



Police Commission

Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor

When: Nov 26, 2024 06:00 PM Eastern Time (US and Canada)
Topic: Police Commission Meeting

Please click the link below to join the webinar:
<https://zoom.us/j/94246521868>

Or One tap mobile :

+13092053325,,94246521868# US
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Or Telephone:

Dial(for higher quality, dial a number based on your current location):

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+1 312 626 6799 US (Chicago)
+1 646 931 3860 US
+1 929 205 6099 US (New York)
+1 301 715 8592 US (Washington DC)
+1 305 224 1968 US
+1 669 444 9171 US
+1 669 900 6833 US (San Jose)
+1 689 278 1000 US
+1 719 359 4580 US
+1 253 205 0468 US
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)
+1 360 209 5623 US
+1 386 347 5053 US
+1 507 473 4847 US
+1 564 217 2000 US

Webinar ID: 942 4652 1868

International numbers available: <https://zoom.us/j/94246521868>

1. Agenda

1.1. Call to Order

1.2. Roll Call and Determination of Quorum

1.3. Additions or Modifications to Agenda

2. Adopt Minutes

Subject	2.1. Motion to Adopt Draft Minutes from October 22, 2024
Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
Category	2. Adopt Minutes
Department	City Attorney
Type	
Recommended Action	

3. Public Forum

3.1. The public is invited to address the Commission

4. Police Department Business (Time Limited 20 Minutes)

Subject	4.1. Chief's Report
Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
Category	4. Police Department Business (Time Limited 20 Minutes)
Department	Police Department
Type	
Recommended Action	

Subject	4.2. Use of Force Report
Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
Category	4. Police Department Business (Time Limited 20 Minutes)
Department	Police Department
Type	
Recommended Action	

Subject	4.3. "All In" Presentation by Chief Murad and Q&A
Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
Category	4. Police Department Business (Time Limited 20 Minutes)
Department	Police Department
Type	

5. Commission Business (Time Limited 30 Minutes)

5.1. Commission Business

6. Commendations (Time Limited 5 Minutes)

Subject	6.1. Officer Commendations
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Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
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Category	6. Commendations (Time Limited 5 Minutes)
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Department	Commissioner
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Type	
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Recommended Action	
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7. Commissioner Comments (Time Limited 15 Minutes)

Subject	7.1. Commissioner Comments
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Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
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Category	7. Commissioner Comments (Time Limited 15 Minutes)
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Department	Commissioner
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Type	
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Recommended Action	
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8. Executive Session

8.1. Executive Session

9. Adjournment

9.1. Motion to Adjourn

10. Informational and Non-Discrimination Statements

Subject	10.1. This agenda is available in alternative formats upon request. For more information on access, call Lori Olberg, Licensing, Voting and Records Coordinator (802-865-7136)(TTY 802-865-7142). Persons with disabilities who require assistance or special arrangements to participate are encouraged to contact 802-865-7000 (voice) or 802-865-7142 (TTY) at least 72 hours in advance so that proper arrangements can be made. This meeting will also air on Town Meeting TV the Wednesday after the meeting, starting at 8:00 pm and repeating at 1:00 am and 7:00 am the following day. The City of Burlington will not tolerate unlawful harassment or discrimination on the basis of political or religious affiliation, race, color, national origin, place of birth, ancestry, age, sex, sexual orientation, gender identity, marital status, veteran status, disability, HIV positive status, crime victim status or genetic information.
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Meeting	November 26, 2024 - Police Commission Meeting Agenda - Tuesday, November 26, 2024, 6:00 PM, Zoom/Contois Auditorium, City Hall, 149 Church Street - 2nd Floor
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Category	10. Informational and Non-Discrimination Statements
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Department

Council and Board

Type

**Police Commission
Tuesday, October 22, 2024
Remote via Zoom and In-person in Contois Auditorium, City Hall
Burlington, Vermont
DRAFT MINUTES**

Members Present: Shakuntala Rao (Chair), Jessica Oski, Jack Keefe, Robert Depper, Mary Cox (Remote), Susan Comerford (Remote)

Staff Present: Jon Murad (Police Chief), Jessica Brown (City Attorney), Kristen Kaichen (Administrative Assistant)

Public Present: Sandra Baird, Melo Grant (Councilor, Remote), Romeo Von Hermann

1. Adopt the Agenda

1.01 Call to Order

Meeting called to order at 6:00 PM by Chair Rao.

1.02 Roll Call and Determination of Quorum

All commissioners present except for Commissioner Kevin Garrison, who has resigned from the Police Commission.

1.03 Additions or Modifications to the Agenda

No motion to modify the agenda.

2. Adopt Minutes

2.01 Motion to Approve and Adopt Draft Minutes from September 24, 2024

Motion to approve the draft minutes from September 24, 2024 as written.

Motion by Commissioner Oski, Seconded by Commissioner Depper

Final Resolution: Motion Passes

Yes: Unanimous

3. Public Forum

3.01 The public is invited to address the Commission

Sandra Baird spoke to a complaint she filed on behalf of an individual's recent encounter with BPD. Baird stated there has been no response to the complaint and has notified the Mayor's Office, Councilor Grant, and Chief Murad of this matter.

Romeo Von Hermann expressed concern over the proposed charter change for police oversight, believing it will have negative implications on trust between citizens and law enforcement and urged the Commission and law enforcement community to address matters in earnest.

Councilor Melo Grant, attending as a member of the public, commented on the proposed police oversight charter change, stating there is no data to support the idea that oversight is a barrier to recruitment, and clarified the panel would be funded and would only be used in specific cases. Councilor Grant also asked BPD for recruitment data and exit interview data, emphasized the need to change BPD's online reputation and invest in digital advertising, and requested BPD provide more opportunities for public engagement.

4. Police Department Business

4.01 Chief's Report

Chief Murad presented the Department's October report.

- BPD had several departures this fall due to relocations and retirements, including Recruitment Coordinator Anhad Bajwa, Records Clerk Jane Hackley, Corporal Matthew White, Corporal Kevin Wilson, and Deputy Chief Wade Labrecque.
- Later this month, CSLs will be fully staffed.
- BPD currently has 65 total sworn officers and 59 effective officers.
- Incidents per officer have approximately increased by 200% from 2020.
- CAIP has a dedicated van for incident response.
- A clinical supervisor has been hired for the CARES team and more hires are anticipated.
- Incident volume has stayed relatively the same, with only a 2% decrease from 2023. The overall number of stacked calls have decreased but 'Stacked No Response' incidents have increased.
- Online reports are significantly down, partly due to the City's recent transition to a new website, which does not support BPD's online reporting form. BPD is working on getting this back up. Online complaint reports have also been impacted by the site change.
- For selected Valcour incidents, larceny is slightly down. Gunfire incidents have slightly increased from last year. Fatal overdoses are down but nonfatal overdoses have significantly increased from last year, the reasons for which Chief Murad is unsure.

Commissioner Oski asked if there are any incidents where only CAIP or CARES would respond. Chief Murad clarified CAIP responds to many incidents without sworn officers, but CARES has not been deployed solo yet.

Commissioner Cox asked if Street Outreach and CAIP's responses are reflected in the selected Valcour incident numbers. Chief Murad explained that any call coming into dispatch that gets logged and is then sent to CAIP or Street Outreach for a response is reflected. Any calls that do not come through dispatch for Street Outreach would not be captured in this data.

Commissioner Cox asked if BPD could track incidents by person to identify superusers of emergency services. Chief Murad confirmed that is possible and something BPD staff have worked on.

Commissioner Depper asked if Chief Murad has looked into how BPD's recruitment and retention data compares to other agencies nationally. Chief Murad said he does not have hard data because many agencies do not share their data with the public on a monthly basis the way BPD does, but does have anecdotal data from attending law enforcement conferences and events, and there is also compiled data from other agencies in the priority response plan report. Chief Murad agreed to send Commissioner Depper those resources.

Commissioner Depper asked for clarification on the analysis of non-fatal overdoses. Chief Murad clarified comparisons have been anecdotally made with other Chittenden County agencies to suggest Burlington is experiencing the largest increase of non-fatal overdoses. Fatal overdose data is provided by the State and the CDC. Commissioner Depper asked if the Department tracks the application of Narcan and how that could influence the non-fatal overdoses versus fatal overdoses. Chief Murad confirmed the Department does track Narcan application but does not believe those numbers alone would be sufficient to reflect what is going on in respect to non-fatal overdoses but will ask Senior Policy and Data Analyst Nancy Stetson to work on this request. Commissioner Cox added that many citizens also have Narcan themselves now, so people are administering Narcan to each other which would not be reflected in Police and Fire's data.

Commissioner Comerford urged Chief Murad to focus more on the South End's ongoing challenges with theft and to address complaints of unsafe, disruptive driving behaviors across the city.

4.02 Use of Force Report

BPD had no Use of Force Report to provide this month.

Commissioner Cox mentioned the Use of Force reports from June and July appear to be missing from the BPD's webpage. Chair Rao said the Commission should generally discuss how to manage their webpage and will reach out to City Hall for more information.

5. Commission Business

5.01 Discussion with the Chief: Risk Management for Officers; Health and well-being; Modern aids in report writing; ICAT and DD13.3 and Infrastructure

Commissioner Cox inquired about how officer fatigue is assessed within the Department. Chief Murad said many services are available through the Department and the City to support officers and manage fatigue but added managing fatigue has been difficult because to keep three officers on shift, officers often have to work overtime. Chief Murad added the Department does regular equipment checks and ensures employees maintain appropriate certifications.

Regarding modern aids in report writing, Commissioner Cox asked if BPD has considered transcription or solutions for report writing. Chief Murad said AI technology currently has too many issues in policing applications to be reliably used but otherwise BPD utilizes a suite of products available from Axon to improve report writing.

Commissioner Cox asked if BPD has adopted ICAT and if the Department would have any issues using the ICAT framework as a reference for rewriting DD13.03. Chief Murad confirmed ICAT is a foundational part of how BPD trains for incidents and use of force and would be amenable to having ICAT incorporated into the rewritten directive.

6. Commendations

6.01 Officer Commendations

Chair Rao shared a commendation for Officer Congdon's compassionate conduct with an arrestee who appeared to be under severe mental duress.

Another commendation recognized officers' use of de-escalation tactics in a recent response to an individual experiencing a mental health crisis.

Officer Philbrick was recognized for de-escalation, empathy, and kindness demonstrated in 2 separate incidents.

7. Commissioner Comments

7.01 Commissioner Comments

Chair Rao thanked Commissioner Kevin Garrison for his contribution to the Commission and the City.

The Commission thanked Deputy Chief Labrecque for his long service to the city of Burlington. Chair Rao asked Chief Murad if BPD has worked with anyone named Asha, explaining Asha appears on a video made by YouTuber Peter Sentinello and claimed to be working with the Police. Chief Murad clarified this person is a private citizen who sometimes provides useful information and is known in the community for starting an online catalog of theft in Burlington to help recovery stolen property.

Commissioner Cox affirmed the commendation for Officer Philbrick.

8. Executive Session

8.01 Executive Session

Motion to move for a special finding that premature general knowledge of the Commission's hearing of complaints and personnel matters would clearly place the City or a person involved at a substantial disadvantage.

