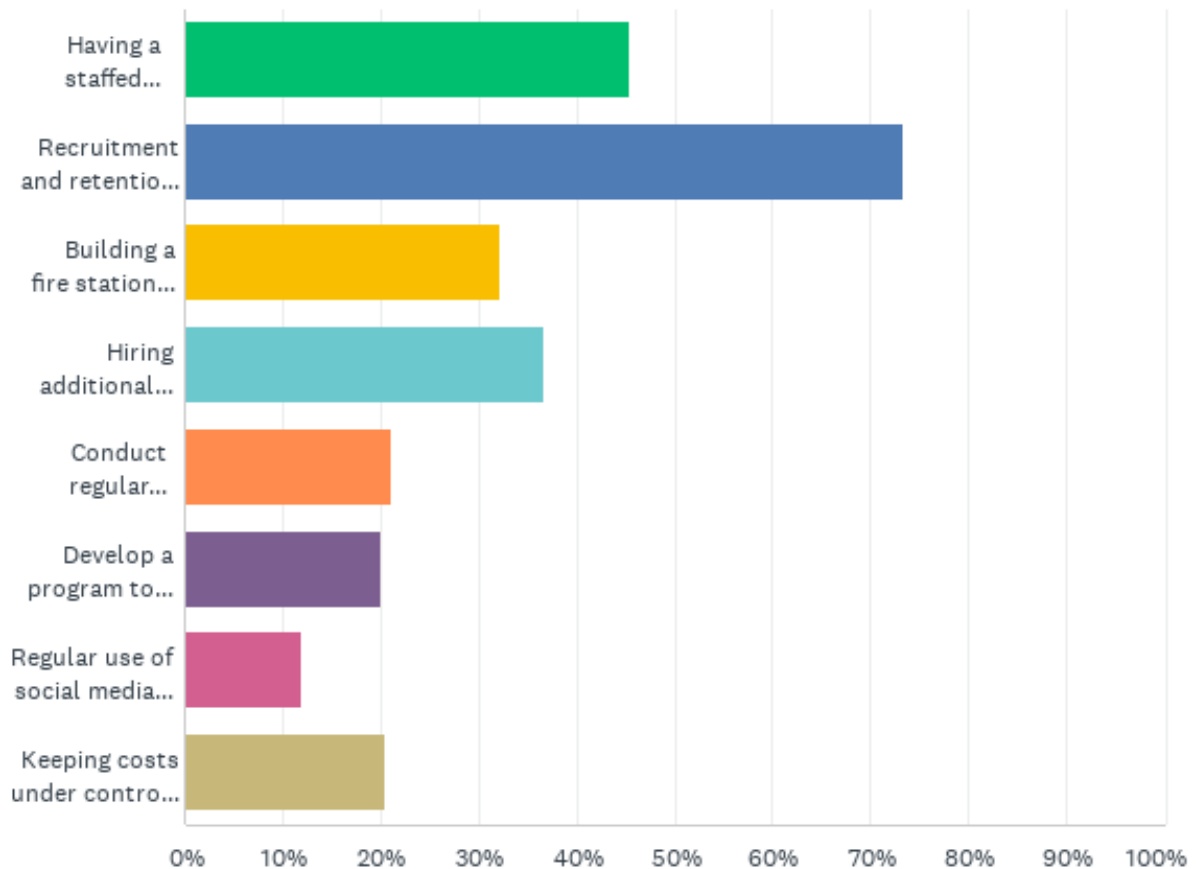
In all three methodologies, community members expressed the desire to see the police officers more involved with the community. Whether that is holding community events at the station, meeting business owners during a foot patrol or helping students cross the roads when school lets out, Hinesburg residents wanted to become more familiar with police officers.

Fire and EMS Priorities

In all three methodologies, community members were asked about what they believed to be the top priorities for the Hinesburg Fire Department.

The survey also asked respondents to identify their three most important priorities from a list of eight. These priorities were identified by the CGR team and Chief Baker. The eight priorities are listed below:

1. Having a staffed ambulance stationed in our community during busy times
2. Recruitment and retention of fire department members
3. Building a fire station that meets community needs
4. Hiring additional career Firefighters/EMTs to staff the station 24/7. (Currently full-time employees cover Monday-Friday 7:30AM-4PM. Paid on-call employees cover the remainder of the week either staffing the station or responding from home).
5. Conduct regular community relationship building events (coffee with the chief/employee, open houses, etc.)
6. Develop a program to improve the cultural competency of the firefighters
7. Regular use of social media to communicate on fire department activities
8. Keeping costs under control even if it means sacrificing quality of service



The chart above shows the percentage of respondents that chose each priority. The top three priorities chosen were:

1. "recruitment and retention of fire department members" - 73.4%
2. "having a staffed ambulance stationed in our community during busy times" - 45.5%
3. "hiring additional career Firefighters/EMTS to staff the station" - 24.7%

All other priorities were chosen by at least 20% of respondents except for "regular use of social media to communicate on fire department activities" which was only chosen by 12% of respondents.

The following subsections detail some of the other key findings found in the survey, focus groups and stakeholder interviews.

Community Interactions

Survey respondents were asked if they have had any interaction with the Fire Department in the last five years. 33% of respondents answered yes and 71% of these respondents reported being very satisfied with the interaction. 10% said they were somewhat satisfied while 5% and 8% said they were very unsatisfied and somewhat unsatisfied respectively.

During the stakeholder interviews and focus groups, community members stated that when they had interactions with the Fire Department, they have had positive experiences, especially with the medical first response from the EMS service.

Ambulance Service

Another topic that frequently emerged in stakeholder interviews and focus groups was an ambulance service. Some interviewees were content with the contract the town has with Richmond Rescue while others expressed the desire for Hinesburg to operate their own ambulance. People who advocated for an ambulance stated that it can take Richmond Rescue about 20 minutes to get to certain parts of Hinesburg and that with an aging population, a quick response time is crucial. Those happy with Richmond Rescue thought that the Fire Department should focus on quick EMS response as the cost of an ambulance would be too great.

Culture

Community members believed that the culture of the Fire Department seemed to be exclusionary. Unprompted, two of the three focus groups also expressed a desire for the Fire Department to have a more inclusive culture. This was based on past incidents that highlighted that the department may not be sensitive to the LGBTQ community in Hinesburg.

Community Involvement

Community members were also asked what it means to have a community centered Fire and EMS department. Like their desires for the Police department, participants would like to see Fire and EMS be more involved in the community and schools. Some participants recognized that the Fire and EMS do hold and participate in some good programs like the food drive, fire safety at the elementary school and the Fourth of July parade and think the current department should publicize these events more.

Appendix A: Recent Budgets

Police Department

CGR Category	Item	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY23 Actual	FY24 Budget	FY25 Proposed Budget
Personnel	Police Salaries	\$416,398	\$404,424	\$470,621	\$431,362	\$460,393	\$375,583	\$459,911	\$512,097
Personnel	FICA	\$31,854	\$31,049	\$36,003	\$32,999	\$35,220	\$28,824	\$35,183	\$39,175
Personnel	Insurances	\$0	\$0	\$128,382	\$115,506	\$129,513	\$68,130	\$114,064	\$145,999
Personnel	Retirement	\$0	\$0	\$29,301	\$24,308	\$26,517	\$23,428	\$47,016	\$62,724
Equip	Supplies	\$4,000	\$3,624	\$4,000	\$2,899	\$4,000	\$3,511	\$4,000	\$4,000
Equip	Police Equip.	\$7,500	\$7,792	\$9,500	\$9,596	\$10,500	\$10,407	\$10,500	\$10,500
Equip	Evidence Collection	\$250	\$65	\$250	\$0	\$250	\$266	\$150	\$300
Services	Public Relations	\$900	\$884	\$900	\$433	\$1,100	\$1,033	\$1,100	\$1,250
Services	Community Outreach	\$0	\$3,576	\$7,365	\$7,365	\$8,000	\$7,616	\$8,000	\$8,000
Equip	Uniforms	\$4,000	\$3,712	\$4,500	\$5,674	\$4,500	\$5,142	\$5,000	\$5,500
Services	Postage	\$300	\$55	\$300	\$90	\$300	\$216	\$150	\$250
Services	Prof. Services	\$750	\$0	\$2,000	\$454	\$1,500	\$3,735	\$1,500	\$2,000
Services	Dispatch Services	\$40,000	\$56,250	\$45,000	\$33,750	\$45,000	\$45,000	\$45,000	\$45,000
Services	Computer/Copier	\$3,000	\$2,541	\$3,500	\$2,712	\$3,500	\$3,984	\$3,500	\$4,250
Services	CAD	\$4,500	\$2,933	\$4,500	\$247	\$4,000	\$10,504	\$4,000	\$4,500
Vehicles	Vehicle Repair/Maint	\$8,000	\$8,448	\$8,000	\$11,376	\$8,000	\$6,322	\$8,000	\$7,250
Vehicles	Mileage	\$750	\$0	\$750	\$0	\$750	\$0	\$500	\$250
Misc	Telephone	\$3,800	\$3,779	\$3,800	\$5,094	\$4,700	\$7,691	\$4,500	\$7,500
Misc	MDT Maint	\$3,360	\$2,140	\$3,360	\$4,003	\$5,400	\$5,758	\$5,000	\$6,250
Vehicles	Vehicle Fuel	\$10,000	\$7,698	\$10,000	\$11,919	\$14,000	\$9,179	\$14,000	\$12,000
Training	Prof. Dev	\$4,500	\$3,802	\$4,500	\$3,060	\$4,500	\$3,509	\$5,000	\$5,000
Building	Station - Prof Service	\$9,680	\$8,562	\$9,680	\$6,854	\$9,500	\$8,957	\$9,500	\$10,500
Building	Station - R&M	\$2,500	\$4,942	\$2,500	\$4,420	\$3,000	\$4,428	\$4,500	\$5,000
Building	Station - Utilities	\$6,000	\$7,700	\$7,000	\$9,376	\$7,000	\$3,842	\$9,000	\$5,000
Building	Solar Arry Crt.					\$0	\$3,670	\$0	\$4,000
Building	CUSI	\$8,510	\$8,510	\$8,479	\$0	\$6,848	\$0	\$7,000	\$7,000
Misc	Dog Control	\$0	\$0	\$462	\$534	\$2,500	\$2,035	\$2,000	\$2,500
Misc	Grant Work	\$0	\$18,297	\$0	\$4,460	\$0	\$5,550	\$0	\$0
	TOTAL	\$570,552*	\$590,781*	\$804,653	\$728,491	\$800,491	\$648,319	\$808,074	\$917,796

* FY 21 Police Budget did not include insurance and retirement expenses, but following years do.

