

VT Department of Public Safety

Modernization Strategy



Challenges

- Population (recruitment)
 - Stagnant or declining, especially in the 25-45 core workforce demographic
 - Aging population & shrinking school enrollment
- Cost and complexity of government, development, etc.
- Workforce / businesses struggling to find workers – including all public safety roles
- Overall scale – a state the size of a mid-sized U.S. city
- Years of budget and resource challenges
- Increasing complexity of the operating environment
- Antiquated systems / information technology / connectivity models
- Recent history of increasingly complex and fragmented policy making, sometimes based on small components of systems, viewed without full context

VT Department of Public Safety - structure

- Division of Emergency Management
- Division of Fire Safety
- Division of VT State Police
- Radio Technology Services
- VT Center for Crime Information
- VT Forensic Laboratory

- The relative scale of DPS and the supply side of our investment... \$160M to \$2.5B To Police Academy at \$2M

- The strategies that follow, which are under consistent development, can be used as guideposts to frame decisions, investments - in effort and resources - and to inform legislative priorities and policy development.

Operational Principles

COLLABORATION

Cross-department, interagency, and partner collaboration

Institutionalize process not people.

INNOVATION

Embrace and encourage innovation, efficient (LEAN) process, and well planned projects.

Balance in policy & decision making.

STATEWIDE PRIORITIES

Affordability
Economic development
Protecting the vulnerable

Create operational frameworks for decision making and success.

COMMUNICATION

Inside and outside the Agency

Use a marketing “lens.”
Simplicity not complexity.

DATA

Data-driven decision making. Determine what data is needed and how to collect it.

DPS Strategic Priorities (2020)

- Emphasize equity & bias free operations at all levels of public safety, in part by executing/accelerating the 10-point ethical policing strategy
- Provide increasing levels of support to public safety operations statewide
- Simplify organization of assets and service delivery to provide more unified mechanisms support enhancements to other components of the systems.
- Enhance and modernize training to support ever-increasing complexity in the operating environment.
- Develop a modern foundation for criminal justice and other data collection and analysis that can better inform resource deployment and assessment of outcomes.
- Develop and standardize statewide alternative justice “off ramps.” Embed social workers trained in mental health and substance abuse intervention with first responders.
- Develop an overall strategy for public safety modernization that can help guide future policy development

Background & History

- Current fragmentation of effort and investment built on antiquated, complex systems and technology
- Numerous legislative initiatives with interest this session on the part of the legislature and the Governor to modernize
- 21st century expectation of twice as good in half the time with half the cost
- 50 year retrospective review of reports
 - 23 reports located (without significant effort & excluding DPS-specific reports not prompted by outside request)
 - Common themes among the reports were easily identifiable
 - **Consolidation, alignment of effort**
- 1 year of additional conversations with public safety professionals, legislators, and others around Vermont



What follows is the current working draft construct for public safety modernization

Ideas, input, and modifications are welcome. These are preliminary ideas to start the exploration, based on 50+ years of historical work.

*It now includes the details of the Agency of Public Safety

Modernization Strategies

4. INFORM & SUPPORT THE DEPLOYMENT OF A STATEWIDE CRIMINAL JUSTICE, PUBLIC HEALTH, and COMMUNITY SAFETY SYSTEM

3. MODERNIZE STATE SUPPORT OF COUNTY, MUNICIPAL, & NON-PROFIT PUBLIC SAFETY ASSETS

2. MODERNIZE THE ORGANIZATION & ALIGNMENT OF STATE PUBLIC SAFETY ASSETS

1. MODERNIZE INTERNAL DPS ORGANIZATION, BUDGET, & ALIGNMENT OF EFFORT

1. Modernization of internal DPS systems

- Budgeting
 - Facility planning
 - IT
 - Capital/asset planning
- Core information technology ranging from billing and accounts receivable to emergency management and computer aided dispatch-records management to record keeping and beyond.
 - Includes modern connectivity infrastructure and security models
- Internal organization of systems and effort

2. Organization of State public safety assets

- Elevate all of public safety operations to a unified cabinet level via an Agency of Public Safety
- Efficiency and enhancement of resources by sharing
 - Facilities (reduction in duplication of IT connectivity, maintenance, plowing, etc)
 - Vehicles and equipment
 - Information technology
 - Administrative support (from basic assistance to billing)
- 5 LE organizations must retain their individual identities, memorialized in statute

2. Organization of State public safety assets

- Enhanced investment in and coordination of statewide public safety training
 - Administration provided by DPS/APS with direction set by VCJTC and FSTC
- Consolidation of communications effort while maintaining Board oversight for 911
- Agency of Public Safety – see next slide
- Memorialize board roles statutorily

Agency of Public Safety Model

- Historic versions have failed
 - Attempts to save money (it will not)
 - Fears that all assets would become VSP (they will not in this model)
 - Complexity - Some models have suggested as many as 8 departments and a super-agency (this version is far more streamlined)

