



**BURLINGTON POLICE DEPARTMENT
DEPARTMENT DIRECTIVE
DD02.01 Shift Assignments, Areas, Supervision, Notifications,
& Facility Inspections**
Reviewed and published December 18, 2019

PURPOSE: To define the Department's policy for the Daily Shift, including organizational structure and supervision, daily reports, and special notifications.

POLICY: It is the policy of the Burlington Police Department to create a professional, safe, and businesslike work environment in order to maximize employee productivity and satisfaction.

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I. SHIFT ASSIGNMENTS

Assignment to patrol shifts, frequency of shift rotation, and scheduling of days off for police officers are subject to collective bargaining. The procedure for each is outlined in the current "Agreement Between the City of Burlington and the Burlington Police Officers' Association," which describes "shifts" (the daily work schedule) and the four-month "tour" (the shift rotation). There are three primary shifts, covering the overnight shift or "midnights," the day shift, and the evening shift or "eves." Each shift has two teams of officers who work opposing four-day workweeks, with one day of overlap between the two teams.

The normal duration for a shift shall be ten hours for officers assigned to the Uniformed Services Bureau (USB). Officers assigned to temporary or transfer assignments may work other durations based on the needs of their assignments. Officers assigned to the Administrative Services Bureau (ASB), as determined by the Chief of Police or the Chief's designee, may be required to work eight-hour shifts, five days a week, as may special assignments as determined by the Chief of Police. Once each month, employees rotate having weekends on or off. This switch between the two teams on each given shift, also called the "swap," occurs on the first Sunday of every month.

Assignment to patrol shifts and scheduling days off for sworn personnel above the rank of corporal—i.e., supervisors who are not covered by the Burlington Police Officers' Association—is subject to the City Personnel Policy that allows work schedules and assignments to be based on operating requirements.

The Personnel Policy further allows for Department Directives to take precedence over the Personnel Policy provisions. The scheduled work hours, days off, and frequency of shift rotation for employees assigned to USB shall be determined by the Deputy Chief of Operations. The scheduled work hours, days off, and frequency of shift rotation for employees assigned to ASB and the Detective Services Bureau (DSB) shall be determined by the Deputy Chief of Administration. All shifts shall have an established starting and ending time. Any deviation from this set schedule shall occur only after allowing fourteen days' notice to the employee, except for emergencies.

II. AREA ASSIGNMENTS

Prior to the beginning of each four-month tour, USB personnel will be assigned to semi-permanent areas for the duration of the tour by the Deputy Chief of Operations. On a shift-by-shift basis, area assignments will be at the discretion of the USB Lieutenant or Sergeant acting as the Officer in Charge (OIC). Lieutenants and/or Sergeants shall make every effort to ensure that permanent area assignments are maintained. Supervisors may consider the availability of human resources, crime trends, special events, ongoing projects, and other relevant factors when making assignments that are not consistent with the semi-permanent area assignments.

All USB personnel are encouraged to maintain area integrity and to incorporate foot patrol and any proactive and visible means of patrol.

III. PATROL AREAS

To balance call volumes and resources, the City is divided into patrol districts. All employees are expected to report all incident locations and subject addresses accurately. All employees are expected to ensure that an area is selected for each incident responded to.

A Area – The New North End and northern portion of the City. Borders are:
South: Institute Rd and the Rt 127 North Avenue exit interchange, both of which are in A area.

All points north of those landmarks are in A area.

B Area – The city's Old North End District: Borders are:
North: Institute Rd and the Rt 127 North Avenue exit interchange
South: Pearl St (all Pearl Street addresses that are EVEN numbers between Battery St and N Winooski Ave are in B area)

East: N Winooski Ave (all N Winooski Ave addresses are in B area)

West: Lake Champlain (all of Depot St is in B area)

C Area – The "Hill Section" and Riverside Ave corridor. Borders are:

North & East: The Winooski River

South: Main St (except the block of Pearl noted below—all Main St addresses between S Union and the jug-handle are in C area)

West: N Winooski Ave to the intersection of Pearl St, up Pearl St (all Pearl St addresses between N Winooski and Union are in C area) to S Union St from Pearl to Main St.