Fire Department Budgets

CGR Category	Item	FY21	FY21	FY22	FY22	FY23	FY23	FY24	FY25
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed Budget
	Fire Warden	\$350	\$0	\$350	\$0	\$350	\$0	\$350	\$350
	TOTAL	\$350	\$0	\$350	\$0	\$350	\$0	\$350	\$350
Fire & Rescue									
Personnel	Call Reimbursable	\$52,000	\$37,297	\$32,000	\$53,181	\$75,000	\$80,790	\$100,000	\$100,000
Personnel	Chief Pay	\$12,000	\$12,000	\$12,000	\$12,000	\$0	\$0	\$0	\$0
Personnel	FT/PT Salaries	\$50,000	\$0	\$50,000	\$0	\$154,337	\$126,203	\$161,707	\$184,790
Personnel	FICA	\$8,721	\$3,771	\$7,191	\$4,986	\$11,806	\$16,676	\$12,371	\$14,136
Personnel	Insurances	\$0	\$0	\$53,289	\$19,835	\$43,708	\$35,438	\$29,562	\$16,399
Personnel	Retirement	\$0	\$0	\$6,713	\$2,139	\$9,646	\$8,203	\$18,758	\$16,667
Equip	Hose & Fittings	\$1,000	\$0	\$1,000	\$3,387	\$6,000	\$3,331	\$7,500	\$8,000
Equip	EMS PPE	\$5,700	\$5,661	\$5,700	\$2,497	\$0	\$7,059	\$0	\$8,000
Equip	Fire Gear (Bunker Gear)	\$15,000	\$14,314	\$15,000	\$31,434	\$20,000	\$11,453	\$22,000	\$20,000
Equip	Fire Gear Maint.	\$1,000	\$1,759	\$1,000	\$503	\$0		\$2,500	\$2,500
Equip	Rescue Equipment	\$3,000	\$2,908	\$1,000	\$1,877	\$10,000	\$10,879	\$10,000	\$10,000
Equip	Res. Equip. Maint.	\$2,000	\$1,509	\$2,000	\$2,073	\$0	\$0	\$0	\$0
Equip	Fire Fighting Foam	\$2,400	\$2,900	\$1,900	\$0	\$1,200	\$68	\$1,000	\$500
Services	Fire Dispatch Service	\$22,000	\$17,450	\$5,650	\$5,087	\$5,800	\$4,150	\$6,500	\$5,000
Training	Wellness and Fitness	\$0	\$0	\$0	\$0	\$3,000	\$2,705	\$3,000	\$6,000

CGR Category	Item	FY21	FY21	FY22	FY22	FY23	FY23	FY24	FY25
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed Budget
Equip	Forestry Equipment	\$0	\$0	\$0	\$0	\$2,500	\$2,411	\$2,500	\$2,500
Equip	Comm. Equip & Maint	\$7,500	\$9,077	\$2,500	\$2,324	\$9,000	\$7,598	\$10,000	\$10,000
Services	Dues and Subscriptions	\$0	\$0	\$0	\$0	\$3,500	\$4,546	\$3,500	\$4,500
Services	Prevention Ed.	\$1,800	\$1,580	\$1,800	\$2,067	\$1,800	\$691	\$1,800	\$1,500
Equip	Medical Supplies	\$17,000	\$20,161	\$5,000	\$6,373	\$0	\$213	\$0	\$0
Equip	Oxygen Refill	\$600	\$432	\$0	\$122	\$0		\$0	\$0
Services	Insurance	\$28,000	\$24,141	\$25,500	\$37,712	\$26,500	\$47,674	\$27,000	\$40,000
Equip	Medical Supplies	\$500	\$729	\$1,000	\$0	\$0		\$0	\$0
Equip	Office Supplies	\$500	\$887	\$500	\$833	\$2,100	\$2,922	\$2,100	\$2,250
Vehicles	Vehic. Maint.	\$24,000	\$29,971	\$24,000	\$47,793	\$28,000	\$103,795	\$22,000	\$22,000
Building	Station Repair	\$30,000	\$9,370	\$30,000	\$29,203	\$15,000	\$14,520	\$12,000	\$10,000
Building	Utilities	\$10,000	\$9,043	\$10,000	\$9,296	\$10,000	\$10,578	\$10,000	\$11,500
Services	COVID-19 Expenses	\$0	\$47,114	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	Vehicle Fuel	\$3,500	\$2,696	\$3,500	\$5,898	\$3,600	\$4,968	\$5,000	\$5,500
Misc	Telephone	\$4,300	\$5,596	\$4,500	\$8,265	\$5,500	\$7,892	\$5,500	\$7,000
Training	Prof. Development	\$15,000	\$9,529	\$15,000	\$13,727	\$18,000	\$7,976	\$18,000	\$9,000
Equip	Portable Defibrillator	\$1,900	\$2,140	\$1,900	\$1,716	\$0	\$81	\$0	\$0
	Fire Rescue TOTAL	\$319,771	\$272,034	\$319,993	\$304,328	\$466,347	\$522,821	\$494,298	\$517,743

CGR Category	Item	FY21	FY21	FY22	FY22	FY23	FY23	FY24	FY25
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed Budget
	EMS								
Services	Service Contract	\$94,870	\$12,000	\$0	\$36,000	\$0	\$76,888	\$66,000	\$65,688
Personnel	Call Reimbursable	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
Personnel	EMS Responder	\$0	\$0	\$50,000	\$70,034	\$0	\$1,740	\$0	\$0
Personnel	Payroll Taxes	\$0	\$0	\$5,738	\$5,358	\$3,060	\$133	\$0	\$0
Equip	Protective Clothing Uniforms	\$0	\$0	\$3,000	\$3,970	\$4,200	\$2,584	\$4,500	\$0
Equip	Protective Outer Clothing	\$0	\$0	\$4,000	\$3,849	\$4,000	\$0	\$4,500	\$0
Equip	Rescue Equipment	\$0	\$0	\$5,000	\$6,127	\$0	\$0	\$0	\$0
Equip	Equipment & Maintenance	\$0	\$0	\$6,500	\$7,023	\$6,500	\$6,123	\$6,500	\$5,000
Services	Dispatch Services	\$0	\$0	\$14,400	\$12,147	\$15,500	\$12,500	\$17,500	\$14,000
Equip	Comm. Equip & Maint	\$0	\$0	\$5,000	\$8,693	\$0	\$0	\$0	\$0
Equip	Medical Supplies	\$0	\$0	\$12,000	\$11,630	\$16,000	\$9,563	\$16,000	\$12,000
Equip	Oxygen Refill	\$0	\$0	\$1,500	\$0	\$2,000	\$0	\$1,000	\$300
Misc	Information Technology	\$0	\$0	\$3,500	\$2,920	\$3,500	\$380	\$3,500	\$1,500
Equip	Portable Defibrillator	\$0	\$0	\$2,000	\$1,257	\$4,000	\$2,269	\$4,000	\$2,500

CGR Category	Item	FY21	FY21	FY22	FY22	FY23	FY23	FY24	FY25
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Proposed Budget
Training	EMS Continuing Education	\$0	\$0	\$3,600	\$4,761	\$3,900	\$3,000	\$4,200	\$4,000
Personnel	Employee Vaccinations	\$0	\$0	\$1,200	\$0	\$1,200	\$0	\$1,200	\$500
Services	Patient Billing Service Fee	\$0	\$0	\$6,949	\$0	\$7,100	\$0	\$0	\$0
Services	Ambulance Agency Fee	\$0	\$0	\$2,887	\$0	\$3,100	\$0	\$0	\$0
Services	Intercept Fees Paid to Other se	\$0	\$0	\$6,250	\$0	\$6,300	\$0	\$0	\$0
Services	Insurance WC	\$0	\$0	\$8,500	\$0	\$8,500	\$0	\$0	\$0
Services	EMS Insurance - Apparatus	\$0	\$0	\$2,500	\$0	\$3,100	\$0	\$0	\$0
Services	Dues & Subscriptions	\$0	\$0	\$625	\$3,527	\$0	\$0	\$0	\$0
Vehicles	Apparatus Fuel	\$0	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$0
Vehicles	Apparatus R & M	\$0	\$0	\$3,000	\$0	\$3,000	\$0	\$0	\$0
	EMS TOTAL	\$94,870	\$12,000	\$178,149	\$177,296	\$99,960	\$115,180	\$128,900	\$105,488
	Fire Dept. Total	\$414,641	\$284,034	\$498,142	\$481,624	\$566,307	\$638,001	\$623,198	\$623,231

Appendix B: Calls for Service

Police Calls for Service Detail

1/1/2021 to 11/03/2023

Call Type	Count of Call Type
*Abuse Prevention Order	3
*Court Orders	13
911 Hangup Call	30
Abandoned Vehicle	3
Accident Fatal	1
Administrative	14
Agency Assist	57
Agency Assistance	16
Aggravated Assault	1
Alarm	103
Animal Complaint	32
Animal Problem	42
Assault-13A-C	2
Assist	117
Attempted Suicide	1
Background Investigation	4
Breathing Problems	1
Burglary	3
Burglary Alarm	17
Burglary-220	1
Citizen Assist	102
Citizen Dispute	33
Convulsions or Seizures	2
Crash - Injury	19
Crash - Property Only	45
Crash, Motor Vehicle	64
Custodial Dispute	2
Dead Body	2
Death Investigation	2
Death Message	1
Directed Patrol	85
Disabled Vehicle	4
Disorderly Conduct-90C	3
DMV Offenses	2

Call Type	Count of Call Type
Drugs	1
DUI Alcohol or Drugs	1
Fall	2
Family Fight/Domestic	24
Family Offenses Non Violent-90F	1
Fingerprints	15
Foot Patrol	3
Found Property	21
Fraud	33
Fraud-26A-G	3
Illegal Burning	1
Information Report	10
Injured Person	1
Intoxicated Person	2
Juvenile	10
Juvenile Problem	34
Litter/Pollution/Public Health	7
Lockout	20
Loitering	1
Lost Property	4
Medical	38
Medical Emergency	15
Missing Person	3
Motor Vehicle Complaint	597
Mutual Aid	1
Noise Disturbance	6
Overdose	3
Parking Problem	10
Patrol	198
Phone Problem/Harassment	4
Power Line Down	3
Property Damage, Non Vandalism	1
Property Damage, Non-Vandalism	9
Property/Home Watch	7
Public Speaking	2
Quality of Life	111
Rescue Call	1
Restraining Order	10
Runaway Juvenile	1
Safety Hazard	2

