



AUGUST 2024 ALL IN

Aug 19, 2024 – all data preliminary & subject to change

REC001



COMMUNICATION / TRANSPARENCY

Does BPD share information?

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

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

We've done ten internal ALL INs since July 2020

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

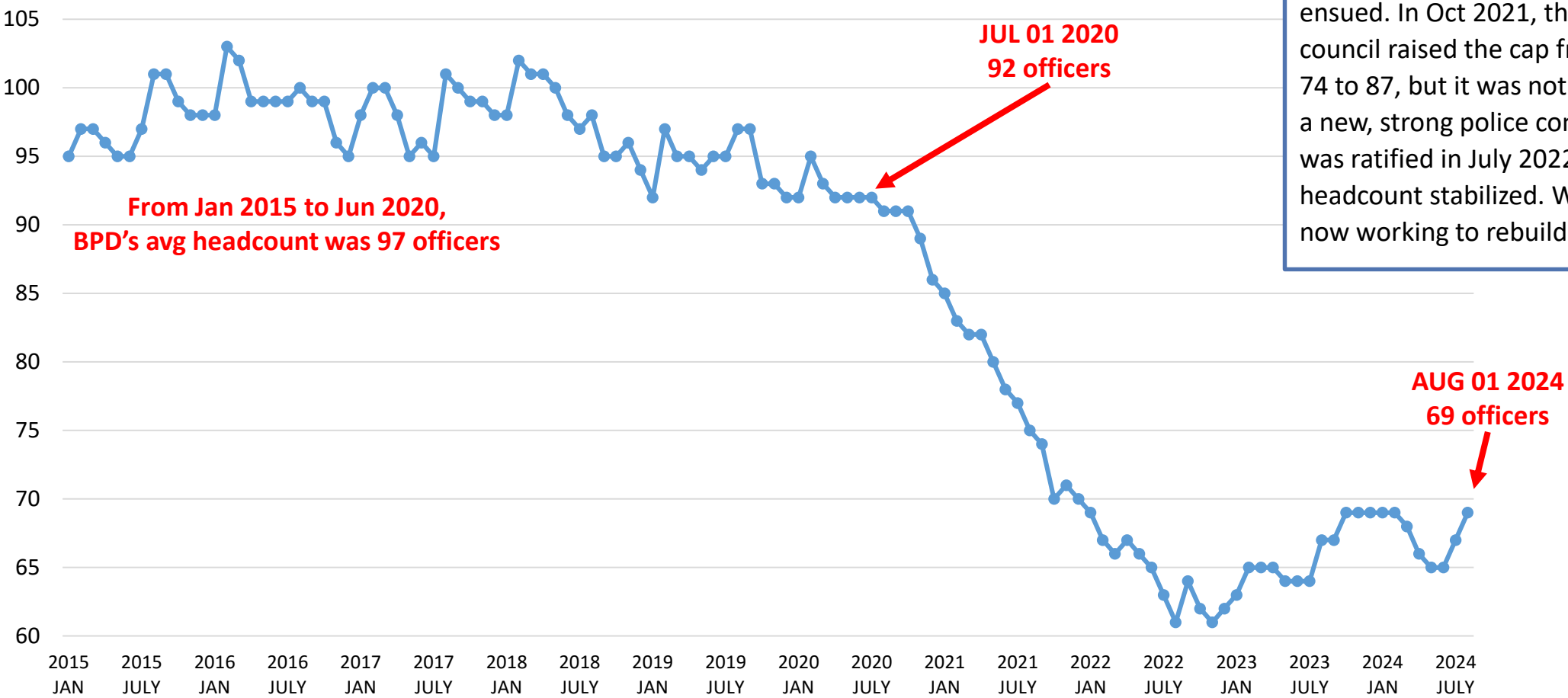
Creating and explaining the Priority Response Plan was designed to tell the public our precarious position

We do more graphics and data than any PD in VT



BPD SWORN OFFICER HEADCOUNT, 2015-2024

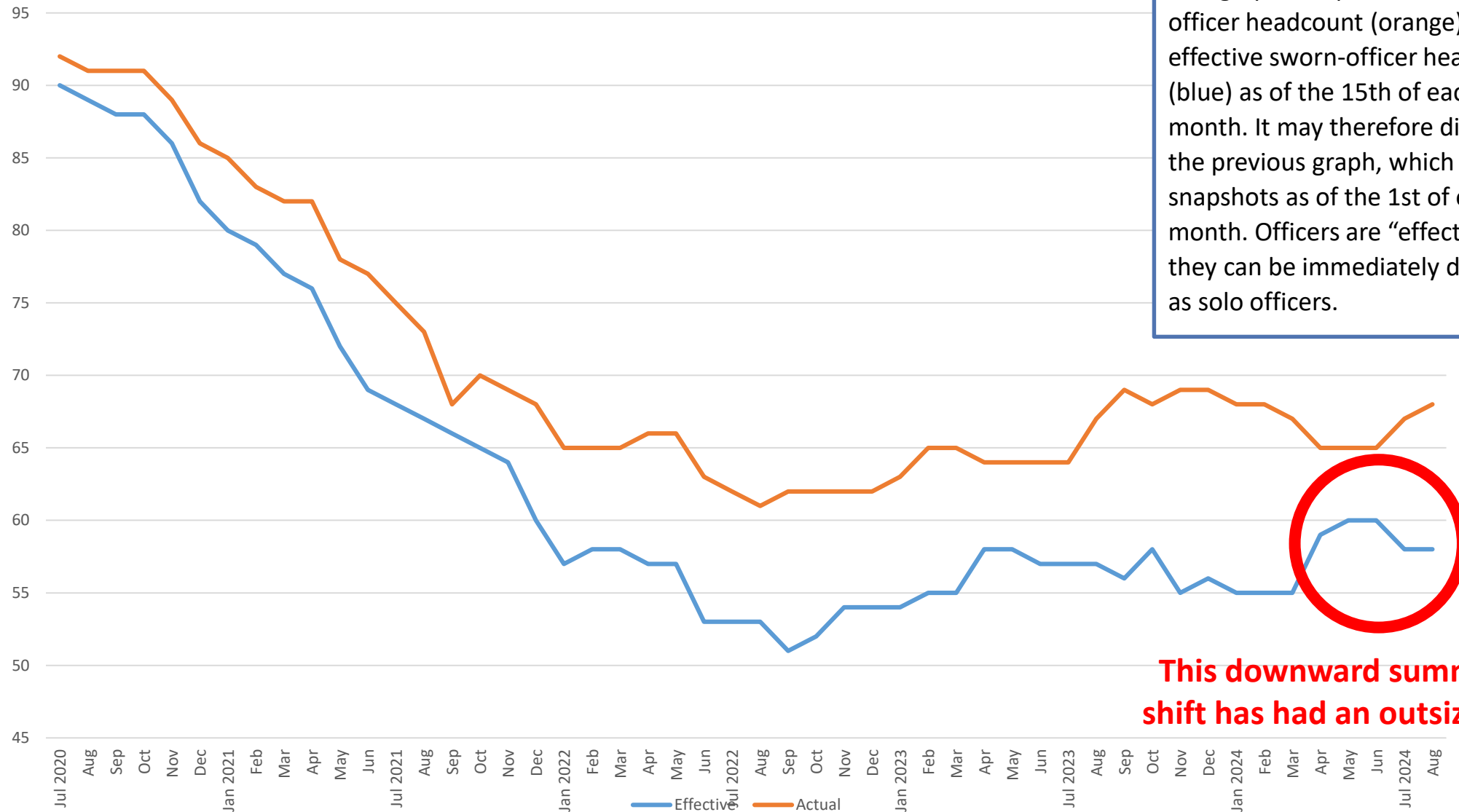
TOTAL SWORN HEADCOUNT, as of the first of each month, month-by-month