Motion by Commissioner Oski, Seconded by Commissioner Depper
Final Resolution: Motion Passes
Yes: Unanimous

*Motion to move to executive session based upon the special finding pursuant to 1 V.S.A. 3-13
ald.*

Motion by Commissioner Oski, Seconded by Commissioner Depper
Final Resolution: Motion Passes
Yes: Unanimous

9. Adjournment

9.01 Motion to Adjourn

The Commission adjourned the public meeting at 7:41 PM.



BURLINGTON POLICE CHIEF'S REPORT

November 2024

KIND BRAVE
DEPENDABLE NOBLE GUARDIAN
HONORABLE HUMBLE
SELFLESS
VALIANT COURAGEOUS RESPECTFUL
EMPATHETIC COMPASSIONATE RESILIENT HEROIC
ALTRUISTIC ACCOUNTABLE HONEST
TRUSTWORTHY





IACP 2024

The International Association of Chiefs of Police, or IACP, Annual Conference and Exposition is the largest and most important law enforcement event of the year—more than 16,000 public safety professionals come to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

This year's IACP conference was being held at the Boston Convention and Exhibition Center, October 19-22, 2024.

We normally send four employees to the full conference, but this year we were also able to arrange a one-day "field trip" for nine additional team members to experience the scope and scale of American policing.





Nov 22, 2024 – all data preliminary & subject to change

Informed rapid response with just a click



JOIN US FOR OUR COMMUNITY ACADEMY



Topics Include:

- Patrol Procedures
- Use-of-Force
- K-9
- Mental Health
- Drug Enforcement Policy
- Domestic Violence
- Less Lethal Tactics



REGISTER NOW

Nov 22, 2024 – all data preliminary & subject to change

Meets each
WEDNESDAY
FROM 6:00 PM-9:00 PM

Starting Jan. 8 - Feb. 12
at the BPD!

Questions? Contact:

Constance Crisp

(802) 540-2365

www.burlingtonvt.gov/304/Community-Academy



JOIN US FOR OUR COMMUNITY ACADEMY

Meets each Wednesday from 6:00pm-9:00pm
starting January 8 - February 12 at the BPD

The Community Academy is a hands-on opportunity to learn about the laws, principles, and procedures that guide the daily activities of the Burlington Police Department

As a Community Academy participant, you will be able to interact with our officers, take part in role-playing scenarios, and participate in discussions. You will learn about the different functions and roles of the police department and how everyone at the BPD trains and works together to provide fair and impartial policing to the Burlington community.

TOPICS INCLUDE:

- Patrol Procedures
- Use-of-Force
- K9
- Mental Health
- Drug Enforcement
- Domestic Violence
- Less Lethal Tactics & much more

PARTICIPANTS MUST BE 18 YEARS OLD OR OLDER & RESIDE OR WORK IN BURLINGTON
We are committed to policing with the citizens of Burlington to achieve a safe, healthy and self-reliant community.

QUESTIONS? CONTACT:

SARAH HERNANDEZ TIMM,
PUBLIC INFORMATION & COMMUNITY ENGAGEMENT OFFICER

✉ STIMM@BPDVT.ORG

☎ (802) 540-2211

For more information
and to register
SCAN HERE





PARTNERS WITH OUR SCHOOLS

Last month, Community Support Liaison Caty Mara, along with Sergeant John Stoughton, CSL Michael Mitchell, and CSL Maya Thompson, assisted Edmunds students with their safety drill. This month, Community Support Liaison Caty Mara presented Edmunds Elementary School with a *Good Job!* certificate. The certificate was presented in recognition of the students' impressive listening skills and how well they conducted themselves during the safety drill.





CLEANING UP

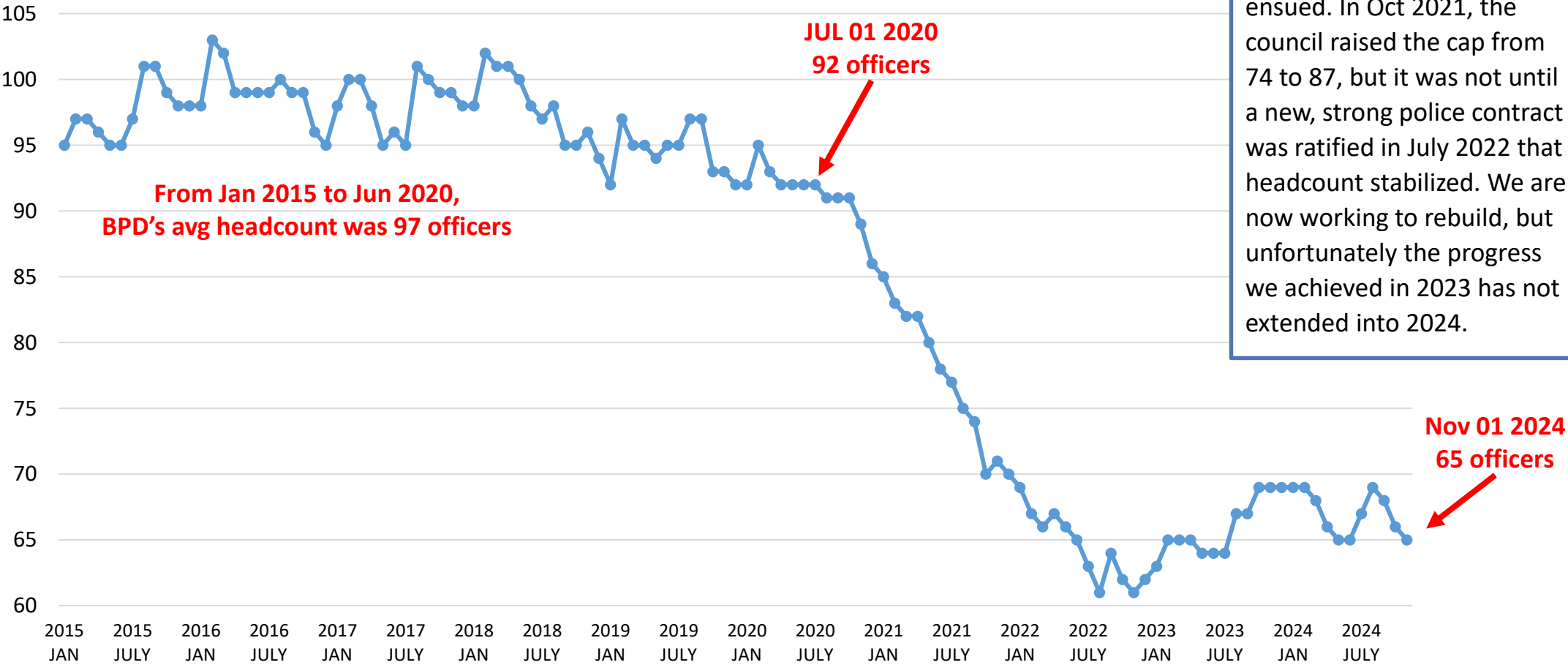


In late October, the BPD pitched in with fellow community members at a syringe / litter cleanup effort organized by the Greater Burlington YMCA. PIO Sarah Timm attended, as did Redaction Specialist ShanShan Chen and our wonderful Lieutenant My Nguyen.



BPD SWORN OFFICER HEADCOUNT, 2015-2024

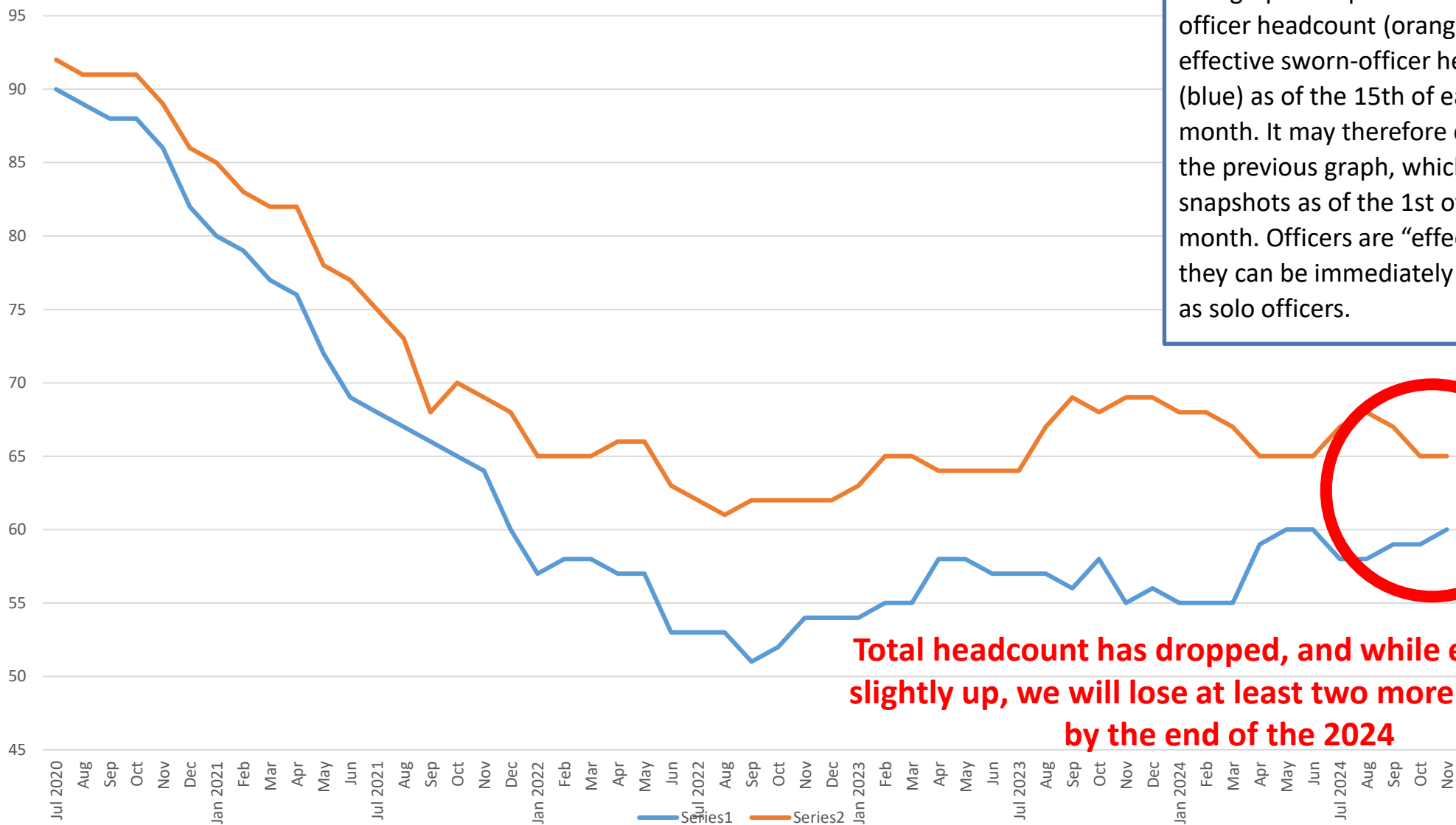
TOTAL SWORN HEADCOUNT, as of the first of each month, month-by-month



In June 2020, the Burlington City Council voted to reduce, by attrition, the BPD's authorized headcount from 105 to 74. An officer exodus ensued. In Oct 2021, the council raised the cap from 74 to 87, but it was not until a new, strong police contract was ratified in July 2022 that headcount stabilized. We are now working to rebuild, but unfortunately the progress we achieved in 2023 has not extended into 2024.



