

SUMMARY REPORT 2006/2007

**ADVISING THE
COMMISSIONER OF PUBLIC
SAFETY, THE GOVERNOR,
AND THE GENERAL
ASSEMBLY ON ISSUES THAT
AFFECT THE COOPERATION
AND COORDINATION OF
MORE THAN ONE LAW
ENFORCEMENT AGENCY.**

Prepared by: DPS Law Enforcement Advisory Board
John Treadwell, Chair; Chief Rick Gauthier, Vice-Chair 2006-2007
Chief Rick Gauthier, Chair; Karen Horn, Vice Chair 2007 – 2008

Date: January 15, 2008

STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
103 SOUTH MAIN STREET
WATERBURY, VERMONT 05671-2101
www.dps.state.vt.us

December 31, 2007

The Law Enforcement Advisory Board continues to remain busy building and expanding upon the initiatives and discussions from the 2005 report to the legislature.

The foundation established by former Chairs Francis X. Aumand, III, and John Treadwell as well as former vice chairs Scott Tucker and Richard Gauthier has provided a solid footing upon which the Board will be able to build in coming years. The collaborative processes that typify the Board's work are in no small measure due to the leadership they provided to the Board during the past several years.

The Board continued work from prior years in a number of areas. SEARCH Group of Sacramento, CA, provided significant insights into the development of technical and business process driven solutions to information technology needs and priorities. There were on-going discussions of the challenges posed by rural law enforcement and recruitment and retention of law enforcement officers.

A variety of significant law enforcement issues were brought to the Board's attention during the year. These included: computer forensics and funding sources for this increasingly important and complex part of core law enforcement functions; issues surrounding facilities for federal and state detainees; issues surrounding enforcement of court ordered conditions of release; and the interaction of law enforcement agencies around the state.

All of the topics discussed by the Board have potentially significant consequences for the State as a whole and not just for law enforcement agencies.

Sincerely,

John Treadwell
Assistant Attorney General
2007 Chair,

Richard Gauthier
Chief Bennington Police 2006 -
2007 - 2008 Chair

Law Enforcement Advisory Board

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SUMMARY REPORT 2006/2007
INTRODUCTION

In 2004, the Vermont General Assembly created a Law Enforcement Advisory Board (LEAB) of the Department of Public Safety. The purpose of the Board is to advise the Commissioner of Public Safety, the Governor, and the General Assembly on issues involving the cooperation and coordination of all agencies that exercise law enforcement responsibilities. Membership of the Board is set by statute. The current members are listed in Appendix A.

In 2006, the Board met on January 4th, March 1st, June 7th, September 6th, November 1st and December 6th. In 2007 the Board met on January 10, September 5, November 7 and December 5.

During the course of meetings in 2006 and 2007 the following topics were discussed by the Board:

1. U.S. Marshalls – lodging facilities.
2. Information technology and information sharing – a technical plan, business-process driven.
3. Conditions of release from the courts.
4. Retirement Group C issue.
5. Instructor indemnification for the Police Academy.
6. Computer forensics development.
7. Rural policing and law enforcement around the state.
8. Recruitment and retention.

This report will focus on the above issues. A continued discussion on these matters and others will be the focus of the Board's work in 2008.

1. U.S. Marshals – Lodging Facilities for Federal Detainees

In addition to the well-recognized pressures on the Vermont Department of Corrections inmate population there are increasing pressures on the federal agencies tasked with holding detainees.

A presentation to the Board was made by Jim Leene on behalf of U.S. Marshal John Edwards. The presentation stressed that the demand for lodging facilities for federal detainees is severe and growing. The federal government would like to partner with Vermont in finding a solution.

There are four DHS entities in Vermont that are tasked with the primary enforcement of the nation's immigration laws. They are the CBP Border Patrol, Customs and Border Protection (Ports of Entry), the ICE Office of Investigations, and the ICE Office of Detention and Removal. No matter which entity arrests an alien, the ICE Office of Detention and Removal maintains control of the immigration case docket and detention functions. In Vermont alone, these agencies arrested, processed and placed in immigration proceedings 1,087 aliens in FY06 and 1,265 aliens in FY07.

A new U.S. Department of Justice/Bureau of Prisons facility is being built in Berlin, New Hampshire near the New Hampshire State prison at a cost in excess of \$200,000,000. However, this facility will not accept pre-sentence or pre-trial detainees.

Pre-sentence and pre-trial detainees are the responsibility of the United States Marshal's Service (USMS). Currently, USMS has between 100 and 120 detainees housed around the region.

Within the next few years, housing detainees could become a crisis. USMS would like to talk to anyone willing to consider hosting a 400-800 bed facility and perhaps the USMS could help with creative ways to finance such a facility.

