

Public Safety Committee
Thursday, March 2, 2023
REMOTE ONLY via Zoom. Burlington, Vermont
DRAFT MINUTES

Members Present: President Paul, Councilor Magee

Staff Present: Derek Libby (Acting Fire Chief), Kyle Blake (BFD/BFFA), Shannon Trammel (BPD), Becky Penberthy (CJC), Stephanie Seguino (Police Commission), Melo Grant (Police Commission)

Public Present: None.

Meeting called to order at 5:07 p.m. by Councilor Magee

1. Agenda

1.01 Motion to adopt/amend agenda

Motion to adopt the agenda.

Motion by Councilor Magee, Seconded by President Paul

Final Resolution: Motion Passes

Yes: Unanimous/ President Paul, Councilor Magee

No:

2. Minutes

2.01 Approval of Minutes

Motion was made to approve minutes of the January 18, 2023 meeting of the Public Safety Committee.

Tabled until next meeting.

3. Public Forum

3.01 Public Forum

No members of the public present.

4. Committee Discussion/Possible Action

4.01 BPD: Update re: BPD Policy on Home Alarms

Magee: DC Labrecque is trying to be here tonight, but is not here at present. I heard Chief Murad wanted to make some changes to the home alarm policy. A member of the public wanted us to discuss this, but they could not make it tonight.

Paul: The Chief stated that the policy was followed with regards to this resident, but the resident was not sure it was adequate. This would be a better discussion if we had the Chief here as well as the resident.

4.02 BPD: Enforcement re: Transphobic Stickers in the NNE

Shannon Trammel: DC Labrecque told me about the plan that you had formulated. He stated he has not received the list of witnesses yet.

Magee: Okay. For background, a group of people have been putting up transphobic stickers in various locations and many community members are feeling unsafe and dissatisfied with the City's response. The CJC has been involved in this conversation, but there is still more work to do.

Becky Penberthy: We are working with State's Attorney and BPD to address this. There is a trans visibility day upcoming this month and we are hoping that will get things rolling.

Magee: There are more conversations to be had in the next couple weeks.

4.03 BPD: Department Directives Update

Shannon Trammel: BPD put forth some changes to the Police Commission on DD43 which is on reporting misconduct. We received some feedback and we will add some additional language to make things clear on employee's choice in reporting. We want to make clear the confidentiality requirements. We also want to put forth DD03, the fair and impartial directive. The fair and impartial policing directive was rewritten by Migrant Justice and AALV. I was hesitant to insert myself into the discussion back in 2019 or so. The ask for CNA in that directive was what officers could look for in order to tell if someone was not being impartial. I have asked for some community input on examples of this so that BPD can get outside input. We are also looking at Bend, Oregon for how they have accomplished this same task. DD01 and DD40 are both large directives. Those are still being worked on. Once DC LaBarge and commissioners are back from break we will have more conversations on these.

Magee: I am still looking to get you those contacts for DD03.

Trammel: DD43 and DD03 are going to be done in the coming weeks and will have to be reviewed by BPOA and potentially the Attorney's Office. I would love feedback from the community on this and would appreciate direction on this from the Committee.

Magee: I think it would be helpful to have a joint Public Safety and Police Commission meeting.

Stephanie Seguino: I have been lining up people that have comments on DD03. I have people from the NAACP, ACLU, and a former State Trooper. We could hold a special meeting to get input if needed.

Paul: I want to update the matrix timeline. The last time was back in March of 2022. It would be nice to have a current timeline of discussions that is available to the public and to the committee. BPD could put it on their website if that is a good location. We will lose track with all these directives and the many details.

Trammel: I can make an attempt to make a timeline and share it with you so we can make adjustments.

Paul: Many of the directives are related to training or bargaining and those are not on the timeline. There are about 85 directives to look over.

Magee: I will work with you, Commissioner Seguino, to find a time for a joint meeting.

4.04 BFD: Dispatch Fire Desk and Plans for the Future

Derek Libby: BPD noted that they were not going to be handling dispatch for BFD by last December. We attracted and trained four Fire trainees as dispatchers before their time at the academy begins in May. We hope to hire additional employees before the current trainees move on to the academy. It took about eight weeks of training for the current group of four. We are intending to recreate this same situation again going forward as we attract more employees.

Magee: Would these next recruits be in this hybrid position before becoming firefighters?

Derek Libby: Yes, they would hybrid again. We want to stop doing two academy sessions per year and go down to one per year. We have some retirements coming up and so we are looking

to keep up recruitment. We have not set the timing of the second recruit academy, but likely in the fall.

Kyle Blake: Regional dispatch has kind of stalled out recently. There is some money coming from the State eventually, but it is unknown. There is uncertainty built into this current situation, but we are eagerly looking to keep recruiting. It is not sustainable in the long term, but BFD leadership and the BFFA have stepped up. The BPD have veteran dispatchers, but their duties were always stretched and fire always was secondary. Creating a fire-specific dispatch service would be the best and Burlington should take the lead on this. Police departments in neighboring towns were hesitant to integrate into a regional dispatch, but fire departments may be able to find a reasonable model to create a regional system. I strongly urge this committee, the Mayor's Office, and the Council to create a regional fire dispatch system.

Paul: It sounds like this is something that both BFD and other departments agree with. Historically, fire dispatch has been with police dispatch. I do not recall a conversation about separating the two, but do you think it is doable?

Kyle Blake: Yes, BPD can keep their veteran dispatchers and we can coordinate closely with our neighboring towns. If we commit to this regional idea, we could make a Burlington-based regional model. We are the largest municipality and have a large call volume. If we maintained ownership, but coordinated with other towns we could lead the way.

Paul: Do you believe this model would be acceptable to other towns?

Kyle Blake: After talking with firefighters and union members, I think they would agree. I don't know about town administrators or fire chiefs. If all of our ambulances are tied up, then our dispatchers just call the other towns or UVM to find an ambulance. This is slow and not an ideal model.

Paul: It certainly seems like an interesting idea. I wonder how we can make the first steps in this process.

Derek Libby: I attended the hearing yesterday on regionalization efforts in Montpelier. Money is not moving yet, but they do think it is a good idea. It doesn't look like it will be this fiscal year, but there is an appetite for it. This current dispatch model is not sustainable, but we will make it work. Our dispatchers will always be new under the current model and it would be good to have veteran dispatchers on hand.

Kyle Blake: This is a new conversation in Montpelier and we could be the pilot program for this system. We could give the representatives data and information if we create a regional model on our own before it becomes a state-wide policy.

Magee: I appreciate that BFD is adapting, but I also understand that the current model won't work forever. The regionalization effort will likely be easier if we move forward with just fire for the time being. We can connect further on this and come back to it at another meeting.

4.05 Police Commission: General Updates on DD Drafting

Stephanie Seguino: We are working on a draft for a mental health directive that we intend to finalize in March. We now have a full commission and we are working together well. The commission typically receives an annual report in April regarding traffic stops and the like. The data for just 2022 is not always indicative. I am hoping that the new data employee will be able to make three year averages as well. Once we receive the report, we will write something for the City Council as an update.

Magee: I look forward to working with all of you in redrafting our directives.

Paul: The issues you are looking at are also being looked at in our matrix on directive updates. I don't know how the numbers look, but I wonder if a three year average is long enough. We shouldn't change methodology too often, but maybe four or five year averages might be better.

Stephanie Seguino: There are some statistical rules about sample size and it depends on the type of crime or stops. Our methodology will always be the same as we analyze every year, but only draw inferences from averages over time.

Magee: I wanted to bring up the efforts you have been putting into CPE. We always want to make sure we are working thoughtfully and I want to encourage people to go back and watch the presentation.

Stephanie Seguino: Our alternative model will not work if the dispatch does not work correctly. Many of the issues before us are dispatch related, and we believe it should be prioritized.

Derek Libby: We had a meeting on this last week. An important part of the dispatch process is identifying what the issue is and how best to respond. Some calls come from 911 or the 10 digit line, or even from crews already out in the field.

Shannon Trammel: I don't want to speak out of turn, but when discussing regionalization of dispatch for police, has the fact that Burlington has specialized units and CSLs been brought up?

Kyle Blake: Yes, from the start the special units were part of the conversation. It adds a lot of valid concerns to regionalization dispatch for law enforcement.

Shannon Trammel: Having been in the dispatch center, I think the community expects the same level of specific service that they currently provide.

Magee: It really speaks to why the regionalization model has been difficult to figure out.

4.06 Community Justice Center: General Updates

Becky Penberthy: I am a long-time restorative justice practitioner. We have sixteen staff currently and we would in a variety of locations in the City. Last year was a rebuilding year after the pandemic and we helped about a thousand people. Parallel Justice served another 200 people. I did some coaching and consulting work previously for the CJC before being hired. We are often working with non-white young people and our new Cultural Advocates are the next step in insuring that the CJC can connect with the community and those accused. We want people to be as settled as possible when dealing with the hard questions. Our referrals range from stealing beer to those who delivered opioid overdoses. I would gladly take any questions you have.

Magee: I had a chance to shadow Becky and other CJC staff a few weeks ago and it was a great experience. I wonder how other Councilors or others might be able to have that experience.

Becky Penberthy: Anyone can email me on my Burlington city email. I think Thursdays are the best and are the court days for our wide range of offenders.

Paul: Rachel Jolly spoke to us recently about the CJC. I think it is very important for Councilors to understand what the CJC does is incredibly valuable. If you spoke at a Council meeting that would be very enlightening.

5. Any Other Business

Magee: Moving on to scheduling another committee meeting.

Paul: We could do another meeting in the month of March before Organization Day.

Magee: I think March 23 at 5PM is the best date and we can deliberate more on the CNA report. We will have a hybrid option and I will put together a draft agenda before the meeting.

6. Adjournment

Motion to Adjourn by Councilor Magee, Seconded by Councilor Paul

Final Resolution: Motion Passes

Yes: Unanimous.

The meeting was adjourned at 6:22 p.m.

