

**Chittenden County Regional Policing Study
Phase One**

**Completed for the Chittenden County Regional
Planning Commission**

July, 2010

**By
The Vermont League of Cities and Towns**



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Introduction

This report was completed by the Vermont League of Cities and Towns Municipal Assistance Center on behalf of the Chittenden County Regional Planning Commission (CCRPC) and the municipalities of: Burlington, Colchester, Essex, Hinesburg, Milton, Richmond, Shelburne, South Burlington, Williston, Winooski and the Chittenden County Sheriff's Department. The overall goal of the Chittenden County Regional Policing Study is to evaluate the opportunities, challenges and feasibility of regional policing in Chittenden County. As agreed by the participating municipalities, Phase One of the study is an inventory of the police force resources (personnel, facilities, equipment, budgets, etc.); levels of service and other factors, but no analysis or recommendations. The baseline data collected for Phase One will help inform future phases of the study that may consider the structure, governance and other aspects of a county-wide force. Managers from the participating municipalities expressed interest in whether regionalizing police services could increase effectiveness, efficiency and cost savings over the long term.

There is already a fair amount of coordination among the police departments in Chittenden County, including the University of Vermont. A few examples include: the police chiefs meet monthly to discuss current and future issues and opportunities; a few agencies contract with others for dispatch services; a few agencies have contracts to provide police services to municipalities without departments; officers participate on regional initiatives, such as the Chittenden Unit for Special Investigations; and municipal departments maintain extensive partnerships with federal and state law enforcement agencies.

Findings

- A.** The ten municipalities in Chittenden County with police departments and the Chittenden County Sheriff's Office participated in this study, but the University of Vermont's police department did not. Therefore, a complete picture of the total policing efforts in the county cannot be presented.
- B.** Opportunities to realize efficiencies in costs and resources would be easier to identify if the departments adopt a common budget format with standard line items. This could be accomplished within the current municipal framework and perhaps facilitate group purchasing of goods and services as well as other expense reductions.
- C. Level of police service, dispatch service, facilities and equipment**

Below are a few of the highlights of data spreadsheets included in Appendix A. For this reporting, the Chittenden County Sheriff's office is referred to as a municipality.

 - Most (nine out of eleven) of the municipalities operate on a June 30 - July 1 fiscal year, and use the Spillman records management system.
 - For the eleven municipalities there are 321 sworn officers and 425 total employees. Note: The Department of Corrections' field office in Burlington has 38 full-time probation and parole officers and 11 community corrections officers.

- Eleven municipalities reported having 122 police cruisers and 42 other vehicles, including watercraft, motorcycles and support vehicles.
- Seven out of eleven municipalities reported that the police facility did not meet the department's needs, while four said the facilities did meet their needs.
- The total number of calls for police service for nine responding municipalities increased from 2005 - 2009, with the highest number in 2008.

Year	2005	2006	2007	2008	2009
Total Calls	80,823	85,957	88,141	90,798	89,062

- For the seven responding municipalities that reported total number of calls for specific offenses in the last year, 'Traffic Stops' were by far the highest number with 12,241, followed by 'Other' with 4,000, 'Accidents' with 3,283 and 'Larceny' with 2,174.
- Seven municipalities dispatched at least 271,221 calls in the last year. Eight municipalities employ 43 full-time and 19 part-time dispatch staff.
- Seven out of eleven responding municipalities had officers spend at least 236 hours teaching at the Police Academy in the last year.

D. Actual 2009 Police Expenses

To provide a snapshot of the annual cost of police and dispatch services, actual expenses for 2009 were collected from ten municipalities. Total expenses for all eleven municipalities were \$30,823,586 with labor costs at \$22,235,345 representing 72% of the total. Amounts for specific line items for each municipality and by broader expense categories are presented in Appendix B.

E. Offender Statistics

According to the VT Department of Corrections, as of June 25, 2010, there were 1,950 offenders under DOC supervision living in ten Chittenden County municipalities and 9,488 throughout the state (including Chittenden County). Specific information presented in Appendix C.

F. Accreditation/National Standards

The South Burlington Police Department is the only municipal agency that is accredited through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), and the University of Vermont's police department is the only other accredited department in the state. Douglas Hoyt, VLCT Law Enforcement Consultant and Montpelier Police Chief (retired) recommends the CALEA assessment process, but recognizes the cost to achieve and maintain accreditation is often the reason why more municipal departments don't engage in the process. According to Chief Hoyt, it is difficult to compare levels of service for

municipal police departments in Chittenden County with standards established for similarly sized municipalities in other parts of the country.

G. Summary of Law Enforcement Liability Issues

A review by VLCT's Property Casualty Intermunicipal Fund (PACIF) of ten years of law enforcement liability claims incurred by PACIF member (Burlington left PACIF in January 2007) law enforcement agencies (police departments and constables) found that statewide, the Trust has handled close to 150 claims with total incurred dollars of almost \$5,000,000 on behalf of the membership. About 39 claims for about \$2 million occurred in Chittenden County. On average, the larger cities and towns have proportionally more claims in both Chittenden County and the state.

Sources of claims:

- Excessive use of force (number one by far in both number of claims and dollar amount paid out).
- Violation of civil rights (close second. discrimination; racial discrimination/profiling; illegal entry, search and seizure; discrimination due to hearing impairment of claimant, etc...)
- Harassment and improper conduct.
- False arrest.