Recommendation:

Additional pressures are created by the needs of the Department of Homeland Security for detainee housing.

The Board believes that the ongoing issues relating to placement and housing of state *and* federal detainees is an issue of significant importance to all law enforcement agencies and is a matter of concern that should be addressed by the General Assembly.

Action Needed:

This report along with information from the USMS and the Department of Corrections report relative to saving \$4 million in

the Department of Corrections budget should be discussed by the General Assembly.

2. Information Technology and Information Sharing – A Technical Plan, Business-Process Driven

During the past two years the Board heard on several occasions about developing issues regarding information technology (IT) and the need for greater efficiencies and co-ordination in information sharing among law enforcement agencies. A survey conducted by SEARCH, the National Consortium for Justice, Information and Statistics showed that the three highest priorities for law enforcement agencies were Computer Aided Dispatch (CAD), mobile data, and data integration.

The Board also heard that the demand for IT services is out-pacing the Division of Criminal Justice Services, Information Technology Section's (DCJS/IT) ability to meet that demand due to low staffing levels. At all levels, it is apparent that if users want functionality, they have to be prepared to pay for it. Over the last few years, municipalities have received grants to pay for IT equipment and services, but the State has not received any money for the basic infrastructure to support the new services. The IT needs of the Department of Public Safety are significant. The failure to adequately provide this support deprives law enforcement officers of an important law enforcement tool.

The Board also heard from SEARCH's Deputy Executive Director Dave Roberts, who gave a presentation to the Board on integrated justice information sharing. The presentation stressed the need for capacity to share critical information at key decision points across the enterprise. A strategic plan as well as user group business plans need to be developed to describe how to best accomplish the information sharing, and how to structure our systems to enable us to do what we want to do. The intention is that individual agencies would retain authority over their own system but all would build towards meeting the universal need.

There is a Vermont Justice Information Sharing System (VJISS) steering committee in place consisting of Commissioners of Public Safety, Corrections, Motor Vehicles, and Department of Information & Innovation, as well as the Executive Director of the State's Attorneys, the Defender General and the Court Administrator.

The Board believes that the information technology needs of law enforcement agencies – particularly the Department of Public Safety – and the opportunities to enhance the efficiency and efficacy of law enforcement agencies through information sharing are issues of significant statewide importance to the criminal justice system. The VJISS Steering Committee has authorized the advancement of this project through the development of exchange points of information between law enforcement, state's attorneys

and the courts. Also, the VJISS Committee is looking towards bringing together the disparate law enforcement records management systems for the purposes of sharing information. This will be accomplished so as to create an information technology hardware and software platform that will allow for greater information sharing in the future as resources allow. Finally, the steering committee has directed the technical committee of VJISS to work on the development of a strategic plan for the overall project.

Recommendation:

The Board endorses the sharing of justice information and encourages any initiative that supports the querying, pushing, pulling, publishing and subscription of information throughout the public safety and justice community.

Action Needed:

The VJISS technical committee needs to continue to develop a strategic plan for the short and long term implementation of the justice information sharing system. Further, the current project (VJISS phase 1) needs to be completed and the results widely distributed so success can be measured and subsequently valued.

3. Conditions of Release from the Courts

The Board met with a representative of the Court Administrator's Office regarding on-going concerns with respect to the issuing of

and enforcement of conditions of release that require persons to report to a law enforcement agency on a periodic basis.

The Board recognizes the value of conditions of release as a mechanism to relieve pressures on the Department of Corrections. The courts frequently choose the option of ordering defendants to check in with local agencies to avoid setting bail. The process could be enhanced to ensure that the agencies involved are notified and that the designated agency declares it is capable of handling the reporting on the days and times noted. That would enable the proper flow of information back to the court, which would lead to better enforcement and follow up.

There are from 4,000 to 5,000 criminal cases before the courts at any one time, and it is estimated that 1500 to 3000 persons statewide are subject to conditions of release.

The Board was informed of an example in Franklin County, in which the sheriff's department stepped up and set the hours during which they would conduct alco-sensors. They charge the user a nominal fee for the mouthpiece, and they have a grant-funded position to run the program. The Department has a list of persons who have been ordered to come in. If the subject blows numbers, they are taken right to the "Datamaster" (a device for the evidentiary collection of blood alcohol content) and they go into court that same day. They also write up people who fail to show

for an alco-sensor test. Conditions of release are faxed daily from the court to the Sheriff's department.