D Area – The Downtown District. Borders are:

North: Pearl St (all Pearl Street addresses that are ODD numbers between Battery St and N Winooski Ave are in D area)

South: Maple St (all Maple St addresses are in D area)

East: Lake Champlain (all Lake St addresses are in D area)

West: S Union St (all S Union St addresses between Maple and Pearl are in D area)

E Area – The South End District. Borders are:

North: Maple St to S Union St, across S Union St, and up Main St (all of those streets are in other areas)

All points south of those landmarks are in E area.

IV. SUPERVISION AND TOUR OBJECTIVES

Lieutenants and Sergeants are supervisors with distinct roles and key responsibilities.

A. **Lieutenants** – USB Lieutenants supervise Sergeants and command a shift (e.g., day shift, night shift, midnight shift) as the Officer in Charge (OIC). Furthermore, each USB Lieutenant is tasked with coordinating policing services and objectives for a specific patrol area. Although the following list is not all-inclusive, among Lieutenants' duties and responsibilities are:

1. Taking command of complex incidents in the field
2. Approving permit requests within their area
3. Processing time-off requests and reconciling time-card issues for their shift, including for Sergeants
4. Handling daily administrative tasks, phone calls, voice-mail for the OIC, and citizen inquiries, etc. (*handled by a Sergeant in the absence of a Lieutenant)
5. Establishing area goals and objectives for each tour and providing them to Sergeants for implementation
6. Reviewing incidents, court cases, and arrests ready for prosecution
7. Conducting internal disciplinary investigations as delegated by the Deputy Chief of Administration, and reporting to the Deputy Chief of Operations
8. Confering with the Deputy Chief of Operations regarding operational objectives, personnel management and leadership issues, and situations requiring outreach to partner agencies or other entities
9. Completing the daily shift report

B. **Sergeants** – Sergeants are the Department's primary field supervisors. Sergeants provide operational guidance to officers, supervise complex incidents and respond to calls for service. USB Sergeants are generally assigned to lead one of the two teams that make up each shift. While the following list is not all-inclusive, among Sergeants' duties and responsibilities are:

1. Supervising complex incidents in the field
2. Conducting roll calls
3. Working with officers on their team to develop plans for achieving operational goals and patrol-area objectives as set by the area Lieutenant
4. Providing daily and weekly training refreshers, case reviews, and directive reviews to team members
5. Ensuring that officers on their team engage in a wide variety of policing duties each shift, from proactive enforcement to call response, foot patrols, paperwork service, etc.
6. Reviewing incidents and court cases
7. Reviewing non-criminal incidents in the RMS system on an ongoing basis
8. In the absence of a Lieutenant, handling daily administrative tasks, phone calls, voice-mail for the OIC, and citizen inquiries, etc., as well as reviewing arrests ready for prosecution
9. Mentoring officers and facilitating career-path growth

C. Administrative Assistant to the Officer in Charge

1. Answer incoming calls to USB during weekday day shifts
2. Direct persons coming to the station for assistance to resources
3. Process permit requests for Lieutenants
4. Perform work in the timekeeping systems as directed by the Lieutenant or Sergeant
5. Assist officers with paperwork and processing
6. Provide other administrative support to the Deputy Chief of Operations and USB supervisors as needed

Each shift and each tour, supervisors are expected to work toward the following objectives:

- D. Setting team goals and objectives for the tour.** Supervisors should develop and distribute key goals and objectives for their teams near the beginning of each tour; this is essential to setting the stage for successful operations. Goals should lay out work expectations—not by prescribing specifically how a team’s daily activity will be carried out, but by articulating performance measures so that each team and each Sergeant can develop tailored strategies to achieve daily, weekly, and tour-long goals.
- E. Creating a supportive and resilient work environment.** Supervisors should model a positive attitude and attempt to reduce their officers’ daily stresses. This includes instilling shifts with purpose, meaning, and goals; providing regular training and case/incident review; and creating better information flow and timely completion of work. Ensuring that work is, to the greatest extent possible, addressed as it occurs reduces redundant stress throughout the organization.
- F. Conducting regular and relevant training.** Supervisors should use roll calls and scheduled training to conduct brief refreshers and case reviews. Training can include the review of important directives or a brief team discussions of a criminal-law concept; it

can include brief tactical scenarios to walk through options and best practices. Training for even a few minutes creates an enhanced comfort level in an increasingly complex working environment and helps to build a sense of team and purpose for the daily shift.