Upon investigation of these claims, PACIF has found that there is often a breakdown in one of the following areas: (1) the municipality has no policy governing the law enforcement activity called into question; (2) if a policy exists, officers are not/have not been trained on it; and (3) if the policy exists and officers have been trained, they did not follow the policy in the instance of the claim. To help reduce these claims, PACIF has engaged the Public Agency Training Council/Legal Liability and Risk Management Institute to develop model law enforcement policies and training for members. PATC/LLRMI has identified the twelve critical tasks (listed in Appendix D) performed by law enforcement officers that generate 90% of all claims.

H. The Independent Evaluation of Law Enforcement Services report prepared for the Vermont General Assembly in February, 2009 recommended regionalization of municipal police services to "increase communication, coordinated and strategic planning, resource sharing and cost savings" and "ensure a unified approach to law enforcement in the State and provide efficient and effective service delivery to those who live, work or travel in Vermont." The report discussed the experiences of municipal law enforcement agencies around the country that tried, succeeded and/or failed to consolidate, and it also identified key issues to resolve prior to starting a consolidation effort. The key issues are: budget authority, cost allocation, staff retention and operational, administrative and facility considerations.¹ Table 4, Considerations Regarding Police Department Consolidation from the report is included as Appendix E.

¹ Regional and Consolidated Police Strategies section (pages 30 - 39) of the Independent Evaluation of Law Enforcement Services report, located at <http://www.leg.state.vt.us/reports/2009ExternalReports/243826.pdf>.

Methodology

Data was collected for this report from November 2009 - July 2010 through several methods.

- Surveys to the police departments were used to collect: level of police service; level of dispatch service, police facilities, dispatch facilities, equipment, and training information.
- Actual expenditures for 2009 were gathered from budget spreadsheets either provided by the participating municipalities or publically available via town reports or websites. Best attempts were made to group the expenditures in similar categories, but a wide variation of line items exists across budgets - some are very detailed while others combine items. For a number of reasons, the expense data reported herein is not enough information to calculate a per capita cost of policing in each municipality. It is clear that some costs, such as legal fees, are not broken down by department. Also, the expenses covered by federal or state grants are not always specified.
- The number of offenders under the supervision of the Vermont Department of Corrections was gathered from the department's website
- The Summary of liability and other insurance concerns was provided by VLCT's Property and Casualty Intermunicipal Fund.

Possible Future Research

The scope of work for Phase One of this study identified a number of areas for possible future research including to:

- Examine and provide a comparison of labor agreements and the items contained within. Identify any other pertinent labor issues. Note: VLCT will solicit interest in updating the 2009 Chittenden County Labor Report which covers public safety, public works and administration. Seven municipalities: Burlington, Colchester, Milton, Shelburne, South Burlington, Williston and Winooski participated in the study. Hinesburg also shared its contracts but did not participate.
- Summarize the role of other law enforcement agencies in the county, such as the sheriff, the Vermont State Police, and the University of Vermont's police force.
- Analyze municipal contracts with law enforcement agencies.
- Study regional police, single purpose, and general regional governmental entities in the United States. Regional models in use in Australia and New Zealand will also be considered. In examining these models, VLCT will turn a keen eye towards functions, outcomes, size (of the entity and the population served), and governance structures.
- Analyze the police facilities and equipment within the proposed region to determine how they may best be utilized in a regional context.

- Analyze the dispatching systems currently in place, and recommending options to best meld those together within the construct of a single regional policing entity.
- Identify the steps needed should interested municipalities seek to assemble a regional police entity, including utilization of options available now (such as union municipal districts) and any other options (including those that may require the intervention of the state Legislature.
- Examine issues related to budget authority, cost allocation, staff retention and operational, administrative considerations of a regional entity.
- Estimate start-up and operational costs of a new regional entity.

APPENDIX A

2010 Chittenden County Police Survey Report

Municipality	2007 Population Data	Fiscal/Calendar Year	Number of Officers		Total Number of sworn officers	Number of Employees			Total Number of Employees	Staff on Military Deployment			% Total Staff Deployed
			F/T	P/T		Civilian FT	Civilian PT	Special Services		Yes	No	Any Accomodations Made	
Burlington	38,531	Fiscal	100	5	105	36	0	8	149	Yes			3%
Chittenden County Sheriff	146,157	Calendar	16	14	30	3	4		37				
Colchester	17,207	Fiscal	28	0	28	8	1	2	39	Yes		Reduced Patrol Coverage	10.7 % as of March, 2010
Essex	19,465	Fiscal	26	4	30	6	3	N/A	39		No		0
Hinesburg	4,619	Calendar	4	3	7	0	1	0	8		No		
Milton	10,539	Fiscal	15	4	19	1	3	0	23	Yes		Hired Temporary Officers	25%
Richmond	4,171	Fiscal	5	3	8	0	1	0	9		No		0
Shelburne	7,143	Fiscal	11	6	18	7	3	2	30		No		0
South Burlington	17,445	Fiscal	41	0	41	8	4		53	Yes		Temporary promotion	1/4 of one percent
Williston	8,371	Fiscal	12	3	15	3	2	0	20		No		0
Winooski	6,462	Fiscal	15	5	20	7	4	Yes	25	Yes		Back-fill with part-time officers	13%
TOTAL			273	47	321	79	26	10+	432	6	5		