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



ACTUAL vs EFFECTIVE, JULY 2020 to AUG 2024



This downward summertime shift has had an outsized effect



THE CRISIS

COPS

CALLS



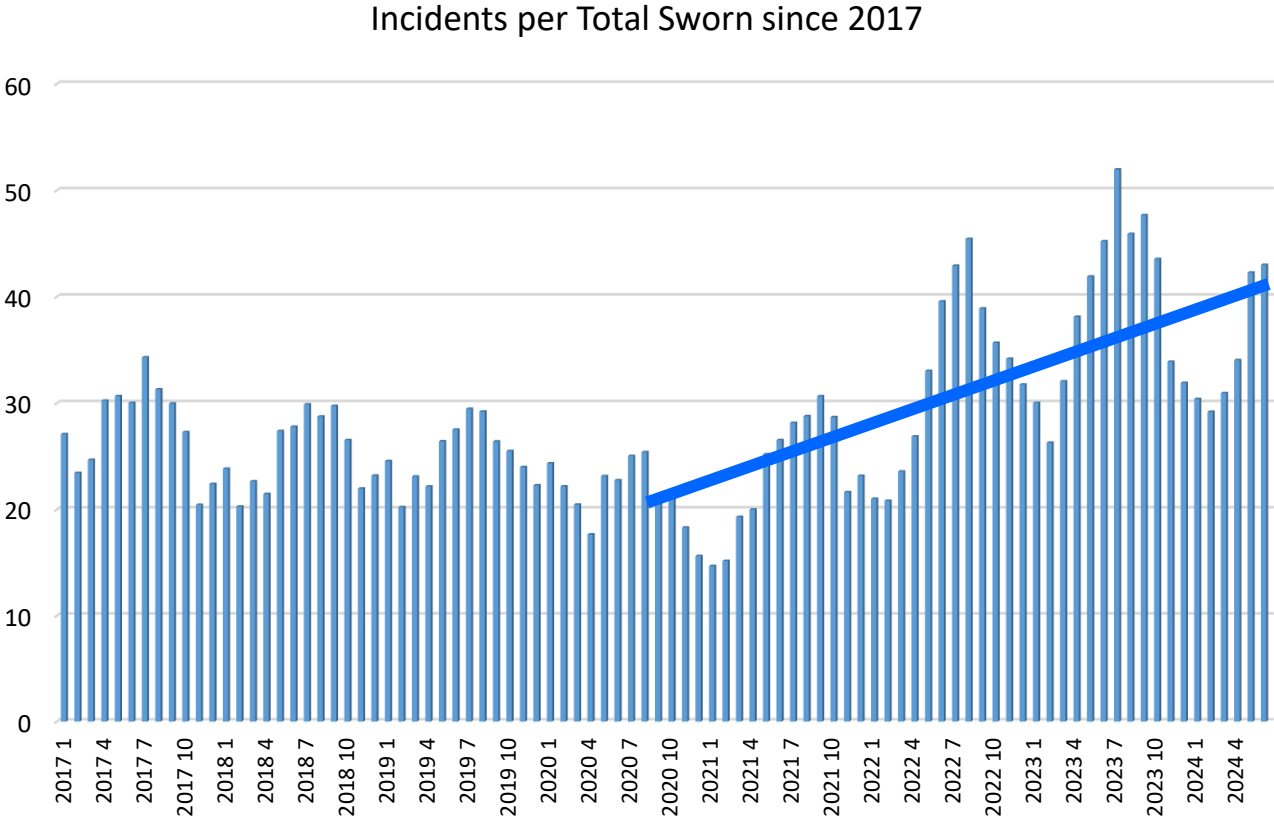


THE CRISIS





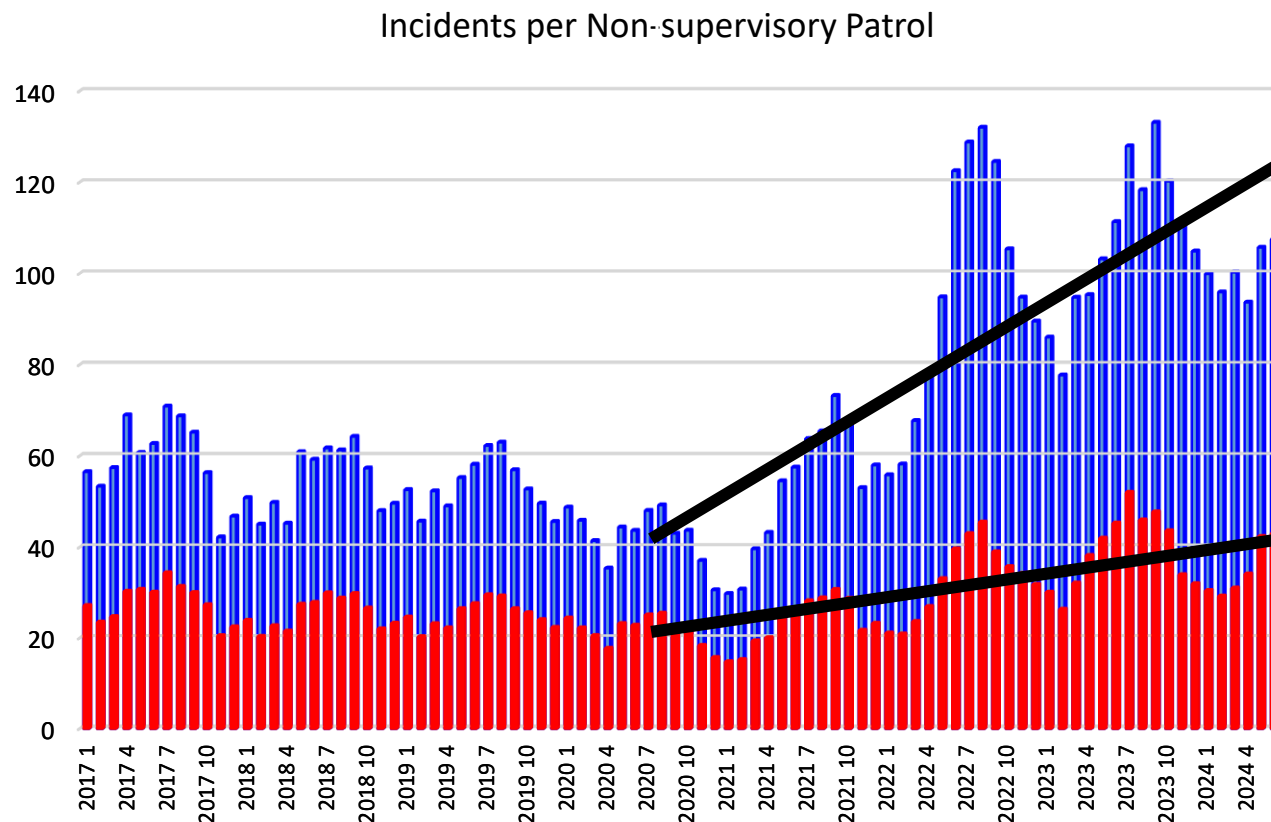
INCIDENTS vs HEADCOUNT, Month-to-Month



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



INCIDENTS vs HEADCOUNT, Month-to-Month



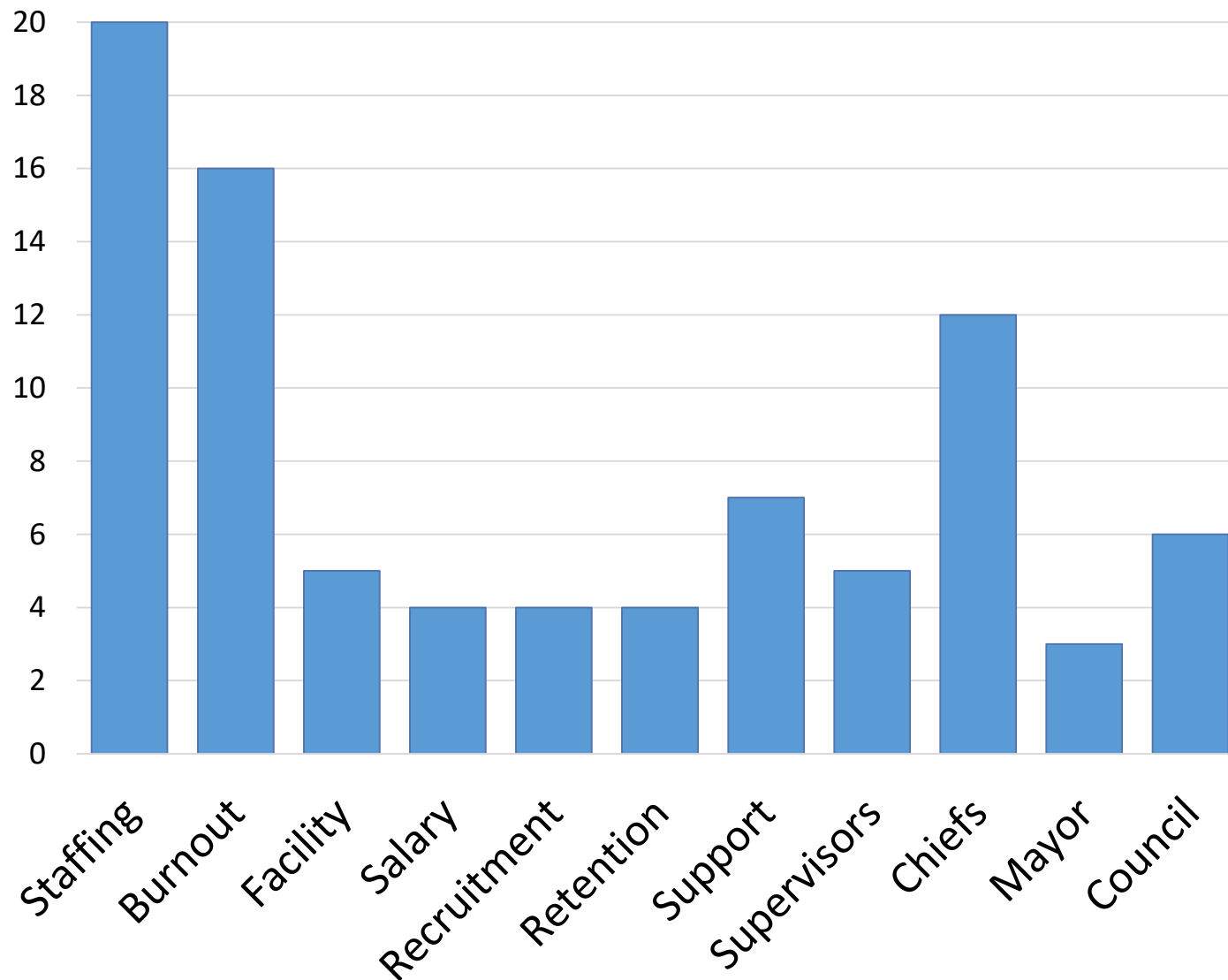
But comparing total incidents to total officers underestimates the burden on patrol. The majority (>75%) of incidents are answered by non-supervisory patrol officers. This graph shows **incidents-per-officer** for **all sworn (red)** versus for **non-supervisory sworn on patrol (blue)**. Note that it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



SURVEY ANALYSIS 1: MORALE

How is morale?

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

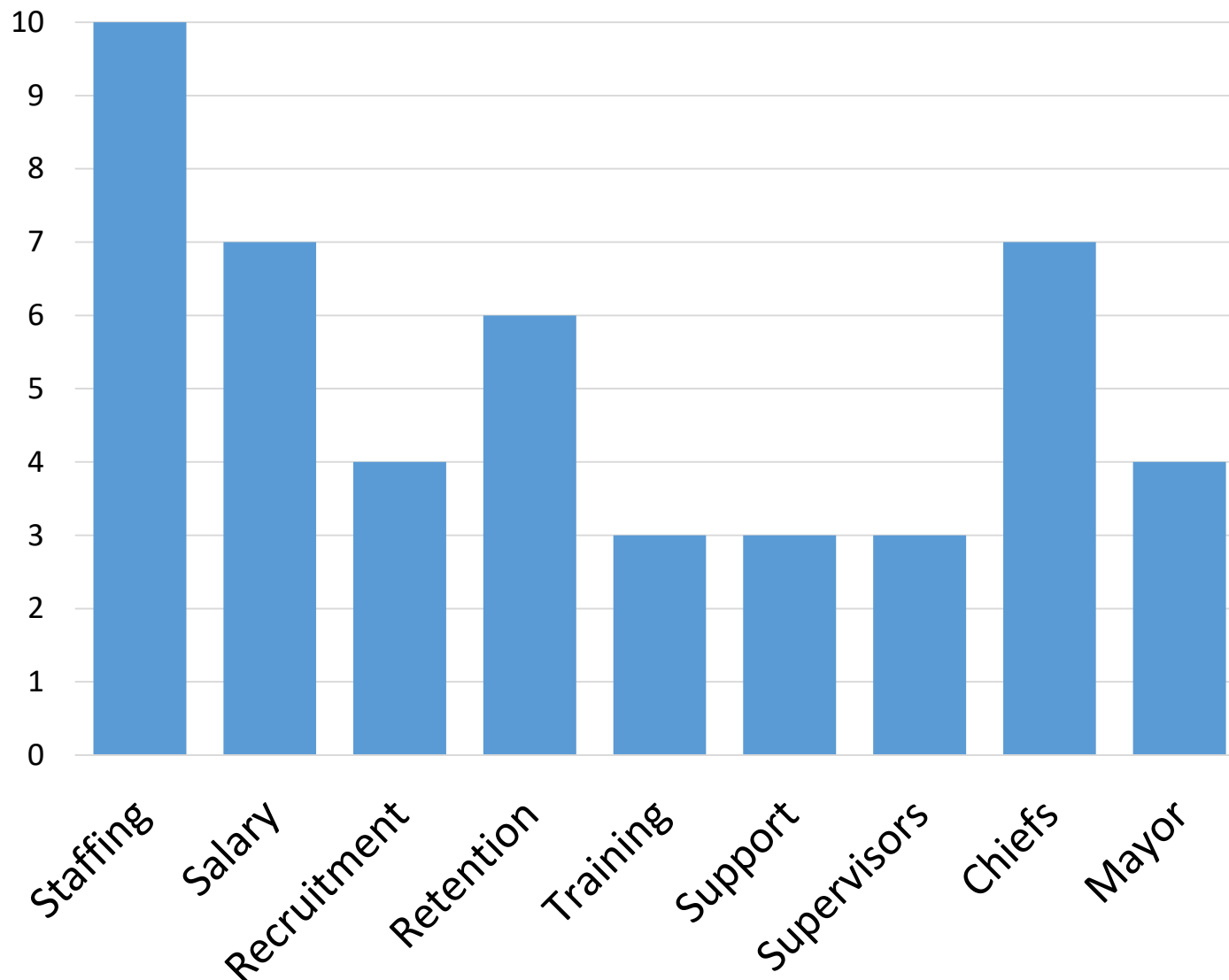




SURVEY ANALYSIS 2: IMPROVING MORALE

How to improve morale?

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

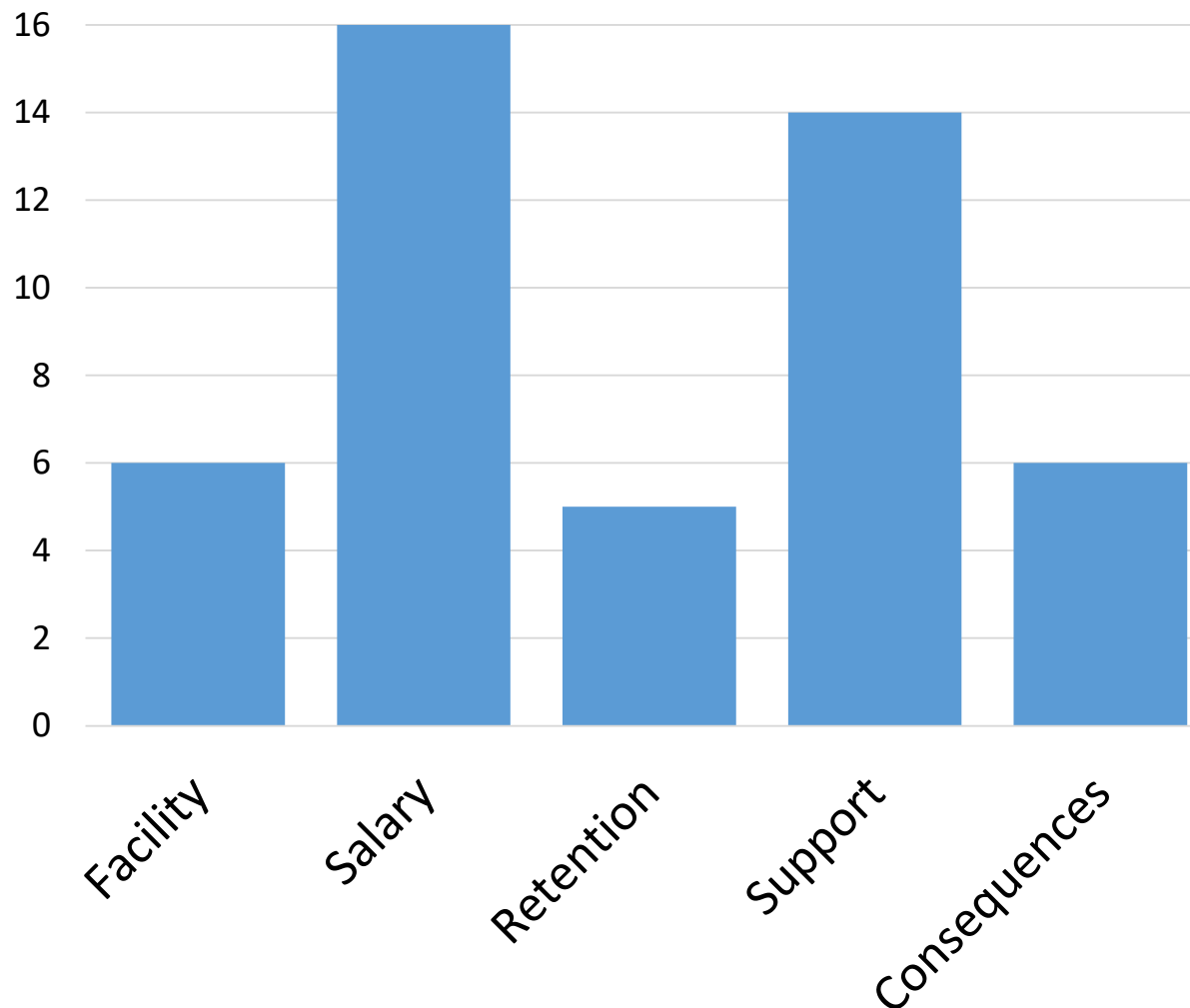




SURVEY ANALYSIS 3: CITY IMPROVING MORALE

How can the CITY improve morale?

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





SURVEY ANALYSIS 4: DEPARTMENT IMPROVING MORALE

How can the POLICE DEPARTMENT improve morale?

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





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



WORSE BEFORE IT GETS WORSE

Worst case scenario.

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

Preserve core services—our mission

Retain DSB (contract and career path)

Avoid Emergency Staffing / 12-hour shifts

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

Keep specialized roles and training opportunities



WHAT WE'RE DOING: WORKLOAD 1

Staffing and Workload.

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

Linking Valcour and AXON to reduce data entry

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

Pre-charge Referral and a new MOU with the CJC

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

Simpler administrative tasks with LEFTA

Overtime adjustments thanks to EM Trammell



WHAT WE'RE DOING: WORKLOAD 2

Staffing and Workload.

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

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

DSB referrals:

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

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



WHAT WE'RE DOING: TRAINING

Overtime and Training.

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

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

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

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



WHAT WE'RE DOING: RECRUITMENT

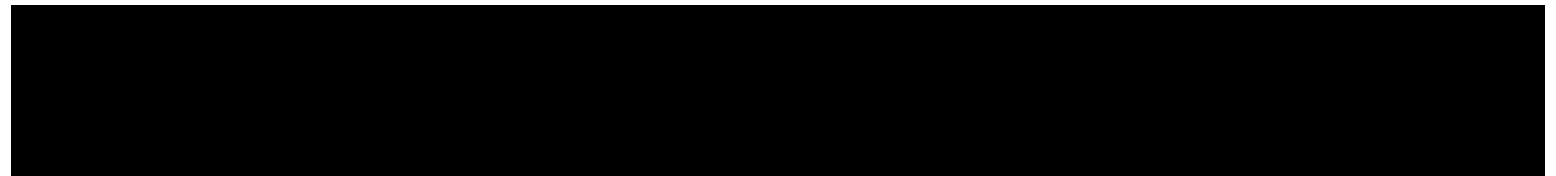
Recruitment.