ACTUAL vs EFFECTIVE, JULY 2020 to NOV 2024



Total headcount has dropped, and while effective is slightly up, we will lose at least two more officers to by the end of the 2024



65 TOTAL, 60 EFFECTIVE

As of Nov 15 2024, we are authorized for 87 sworn officers. Of those 87, we employ 65. Of those 65, 60 are able to be deployed as solo officers, or “effective.”

Sixty-five as of November 15 2024

minus 5 maternity, military, VPA, etc. = 60

minus 13 supervisors = 47

minus 10 detectives = 37

minus 6 airport officers = 31

minus 4 special assignments* = 27

27

officers on Patrol

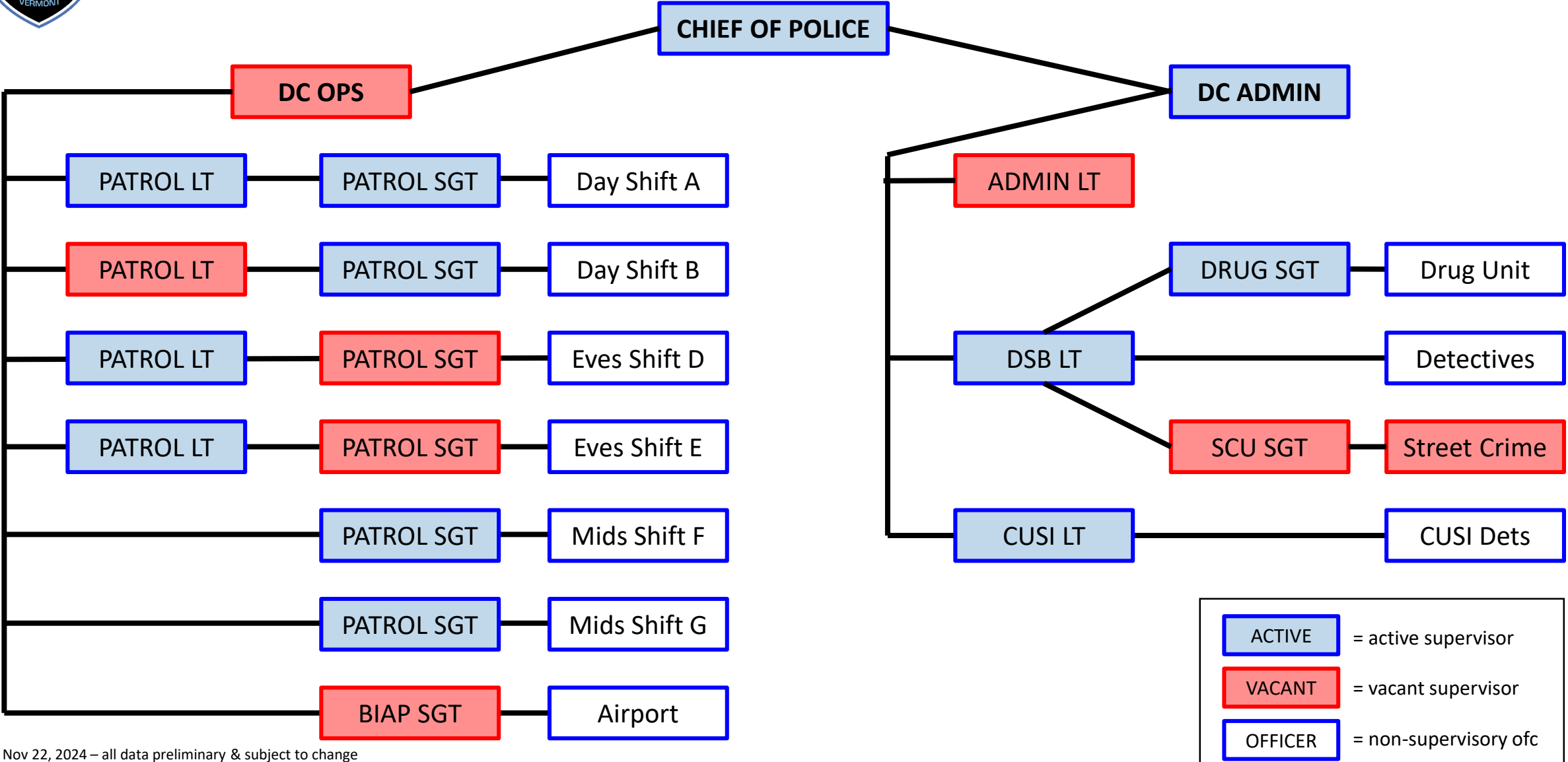
** Two Recruitment Officers, Domestic Violence Prevention Officer (DVPO), and Narcotics Officer.*



We also have 5 Community Service Officers (CSOs) and 6 Community Support Liaisons (CSLs).



SUPERVISOR VACANCIES





PUBLIC SAFETY ROLES UNIQUE TO BPD

Public safety is more than police. When sworn-officer staffing began to fall, Chief Murad created the 2021 Public Safety Continuity Plan. That plan augmented an existing non-sworn role:

- **Community Service Officers** (CSOs),

These are unarmed, unsworn officers who answer quality-of-life calls for service. BPD currently has seven employees in the role, and **the budget allots us 11 CSOs and one CSM** (or Community Service Manager). The role is also a stepping stone to becoming a police officers. Five of our current officers first served as CSOs.

**BPD
currently
has 5 CSOs
and 6 CSLs**

The 2021 Public Safety Continuity Plan also created a brand new social-service role:

- **Community Support Liaisons** (CSLs)

These are embedded social workers with expertise in mental health, substance use disorder, and homelessness. **BPD currently has six CSLs**, our full allotment. There is also one CSS (or Community Support Supervisor). The CSLs are the core of our new **CAIP division (Crisis, Advocacy, Intervention Programs)**. Additionally, one former CSL recently finished field training as a sworn officer.



Nov 22, 2024 – all data preliminary & subject to change





THE PRIORITY RESPONSE PLAN

With staffing down and incident volume up, the BPD had to create the Priority Response Plan. It husbands resources while remaining true to our duty to prioritize our **NEIGHBORS' PHYSICAL SAFETY** and their sense of safety. **The Plan goes into effect when two or fewer sworn police officers are available for response; when that happens, Priority 2 and Priority 3 incidents get "stacked" and do not receive an in-person response.** When three or more officers are available, they are dispatched to all incidents regardless of Priority category.

Incidents labeled "CSO" or "CSL" initially receive a response from a CSO or CSL, rather than a sworn officer, unless the incident evolves in a way that changes its category or requires a sworn officer.

Incidents labeled "ONL" (for "Online Only") are to be diverted to an online reporting function. Note that larcenies and retail thefts are NOT supposed to be online reports.

Additionally, during daytime weekday hours when DSB detectives are available, **DSB will handle untimely deaths.**

PRIORITY 1	High priority.
PRIORITY 2	Middle priority. (*) = situationally dependent; some may be Priority 1 or Priority 3.
PRIORITY 3	Low priority. Response may be delayed based on officer availability; may receive a CSO response.

911 Hangup		Cruelty to Animals	CSO	Illegal Dumping	CSO	Robbery	
Airport AOA Violation		Custodial Interference *		Impeding a Public Officer		Runaway	
Airport Duress Alarm		Disorderly Conduct *		Impersonation of a Police Officer *		Runaway Apprehension	
Airport PHASE		Disorderly Conduct by Elec Comm	ONL	Inciting a Felony		Search	
Alarm *		Disturbance		Intoxication	CSO	Search Warrant	
Alcohol Offense	CSO	DLS		Investigation - Cold Case		Service Coordination	CSL
Animal Problem	CSO	Domestic Assault - Felony		Juvenile Problem *		Sex Offender Registry Violation	
Arrest on Warrant		Domestic Assault - Misd		Kidnapping		Sexual Assault	
Arson		Domestic Disturbance		Larceny - from a Building		Sheltering/Aiding Runaway	
Assault - Aggravated		Drugs		Larceny - from a Motor Vehicle		SRO Activity	
Assault - Simple		Drugs - Possession		Larceny - Other		Stalking	
Assist - Agency		Drugs - Sale		Larceny from a Person		Stolen Vehicle	
Assist - Car Seat Inspection	CSO	DUI		Lewd and Lascivious Conduct		Subpoena Service	CSO
Assist - K9		Eluding Police		Lockdown Drill		Suicide - Attempted	
Assist - Motorist	CSO	Embezzlement	ONL	Mental Health Issue *		Suspicious Event *	
Assist - Other		Enabling Consumption by Minors		Minor in Possession of Alcohol		Theft of Rental Property	ONL
Assist - Public		Encampment Outreach	CSL	Missing Person		Theft of Service	ONL
Background Investigation		Encampment Policy	CSL	Motor Vehicle Complaint	CSO	Threats/Harassment *	
Bad Check	ONL	Escape		Neighbor Dispute	CSL	Traffic	
Bar / Liquor License Violation		Extortion	ONL	Noise	CSO	Trespass *	
Bomb Threat		False Info to Police		Obstruction of Justice		TRO/FRO Service	
Burglary *		False Pretenses	ONL	Operations		TRO/FRO Violation	
CHINS		False Public Alarms		Ordinance Violation - Other	CSO	Unlawful Restraint	
Community Outreach		False Swearing		Overdose		Untimely Death	DSB
Compliance Check		Fireworks	CSO	Parking	CSO	Use of Elec Comm to Lure a Child	
Computer Crime	ONL	Foot Patrol		Possession of Stolen Property		Uttering a Forged Instrument	ONL
Contributing to Delinquency of Minor		Forgery	ONL	Prescription Fraud	ONL	Vandalism	ONL
Counterfeiting	ONL	Found/Lost Property	CSO	Prohibited Acts		VIN verification	CSO
Crash - Fatality		Fraud	ONL	Property Damage	CSO	Violation of Conditions of Release *	
Crash - Injury to person(s)		Fugitive From Justice		Reckless Endangerment *		Voyeurism *	
Crash - LSA *		Graffiti Removal		Recovered Property	CSO	Weapons Offense	
Crash - Non-Investigated	CSO	Hindering Arrest		Resisting Arrest		Welfare Check *	
Crash - Property damage only	CSO	Homicide		Retail Theft			
Cruelty to a Child		Identity Theft	ONL	Roadway Hazard			



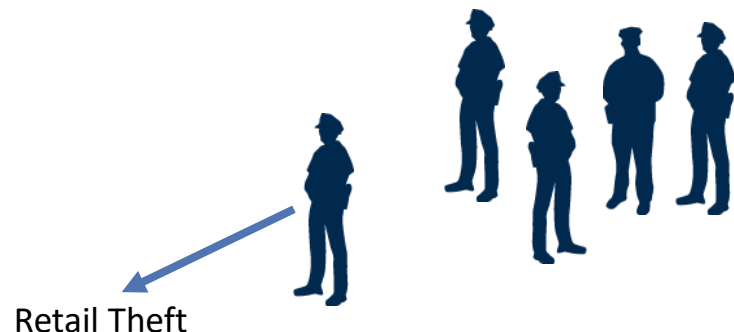
HOW THE PRIORITY RESPONSE PLAN WORKS

When only two or fewer officers are available, the Priority Response Plan goes into effect.