It was recognized that there are various potential points of conflict within the system. These generally relate to information sharing – whether it be ensuring the courts are aware of which agencies in which counties are willing and able to conduct check-ins or whether the agencies are aware of who is supposed to be checking in with them. Additionally, unless enforcement mechanisms are in place, the conditions lack value as a tool to enhance public safety. The conditions do shift a cost to law enforcement agencies. The Board recognizes that enforcing court ordered conditions of release is a core law enforcement function. It is not without cost to the law enforcement agency providing the service and it does have consequences in terms of the ability of that agency to provide other law enforcement services.

The Board believes that this is a matter of statewide law enforcement concern.

Recommendations:

As an initial response to the problems of information sharing, it is recommended that county agencies (law enforcement, prosecutors, and the courts) should get together and come up with a plan for how to deal with these issues within the county. There is need for enhanced information sharing in this area.

Action Needed:

This report and issues surrounding the issuance and enforcement of court-ordered conditions of release should be addressed by the General Assembly.

4. Retirement Group C Issue

The Board heard from members of the law enforcement community on the proposed changes to the state employee's retirement systems. The House of Representatives passed H. 547 which, in part, created a one-time election for non-state police state law enforcement officers to elect out of the so called "state police retirement plan" and would not allow new hired non-state police state law enforcement officers into the "state police retirement plan". This retirement change was a subject of controversy among representatives from the Departments of Liquor Control, and Fish and Wildlife as well as Sheriff's departments. Specifically, they were concerned that the actions taken by the legislature did not include information from them and that this change would create another difference in benefits among their employees. This difference represents an inequality between employees that may adversely effect the individual departments hiring practices. After listening to the discussions it was felt by the Board that because this bill had already been

passed by the House, it was a legislative matter that should best left to the individual agencies and legislature.

Recommendation:

No recommendation was taken this subject.

Action Needed:

No action from the Board was needed.

5. Instructor Indemnification for the Academy

At present, the Vermont Criminal Justice Training Council (VT Police Academy) receives approximately one half million dollars in donated and volunteer instructional support for basic and in-service training conducted at the Pittsford site and in regional settings around the State. It is safe to say that most of the non-contractual delivery of training is provided by instructors from Vermont police agencies. Much of this training support is provided during statutorily-mandated basic training, but the adjunct faculty is not funded by the State. Last year, three lawsuits were brought against the Council in which police agencies and adjunct faculty were also named. The agencies asked if the State would defend and indemnify them and were told that current law did not provide for this coverage.

As a result, the VT Association of Chiefs of Police and the Vermont Sheriffs' Association jointly put the Training Council on notice that if a reasonable solution was not in place by July 1, 2007, agencies would cease to provide the free instructional support to the Academy. This, in essence, would bring most of the police training in the State to a halt until such time as an alternative solution could be designed and funded.

During the past months, a request for proposal was prepared in collaboration with the State's purchasing division and risk management division. The intent was to determine pricing on an insurance policy to be purchased by the State, with coverage for adjunct faculty who are providing services to the State as outlined herein. The goal was to have coverage in place prior to July 1st, 2007 and avoid a cessation in free instructional support from the local and county agencies.

The Criminal Justice Training Council has secured funding and an insurance policy (effective April 1, 2007) to cover adjunct faculty. This addresses the concern that volunteer instructors from non-state agencies were not provided with defense or indemnification when providing services to the Police Academy.

Recommendation:

The issue has been resolved to everyone's satisfaction.

Action Needed: No further action is needed.

6. Computer Forensics Development

Mike Schirling, Deputy Chief of Burlington Police Department, spoke to the Board about computer forensics in Vermont. He began with a quick 10-year history of the evolution of internet crime beginning with child pornography up through the present, including all electronic digital data devices. The concept of technical and non-technical crime has transitioned to the reality that virtually all crime has a technological component. At this stage of the evolution of computer and internet technology, every officer needs to be trained to handle telecommunications, computers and internet components of crime. Vermont's Internet Crime Task Force will assist with training but all basic police officer training should include this block of instruction.

In years past, Maine, New Hampshire, and Vermont banded together as a regional Internet Crimes against Children task force with Federal funding. There was two-tier participation. In the first tier, an agency could receive training and assistance from the task force. In the second tier, a Department head must sign an agreement that the agency would assist surrounding agencies and in return would receive training and equipment. This year Vermont received its own federal funding to establish

a Vermont task force. There have been 12 trained examiners in the State but only 2-3 working on a full time basis. The two newest examiners coming on line are made available through a partnership with Champlain College. The college has hired two people to teach at Champlain. Their salaries are paid by a grant that Senator Leahy obtained, and they will also be computer forensic examiners. As of this writing, due to retirements and reassignments, the number of trained computer forensics examiners has been reduced to nine.