Call Type	Count of Call Type
Service Abuse Prevention Order	3
Service Call Fire/EMS	1
Service of Abuse Prevention Order	6
Sex Offender Registry	1
Sex Offense	4
Sex Offenses-11A-D, 36A+B	2
Sexual Assault	2
Simple Assault	3
Social Media/Internet	2
Stalking	2
Stolen Property Offense-280	2
Suspicious Person/Circumstance	131
Theft	22
Theft of Automobile	1
Theft-23A-H	13
Theft-Motorcycle	1
Threatening	7
Tobacco Problem	1
Traffic Accident w/ Damage	1
Traffic Accident, w/ Injuries	3
Traffic Crash w/ Damage	3
Traffic Crash w/ Injuries	1
Traffic Hazard	27
Traffic Stop	376
Trespass-90J	13
Trespassing	7
Unconscious Person	2
Unlawful Mischief	1
Unlawful Mischief/Vandalism-290	3
Utility Problem	1
VIN Inspection	16
VIN Number Inspection	3
Wanted Person	1
Weapon Offense	1
Weapons-520	2
Welfare/Suicide Check	47
Grand Total	2755

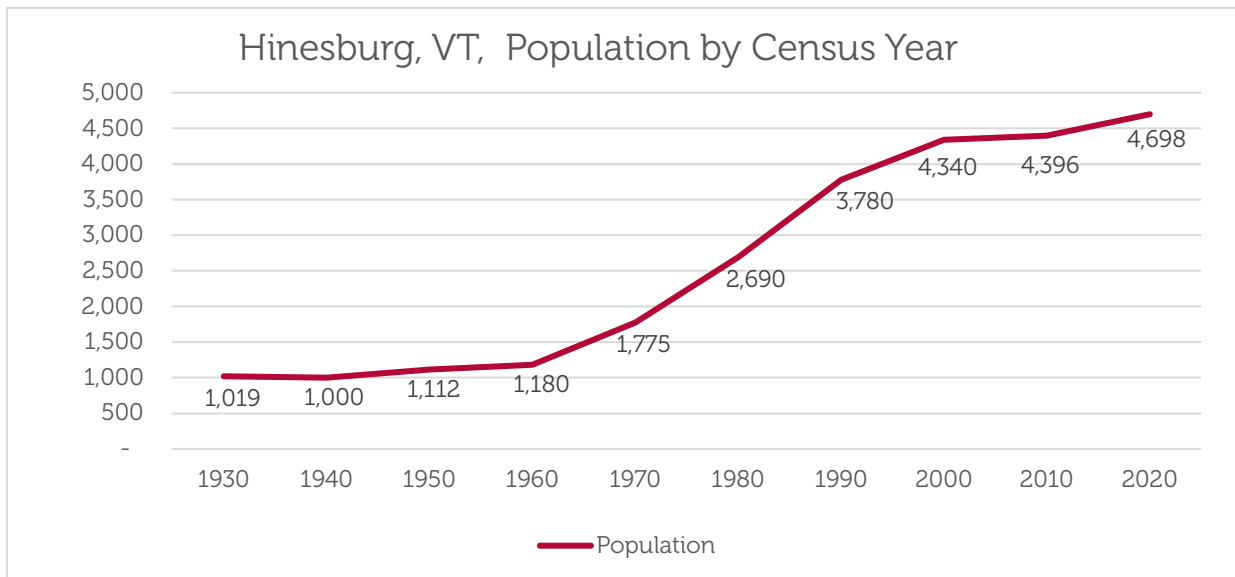
Fire and EMS Calls for Service Detail

Incident Count by Incident Type 2021-2022			
Incident Type	2021	2022	Grand Total
111 - Building fire	9	14	23
113 - Cooking fire, confined to container		4	4
114 - Chimney or flue fire, confined to chimney or flue	2	2	4
118 - Trash or rubbish fire, contained	1		1
131 - Passenger vehicle fire	1	3	4
141 - Forest, woods or wildland fire		2	2
142 - Brush or brush-and-grass mixture fire		3	3
240 - Explosion (no fire), other	1		1
311 - Medical assist, assist EMS crew	1		1
321 - EMS call, excluding vehicle accident with injury	285	300	585
322 - Motor vehicle accident with injuries	15	17	32
323 - Motor vehicle/pedestrian accident (MV Ped)		1	1
324 - Motor vehicle accident with no injuries.	40	32	72
331 - Lock-in (if lock out , use 511)		1	1
341 - Search for person on land	2		2
350 - Extrication, rescue, other	1	1	2
351 - Extrication of victim(s) from building/structure		1	1
352 - Extrication of victim(s) from vehicle		1	1
400 - Hazardous condition, other		1	1
411 - Gasoline or other flammable liquid spill		2	2
412 - Gas leak (natural gas or LPG)	4	4	8
413 - Oil or other combustible liquid spill	1		1
421 - Chemical hazard (no spill or leak)		1	1
424 - Carbon monoxide incident	6	10	16
440 - Electrical wiring/equipment problem, other	2	3	5
444 - Power line down	4	13	17
445 - Arcing, shorted electrical equipment	1		1
500 - Service Call, other		22	22
511 - Lock-out		2	2
512 - Ring or jewelry removal		1	1
520 - Water problem, other		1	1

522 - Water or steam leak		3	3
531 - Smoke or odor removal	2		2
542 - Animal rescue		2	2
551 - Assist police or other governmental agency	1	1	2
553 - Public service		4	4
554 - Assist invalid		1	1
561 - Unauthorized burning	4	8	12
571 - Cover assignment, standby, moveup		1	1
600 - Good intent call, other	1	6	7
611 - Dispatched & cancelled en route	13	14	27
622 - No incident found on arrival at dispatch address	4	1	5
631 - Authorized controlled burning	1	2	3
651 - Smoke scare, odor of smoke	2	2	4
671 - HazMat release investigation w/no HazMat	1	4	5
700 - False alarm or false call, other		1	1
711 - Municipal alarm system, malicious false alarm	1		1
733 - Smoke detector activation due to malfunction	4	6	10
735 - Alarm system sounded due to malfunction		1	1
736 - CO detector activation due to malfunction	2	2	4
740 - Unintentional transmission of alarm, other	2		2
743 - Smoke detector activation, no fire - unintentional	3	16	19
744 - Detector activation, no fire - unintentional		1	1
745 - Alarm system activation, no fire - unintentional	17	3	20
746 - Carbon monoxide detector activation, no CO	7	6	13
800 - Severe weather or natural disaster, other	5	8	13
813 - Wind storm, tornado/hurricane assessment	2		2
Grand Total	448	535	983

Appendix C: Demographic Analysis

Over the last century, per Decennial Census numbers, Hinesburg has grown steadily in population. While Hinesburg saw its largest period of growth between the 1960s and the 2000s, it continues to grow, increasing by roughly 2.5% over the last decade. In 2013, the University of Vermont projected⁴ that Hinesburg's population would be 4,551 in 2020 and 4,632 in 2030. As seen in the chart below, Hinesburg's population has already surpassed the amount predicted for 2030, a whole decade early.



The Census Bureau's American Community Survey (ACS), which is different than the Decennial Census, offers a more detailed breakdown of Hinesburg's demographics. (Note: because the ACS uses a different estimation method than the Decennial Census, the total population number is different, a bit lower. While the Decennial Census count is presumed to be more accurate, the most current Decennial Census data does not yet offer the detailed breakouts by different category offered in the ACS data). The data in the chart below comes from the ACS 2020 5-year estimate data profile for the Town of Hinesburg.⁵

⁴ [vt-population-projections-2010-2030.pdf \(vermont.gov\)](#)

⁵ <https://data.census.gov/table/ACSDP5Y2020.DP05?g=060XX00US5000733475>

2016-20 ACS Data	Town of Hinesburg
Total population	4,549
% under 5 years	5.7%
% under 18 years	23.1%
% 18 years and over	76.9%
% 65 years and over	16.2%
% 75 years and over	3.9%
% Male	53.3%
% Female	46.7%
Median age (years)	40.5
Housing Units	2,154
Owner-Occupied	79%
Median Household Income	\$103,750
% in Poverty	9.2%
% White	99.2%

Appendix D: Complete Survey Results

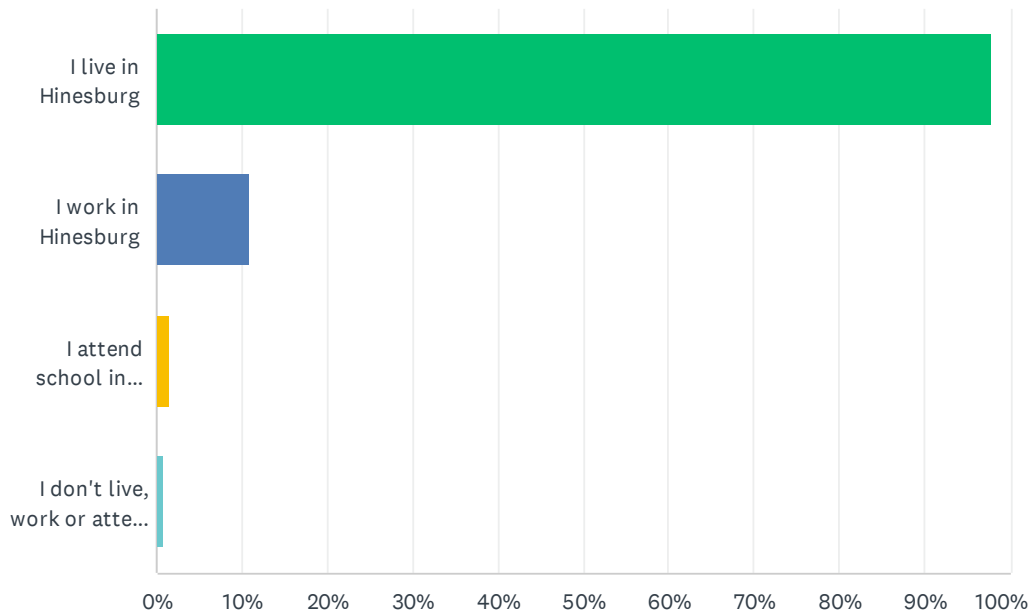
The community provided input through the community survey. The results of the survey are on the following pages.