Agency of Public Safety Model

- Historic reports have consistently recommended this approach and have been endorsed by Chiefs, Sheriffs, and others
- December 2020 update – this concept is supported by
 - VLCT (specifically endorsing the VCJTC/VCJC move to DPS/APS)
 - VT Association of Chiefs of Police
 - VT Sheriffs Association
 - Law Enforcement Advisory Board
 - VT Criminal Justice Training Council (the new VT Criminal Justice Council has not discussed yet – they have only met twice)

Agency of Public Safety DRAFT Model 2020

- Department of Fire Safety & Emergency Management
- Department of Law Enforcement
- Division of Support Services

Department of Fire Safety & Emergency Management (Commissioner)

- Emergency Management Division (direct line to Governor during emergencies)
- Fire & Building Code Inspection Division
- Fire Investigation Unit
- Fire Prevention & Safety Unit
- Technical Response Unit
 - HazMat Team
 - USAR/Swiftwater Team

Department of Law Enforcement (Commissioner)

- Motor Vehicle Enforcement – Director
- Vermont State Police – Director/Colonel
 - Memorialize roles in updated statutory framework to ensure continuity
- Future assessment
 - Fish & Wildlife Enforcement – Colonel
 - Liquor Enforcement – Chief
 - Capitol Police – Chief (offer or assistance to the Legislature / Chief)

Support Services Division (Deputy Secretary)

- Administrative Division
- Communications Division – **911 (new)**, PSAPs, Radio Technology Unit
- Fleet Services Division (now split between VSP & other)
- Forensic Lab Division
- Training Division – FSTC, **VCJC (new)**, Training Facilities
- VT Crime Information Center (+ Sex Offender Registry)

Agency of Public Safety – implementation timeline

- January 14, 2021 – Executive Order was issued
- January – April 2021 – Final legislative & stakeholder engagement
- April 16, 2021 – Formal creation of the Agency framework
- July 1, 2021 – Move #1: VCJC/VT Police Academy to APS (VCJC retain statutory roles and authority)
- July 1, 2022 – Move #2: E911 to APS
- July 1, 2022 – Move #3: DMV Enforcement staff to APS

Top Line Advantages of APS Structure

- Unify teams, talent, and effort across public safety operations and state support of public safety statewide
- Leverage talent and assets to work more uniformly – for example, communications – 911, PSAP, and Radio Technology Services parallel missions
- Streamline investment, often duplicated, in facilities, technology, equipment, vehicles, training, etc.
- Accelerate modernization of operations with focus on fair, impartial, and equitable policing and overall public safety
- (+ see attached document with further detail)

3. Modernize statewide public safety support

- Training – work collaboratively to modernize our training models
- Model policy development
- Information Technology
 - Connectivity
 - Data collection to inform resource needs and policy development
 - 3 areas of modernization (do, \$, don't do)
 - + VEWS – warrants and abuse prevention orders – to be fully deployed 2021
 - CAD/RMS – new system to be deployed 2021 (contract complete)
- Social work, mental health 1st response resources (expanded pilot) – now funded & to be deployed 2021
- Dispatch future
- Facilities, future asset sharing – including firearm storage solutions

4. Criminal Justice & Public Health System Modernization

STAGE 4: COURTS / CORRECTIONS - JAILS

STAGE 3: ALTERNATIVE SANCTIONS

Municipal tickets, diversion, reparative boards, specialty Courts

----- BEHAVIOR CROSSES FROM DISORDER & SERVICE RESPONSE TO CRIME -----

STAGE 2: OUTREACH & INTERVENTION

Street outreach teams, mental health & substance abuse/social work outreach; job training; youth centers;
pre-arrest restorative justice

STAGE 1: EDUCATION & PREVENTION

All of this becomes a single framework

- Develop predictable systems that can be replicated, measured, and produce good/reproducible results
- Develop a tool set that can be deployed statewide in every county
- As a lens for policymaking to ensure that the areas we are looking to spend money, time, resources, and effort fit in a system-wide view of the assets we are working to deploy
- Rather than chasing individual policy fragments, work to develop and deploy a mindfully constructed system to deliver community safety and health
- Small savings in many areas can be aggregated for larger impact on areas of identified priority – training, IT, recruitment, etc.

A few examples of work begun in 2020

- Accelerating statewide work on fair and impartial policing and policy unification
- IT systems modernization
 - New statewide computer aided dispatch & records management system
 - Enables sweeping upgrades to data analysis capability while combining multiple, disparate systems into one = reduced employee workload
 - Statewide adopting of VEWS/VOWS – electronic warrant and abuse prevention order tracking
 - Accelerated shift to cloud hosting / software as a service
- Updated planning for future facilities
- Multi-agency collaboration to develop statewide model policy
- Preliminary discussions of training modernization
- Budget modernization – from more granular analysis of capital planning