A central location for forensics examiners is being constructed. As the volume of work on such cases increases, enhanced and dedicated space becomes a requirement. With most examiners under one roof, every examiner will no longer need to be a generalist, knowing about all technologies. Instead, examiners will be able to specialize in an area and develop both detailed and necessary expertise in that area, which then can be shared around the state. Examiners expertise and support must be accomplished on a statewide basis as no one agency has resources to support a functional forensics unit on its own.

While the federal funding is vital to facilitating operations of the Vermont Task Force, it does not cover all technological and staffing needs. Nor will federal funding through the Internet Crimes Against Children Task Forces last indefinitely. The State needs to develop a sustainable funding source. The cost is

approximately \$30,000 to train and equip a new examiner, and another \$6,000 to \$7,000 per year per employee for training to stay current with new techniques and technology.

Recommendation:

The Board recognizes that the State will have to address the issue of financial support for computer forensics investigations.

Detecting and solving crimes now contains a substantial technological component. Vermont's law enforcement agencies and officers need the tools, training and resources to fully and effectively serve the citizens of Vermont in the 21st century. The Board recognizes that the need for financial support from the State is an issue of statewide importance to law enforcement agencies.

Action Needed:

The Board and computer forensics staff should make a presentation to the General Assembly emphasizing the importance of law enforcement computer forensic needs and the future of forensics in solving crime.

7. Rural Policing

Law enforcement agencies most commonly tasked with serving as first responders to crimes, emergencies and calls for assistance from citizens are the municipal police departments, sheriff's

departments and the Vermont State Police (VSP). Specialized enforcement (VT Department of Liquor Control, VT Department of Motor Vehicles, VT Department of Fish and Wildlife etc) is provided by other state agencies. Municipal police departments, the VSP and specialized enforcement agencies are funded by state and local property tax dollars and fine revenue. County-based sheriffs' departments enter into contractual agreements with communities desiring their services (and paying for them from property tax dollars and fine revenue).

The Board has discussed issues surrounding the provision of policing services in rural communities for several years. In 2005 the Board collaborated with the Vermont League of Cities and Towns to develop and disseminate a brochure that outlined options that local legislative bodies could consider for obtaining policing services. However, clearly the cost of services is a significant impediment to providing services, particularly in remote rural areas.

In the fall of 2007, representatives of the legislative Law Enforcement Summer Study Committee approached the Board and asked members to develop a draft request for proposal (RFP) for a Comprehensive assessment of statewide law enforcement functions in Vermont. That draft RFP was provided to the summer study committee at its meeting on November 27, 2007. At that meeting, amendments were made to the draft, the summer

study committee agreed to pursue an RFP, and to include representatives of local law enforcement and sheriff's departments in the committee when it reviews both RFPs and reports of a contracted entity.

Recommendation:

Via an independent contractor who is selected through an RFP process, assess law enforcement structures currently in place and define future roles, interactions and responsibilities for all disparate law enforcement agencies with the objective of determining the most effective and efficient methodology to improve the level of services offered to the citizens of Vermont.

Action Needed:

Disseminate the RFP and contract with an independent contractor to provide the above mentioned report and recommendations to the legislature.

8. Recruitment and Retention

The Law Enforcement Advisory Board and Department of Public Safety entered into a contract with Industrial / Organizational (I/O) solutions, Inc. from Westchester, IL to conduct a statewide law enforcement officer retention study. This project's principal aim was to gather data on law enforcement officer turnover

throughout the state of Vermont in order to better understand the causes of voluntary officer turnover and transfers. This was accomplished in 2005 and the results were widely published in early 2006. The full results of the study may be found at the following web link;

http://www.dps.state.vt.us/LEAB/law_enforcement_retention.pdf

One of the action items listed in the Board's 2005 report was the following;

The Vermont Criminal Justice Training Council in conjunction with the Vermont Chiefs of Police Association should work towards providing management training.

As a result of this action item and with the approval of the Douglas Administration, \$15,300 of carry forward funds from the Department of Public Safety were earmarked for management training at the Criminal Justice Training Council. See Appendix C. The training was delivered in the 2007 to 103 law enforcement officials holding management positions. The effort is a direct result of this committees work at addressing issues of mutual concern with Vermont law enforcement.

Recommendation: Continue efforts to provide management training to law enforcement officials at the Police Academy.

Action Needed:

Develop resources to provide training on an efficient on-going basis.