DRAFT

**Public Safety Committee
Tuesday, January 18, 2023
Hybrid Meeting, Burlington, Vermont
DRAFT MINUTES**

Members Present: President Paul, Councilor Magee

Staff Present: Jared Pellerin (Assistant City Attorney), John Murad (Acting Chief of Police), Derek Libby (Acting Fire Chief), Shannon Trammel (BPD)

Others: Stephanie Seguino (Police Commission), Melo Grant (Police Commission)

Meeting called to order at 5:09 p.m. by Councilor Magee

1. Agenda

1.01 Motion to adopt/amend agenda

Motion to adopt the agenda.

Motion by Councilor Magee, Seconded by President Paul

Final Resolution: Motion Passes

Yes: Unanimous/ President Paul, Councilor Magee

No:

2. Minutes

2.01 Approval of Minutes

Motion was made to approve minutes of the December 1, 2022 meeting of the Public Safety Committee. Motion by Councilor Magee, Second by President Paul

Final Resolution: Motion Passed

Yes: President Paul, Councilor Magee

3. Public Forum

3.01 Public Forum

Public forum was opened at 5:10 pm by Councilor Magee.

Councilor Magee acknowledged that no one expressed a wish to speak during public forum.

Public forum was closed at 5:12 pm.

4. Committee Discussion/Possible Action

4.01 Implementation of the CNA Recommendations (BPD and Police Commission)

DISCUSSION:

Shannon Trammell (ST) – preliminary meeting was held to discuss highest priority items on CNA report

DD43 - started on draft of updates and has set meeting to discuss changes with command staff at the end of the month, with report to Police Commission (PC) for the 3rd of February. Looking to have the Commission adopt changes at the end of February. Disseminate for training by early March 2023.

DD03 – Fair and impartial policing directive. Two of the recommendations were on the high priority list, adding cultural competencies and update what constitutes a professional translator. Hope to follow the same timeline as DD43.

DD01 – a large directive. ST found 5 recommendations related to this directive, 3 of which were high priority and two of the directives were less priority but should all be addressed together. ST feels this directive needs to be expanded to be more inclusive to staff who are not law enforcement (CSL, CSOs) and also a rewrite of the code of ethics. First revision draft proposed for March 17th, then to the Public Safety Committee and Police Commission by March 24th with potential approval by the PC at their April meeting.

President Paul (KP) – asked about DD40 and wanted to make sure that was being looked at. ST recognized that there are a large number of recommendations to better this directive but ST was hopeful to have an outline of revisions by the middle of March. There will be a lot of collaboration between the PD and PC to get this one sorted.

KP wanted to see the recommendations as an “active” document that could be shared and be able to show how things are being addressed as they move forward.

Stephanie Seguino (SS) – the PC is working on DD13, their goal is to try and get this done by the end of April. SS brought up the fact that NACOLE and CNA recommend the use of a public forum around some of these changes and invite input from the public to approve them. She would also like to add a review by the REIB department.

John Murad – wanted to clarify that the Directives have been decided in a public meeting of the Police Commission. SS wants to make sure that the proper people have been invited to give input.

Councilor Magee – Spoke to the fact that items have probably been on an agenda but not advertised as a larger public discussion and purposefully advertised to draw attention and input.

ST – There are two recommendations that deal with public engagement and public information, which ST believes will be addressed by a new hire who will have the bandwidth to address this recommendation (Public Information Officer.) The Community Mental Health advisory

committee is also of concern and there is work that needs to be done but requires more input and direction from the Committee and others.

Spoke about the tackling of Q1 goals and looking forward to Q2.

Councilor Magee – wants to make sure that we are updating the matrix and how do we ensure that it is being updated and is made publicly accessible. Perhaps a smaller matrix can be made and posted online.

4.02 – Police Department General Updates

AC Murad – spoke about the Mayor’s recent public safety initiatives.

BPD will be bringing forward to the BoF and City Council re-classes and position updates that relate to the organizational structure of the Department. Trying to be forward thinking.

Released an RFP for a marketing plan for recruitment of the PD and to highlight the good work of the Department.

Meeting with the CJC to discuss their regular on-going partnership.

An analyst is being assigned to the Department from the Planning Department and that should help to fill a hole around data and reporting that has existed since last summer ('22).

The PD is also trying to create a supervisory position for non-sworn personnel as these positions within the department have grown and there is a need for further oversight.

KP asked a few questions around the reclassification proposals, as well as the creation of the management of the CSO positions.

4.03 Police Commission General Update

SS – beyond the CNA recommendations, no other major updates.

Spoke to learning and engaging the community and sharing of resources.

KP – spoke to the fact that the resolution commending the PD by the PC was appreciated by the Council and passed unanimously.

4.04 – Fire Department General Updates

AC Libby spoke about increase in call volume overall. 1000+ EMS calls

The Department called in mutual aid ambulances less as a result of ambulance 4 being fully staffed in 2022.

Saw a significant reduction in unauthorized burning calls and feels the urban park ranger program is credited with the reduced call volume because they intervene.

EMS coordinator position has been posted internally at a captain's pay grade but no internal interest to date. Still working on this.

Spoke with regard to the CAHOOTS model and getting that off the ground here in Burlington. Reminded the committee of the on-going search for a permanent Chief.

Two new resignations on the horizon and there are also potentials for retirements in FY24.

There is a three year backlog in apparatus production and the department is working hard to replace outdated equipment as approved but it takes time unfortunately.

Councilor Magee thanked AC Libby for his work on CAHOOTS.

AC Libby spoke about overdose numbers and provided the committee with some updated numbers through December 15, 2022.

5. Any Other Business

The Committee spoke about setting meetings for February and March. Potentially the third Wednesday of the month going forward but there will be additional follow up off-line.

Adjournment

Motion to Adjourn by Councilor Magee, Seconded by President Paul

Final Resolution: Motion Passes

Yes: Unanimous/ Councilor Magee, President Paul

No:

The meeting was adjourned at 6:17 p.m.

The CNA Report: Review of Recommendations:

Conclusions and Findings of the Public Safety Committee

November 11, 2022

This report includes:

- The background of how the CNA report came about and was reviewed by the committee;
- An overview of the Working Group's guiding principles, the views of Group members, and the overall sense of the Public Safety Committee's recommendations and conclusions;

A section-by-section summary of the Public Safety Committee's findings for each of the nine sections in the CNA Report.

Background:

Amidst the pandemic and against the backdrop of the murder of George Floyd and the national racial justice reckoning, the Burlington City Council by a supermajority, and with the mayor's signature, approved the resolution, "Racial Justice through Economic and Criminal Justice" on June 29, 2020. This resolution, which has become known as the "racial justice resolution", called for a number of substantive changes in our City's systems and practices. One of the directives of the resolution was for the City Council's Public Safety Committee, which is made up of three City Councilors, and the Police Commission, made up of citizens appointed by the mayor and Council, begin an inquiry that would:

"include a full operational and functional assessment of the Burlington Police Department that analyzes the who, what, where, and how the department policies and includes a review and analysis of the assessment with full community participation and input, followed by the implementation of a methodical transition to a public safety apparatus that delivers services aligned with the values and vision of the community..."

Beginning on August 13, 2020, and continuing through the end of 2021, the 'joint committee' met twenty times, developing a Request for Proposal and shepherding a plan to gauge and understand community concerns and priorities with public safety that produced a report by Talitha Consults LLC in Tukwila, WA¹ and a second Request for Proposal for the full and functional assessment by CNA, a consulting organization in Arlington, VA.

The Functional and Operational Assessment of the Burlington Police Department – Final Report, completed by CNA, (thus referred to as the CNA Report) was issued on September 30, 2021.

There are 150 recommendations in the 172 page report. At the beginning of the report are eight Key Findings the last two of which are summarized into one item here:

1. The Department potentially demonstrates racial disparities in traffic stops and outcomes. The Department shows disparities against Black community members in use of force

2. The Department does not appear to demonstrate socioeconomic bias in relation to its deployment of personnel in response to calls for service
3. In the area of community engagement and outreach, the Department is under-resourced and should be ‘significantly enhanced’
4. Key training topics such as procedural justice, implicit bias, fair and impartial policing, restorative justice, response to mental health calls, and de-escalation are either not covered, not required, or covered insufficiently
5. Current data collection, tracking, investigatory process, and timeline for resolution of citizen complaints, use of force incidents, internal affairs investigations and officer involved shooting are inadequate
6. The Department is experiencing declining morale, and both BPD and community members expressed frustration and concern at the lack of community consensus on the need for police services and the appropriate types of services BPD should provide
7. Given attrition, onboarding, and other factors such as officers on military or other leave, the authorized sworn officer headcount should be 77-80, not including the number of officers deployed to the Burlington International Airport.

On October 18, 2021, the City Council passed a resolution, “Raising the Authorized Sworn Headcount of the Burlington Police Department per the Recommendations of the Full Operational and Functional Assessment by CNA and a Plan for Reviewing all the Recommendations in the Report. This resolution increased the sworn officer headcount to 79 (not including the officers at the Airport), expressed strong support for public safety transformative policing which includes the notion that sworn officers ‘must work collaboratively with Community Service Officers, Community Support Liaisons, and the soon to be deployed crisis response team inspired by and modeled after the successful CAHOOTS program.

The other resolved clause addressed how the City Council would move forward with the task of reviewing the 150 individual recommendations. The resolution directed the Council’s Public Safety Committee “in collaboration with the Police Commission and the Administration, (to) engage in a... full review of the Report over the course of the next several months that would include stakeholder and broad community input.” This report is the summary of the full review of the recommendations in the CNA Report.

Overview of the Working Group’s Process and Principles for the Public Safety Committee’s Recommendations:

Creation of the Working Group. The Public Safety Committee met in November to develop a plan for how to approach the review of the CNA recommendations. To ensure broad community input, key stakeholder involvement and working with the Police Commission and Administration, the Committee decided to create a “working group” to review the report.