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

To grow we need the advocacy and assistance of ALL employees

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

1 V.S.A. 317(c)(17)

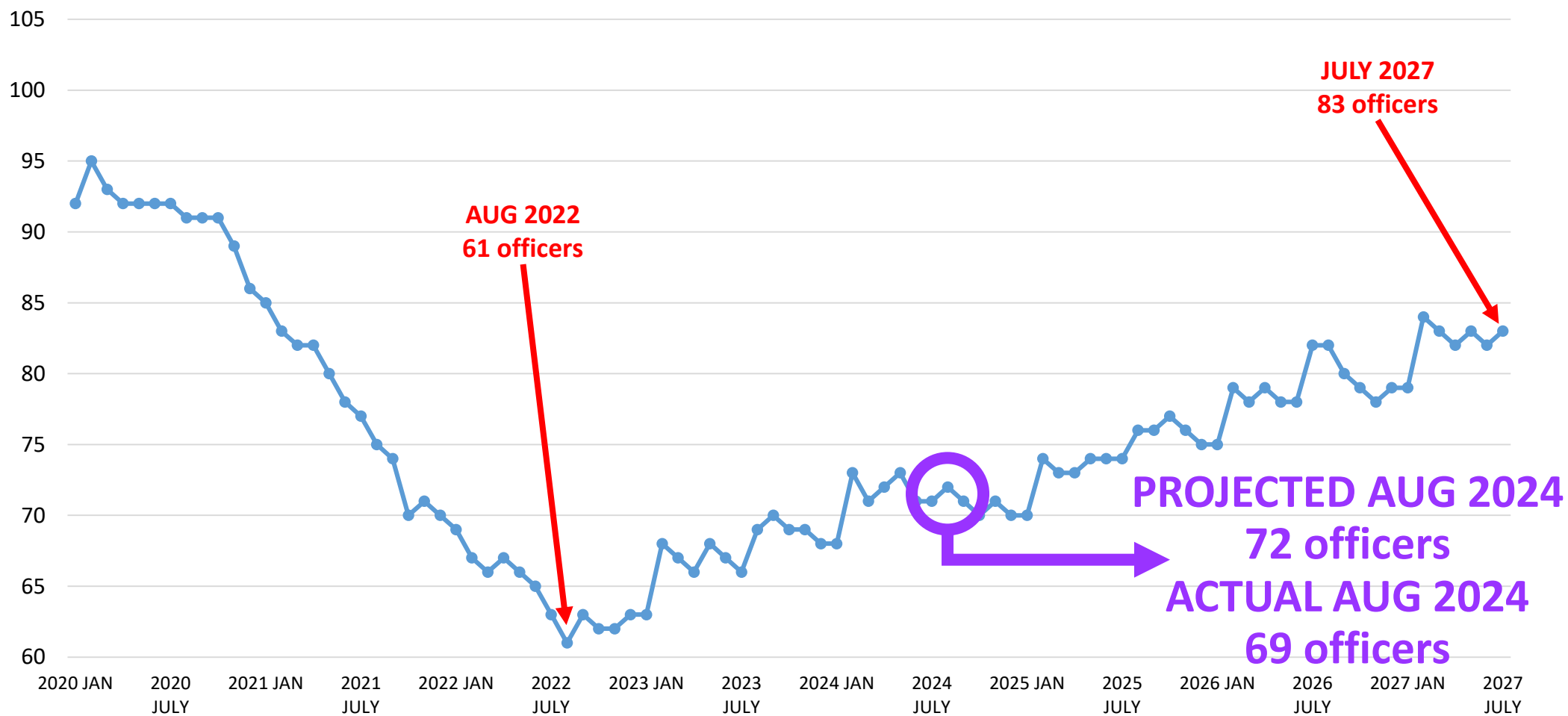


The purpose is to catch up with our previously stated goals—and although progress is precarious, we're not that far off



From Aug 2022 – SWORN OFC HEADCOUNT, 2020-2027 (projected)

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



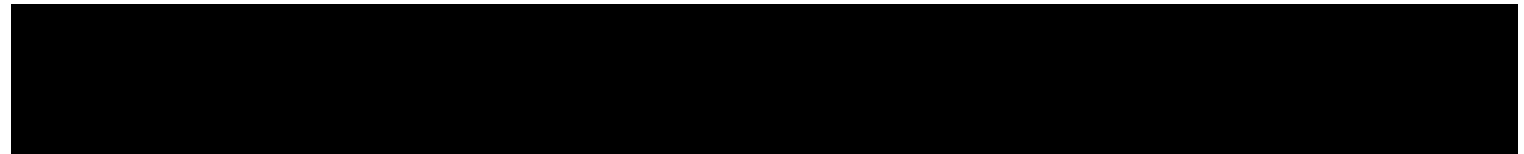
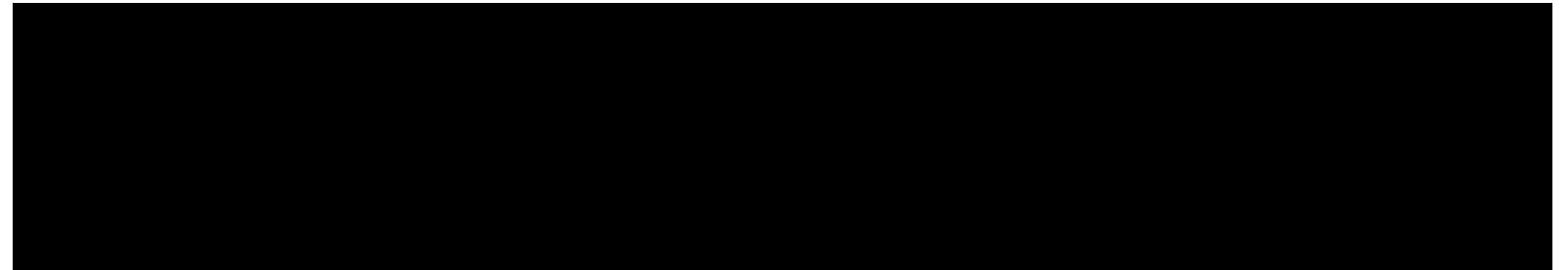


WHAT WE'RE DOING: RETENTION

Retention

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

The recruitment team has proposed a sabbatical program



1 V.S.A. 317(c)(17)

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

UBSAC Trieb used City wellness money to get new gym equipment



WHAT WE'RE DOING: FACILITIES

Facilities.

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

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



FACILITIES

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



- Built: 1975
- Renovated: 2012



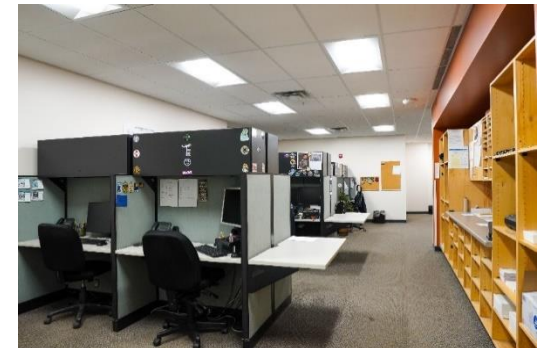
- Built: 2018
- Renovated: n/a



- Built: 2023
- Renovated: n/a



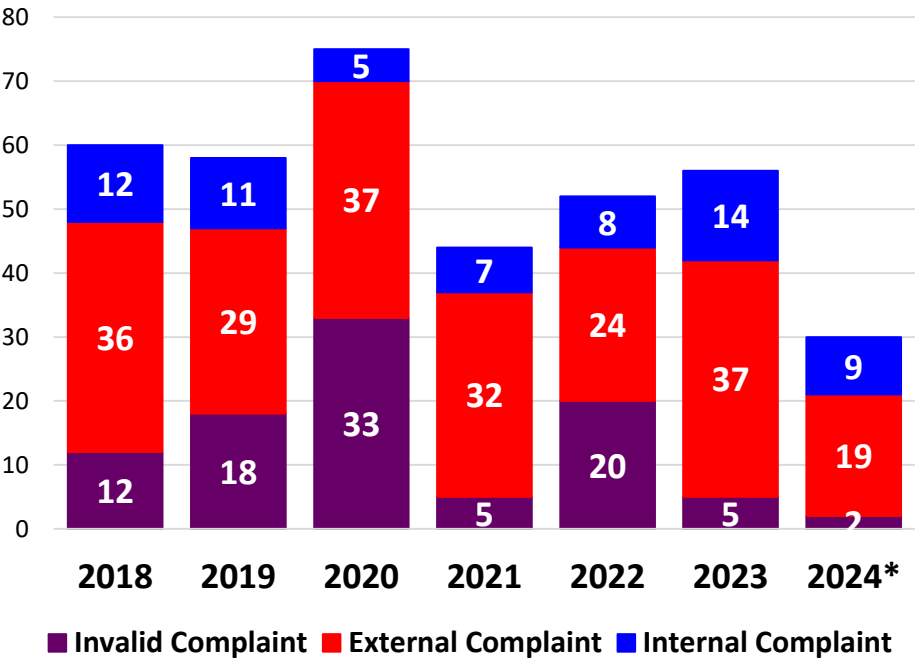
- Built as PD: 2010
- Renovated: n/a



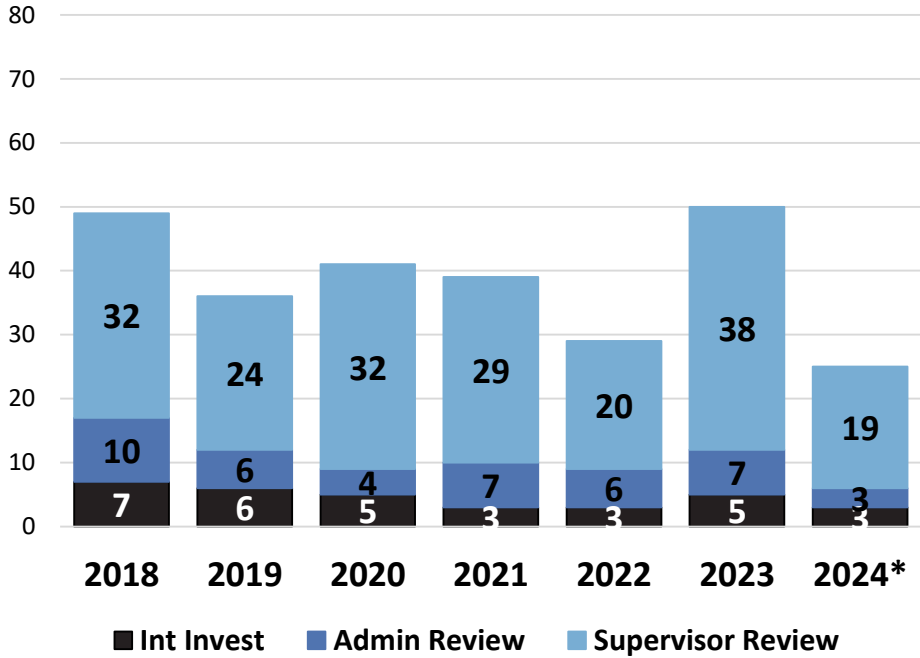


WHAT WE'RE DOING: DISCIPLINE

COMPLAINTS



REVIEWS



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



MISSION

Mission & purpose

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

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

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

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

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

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



CULTURE AND MORALE

Morale.

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

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

Internal AND EXTERNAL — What you allow is what will continue

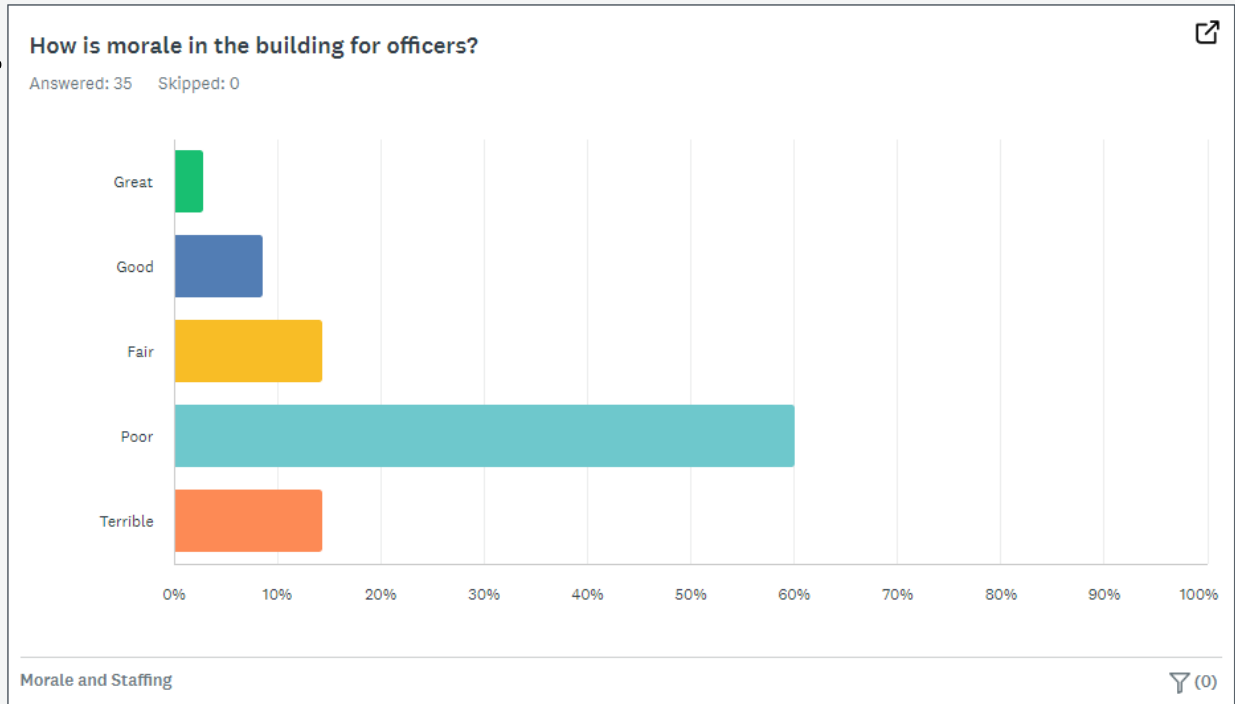
Every team has to understand the importance of the other teams

Rescue; seize evidence for court; broker social cooperation



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

1.



2. If you noted morale is poor or terrible, can you please explain why?

Answered: 31 Skipped: 4

“There is a constant expectation for us to be both community police officers doing foot patrols downtown taking time but also respond to prior call, complete paperwork in a timely manner, and all with maybe at best four officers on a shift.”

“Morale appears to be stagnant, with more senior officers showing up to work unexcited and having to manage significant increase in calls for service with fewer patrol resources. Generally just going through the motions. I view it as fighting a forest fire with a flamethrower. I further think the increase in civilian resources has only made officers confused as to what they actually do, and see no change in work for the average patrol officer. Officers are burnt out. Additionally, I see frustration with perceived accountability of actions taken through investigations at the DSB level. It seems like the states attorney office is an extension of the public defenders office.”

“Officers workload has increased and job opportunities within the department have decreased significantly. Officers are expected to provide the same high level of investigations as in years

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past, while only having as little as 1, 2 or 3 officers working patrol. The wellness of officers is not a priority nor is there an emphasis on their health or professional development in their career. Officers and Supervisors are experiencing burnout and as a result of not taking steps to enhance officers careers and making their physical and mental health a priority, this is creating a recipe for forcing officers to leave. If one still questions the well being or morale of officers, take a look around our physical environment. It is preached from the academy and FTO's how once appearance makes a statement and how people will react to you in the field. If we were to apply this same statement regarding our physical surroundings, it is clear our building is not only a biohazard, but a dangerous working environment where employees can become hurt in or become sick from. From ceiling water leaks, crumbling, hazardous floors, stained carpets in the community room and locker rooms, random holes and marks on the hallway walls, etc. Even take a look at the K-9 wall, the name plates are uneven on some of the frames. It is frustrating to watch smaller departments receive state of the art buildings, while we are left with door that do not lock, creating an unsecure building and are left to walk by a sign, put on a traffic cone, for days on end without it being fixed. Further, the physical building itself shows the city's lack of care not only regarding its physical appearance but its function of purpose for training or investigations. We have asked for clean, interview rooms where victims and witnesses of crimes can be interviewed in, instead the department has taken away any rooms possible for this. The only interview room located on USB, was decorated and redone by CAIP, but even the BPOA donated money towards this, as the BPOA recognized the need to have a safe, clean, comfortable space for victims following tragic crimes. Where there is another interview room near the cell area of the police department, this is rarely, if ever disinfected and more importantly, this is by an area where arrestees are located. Officer do not want to bring a child with their parent or any other victim of a crime in an area where they may hear or be exposed to an arrestee, or if there is an arrestee from their case specifically in the building near that area. Where the city of Burlington has an average population of 44,000, having only one interview room dedicated strictly for interviews, in completely unacceptable, especially considering the South Burlington Police Department has multiple interview rooms, and they have a population half of ours at 20,000. Lastly, it is ridiculous that as one of the largest department, we are unable to consistently host training in the community room, where again, the majority of trainings are hosted and put on by the South Burlington Police Department. "

"The building is in disrepair and the city has not communicated the soil test results. There are not enough officers. Leadership is not attempting to make conditions better. The city did not communicate that our pension contribution would negate out raise. The city is has raised the expectations of officers, requiring them to engage in daily risky legal situations without proper compensation, support or legal backing. In other words the general feeling is that we can get fired and prosecuted for doing our job. LGBTQ and under represented members of the department are asked by other city departments not to participate in city sponsored events."

