



**POLICE DEPARTMENT  
CITY OF BURLINGTON**

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**MEMORANDUM**

To: Mayor Miro Weinberger  
Fr: Brandon del Pozo  
Re: Annual Self-Evaluation (with Police Commission changes and approval on 5/22/18)  
Date: May 24, 2018

In the time period covered by this evaluation the Burlington Police Department (BPD) has undertaken many steps to provide the people of Burlington a city where they can enjoy a high quality of life. These steps run across the many challenges BPD is taking head-on. BPD has succeeded in accomplishing these steps as we strive to be the best municipal police department in the United States, by holding true to Burlington's values

BPD has gained national attention for our commitment and data-driven focus on reducing the harm of opiates in our community via our dedicated Opiate Policy Manager, Jackie Corbally and CommunityStat. In collaboration with our Horary Police Surgeon, we helped shape a revolutionary Emergency Room Medication Assisted Therapy pilot to immediately induct people into life-saving interventions.

BPD has also gained national recognition for our transparency and sharing of data. We have used that data to better inform our officers on how to fairly conduct their duties. An analysis of our 2016 and 2017 traffic stops data has shown parity in the two key indicators of racial bias: vehicle search contraband hit rates and ticket/warning outcomes. As we strive to provide fair services to the public, we have hosted implicit-bias trainings, inclusive faith clergy luncheons, community BBQs, low-income/minority youth outreach, and frequent immigrant outreach efforts. The Burlington Fair and Impartial Policing Policy has gained the attention of President Trump's DOJ, due to its focus on helping immigrants feel safe coming to the BPD as victims or witnesses.

To better reflect our community, we have successfully ramped up our efforts in recruiting and have rewritten and are lobbying for changes to the Police Academy entrance exam due to its inherent bias against minority applicants. Additionally, our community policing efforts have successfully shown a 20% reduction in calls for service along the North St foot patrol area.

Keeping to our mission of public safety, we have led the nation in our adoption of ICAT (Integrating Communications Assessment, and Tactics) to help avoid injuries while resolving people in crisis incidents and are also ramping up a dedicated crisis response unit with an Emergency Response Vehicle. To further protect lives, we are also leading the nation by



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teaming up with BFD to create a “Warm Zone” response to provide timely medical care in active shooter situations.

Below is a review of prior goals and their outcomes. New/updated goals for moving forward are also noted by “\*\*\*” and red text.

Goal	Description	Metrics	2017 Outcomes
Opiate harm reduction	<p>The BPD will hire a Opiate Policy Operations Manager and a data analyst in order to better coordinate the city and county’s response to opiate abuse across stakeholders, extracting the best possible value from an environment in which actors operate with limited resources. The goal is to establish an unprecedented level of collaboration that frames this problem as first and foremost a public health crises and responds accordingly.</p> <p>***Building on leadership started by CommStat, create an action plan for the most impactful steps Police can take to protect life and reduce impact of opioid epidemic.***</p>	<p>The establishment of a body of metrics that portray the state of opiate abuse in Burlington, the collection of data regarding these metrics, determining their trajectory over time, and engaging in tactics and strategies across stakeholders that demonstrably reduces the burners of opiate abuse.</p> <p>***Fewer people die of overdoses this year than last, at a rate greater than any general statewide decrease.***</p>	<ul style="list-style-type: none"> <li>• Hired Jackie Corbally M.S.W.</li> <li>• Hired analyst Samuel Francis Fath, Kayla Donohue</li> <li>• Created CommunityStat, with 45 agencies</li> <li>• Created SubStat, addressing needs of individuals</li> <li>• Created KidStat and FamilyStat, helping families</li> <li>• Helped reduce prison sentences for treatment</li> <li>• Created a report on Medicare opioid prescribing practices in VT compared to the rest of USA</li> <li>• Piloting an Emergency Room MAT induction</li> <li>• Overdose Outreach Team responds to follow-up and assist people into treatment</li> </ul>