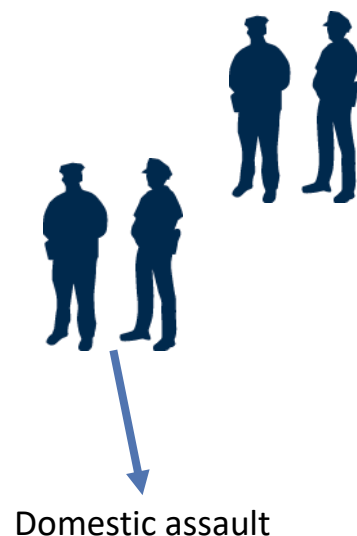
1. In this example, there are five non-supervisory officers assigned to the day shift. They respond to every call for service in the order the calls come in.



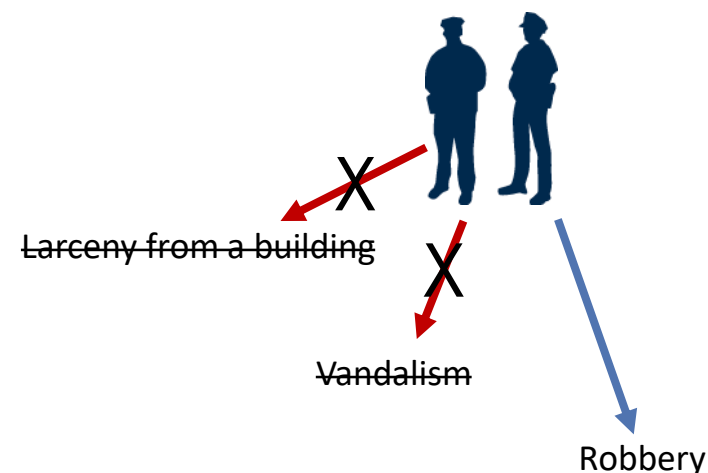
2. Dispatch receives a call about a retail theft, which is a Priority 3 call for service. Officer 1 responds, leaving Officers 2, 3, 4, and 5 available.



3. Officers 2 and 3 are dispatched to a Domestic Assault call, which, like most Priority 1 incidents, requires a two-officer response. Now only Officers 4 and 5 remain. At this point, the Priority Response Plan goes into effect.



4. Officers 4 and 5 have to remain available in case of a Priority 1 life-safety incident like a robbery. If anything other than a Priority 1 comes in—a report of vandalism or a larceny, for example, which are Priority 3 calls—the call will be “stacked” until more than two officers are once again available.





INCIDENT VOLUME

	YTD INCIDENTS (as of 11/15)	%Δ
2019	25,339	
2020	21,469	↓15%
2021	19,316	↓10%
2022	22,065	↑14%
2023	27,577	↑25%
2024	26,723	↓3%
	Δ 2019 to 2024:	↑6%



YEAR-TO-DATE 11/15

Incidents in 2024 are down 3% compared to 2023. But BPD is still addressing 6% more incidents than in 2019, with 50% fewer non-supervisory patrol officers. As a result, of the 26,723 incidents in 2024 so far, 3,557 have been “stacked”—i.e., 13%. And 1,397 began as online reports, or 5%.



It should be noted that not all incidents are crimes. They are more accurately “calls for service.” As shown on a previous slide, there are more than 100 categories of incident. The fact that incidents are up does not necessarily mean that crime is up; as the next slide shows, some categories of criminal incident are up and some are not.



SELECTED VALCOUR INCIDENTS, YTD AS OF NOVEMBER 15

	Assault - Agg	Assault - Simple	Burglary	Crash w Injury or Fatal	Disorderly Conduct	Domestic Assault*	Domestic Disturb	Gunfire	Larceny (all)**	Mental Health Issue	Nonfatal Overdose ***	Robbery	Sexual Assault	Stolen Vehicle	Traffic
2019	48	137	91	85	130	71	442	3	659	688	46	20	45	47	1,688
2020	48	136	95	50	142	46	538	11	670	811	81	17	51	57	1,126
2021	58	136	174	78	133	35	532	13	964	850	128	10	41	116	621
2022	58	157	157	90	119	38	494	25	1,322	1,060	212	17	38	305	366
2023	52	172	178	106	82	41	412	14	1,545	910	398	19	32	284	562
2024	78	155	167	101	92	38	417	12	1,341	914	550	24	28	164	723

* = combines incidents categorized as “Domestic Assault – Felony” and “Domestic Assault – Misdemeanor”

** = combines incidents categorized as “Larceny from a Person,” “Larceny – from a Building,” “Larceny – from Motor Vehicle,” and “Larceny – Other”

*** = fatal overdoses are categorized separately from nonfatal overdoses, and are aggregated with all other “Untimely Death” incidents.

NOTE: All categories shown year-to-date, through November 15 of their respective year

NOTE: These data are derived from Valcour incidents. Valcour is the BPD’s computer-aided dispatch and records-management system. Incidents are initially categorized by dispatch according to the information provided by a caller; the category may be changed by the officer who responds to the scene and/or the detective who takes the case. Offense data and/or NIBRS data may differ.



THE BPD IS HIRING!

**\$74,415 to \$82,084
starting pay***

**\$100,000
top pay**

**and a \$15,000
hiring bonus**

- City retirement with 5-year vesting
- Shift differential, weekend, and holiday pay
- **full medical benefits** and wellness incentives
- Retirement after 20 years of service at 50% salary
- Retirement after 25 years of service at 75% salary
- 15-step pay scale for non-supervisory employees
- Overtime can be received as cash or vacation accrual
- **10-hour workday, 4-days-on/3-days-off schedule**
- **Weekends off every other month**
- Yearly education bonus
- Beards and tattoos permitted
- Various **specialty assignments** such as detectives, narcotics, K9, domestic violence prevention, airport
- **Applicant can be a non-U.S. citizen** if applicant is a permanent resident / green-card holder

*depending on experience

www.bpdcareers.com



AUGUST 2024 ALL IN



COMMUNICATION / TRANSPARENCY

**Does BPD
informati
Are BPD's
aware of
Is the City**

“It's been put out numerous times publicly (priority response plan, etc), but I don't think they realize still that 2-3 cops +1 supervisor and having to transport to St. Albans and back (or sit at court for hours) means we have nobody available at times”



COMMUNICATION / TRANSPARENCY

Does BPD share information?

Are BPD's chiefs aware of the crisis?
Is the City?

We share staffing numbers and incident volume at every opportunity, internally and with the public

We've done ten internal ALL INs since July 2020

The crisis is part of every Chief's Report to the Police Commission, every presentation to NPAs or City Councilors, every media appearance

Creating and explaining the Priority Response Plan was designed to tell the public our precarious position

We do more graphics and data than any PD in VT



BPD SWORN OFFICER HEADCOUNT, 2015-2024

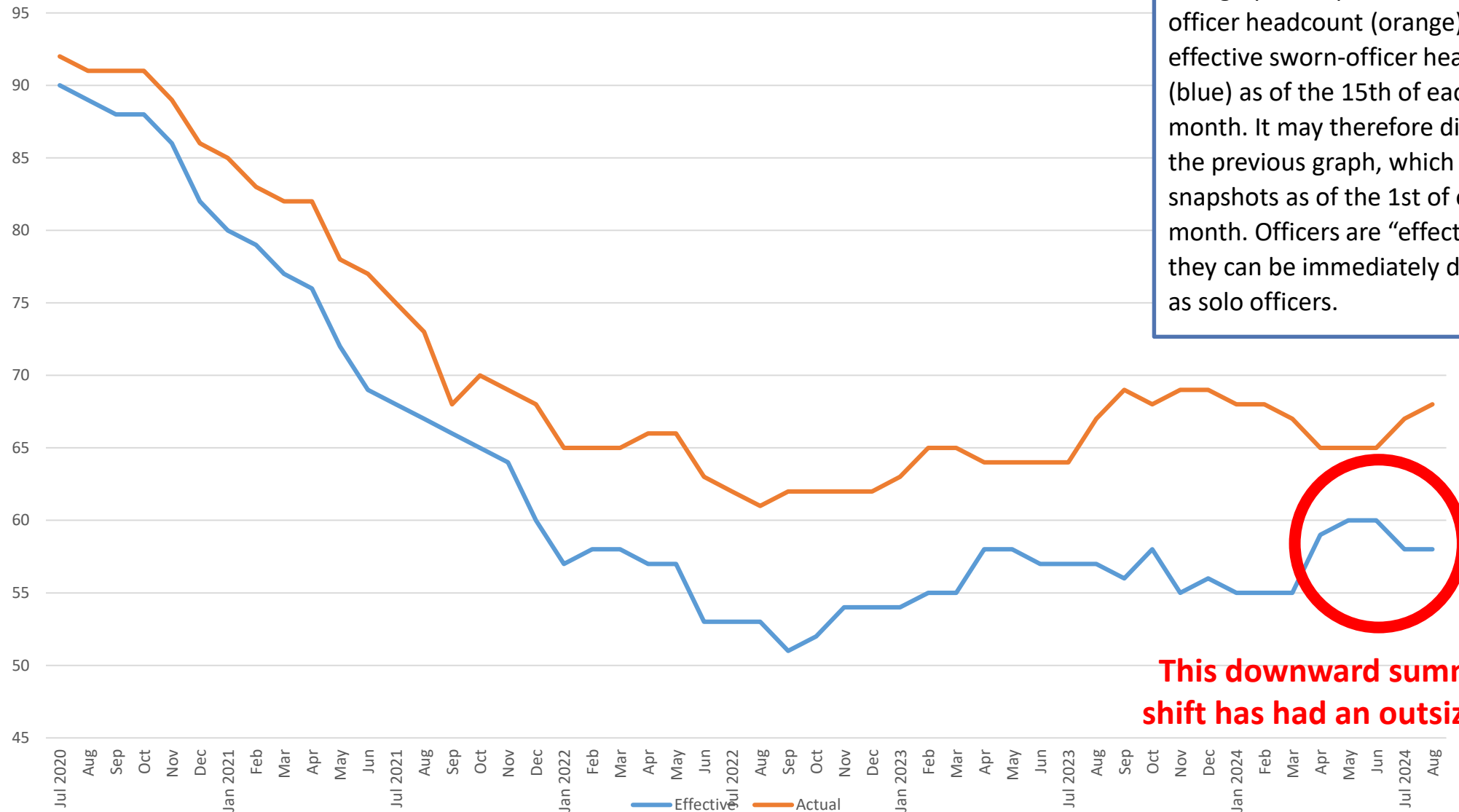
TOTAL SWORN HEADCOUNT, as of the first of each month, month-by-month



In June 2020, the Burlington City Council voted to reduce, by attrition, the BPD's authorized headcount from 105 to 74. An officer exodus ensued. In Oct 2021, the council raised the cap from 74 to 87, but it was not until a new, strong police contract was ratified in July 2022 that headcount stabilized. We are now working to rebuild.