The Working Group would be made up of two Police Commissioners, one member of the Church Street Marketplace Commission, a representative of the Vermont Racial Justice Alliance and a representative of a mutual aid group. To honor the collaboration with the Administration, the Committee encouraged the participation of a member of the Burlington Police Officers Association (BPOA) which is the union representing sworn non-management officers as well as the Acting Chief of Police. Emails were sent to these organizations and commissions in early December. The Working Group would meet every Tuesday in

January, February and March to review the recommendations and assist the Committee in developing conclusions for each recommendation, as well as prioritizing the work in the CNA report.

Meeting Schedule. While the Working Group convened its first meeting on January 4, 2022, there was a need to reset the Committee's work and come up with a firm plan to complete this work by March 31, 2022, the end of the Council year. Beginning in mid-January, the Working Group met nine times, on most Tuesdays during the months of February and March, with its last meeting on March 28, 2022. All nine of these meetings were recorded and have been posted on the City's YouTube channel.. There is also a recommendation-by-recommendation matrix where each Group member offered their perspective on the recommendations which provides the basis for this report's findings and conclusions.

Principles and Purpose of the Working Group. As the Committee envisioned, the Group was made up of members with broad and often divergent views on public safety. Some felt it critically important to view the recommendations through a holistic lens such that all community member's right to safety was attended to and others had more localized concerns such as greater officer presence in the downtown core where some incidents that require a police response are more prevalent.

Public safety has historically been rooted in the premise that policing, prosecuting and then incarcerating delivers safety. After decades of applying this approach to address safety, we know that the punitive approach does not make communities safer. The CNA report and many other studies have shown that within this historical approach, some members of our community are disproportionately targeted and face higher rates of arrest. So begins the cycle leading to higher convictions and sentences, often for very minor offenses. Black people are shown to suffer disproportionately with other people of color and marginalized populations harmed as well.

In a December 2021 article in *Forbes*, "What Public Safety Really Means", the authors encapsulate public safety as follows: "*Delivering public safety means ensuring that we all have access to safe, affordable housing, high quality schools, and comprehensive health care, including mental health care and drug treatment programs. It means guaranteeing access to high quality education and employment opportunities that enable us to provide for our families. Instead of pouring billions into jails and prisons, we need to invest in services that support health and well-being.*"

While the CNA report and this report do not capture all the tenets of this definition of public safety, the work of the Working Group was completed with the broadest of intentions: that our community is enhanced, is more welcoming and inclusive,, embraces and models a culture of responding to public safety calls and incidents that appreciate the human predicament and support everyone's 'health and well-being.'

As noted above in the Summary of Key Findings, the CNA report points out that racial disparities especially for Black community members in policing outcomes as well as a need for greater community engagement and outreach. The issue of building community trust is exacerbated by a greater need for some types of effective cultural training, better "data collection....timeline for resolution of citizen complaints" and the report noted the oversight is "inadequate." At the same time, after what has transpired locally and nationally with policing in the past two years, CNA observed that the Department is "experiencing declining morale." There is no question that this is an accurate depiction of the overall spirit within the Department as evidenced by the attrition experienced over the past two years.

These Key Findings and other dynamics in the Report are all contributing to a challenging environment as we try to develop best practices to address disparities such that community members who are less safe in our city can feel and know greater safety, without removing the historical approach to policing.

The approach we took to the CNA report and its recommendations was to review them and public safety in a holistic way, thinking of all our community members, and to address specific concerns with the guiding premise that best practice for public safety is humane, responsive, and appropriate given the circumstances of each individual situation. The Working Group was united in concern that some are unsafe in the traditional model of policing and felt that the data shows these disparities, and agreed that they must be addressed and monitored on an ongoing basis. Improvements should be lauded and recognized as changes for the better that must continue if they are to be codified in our community.

There was disagreement at times within the Working Group. We all came to this work from differing perspectives, in some cases, representing constituencies that are angry either about the lack of sworn officers that they see as deterrents to crime or the lack of progress in transformation as the time for all to be safe is long overdue. Despite this, the Group's discourse was respectful, such that there was active listening. While the conclusions are those of the three members of the Public Safety Committee, the Committee relied on the discussion of the Group and just about all of the conclusions were the consensus of the Group.

Our overriding guidepost in our discussions was to find ways to address the broadest needs and the most specific needs at the same time, to find ways to respond to needs with commensurate responses, to give the greatest respect to those who want a robust sworn officer headcount as detailed in the CNA report and to those who feel we need to increase our reliance on other forms of response as also detailed in the same report. In the end, honoring both of these perspectives will bring us closer to relieving dissension which will help to meet the broader definition of public safety.

Section-by-Section Summary of our Findings and Conclusions:

Section 1: Policies, Training, and Operations

Of the 150 recommendations in the full report, 54 were in the first section. Several of the recommendations are what the acting chief defined as a 'quick win' meaning the Department agreed with these recommendations and making the change was easy - usually a matter of updating a Department Directive or DD as they are known to the Department. Amendments to DD030, DD043 and DD01 regarding adding cultural competency, adding provisions that supervisors be alert to indications of potential bias, adding a specific rule in DD01 that "requires department personnel to intervene or report excessive use of force when witnessed or learned about" as well as the "duty to intervene, duty to care, and duty to report" were to be completed by April 1, 2022 and approved by the Police Commission.

The issue of the need to amend, if not redraft, DD040 came up repeatedly. Throughout our deliberations, two points became clear; **one, DD040 needs to be redrafted, and two, the redraft will take a great deal of time and would need to be prioritized over other pressing priorities in order to get done this coming year.**

Issues about logging complaints when they are immediately resolved, potentially redrafting the entire directive into two parts for internally generated and externally generated complaints was discussed. The

overall conclusion of the Working Group and supported by the Public Safety Committee is that all complaints need to be documented even if deemed ‘resolved’ or ‘irrelevant’ by the receiver of the complaints.

The issue of DD040 came up regarding adhering to best practices with Internal Affairs and the way specific complaints are assigned, and not using general investigators which “leaves too many options that allow officers to violate policy undetected, and it prevents the process from being transparent.” In addition, how complaints are to be handled needs to be codified in this directive. It was the strong recommendation of the Group, supported by the Committee, and an explicit recommendation in the report, that redrafting directive DD040, while laborious, should be a priority, a task that could be shared with the Police Commission. Given the additional support in terms of legal and administrative support for the Commission, there is greater opportunity for collaboration on this directive redraft. (Of the seventeen recommendations in Section 2: Citizen Complaints and Internal Affairs, a third of them are dependent on change to this directive.) There was strong agreement within the Working Group that we need to incorporate an internal disciplinary review board and some discussion per CNA’s recommendation on the function of an external (such as the Police Commission) review board.

Regarding recommendations relating to persons with diminished capacity, persons with limited English proficiency, interacting with persons with disabilities, several recommendations in Section 1 speaks to best practices and the need to include key stakeholders, both individuals and organizations in the redraft and amendments to DD13.1, 13.2, and 13.3. The Police Commissioners in the Working Group confirmed that they elected to take on these redrafts and amendments in collaboration with the Department. It was expected that the Commission would have a draft of these directives by May 1, 2022, which would then go to the full Commission for approval.

There were areas of disagreement and most of the debate centered around instituting a Citizen Review Board to review internal and external investigations, rather than having the chief serve as the final authority on facts and discipline. The acting chief disagreed with the recommendation completely; the BPOA is open to the idea and wants to be a part of the conversation on oversight and feels it would need to be a part of union negotiations. While there was some disagreement within the Group, most of the disagreement related to who the Board would be, and how they would be appointed.. The consensus of the Group, and one that was supported by the Committee is that oversight is a vital key to community trust and transparency.. Whereas a few years ago, there was clear support for a second independent body to do this work, there is comfort with moving forward with the Police Commission in this role if that is simpler and can garner community support.

Ahead of union bargaining as the committee did its work in the winter of 2022, it was noted there are a number of recommendations in Section 1 that are bargainable. The committee developed an approach to addressing these recommendations (as detailed in the footnote below)¹.

At the end of Section 1, there are several recommendations that relate to training. The last seven recommendations, 1.42.1 through 1.42.7, are training related. It was the recommendation of the Working Group and supported by the Committee that the Department should create a transparent and detailed overview of training and availability, priorities and attendance as a foundation for a strategic training plan with review and input from the Police Commission and Human Resources. There was a lot of disagreement over what is available and in place and what is easily available. The Committee recommends twice annual meetings on training updates with attendance open to the Police Commission and a more high-level summary to the City Council once a year.

Section 2: Citizen Complaints and Internal Affairs

The first recommendation in this section centers around a complaint tracking data system with specific and detailed data in “separate, closed response data fields.” The Working Group spent a great deal of time on this issue and discussed the need for accurate and complete data collected so complaints can be followed up appropriately while balancing the need to have relevant data without overburdening officers given the variety and complexity, or lack thereof, of complaints. Some complaints are not officer specific, are general complaints or resolved on the spot, while others require tracking to completion over a longer period of time. There are challenges with categorizing some complaints due to the general nature of some complaints, some of which come to the Department but may not be Department related.

It was the conclusion of the Group that the Department’s tracking system should strike a balance somewhere in the middle. The Department needs to track complaints effectively. In terms of building trust, we need to track all complaints in a way that is effective and transparent. Tracking demographics needs to be done; whatever demographics are not being tracked need to be tracked. The Group acknowledged that some aspects of tracking are bargainable and were added to the list of BPOA items that were forwarded to the bargaining team and City Council. The Group recommended that keeping information on discipline for longer periods should be added to the list of bargainable items (which followed the process outline in the footnote below).

The Department does have a citizen complaint process which has been recently improved. It accepts complaints from any source, including anonymous sources, and has a written form that is available through many sources including the Community Justice Center, Migrant Justice, and various city departments. Every citizen complaint now automatically goes to the Chair and Vice Chair of the Police Commission. While there is a process being followed, some parts are under review by the Police Commission and it was

¹ In the case of modifying retention records, revising promotions, issues concerning compensation for Field Training Officers (FTOs), wellness bonuses, and restructuring “bidding on shift”, there was strong if not unanimous support for these action items. A separate list was kept during our work to separate bargainable recommendations from the other recommendations. This list was delivered to the bargaining team for the city for further action as well as review and prioritization by the City Council, who is the body charged with approving the union contract with the BPOA. The contract was passed 10-1 by the Council in July 2022..

the Group's recommendation, which was supported by the Committee that the Police Commission will continue to work with the union and acting chief. Once in place, the Police Commission would monitor this process on an ongoing basis.