Appendix A

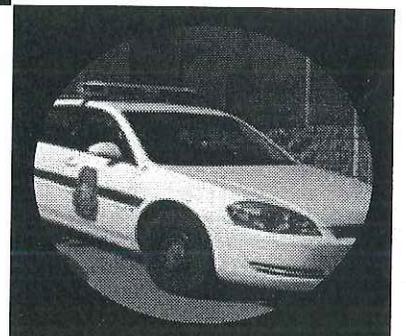
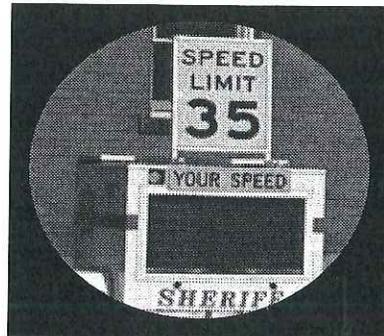
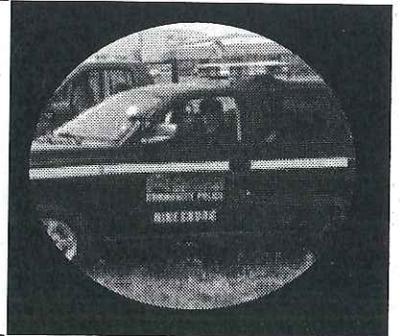
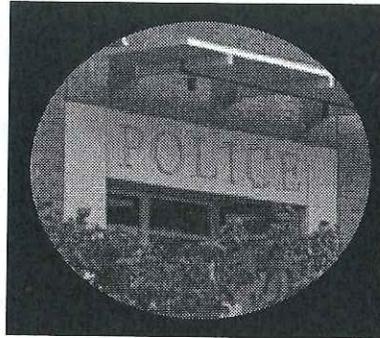
List of Advisory Board Members

Name	Department	Address	State, City, Zip
Kerry L. Sleeper Commissioner	Department of Public Safety	103 South Main Street	Waterbury, Vermont 05671-2101
Colonel James Baker	Vermont State Police	103 South Main Street	Waterbury, Vermont 05671-2101
Francis X. Aumand, III Director	DPS, Criminal Justice Services	103 South Main Street	Waterbury, Vermont 05671-2101
Matt Valerio, Defender General	Office of Defender General	14-16- Baldwin Street	Montpelier, Vermont 05602-3301
US Attorney Tom Anderson James Leene, alternate	Office of the US Attorney	P. O. Box 570	Burlington, Vermont 05402
John Treadwell Asst. A.G.	Office of the Attorney General	109 State Street	Montpelier, Vermont 05609-1001

Sheriff James Coons Vermont Sheriffs Association	Addison county Sheriff's Office	33 Court St.	Middlebury, Vermont 05753
Chief Douglas Johnston Vermont Police Association	Springfield Police Department	96 Main St.	Springfield, Vermont 05156
Karen Horn, Vice Chair	Vermont League of Cities & Towns	89 Main St, Suite 4	Montpelier, Vermont 05602-2948
James Hughes, Esq. Dept of State's Attorney & Sheriffs	Franklin County State's Attorney		
Chief Rick Gauthier Chief of Police Assoc. Chair	Bennington Police Department	P. O. Box 1563	Bennington, Vermont 05201
R. J. Elrick, Exec. Director	VT Criminal Justice Training Council	317 Sanitorium Road	Pittsford, Vermont 05763
Vacant VSPU	Vermont State Police		

Appendix B

POLICING OPTIONS FOR LOCAL GOVERNMENTS



POLICING OPTIONS FOR LOCAL GOVERNMENTS

Cities, towns, and villages in Vermont have several options to consider when they decide to establish or increase law enforcement presence in their jurisdictions. Developed by the Law Enforcement Advisory Board (LEAB), in conjunction with the Vermont League of Cities and Towns (VLCT), the material below explores these options and related issues of cost, equipment and training responsibilities, certification requirements, and lines of authority.

Law enforcement options available to local officials include: overtime policing contracts with agencies such as the state police or county sheriffs; municipal constables; special investigative units to investigate sex crimes, child abuse, domestic violence and crimes against people with disabilities; or entering into an intermunicipal police services agreement with another municipality.

CONTRACTING FOR LAW ENFORCEMENT SERVICES

A municipality may increase its law enforcement presence by entering into a contract for services with the county sheriff's department, another municipality's police department or the Vermont State Police.

Contracts made between communities and law enforcement agencies may contain any provisions the parties agree upon. Some typical provisions are:

- Services to be provided, including state statutes or town ordinances or both, that are being enforced;
- Work schedules and targeted enforcement, e.g., focus on speeding, etc.;
- Rates of compensation, allocation of expenses, total cost of contract and method of payment;
- Ownership of any property acquired under the contract in

the event of termination of the contract;

- Type and frequency of information to be contained in reports submitted by the law enforcement agencies to the town;
- Methods adopted to resolve disputes between the contracted parties;
- Commencement and termination date of the services provided and provisions to renew them; and
- Such other items, not inconsistent with law, as may be agreed upon.