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"Poor Leadership--favoritism is shown, lack of accountability, some supervisors who are allowed to do whatever they want with no consequence. Lack of adequate training leading to poorly investigated incidents, lack of documentation, and case dismissals. Discrepancies in uniformed supervision entitled to better more fair FMLA vs non-supervisory Officers"

"Officers are overworked And tired. When officers are tired, mistakes happen. The midnight shift has one to three officers, which is unsafe, and the evening shift is always being held over. We have six working stations. The ceiling leaks on us. Our building is falling apart, and cost more to maintain than getting a new police department like other local nearby agencies, such as VSP Williston, city of Williston and South Burlington. The floors are buckling, and we have tape covering over them or a carpet covering them. All of our baseboards are ripped off from the fire and flooding and haven't been fixed. It's embarrassing to walk community members through our PD for fingerprints, a tour or a potential new hire."

"NA"

1 V.S.A. 317(c)(17)

"As the number of our officers is reducing, the city is not acknowledging the crisis that has been developing. I have spoken with so many officers who are struggling with depression and anxiety as they suffer the vilification of us by the city and as they recognize the fact that our department keeps shrinking. Many ambitious and experienced officers have left. We are left with a very young department who are less able to effectively train new officers. We have less experienced officers to act as future supervisors. With the number of officers going down more work has to fall on the remaining officers and our quality of work is not nearly as satisfying. With the number of officers going down, there are less and less exciting and satisfying opportunities within the department to reward good work. [REDACTED]"

[REDACTED] Our domestic violence prevention officer position has been eliminated. Our temporary detective assignment has been eliminated. Our Street Crimes Unit has been eliminated. As more and more low-level calls are being assigned to CSOs and CSLs, we are being forced to go from high-level to high-level calls without the downtime and more casual encounters with the public that those lower-level calls afforded. This is leading to more stress, burnout, and less joy in community interactions."

"I noted that morale is poor because it is, and there are several reasons for this. The department is understaffed, as are many departments, but this leads to officers working longer hours, and increases the likelihood of the officers being held over for several hours to cover the next shift. This has been further exacerbated by the required staffing of the airport for several hours during the midnight shift by officers working during hours that are already routinely understaffed, making these holdovers a routine and foregone occurrence. The lack of staffing has forced officers out of other (necessary) specialized positions in order to increase the number of bodies on patrol. A side effect of this reallocation, however necessary, creates more

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work for road officers who now don't have, for example, a specialized Domestic Violence officer to follow-up on these incidents. As an aside, intimate partner violence is a serious and habitual crime, and very time consuming for an officer to charge effectively, so a lot more time is lost by road officers trying to find justice for victims in between other road level calls for service. The lack of staffing contributes to the challenge of recruiting more officers, as they are less attracted to Burlington as a place to build a career. Many of the candidates that do come, if they are able to make it through the rigors of becoming an officer, seem to burn out quickly and move on or suddenly decide law enforcement is not the right fit. While we struggle to retain new officers, we continue to lose experienced officers to retirements or just to civilian life, as the untenable push forward towards a better future for policing in Burlington stretches without end into an uncertain future while straining mental states, personal lives and families. Meanwhile, society continues to expect more from us. Improvement of the policing profession leans very heavily on more and better training, and this training must be built into officers' work schedules to, again, avoid burning them out further. This training does not happen, because of the lack of staffing needed to cover patrol. Instead, we shove annual "trainings" in required subjects into online presentations that must be viewed in between calls, and when there is the option of regular and specialized training in essential, perishable skills like firearms or defensive tactics, there is no way to require the trainings (due to staffing) and we scramble to scrape together the woefully insufficient required number of annual hours before the end of the year. This means that the overworked, stressed-out officers working the road are also largely undertrained, and over-scrutinized leading to further stress and burnout. This is without mentioning the fact that when the "City" is not vilifying us, they are treating us with a calculated disinterest. When we get ill or injured, as we inevitably do for the very same reasons listed above, we have to fight the city's insurance company to be able to survive. It sends the unmistakable message that we are just bodies, to be used up and thrown away when we are no longer useful."

"Administration and supervisors treat some civilian staff like they are less than human and favor certain officers. Back door deals like scheduling have happened and patrol is overwhelmed with first responder and detective duties."

"While working patrol has its benefits I feel there is a large disconnect between administration and patrol that's causing the poor morale. For patrol they are severely overworked with less and less officers, which has lead to burnout. The amount of calls, investigative reports, then officers having to field train each and every day and session is exhausting and draining on the officers. Patrol supervisors such as Henry do a great job trying to alleviate the stress and burden on their patrol officers but it seems as though the administration does not see the day to day stresses or compound stresses officers are dealing with day in and day out. Officers not being compensated with more time off to recharge, especially after large intense stressful incidents is a large reason for burnout and the lack of morale."

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“While we have more support from the community than we have in the last few years, many still do not understand the staffing levels we are dealing with and how that translates into our ability to respond to incidents. It's been put out numerous times publicly (priority response plan, etc), but I don't think they realize still that 2-3 cops +1 supervisor and having to transport to St. Albans and back (or sit at court for hours) means we have nobody available at times. Further, our patrol cops are going from high priority call to call to call at times with little to no time to properly investigate or conduct the follow-up (tracking down and interviewing witnesses, video canvass, etc) that we need to do in order to investigate an incident to the fullest extent.”

“Officers are worn out, over worked, held over (working well over their 10 hour days often), always expected to do more and more with less. People employed by BPD, sworn and non sworn don't feel fully supported by our administration. Many also don't feel supported by entities outside of the building (police commission, city council). There is no direction for BPD and many issues and suggestions get pushed aside and ignored.”

“I believe it is a combination of the dilapidated building at 1 North Ave and the City Government's treatment of police.”

“Lack of confidence in the administration and City leadership to support, trust and unabashedly advocate for its' officers.”

“Morale is mostly low due to the high level of officers that have left since the decision to cut our staff by 30% and the increased crime and violent crime that has taken place as a result of the staffing cut. Civilian employees who have impeded in criminal investigations and have offered services to people they knew had active arrest warrants”

“Officers across the board are burnt out and over worked and do not feel like they are making a difference as you arrest someone for a violent crime and they get released to do it again. This is mostly a legislation issue, but still disheartening”

“The recent cutting of overtime, improper/negligent staffing levels (midst and airport), condition of the building, focus on recruiting over retention.”

“One of the biggest contributors to moral is the fact we are so short staffed. Officers show up daily to roll call with calls staked from the shift before. A separate issue is there are not enough FTO's to train the new officers.”

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"Complete lack of faith that lawful actions would be viewed as such, given the defamatory rhetoric promulgated by city council members. An understanding that using force on people of color is the only statistic by which policing within Burlington is measured and reported. Fear that the internal administration would kowtow to political pressure in an attempt to foster their career at the cost of patrol officers."

"Morale in the building is good but with no staff and low numbers it is hard to have faith in upper administration because it feels as though they do not relate to the effects the low numbers have. "

"Call volume is far too high for the amount of officers we have available at any given time which leads to undue stress not only on road cops but on supervisors who are spread too thin as well. All of this leads to heavy, nearly insurmountable case loads, poor work quality, unhappy victims, and most importantly unhappy cops. To end a shift having been primary to 6 high priority incidents is not sustainable."

"Some of it is out of the PDs control. Legislators/current laws/judges/SA' office"

"N/A"

"The Exodus that began a couple years ago has slowed but has not stopped. As much as some people want to believe we can rebuild within four years, it's never going to happen."

"Everything feels in flux because no one expects the Chief to be appointed again in March and there is no clear path of who will backfill the inevitable vacancies and personnel vacuum. We would rather know if we are getting someone new than play the guessing game."

"Officers are overworked and often feel unfair pressure to create change in the public safety of the community without feeling other stake holders also take their share responsibility."

"1.) Lack of (leadership) and not just supervising/management when it comes to administration trusting leadership Sgts/Lts with decision making and common issues or concerns brought up amongst other officers working the road and issues involving the job to include recommendations that are shut down and or not listened to. Trying to put the needs of the public first and or meet compromises to support certain political agendas rather than focusing on the needs of the department and the people that work here. 2.) Lack of work ethic amongst certain individuals to include staying on non eventful calls for extended periods of time when officers are no longer working on them and leadership failing to address it or hold people accountable, not showing up or being good backing officers when short staffed for priority 1 calls, and not going code to things that should have code responses. (Not being good team

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players) 3.) Not being able to feel comfortable within the police department to speak freely or decompress within a controlled environment secondary to constantly having to worry about encounters with the public and trying to be as professional as possible when dealing with calls or the public. Many officers no longer feel comfortable being themselves or speaking freely, joking, etc, within the PD due to non sworn employees feeling “offended” or making complaints after inserting themselves in conversations they were not involved in.”

“Officers still feel unsupported by the city. The most recent charter change being pushed to go to on the ballot is an example of this. Morale is also low due to the fact that we cannot hire nearly as fast as we lose officers. It seems like the city is trying to pretend like things are getting better, but we are hanging on by a thread in terms of staffing. One person leaving right now completely destabilizes the entire department. We have had almost no one apply for police this year.”

“Policing in Burlington is political and there is no support from the city council, mayor or the people. Admin does not have a solid sense of what the road is doing and does not speak up for the officers.”

“There is a lack of accountability across the board, from patrol to supervision. There is no consistency in work product or work effort, nor is there a standard enforced from the top down. Complaints go unanswered or are buried with no resolution. Certain supervisors do as they please, rules and directives be damned, while simultaneously targeting officers that they don’t personally like. The department punishes singular individuals and releases all details pertaining to an internal, to include releasing information to the public, but then will circle the wagons around other officers who are the focus of more serious complaints and be entirely silent. “

3. If you noted morale is poor or terrible, what do you believe can be done to improve morale?

Answered: 31 Skipped: 4

“Admin needs to be better understanding that it can’t all be done in a 10 hours shift with such low staffing numbers. Paperwork OT is almost a must because there is no such thing as 10-7 on a call to type unless the person is in a cell.”

“More needs to be done to encourage lateral transfers and recruitment to increase numbers. The cities administration needs to work with recruitment. Supervisors need to hold themselves accountable and stop bitching and complaining in front of subordinates. They have a lot influence over new officers and morale. Patrol seems to have no idea what happens over in CAIP. The program should do more to explain what they actually do, perhaps presentations in roll call. Continue to pressure the states attorney's office to be more aggressive with accountability with repeat offenders. ”

“If one wanted to increase officers trainings, the department has to physically send officer our of state to do so, which is costly and only a few can attend due to a limited training budget. It would be cheaper to host trainings at our department and further we would RECEIVE free seats at the training. And as the training would be local at our department, we could possibly have more officers attend as well. More training offered to officers, would enhance their investigations, better prepare them for calls for service and further would help them in progressing in their careers, towards transfers to special units, detectives, supervisory positions. [REDACTED]

[REDACTED]

1 V.S.A. 317(c)(17)

“Hire and retain officers. Rather than scapegoating the police department for all of societies failings. Support your employees publicly recognize at the highest levels of city leadership that the members of the police department work hard and struggle daily to protect our society's most vulnerable populations.”

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"Similar FMLA benefits given to all employees Supervisors held accountable for their actions, poor attitude. "

"We need more officers. With more officers, we can have more specialized units (again). We can go back to patrolling the city as we used to and respond to all calls. We could be involved in more community engagement events. Our call volume would seem like it was less if we had more officers to "share the wealth" and reduce burnout. We could go on vacation without it being denied. Provide us with a new building. "

"NA"

"We are in a crisis. We are steadily marching towards emergency staffing and nothing is happening to change that. Emergency staffing is a less attractive schedule because it does not take people's family lives into account, and it will lead to more departures and what will happen then? We absolutely need to completely change how we attract, recruit, hire, and train new officers. Like change the Vermont Police Academy so that we can get quality training more quick and efficiently. We absolutely need invest in retaining our current officers. We are in a crisis."

"Shifts need to be staffed better, and officers need to be given weekly training time on duty. This may mean cutting midnight coverage. There is absolutely no way to continue on as we are."

"An administration who listens to the officers laying the ground work, their needs and at least a perception that the three chiefs are capable of working together. There is no direction from the administration and each supervisor is out just staying afloat each shift with apparently no support from the top. Also, when issues are brought up that there are answers to these issues and resolutions within a reasonable amount of time. Almost everything that is passed to supervisors for meetings are never addressed or no action is ever taken. "

"Administration understanding the burnout and amount of cases, calls, and arrests they take with 2,3 or 4 officers. DSB, or extra supervisors to help take calls; hospital transports etc. Being more compensated for doing the work of 2-3 officers, more leave time to recharge as well would immensely improve patrol morale. I am not saying put dsb in patrol but to have the support if needed would be helpful, when time and their work load allows."

"I'm not really sure at this point. More bodies/cops would be helpful, which BPD is actively working on. I'm not sure if an even larger sign on bonus for laterals would help or if that's an option with budget constraints. "

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"Better, more receptive leadership from the chiefs and deputy chiefs. The chiefs working with ideas and suggestions made to them by their officers, sergeants and lieutenants. "

"I think if the City made clear efforts to invest in the Police, it would greatly improve morale."

"Clear internal vision, consistent enforcement of standards and policies, especially with regard to punishment/IA processes. "

"I believe the only thing that would eventually increase morale is proper staffing with adequate officers, though I don't foresee this being possible in a timeframe less than 10 years. Which is the average time of half an officers career"

"Hire more officers to reduce this burden "

"Restore overtime, post for more shifts, fix the building, do something to retain officers. "

"Incentives to stay here. Wether that is a yearly retention bonus, child care paid for by the city, sick time increases/ vacation time. "

"Greater transparency into the actions taken by all elected officials to undermine law enforcement's role in the community, with the dissemination of that information to the public, unmarred by sugarcoated press release language. At an ideological level, hold prosecutors and judges accountable for their inaction. The department and union have the ability to level the lens at the other components of the justice system, which refuse to do their job. The public does not see beyond the uniform that shows up at its door and thus does not understand where the fault lies."

"It's not easy however improving staffing numbers certainly helps. "

"The only way the things listed before could improve is to hire quality people and/or increase pay. Someone needs to lobby in favor of policing and reasonable politics "

"Administration needs to care less about politics and looking cute on the news. "

"N/A"

"No idea. "

"Better forecasting from city hall and admin on personnel moves. "

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“A change to the priority response plan that would fairly distribute the work of true crimes and safety issues. True presentation of facts to all about how the criminal Justice system in the community should work.”