Appendix D: Complete Survey Results

The community provided input through the community survey. The results of the survey are on the following pages.

Q1 Explain your relationship to the Town of Hinesburg?

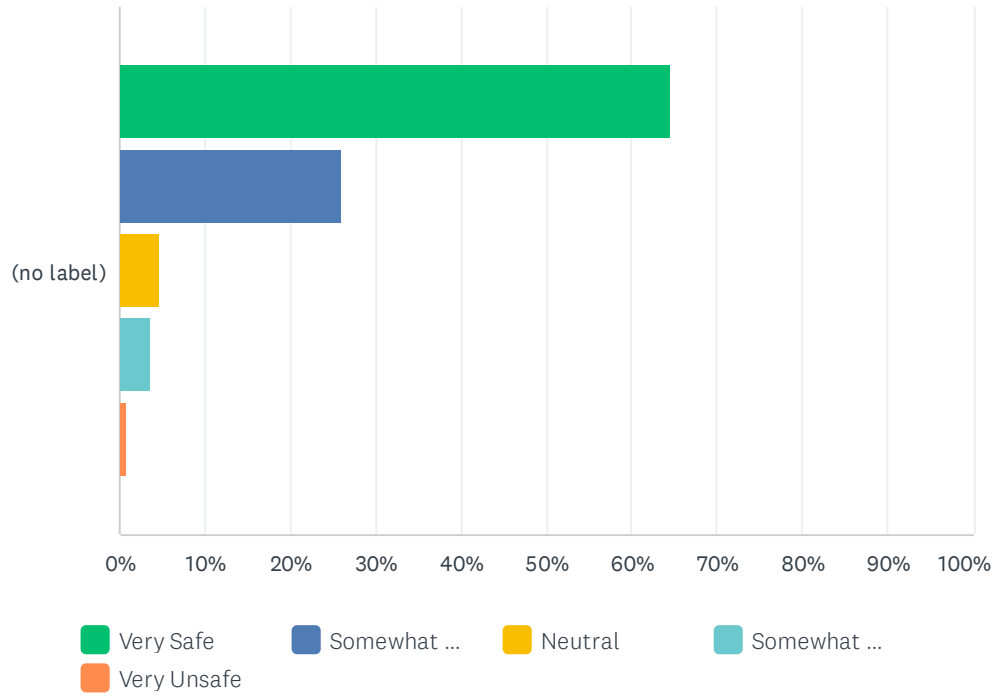
Answered: 322 Skipped: 0



ANSWER CHOICES	RESPONSES	
I live in Hinesburg	97.83%	315
I work in Hinesburg	10.87%	35
I attend school in Hinesburg	1.55%	5
I don't live, work or attend school in Hinesburg	0.93%	3
Total Respondents: 322		

Q2 Do you feel safe in the Town of Hinesburg?

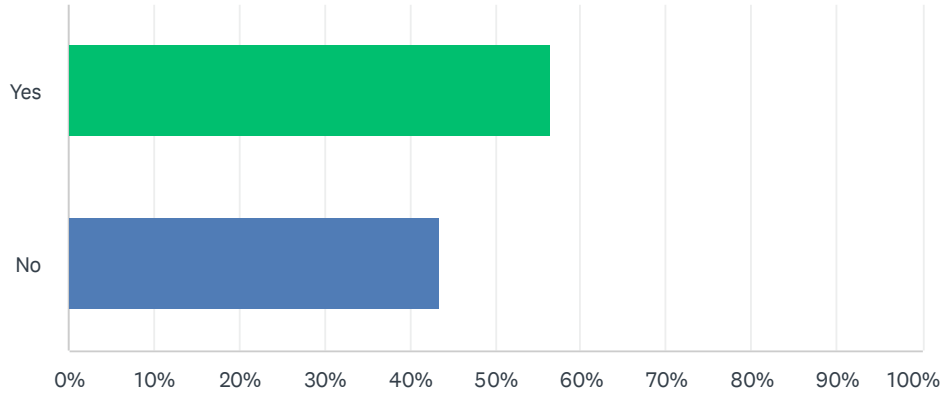
Answered: 322 Skipped: 0



	VERY SAFE	SOMEWHAT SAFE	NEUTRAL	SOMEWHAT UNSAFE	VERY UNSAFE	TOTAL	WEIGHTED AVERAGE
(no label)	64.60% 208	26.09% 84	4.66% 15	3.73% 12	0.93% 3	322	1.50

Q3 Have you had an interaction with a Hinesburg police officer in the last five years?

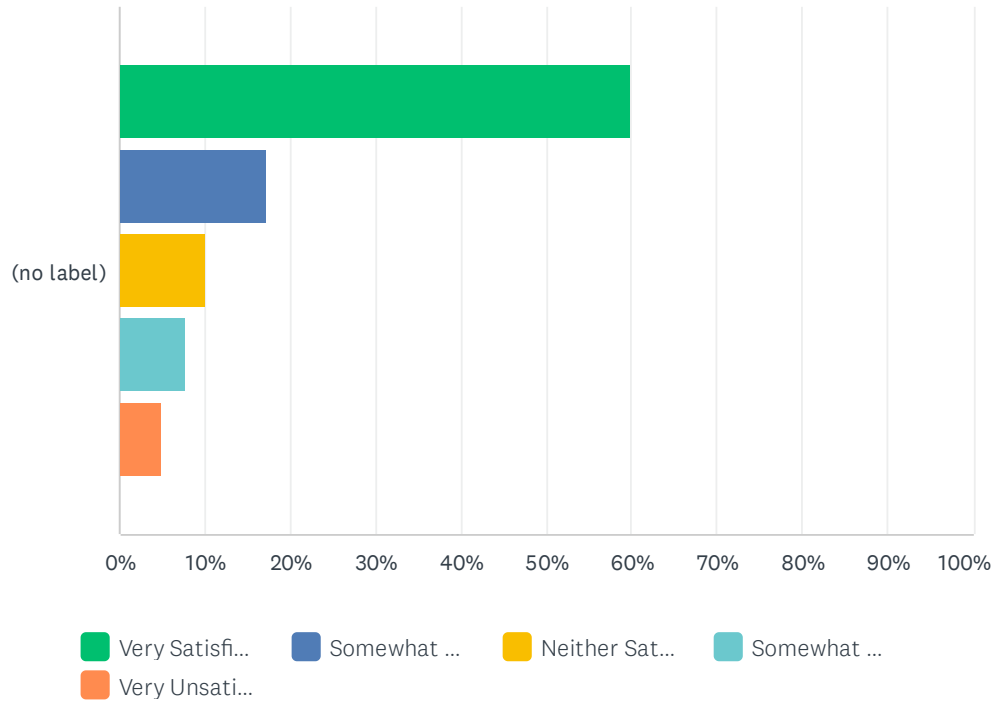
Answered: 320 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	56.56%	181
No	43.44%	139
TOTAL		320

Q4 If Yes, how satisfied were you?

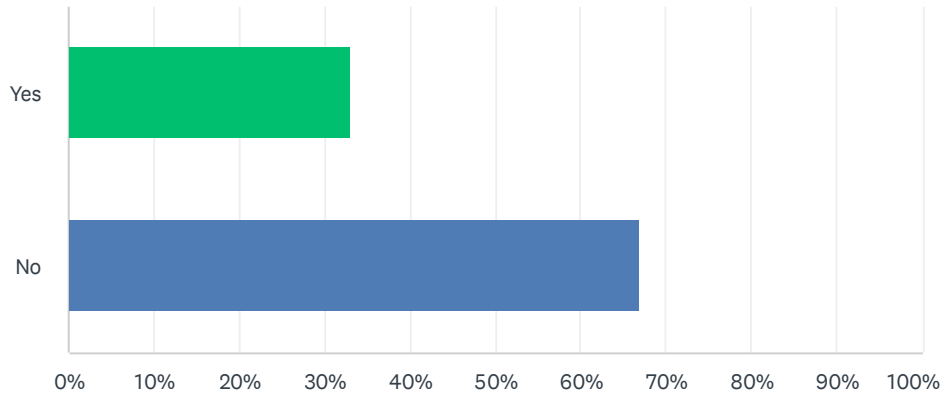
Answered: 180 Skipped: 142



	VERY SATISFIED	SOMEWHAT SATISFIED	NEITHER SATISFIED NOR UNSATISFIED	SOMEWHAT UNSATISFIED	VERY UNSATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	60.00% 108	17.22% 31	10.00% 18	7.78% 14	5.00% 9	180	1.81

Q5 Have you had an interaction with the Hinesburg fire department in the last five years?

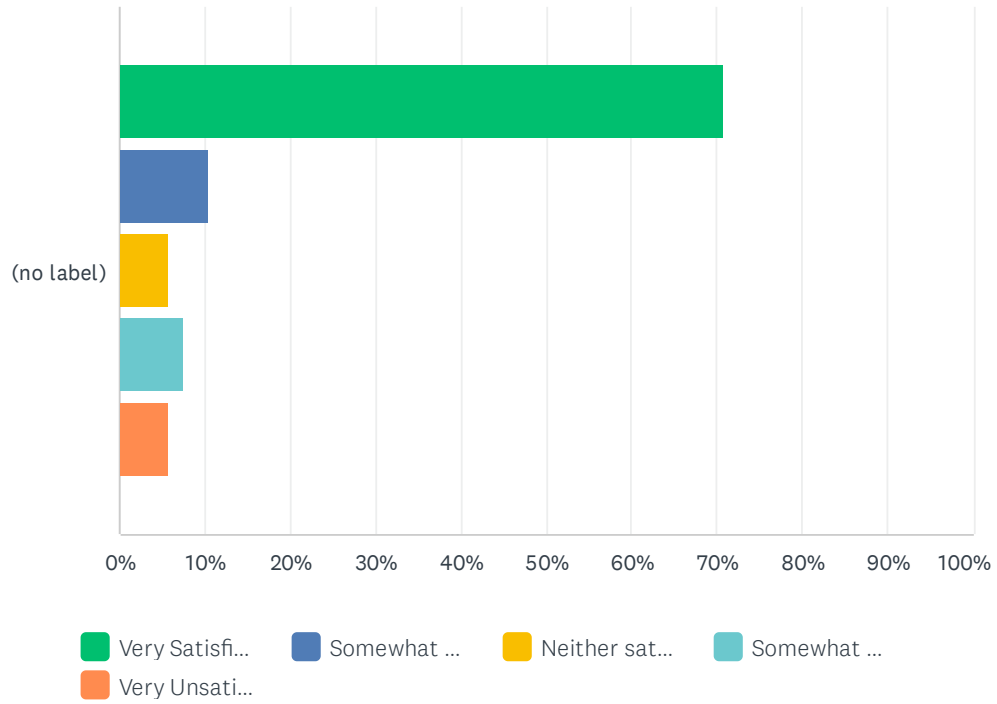
Answered: 320 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	33.13%	106
No	66.88%	214
TOTAL		320

Q6 If Yes, how satisfied were you?