Examples of additional services a law enforcement agency can provide include:

- DUI prevention/enforcement programs



- Snowmobile enforcement
- Operation Lifesaver
- Neighborhood Watch, Explorer Scouts, Youth Cadets

Use of contracted services in no way diminishes the coverage a community would ordinarily receive from another law enforcement agency, most typically the Vermont State Police. Contracts generally provide for enhanced coverage to address particular concerns residents may have, such as additional traffic enforcement or extra coverage dedicated specifically to their communities.

Cost for contracted services is based on the number of hours a law enforcement officer works in the town and the rate charged by the law enforcement agency for personnel and use of a vehicle. The officer is still considered an employee of the law enforcement agency providing services, so costs associated with maintaining officer certification, training, equipment purchase, and officer support are usually borne by the agency unless other arrangements are

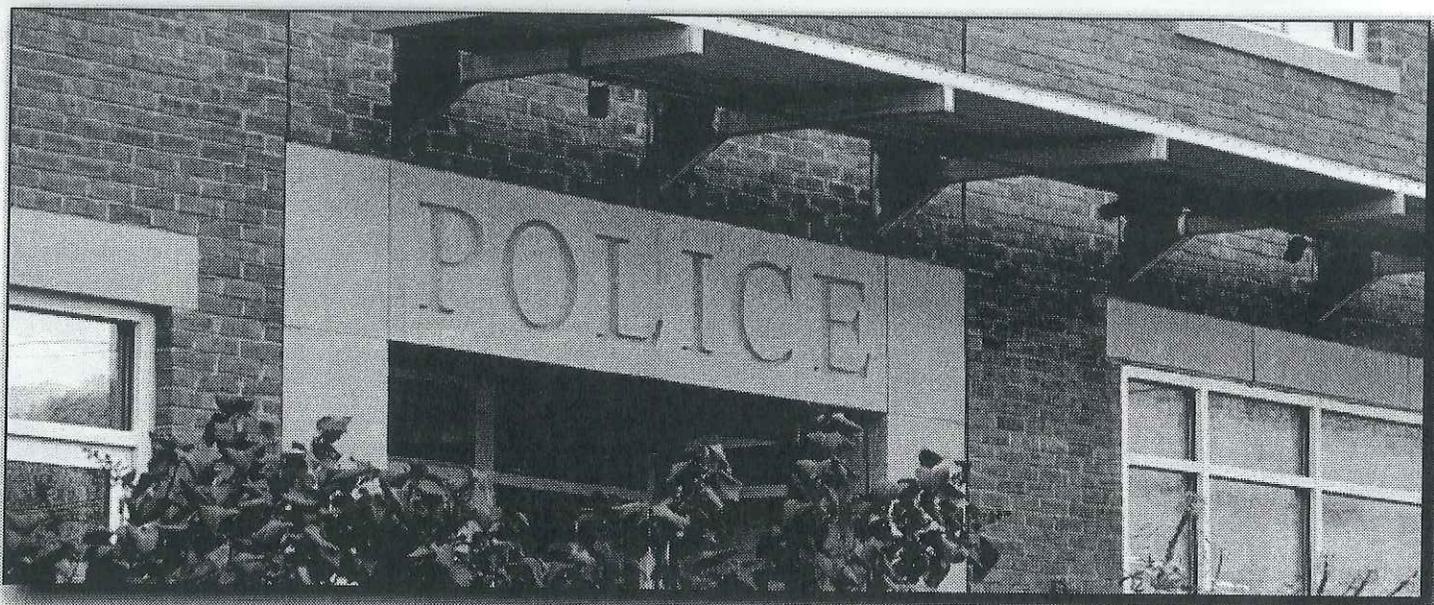
made. That officer is also subject to the agency's rules and policies.

CONSTABLES AS AN OPTION IN RURAL POLICING

Vermont law requires that each community elect a First Constable and provides that a Second Constable may be elected if desired. The voters of a municipality may decide to appoint their Constable rather than elect the individual.

All constables, whether full- or part-time, first or second constable, appointed or elected, have certain powers as enumerated in 24 V.S.A. § 1936a (b). These include the power to serve civil or criminal process, destroy animals, kill injured deer, assist the health officer in the discharge of his or her duties, serve as a district court officer, remove disorderly people from town meeting, and collect taxes when no tax collector is elected.

No training is required before allowing a constable to perform the duties specified above. Any additional



authority a constable may exercise is determined by the municipality in which he or she serves. For instance, a municipality, through its governing body, may direct its constables to enforce civil ordinances. Selectboards may also direct their constables to enforce criminal ordinances if their constables have had law enforcement training.