2010 Chittenden County Police Survey Report

Municipality	Numbers of Vehicles Owned/Operated						Critical Pieces of Equipment Agency Needs	Year Police Facility Built	Police Facility Size (sq.ft)	Does facility meet department's needs?		
	Police cruisers	Snow mobiles	Motorcycles	ATVs	Other	Other Number				Yes	No	Explanation
Burlington	22	0	2	0	unmarked cars/support vehicles	20	Larger and appropriately designed mobile command vehicle for City related emergency issues, i.e. hostage negotiations, incident management.	1997	26,000		No	Additional storage for evidence and enclosed garage is needed.
Chittenden County Sheriff	21	4	0	0			Nothing at this time	1973	6,000		No	Not enough office space
Colchester	15	0	1	0	Command Vehicle, Boats	3	Adequate building	1978	10,400		No	Inadequate size and set up. Bldg was originally set up for office space.
Essex	17	0	1	1	Tactical Van / Utility Trailers	3	Larger, more modern building	1980	3,970		No	Too small, lack of security, Detectives in another location
Hinesburg	4	0	0	0			New building	1900's (old farmhouse)	1,300		No	Converted farm house. No secure holding or security for employees.
Milton	8	0	0	0			Automated Fingerprint Identification System (AFIS)	1995	4,020	Yes		
Richmond	4	0	0	0			Better facility, more officers, tasers	75 years old (approx)	1,000		No	small office space, no interview room or proper holding facility
Shelburne	4	1	0	0		0	New radio console and dispatch furniture	2001	7,000	Yes		
South Burlington	14	0	1	0	9		We just invested \$1,000,000 in equipment for new facility.	2010	26,000	Yes		
Williston	8	0	0	1			Continued upgrade to communications	2007	20,000	Yes		
Winooski	5	0	0	0	Detective, Administrative, CEO	4	Building	1976	3,400		No	
TOTAL	122	5	5	2		30			109,090	4	7	

2010 Chittenden County Police Survey Report

Municipality	Does your agency track all officer activity and calls even if an officer is not assigned?	Records Management System	Total Number of all Calls for Service Over the Last 5 Years				
			2009	2008	2007	2006	2005
Burlington	Yes	New World	36,000	36,000	35,000	35,000	35,000
Chittenden County Sheriff	Yes	Spillman, Access/Scheduleview					
Colchester		Spillman	8,333	9,110	9,173	8,215	8,487
Essex	No	Spillman	9,772	9,900	7,687	7,517	6,204
Hinesburg	Yes	Spillman plus in office worksheet, statistical summary	1,681	1,892	1,667	1,273	1,255
Milton	No	Spillman	5,600	6,000	5,800	5,700	5,600
Richmond	Yes	Spillman	1,200	1,200	1,200	1,200	1,200
Shelburne	Yes	Spillman	2,676	2,923	2,933	2,981	2,587
South Burlington	Yes	New World	19,800	19,534	20,143	19,758	16,402
Williston	Yes	Spillman	4,000	4,239	4,538	4,313	4,088
Winooski	Yes	Spillman					
TOTAL			89,062	90,798	88,141	85,957	80,823

2010 Chittenden County Police Survey Report

Municipality	Number of Calls for Specific Offenses in the Last Year															
	Traffic Stops	# Tickets issued	#DWI's	Accidents	Armed Robberies	Burglary - residential	Burglary - comm.	Drug Enforce	Assault (All)	Domestic Abuse	False Reporting	Animal Welfare	Other Violent Crimes	Larceny (total)	Shoplifting	Other
Burlington																
Chittenden County Sheriff																
Colchester	2,163	1,328	67	610	5	64	42	48	65	41	9	3	16	444	56	N/A
Essex	not recorded individually	4,787	60	492	5	83		147	85	77	101	187	22	486		
Hinesburg	1,050		10	93	0	4	0	0	9	2	0	46		3	0	
Milton	2,000	800	50	200	6	60	20	75	60	70	12	15	30	220	25	4,000
Richmond																
Shelburne		1,384	49	176	0	14	13	40	18	11				52	5	
South Burlington	3,400	4,923	168	1,203	3	24	43	99	189	132	Not tracked	243	Too vague to track	690	120	
Williston	3,628	1,769	97	509	1	5	19	39	38	14	10	55	0	279	196	
Winooski																
TOTAL	12,241	14,991	501	3,283	20	254	137	448	464	347	132	549	68	2,174	402	4,000

2010 Chittenden County Police Survey Report

Municipality	Reasons for Increased Law Enforcement										
	Educational Institutions	Fishing Access/Parks	Large Retail Businesses	Other	Large Employers	Seasonal Homes	Recreation	Night Entertainment	Large Number of Restaurants	Major Annual Events	Other
Burlington	x	x	x		x		x	x	x	x	
Chittenden County Sheriff	x	x	x		x	x	x	x	x	x	
Colchester	x	x	x		x	x	x	x			
Essex	x	x	x		x		x	x		x	
Hinesburg	x										
Milton	x	x	x		x	x	x			x	
Richmond		x	x	x						x	Huntington Gorge waterway
Shelburne		x		x							Shelburne Museum/Shelburne Farms
South Burlington	x	x	x	x	x	x		x	x	x	Federal flight facility, Burlington International Airport (perimeter security), University Mall
Williston	x	x	x		x				x		Maple Tree Place
Winooski	x			x							CCV new HQ; Champlain College housing (311 beds)
TOTAL	9	9	8	4	7	4	5	5	4	6	