“Improve staffing, having administration holding higher standards and having more trust in the officers that work in the department. And supervisors holding employees accountable ”

“I think this is a multifaceted response. First, we need to remind officers that we want them here by showing support in the public. Second, the new Mayor and her office could show support instead of only speaking out when they do not like something the police do. Third, focus on the little things inside the department. What are small fixes we can do right now that help us head in the right direction? How do we make our employees feel valued? ”

“Admin supporting officers on the road and speaking up”

“A return to enforcing rules and directives, and bringing the entire department back to a professional standard of conduct and productivity.”

4. What is something the *CITY* do could do right now to improve morale?

Answered: 34 Skipped: 1

“Makes substantial changes to the building so that we don’t feel like we are walking in a mold ridden building with no consistent air flow with cold air or hot air and floors that aren’t duct tape”

“Be more public supportive of our organization and stop being afraid of mentioning us as a key part of public safety. The mayors office seems to think we are an irritating necessity of the overall plan to better public safety in Burlington. Reduce our pension contributions. ”

“If the police department is going to stay in its physical location, changed and upgrades need to occur in our building. The front lobby needs to be redone and restructured to create a smaller lobby area. I do not believe we need to have an awning out front and this can be built into a front lobby waiting area. The already existing front lobby in ASB can then be converted to 4 smaller interview rooms, with a bathroom present for victim's/witnesses to use. The community rooms need to be restructured and redone, with a smart board on the wall for instructors to use (currently there is still a pull down projector in place). The small cut out square area on the north side of the community room can be redone with two bathrooms with two stalls in each for community room participants to use while attending training. If the department does not want to add bathrooms inside the community room area, then build walls at the start of the bathrooms in the hallway and prior to dispatch, then the area will be secure. The South Burlington Police Departments front lobby area is a great example of bathroom accessibility for attendees, interview room and training room design, which is possibly the same size or smaller than our departments community room size. Also our health care is not what is used to be. The city needs to return to Blue Cross and Blue Shield. I have paid more out of pocket with Cigna, even though the city says our benefits have not changed. ”

“Publicly apologize for the defunding the police department. However if the city continues to treat us like a burden moral will just bottom out again soon after. ”

“Vocalize their support, show they are engaged in actively improving the environment, provide incentives to Officers who have remained with City and dedicated, not just new or transferring Officers. ”

“Hold criminals accountable so officers don’t have to go to the same calls over and over again with the same, violent offenders at times. Police need support. The shortage of officers was not here until city officials created it by defunding us and now new city officials are asking BPD how

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they are going to fix it. How about the city gives us some suggestions or pay up so we can get more officers and a working building (floors, heat in winter, AC in summer, newer computers, secure parking for employees).”

“Push to ban urban camping”

“Officers are hired and paid by the city to do two jobs: to help keep people safe, and to report facts to the court. It is time for the city to help the police officers work to keep people safe and to report facts to the court. It is time for the city to stop trying to shoot the messenger. For instance, when the city writes its annual equity report, it does not look at data that directly measures equity in safety of our residents. It does not report that of the last 9 or so murder victims in Burlington, 8 have been people of color. Instead it points a finger at officers for pulling over a few more black motorists than data suggests might be the driving population. For instance, when the city was reeling with the atrocities committed by Derek Chauvin against George Floyd, rather than investing in our police department to be better trained and equipped so it would be less likely to commit similar atrocities, our city council, in a few months, decided to cut funding to the police department (including our community outreach efforts), showing a lack of interest in our officers being successful the job the city pays them to do. For instance, our officers can be fired by: 1. the chief of police 2. Sarah George, in the form of a letter that she will no longer prosecute their cases 3. The Vermont Criminal Justice Training Council But the city keeps trying to create a 4th group that could fire officers. Where else in the world could some be fired by 4 different entities? So in short, the city needs to actually support the people they pay and stop vilifying them. ”

“We are well beyond a place where the city is able to improve morale. At this juncture, the focus of the city should be on not doing anything to worsen it. The department has been battered to the point that any small slight or vilification is felt 10 fold.”

“The city should quickly and swiftly work with the SA’s office and city attorneys to criminalize civil tickets when they are not responded. Also, they should collaborate to prosecute all cases of assaults on first responders to show zero tolerance for these actions and for support for first responders. ”

“Both monetary and leave compensation. Provide more accrued leave, allow for more comp time to be saved, and monetary compensation would improve morale. ”

“Be more open to our requests during contract negotiations. ”

“Speaking with members in all positions at BPD would be a start. Maybe other forms of compensation (extra time off, adjusted pay for certain circumstances), members in functions

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such as city council, police commission, mayors office do ride along with officers, CSO's and CSL's. Sit and observe dispatch. Learn more about what we do and how we do it. Learn that we are more than uniforms. Changing how our administration responds to ideas that could help improve work environment and moral."

"Build a new Police Station."

"Truly support and defend our officers, until objectively and independently proven otherwise, and recognize that every time they vacillate on this they sow doubt amongst those still here and discourage further recruitment. "

"Prosecute crime, allow police officers to do their jobs, support officers and the public more than they support career criminals "

"I don't think the city has an impact on our morale. I think that is built from within."

"Hold individuals accountable for their actions. "

"Give a larger retention bonus, give a pay raise that is not offset by the raise in retirement contributions "

"Restore the overtime budget and find funding elsewhere so our pension contribution can at least match BFD. "

"Pay"

"Another retention bonus and greater base salary, as faltering support from the public as a result of political agendas, has only served to degrade the will to do this job for any reason beyond the financial."

"Right now at this moment there isn't really anything the city could do. Going forward just note this during contract negotiations. "

"Be in favor of policing and reasonable politics that lead to solving the issues that we as police officers face but should not have to, to the extent that we do. I.e., people with significant mental health issues that are unhoused and constantly breaking the law and live life untreated on the streets"

"Hire more cops. Figure out the schedule so I don't get forced overtime. "

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"Have officers backs and being more supportive."

"No idea. "

"Keep us in the loop on the inevitable Chief's process. Also, fix the whole retirement contribution debacle that erased our raise at the start of the fiscal year. "

"I don't have a good answer to this but I can tell you that pay does not equal job satisfaction or stress management."

"Stop wasting money on unneeded resources and excess civilian positions. Higher more officers and re focus on ideas that would make Burlington more appealing to future police applicants "

"Help us get into a new building that is not giving us cancer or start fixing this building at a drastic rate. Allow us to actually be a part of city held events and not uninvite us to events when we are trying to build public trust and let people get to know the human behind the uniform. "

"More the SA then the city"

"Let officers do their job and not judging every action from 20/20 hindsight "

"A retention bonus, better benefits, and better pay. "

5. What is something the POLICE DEPARTMENT could do right now to improve morale?

Answered: 32 Skipped: 3

“Allow supervisor to work patrol so we aren’t so burnt out.”

“Command staff needs to stop being afraid of using new tools and technology that will make patrol and ERU members safer. You are wasting our time and the departments money purchasing equipment that is modern and regularly used, then not allowing its use because of the fear of public backlash. Be a leader of this organization, let us use the equipment, and IF the public has concerns explain to them why it was used, and that it will continued to be used. The administration is too often afraid of "optics" for something the public most likely doesn't even care about. Encourage the city to reduce the pension contribution. Continue hiring new officers. Work with the city administration to fix our reputation to encourage laterals.”

“The department lacks in overall training regarding investigations and interview and interrogation for officers. Patrol is day in and out interviewing people, yet there is no standard for annual interview training in place. There needs to be a base line minimum of having officers attend one interview training a year and one investigative training a year. These investigative trainings can include de-escalation, burglaries, suicidal subjects, crime scenes, assaults, aquatic investigations, overdoses, drug investigations, etc.) The continues learning officer could receive would make officers feel like the department and city was investing in them and their careers. This would make officers not only want to continue to work for the department but also progress in their careers. Further there is a lack of leadership training for field training officers, where there is no continued supervisory training for them, even though they continuously are in a leadership role. Minimally FTOs should receive leadership training once a year. In general, training wise, FTOs should receive annual leadership training, patrol should be provided annual training on interview and annual training on investigations (with different topics each year). Lastly, officers need to be provided with paid family leave. There is a lack of support or no verbal confirmation from our administration that they agree officers should receive this benefit, even though supervisors are not in the union, and they receive this benefit. Officers are burning their vacation and sick time to be with their families (baby or sick family member) yet supervisors do not have to burn their time, rather they are paid by the city to stay home with their families. The administration needs to push for officers to receive this benefit.”

“Maybe create more specialty positions. Other than that, I don't think the police department has the resources or personnel to do anything that would improve moral.”

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"Accountability. Overt actions showing support for Officers, actively be present and step in to stop the constant negative rhetoric that is continuously given, equity and fairness across the board for disciplinary actions, HOLD THOSE ACCOUNTABLE for their actions regardless of rank. Allow mental health support and growth to occur while on duty, similar to fit force or acupuncture etc."

" -Communicate better internally. -Fix the PD since we are not getting a new one. -get rid of midnight shift since it's dangerous having 1-2 officers on and holding over evening shift every night is unfair. We are tired. We are burned out."

"Nothing"

"We need to retain and hire more cops."

"Cut the midnight shift, staff the remaining shifts, in order to stop the routine holdover of overworked officers, and to allow for 4-5 hours of weekly training time on shift in essential skills necessary to improve our ability to police."

"Same as 4"

"Allow for more fit force time. I know it's not easy with our staffing levels, but I think it would improve morale dramatically if everyone was allowed to work out for 1 hour per shift when doable."

"Have an administration that's more open to suggestions. Stop preferential treatment to various roles/employees as well as towards some members of the public."

"Invest in team building activities to foster relationships with co-workers, beyond seeing people for the most stressful part of our day."

"Stop investing time and energy in ancillary projects/programs that have misidentified the problems facing the City and public safety. Focus on promoting patrol/uniformed officers with the same vigor as some of these other endeavors. Find ways, at all costs, to allow for specialization, training and officer advancement...if you expect people to chase the radio for 20 years and not either leave or simply develop 'compassion fatigue' you are misguided."

"Hire better candidates, listen to officers complaints, provide suitable solutions, trust lower end supervisors"

"Fix the retirement issue with all of our raise going to the pension."

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"I'm not sure to be honest."

"I don't know"

"Press the City to restore our overtime budget so we can properly staff each shift, including the airport. If the spots go unfilled then so be it, but at least post the spots. Fix the arson/flooding damage to the physical building and make basic improvements. The condition of the building is an embarrassment."

"Back our officers instead of trying to please everyone in the downtown district. Your officers are tired/ burnt out."

"Lead from the front. Ambiguously worded, as a real leader should be able to take some meaning from that."

"Recognize these low non existent staffing numbers and stop running this place as it ran 4 plus years ago. Also listen to the front line employees on patrol with ideas for how to help with things. Seems the admin doesn't wanna hear suggestions on how to cover things like the road or the airport."

"Lobby to increase pay and hiring incentives, propagate a narrative that fits with the realistic standard that BPD sets for itself (stellar, caring, empathic policing)"

"Cancel all plans to enact a UOF review board."

"Continue what they are doing now."

"No idea."

"Nothing."

"A change in morale will only come from the top and the officers must all believe they are truly supported and heard by the administration."

"Prioritize the needs of the department and make everyone not feel like just a number."

"Advocate for us to get into a new building that will not make us sick and do not quit until something changes."

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“Support the work and decisions of the officers”

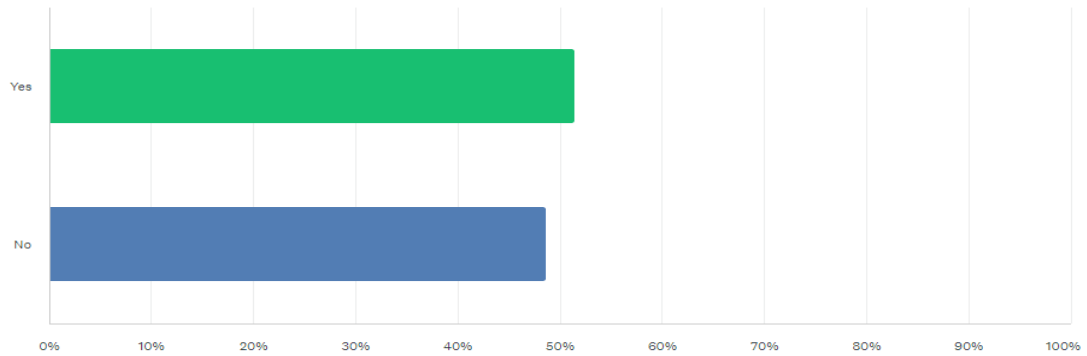
“Either adopt a policy of full transparency regarding internal investigations and discipline or adopt a policy of not releasing any details about internal investigations. Enforce the basic rules and directives across the board without preference or favoritism, and hold officers and supervisors accountable to violations of the same when they occur.”

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6.

In the last 6 months, have you searched for a new job?

Answered: 35 Skipped: 0



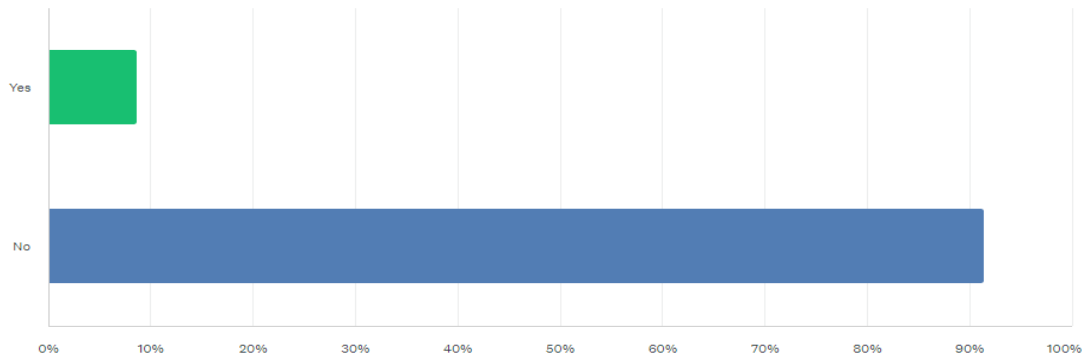
Morale and Staffing

🔍 (0)

7.

In the last 6 months, have you applied for a new job?