ACTUAL vs EFFECTIVE, JULY 2020 to AUG 2024



This downward summertime shift has had an outsized effect



THE CRISIS

COPS

CALLS





THE CRISIS

COPS

CALLS





THE CRISIS

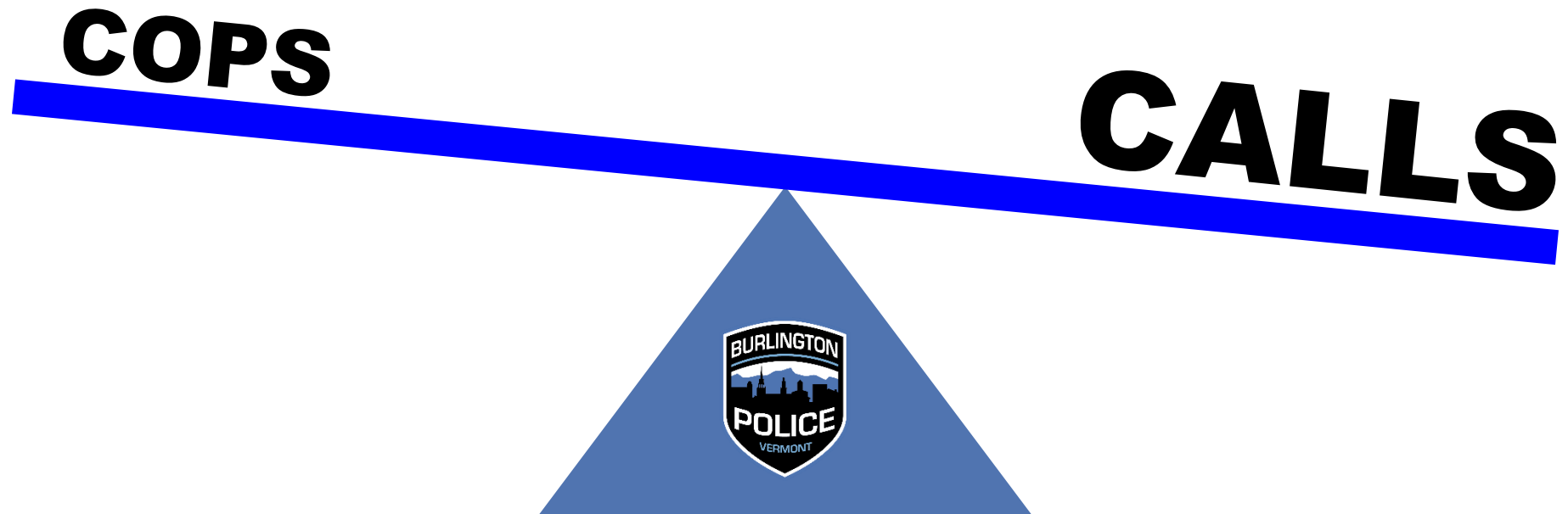
COPS

CALLS





THE CRISIS



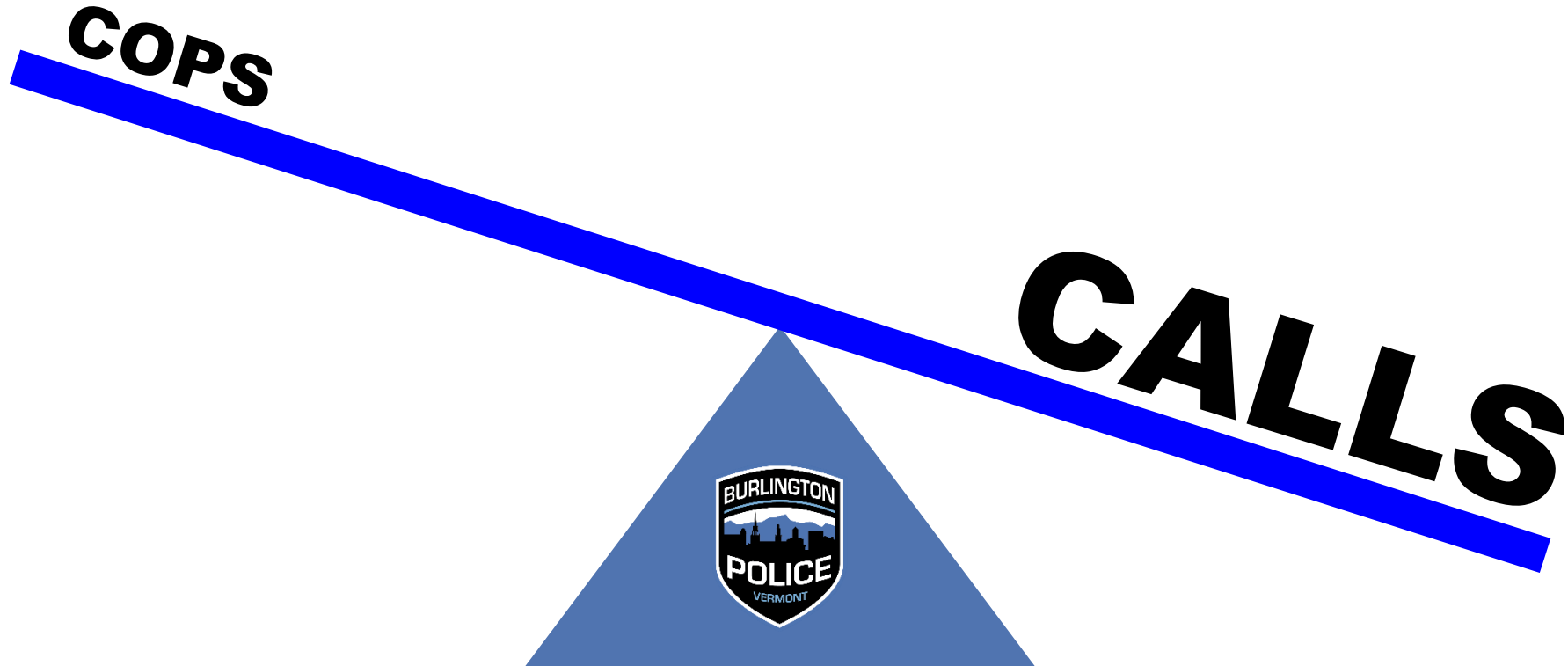


THE CRISIS





THE CRISIS





THE CRISIS



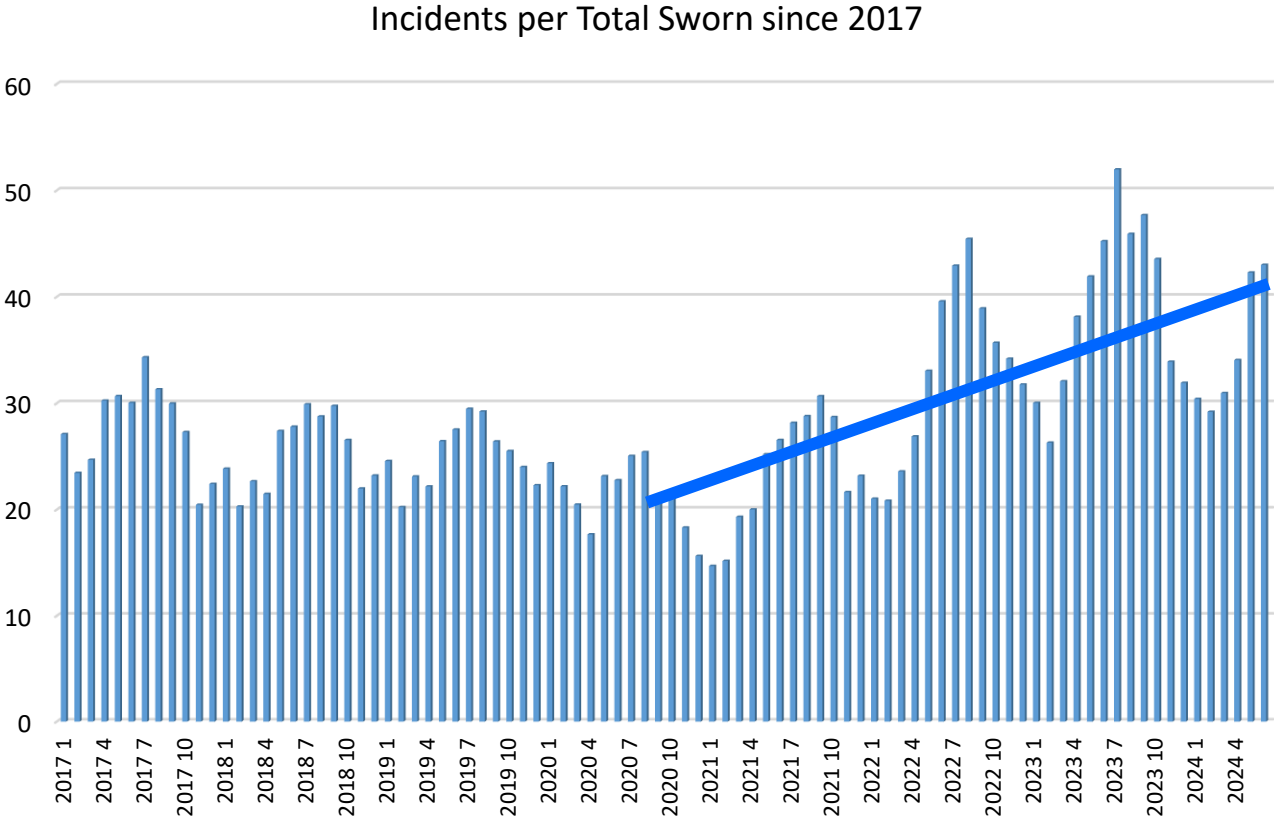


THE CRISIS





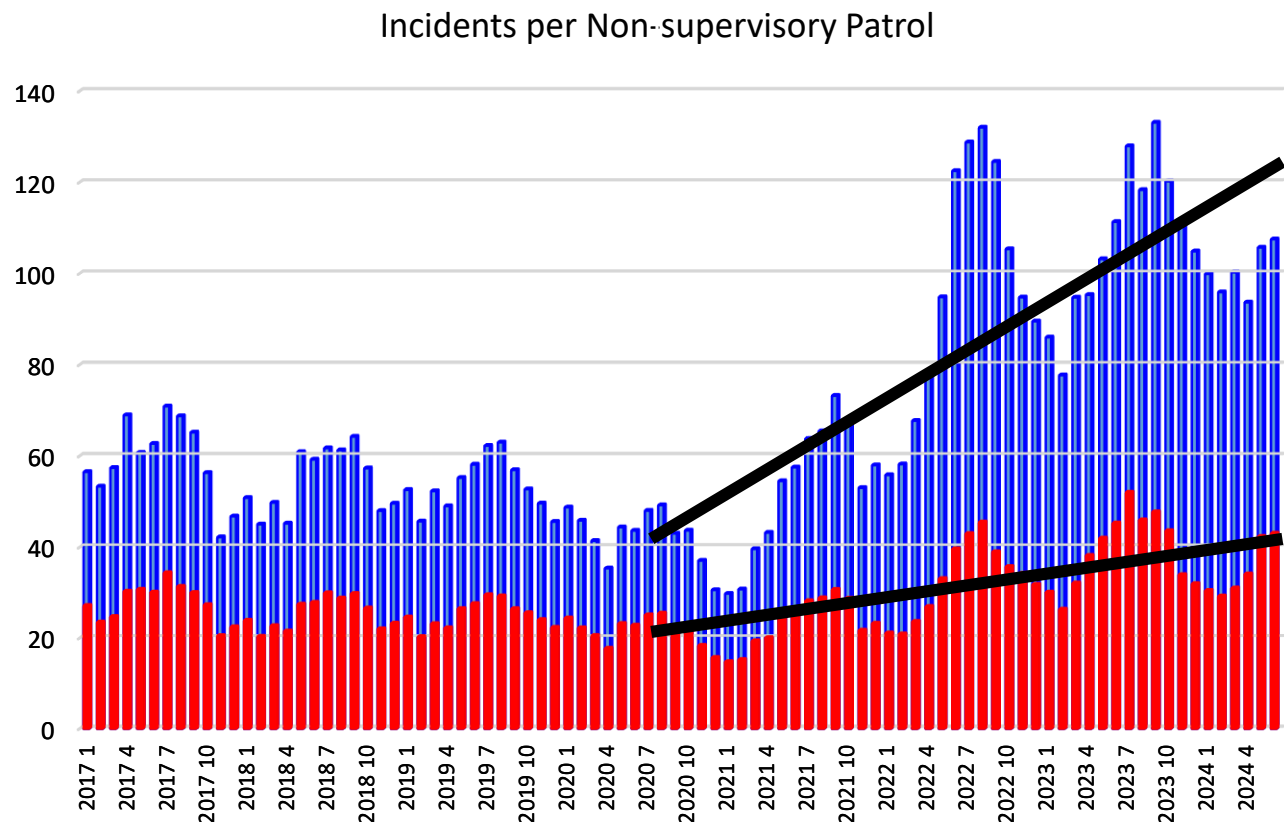
INCIDENTS vs HEADCOUNT, Month-to-Month



This graph shows the total number of incidents per month divided by the total number of sworn officers for that month. It gives a very conservative picture of the tremendous workload increase since July 2020, per officer—the trend has doubled.



INCIDENTS vs HEADCOUNT, Month-to-Month



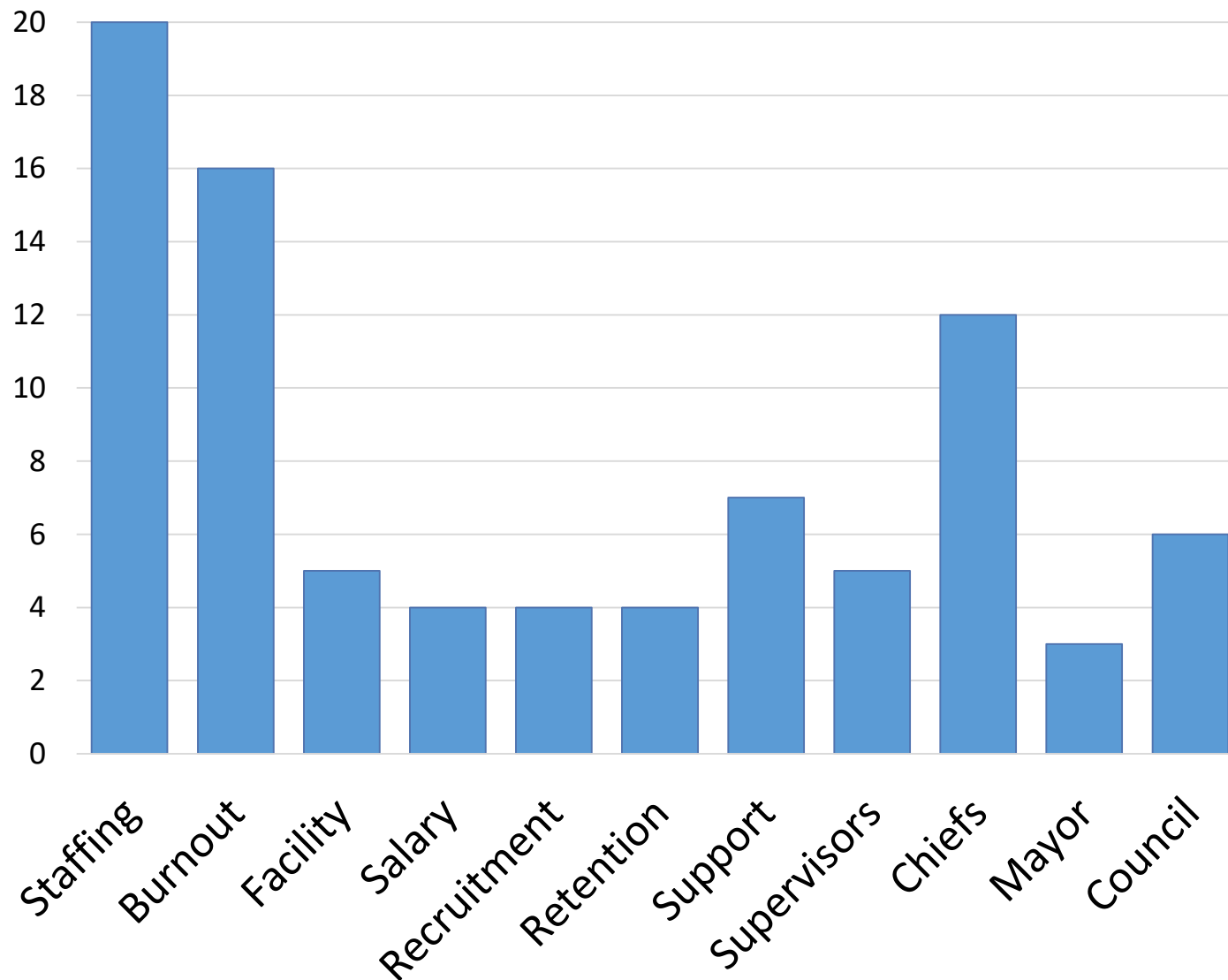