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<p>Effective recruitment</p>	<p>The BPD is authorized 100 sworn officers. At present, 13% are women and 2% are black. The BPD is near, but not at, the authorized number of 100, and seeks a greater representation from women and officers of color.</p> <p>***Continue to focus on minority recruitment.***</p>	<p>A department staffed to its authorized capacity for the majority of each ensuing fiscal year, with a growing percentage of female and ethnically diverse officers.</p> <p>***Increased numbers of minority/female officers.***</p>	<ul style="list-style-type: none"> <li>• Staffing is at 102</li> <li>• Increased black officer staffing (3% now)</li> <li>• Number of women has remained steady, despite departures and new hires.</li> <li>• Hosted the first Academy exam in Burlington</li> <li>• Conducted a special analysis of our recruiting on the data portal</li> <li>• Re-wrote and lobbying for changes to the Police Academy entrance exam due to its inherent bias against minority applicants</li> </ul>
<p>Enhanced community outreach</p>	<p>The community affairs unit will continue to perform outreach, soliciting partnership and participation in policing the city from citizens organized along lines of neighborhoods, faiths, civic interests, commercial enterprises and industries, etc., so citizens understand the work of their department, can help shape and prioritize it, and work with the police to accomplish their most important shared goals.</p>	<p>Clearly-organized community partnerships organized around clear and coherent constituencies, with a means to demonstrate how each figures into the work of the police as a matter of advisement, collaboration, and a channel of communication.</p>	<ul style="list-style-type: none"> <li>• Keeping an open door to the Chief’s office for public</li> <li>• Hosting bi-monthly Clergy Luncheons</li> <li>• Outreach to new Iman</li> <li>• Hosting our 3<sup>rd</sup> annual Community BBQ</li> <li>• Collaboration with ACLU on Impartial Policing and trainings for disorderly conduct arrests</li> <li>• Engaged in frequent AALV outreach</li> <li>• Larger presence on Facebook and Twitter</li> <li>• 4<sup>th</sup> year of BPD partnership with youth organizations for low-income/minority running program</li> <li>• Regular collaboration with CALEO (Community for Council for Accountability for Law Enforcement Officials) participating in meetings and discussions of race and criminal justice.</li> <li>• Community survey is about to rollout in frequent AALV outreach</li> </ul>



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<p>Expansion of the Department</p>	<p>The BPD does not have the number of police officers necessary to complete its missions of 911 service delivery, problem-solving-oriented policing, community engagement and crisis response. All of these missions are person-intensive. We will seek funding increases and federal grants to enlarge the force to better accomplish these missions</p>	<p>A force that begins approaching the national mean police agency size of one officer per 400 residents (in addition to the role of policing the BTV airport) which indicates a size of approximately 115 officers. <i>This is not to indicate that this is goal size, but rather that motion towards this size is a positive metric.</i></p>	<ul style="list-style-type: none"> <li>• Grew department to 102 officers with federal grant</li> </ul>
<p>Marketing and brand image</p>	<p>Through work with Select Design and the Police Foundation, the BPD will soon redesign its patch, associated logos, and tagline. It will license the patch and associated images to the Police Foundation, who can use them to produce logo goods that will not only increase morale but also generate income for BPD endeavors via the Foundation.</p>	<p>The generation of income to the Police Foundation through the sale of licensed logo goods; the enhancement of BPD brand awareness by the public and positive associations with the brand.</p>	<ul style="list-style-type: none"> <li>• Created new patch/logo with Select Design</li> <li>• New patch more clearly identifies officers as Police</li> <li>• Most businesses along North St show BPD stickers on their doors</li> <li>• Created bike-safety promotion bike jerseys sold at Ski Rack</li> <li>• Homeport sold \$250 worth of mugs, showing ability to grow this revenue source for the foundation</li> </ul>



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<p>Developing an Emergency Service response capacity</p>	<p>Mental health and critical incident crises have indicated the need for an enhanced Emergency Service response capacity. The BPD has consulted with the NYPD and the Police Executive Research Forum to formulate cutting-edge responses to persons in crises armed with weapons other than firearms, with a goal of safely taking them into custody without the use of lethal force. This requires specialized training, equipment, vehicles, and a carefully-selected group of officers and leaders to implement these methods.</p> <p>***Unite our revolutionary CIT/deescalation training and acquisition of the ERV and its specialized tools to create a safe, capable patrol force with unparalleled expertise in resolving encounters with minimal force.***</p>	<p>One Burlington Emergency Service Team (BEST) truck on patrol at all times, staffed by properly-trained officers who can deploy the most current equipment and methods formulated to end acute crises without the use of lethal force. The availability of these officers and services to neighboring agencies as a matter of mutual aid.</p> <p>***Documented high-stakes uses of force incidents decrease relative to number of police engagements with people.***</p>	<ul style="list-style-type: none"> <li>• We lead Vermont in our crisis response</li> <li>• Fall of 2016 we were among first departments in nation to learn ICAT to preserve human life in crisis events</li> <li>• Acquired an Emergency Response Vehicle to provide the best methods and tools to preserve human life</li> <li>• Training carefully selected officers for this response</li> </ul>
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<p>Protecting the force and the public</p>	<p>The BPD has started carrying naloxone, tourniquets, and will consult with emergency room doctors at UVMMC as well as the BFD to carry quick-clot and other tools to provide emergency lifesaving measures in advance of the arrival of specialists</p>	<p>A capacity to stabilize patients—police, public or otherwise—in advance of the arrival of medical services, whether the threat is overdose or traumatic injury.</p>	<ul style="list-style-type: none"> <li>• BPD is developing a “Warm Zone” response with BFD to provide timely medical care during active shooter events</li> <li>• Officers have saved numerous lives with Naloxone</li> <li>• Officers’ quick response and medical aid also saved lives on Hyde St, in BHS, and elsewhere with CPR</li> <li>• Officers carry tourniquets and are trained in their use</li> </ul>
<p>Quality of Life enhancement</p>	<p>The BPD will use foot patrol, problem-solving approaches, community policing, traditional policing and community engagement to reduce crime and disorder in the Old North End, on Church Street, in City Hall Park, and downtown generally in a way that accords with the core values of the city with regard to fairness and equity.</p>	<p>A noticeably improved quality of life in the areas indicated without an increase in citizen complaints; sustainably increased foot patrols; bicycle patrol; decrease presence of graffiti; the creation of a fair means to hold citizens accountable for quality of life infractions in the absence of meaningful sanctions imposed by the</p>	<ul style="list-style-type: none"> <li>• Quality of Life Calls for Service are all down except overdoses and mental health calls</li> <li>• Call for service volume has gone down 20% along the North St foot patrol area</li> <li>• BPD is advancing criminal penalties for repeated civil violations that are precursors to safety threats</li> <li>• Local Budnitz Bikes teamed up to equip BPD with an excellent Bike Patrol fleet</li> </ul>