- G. **Emphasizing high visibility and proactive work.** To fulfill the tour objectives, supervisors should regularly assign personnel to interdiction efforts, Marketplace foot patrols, neighborhood foot patrols, compliance checks (warrants, abuse prevention orders, bar checks, and conditions of release), traffic details, parking enforcement, or plainclothes assignments as appropriate. Even a few hours of targeted activity at “hot spots” can have a significant impact on crime patterns and enhance feelings of community safety and the public perception of police.
- H. **Emphasizing ownership of calls, cases, areas, and individual issues/problems.** Supervisors should encourage officers to recognize that even broad policing challenges are often addressed in precise and focused ways. Preventing crime and disorder includes developing creative early interventions and leveraging partner organizations to hone in on specific conditions or people who need help.
- I. **Emphasizing investigation over report taking.** Supervisors play a key role in reviewing incidents, checking for accuracy and thorough data entry, and ensuring Incident-Based Reporting (IBR) compliance. Reports should balance quality and detail with brevity and decreased paperwork time. Precise documentation ensures the flow of information throughout the Department and increases the Department’s effectiveness.
- J. **Providing consistent evaluations.** Supervisors should craft evaluations with input from a variety of sources, including other supervisors. Evaluations should incorporate a variety of factors, including knowledge, skills, and abilities as well as productivity, self-generated work, and contributions towards the tour objectives.

V. ROLL CALL

Roll call shall be held at the beginning of each shift. The OIC will assure that roll call is conducted in a timely and professional manner. Officers on duty shall be on time for roll call; officers shall be fully dressed and ready to respond. Officers on duty will stay in full uniform and be available to respond until the end of the shift or until relieved by a supervisor. Daily roll calls serve many purposes:

- A. To brief officers coming on duty with information regarding patrol activities of the previous 48 hours
- B. To notify officers of new or updated directives and laws and to conduct roll-call training
- C. To share information between specialized units of the Department and patrol officers
- D. To allow executive staff to share information directly with officers

- E. To inform officers of changes in schedules or assignments
- F. To evaluate officers' readiness to assume patrol
- G. To provide officers with important information regarding wanted persons, major investigations, stolen vehicles, etc.
- H. To notify officers of their assignment for the shift

VI. NOTIFICATIONS

Whenever any of the following incidents occur, as soon as is practicable based on the need for immediate emergency action, responding officers shall make immediate, twenty-four-hour notifications to dispatch and/or up the chain of command. Supervisors shall respond as follows:

SERGEANTS – Upon the occurrence of any of the incidents listed below, A through Q, Sergeants should immediately notify a Lieutenant by radio and/or by phone. During regular business hours, if no Lieutenant is on duty, Sergeants should immediately notify the Chief of Police and/or the Deputy Chief of Operations and/or the Deputy Chief of Administration. During irregular working hours, Sergeants should immediately notify the Duty Chief. Receipt of notification must be acknowledged by the recipient.

LIEUTENANTS – Upon being notified of any of the incidents listed below, A through Q, during regular business hours, Lieutenants should immediately notify the Chief of Police and/or the Deputy Chief of Operations and/or the Deputy Chief of Administration by radio and/or by phone. During irregular working hours, Lieutenants should notify the Duty Chief via the Public Information Officer (PIO) Phone. Receipt of notification must be acknowledged by the recipient.

Notifications made after business hours may require multiple phone calls within a three-minute window to bypass the “Do Not Disturb” function on Department-issued iPhones—“A second call from the same person within three minutes will not be silenced.”