It was appreciated by the Group that the Department does have processes for internal investigations, who conducts them, and the expected timeline for investigations. Some of the best practice standards regarding different timelines for different levels of complaint and a clear policy so everyone knows what will happen in the event of a complaint would be included in a DD040, which again, the Group and Committee recommend as a top priority.

The Group spent time on the rules violations. In the event that a case does not cite a rules violation, the Department believes that no rules violation took place. It is best practice that the department should cite a policy or rule that an officer followed to support their actions, a practice that would support investigative findings. This would be done in addition to rules or policies that were not followed in such cases. There needs to be an environment where investigators must be willing to identify and enforce violations, investigating in a process that details every step of the process. Every case needs to be investigated regardless of the employment status of the officers, in other words, even if the officer resigns or leaves the Department. In addition, an officer will not receive a recommendation for another position unless they participate in an investigation. Most of these recommendations are recognized by the Department as either underway or points that need to be addressed in a redrafting of DD040.

It is again, for these reasons, as well as the points raised in Section 1, that redrafting DD040 should be addressed soon.

Section 3: Oversight

There are two recommendations that the Group spent the most time on. The first was regarding formalizing the authority of the Police Commission, which should be much greater than its current advisory role with a clear outline of its responsibilities. This work was/is ongoing as started with a resolution,, 'Police Oversight And Accountability Authorities To Police Commission To Alter The Police Disciplinary System' sponsored by the Public Safety Committee and approved the City Council on October 18, 2021, signed by the mayor on November 23, 2021 (with a memo attached to his signature.) That resolution called for ordinance language to be drafted by the City Attorney to give the Commission authority to the fullest extent possible in light of the Charter and any contract limitations. The first draft of that ordinance has been reviewed by the Commission with a memo to the City Attorney detailing concerns, questions, and suggestions for editing to improve the ordinance in April 2022. Presently this memo is with the City Attorney's Office and stalled due to low staffing issues. The Working Group supports this recommendation as did the Committee, evidenced by the resolution it drafted and sponsored and was approved by the City Council.

The second recommendation involves the hiring of a public information officer to develop a communication policy and "prioritize information sharing, bolster legitimacy and build public trust." The Working Group and Committee unanimously supported the public information officer recommendation. [Since the review by the Group and Committee, the Police Commission sponsored a resolution indicating their broad support for this position. A job description was created by the Administration that was reviewed by the Commission. Changes were made to improve the 'two way' nature of information sharing with greater

emphasis on community building and less on information delivered in a more rote and less inclusive manner. The job title was changed to a Public Information and Community Engagement Coordinator in response to this input and extended discussion.]

It was agreed that the Department does follow a key recommendation by former President Obama's Task Force on 20th Century policing, namely that all the Department should require public engagement and input on directives, department goals and objectives, and the development of a strategic plan. Department directives can only be published when approved by the Police Commission, after seeking public input at a publicly warned meeting. The Commission is actively involved in the review and shaping of directives.

Section 4: Use of Force and Officer-Involved Shootings

There are thirteen recommendations in this section. Seven of them are regulated by state directive DD05 – Statewide Policy on Use of Force, Appendix A. These include how written statements from officers on the scene are required before they leave their shift, the policies by which interviews and written statements are collected, reviewed, and approved, and other reporting protocol, and many of them are being worked on by the Department.

Of the remaining recommendations that do not fall under state directive, the Group, Committee, and the Department were in agreement on the critical nature of addressing and prioritizing these actions.

Regarding breaking out “weaponless force” into multiple categories, the Department and the Police Commission are doing this work, the Commission is satisfied with the current reporting. This is important as it allows these incidents to be tracked; the Group acknowledged that significant movement has been made in this area.

At the heart of this section is the recommendation that the Department should investigate use of force incidents thoroughly, including reviewing body-worn camera footage, to better understand the reason for disparities for Black community members.

It was the consensus of the Group, and the recommendation of the Committee that this work is a high priority and should be addressed within the first few months of the release of this report. While the acting chief disagreed, the Group supports that a change in policy is needed to note that our use of force should be investigated. The Police Commission thinks we should do more work to understand why Black people experience higher levels of force as well as higher uses of force. Further, the Group recommends, and the Committee supports that the Department should create a review process to try to understand this disparity. Importantly, disparities (gender, racial, ability) should be added to the contract as a reason for cause to review (internally and externally) detailed use of force data. The Committee believes that the Police commission needs the ability to see use of force information (videos, depositions, etc.) for court cases to the greatest extent current state law allows and the Department needs to use this level of oversight and transparency as strategy in improving community relationships. The Department needs a policy change to have open conversation and allow decisions to be made with the Police Commission on what use of force should be investigated.

Similar to the recommendation for traffic stops (in Section 5), the Report recommends that the Department should consider the possibility that these disparities are driven by bias (implicit or explicit)

and proactively address potential bias in officers' behavior or department practices by implementing training and reviewing current practices. The Group acknowledges the efforts made to change this dynamic and notes the various training that have been done. The Committee believes that more important than training, it is the practices and tone that permeates the culture within the Department and all areas of city government that matters most. This is an ongoing journey and there can be no let-up as we continue to evolve, transform, and innovate our public safety.

There was one lengthy recommendation regarding requirements in use of force narratives. The bullet points include ensuring precise descriptions of the actions and statements of the subject that warranted the use of force, ensuring that tangible de-escalation strategies that were undertaken, and if alternative responses were requested (such as crisis response). With few exceptions from the acting chief who raised an issue with the idea that getting a subject account was impractical, the Group and Committee agreed that the Department should create a checklist / new template with all of these bullets as part of the report. The Group agreed with the acting chief that the exception may be a subject who has recently had use of force on them for both for practical and right to remain silent implications. The Department should err on the side of having a bystander account when possible. (The City also allows a use of force subject account if the officers involved, or their supervisor thinks it is a good idea for community engagement or restorative justice.)

In general, and as a guiding principle, more information is better than less, written statements immediately following an incident are critical and doing all the Department can to document these incidents quickly and efficiently will deliver the best outcomes. In the wake of incidents in the past few years, the community wants transparency to the greatest extent of the law and needs to know it can rely on our officers to value the same.

Section 5: Patrol Operations, Deployments and Traffic Stops

The issue of traffic stops and disparities that exist within this area of policing were addressed in the recommendations in this section. It was recommended that the Department “implement a traffic stop data system that captures, in addition to the current information, the reason for stop, start and end time, reason for each ticket and warning, passenger information, if the stop was an officer on special assignment or a task force operation, and then allow for a comment field. It was noted that some of this information is required by state law and others are already being captured. It was the Committee's conclusion that this work is being done and data is being captured. The Committee would request ongoing monitoring as any best practices evolve.

The CNA Report recommended that the Department should conduct further analysis and review body worn camera footage to understand these disparities in traffic stop rates and outcomes and address them to reduce disparities. The Group and Committee's recommendation was to continue to monitor stops, ticketing, and searches to ensure the lack of disparity achieved in later years of CNA's overall data pool continue to be the case in later years while also meeting public safety goals with 87% drop in traffic stops (2016 to 2021). The trend is encouraging but will require ongoing work, a tone at the top that the Department must embrace further and ongoing implicit bias training and continue to improve this aspect of police response.

In keeping on this line, the Department should consider the possibility that these disparities are driven by bias (implicit or explicit) and proactively address potential bias in officers' behavior or department practices by implementing training and reviewing BPD practices. The acting chief noted in his response to this recommendation that "over the past several years we have drastically reduced disparities, and in 2021 there was 'no' racial bias in traffic stops." While the Group and Committee acknowledge and support this trend, and it surely is a positive sign that efforts to change this dynamic are working, we do not conclude that it is "done." The Committee's conclusion was to move forward with additional review and try to keep current statistics.

Section 6: Patrol Operations by Geographic Area

There is a brief discussion in the Report on operations by geographic area with two recommendations.

The first recommendation was to continue to adjust patrol assignments and determine resource allocation for mental health response services by areas based on volume of call and relative proportion of mental health calls for each area. There was overall support and agreement to this recommendation and the acting chief confirmed this is the way the Department structures patrols. Given staffing levels at the present time, achieving this goal has been more difficult.

In keeping with its key findings, there is a recommendation to develop a deeper socioeconomic bias analysis by area that includes a review of type of incidents, response times, and demographic data of officers, victims, and suspects, as well as community feedback. This work to affect this recommendation would fall to IT. The Committee's recommendation is to assess IT analysts' capacity to address.

Section 7: Staffing and Workload Analysis

This section of the Report deals with the 'nuts and bolts' of police staffing. There are recommendations in this section for shift scheduling, and every area of the Department from case detectives to proactive enforcement and other staffing positions. There are responses to these recommendations made by the acting chief which can be viewed in the matrix. It was the conclusion of the Public Safety Committee that recognizing the current level of staffing, the single most important issue is dedication to rebuilding the department to the current authorized headcount of 79 sworn officers and incorporating over the next two years the non-sworn officer model and crisis response, including CSOs, CSL, and the crisis response team modeled after the highly successful CAHOOTS model. We need to find better ways to track officer activities - when officers are on duty and responding to calls.

While the Group did not discuss this at length, one of the recommendations on the Report was lowering the number of officers at the Airport to be in line with the number that the FAA mandates. This would be a bargainable item, but it is important to note that if it is possible for there to be less officers assigned to the Airport while still complying with federal regulations, this should be sought.

There were two recommendations that are not listed by CNA as "recommendations" but appeared to us to be just that. Given the dynamics of the Group's work, we did not review this issue of increasing alarm fees (as there are 1,000 such alarms per year) as well as tracking false alarms and considering a double notification system.

In 2019 BPD responded to over eight hundred property damage only motor vehicle accidents. Consideration should be given to modifying the approach to vehicle traffic accidents in Burlington. This recommendation was not reviewed but it is hoped that the Department will review this and the alarm item with the Commission in 2022.