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<p>Domestic Violence focused deterrence</p>	<p>The BPD has established its first-ever domestic violence position and seeks to expand her work to encompass the High Point model.</p>	<p>The regular occurrence of High Point focused deterrence meetings and operations; full participation by non-police stakeholders; a decrease in measures of domestic violence.</p>	<ul style="list-style-type: none"> <li>• 2017 “domestic disturbance” calls are down 13%</li> <li>• 2017 misdemeanor and felony calls are down 20%</li> <li>• Our DV investigator’s tracking of incidents that have <u>any</u> DV nexus is improving, showing an increase</li> <li>• Our investigator continues to draw attention at the local, county and state level recognized for excellence</li> <li>• Victim advocate tracks all arraignments of suspects</li> </ul>
<p>Continued Transparency</p>	<p>The BPD has been recognized by the White House for its voluntary disclosure of data regarding police performance, citizen interactions with the police, and crime and quality of life measures. We will continue to expand this practice in order to foster greater trust and legitimacy.</p>	<p>A fully-functioning, systematically-updated Burlington Police Transparency Portal that contains metrics and narrative accounts regarding use of force, citizen complaints, car stop race data and other indicators of police performance and police-citizen interactions.</p>	<ul style="list-style-type: none"> <li>• Our Transparency Portal features:             <ul style="list-style-type: none"> <li>○ Use of force and race analysis</li> <li>○ Traffic stop and race analysis</li> <li>○ Citizen complaint tracking</li> </ul> </li> <li>• We continue to improve our Transparency Portal</li> <li>• We will soon publicly publish a hate crime tracking data portal</li> </ul>



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<p>Increased Accountability</p>	<p>The BPD endeavors to be accountable to the citizenry in its performance, and to provide a means for citizens to hold us accountable when needed. We recently moved the ability to make complaints out of the police department and into the realm of elected officials and NGOs. We will continue to expand this practice.</p>	<p>With our increase in avenues for the public to make complaints, and the process being more accommodating, the number of civilian complaints generated from contacts outside the police department should rise; the Police Commission reviews and vets the fairness and thoroughness of the investigation of civilian complaints.</p>	<ul style="list-style-type: none"> <li>• Our website provides numerous avenues to file a citizen’s complaint including:             <ul style="list-style-type: none"> <li>○ online, letter, telephone, or in person</li> </ul> </li> <li>• Complaints can be submitted to:             <ul style="list-style-type: none"> <li>○ BPD, Mayor’s office, city councilors, and community groups such as the Peace and Justice Center or Community Justice Center</li> </ul> </li> <li>• Our Transparency Portal features public tracking of citizen complaints about officers</li> <li>• We are in the midst of developing an increased civilian review of citizen complaints through our Police Commission</li> </ul>
<p>***Equity in Traffic Stop Outcomes - Traffic Design/ Enforcement Plan***</p>	<p>Traffic stops frequently are a source of citizen anxiety. Additionally, they have a history of disproportionate effects on minority communities.</p> <p>VT Fatal crashes have increased each year since 2014 with 70 in 2017.</p>	<p>Sustained equity in ticket/warning outcomes and search outcomes;</p> <p>Study the relationship between design/enforcement for crash prevention. Create an action plan to balance traffic safety with social costs of enforcement.</p>	