Unlike other law enforcement officers in Vermont, the law enforcement authority of constables is limited to the boundaries of their respective communities, except for the service of criminal process or in "hot pursuit" scenarios. The constable often provides an excellent source of local demographic knowledge, and in most communities throughout Vermont, the constable is a tremendous asset and support to other law enforcement agencies functioning within the constable's jurisdiction.

A constable may be required by the municipality to attend training prior to exercising law enforcement authority and/or may have his or her law enforcement authority limited. Appointed constables must fulfill the minimum training standards set by the Vermont Criminal Justice Training Council. The

costs and time commitment associated with training, equipment, administrative recordkeeping, and lack of control over constable activities are often cited as deterrents to communities who consider the constable as an option for regular law enforcement activities.

Most communities presently use the constable as a supplement to an established police department, a contractual agreement with another police agency or the state police. This includes providing back-up services within the community, responding to non-emergency calls for service, and local ordinance or regulation enforcement.

SPECIAL POLICE OFFICERS

Selectboards also have the ability to appoint temporary police officers (also referred to as Special Officers) within their community. Absent an established police department, the special officer's authority is also limited to the specific community. If the legislative body of a municipality does not establish a police department or appoint a police chief, special officers may serve at the direction of the legislative body of the municipality.

INTERMUNICIPAL COOPERATION AND SERVICES AND INTERMUNICIPAL POLICE SERVICES AGREEMENTS

Vermont statutes allow for cities, towns, and incorporated villages to enter into agreements to provide intermunicipal police services.

Two relevant statutes address this. The first is Title 24, Chapter 121, § 4901, Intermunicipal Cooperation and Services, Interlocal Contracts. This is the statute that would apply if two or more municipalities, none of which had an existing police department, wanted to pool resources and create a police department. The overall management structure for this agency would be similar to that used in union school districts, i.e., a separate governing body is formed with representatives from each participating jurisdiction.

The second applicable statute is 24 V.S.A. §1938, Intermunicipal Police Services Agreement. This statute assumes that the municipalities desiring to enter into an agreement already have law enforcement agencies of their own but want to share resources — for example, one municipality may have a detective division and the other doesn't. The governing bodies of any interested municipalities may, without voter approval, enter into written agreements describing the scope of services, the duties and responsibilities of each participant, and

the governing authority for the law enforcement officers. The agreements also need to address the issues of equipment and supplies. Officers covered by such an agreement remain employees of the donor municipality. Currently, there is only one such arrangement in Vermont, the Hardwick-Greensboro Police Department.

Law Enforcement officers working for these types of agencies are considered municipal officers. As such, the officers possess full authority and are subject to the same training and certification requirements as any other law enforcement officer, and the department itself is directly accountable to the jurisdiction's governing body.



ESTABLISH A MUNICIPAL POLICE DEPARTMENT

A selectboard or the Town Manager, if there is a town manager form of government, may establish a police department and appoint police officers and a chief of police, pursuant to 24 V.S.A. § 1931. Cost will be a significant consideration for any town assessing whether or not to establish a police department. There are 40 police chiefs in Vermont municipalities who have direction and control of their entire police force, except as otherwise provided. Officers shall be sworn and hold office unless removed for cause. Police officers employed by a police department have the same powers as sheriffs in criminal matters, enforcement of laws, and serving criminal process.

CONCLUSION

Municipalities have a number of options when considering how best to provide law enforcement services to their residents. Contracting for additional services and increasing the role of the constable are the options most commonly used, but municipalities may also enter into municipal police service agreements.

Each option has advantages and disadvantages. The LEAB and VLCT do not express a preference for one option over another. Members of the law enforcement community are prepared and willing to meet with municipal officials to discuss any and all issues they would like to raise, in order to help them choose the services they feel would best suit their residents.





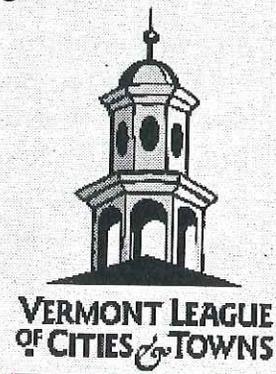
This brochure was produced jointly by the Vermont Law Enforcement Advisory Board (LEAB) and the Vermont League of Cities and Towns (VLCT).

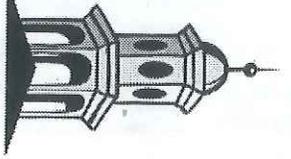
The Vermont Department of Public Safety's LEAB was created in 2004 pursuant to 24 V.S.A. § 1939. The Board's mission is to advise and report to the Commissioner of Public Safety, the Governor, and the General Assembly on issues that affect the cooperation and coordination of more than one law enforcement agency. The Board shall also provide educational resources to Vermonters about public safety challenges in the state and develop policies and recommendations for law enforcement priority needs.