Section 8: Specialized and Alternative Responses

The issue of specialized and alternative response to calls for service is a fundamental key to the broad community's fervent desire, if not demand, to see that our public safety responses fit and are truly responsive to each situation to the very best of our ability. Just as building a garage does not require the equipment and personnel that a ten story building would, responding to persons with mental or behavioral health conditions, particularly those involving children, need to be treated by crisis response that will have the greatest chance of resolving the issue and avoiding an incident that escalates.

The CNA report recommends that key stakeholders in Burlington should be identified, and a Community Mental Health Advisory Committee formed. These stakeholders should be high enough up the ladder to implement recommendations yet fluent with "on the ground" processes and barriers. The Committee's conclusion was that the mental health summit envisioned by the Police Commission and supported by resolution of the City Council needs to happen in 2022. After the passage of the Police Commission and Council resolutions on September 28 and October 18, 2021 respectively, it was determined that the city's public health manager would lead this effort. Since that time, there has been a vacancy in that role and it appears that Howard would be best suited to lead this summit.

In addition to a summit, there is significant excitement and community support for a crisis response team modeled after the successful CAHOOTS program. (The RFP for this program has been closed and there have been responses that are being reviewed as well as identifying and securing the funding for this program.)

Several of the recommendations in this section focused on policies for persons with diminished capacity. This was also covered in Section 1. The Police Commission was undertaking a review of DD13.1, 13.2 and 13.3. It was the conclusion of the Committee that the Police Commission continue with this review in collaboration with the Department and approve changes to the directive that accomplish the goal of appropriate alternative responses that support these members of our community with dignity.

Many of the recommendations in this section relate to training of all officers and which will be essential for bringing the Department into 21st century practice related to recognizing and responding to mental and behavioral health calls for service, while keeping skills refreshed moving forward. There was an acknowledgement that there is work being done in this area, no such training is "done" and it was the conclusion of the Committee that there be a clear emphasis on refreshers and the Department should review the need to prioritize this beyond mandates.

A number of the recommendations centered around state-level responses and the Group considered these, while supportive and important, to be beyond the purview of the Committee.

The greatest takeaway from the discussion of these recommendations centered on the need to move forward with greater training and the CAHOOTS-styled crisis response team as soon as possible. [Note:

An RFP for the Crisis Response Team was developed and resulted in one qualified response that was accepted by the City in May 2022. In the budget resolution approved by the City Council 11-1 on June 17, 2022, there was a clause that “any unspent funds from the Regional Programs Expanded Mental Health...up to \$400,000 (that) will be rolled over and committed to fund a Crisis Response Reserve for the creation of the Crisis Response Team Program inspired by the CAHOOTS program. The City Council requests monthly communications from the BPD on progress towards creation of this new program until a contract with a mental health provider is executed but no later than October 31, 2022, followed by status reports of the new service one a quarter thereafter during FY23.”]

Section 9: Community Engagement

The last section of the Report deals with how to embed community-oriented policing in the Department culture, so it is “at the forefront of all daily operations and community interactions”, how to engage in conversations that enable all parties to be seen and heard, how to precipitate greater recruiting within Burlington’s neighborhoods, more participatory meetings and reaching refugee populations to increase refugees’ trust in public safety.

Regarding community-oriented policing, the acting chief noted that community policing has been embedded in the Department for more than two decades and the current shift schedule was designed with community policing priorities in mind. He pointed out that a robust system of covering geographic areas, with consistently assigned officers and dedicated supervisors accountable for conditions and innovations for addressing those conditions was also part of the community policing model. He pointed out that with our current staffing they have had to abandon area and continued to add that as headcount drops into the 50s, “we will likely have no choice but to drastically reduce quality-of-life regardless, which will be to community policing’s detriment.”

The Group saw this work as a balance and took a more positive approach to this solutions-based task. The addition of 8 new CSOs, increased support from CSLs, both of which have been very well received in the community, will allow for greater capacity, and more opportunities for interventions and proactive policing as well as collaborative partnerships.

To the question of the Department working with the Burlington community members to set up recurring opportunities to engage in conversation so all feel seen and heard, the Group did not feel that simply having monthly Police Commission meetings was enough. It was the Committee’s recommendation that the Department, with support from the Police Commission, have more formal town halls with opportunities for engagement and feedback and understanding. For all parties to feel seen, heard, and understood there needs to be direct constituent outreach. The CSLs and CSOs can help with that. This also means connecting to non-profits that have relevant outreach events.

The recommendation of a strategic plan is mentioned several times in the CNA Report. The Department does not usually do a strategic plan but the recommendations in the CNA report and the work of this Committee and its conclusions will help shape a strategic plan going forward. So over time, looking at other departments more proactively to see how they are handling local challenges would be a great inclusion perhaps over a 3 year timeline.

The Committee and Group were happy to hear that now that we have more CSLs, we now have one CSL that works with refugees superficially (specifically?) so hopefully this will be improved over the next few years.

The issue of community engagement is an ongoing task and one that the Group believes is embraced by the Department as we all work to build trust and authentic engagement.

Observations and Conclusion:

The work of the Group and the Committee's conclusions are included in the matrix in a recommendation-by-recommendation format. The Committee respectfully requests that the Department review this document and do its best to address recommendations on the timeline that the Group and Committee tried to assign to each recommendation.

To summarize what we felt were key issues and priorities, we offer this report. In no particular order, we offer these observations:

There was a tendency to see their work on some of the recommendations as "done" rather than ongoing which the Group saw as problematic. While it is human nature to work on a task and when there is improvement to move on to other pressing challenges, the reality is that changing behavior or cultural bias, implicit or explicit, is always a work in progress. Engaging with the community is not "done" but sets a tone, a first step to embedding that tone into the Department.

The Committee believes that the recommendations illuminate that DD040 must be redrafted with significant changes made as soon as practicable but prioritized to be done within the next year at the latest. While no timeline was discussed, based on the need to address citizen complaints and internal investigations, and their importance to community trust, this must be a priority.

Community engagement is paramount in building trust. Even a few meetings in neighborhoods to allow for greater dialogue would be a great first step. This effort is going to take all of us as a community supporting both the disenfranchised and our Department.

The Report recommends that the Department should consider the possibility that disparities in traffic stops and use of force incidents are driven by bias (implicit or explicit) and proactively address potential bias in officers' behavior or department practices. Given the resources that have been appropriated toward training, it is important to acknowledge that this dynamic will only change in a fundamental and meaningful way when the 'tone at the top' sends a clear message that anything short of this change is unacceptable and will not be tolerated in any officer. Practice is more important than training.

Like many communities, there have been human costs from the pandemic beyond the lives tragically lost. Calls that require mental health responses, increased substance use disorder incidents and overdoses, the challenges brought on by houselessness which has tripled in the past three years in Burlington have all led to the absolute need for appropriate responses that do not always necessitate an officer response. Moving alternative responses must be a top priority. The program modeled after the CAHOOTS program, increasing use of CSLs and CSOs, are critical if we are to meet the need for this response, allow our sworn officers to tend to high level crime and incidents that demand a sworn officer response. The

Committee recommends that the mental health summit, higher standards of training in this area, prioritizing the crisis response similar to CAHOOTS, and increased presence of CSLs and CSOs is paramount both from a community safety aspect as well as allowing sworn officers to respond where appropriate.

While not imperative, it would be helpful for the Department to engage in a longer-term project of developing a strategic plan. Over the next 3 years, the Department could allot time and resources to such a plan that would involve community engagement, meetings, surveys, work with all stakeholders from various populations, civic groups, NPAs, and the downtown community.

As we stated, the Group approached its work in a holistic manner. That said, all members of the Group came from many perspectives and there was tension at times over which priority in our community should carry greater weight. The downtown community of merchants and employees, as well as their clientele, report not feeling safe in the downtown core. It was the hope of the Group that as we transform our Department and there is a greater presence of alternative policing coupled with sworn officers that this concern will abate. Similarly, it was the Group's hope that those who have felt traditionally marginalized and even targeted will see the transition we are actively making to be a step forward in greater safety. The conclusion in all our work was that the holistic approach was the only way for all to be valued and that is reflected in our recommendations.

This report is not meant to take the place of the extensive matrix that was completed by the Working Group. The matrix is the foundation for this report. This report is meant to accompany and synopsize the recommendations and to note recurring themes that we discovered, themes we hope will help the community to take action and move forward with the high points of the report that will bring greater community to our collective relationship with those who have devoted their lives to public safety, to ensuring that we stand by our commitment to a safety model that protects all of us and treats everyone with respect and humanity.

Many thanks to the members of the Working Group: Police Commissioners Jabulani Gamache and Melo Grant, Church Street Marketplace Commissioner Jeff Nick, and Mutual Aid community leader Hannah Breslin.

We are also appreciative of the time and efforts of Acting Chief Jon Murad and Detective Oren Bryne, vice president of the Burlington Police Officers Association, to provide feedback and lend their expertise to this process.

The Group and Committee was supported by Assistant City Attorney Jared Pellerin and Thomas Musinski, the Legal Administrative Assistant in the City Attorney's office. Their work was invaluable to completing this process, for keeping all the materials organized through all our many meetings and documenting and ensuring a well-functioning committee.