Answered: 35 Skipped: 0



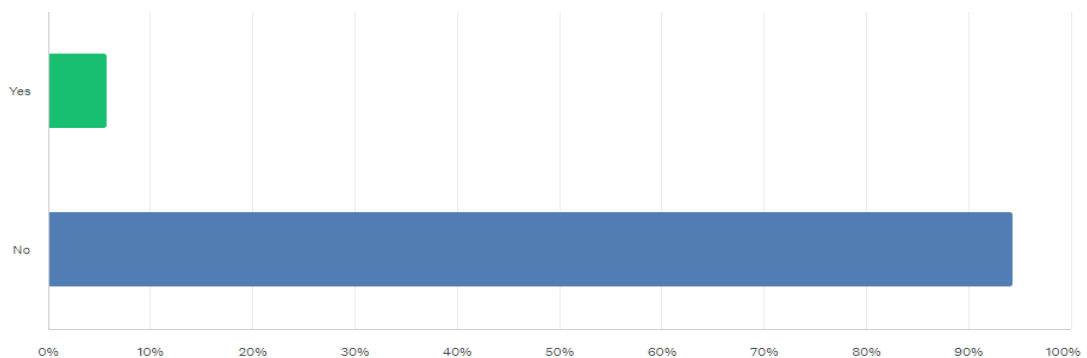
Morale and Staffing

🔍 (0)

8.

Are you currently in a hiring process for a new job?

Answered: 35 Skipped: 0



Morale and Staffing

🔍 (0)

9. What could the police department or city administration do to retain you as an employee?

Answered: 33 Skipped: 2

"The pay scale should reflect better years of service not small increases step by step. Nor should it stop at 15 if they really want us here until 25. "

"Currently nothing, it will come down to a finical and career decision between myself and my family. "

"Annual training in interview/investigations, leadership development. [REDACTED]
[REDACTED] Fix the department, it is a health hazard Paid family leave"

1 V.S.A. 317(c)(17)

"I have a short time left. Personally, the only way I would stay is if it made financial sense and I did not feel like I could be sued or charged with a crime at the drop of a hat. "

"Better FMLA benefits Child care assistance "

"It's the people- my co workers and friends that keep me here and because of the amount of time I have been here. There is a point you almost get "stuck" and it wouldn't make sense to leave. Fix the broken criminal justice system. Have police work matter again by holding people accountable for their actions. Have laws have backbone and teeth so we do not have to deal with the repeat offenders. Our community should not have to deal with repeat offenders either. show support and back your officers up (not remove them from city wide functions). Make officers feel like they have a purpose instead of asking "what am I doing here?" "

"Idk"

"Treat me well. Hire more police officers. Create a retention incentive.j "

"We need somewhat regular and predictable time off. We need time to recover and to spend with our families and friends. We need that training time and more officers on shifts. These are all or nothing for me at this point."

"Increase the benefits package. Significantly increase pay Increase time off Retirement compensation, Include all forced extended shift hours, order-ins, and a percentage of elective overtime. Raise the officer number to well over 100 and offer full time spots for specialty units again. HOLD EVERYONE TO THE SAME STANDARD AND ACCOUNTABILITY FOR THEIR ACTIONS. "

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"Both monetary and leave compensation. Provide more accrued leave, allow for more comp time to be saved, and monetary compensation would improve morale. "

"I don't have plans to leave, though for more junior officers, it would be nice to see paid time off increase in the next contract, pension % increase, and for the steps to go past step 15. There's little to no incentive for senior officers to stay past 20 years when the top step is reached at 15 years. The difference in pay between junior officers and those at higher steps is not as great as it used to be, while senior officers bring more to the table in experience and investigation skills. "

"Lead!"

"Pay us appropriately for the work we do. We make a comparable wage for police in this state, but we do double/triple the work, and in a very difficult environment."

"See above with the addition of not chasing unneeded and and biased civilian oversight and focusing on a competitive pay-scale that leads the State; as BPD is by far the most draining, stressful, liable and busy Dept. in the State to work for. "

"Take officer complaints seriously"

"Retention bonuses. We are not keeping officers as they are leaving as fast as they are hiring. "

"I'm happy with my job and grateful, but higher pay would be nice. "

"Retention bonus increase and keep the schedule as is"

"Institute a DROP plan option at year 20 where there is no restriction on when you can leave/collect. Stop collecting contributions during that time or allow the funds to accrue at a higher rate. "

"I would normally say money, however I don't think that will work anymore."

"At this point, monetary incentives appear to be the only course of action. Placation with a one-time retention bonus was insulting as the hiring bonus remains greater. Emphasis on keeping quality employees should be greater than that of fast-tracking warm bodies to inflate numbers."

"I'm here until I'm eligible to retire or longer. "

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"Increase pay"

"Hire more cops. More training on a monthly basis. Insure officers a UOF review board will not be enacted. "

"Continue being supportive."

"Nothing. I'm going to finish my 20 years and find something else to do. "

"Stop trying to stab us in the back every year with this push for more "oversight" simply disguised as a means to draw blood. They dont want oversight, they want punishment. Pretty soon, there will be no officers to oversee anyway. City council and the Mayor should leave their echo chamber and come see what reality is on patrol. "

"Prioritize the officers to promote quality work product."

"Make officers here feel more supported and backed"

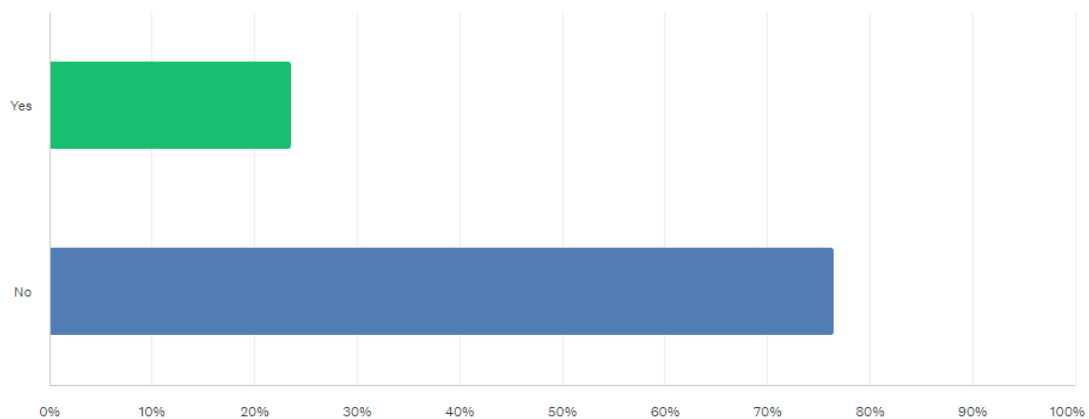
"Treat me like any other employee of the city and stop treating me like a pariah because I wear a uniform. "

"Better facility with a secured lot. "

"Retention bonus. Enforce standards without bias or preference. Better pay. "

10. Are you in favor of 12 hour schedules for patrol?

Answered: 34 Skipped: 1



Morale and Staffing

Y (0)

11. Why are you still working at the Burlington Police Department?

Answered: 34 Skipped: 1

"I am still here because I don't want to start over. "

"Awaiting response from current job application. The outcome of that response vs the pro's and con's of the new job vs current job will determine my next action. "

"Pension and several years away from retiring. Also my current supervisor (and several previously) has been directly influential in providing a great working environment that while stressful, I still enjoy working shift with my team. "

"I don't leave because my family situation makes it difficult at the moment. As soon as having the vacation time and keeping a home here isn't as necessary I will go to where I can make more money and use my education. It turns out I actually have desired skills so I'll happily be appreciated somewhere else when the timing is right. "

"I truly love my job and believe in the community in which I serve in addition to my years on the job and in LE in general. Burlington has the capability to become what it was and even better. "

"Retirement/ pension"

"Pay, pension, staff, flexible hours (respecting peoples changing life requirements)."

"I love Burlington. I want our residents and businesses to succeed and feel safe."

"I haven't figured out where to go next."

"Too close to pension. "

"I am closer to retirement and pension to start over anywhere else. The flexibility for the schedule to work with family life, a FEW good supervisors and coworkers whom I can trust to help me, always be there to respond and make decisions when needed. Also I am so high up in seniority I refused to start over anywhere else. When I need backup and more officers everyone shows up, detectives have lately shown up at the most opportune times to assist patrol which is been greatly appreciated by patrol; especially in high stress dangerous calls. "

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"I enjoy the work still on most days. I enjoy working as a team and I like many of my co-workers. I like the problem solving and investigative aspects of the day to day job. I enjoy interacting with the community. And I would like to make it to 20 years and collect my pension at this point. If I had less time on, I likely would have left sometime between 2020 and now."

"Necessity, money, years on "

"I am still here because I have too much time invested into our current system and I don't want to start somewhere new. That is all. My initial desires to work for the residents of this city have evaporated over the past 4 years and now instead, I'm here because I'm stuck, no longer because I want to be. I pray everyday this will change, but I'm losing that hope with each passing day and each poor decision. "

"Loyalty and sense of obligation to coworkers under conditions of shared struggle, commiseration and purpose combined with commitment for the job and pay/being tied down to VT. "

"Because of my coworkers (police, supervisors, and outreach) our schedule, and pay/benefits"

"The coworkers are the main reason, but another large part is because I still believe in the job and love the work. I also don't want to go to another department and start over/not get the opportunity to actually work. "

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

"Close to retirement "

"Too much invested to leave and I'm in a good position with coworkers I enjoy working with."

"One of the only reasons I am still here is the people I work with. "

"For the promise of a pension and to afford my house. I joined because I want to help my community and believe there may be a way to come back from where we are now, though the horizon seems bleak. I enjoy parts of the job, though I feel I'm fighting an uphill battle against a city of politically captured ideologues who have no real frame of reference. If the pension were to fall into issue, I would leave."

"Pensions and age "

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"I enjoy the city and have a lot of respect and admiration for my counterparts and supervisors. Police officers in this city shoulder the heavy burden of many systemic failures that have built up over the past 5-10 years, and they do it with generally good attitudes and humility. The people are a large part of why I'll stay as well as the pay that keeps me reasonably comfortable and the pension."

"Haven't gotten a new job yet"

"I love what I do here."

"I am so close to retirement that I can't leave money on the table."

"Because it doesn't make sense financially to leave. "

"I want to play a role in creating trust with the public while also keeping the community safe."

"Coworkers and I am currently tied to Vermont. Burlington is the only place in the state that gets all aspects of law enforcement and makes the job enjoyable"

"I work here because I am from the area. I loved working here as a younger officer. It was fun, there were so many opportunities, I felt like we were making a difference and helping the city. Currently, I feel like we are treading water and doing the bare minimum because we do not have the staffing or the support to take care of the city correctly. I am currently here for my reasons in order above. I am working towards a pension, I have great coworkers, and I have a great schedule. The problem is it slowly feels like my reasons to stay are basically gone and my reasons to leave are much higher. There is no other police department in the state I want to work at, but if this doesn't get better I will move on to something else even if it is out of law enforcement. All of the cops that work here want it to get better and are willing to help with that vision. It just feels like every time we try to do something, we get kicked back down and the majority of the time no one is listening or helping. "

"Working to increase pension "

"I'm only staying for my close friends, salary, and number of days off. "

"My coworkers, and it does not make sense at this point in my career to leave. "

12. Please rank these reasons for staying at BPD from top (most important) to bottom (least important)

1. Pension
2. Coworkers
3. Salary
4. Schedule
5. Days off (current sched 3 off in a row)
6. Benefits (healthcare, leave, etc)
7. Amount of time off received
8. Far enough along in career that it does not make sense to leave financially
9. Schedule flexibility
10. Current position at BPD
11. Supervisors
12. Opportunities to promote/transfer
13. Support from Chiefs of Police
14. Support from Public
15. Support from Police Commission
16. Support from Mayor's Office
17. Support from City Council

13. Looking back at question 12, what are the reasons the city/police department are doing well on? Are there reasons they are doing poorly on? Please explain.

Answered: 34 Skipped: 1

"N/A"

"The department is doing well on increasing budgetary lines for needed equipment, and it would be nice to see an increase in the budget for training. The department is offering to many non-police functions such as CSO's and CSL's which is causing confusion among officers, as well as internal distrust amongst sworn and civilian employees. "

"Please refer to my previous answers"

"I have done some job research, the city has good benefits but the recent pension increase has negated some of the pension and salary value. There is no support from the department or city, if the public supported us that would be reflected in the elections. "

"Support of family"

"The pension is good The schedule is great The people inside BPD are great. "

"Pushing for reasonable pay, schedule (hours and flexibility), morale/ inner Officer support and benefits. "

"Our Chief is doing a great job of supporting us. Some of our city counselors are doing a good job of supporting us but some are doing very poorly at supporting us. Our Mayor is doing poorly at helping us succeed. The Mayor is making statements like, 'it doesn't make sense to hire 30 more cops if we can't hire more social workers.' That is demonstrating a complete disregard for the overworked state of our officers and the fact that we desperately need more officers. The Mayor has made statements questioning whether she would retain our Chief. We are incredibly lucky to have the Chief we do. Her making these statements has been incredibly hurtful for our department. My supervisor has done an incredible job of trying to support our mental health and to help us succeed in this challenging environment."

"We have a strong salary, and I am close with the people I work directly with. The city and the department are letting us get spread way too thin."

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"They are not doing well on anything that comes to mind. They are doing poorly on leadership, inclusion, fairness, impatience, and support. "

"Well- keeping the 10 hour schedule with 3 days off, allowing for some training, ERU, and
Poorly- over worked, not compensated enough, "

"Supervisors seem to be responding to nearly just as many calls as patrol cops and are sympathetic to the burn out factor. They don't seem to micromanage and are realistic about what officers can handle in terms of work load or ability to follow up on individual calls. They allow you to focus on certain investigations as staffing allows and pick up the slack with officers are tied up. That's nice and not what we may have seen years ago when we had more officers. I'm not sure what the city/department could do to improve morale or the department other than what I stated above - more experienced cops, more \$, more time off. One more thing that comes to mind actually - higher equipment allowance (Parks and Rec gets substantially higher eq allowance from what I have heard - have not verified this)."

"BPD has many good officers and I think a good core of supervisors. A strong detective core. BPD lacks opportunity right now for our officers and expect maybe too much from all of them because they continue to "make it happen"."

"I think the only thing keeping this PD afloat right now, are the people that are here and still want to do this job. Good prior recruitment to have the current folks has helped greatly."

"I believe our supervisors do a good job of respecting, despite how short we are, time off and schedule adjustments and generally speaking are very accommodating. Our pay is currently fairly good but I still do not believe it is commensurate with the work expected/work environment in the City, under current conditions, and needs to continue to aggressively rise consistent with these considerations and market inflation. I think we generally hire great people and coworkers is close to the #1 reason I remain. "

"The police dept is doing well because of the officers, Sgt's and LT's doing their best to support each other, and the close working relationship with our street outreach team"

"I don't think they do well to promote officers to become leadership. The ones who have been at the department for a while have seen what happens when you promote early and the impact on your career. I don't think the road has many candidates for promotion and it feels like everyone is happy where they are. I don't see a short term fix other than getting our numbers up to an acceptable level and opening back up the temp spots, to include a true street crimes position."

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"Making officers feel that what we do everyday matters. "

"I like working with my coworkers and have an excellent supervisor "

"The retirement benefits and salary are what keep me here now. Looking at the state of the Department (personnel and physically), the City, and the politics here, I would not still be here if I had under 10 years on the job without additional incentives. "

"I can't stress this enough, when I started here there were 8 people to a team. We now run with 3 on day shift. We are tired"

"Pushes for salary increases are appreciated, though the union needs to see beyond the salary. The schedule is one of the few things that does not need changing. Uniform and gear allowances on par with any other agency are needed. "

"Schedule and pay are something good. That's it. We do have a good core group of officers and supervisors are top notch in my opinion "

"The city I feel generally understands the need for police and public safety however does not do the best job of showing that understanding or speaking publicly about it. The PD does a great job of hiring good people and putting the deserving ones in supervisory positions."