2010 Chittenden County Police Survey Report

Municipality	Participation in Multi-municipality Special Units										Special Programs/Training Provided to Community			
	Hostage Units	Emergency response Unit	Rescue	Computer Crime	Special Investigations	Chittenden Unit for Special Investigations	Other Sex Crime Related	Robbery related	Drug Related	Other	School Resource Officer	Programs to Check on Seniors Living Alone	Self-defense Training	Other
Burlington	Yes			ICAC		Yes			Local, State & Federal Task Forces		x		x	Numerous
Chittenden County Sheriff										Mutual Aid Countywide				Governor's Highway Safety Grants; Snowmobile Enforcement
Colchester	9 Certified Hostage Negotiators	Yes	3 in Colchester Technical	ICAC		Yes		When Necessary	When Necessary		x		x	
Essex	2 Trained Hostage Negotiators	Tactical (SWAT) Team		ICAC		1 officer assigned			1 Officer Assigned to the DEA Drug Task Force		x		x	School officers spend partial days at school / RAD Def.
Hinesburg														Emergency Medical Technicians
Milton													x	
Richmond											x			vacant house checks
Shelburne	TACT Team									Hostage Units - TACT team				
South Burlington	2 trained officers			6 trained officers. We are an ICAC outpost		1			1 (Burlington, UVM, South Burlington collaborative)		x	x	x	Neighborhood Watch, Security Surveys for Businesses and Residences, Car Seat Check Point, Retail Safety, Bike Safety, DARE, End Zone, Multiple Recreation Programs, Halloween Safety, National Night Out
Williston		1							1 DEA				x	
Winooski									Vermont Drug Task Force		x			Community Justice Center - Reparative Board
TOTAL	5	3	1	4	0	4	0	1	6		6	1	6	

2010 Chittenden County Police Survey Report

Municipality	Training Events: Regional Basis or Police Academy	Officers Teaching at the Police Academy in the Last Year		Number of Days Assigned to Academy	Regular Hours			Officers Volunteer Time			Number of Courses Officers Taught at the Academy in the Last Year
		Yes	No		Yes	No	Other (please specify)	Yes	No	Other (please specify)	
Burlington	Too many to list	Yes		50			Regular and Overtime		No		Many
Chittenden County Sheriff	3 Training Assistants for the Full-time Class	Yes		15		No					
Colchester	Laser Training; Forensic Interviewing; Juvenile Law; Inverview and Interrogation; Active Shooter Training; Train the Trainer Active School Shooter DUI Command Traing Homicide Investigation K9 Training DRE Training Internal Investigation Use of Force Investigation Control and Restraint Techniques CPR/First Aid Pepper Ball Instructor Firearms (Handgun/shotgun/rifle)	Yes		26			Regular and Overtime		No		5
Essex			No	50	Yes						3
Hinesburg			No					Yes		Fire Department	
Milton	RAD Training	Yes		5		No			No		1
Richmond	FTO; School resource officer training; Domestic Violence training		No	0				Yes			0
Shelburne			No	0		No			No		0
South Burlington	Instructors for: Non Lethal Use, Computer Crimes, Internet Crimes Against Children, Crash Investigation, Driver Training, Juvenile Law, Drug Interdiction.	Yes		40		No	Regular and Overtime Hours		No		25
Williston	we have officers who TA at the FT academy and assist with teaching the one week block of firearms training twice per year at the FT academy.	Yes		20	Yes				No		2
Winooski	Criminal Law, Training Assistant, Firearms	Yes		30		No			No		2
TOTAL		7	4	236	2	5		2	7		38 +

2010 Chittenden County Police Survey Report

Municipality	Total Number Dispatch Calls Fielded in the Past Year	Notes	Number of Dispatch Staff		Adequate Dispatch Space in Facility		
			Full Time	Part Time	Yes	No	Explanation
Burlington	200,000		12	6	Yes		
Chittenden County Sheriff	2,340		2		Yes		
Colchester	16,547		8			No	Inadequate amount of space for duties
Essex	25,000		4	2	Yes		Very small area
Hinesburg		Dispatched by Shelburne				No	
Milton		Dispatched by Colchester	0	0	Yes		
Richmond		Dispatched by the VT State Police out of Williston	0	0		No	
Shelburne	8,348		6	3		No	Need more room for records and radio/computer equipment
South Burlington	18,986		5	3	Yes		
Williston	not tracked	VSP dispatch 11 pm - 7 am and when no dispatch is available	2	3			
Winooski			4	2		No	
TOTAL	271,221		43	19	5	5	

2010 Chittenden County Police Survey Report

Municipality	Dispatch for Other Municipalities	Amount Charged for Dispatch	Type and Number of Calls Dispatched for Another Agency in the Last Year											
			DWI	Traffic Accidents	Armed Robberies	Burglary - residential	Burglary - commercial	Drug Enforcement	Assault (All)	Domestic Abuse	False Reporting	Animal Welfare	Other violent crimes	Larceny (All)
Burlington	No	N/A												
Chittenden County Sheriff														
Colchester	Milton Police Department	\$140,000	31	185	2	42	12	84	39	9	4	N/A	11	230
Essex														
Hinesburg														
Milton														
Richmond														
Shelburne	Hinesburg	\$25,759												
South Burlington	N/A	N/A												
Williston	N/A													
Winooski	After hours for Chittenden County Sheriff's Dept	0												
TOTAL	0	165,759	31	185	2	42	12	84	39	9	4	0	11	230