CNA MATRIX IN TIMELINE FORM AS PRIORITIZED BY THE PUBLIC SAFETY COMMITTEE AND WORKING GROUP - COMPLETED MARCH 29, 2022 (Updated 03.23.2023)						
	Rec #	CNA Recommendation	Suggested Timeline	Committee Conclusion (training in light blue)	Assigned to	Update (if any) since March 29, 2022
ITEMS COMPLETED						
16	3.6.1	The BPD should hire a PIO to develop a departmental communication policy, prioritize information sharing, bolster legitimacy, and build public trust.	Q1	Unanimous support for PIO by committee.		A Public Information and Engagement Coordinator has been hired by the department
ITEMS DEEMED IN PROGRESS						
1	8.9.6	Consider a traditional co-responder model (clinician riding out with an officer or deputy)-This is a similar model as the above but is a clinician; specialized police officer team who will respond in real time to 911 calls for service when law enforcement response is required. This model is often useful as a police based specialized response.	In progress	Moving forward with CAHOOTS model.		The Crisis Response Team (CAHOOTS inspired program) has a \$400,000 allocation, with additional state support amounting to a 50/50 cost share. Implementation is in progress between BPD, BPD, and Howard Center.
2	8.10.7	Determine if a mobile crisis response team(s) would be a useful part of a robust diversion from law enforcement response plan. A non-law enforcement response (mobile crisis response teams) typically formed by community mental health centers to respond to calls not requiring police response. Response times (as quickly as possible) are important to consider. These mobile crisis response teams can sometimes also be successfully utilized for police call outs by officers on scene of a call not requiring law enforcement response. These teams tend to be staffed by community mental health center professionals and can be dispatched by the call center, by families calling in directly, or from police who are already on scene	In progress	Moving forward with CAHOOTS model.		The Crisis Response Team (CAHOOTS inspired program) has a \$400,000 allocation, with additional state support amounting to a 50/50 cost share. Implementation is in progress between BPD, BPD, and Howard Center.
3	9.3.1	The BPD and related public safety partners should pioneer programs that conduct outreach to the Burlington refugee population to increase refugees' trust in public safety. Staffing must support this type of community engagement.	In progress	We now have one CSI that works with refugees specifically so hopefully this will be improved over the next few years		One CSI currently working with refugee communities specifically, but not exclusively. More conversations to come on improving department outreach to refugees
1	1.1.1	The BPD should consider adding cultural competency training to those listed in section VII of directive D003.		To be completed by April 1st: adding and approved by police commission. For next steps, see 1.42.1		Work to amend D003, 03, 043 happening in collaboration with BPD, Police Commission and Public Safety Committee - to be completed in Spring 2023.
6	1.27.1	Though self-evident, BPD might consider adding language to D003 Section IV D specifying that family members and particularly children do not constitute professional interpreters and should not be used as translators.		Between Oren and HR and with involvement from CEO with language access plan, this may be possible		
2	1.2.1	Although it is encouraging that BPD includes a requirement that supervisors will be alert for indications of potential bias in its Fair & Impartial Policing policy, the department should include examples for their officers of what these indicators may be.		To be completed by April 1st: PSC asks to have draft of amendment by BPD: PC to invite original drafts for input before approval		Will be included in the revision of D003
3	1.20.1	In line with 21st century policing best practices, BPD should modify directive D001 - Law Enforcement Role & Authority, Ethics, Organizational Structure & Department Rules to include a requirement for BPD employees to report any arrest or contact by outside law enforcement agencies while off duty. This requirement should be restated in the revised Internal Investigations directive, with reference to D001.		To be completed by May 1st: Adding and approved by police commission.		Work to amend D001, 03, 043 happening in collaboration with BPD, Police Commission and Public Safety Committee - to be completed in Spring 2023.
8	1.4.1	BPD should rewrite this directive [D043] to set the standard to be "reasonable suspicion" to reduce the role of the reporting employee and leave the investigative task with the internal investigation division.		To be completed by April 1st: adding and approved by police commission.		Work to amend D003, 03, 043 happening in collaboration with BPD, Police Commission and Public Safety Committee - to be completed in Spring 2023.
4	1.23.1	In D013.2 Interacting with Persons with Disabilities, under officer response, "effective communication" should be expanded to include "professional and effective communication," meaning treating people with dignity and respect. In D013.3 Section HC: Mental health referral is indicated in this directive but is covered under a separate directive: D013.3 Interacting with Persons with Diminished Capacities. Consideration should be given to integrating the two directives. • The term "citizen" should be replaced with a term inclusive of all people, for example "community member". • "Persons with Diminished Capacities" should be changed to a less negative term, such as "Persons with Disabilities." • "HR: Handling" should be changed to "responding to," and "suffers" should be changed to "living with." The phrase "officers should" is used throughout the directive, and when appropriate, this should be changed to "officers will." • "Dealing with" should be changed to "responding to." • "It is" expand the best practice of describing to the person the activity the officer will be doing before doing it (this is a trauma informed practice) to custodial escort actions (e.g., handcuffing, transport).		To be completed by May 1st: Adding and approved by police commission.		Police Commission working to complete these revisions in collaboration with BPD
1	1.21.1	Review D013.3 Interacting with Persons with Diminished Capacities and include partners with both professional and lived experience such as the Howard Center, Street Outreach, and NAMI.		To be completed by May 1st: Adding and approved by police commission.		
2	1.21.2	Ensure D013.3 reflects current department operations. For example, the policy indicates that street outreach personnel carry a police radio, and it describes the general expected function of the street outreach personnel		To be completed by May 1st: Adding and approved by police commission.		
13	1.6.1	The BPD should include a specific rule in directive D001 that requires department personnel to intervene or report excessive force when witnessed or learned about.		To be completed by April 1st: adding and approved by police commission.		Work to amend D001, 03, 043 happening in collaboration with BPD, Police Commission and Public Safety Committee - to be completed in Spring 2023.
12	1.5.1	The BPD should add language to assist employees in understanding the choice between the four reporting mechanisms.		To be completed by April 1st: adding and approved by police commission.		Work to amend D001, 03, 043 happening in collaboration with BPD, Police Commission and Public Safety Committee - to be completed in Spring 2023.
14	1.7.1	The BPD should continue to use the above language, which reflects best practices for use of force policies. The statements on duty to care, duty to intervene, and duty to report should also be added to D001 - Law Enforcement Role & Authority, Ethics, Organizational Structure & Department Rules.		To be completed by April 1st: adding and approved by police commission.	BPD	Work to amend D001, 03, 043 happening in collaboration with BPD, Police Commission and Public Safety Committee - to be completed in Spring 2023.
ITEMS DEEMED ONGOING						
1	5.2.1	BPD should conduct further analysis and review BWC footage to understand these disparities in traffic stop rates and outcomes and address them to reduce disparities.		BPD to continue to monitor stops, ticketing, and searches to ensure lack of disparity achieved in later years of CNA's overall data pool continue to be the case in later years while also meeting public safety goals with 87% drop in traffic stops (2016 to 2021)		The need for ongoing monitoring and vigilance regarding disparities in calls and responses for service is work in progress and must continue. The greater the emphasis from the top, the greater the chance that possibilities for implicit and explicit bias are acknowledged and addressed and no tolerance policy for bias becomes embedded policy.
2	5.2.2	BPD should consider the possibility that these disparities are driven by bias (implicit or explicit) and proactively address potential bias in officers' behavior or department practices by implementing training and reviewing BPD practices.		Move forward with review and try to keep current statistics		The need for ongoing monitoring and vigilance regarding disparities in calls and responses for service is work in progress and must continue. The greater the emphasis from the top, the greater the chance that possibilities for implicit and explicit bias are acknowledged and addressed and no tolerance policy for bias becomes embedded policy.
3	5.1.1	BPD should implement a traffic stop data system that captures, in addition to the current information, the following: • Reason for stop • Stop start and end time • Reason for each ticket and warning • Passenger information • Officer special assignment or task force • Open comment field for officer explanations and brief description of the stop BPD reports that the department's record management system contains this information; however, this information was not provided to the assessment team.		This work is being captured		The need for ongoing monitoring and vigilance regarding disparities in calls and responses for service is work in progress and must continue. The greater the emphasis from the top, the greater the chance that possibilities for implicit and explicit bias are acknowledged and addressed and no tolerance policy for bias becomes embedded policy.
4	1.3.1	BPD should revise this policy [D040] so that all complaints, even those immediately resolved with an explanation, are documented in the same complaint system. Such documentation ensures that BPD can accurately understand complaint demographics, complaint types, and adjudication outcomes, particularly in relation to disparities. These incidents need not negatively affect an officer's record, but they should be documented for the purposes of recordkeeping, complete analysis of complaint activity, and accountability to the community and to ensure BPD can identify officers who continually engage in minor transgressions and provide them with more stringent interventions if required.		Some disagreement with the BPD conclusion that explanations mean there is no complaint. Find a different way to categorize or dismiss complaints so when "involved" they don't stay as complaints on records. We are aware that PC is following up with a redraft we expect by April to be shared with PSC.		One of the key observations in the Report on the CNA recommendations was the need to prioritize revising D040
15	2.5.1	BPD should prioritize the use of communication platforms in everyday operations so that when critical incidents occur, community trust in information sharing has already been built.		Unanimous support for PIO by committee.		The hiring of a Public Information and Community Engagement Coordinator is part of the Rebuilding Plan, a corollary to the FY23 budget
HIGHEST PRIORITY ITEMS - WORK TO BE STARTED AS SOON AS POSSIBLE						
1	1.42.6	Provide the opportunity for community mental health advisory committee CMAHC (and, when appropriate, members of the community) to review and/or observe non-police tactical training such as Fair and Impartial Policing, De-escalation, Procedural Justice, and Implicit Bias. Doing so promotes transparency and provides opportunities for public feedback.		See 1.42.1		Following the Mental Health Summit, which took place over two days in August 2022, BPD should work with community partners and other City departments to establish the Community Mental Health Advisory Committee
17	4.2.1	BPD should investigate use of force incidents thoroughly, including reviewing BWC footage, to better understand the reason for these disparities for Black community members.		High priority. Need a change in policy to note that our use of force should be investigated (Acting Chief Disagrees). Police Commission thinks we should do more on understanding why Black people experience higher levels of force as well as higher uses of force. Ask the department to create a review process to try to understand. Importantly, disparities (gender, racial, ability) should be added to the contract as a reason for cause to review (internally and externally) detailed use of force data. Police commission needs ability to see use of force info (videos, depositions, etc) for court cases and BPD needs to use disparities as strategy in improving community relationships. Need policy change to have open conversation and decision with PC on what UOF should be investigated		
HIGH PRIORITY ITEMS - WORK TO BE STARTED NO LATER THAN Q2						
3	1.21.3	As the City of Burlington and BPD work to develop and operationalize alternative responses both within and outside of the BPD, consideration should be given to the development of additional policies related to responding to persons in crisis (see additional examples in Section 8: Specialized and Alternative Responses).		To be completed by May 1st: Adding and approved by police commission.		
7	1.42.7	The Use of Force training required by the State of Vermont and delivered by BPD should be formalized, with the BPD readily able to demonstrate how the required four hours are spent.		See 1.42.1		
8	2.1.1	BPD should develop or acquire a complaint tracking data system that includes, at a minimum, the following information about each complaint in separate, closed response data fields: complainant demographics, the demographics and personnel information (e.g., rank, tenure, role) of the target of the complaint, process-related dates (date received, date of incident, date reviewed by supervisor, date resolved), specific details of the accusation (e.g., associated policy), and the discipline directed (when applicable).		Next steps: striking a balance in the middle. We need to track complaints effectively. In terms of building trust, we need to prioritize these complaints. Whatever is not being done in considering demographics, we need to: Tracking info for purpose of data is one thing. Tracking info for discipline, that is a question of bargaining. Explore idea of keeping info on discipline longer. (Also add this to union tab/1.36)		
9	2.3.1	BPD should clarify its citizen complaint process and reiterate that process within this disciplinary policy. Consideration should be given to the following: • Complaints will be accepted from any source, including by person, mail, email, BPD website, or telephone. Supervisors must make reasonable and diligent efforts to obtain a statement from any complaining party. • Every complaining party will be referred to a supervisor, the Internal Affairs Bureau, or Human Resources (HR) if the complaint may be received • Without exception, every complaint that, if true, would constitute a violation of BPD policy must be thoroughly investigated and documented by an HR supervisor or senior official. • When the complainant's address is known, the supervisor receiving the complaint will complete the complaint acknowledgment letter and mail it to the complainant. If the complaint was received electronically or telephonically, the supervisor may respond in that same manner and document the communication. A scanned copy of the acknowledgment letter should be attached to the electronic IACMS case file. • Anonymous complaints will be accepted. The Internal Affairs Commander or his or her designee will review each anonymous complaint and determine the feasibility of further investigation.		There is a process being followed. Some parts are not perfect and are under review by police commission. PC will continue to work on this with union/chief. Once things are in place, can be monitored on semi annual basis		
10	4.3.1	To the degree that multiple responding officers write accounts of the same incident, there should be policy and training instructing officers to independently write their own accounts of a UOF incident.		Should be an explicit policy to have people not discuss what happened AFTER the scene until the reports are written (i.e. on independent memos)		