"Supervisors are generally understanding. Administration is out touch and focused too much on politics"

"Listening and having sergeants and lieutenants that understand there's life outside the department."

"This is the best schedule I have worked however it's probably not sustainable without a push for a lot more hiring."

"The pension is the only thing keeping me going. The city clearly looks to screw us any chance they get. "

"I placed coworkers at the top of my list because I have a solid team of dedicated officers that my values and principles mesh well with. This has more to do with recruiting than anything else. I don't need the salary, but it is nice. I do this job because I believe in the community and I seek Justice in unjust situations. Not because we are one of the highest paid agencies in the country, with little to know true job satisfaction."

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"Investigations. Handling calls and emergencies well and having officers get good training experiences "

"Things being done well: Pension, Schedule, days off, support from Chiefs, supervisors, Things not being done well: Benefits, support from Mayor's office, support from City Council, Anything else I have no strong opinion one way or the other. For what I marked as being done well, I want to be clear the pension is being managed well. Days off has always been a reason I stay at this police department. Currently, I feel like the Chiefs are supportive of their officers and are doing their best. I also believe currently we have a good cadre of supervisors who care about their officers, are supportive, and are trying to make this city and department better. For what I marked as not being done well, I think our benefits are not the best. You have officers who have to burn all their time when they have a family leave issue and I think our healthcare could be better. I want to be clear I think the current makeup of the city council is better than it has been, but their doesn't seem to be much support currently besides a few councilors. The Mayor's office seems uninterested in the police department unless something bad is happening. "

"The salary and schedule are beneficial. "

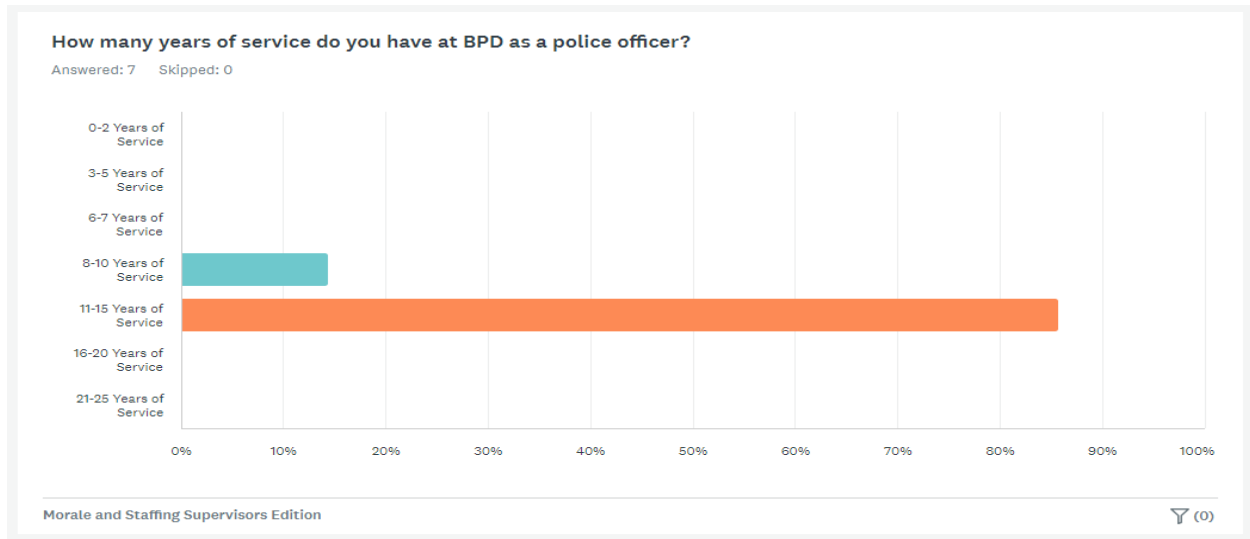
"The police department is not doing well. There is a shortage of supervisors and officers. The only reason the PD is doing "well" is the camaraderie of the officers that remain. Officers are just use to being on shift of three or four officers and something's only two. The call volume have not gotten better and officers are just use to handling one call at a time. "

"See answers to previous questions. "

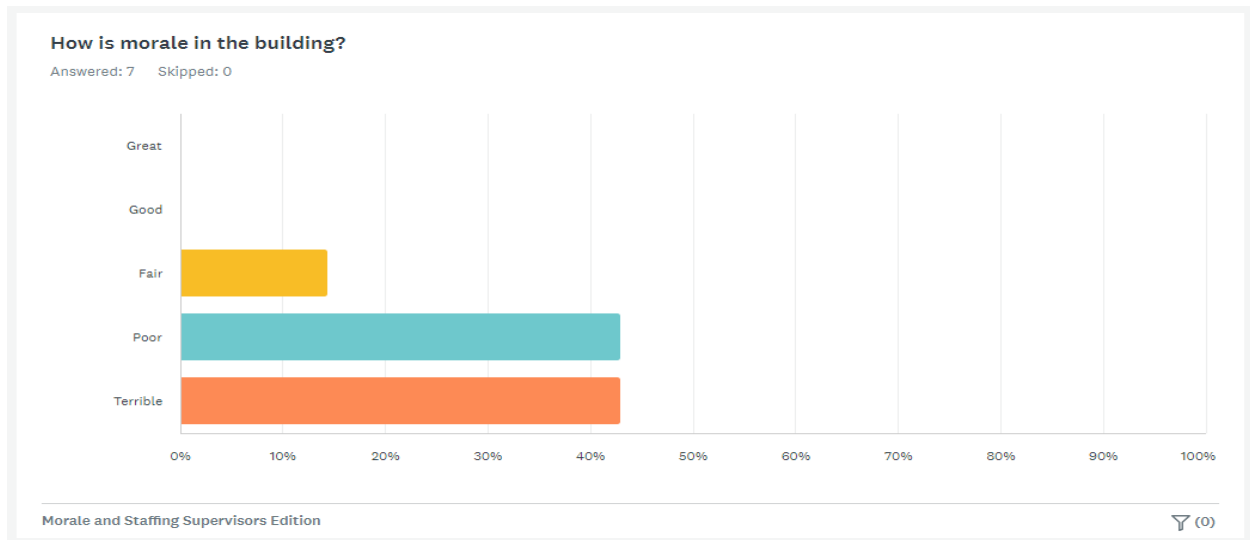
END

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1.



2.



3. If you noted morale is poor or terrible, can you please explain why?

Answered: 7 Skipped: 0

"This agency has no mission. It has no clear path forward and every officer feels it. It is clear that no one knows what we are really trying to accomplish. The lack of mission has left the agency spinning, wandering aimlessly. We are alternating between confusing priority response plans and bewildering standards of response for civilian employees. "

"- Everyone is spread too thin - The City expects we are still as productive/effective as when we had 100 police officers - lack of opportunities "

"Outside of the immense work load being shared by so few officers, there is a lack of planning and solutions to improve this department moving forward. The hope is to hire more people, yet our staffing remains stagnant. The changes that have occurred at the PD (CSL group, priority response 1002, 1001) take little off the plate of patrol. Officers come to work in a dirty building that leaks, has holes in the floor, duct tape on the carpet, half finished drywall repairs and an extremely inefficient work space. "

"Officers are burnt out from responding to call to call without a break. Officers hardly have time to complete thorough investigation on a timely manner due to lack of time with running call to call. The incident load per Officer has tripled in the last 4 years. There is no advancement opportunities due to the low staffing. There seems to be a disconnect from the Admin side (Chiefs) office requiring more and more of Officers when they are already strapped with a work load that is unprecedented. "

"Too many reasons to specify individually. To name a small fraction though, overworked and the perpetual state of exhaustion as a result, double standards, constantly being used as a political platform, bias local media, unrealistic expectations, the same mistakes being made over and over again without learning from them, the complete disinterest in change or reform unless it is suggested by an uninformed external party that only makes working harder. I can keep going but the number one reason for me is how it is blatantly obvious to the majority of people who work here as sworn officers that the city, and to a certain extent, the Department sees us as expendable and have absolutely no interest in police officers' working conditions or retaining them. All this city and department care about is customer service/taking low level calls quickly, avoiding bad publicity even if what is done is legal and necessary, and how quickly they can terminate employment to satisfy public opinion. Examples for all of this can be easily given. "

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"Low staffing, forced OT, high call volume, poor facilities and equipment"

"N/A"

4. If you noted morale is poor or terrible, what do you believe can be done to improve morale?

Answered: 7 Skipped: 0

"We need a clear mission from the top. Clear expectations and GOALS. The cops need to know exactly how they fit into the equation instead of random, breathless emails detailing the hot issue of the week. The admin needs to stop whistling past the graveyard when it comes to the staffing issue and be honest--the situation is extremely bad and is not getting better. Only then can we really start to work the problem effectively. "

"- Treat our staffing crisis as an emergency. This will cost money and resources. "

"Have a current mission statement that provides goals and priorities. We can't do everything we did before, so what are we focusing on and why? "

"Stop responding to call of service that has low rate of solvability. Stop overloading Officers with more and more task to complete because a citizen or political official complains. Work towards the mental health of the Officers and burn out factor to minimize the stress and anxiety of the Officer. Listen to the Officer and see what their buy-in is and goals of the Officers."

"Just imagine that sworn officers, especially USB, are CAIP, or Dispatch, or BFD, and then use the same energy and logic which was used to begin a new program, fix a broken one, or retain employees as you did with these. In a few years, CAIP was up and running, staffed, and is continuing to expand. Dispatch was brought back from the brink of destruction in a few years, if not months, and BFD is consistently larger than our agency and doesn't have any of the staffing issues. When the City and Department really want to improve morale, they have shown they are extremely capable in other areas. There is absolutely no appetite to improve the morale of police officers, which is unsurprising when you consider the level of loath and disdain the City has for police officers and this Department has for its members of USB. "

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"Invest in police, support officers and their work, make adjustments to have better accountability with the State's Attorney so that we are not constantly dealing with the same people and issues"

"Need a sense of pride at BPD"

5. What is something the CITY do could do right now to improve morale?

Answered: 7 Skipped: 0

"The admin needs to be honest with the leadership of the city; the vast majority of the blame for the staffing issue lies with the city leadership. People do not want to come work in Burlington BECAUSE of Burlington; not because of the agency. The city leadership has shown themselves to be outright hostile toward law enforcement-until that changes (and very publicly) the staffing issue cannot be fixed. People do not want to subject themselves to the added risk and stress of this city's leadership. The city could apologize for what they did to this agency, admit that their experiment failed and has made the city less safe (by every available metric) and promise to learn from their mistakes and move forward. ---This must be done publicly. "

"- Treat our staffing crisis as an emergency. This will cost money and resources. - publicly support (ACTUALLY SUPPORT, not just saying the same words over and over) our department and recognize that we can't provide the same service we used to. "

"Repair our building so it looks as professional and welcoming as every other city department. Support the officers that have stayed here to support the mission of this department. "

"City government can back Officers by making statements to the public that Officers mental health and safety is the most important mission. [REDACTED] was attacked violently downtown and the mayor has not made one comment to support the Officer or PD in trying times which Officers have endured for the last several years. "

1 V.S.A. 317(c)(7)

"If the City, to include the Mayor's office and City Council, spent half the time and energy that they have on police oversight (which already exists in abundance here, more so than any other city department or LEO agency) but, instead, spend this time on recruiting and retaining police officers, the staffing issues plaguing the city would have been fixed. Show some sort of interest

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in improving work conditions instead of constantly criticizing and undermining the police department for political gain and fame. ”

“Invest in improving the facilities immediately. Allow unionization among supervisors. ”

“Seems the only attention the PD gets is negative attention. Our Officers do a lot of tremendous things every day, but the things that seem to stick around are little "issues" that most often are of little importance/relevance ”

6. What is something the POLICE DEPARTMENT could do right now to improve morale?

Answered: 7 Skipped: 0

“Acknowledge the unbelievable strain the current staffing level is having on the officers. No pouting from admin, just support and answers. The cops on the road are really suffering in a very tangible way. ”

“Improve attraction/retention of officers. This will cost money and resources. Treat it as an emergency. Increased car break ins, retail theft, petit larceny is a symptom of larger issues. Do we focus on investigating every crime/complaint or do we press pause on those and dedicate more resources to recruitment efforts? The root cause of a lot of our problems is not having staffing. ”

“Create buy in (1), instill pride (2) and prioritize the well being of the employees (3). (1) Officers and supervisors have very little input on any decisions or changes that come about at this department. Involve them while trusting and valuing the feedback and opinions they provide. (2) Fix the building, fix the junked out cruisers, acknowledge and reward great work that's being done, hold the department's employees to high standards and most importantly, back up the officers that are making the tough decisions. Make employees proud of the place they work at and represent. (3) There has to be a work and home balance. The expectation and plan for the future cannot be running each officer into the ground until they can't take it anymore. Limit shift holdovers, limit training and court on days off, allow more flexibility in scheduling, encourage and prioritize making time for employees to seek mental and physical wellness. Happy employees are productive employees. ”

“Listen to the Officers and take action on what is said so Officers know they are heard. Touch base with Officers, individually, to see how it is going and have an open respectful conversation.