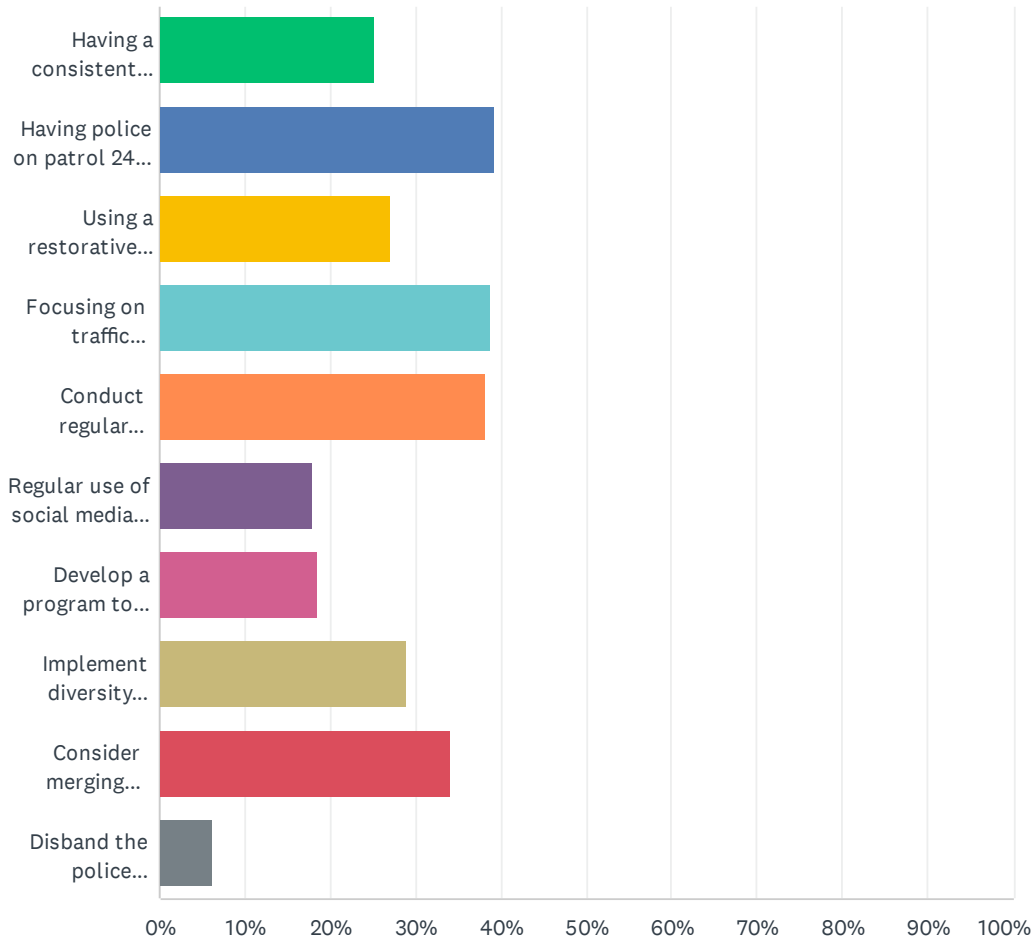
Answered: 106 Skipped: 216



	VERY SATISFIED	SOMEWHAT SATISFIED	NEITHER SATISFIED NOR UNSATISFIED	SOMEWHAT UNSATISFIED	VERY UNSATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	70.75% 75	10.38% 11	5.66% 6	7.55% 8	5.66% 6	106	1.67

Q7 From the list below, please pick the 3 most important priorities of the police department

Answered: 311 Skipped: 11

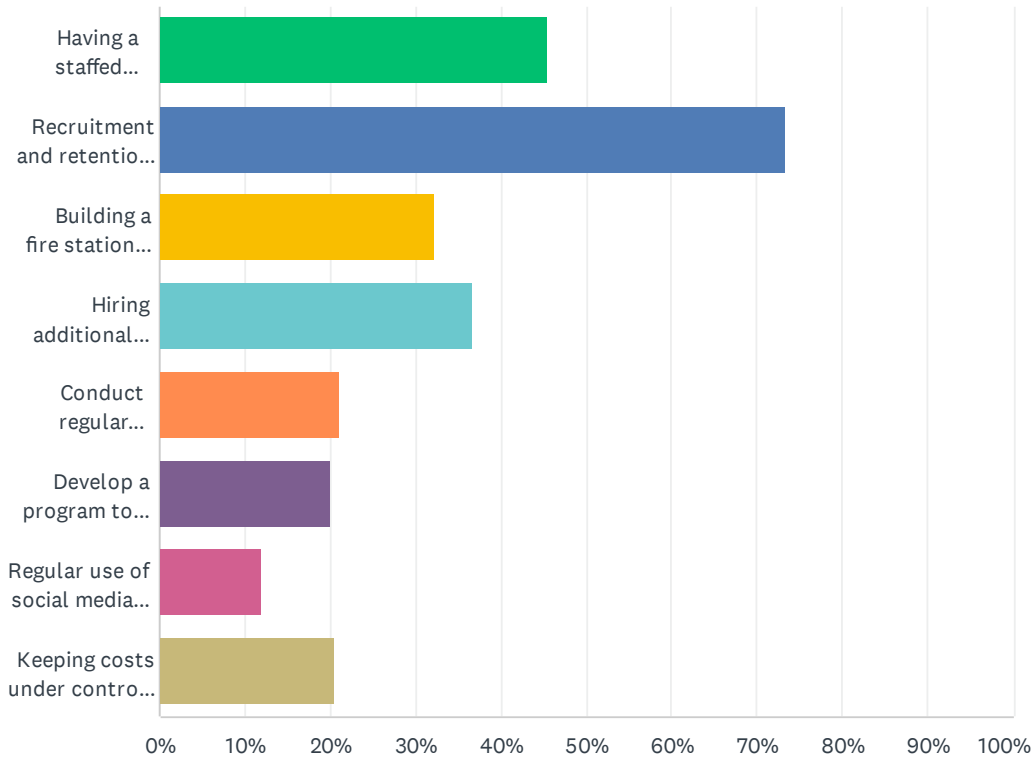


Hinesburg Public Safety Survey

ANSWER CHOICES	RESPONSES	
Having a consistent presence in the schools	25.08%	78
Having police on patrol 24 hours a day	39.23%	122
Using a restorative justice model	27.01%	84
Focusing on traffic enforcement	38.91%	121
Conduct regular community relationship building events (coffee with the chief, citizen police academy)	38.26%	119
Regular use of social media to communicate on police activities	18.01%	56
Develop a program to improve the cultural competency of the police department	18.65%	58
Implement diversity training that addresses unconscious bias	28.94%	90
Consider merging departments with another community such as Richmond	34.08%	106
Disband the police department and rely on whatever coverage the Vermont State Police may provide	6.11%	19
Total Respondents: 311		

Q8 From the list below, please pick the 3 most important priorities of the fire department

Answered: 308 Skipped: 14



ANSWER CHOICES	RESPONSES
Having a staffed ambulance stationed in our community during busy times.	45.45% 140
Recruitment and retention of fire department members	73.38% 226
Building a fire station that meets needs of the community	32.14% 99
Hiring additional career Firefighters/EMTs to staff the station 24/7. (Currently full-time employees cover Monday-Friday 7:30AM - 4PM. Paid on-call employees cover the remainder of the week either staffing the station or responding from home)	36.69% 113
Conduct regular community relationship building events (coffee with the chief/employee, open houses, etc.)	21.10% 65
Develop a program to improve the cultural competency of the firefighters	20.13% 62
Regular use of social media to communicate on fire department activities	12.01% 37
Keeping costs under control even if it means sacrificing quality of service.	20.45% 63
Total Respondents: 308	

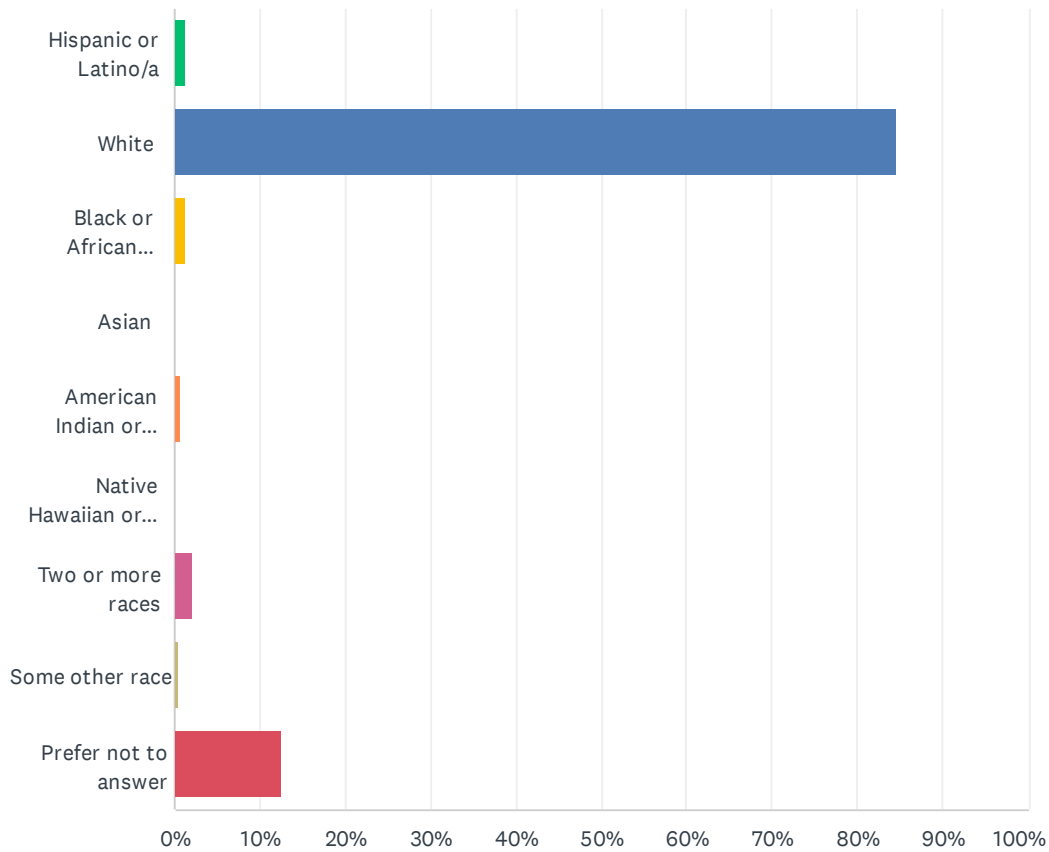
Q9 In 200 characters or less, what do you view as the biggest public safety challenge to be addressed in Hinesburg over the next decade. (sentences and grammar not required, looking for short phrases that express concepts)