		The BPD should change its requirements regarding UOF narratives in the following ways: • Ensure they include a precise description of the actions and statements of the subject that warranted the use of force. • Ensure that efforts are made and documented to obtain a subject account of the incident and have an accountability system in place for this. • Ensure that all officers who use force or witness force also write their own distinct reports and have an accountability system in place for this. • Ensure that officers include in their reports any efforts at de-escalation, and if no such efforts were made, include an explanation for why this was not feasible. In addition, there should be fields identifying tangible de-escalation strategies included in the report and evaluated. Including tangible de-escalation strategies not only assists officers in understanding what is meant by de-escalation, but also provides a guide for supervisors to utilize when reviewing BWC footage and coaching officers. This is not in place, often the term "de-escalation" becomes a diluted "check-the-box" term. Tangible de-escalation strategies include the following: - o Tone of voice (command vs. engagement) - o Introduce yourself, and ask the subject what name they would like to be called - o Physical stance (open vs. closed, authority vs. engagement) - o Eye contact (remove sunglasses, etc.) - o Turn down radio and siren whenever it is safe to do so to limit distractions - o Reduce onlookers or individuals who may be escalating the situation whenever possible - o Physically distance from the subject - o Use cover to buy time (both officer cover and physical barriers) - o Request specialized units whenever it makes sense, including social work response - o Request another on-scene officer to take over if there is no indication of de-escalation or engagement by the current officer in charge • Ensure that officers include in their narrative any knowledge of a mental health component and whether or how that affected their response. The narrative should provide a searchable field that BPD can use to easily identify use of force incidents involving a mental health component. In addition, the narrative should capture attempts to call for a specialized response, obtain information on treatment providers, and learn whether there is a person the subject trusts (case manager, family member, etc.) who can be called to support them. Downloadable narrative template for use in the Bureau of Justice Assistance Body Worn Camera Toolkit				BPD to create a checklist / new template with all of these bullets as part of the report. The exception may be a subject who has recently had UOF on them - both for practical and right to remain silent implications. Should err on the side of having a bystander account when possible. We also allow UOF subject account if the officers involved or their supervisor thinks it is a good idea for community engagement or restorative justice.		
11	4.3.2	o Initiate dialogue with surrounding communities who are currently implementing or researching CIT, such as Montpellier and Hartford. As recommended in Section 1, BPD should consult with the Team Two Statewide trainer/coordinator (Kristin Chandler, J. D.) to leverage her important knowledge of efforts underway in other parts of the state.				BPD to participate in Team 2 (training on resources available for officers to refer people to and also a coordinating body) and considering providing CIT training as part of that. Capacity will be expanded with CBOs.		
LOWER PRIORITY ITEMS - WORK TO BE STARTED NO LATER THAN Q3 OR INTO 2023								
1	1.4.2.1	BPD should design a structured systematic curriculum with full lesson plans, learning objectives, and goals as well as training aides and visual materials such as PowerPoint slides and handouts on activities, among others.				Next steps: by Aug 1, BPD create overview of training availability / priorities / attendance as a foundation for strategic training plan with review and input of PC and HR. There is a lot of disagreement on what is available and in place (to PC, CNA, etc) and what is easily available. Recommend twice annual meetings on training updates with attendance to the PC and a more high-level summary once a year to coucours		
2	1.4.2.1	BPD should review their training curriculum, structure, scheduling, and materials yearly to ensure trainings are meeting national best practices.				See 1.4.2.1		
3	1.4.2.3	BPD should ensure that the quality of its implicit bias training courses aligns with national best practices and continue to provide these trainings during the basic officer training and annual in-service training. BPD should also ensure that the entire organization receives annual in-service training on implicit bias.				See 1.4.2.1		
4	1.4.2.4	BPD should provide a comprehensive mental and behavioral health training course incorporating people with lived experience (e.g., those with autism, intellectual or developmental disabilities, or mental health conditions) and robust scenario-based training. Doing so will help officers become more familiar with the unique needs and individual considerations of people from these populations, which will better prepare them to respond to individuals in crisis. Scenario-based training will allow officers to practice the skills they have learned while receiving real-time feedback and evaluation.				See 1.4.2.1		
5	1.6.2	Consider employing Active Bystander for Law Enforcement (ABLE) training, aimed at creating a culture in which officers routinely intervene as necessary to prevent misconduct, avoid police mistakes, and promote officer health and wellness				See 1.4.2.1 (Next steps: by Aug 1, BPD with review of PC create overview of training availability / priorities as foundation for strategic training plan)	BPD	
6	2.1.2	BPD should ensure that all data fields contain only a single variable (i.e., complaint outcome and associated discipline should be tracked in separate fields).				Not sure how many fields this applies to: need to find out		
7	2.2.1	BPD should revisit its allegation categories to reduce or eliminate the "none" and "other" in the allegation field.				"none" is not descriptive enough. Not a police officer complaint-none.		
8	2.5.2	The Burlington city attorney should release public guidance around the constraints for releasing information during an ongoing investigation.				City Attorney report to PC and council with public guidance.		
9	2.6.1	The City should consider transparency and trust issues with the community when negotiating the next contract to allow for the release of specific information concerning officer complaints, findings, and discipline while maintaining the confidentiality of the investigation. Many cities allow for the release of overall complaint information and the disciplinary findings of officers, regardless of the situations in the union contract.				Priority, but dependent on DD40.		One of the key observations in the Report on the CNA recommendations was the need to prioritize revising DD40
10	2.7.1	BPD should develop a policy that directs how BIA will conduct an investigation, who conducts the investigation, and the expected timeline for the investigation. Best practice allows for different timelines for investigation completion that are established for different levels of complaints. Additionally, the BIA policy may include lower levels of complaints for which investigations are conducted at the supervisor or lieutenant level. A clear policy is important for the officers of the department to ensure they will know what happens in the event of a complaint or an internal investigation of an officer involved shooting, serious use of force, or in-custody deaths.				DD40		One of the key observations in the Report on the CNA recommendations was the need to prioritize revising DD40
11	4.7.2	In addition, tangible strategies for de-escalation should be assessed both in BWC footage and in required paperwork. For instance, one should assess verbal de-escalation vs. commands, the officer's tone of voice, the officer's body stance, whether the officer slowed things down, whether the officer created distance from the individual, whether the officer called for backup, and whether the officer used physical barriers to provide cover to buy more time. A common formula is that distance plus cover equals time, and time provides opportunities to slow things down, call in additional resources, and deploy more de-escalation strategies. This was not documented in either case.				Prioritize deescalation		
12	8.2.1	Utilize the CMAAC to review policies, specifically related to recognizing and responding to persons with mental or behavioral health conditions.				Police Commission reviewing related directives for now - For further possible work, see 8.2.1		
13	8.2.2	Provide a robust community forum for transparency and input into the policy review. Policies should be reviewed annually. Once emerging alternative response programs are solidified in Burlington, revisions should occur again. The community advisory committee is a good place to assign annual review and revisions and include a public review process.				Police Commission reviewing related directives for now - For further possible work, see 8.2.1		
14	8.2.3	Ensure a coordinated approach with policy review to include telecommunications and FIRE/EMS.				Police Commission reviewing related directives for now - For further possible work, see 8.2.1		
LOWER PRIORITY ITEMS - WORK TO BE STARTED IN 2023 BY MIDYEAR								
1	2.4.1	BPD should update directive DD40 - Quality Control, Internal Investigations & Discipline to identify additional means for citizens to file a complaint.				What is needed is DD40. General overall agreement this is priority, but DD40 needs to be updated first.		One of the key observations in the Report on the CNA recommendations was the need to prioritize revising DD40
2	1.19.1	BPD's commander of Internal Affairs should report directly to the chief of police.				See 1.18.1		
3	2.2.2	Citizen complaints should be separate from all other complaint processes.				What is needed is DD40. General overall agreement this is priority, but DD40 needs to be updated first.		One of the key observations in the Report on the CNA recommendations was the need to prioritize revising DD40
4	2.10.1	Department policy should specify who conducts the Internal/Administrative investigation, including the investigator's position and the supervisor's position (not by name, but by position in the policy). Internal/Administrative investigations should be investigated the same way in every instance to eliminate the question of favoritism or bias. The policy should include direction on conflicts of interest (e.g., prohibiting friends or relatives from investigating a family member or a friend) and confidentiality.				What is needed is DD40. General overall agreement this is priority, but DD40 needs to be updated first.		
5	1.4.2.5	Fair and Impartial Policing, De-escalation, Procedural Justice, and Implicit Bias should all be required trainings, and these principles should be integrated across all other training courses.				See 1.4.2.1		
6	8.1.1	Key stakeholders in Burlington should be identified, and a Community Mental Health Advisory Committee formed. At minimum, this advisory committee must have BPD, community mental health, and a PRR (person with lived experience) and/or advocates group (e.g., NAMI) centrally involved. Identifying key stakeholders from the above list would be a more robust approach. These stakeholders should be high enough up the ladder to implement recommendations yet fluent with "on the ground" processes and barriers.				The Police Commission wants to a mental health summit and the person who is supposed to lead this is leaving. When this person starts, we ask the administration or Public Safety to ask the new person what would be most helpful in this and help them form a committee that is helpful. Maybe the advisory committee to the CAHOOTS model would be a body for this work? There will need to be someone at the state-level as well. National studies will also be monitoring Burlington data to verify effectiveness.		
7	4.2.2	Similar to the recommendation for traffic stops, BPD should consider the possibility that these disparities are driven by bias (implicit or explicit) and proactively address potential bias in officers' behavior or department practices by implementing training and reviewing BPD practices.				Various trainings have been done. More than the legal limit, some with just a few. Need to focus on PRACTICES as much as TRAINING. Asking BPD to come back to public safety and PC with practices that can be changed as well as trainings.		
8	8.10.1	Social service providers in the City of Burlington should submit clear scopes of their work and related budgetary needs to address staffing, and additional resources required to be more responsive to "live" needs. This should be considered as part of the specialized police based and alternative response models.				Outside of BPD's scope, consider reviewing as a council maybe through Public Safety. Consider a pared down version - similar to COMMSTAT	City Council	
LOWER PRIORITY ITEMS - WORK TO BE STARTED IN 2023 BY SEPTEMBER 2023								
1	1.10.1	BPD should provide guidance in another use of force section, DD05.02, about how to respond to resistance in interactions with people who have disabilities, who are under the influence of drugs or alcohol, or who have mental health conditions. BPD should review examples provided by the International Association of Chiefs of Police (IACP) Law Enforcement Policy Center. The Fayetteville, North Carolina, Police Department also has several				See 1.14.1		
2	1.11.1	BPD should update the language in the above policy to more clearly outline where the use of a baton falls on the use of force continuum.				See 1.14.1		
3	1.12.1	BPD should add a prohibition on the use of lethal force when the officer does not have a clear line of sight of the subject.				See 1.14.1		
4	1.14.1	BPD and the City of Burlington should create channels for Burlington community members to be involved in the review of its use of force policies so the community can understand why such use of force may be permitted and so the BPD can reconsider their policies and practices based on community input.				PC to annually review use of force, engage community as applicable, and provide recommendations to state.		
5	1.22.1	The BPD should update DD03.03 Interacting with Persons with Limited English Proficiency for grammar, spelling, and language best practices. Although including the community in most policy reviews is important to ensure public transparency, involving key community stakeholders in the review of this specific policy is of critical importance. Community stakeholders should include individuals and organizations representing this population who would have insight into best practice language and community resources.				Needs community input. So needs to be done separately in order to have those stakeholder meetings. For commission to take those on.		
6	1.24.2	BPD should specify that the "safe and friendly location" available for providing statements [and described in DD01] will be physically separate from any location where a suspect or perpetrator may be located.				Not current practice so deprioritize		
7	1.25.1	Since papers are not the way most individuals are currently contacted after hours, BPD should update this reference [in DD01] as currently appropriate.				Not current practice so deprioritize		
8	1.26.1	In DD01, BPD should consider whether individuals who receive special training on next-of-kin notifications should be the individuals doing so, with non-trained individuals assisting as appropriate.				See 1.4.2.1		
9	1.34.1	The BPD should continue to follow the best practice operational procedures outlined in DD04.1 and update the directive as new national best practices are released, continually reviewing new best practices added to the Bureau of Justice Assistance Body Worn Camera Toolkit.						
10	1.8.1	The BPD should continue to follow the prescribed protocol for where the use of canines falls on the use of force continuum.				See 1.14.1		
11	1.9.1	The BPD should rewrite this statement to replace "face-down prone" with "prone" only. The prone position refers to when someone is flat on their stomach or chest with the knees down. Someone can have their head or face up and still be in the prone position. The policy should also direct that as soon as wrist restraints are applied, the subject should immediately be moved to a sitting position and be closely monitored. In addition, this policy is documented only in the section on Exacted Delirium, but it should be documented elsewhere, possibly in a dedicated section on prohibited use of force in DD05.02.				See 1.14.1		
12	4.9.2	BPD should prioritize the review (including community review), revision, or development of relevant department policies, train on these policies, and provide updated training for UOF.				Again, disagree that this is only a training issue. BPD to create review and analysis and contemplate changes in policy in addition to		
FUTURE ITEMS TO BE REVISITED IN 2024-25 (INCLUDING ITEMS IN SECTION 7 (STAFFING AND WORKLOAD ANALYSIS NOT LISTED HERE)								
1	1.13.1	BPD should consider developing a separate reporting mechanism for the use of a firearm to kill a dangerous or seriously injured animal. Although reporting these incidents as use of force is inappropriate, they should be tracked in some system, particularly given longstanding community concerns about national reports of officer use of firearms against family pets.				Happens nationally, but has not happened here. Deprioritize.		