2010 Chittenden County Police Survey Report

Municipality	Special Training for Dispatch	Number of On-site Training Hours for New Dispatch Staff	Number of Hours Spent Updating Dispatch Staff Training	Public Safety Answering Point (PSAP) Agency		Person Completing Survey			
				Yes	No	Name	Position/Title	Phone	Email
Burlington		480	40		No	Michael Schirling	Chief of Police	802-540-2131	Mschirling@bpdvt.org
Chittenden County Sheriff			24		No	Kevin M. McLaughlin	Sheriff	802-863-7386	countyone@aol.com
Colchester	911 Training, Advanced Dispatcher Training	500	25		No	Douglas Allen	Lieutenant	802-264-5541	dallen@dps.state.vt.us
Essex		40	12		No	Leo Nadeau	Chief of Police	857-0091	lnadeau@essex.org
Hinesburg						Frank Koss	Officer	802-482-3397	fkoss@dps.state.vt.us
Milton					No	Brett Van Noordt	Chief of Police	802-893-6171	bvannoordt@dps.state.vt.us
Richmond					No	William J. Miller	Chief of Police	802-434-2153	jmiller@dps.state.vt.us
Shelburne	911 training	800	200	Yes		Patricia Vincent	Dispatcher	802-985-8051	pshepard@dps.state.vt.us
South Burlington	Suicide Intervention, Domestic Violence Calls, Communications Trainer	120	10		No	Trevor Whipple	Chief of Police	802-846-4155	twhipple@sbdpvt.org
Williston	dispatch supervisor training	160	56		No	Douglas Hoyt	Chief of Police	802-878-6611	hoytd@dps.state.vt.us
Winooski		240	20		No	Steve McQueen	Chief of Police	802-655-0221	smcqueen@winooskipolice.com
TOTAL	4	2,340	387	1	9				

APPENDIX B

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

LABOR												
MUNICIPALITY	Salaries	Investigation Salaries	Administrative Salaries	Salaries-Other	Leave Time turn-in	P/T, Temp Help, Limited	Shift Differential	Contract Duty	Signing Bonus	Longevity Pay	Overtime	MUNICIPALITY TOTAL
Burlington	\$370,225			\$5,774,047	\$291,858	\$109,079	\$125,392	\$88,673	\$15,000	\$6,086	\$405,414	\$7,185,774
Chittenden County Sheriff												\$4,180,054
Colchester	\$1,555,206			\$6,592			\$21,626				\$163,940	\$1,747,364
Essex	\$1,988,174											\$1,988,174
Hinesburg	\$252,750					\$7,242						\$259,992
Milton	\$657,000			\$4,314		\$2,701	\$3,802				\$91,787	\$759,604
Richmond	\$252,922			\$55							\$22,313	\$275,290
Shelburne	\$633,135			\$138,180							\$91,597	\$862,912
South Burlington	\$2,416,575			\$12,924	\$10,401						\$257,581	\$2,697,481
Williston	\$527,360	\$130,497	\$60,075	\$16,769							\$89,834	\$824,535
Winooski	\$1,166,206					\$109,141					\$178,818	\$1,454,165
TOTAL	\$9,819,553	\$130,497	\$60,075	\$5,952,881	\$302,259	\$228,163	\$150,820	\$88,673	\$15,000	\$6,086	\$1,301,284	\$22,235,345

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	BENEFITS										
MUNICIPALITY	Taxable Fringe Benefits	Non-taxable Fringe Benefits	Social Security, FICA	Disability Insurance	Group Health Insurance	Health Insurance Other	Group Life Insurance	Dental Insurance	Pension	ICMA Match	MUNICIPALITY TOTAL
Burlington											
Chittenden County Sheriff											\$417,606
Colchester			\$133,188	\$55,116	\$311,007		\$25,375	\$28,859	\$109,090		\$662,635
Essex											\$811,380
Hinesburg			\$20,379						\$11,086		\$31,465
Milton			\$57,210		\$134,258		\$3,877	\$11,691	\$43,139		\$250,175
Richmond			\$22,055		\$17,588	\$6,769			\$9,177		\$55,589
Shelburne											
South Burlington	\$6,243	\$4	\$206,330	\$9,919	\$486,111		\$7,332	\$42,624	\$478,147	\$4,439	\$1,241,149
Williston											\$317,322
Winooski											
TOTAL	\$6,243	\$4	\$439,162	\$65,035	\$948,964	\$6,769	\$36,584	\$83,174	\$650,639	\$4,439	\$3,787,321

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

EQUIPMENT & SUPPLIES														
MUNICIPALITY	Equipment	Equipment Leases	Identification	Supplies	Range Supplies	Ammunition	Safety Equipment	Radio Equipment	Investigation Supplies	Gear	Traffic Unit Supplies	Equipment Grants	K-9 Supplies	MUNICIPALITY TOTAL
Burlington	\$21,003	\$344,190	\$5,281			\$16,114	\$16,104	\$7,193	\$24,990	\$11,584			\$8,343	\$454,802
Chittenden County Sheriff														\$43,089
Colchester			\$4,324											\$4,324
Essex		\$41,800						\$10,319						\$52,119
Hinesburg														
Milton		\$277					\$5,606							\$5,883
Richmond				\$4,400										\$4,400
Shelburne	\$5,507		\$328									\$13,717	\$2,025	\$21,577
South Burlington					\$4,328				\$7,310		\$930		\$11,279	\$23,847
Williston	\$2,301													\$2,301
Winooski	\$16,126						\$9,337							\$25,463
TOTAL	\$44,937	\$386,267	\$9,933	\$4,400	\$4,328	\$16,114	\$31,047	\$17,512	\$32,300	\$11,584	\$930	\$13,717	\$21,647	\$637,805