Answered: 257 Skipped: 65

Coded Responses	Number
Traffic Issues (Traffic Enforcement, congestion, dangerous for walkers/bikers)	58
Staffing and Training in the Police and Fire Departments (for 24/7 presence and ability to serve the schools).	54
Keeping up with the growth in Hinesburg	36
Opioid Crisis and Drug Issues	32
Need for a Community Focus	18
Crime (especially burglaries and domestic violence)	17
Managing Finances	16
Need for Regionalization	13
Mental Health	8
Having a New Fire Station with an Ambulance	8
Guns	5
Better Data Tracking	4
White Nationalism/Fascism	1

Q10 Please identify your race and ethnicity?

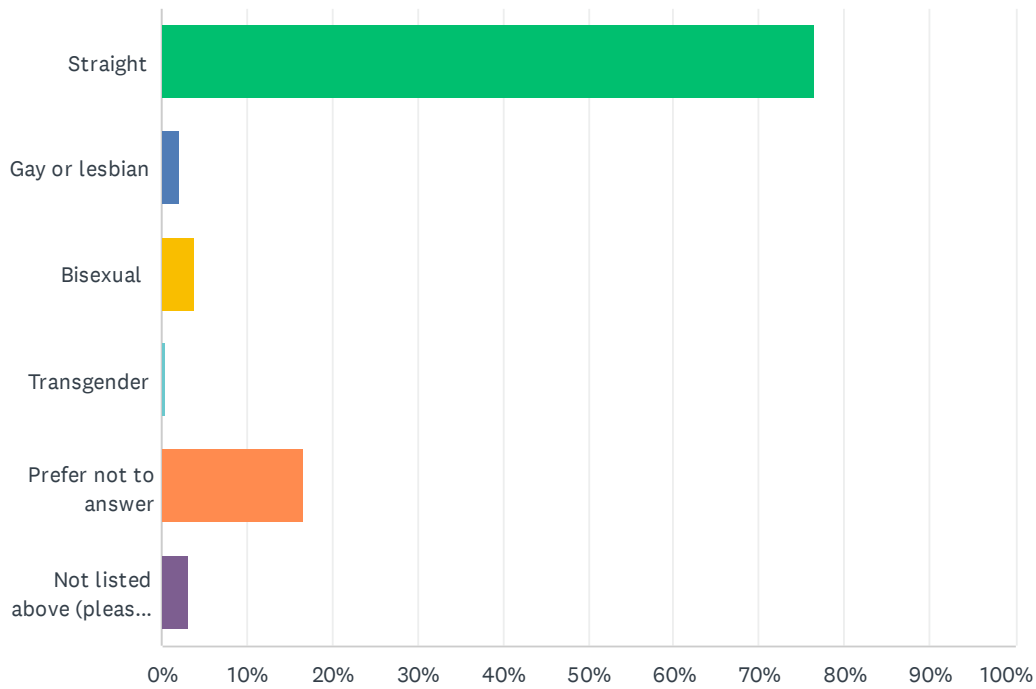
Answered: 295 Skipped: 27



ANSWER CHOICES	RESPONSES	
Hispanic or Latino/a	1.36%	4
White	84.75%	250
Black or African American	1.36%	4
Asian	0.00%	0
American Indian or Alaska Native	0.68%	2
Native Hawaiian or other Pacific Islander	0.00%	0
Two or more races	2.03%	6
Some other race	0.34%	1
Prefer not to answer	12.54%	37
Total Respondents: 295		

Q11 Do you think of yourself as (please check all that apply):

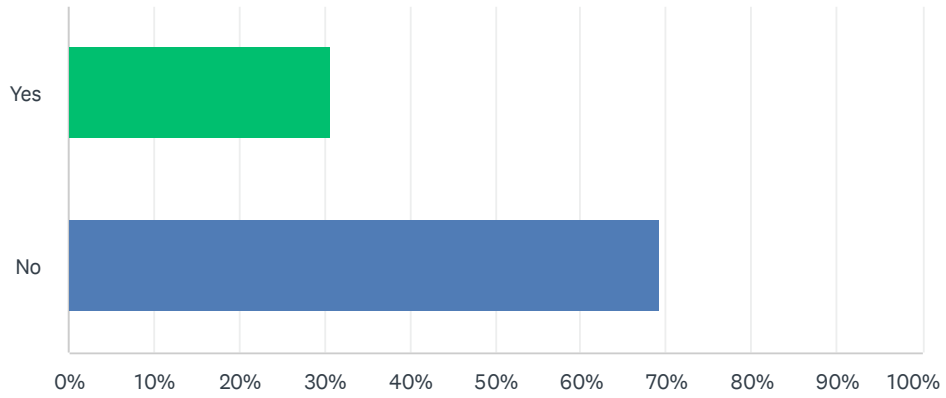
Answered: 289 Skipped: 33



ANSWER CHOICES	RESPONSES	
Straight	76.47%	221
Gay or lesbian	2.08%	6
Bisexual	3.81%	11
Transgender	0.35%	1
Prefer not to answer	16.61%	48
Not listed above (please specify)	3.11%	9
Total Respondents: 289		

Q12 Are you living on a fixed income (e.g. social security, pension, disability)?

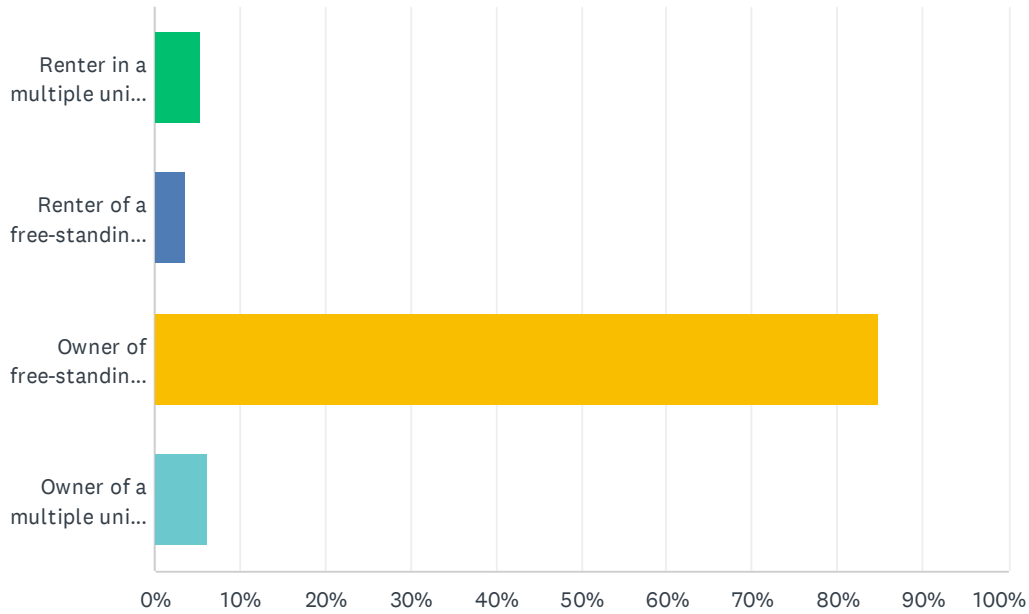
Answered: 296 Skipped: 26



ANSWER CHOICES	RESPONSES	
Yes	30.74%	91
No	69.26%	205
TOTAL		296

Q13 Please describe your living situation?