But comparing total incidents to total officers underestimates the burden on patrol. The majority (>75%) of incidents are answered by non-supervisory patrol officers. This graph shows **incidents-per-officer** for **all sworn (red)** versus for **non-supervisory sworn on patrol (blue)**. Note that it does not account for incidents answered at the airport, by detectives, by supervisors, or by CSOs and CSLs. (For example, CSOs were the primary officer on 16% of incidents in 2022, 12% in 2023, and 13% so far in 2024.) Therefore the true burden on sworn patrol officers lies somewhere between the red and the blue. It's still staggering; **the trendline shows a 200% increase.**



SURVEY ANALYSIS 1: MORALE

How is morale?

Thirty-five respondents, or 2/3s of non-supervisory sworn officers, answered. Of those, about 75% said morale was poor or terrible. Twenty-nine gave details. There were several common themes shared by at least three respondents, or 10%:

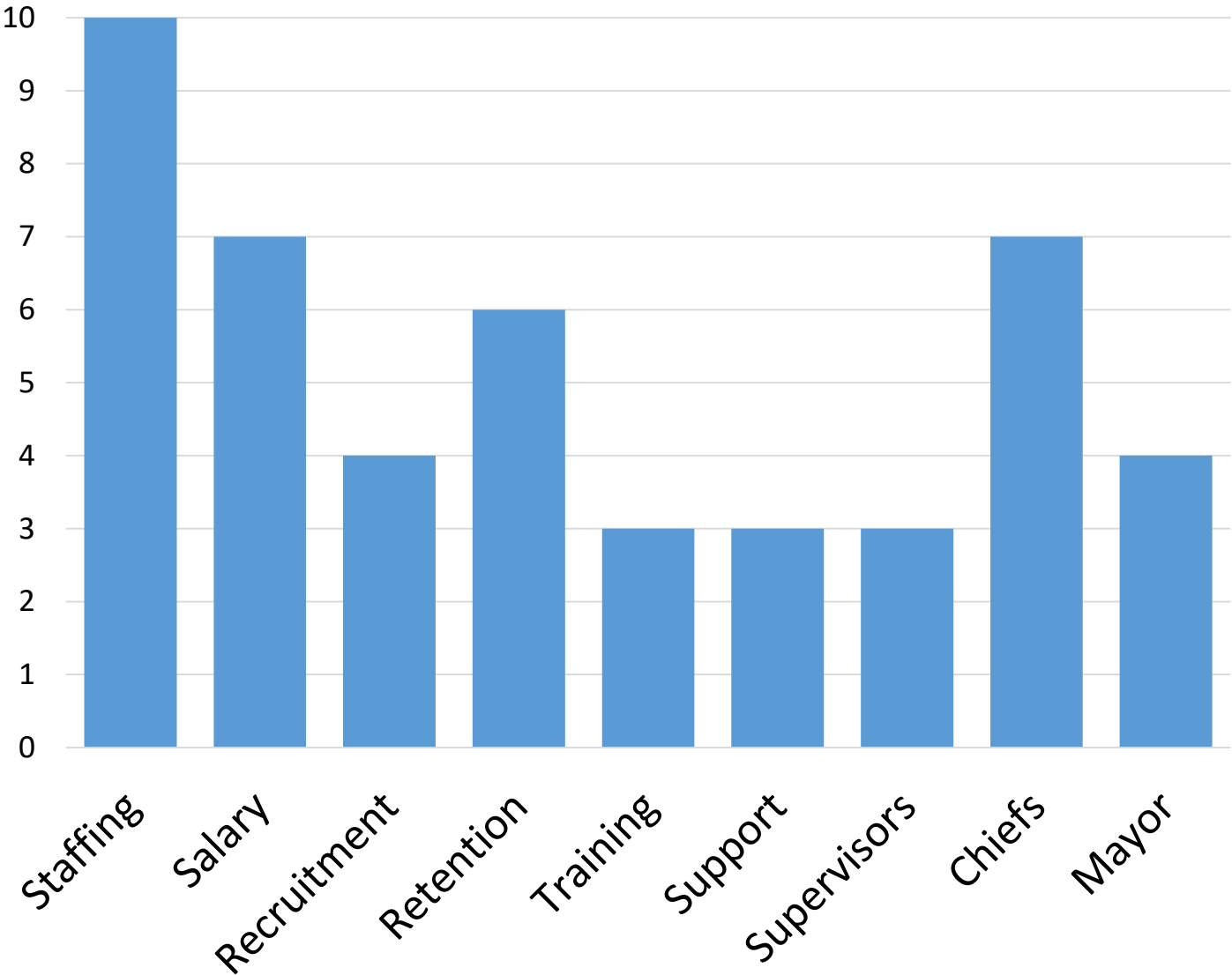




SURVEY ANALYSIS 2: IMPROVING MORALE

How to improve morale?