VLCT was founded in 1967 as a nonprofit, nonpartisan organization dedicated to serving and strengthening Vermont local government. Today, VLCT supports its member municipalities by offering them a comprehensive insurance program, representation before the state and federal governments, and an extensive educational and technical assistance program.

For more information contact:

VLCT Municipal Assistance Center
89 Main Street, Suite 4
Montpelier VT 05602
info@vlct.org
802/229-9111





**VERMONT LEAGUE
OF CITIES & TOWNS**

89 Main Street, Suite 4
Montpelier, VT 05602

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U.S. POSTAGE
PAID
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PERMIT NO. 358

Appendix C

Ethics in Leadership & Decision-making for Law Enforcement

March 19th, 2007

This one-day *Ethics in Leadership & Decision-making for Law Enforcement Seminar* will offer practical approaches and techniques for experienced police officials who are confronted with leadership and ethical decision-making issues on a daily basis. This participant driven, instructor facilitated discussion will encourage the police supervisor to consider ethical behavior in the workplace in the context of their role in maintaining an ethical culture & environment.

This program is presented in partnership with **Roger Williams University - Justice System Training & Research Institute** and the **New England Association of Chiefs of Police, Inc.**

Instructor: Steve Morreale, D.P.A.

Cost: \$3,000.00

Attendee pays academy fees only (\$11.50).

Understanding and Managing the Generation X & Y Employee

April 23rd, 2007

With the emergence of Generation X and Generation Y employees in the workforce, Veterans and Baby Boomers are struggling to understand the needs and motivational issues of these unique and growing populations. This one-day *Understanding and Managing the Generation X & Y Employee Seminar* will provide suggestions related to the recruitment, hiring, and developmental issues of these age cohorts as well as recommend several theoretical models for retention and motivation in the workplace.

This program is presented in partnership with **Roger Williams University - Justice System Training & Research Institute** and the **New England Association of Chiefs of Police, Inc.**

Instructor: Frank Colaprete, D.P.A.

Cost: \$3,000.00

Attendee pays academy fees only (\$11.50)

Budgeting for Law Enforcement ***A Seminar for Police Administrators***

May 9th, 2007

New to budgeting, looking to enhance your skills on this essential business function or just in need of some review? This one-day ***Budgeting for Law Enforcement - A Seminar for Police Administrators*** will consider the various structural formats and terms used in municipal budgeting, the development and presentation of an organizational budget, and the analytical tools used to both evaluate your submission and monitor either compliance with, or variance from, your fiscal plan. The seminar will provide practical strategies and techniques to assist police officials, not only in preparing the budget, but in presenting it to municipal financial decision makers.

This program is presented in partnership with **Roger Williams University - Justice System Training & Research Institute** and the **New England Association of Chiefs of Police, Inc.**

Instructor: Douglas Dortenzio, M.P.A.

Cost: \$3,000.00

Attendee pays academy fees only (\$11.50).

Leadership Development for Law Enforcement

May 16th, 17th, & 18th, 2007

The *Leadership Development for Law Enforcement Seminar* is intended to provide law enforcement professionals who are charged with leadership responsibilities exposure to the basic tools and concepts of leadership. This will be accomplished within the framework of a two and one-half day workshop format that will utilize interactive presentation techniques to involve participants in a hands-on learning experience. Workshop participants will explore the classical schools of leadership theory, followership theory, group behavior dynamics, leadership tools, and problem solving, as well as the crisis and situational leadership models. In addition, a leadership self-assessment exercise will be conducted for the personal growth and use of individual participants. The workshop will include a leadership challenge field exercise where participants will have an opportunity to incorporate and explore skills to which they have been exposed in the classroom setting.

This program is presented in partnership with **Roger Williams University - Justice System Training & Research Institute** and the **New England Association of Chiefs of Police, Inc.**

Instructors: Denis Riel, M.S. / Michael Winn, M.S.

Cost: \$7,000.00

Attendee pays academy fees only (\$34.50 commuting / \$77.50 overnight)

Summary:

Ethics in leadership & Decision-making for Law Enforcement <i>26 attendees</i>	\$ 3,000.00
Understanding and Managing the Generation X & Y Employee <i>28 attendees</i>	\$ 3,000.00
Budgeting for Law Enforcement <i>24 attendees</i>	\$ 3,000.00
Leadership Development for Law Enforcement <i>25 attendees</i>	<u>\$ 7,000.00</u>
Total:	\$16,000.00
Less LEAB \$:	<u>\$15,700.00</u>
VCJTC cost:	\$ 300.00

A total of 103 attendees were provided training through this program