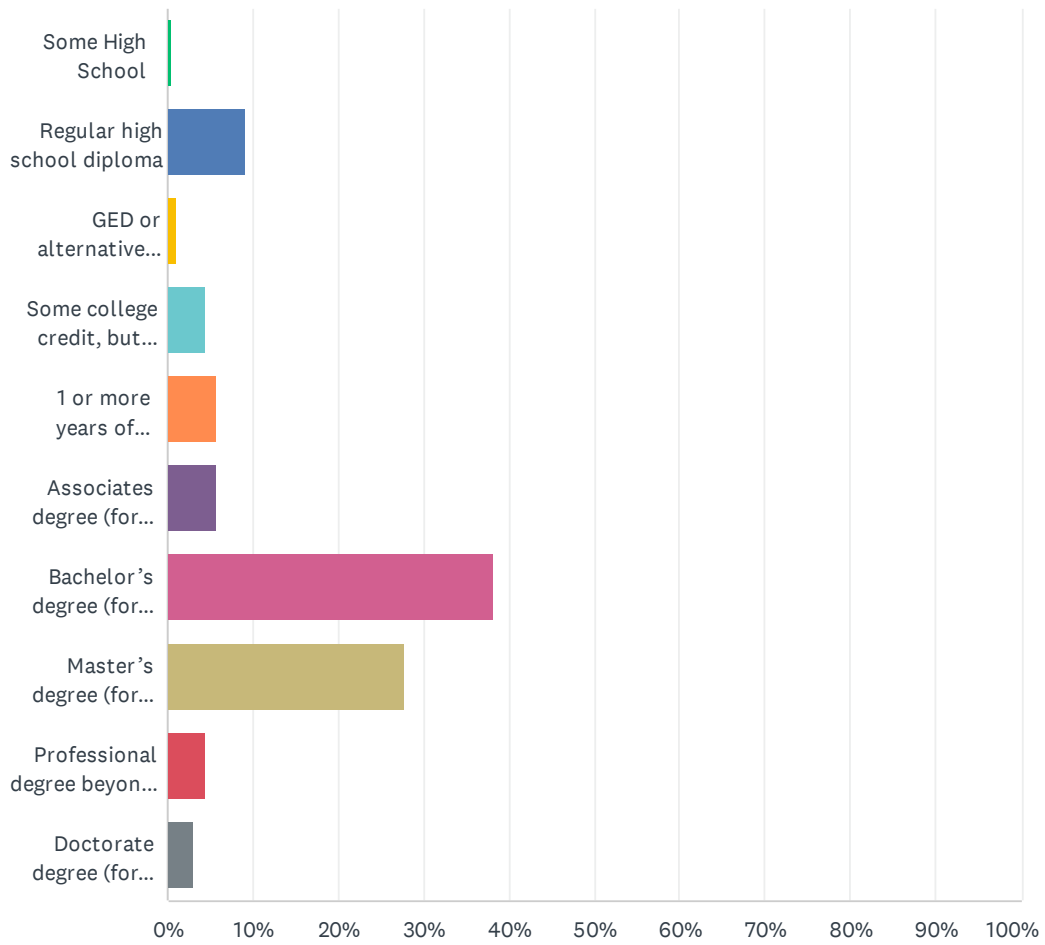
Answered: 296 Skipped: 26



ANSWER CHOICES	RESPONSES	
Renter in a multiple unit complex	5.41%	16
Renter of a free-standing home	3.72%	11
Owner of free-standing home	84.80%	251
Owner of a multiple unit complex	6.08%	18
TOTAL		296

Q14 What is your highest level of education that you've completed?

Answered: 293 Skipped: 29

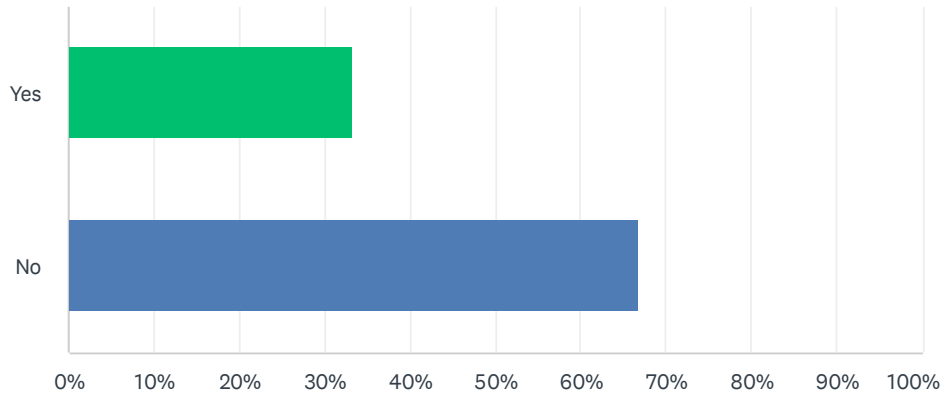


Hinesburg Public Safety Survey

ANSWER CHOICES	RESPONSES	
Some High School	0.34%	1
Regular high school diploma	9.22%	27
GED or alternative credential	1.02%	3
Some college credit, but less than 1 year of college	4.44%	13
1 or more years of college credit, no degree	5.80%	17
Associates degree (for example: AA, AS)	5.80%	17
Bachelor's degree (for example: BA, BS)	38.23%	112
Master's degree (for example: MA, MS, MEng, MEd, MSW, MBA)	27.65%	81
Professional degree beyond bachelor's degree (for example: MD, DDS, DVM, LLB, JD)	4.44%	13
Doctorate degree (for example, PhD, EdD)	3.07%	9
TOTAL		293

Q15 Are you the parent or other primary care giver of a child under 18?

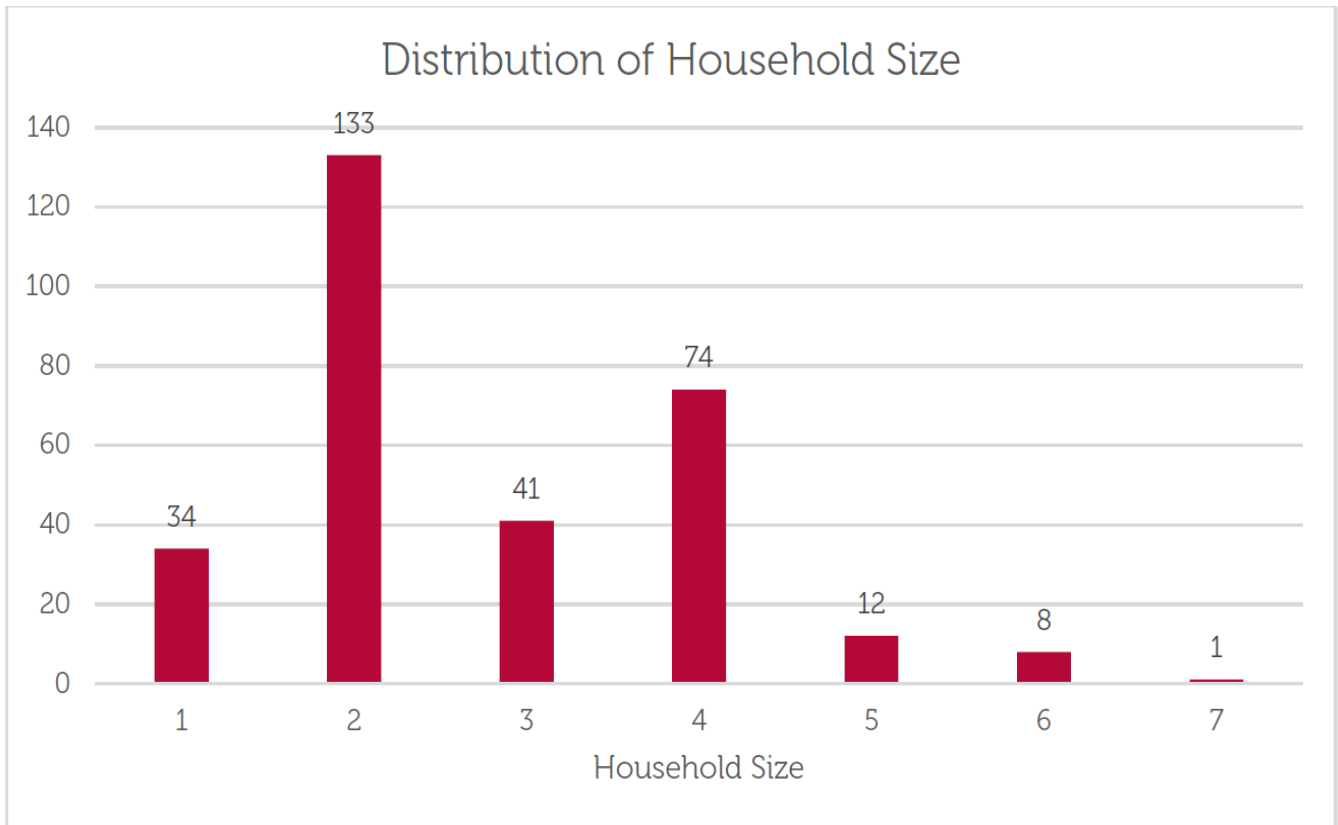
Answered: 297 Skipped: 25



ANSWER CHOICES	RESPONSES	
Yes	33.33%	99
No	66.67%	198
TOTAL		297

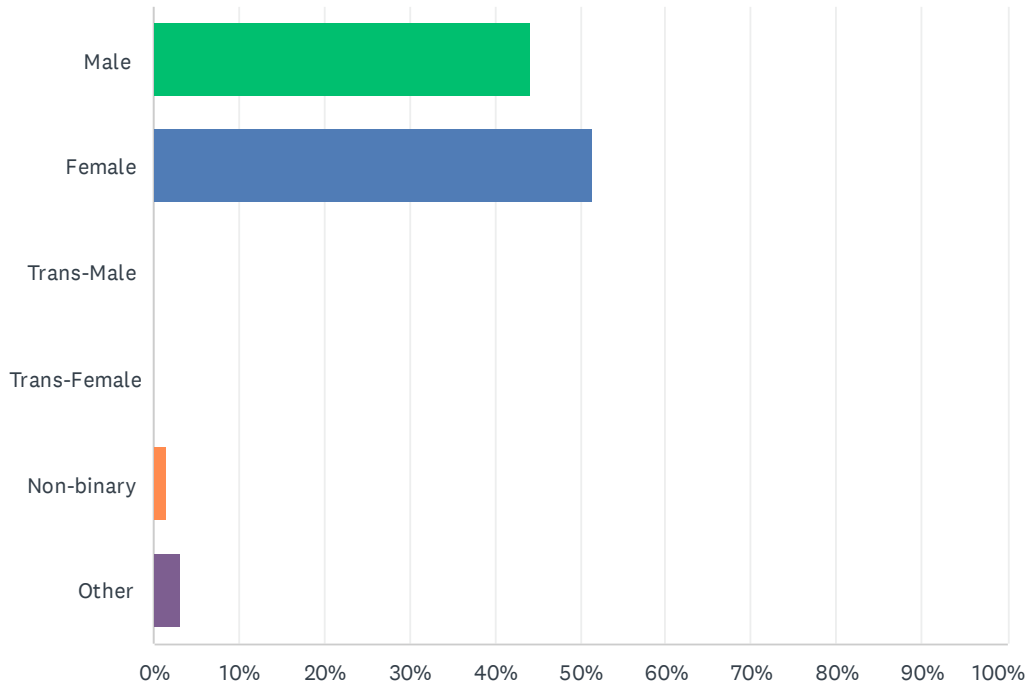
Q16 How many people are in your household?

Answered: 285 Skipped: 37



Q17 What is your gender?