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	OFFICE EXPENSES											UNIFORMS		
MUNICIPALITY	Office Equipment	Utilities Building	Heating Fuel	Water & Sewer	Telephone & Alarms	Cell Phones, Radio	Office Supplies	Bank Charges	Printing & Copying	Postage	Municipality Total	Uniforms/Clot hing Supplies	Uniform Cleaning	MUNICIPALITY TOTAL
Burlington	\$983	\$64,384	\$14,074	\$2,645	\$34,060	\$17,888	\$4,996	\$3,111	\$21,590	\$16,722	\$180,453	\$43,744	\$20,069	\$63,813
Chittenden County Sheriff											\$36,898			\$22,290
Colchester		\$17,910			\$9,948		\$7,057			\$1,057	\$35,972	\$26,742		\$26,742
Essex	\$5,418	\$5,375			\$21,915		\$10,411		\$2,375		\$45,494	\$28,661		\$28,661
Hinesburg		\$4,089			\$2,196					\$404	\$6,689	\$4,550		\$4,550
Milton	\$660				\$4,456	\$2,263	\$2,906		\$310	\$640	\$11,235	\$11,990		\$11,990
Richmond	\$1,895				\$5,129		\$2,920				\$9,944	\$4,660		\$4,660
Shelburne					\$11,038	\$9,381	\$9,798	\$9,798	\$9,798	\$9,798	\$59,611	\$5,464	\$5,202	\$10,666
South Burlington		\$16,897			\$23,888		\$9,950			\$2,125	\$52,860	\$16,045	\$14,726	\$30,771
Williston		\$18,130	\$6,854		\$12,088		\$15,201				\$52,273	\$16,654		\$16,654
Winooski					\$13,893				\$6,576	\$1,692	\$22,161			
TOTAL	\$8,956	\$126,785	\$20,928	\$2,645	\$138,611	\$29,532	\$63,239	\$12,909	\$40,649	\$32,438	\$513,590	\$158,510	\$39,997	\$220,797

*Williston uniforms includes equipment

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	VEHICLES						
MUNICIPALITY	Gas and Oil	Vehicle/Equip. Repair	Tires	Purchases	Marine	Other	MUNICIPALITY TOTAL
Burlington	\$96,777						\$96,777
Chittenden County Sheriff							\$183,939
Colchester	\$49,258	\$29,204			\$8,179		\$86,641
Essex		\$24,516		\$64,071			\$88,587
Hinesburg	\$11,471	\$4,705		\$32,366			\$48,542
Milton	\$20,326						\$20,326
Richmond	\$14,791	\$7,036	\$3,994			\$1,239	\$27,060
Shelburne	\$31,989	\$15,168	\$1,534			\$43,725	\$92,416
South Burlington	\$62,529	\$35,583	\$7,096				\$105,208
Williston	\$39,764	\$14,733					\$54,497
Winooski	\$20,873	\$14,544					\$35,417
TOTAL	\$347,778	\$145,489	\$12,624	\$96,437	\$8,179	\$44,964	\$839,410

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	PROGRAMS									
MUNICIPALITY	Investigation Services	P/R, Advertising	Emergency Management Supplies	Crime Prevention	Youth Services Supplies	Dog Control & Damage	Awards	Public Service Programs	CUSI Match	MUNICIPALITY TOTAL
Burlington		\$3,939								\$3,939
Chittenden County Sheriff										
Colchester										
Essex		\$85		\$5,228						\$5,313
Hinesburg									\$8,311	\$8,311
Milton					\$589				\$30,000	\$30,589
Richmond		\$723								\$723
Shelburne									\$11,636	\$11,636
South Burlington	\$649		\$252	\$4,856	\$3,862				-\$32,020	-\$22,401
Williston	\$5,837					\$571	\$513	\$1,283	\$24,872	\$33,076
Winooski										
TOTAL	\$6,486	\$4,747	\$252	\$10,084	\$4,451	\$571	\$513	\$1,283	\$42,799	\$71,186

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	MAINTENANCE									
MUNICIPALITY	Building Improvements	Maintenance-Building	Snow Removal	Janitorial Supplies	Maintenance Supplies	Office Cleaning	Equip. Maintenance	Funds transfer to Equip. Maint.	Radio Equipment Maintenance	MUNICIPALITY TOTAL
Burlington		\$1,282	\$2,500	\$235	\$269		\$6,617	\$101,175		\$112,078
Chittenden County Sheriff										\$41,002
Colchester		\$7,281								\$7,281
Essex					\$135	\$5,948				\$6,083
Hinesburg	\$9,536	\$220				\$2,423				\$12,179
Milton							\$1,550			\$1,550
Richmond							\$344			\$344
Shelburne		\$1,357								\$1,357
South Burlington		\$19,465		\$1,584			\$3,246		\$9,178	\$33,473
Williston		\$3,610				\$10,026			\$2,508	\$16,144
Winooski		\$7,883					\$1,504			\$9,387
TOTAL	\$9,536	\$41,098	\$2,500	\$1,819	\$404	\$18,397	\$13,261	\$101,175	\$11,686	\$240,878