2	1.15.1	The BPD mission and values statement should be included in the directive [D001].		Chief to start internal process as he prefers. Important, but could take time to do collaboratively.	
3	1.16.1	BPD should research available police codes of ethics to review alternative, more contemporary iterations of the IACP Code of Ethics. The IACP also has a suite of model policies that can be used as a frame and then built upon. The BPD's current version must be updated.		Chief to start internal process as he prefers. Important, but could take time to do collaboratively.	
4	1.29.1	If the Victim's Advocate position maintained by the department [D01 Section A] is different from the county Victim Advocate referred to in Section B, this should be more clearly articulated (e.g., that these are distinct resources; if they are the same, they should be explained clearly.		BPD to work on updating advocate job description and changing directives in line with this update	
5	1.30.1	Generally, the strength of D011 Victim-Witness Assistance lies in the resources it lists that should be available to victims and witnesses. As for all policies, the accuracy of the resources listed should be updated and reviewed annually.		BPD to work on updating advocate job description and changing directives in line with this update	
6	1.31.1	Although D021.03 Domestic Violence by Law Enforcement Employees: strictly/clearly addresses the situation in which the subject is a BPD employee. BPD should provide additional guidance for domestic violence situations when the alleged perpetrator and the victim are both employees of the police department.		Lower priority based on incidence	
7	8.7.1	The City of Burlington and the BPD (through the stakeholder advisory committee) should conduct a thorough assessment of the ecosystem of Burlington and the State of Vermont, which will be required to develop a roadmap for training and specialized response (mandated and voluntary).		Nice to have once we get there. This also means dealing with the rapid diversification of Chittenden County	
9	9.1.2	Community policing should be embedded within BPD culture and at the forefront of all daily operations and community interactions. BPD should consider re-defining what community-oriented policing means and embed this within policy, training, and operational accountability. Members of the BPD should engage directly with members of the community and local stakeholders to ensure that the BPD is addressing the problems of concern to the local community. Community policing should "combine a focus on intervention and prevention through problem solving with building collaborative partnerships between enforcement agencies and schools, social services, and other stakeholders" (Final Report on 21st Century Policing 2015, 41).		This was happening more before COVID and with increased capacity, BPD should consider more of these activities again, especially with dedicated support of 8 new CSO.	
10	9.1.3	The BPD should work with Burlington community members to set up a recurring opportunity to engage in conversations that enable all involved parties to be seen, heard, and understood. Consideration should be given to recruiting, outreach, shared agenda development, participatory meeting formats etc.		Disagree that this is done. We recommend that BPD, maybe in support with the police commission, have more formal town halls with opportunities for engagement and feedback and understanding. For all parties to feel seen, heard, and understood there needs to be direct consistent outreach. CSOs can help with that. CSOs can help with that. This also means connecting to non-profits that have relevant outreach events	
11	9.2.1	When adopting its new Strategic Plan, the BPD should consider looking at the community engagement strategies of other similarly situated departments such as the Winooksi, and Montpelier, Vermont, Police Departments. As indicated throughout these recommendations, an adequate staffing model must support this kind of proactive engagement.		BPD does not usually do a strategic plan so may not be in a strategic plan. The recommendations in the CNA report and the work of this committee and the working group's conclusions will help shape a strategic plan going forward. So over time, looking at other departments more proactively to see how they are handling local challenges is a great Y2E inclusion	One of the observations in the report on the CNA recommendations speaks to the need for a strategic plan. Given all the priorities, this was not deemed an immediate priority but certainly something for future planning.
NOTE: SOME OF THE RECOMMENDATIONS IN THE CNA REPORT ARE DEPENDENT ON UNION BARGAINING. THOSE ITEMS WERE REPORTED TO THE CITY BARGAINING TEAM AND ARE IN A TAB IN THE ORIGINAL MATRIX UNDER "BPOA BARGAINING"					