Twenty-nine respondents answered, with comments ranging from two words (“No idea”) to a loquacious 238. Again, there were several common themes shared by at least 10% of respondents:

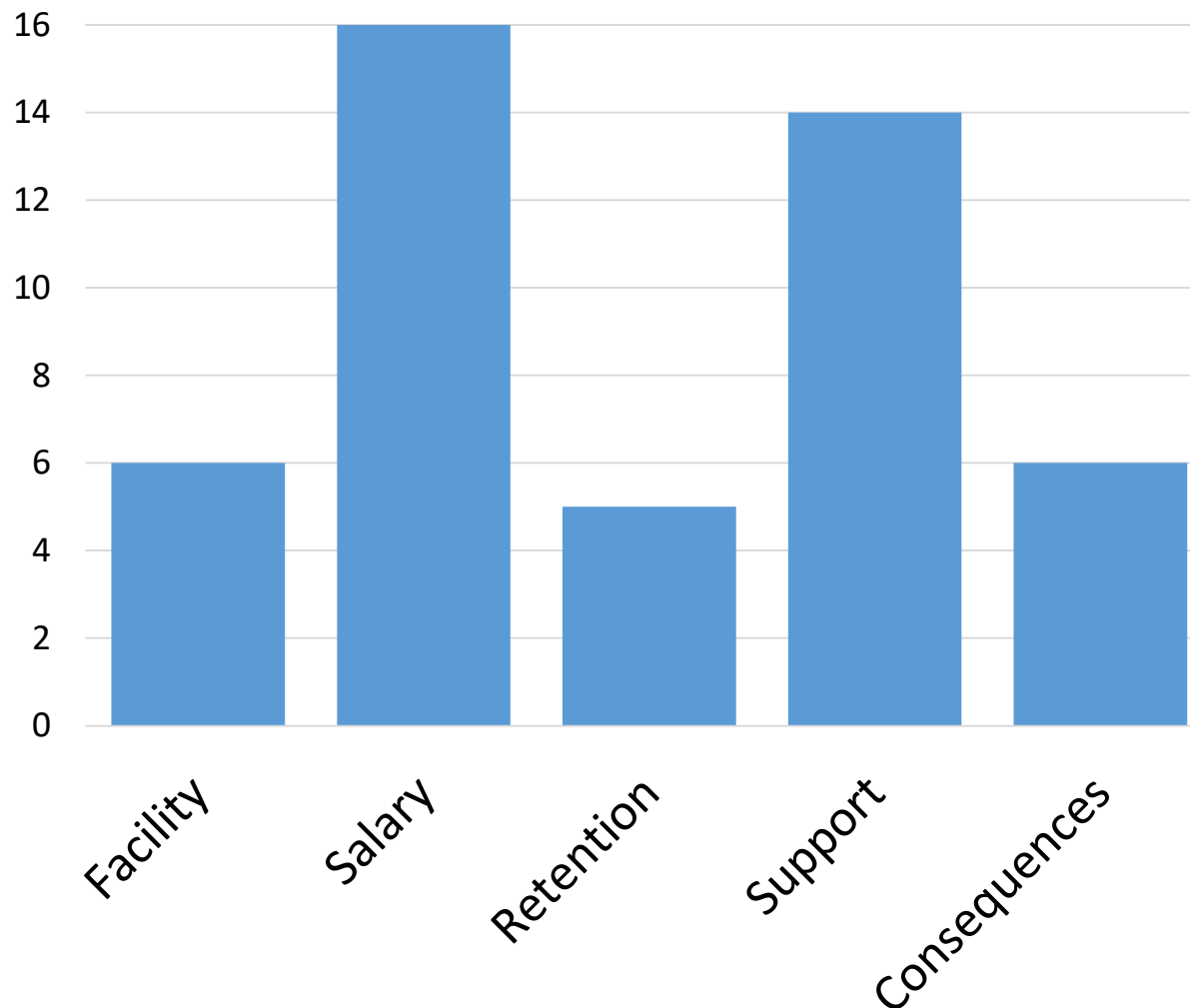




SURVEY ANALYSIS 3: CITY IMPROVING MORALE

How can the CITY improve morale?

Thirty-four respondents answered, with comments ranging from one word ("Pay") to 288 words. Again, there were several common themes shared by at least 10% of respondents. Other themes, like the Council, the State's Attorney, and oversight, didn't crack 10%.





SURVEY ANALYSIS 4: DEPARTMENT IMPROVING MORALE

How can the POLICE DEPARTMENT improve morale?

Thirty-two respondents answered, with comments ranging from one word (“Nothing”) to 278 words. Again, there were several common themes shared by at least 10% of respondents. Other themes, like the facility, recruitment, and retention didn’t crack 10%.





**I joined because I want to
help my community and
believe there may be a
way to come back from
where we are now,
though the horizon
seems bleak**



THIS IS WHAT WE'RE FACING. WHAT CAN BE DONE?



WORSE BEFORE IT GETS WORSE

Worst case scenario.

We need to acknowledge that it could get worse. Most of the decisions I've made over the past four years have been designed to:

Preserve core services—our mission

Retain DSB (contract and career path)

Avoid Emergency Staffing / 12-hour shifts

**Minimize forced overtime seen in other cities
(e.g., Baltimore)**

Keep specialized roles and training opportunities



WHAT WE'RE DOING: WORKLOAD

Staffing and V

Despite 2023 hiring year in need for more outpaced our recruit. The P Plan has diminished volume, but r

“It can’t all be done in a 10 hour shift...”



WHAT WE'RE DOING: WORKLOAD 1

Staffing and Workload.

Despite 2023 being the best hiring year in thirty years, our need for more staff has outpaced our ability to recruit. The Priority Response Plan has diminished call volume, but not enough. Here are some efforts we are making to ease workload.

Linking Valcour and AXON to reduce data entry

- simplified tagging and a return to “see AXON” for certain “CFS non-event” incidents
- EM Trammell got Council approval for new AXON contract

Pre-charge Referral and a new MOU with the CJC

- preserves officer discretion
- ensures SA awareness but lessens workload for eligible offenders

Simpler administrative tasks with LEFTA

Overtime adjustments thanks to EM Trammell



WHAT WE'RE DOING: WORKLOAD 2

Staffing and Workload.

Despite 2023 being the best hiring year in thirty years, our need for more staff has outpaced our ability to recruit. The Priority Response Plan has diminished call volume, but not enough. Here are some efforts we are making to ease workload.

Augment patrol leadership by reassigning the CUSI supervisor to USB. The Administrative Lieutenant will move to CUSI but share admin duties with DC LaBarge.

DSB referrals:

- **All burglaries, robberies, and aggravated assaults that are not solved by patrol on the shift will be assumed by DSB.**
- **USB and DSB supervisors will ensure collaboration on cases that are solved by arrest but require additional investigation**

Previously we *decreased* overdose response, altered 1001 and 1002, and clarified what goes Online and what does not. The imminent new City website will not support online reporting, but we are working to make a broader model through Valcour.



WHAT WE'RE DOING: TRAINING

Overtime and

From an adm
perspective, a
officers to att
training is ber
officer wellne
training stand
can be challer
operational st

“Find ways, at all costs, to allow for
specialization, training and
officer advancement”



WHAT WE'RE DOING: TRAINING

Overtime and Training.

From an administrative perspective, allowing officers to attend training is beneficial for officer wellness and training standards, but can be challenging for operational staffing.

Last year we spent \$110,000 on training, and sent employees to programs like: wellness training, ALERRT active shooter, IA Investigations, Conflict Resolution, Gang Investigations, Reid Technique, mindfulness for the CNU, Cybercrime & Digital Evidence, LLIM instructor, and others

EM Trammell got the FY25 training budget increased by **46%**, to **\$160,000** and has several training goals

In October we will send, for the first time, more than a dozen people to experience a day at the IACP conference



WHAT WE'RE DOING: RECRUITMENT

Recruitment.

The crisis described in the survey hinges on the current state of Policing Burlington. It is not sustainable. We need a Recruitment Coordinator. Bajwa and Recruitment Officer Erwin can't do it. Furthermore, Commissioner Cooney will soon be seeking a successor. Here are the efforts underway:

“We absolutely need to completely change how we attract, recruit, hire, and train new officers”



WHAT WE'RE DOING: RECRUITMENT

Recruitment.

The crisis described in the survey hinges on staffing. Policing Burlington with fewer than 60 effective officers is not tenable. We need to grow. But Recruitment Coordinator Bajwa and Recruitment Officer Erwin can't do it alone. Furthermore, Corporal Erwin will soon be seeking a successor. Here are some efforts underway:

To grow we need the advocacy and assistance of ALL employees

The Recruitment Team has developed a LORAP, a NERP, and a Sabbatical plan.

We are pitching a reevaluation of the educational bonus, from a strong case made by one of our newest officers, recruit Chun

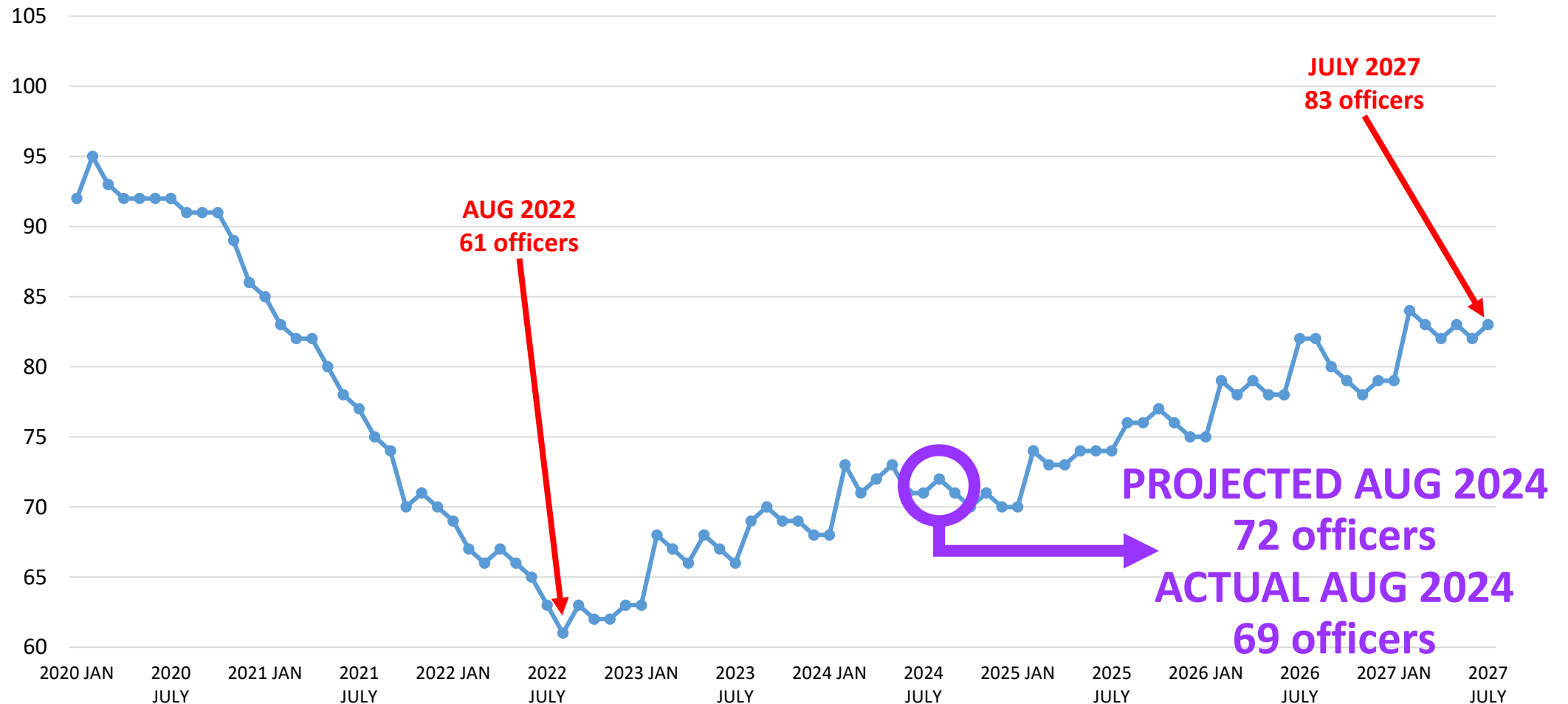
The purpose is to catch up with our previously stated goals—and although progress is precarious, we're not that far off



AUG 2022 – SWORN OFFICER HEADCOUNT, 2020-2027 (projected)

TOTAL SWORN HEADCOUNT 2020 to 2027, as of the first of each month, month-by-month

This projection is less ambitious and longer than the one on the previous slide. Recruit classes have 4 or 5 recruits, none has 6. We hire 3 laterals per year, but retention is not as strong. This model shows 55 hires over 4.5 years and 34 separations, or 38% retention.