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	TECHNOLOGY					
MUNICIPALITY	Communications	Data Lines	Terminal Operating System	Equipment/Computer Maintenance	Computer Server Audit	MUNICIPALITY TOTAL
Burlington		\$1,226				\$1,226
Chittenden County Sheriff						\$27,870
Colchester	\$42,467					\$42,467
Essex						
Hinesburg				\$1,095		\$1,095
Milton			\$1,695	\$5,359		\$7,054
Richmond			\$4,841			\$4,841
Shelburne			\$11,421	\$2,391		\$13,812
South Burlington			\$13,728	\$1,123	\$36,425	\$51,276
Williston	\$22,133					\$22,133
Winooski	\$13,854			\$7,863		\$21,717
TOTAL	\$78,454	\$1,226	\$31,685	\$17,831	\$36,425	\$193,491

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	CONTRACTED SERVICES							
MUNICIPALITY	Legal Services	Contracted Services	Other	DEA	ICAC	Wrecker Services	Animal Control Contract	MUNICIPALITY TOTAL
Burlington		\$100,339	\$32,881	\$15,883	\$189	\$46,989	\$5,400	\$201,681
Chittenden County Sheriff								\$34,962
Colchester								
Essex		\$2,249						\$2,249
Hinesburg		\$586						\$586
Milton								
Richmond								
Shelburne								
South Burlington		\$9,057					\$17,202	\$26,259
Williston								
Winooski		\$9,141						\$9,141
TOTAL	\$0	\$121,372	\$32,881	\$15,883	\$189	\$46,989	\$22,602	\$274,878

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	DEVELOPMENT									
MUNICIPALITY	Dues and Subscriptions	Accreditation	Conferences, Travel	Mileage	In-service Training	Misc Training, Education	Recruiting and Testing	Physical Fitness	Tuition Reimbursement	MUNICIPALITY TOTAL
Burlington	\$3,078			\$739	\$50,540	\$50,064	\$14,902			\$119,323
Chittenden County Sheriff										\$12,407
Colchester	\$938			\$4,590	\$12,380					\$17,908
Essex	\$4,441	\$176	\$7,572		\$10,156					\$22,345
Hinesburg				\$1,022		\$1,493		\$1,510		\$4,025
Milton	\$1,050		\$4,178			\$3,320	\$10,679	\$975		\$20,202
Richmond			\$141		\$4,592					\$4,733
Shelburne			\$2,505		\$8,735					\$11,240
South Burlington	\$4,105	\$6,650	\$3,029		\$17,917		\$4,135			\$35,836
Williston				\$2,467	\$8,561					\$11,028
Winooski					\$1,929					\$1,929
TOTAL	\$13,612	\$6,826	\$17,425	\$8,818	\$114,810	\$54,877	\$29,716	\$2,485		\$260,976

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	LIABILITY INSURANCE*	DISPATCH							MISCELLANEOUS	
MUNICIPALITY	MUNICIPALITY TOTAL	Salary	Overtime	Benefits	Training & Uniforms	Radio Equipment	CAD Expense	MUNICIPALITY TOTAL	NOTES	MUNICIPALITY TOTAL
Burlington										\$81,634
Chittenden County Sheriff	\$92,180							\$30,702		\$5,336
Colchester	\$38,517							\$393,107		\$42,103
Essex	\$40,597									
Hinesburg	\$13,798	\$27,225					\$9,004	\$36,229		\$28,505
Milton	\$17,555							\$75,203	To Colchester Dispatch	
Richmond	\$10,877									
Shelburne	\$14,237	\$246,357	\$59,847		\$4,486	\$262		\$310,952	Public Safety and Dispatch	\$818
South Burlington	\$79,491									\$4
Williston	\$23,261	\$120,786		\$29,953				\$150,739		
Winooski	\$62,064									
TOTAL	\$300,397	\$394,368	\$59,847	\$29,953	\$4,486	\$262	\$9,004	\$996,932		\$158,400

*Liability premiums for all except Chittenden County Sheriff from VLCT PACIF

CHITTENDEN COUNTY POLICE 2009 ACTUAL EXPENSES

	TOTAL POLICE														
MUNICIPALITY	Labor	Benefits	Equipment & Supplies	Office Expenses	Uniforms	Vehicles	Programs	Maintenance	Technology	Contracted Services	Development	Liability Insurance	Dispatch	Miscellaneous	TOTAL
Burlington	\$7,185,774		\$454,802	\$180,453	\$63,813	\$96,777	\$3,939	\$112,078	\$1,226	\$201,681	\$119,323			\$81,634	\$8,501,500
Chittenden County Sheriff	\$4,180,054	\$417,606	\$43,089	\$36,898	\$22,290	\$183,939		\$41,002	\$27,870	\$34,962	\$12,407	\$92,180	\$30,702	\$5,336	\$5,128,335
Colchester	\$1,747,364	\$662,635	\$4,324	\$35,972	\$26,742	\$86,641		\$7,281	\$42,467		\$17,908	\$38,517	\$393,107	\$42,103	\$3,105,061
Essex	\$1,988,174	\$811,380	\$52,119	\$45,494	\$28,661	\$88,587	\$5,313	\$6,083		\$2,249	\$22,345	\$40,597			\$3,091,002
Hinesburg	\$259,992	\$31,465		\$6,689	\$4,550	\$48,542	\$8,311	\$12,179	\$1,095	\$586	\$4,025	\$13,798	\$36,229	\$28,505	\$455,966
Milton	\$759,604	\$250,175	\$5,883	\$11,235	\$11,990	\$20,326	\$30,589	\$1,550	\$7,054		\$20,202	\$17,555	\$75,203		\$1,211,366
Richmond	\$275,290	\$55,589	\$4,400	\$9,944	\$4,660	\$27,060	\$723	\$344	\$4,841		\$4,733	\$10,877			\$398,461
Shelburne	\$862,912		\$21,577	\$59,611	\$10,666	\$92,416	\$11,636	\$1,357	\$13,812		\$11,240	\$14,237	\$310,952	\$818	\$1,411,234
South Burlington	\$2,697,481	\$1,241,149	\$23,847	\$52,860	\$30,771	\$105,208	-\$22,401	\$33,473	\$51,276	\$26,259	\$35,836	\$79,491		\$4	\$4,355,254
Williston	\$824,535	\$317,322	\$2,301	\$52,273	\$16,654	\$54,497	\$33,076	\$16,144	\$22,133		\$11,028	\$23,261	\$150,739		\$1,523,963
Winooski	\$1,454,165		\$25,463	\$22,161		\$35,417		\$9,387	\$21,717	\$9,141	\$1,929	\$62,064			\$1,641,444
TOTAL	\$22,235,345	\$3,787,321	\$637,805	\$513,590	\$220,797	\$839,410	\$71,186	\$240,878	\$193,491	\$274,878	\$260,976	\$392,577	\$996,932	\$158,400	\$30,823,586