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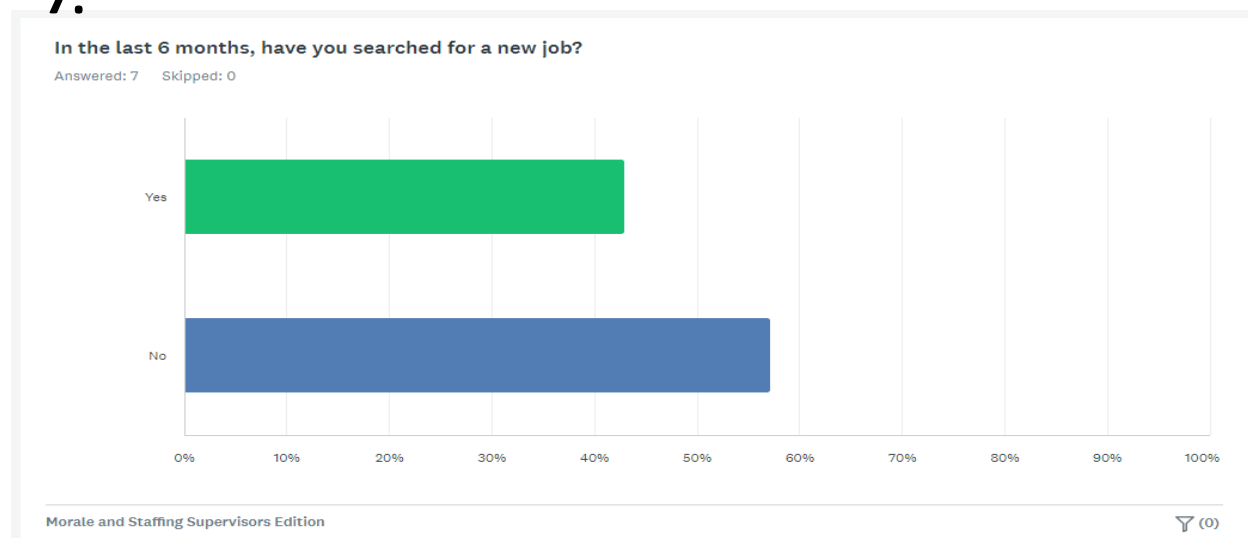
Ask Officers what they think the department can do better in and put in a plan to make the recommendation reality. ”

“Stop planning solely for the short term at the expense of the Department's future. All the Department does is try to address highly publicized criticism of this city by easing the symptoms of the under lying problem until the criticism quiets a bit and then are satisfied for the problem to fester and get worse, as long as the criticism does not become to public again, and then it will again just treat the symptoms. This Department is, and has been, perfectly content with performing a short term measure today that will only fix an issue today even if knows it will make things worse in the near future. The "we will cross that bridge when we get there" mentality has to stop. Just like with dispatch, significant overtime has to paid to fill patrol shifts in order to lighten the individual burden, especially at night. At the same time, a concerted long term effort to increase retention and boost recruitment is needed. That is a lot more than a one off retention bonus, a mediocre contract, and an add in a New York newspaper. It has to be a contract that puts us far above other LEO agencies in the state and other departments in the city. There must be opportunities at this agency that encourage and enable officers to do a 25 year career. Beyond patrol, the only current opportunity is a slim shot at being a detective every few years or an even slimmer shot at being a recruiter. No one is interested in promoting for obvious reasons outlined below. ”

“ Provide a plan for how we will grow long term; to include improving our facilities, opportunities, staffing and retention”

“communication amongst all levels of the PD. We are all supposed to be on the same team and sometimes it doesnt feel that way”

7.

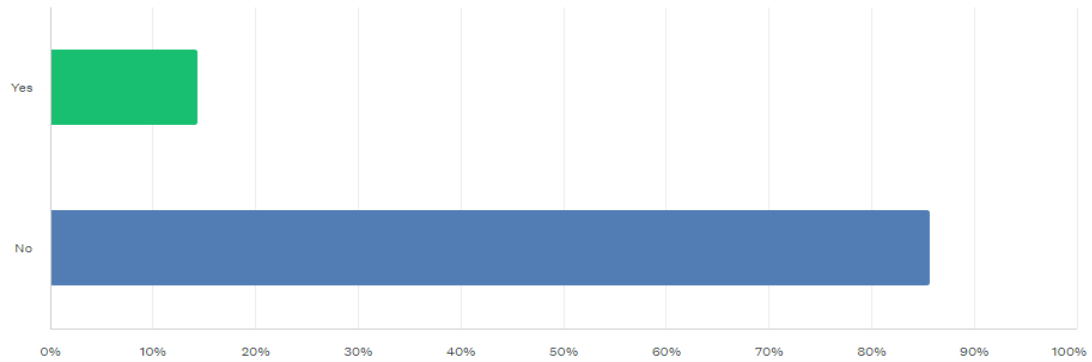


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8.

In the last 6 months, have you applied for a new job?

Answered: 7 Skipped: 0



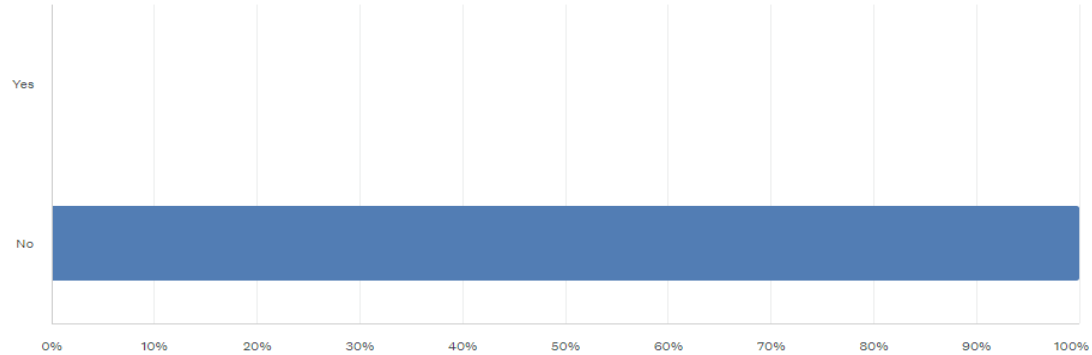
Morale and Staffing Supervisors Edition

🔍 (0)

9.

Are you currently in a hiring process for a new job?

Answered: 7 Skipped: 0



Morale and Staffing Supervisors Edition

🔍 (0)

10. What could the police department or city administration do to retain you as an employee?

Answered: 7 Skipped: 0

"1. Create a clear mission for the agency 2. Decentralize civilian employees (not get rid of them) 3. Acknowledge the truth of the situation 4. Ask for help; it is clearly needed (There are a lot of very smart people that work here that can be truly helpful) 5. Admin needs to start showing that they care-as of now they appear wholly untouched by the suffering of the officers"

"More staffing, specialized units, the ability to properly train everyone. "

"See questions 6. It's worth noting that many employees are "retained", but many of those same people are just trying to survive until their 20 year mark. A retained employee doesn't mean a productive Question 11: 12 hour shifts for patrol would be good if they function as a 12 hour shift. They do not work if you are being constantly extended past 12 hours, you aren't getting sleep between shifts or your expected to attend training, meetings and other work related functions on the extra day off you get every other week. "

"Recognize that the call volume is higher than ever with less officers and make changes so officers can complete paperwork on time, conduct thorough investigation/follow up, and be supportive and not passive aggressive when a complaint comes in because a citizen complains that an officer didn't do something. Acknowledge that some of the call types should not be responded to if there is no evidence that will lead to an arrest. When staffing levels out then these call types come back to investigative. "

1 V.S.A. 317(c)(7)

"They need to do a lot. Demonstrate that there is an actual plan to re-staff the department. This Department prioritizes everything which means there are actually no priorities. Nothing speaks more to this than a recent email Chief Murad sent to the Department which stated that efforts of [REDACTED] is "no less important" than the officer who told her that she was safe after the fact. For reasons that should be glaringly obvious, (but they apparently aren't so I'll state it to avoid confusion; the [REDACTED]. If he had not been there, [REDACTED], rendering the reassurance as pointless. Thus, [REDACTED] this is utterly absurd. The fact that these 2 extremely different actions are weighted the same encapsulates how issues are prioritized at the Department. Police staffing is the number one issue at the department right now, however the same amount of time, if not more, is spent on trying to address issues such as what to do with retail thefts that were reported months ago but no officers were available at the time to investigate them and still not

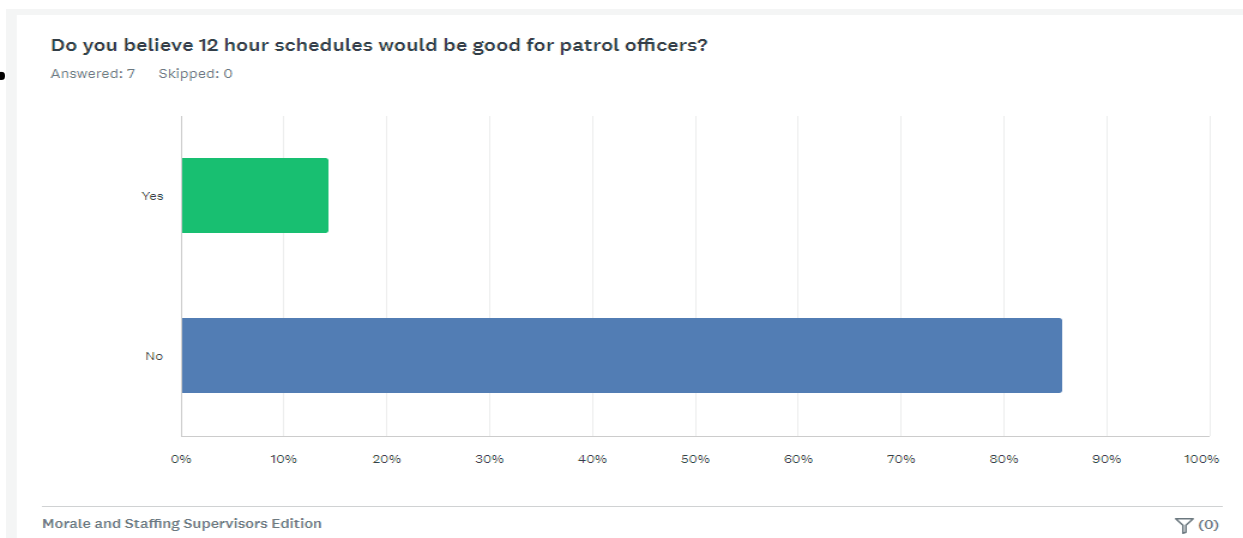
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available to investigate them. 25 years of shift work appeals to no one. The agency needs to create more positions that allows more people to be removed from uniformed shift. Not just 10 detective positions which are tied up, for the most part, for 11 years or a recruitment position which has had the same person doing it for approximately 15 years if not more. A better contract which gives better pay and working conditions needs to be put in place. The fact that there is an officer shortage at the department and at the same time the city decreased the net pay for officers is ridiculous. Promotion needs to be an attractive option that officers actually want to do as opposed to the current reason most people want to promote which is to prevent the Department from promoting completely unqualified candidates. Stop looking to create unprofessional oversight. If one was to create a similar oversight board for doctors at UVMHC and the only qualification one had to serve on this board is to have watched all 21 seasons of Greys Anatomy, that person would be significantly more qualified to review allegations of doctors' malpractice than a Burlington Police Commissioner is currently qualified to review allegations of excessive force used by a police officer. Currently there 4 levels of oversight which police officers at department are subject to. The Chief and his supervisors, the Police Commission, the States Attorneys' office, and the Vermont Criminal Justice Council. When you add all the people on these external boards, offices, and commissions who are reviewing police officers work and allegations against them (which I believe is less than triple digits each year)together, there are 45 (14 at the SA's office, 24 on the Criminal Justice Council, and 7 on the Commission). For context, there are only 26 patrol officers available for duty right now. The City's priority though is to make a 5th 5 person oversight board. ”

“Health care in retirement / Improve facilities so that we feel proud or where we work instead of embarrassed.”

“I personally want our PD to have a sense of pride as a group. I think there is individual pride (and team pride), there is pride at the administration level, but it is not being translated to the working members of BPD being proud of being an Officer here vs anywhere else”

11.



12. Please rank these reasons for staying at BPD from top (most important) to bottom (least important).

1. Pension
2. Salary
3. Coworkers
4. Schedule
5. Benefits
6. Days off (current sched 3 off in a row)
7. Time off received
8. Current position at BPD
9. Far enough along in career
10. Schedule flexibility
11. Support from Chiefs of Police
12. Opportunities to promote/transfer
13. Support from Mayor's Office
14. Supervisors
15. Support from City Council
16. Support from Public
17. Support from Police Commission

13. Why are you still working at the Burlington Police Department?

Answered: 7 Skipped: 0

"I am close enough to retirement that it does not make sense to leave. Also, the agency as a whole is good. The cops working now have a good relationship overall. I remember what this city and department used to be and I am hopeful it can get back there one day. "

"My team, my role, fulfilling functions that I am passionate about, benefits, retirement."

"I've invested a considerable amount of time in this career and the city's pension plan and would like to see it through. "

"Pension, salary, position, and to far alone and close to retirement. I also enjoy working with the Officers I get to work with as it is a second family."

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"My hope is not to be here in 2 years time. After the community control board was placed on the ballot as a charter change, I began applying for jobs. It was resoundingly defeated and in so doing, things really felt like they had turned a corner at the Department. I stopped most of my application processes but I was offered one of the jobs in February which I applied for but I declined it. Since the new Mayor has been elected though, the Department has seemed more rudderless than ever and there is absolutely no sign of things changing for anything other than the worse. Once the job I was offered before becomes available again, I intend to re-apply, hopefully have it offered again, and then leave."

"Limited opportunities elsewhere that would provide the same quality of life."

"I enjoy what I do. It is stressful to have so much responsibility fall on the same small group of people, but ultimately I care about the people I work with and the work that we do."

14. Recently, the police department held a Sergeant promotional process and no one put in. What do you think would entice officers to promote?

Answered: 7 Skipped: 0

"As of now, there is zero incentive to be a Sergeant. Unionization, more support and more cops would help. As of now, Sergeants are stuck in high stress capacity running a shift with few cops, often no support and completely ignored when they bring up issues. Admin needs to take responsibility and make the position appealing with more than money. The position needs to once again have a clear job function (as of now Sgts and Lts are performing the same job function at vastly different pay rates) "

"A stable schedule, filling the 6 (or however many) vacancies we have. This means treating recruitment as an emergency."

"A better schedule, higher starting pay, supervisor development (prior to putting in for the process) and additional benefits for being a supervisor. "

"Better pay as supervisors roles have changed over the last several years. Supervisors have more responsibility than supervisor, 6 years ago. Unionize the Sgts. Support supervisors for the decisions that are made in tough calls when a citizen complains. Have an approachable DC who doesn't make passive aggressive decisions, creates a hostile work environment, and listens to

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the other supervisors before making a decision that operational is impossible with the staffing levels. ”

“Guaranteed rights, better benefits, more opportunities, and a voice to negotiate. Right now, sergeants mostly work nights, lose paid time off in terms of sick time and floating holidays, can have their schedule changed at a whim and not be compensated for it, and have no process to grieve any labor violations without incurring significant personal financial loss. Unionization would help greatly to allow sergeants to begin making the rank more enticing. ”

“Better pay scale for supervisors / unionization for supervisors”

“Our current Sergeants group is being asked to cover vacant shifts nearly daily. That is widely known and not an alluring thing to promote into, especially knowing that you will no longer be within the union as well.”

15. Looking back at question 12, what are the reasons the city/police department are doing well on? Are there reasons they are doing poorly on? Please explain.

Answered: 6 Skipped: 1

“The pay is good and the time off helps; however with current staffing, time off comes at a cost to your coworkers. ”

“Hard to rank everything in this format. Good: We have decent a pension system. Bad: It does seem like we are treating recruitment as a true emergency. FMLA is not afforded to all officers. We are still trying to provide the same level of service despite our extremely diminished staffing levels. We do the best job we can with allowing officers to take time off but it is getting more and more challenging. ”

“They do well by offering a pension, benefits and competitive pay. ”

“no transparency from the Chief's side of the building, lack of communication, disconnect the Chiefs have with the patrol and lack of them knowing what Officers are actually going through. The Chief's office doesn't even know the schedule and staffing half the time and wonder why so many calls are stacked on the screen or why an officer was not sent to something. ”

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“They are doing poorly on everything that is police related. That is not an option to select though. Many of the reasons have already been stated.”

“We have a fantastic group of people who give their everything to this department. Unfortunately, when problems arise it is those same people who are asked to step up again and again. That is a a recipe for good workers to get burned out.”

END