Aug 1, 2022 – all data preliminary & subject to change



WHAT WE'RE DOING: RETENTION

Retention

Rebuilding is impossible without the foundation of retention. There are mixed sentiments in the community as officers want few incentives, top pay, or do the job to continue past these are bargained for.

“Officers not being compensated with more time off to recharge, especially after large intense stressful incidents, is a large reason for burnout and the lack of morale”



WHAT WE'RE DOING: RETENTION

Retention

Rebuilding is impossible without the foundation of retention. There are conflicting sentiments in the survey—do officers want fewer steps to top pay, or do they want steps to continue past 15? Many of these are important for bargaining.

The recruitment team has proposed a sabbatical program

I am preparing a document for the Mayor that consolidates recruitment and retention plans—among other retention-related issues it addresses supervisor compression (an important issue insofar as career path and longevity)

Employee wellness is key to a long worklife: EM Trammell has developed a therapeutic version of Fit Force

UBSAC Trieb organizes the City's wellness offerings like acupuncture, chiropractors, discounted gym memberships, yoga, bikeshare, chair massages, and physical therapy

UBSAC Trieb used City wellness money to get new gym equipment



WHAT WE'RE DOING: FACILITIES

Facilities.

We spend a lot of money on facility work—a third of our budget, according to the state auditor—on the commonly cited problem of the quality of our work spaces. The quality of our work spaces affects how one works, and it is lacking: our buildings are the oldest municipal headquarters in the County.

“The condition of the building is an embarrassment”



WHAT WE'RE DOING: FACILITIES

Facilities.

We spend a lot of time at work—a third of our lives, according to the most commonly cited estimate. The quality of where one works affects the quality of how one works. In this, BPD is lacking: our building is the oldest municipal police headquarters in Chittenden County.

- Flooring concerns: city is well aware
- HVAC on roof; unit replacement pending
- Ceiling leak from humidity and temperature of HVAC pipes; insulation to be replaced
- HVAC cleaned
- Repairs for damage from November arson finally approved
- Admin lobby project
- Gym updates: border and paint etc.
- General Lighting and maintenance - Steve and City - parks and Rec.
- Roof repairs 2022
- New carpet in records area 2023
- New carpet and update in ECC 2023
- New temp evidence in sally port 2023
- All south-side windows tinted in 2023
- Admin and records HVAC issue fixed
- Holding cells - current work order for ceiling issue pending
- Fencing under discussion
- Lockers under discussion



FACILITIES

We spend a lot of time at work—a third of our lives, according to the most commonly cited estimate. The quality of where one works affects the quality of how one works. In this, BPD is lacking: our building is the oldest municipal police headquarters in Chittenden Co.

In the fall of 1994, Burlington voters approved a \$2.5 million general obligation bond for a new police headquarters. In October 1995, thanks in large part to Tony Pomerleau’s generosity, the BPD moved into an existing building at One North Avenue. For thirty years we’ve operated it 24/7/365, and we’ve never had a renovation.



- Built: 1975
- Renovated: 2012



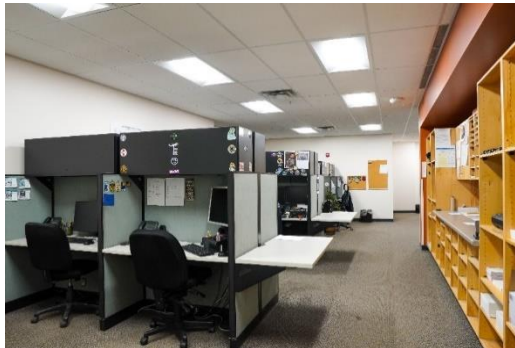
- Built: 2018
- Renovated: n/a



- Built: 2023
- Renovated: n/a



- Built as PD: 2010
- Renovated: n/a





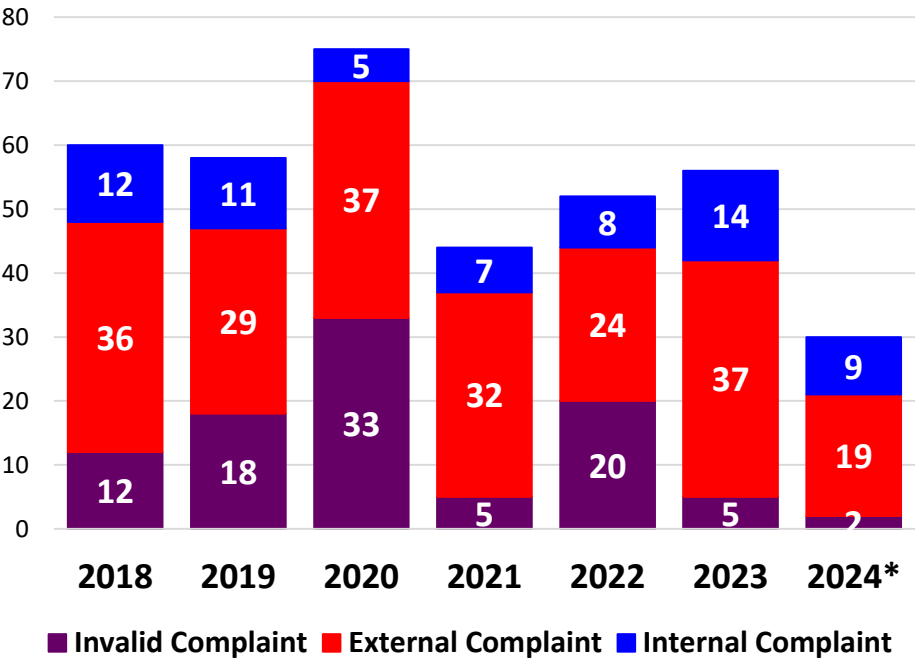
WHAT WE'RE DOING: DISCIPLINE

*“consistent enforcement
of standards and policies,
especially with regard to
punishment/IA processes”*

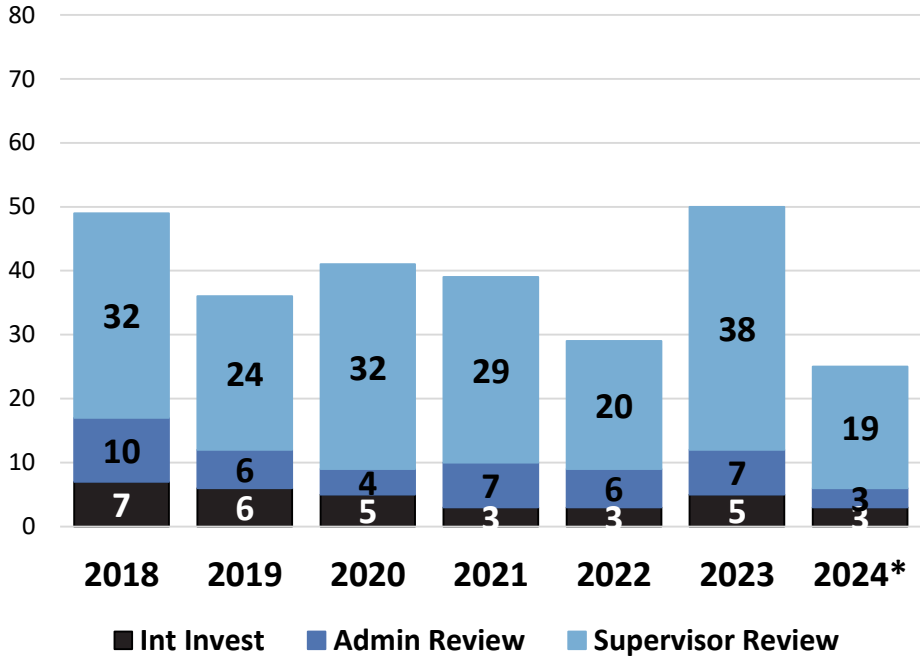


WHAT WE'RE DOING: DISCIPLINE

COMPLAINTS



REVIEWS



There were several comments about discipline—particularly transparency, consistency, fairness, and transparency. Earlier this summer, we worked with the Police Commission, the Human Resources Department, the City Attorney’s Office, and the BPOA to overhaul DD40 completely. The new directive, [DD40 External and Internal Complaints, Supervisor Reviews, Administrative Reviews, Internal Investigations & Discipline](#), is far more thorough and delineates a very specific, fair process. This slide retroactively applies the new definitions to previous cases for some context around complaints and discipline.



MISSION

Mission & purpose

“Why” is your
Your cause. You

Do we exist to
property, or p
haves from th
Do we exist to
better? Or rec

“trying to put
the needs of the
public first”



MISSION

Mission & purpose

“Why” is your purpose.
Your cause. Your belief.

Do we exist to safeguard
property, or protect the
haves from the have-nots?
Do we exist to make lives
better? Or reduce harm?

We ARE responsive to flavor of the day—we have to be

**We are committed to policing with the citizens of Burlington
to achieve a safe, healthy, and self-reliant community.**



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~~**We are committed to policing with the citizens of Burlington
to achieve a safe, healthy, and self-reliant community.**~~

**Our police service exists to keep people safe, by preventing and
responding to crime and disorder, with and for our neighbors.**

**Our object is to make Burlington safe and fair, everywhere for
everyone.**



CULTURE AND MORALE

Morale.

People want to
inside the age
much as outs
want their ch
contributions
acknowledged
want consiste

“A change in morale
will only come from
the top”



CULTURE AND MORALE

Morale.

People want to be
inside the agency
much as outside
want their children
contributions
acknowledged
want consistency

“I don’t think the city
has an impact on our
morale. I think that is
built from within”



CULTURE AND MORALE

Morale.

People want to be heard, inside the agency just as much as outside. People want their challenges and contributions to be acknowledged, and they want consistency, fairness.

You don't get what you expect — You get what you accept

Internal AND EXTERNAL — What you allow is what will continue

Every team has to understand the importance of the other teams

Rescue; seize evidence for court; broker social cooperation



***I love this city and the
people I work with. This
career has given me the
opportunity to make my
life better***