APPENDIX C

**VT Department of Corrections
Chittenden County Offender Populations**

Town	Probation	Parole	Reentry	Reintegration Furlough	Medical Furlough	Treatment Furlough	Pre-Approved Furlough	PAF Work Crew	Supervised Community Sentence	Unique Community	In Jail - Sentenced	In Jail - Detained	In Jail - Sent/Det	Unique in Jail	Unique under DOC
BURLINGTON	518	86	95	4	0	4	9	81	0	782	151	34	28	213	961
COLCHESTER	127	29	23	1	0	1	6	23	0	203	46	6	3	55	251
ESSEX	129	23	22	0	0	0	5	16	0	190	33	7	1	41	226
HINESBURG	29	8	5	0	0	0	1	4	0	47	7	2	2	11	58
MILTON	120	26	15	1	0	0	3	11	0	173	31	4	1	36	200
RICHMOND	30	1	1	0	0	0	1	4	0	35	4	0	0	4	39
SHELBURNE	34	6	3	0	0	0	4	5	0	51	10	2	0	12	61
SOUTH BURLINGTON	125	23	22	2	0	0	7	14	0	191	32	3	1	36	221
WILLISTON	46	9	3	1	0	0	0	5	0	63	10	2	3	15	78
WINOOSKI	119	40	32	2	0	0	3	22	0	215	52	5	4	61	262
Chittenden County Totals	1,277	251	221	11	0	5	39	185	0	1,950	376	65	43	484	2,357
Vermont Totals (including Chittenden County)	6,650	1,058	872	38	1	14	251	781	8	9,488	1,620	347	188	2,155	11,281

These numbers show the offender population counts for ten Chittenden County municipalities.

*Columns 'Probation' through 'Supervised Community Service' contain individuals in the respective municipality under the supervision of the Department of Corrections.

*Columns 'In Jail - Sentenced' through 'In Jail Sent/Det' contain individuals from that municipality in a correctional facility anywhere.

*Offenders may fall into multiple categories so the 'Unique Community' and 'Unique in Jail' Columns list the actual total number.

*The totals of individuals in prison and in the community may not add up because offenders can fall into more than one category. For example, an individual may have an open parole case (counted in Unique Community) but be in jail (counted in Unique in Jail) serving a split sentence, however the offender will only be counted once in the 'Unique under DOC' column.

***Data taken from the Vermont Department of Corrections website. Town by Status Counts daily report for 6/25/10.**

APPENDIX D

Policies and Procedures in 12 Critical Law Enforcement Tasks

**Contracted for production by: Public Agency Training Council, Legal Liability Risk Management Institute
For: Vermont League of Cities and Towns Property and Casualty Intermunicipal Fund**

1. Use of Force
2. Pursuit
3. Search, Seizure and Arrest
4. Care, custody, restraints and transportation of prisoners
5. Emergency operations of vehicles
6. Domestic violence, and agency employee domestic misconduct
7. Off duty conduct/off duty employment
8. Sexual harassment/external sexual misconduct
9. Selection and hiring
10. Complaints and Internal affairs investigations
11. Special operations: SWAT, Narcotics, High Risk Warrant Service
12. Dealing with the mentally ill, emotionally disturbed persons with diminished capacity

APPENDIX E

Table 4: Considerations Regarding Police Department Consolidation

Considerations Regarding Police Department Consolidation							
	General	Political	Operational	Administrative	Financial	Personnel	Legal
Logistics	Philosophy Priorities Strategies	Stakeholders Input	Station Location Deployment Data Analysis	Division of Management Merger of Staff	Cost / Benefit Operating Costs Fee Schedule	Seniority Promotions Team Building	Union Contract Coordination Evidence Storage
Service	Impact on Existing Agencies	Conflicting Community Expectations	Eliminating Duplication Impact on Crime Rates and Perception of Safety	Training Paperwork Processing	Increased Court Time	Learning New Sectors	Training
Leadership	Determining Rank Structure	Key Decision Makers	Coordination of Strategies	Coordinating Resources	Fiscal Management	Accepting Change Creating Unity	Policy and Procedure Implementation
System-Wide Impact	Impact on the CJ System	Shared Visions Satisfaction with Outcomes	Response to Changing Demographics	IT Radios Computers	Impact on Tax Base	Hiring Cycles	HIPPA HR