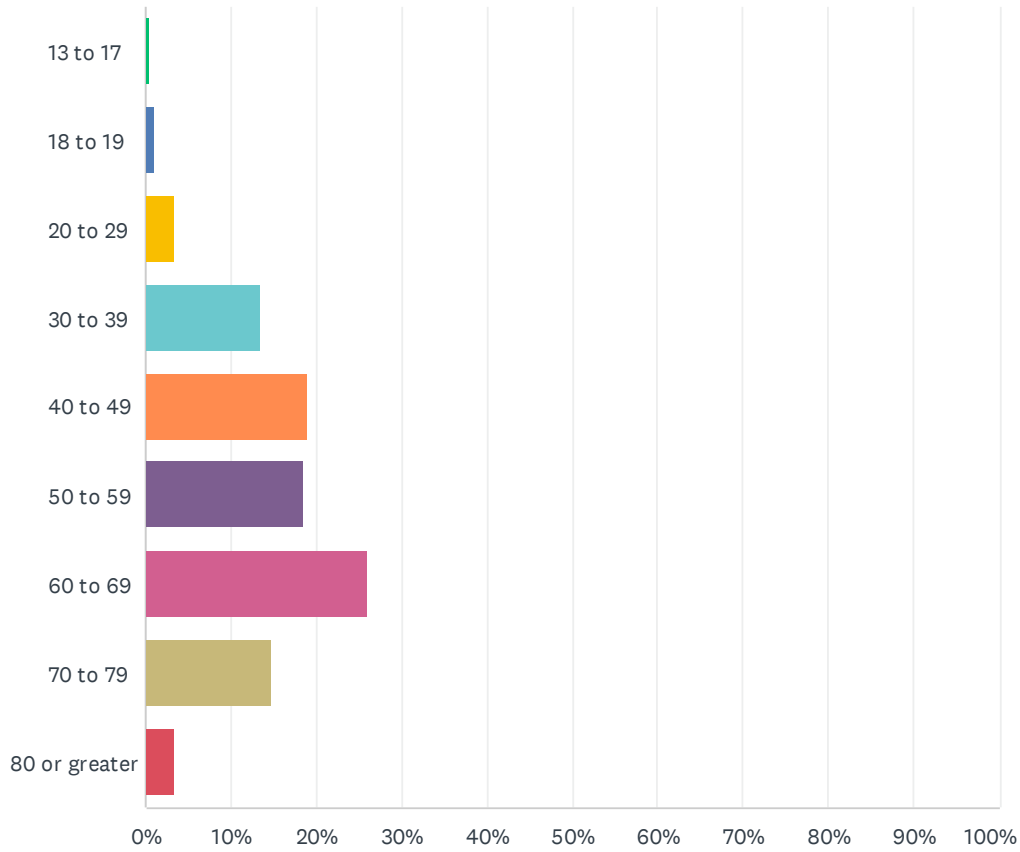
Answered: 288 Skipped: 34



ANSWER CHOICES	RESPONSES	
Male	44.10%	127
Female	51.39%	148
Trans-Male	0.00%	0
Trans-Female	0.00%	0
Non-binary	1.39%	4
Other	3.13%	9
TOTAL		288

Q18 What is your age?

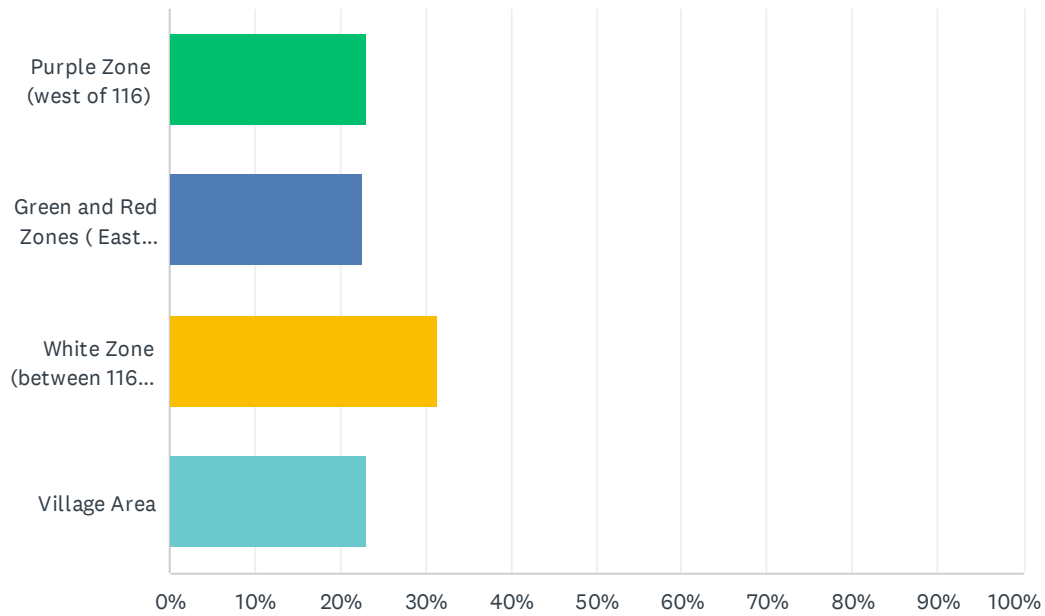
Answered: 285 Skipped: 37



ANSWER CHOICES	RESPONSES	
13 to 17	0.35%	1
18 to 19	1.05%	3
20 to 29	3.51%	10
30 to 39	13.33%	38
40 to 49	18.95%	54
50 to 59	18.60%	53
60 to 69	25.96%	74
70 to 79	14.74%	42
80 or greater	3.51%	10
TOTAL		285

Q19 Based on the map below, where do you live in Hinesburg?

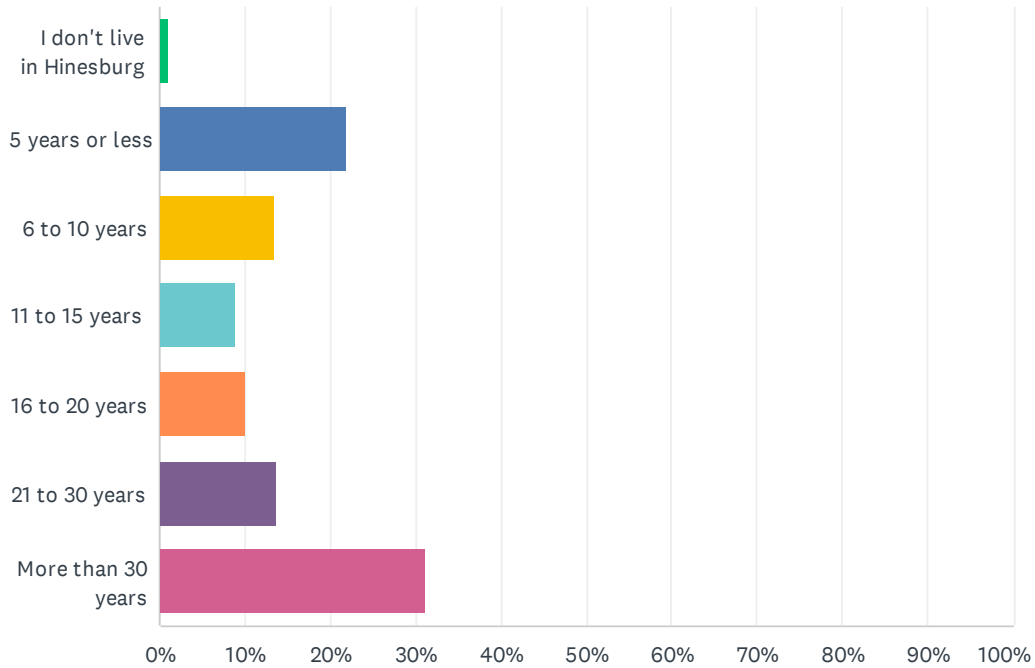
Answered: 278 Skipped: 44



ANSWER CHOICES	RESPONSES	
Purple Zone (west of 116)	23.02%	64
Green and Red Zones (East of 116 and North Road)	22.66%	63
White Zone (between 116 and North Road) including Lake Iroquois	31.29%	87
Village Area	23.02%	64
TOTAL		278

Q20 How long have you lived in Hinesburg?

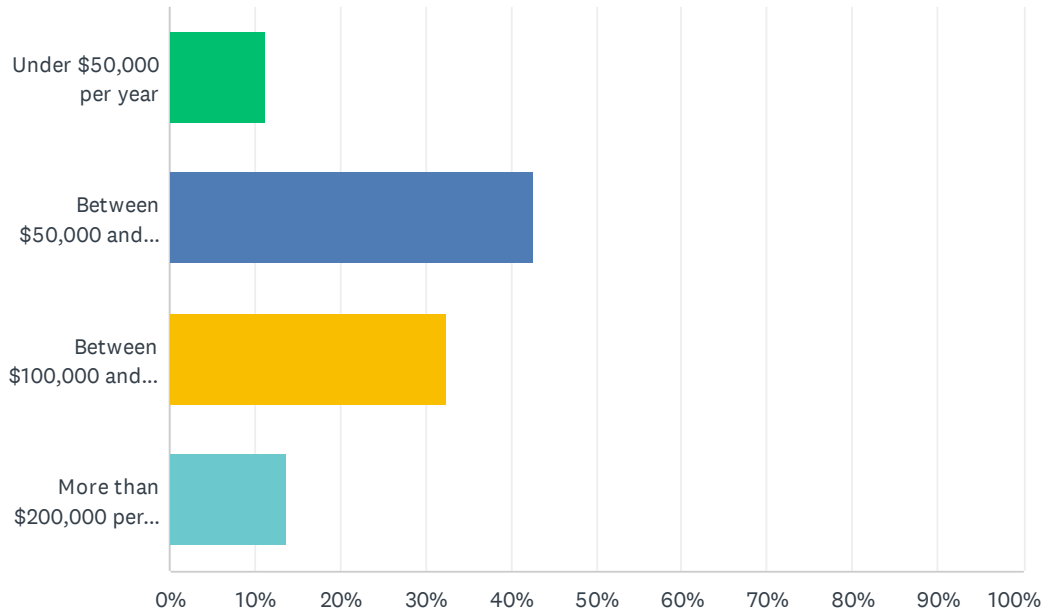
Answered: 292 Skipped: 30



ANSWER CHOICES	RESPONSES	
I don't live in Hinesburg	1.03%	3
5 years or less	21.92%	64
6 to 10 years	13.36%	39
11 to 15 years	8.90%	26
16 to 20 years	9.93%	29
21 to 30 years	13.70%	40
More than 30 years	31.16%	91
TOTAL		292

Q21 Pick your household income range.

Answered: 263 Skipped: 59



ANSWER CHOICES	RESPONSES	
Under \$50,000 per year	11.41%	30
Between \$50,000 and \$100,000	42.59%	112
Between \$100,000 and \$200,000	32.32%	85
More than \$200,000 per year	13.69%	36
TOTAL		263