CHIEF OF POLICE / DEPUTY CHIEF / DUTY CHIEF – Acknowledge receipt of the notification, and, if applicable, issue instructions for addressing the incident. For any of the incidents listed below, A through Q, it is strongly recommended that command staff make appropriate notifications to the Mayor of the City of Burlington and the Chief of Staff of the Mayor's Office. Incidents (A), (E), (G), and (L) may require immediate notification by phone.

- A. Any incident in which a police officer of the Burlington Police Department or an on-duty employee of the Burlington Police Department is seriously injured or killed.
- B. Any homicide or strongly suspected homicide in the City of Burlington.
- C. Any incident in which a person or persons in the City of Burlington are struck and injured by a bullet fired recklessly or in commission of a crime.

- D. Any arrest for an in-progress sex assault or sex crime, or any manhunt in the immediate aftermath of such a crime.
- E. Any use of force by an officer of the Burlington Police Department that results in serious bodily injury or death to a subject. A use of force by another agency's officer that results in serious physical injury or death to a subject that occurs within the City of Burlington, particularly if officers of the Burlington Police Department are present for the use of force, shall also require immediate notification.
- F. Any use of force by an officer of the Burlington Police Department that results in physical injury to a subject and that a supervisor believes may have been excessive.
- G. Any firearms discharge by an officer of the Burlington Police Department, excepting an accidental firearms discharge into a loading/unloading station, any discharge at a firing range, or a discharge while lawfully hunting or dispatching an injured wild animal.
- H. Any death in custody.
- I. Any escape from custody.
- J. Any vehicle crash involving a Burlington Police Department vehicle that causes an injury to any involved person.
- K. Any activation of the Chittenden County Police Mutual Aid "A.L.E.R.T." (Activate Law Enforcement Response Teams) system, whether a Level One Alert, a Level Two Alert, or a Level Three Alert.
- L. Any incident believed to be an act of terrorism, i.e., an act that involves a subject or subjects engaging in, or taking substantial steps to commit, a crime with the intent of a) causing death or serious injury to multiple people; b) placing multiple people in reasonable apprehension of death or serious bodily injury; or c) threatening multiple people with mass destruction, mass killings, or kidnapping.
- M. Any arrest of a City of Burlington employee by the Burlington Police Department.
- N. Any arrest of an employee of the Burlington Police Department.
- O. Any incident in which the Emergency Response Vehicle is requested by another agency and deployed outside the City of Burlington or on the campus of the University of Vermont.
- P. Any major fire or riotous condition.
- Q. Any occurrence that is substantially more than an ordinary occurrence because of its seriousness, peculiarities, newsworthiness, or potential to affect police-community

relations or cause community unrest, or because of the involvement or victimization of children or protected classes as defined by 13 V.S.A. §1455.

Additionally, the following external notifications are required:

- R. Medical Examiner. The medical examiner must be notified immediately in all cases of unattended or suspicious deaths. When DSB has been or will be called to the scene of the death, the on-call detective or detective supervisor shall make this notification, in order to coordinate the investigation with the medical examiner.
- S. Department of Public Works. Circumstances requiring notification of the Street Department include hazardous road conditions, or other road-related conditions they may address. Officers may request that dispatch contact the Department of Public Works.
- T. Utilities Personnel. Utilities personnel may be contacted by dispatch at an officer's request anytime a condition exists that may be remedied by their presence. Examples include a downed power or cable line, a damaged light or utility pole or a gas leak.
- U. News Media. The media may be contacted by providing a press release approved by the Officer in Charge. All other contact with the media (requests for interviews, etc.) must be authorized by a supervisor.


VII. SHIFT REPORT

The OIC will complete a Shift Report, normally at 1700 and 0600, for distribution to the Chief of Police and Deputy Chiefs.

VIII. FACILITIES INSPECTIONS

- A. It shall be the responsibility of the OIC of each shift to conduct a daily visual inspection of the interior and exterior of the police facility. This inspection shall be for the purposes of insuring that the building is secure, sanitized and fully operational. Any deficiencies shall be noted on the Shift Report.
- B. It is the responsibility of the Deputy Chief of Administration to ensure that appropriate follow-up action takes place.

Reviewed and adopted by the Burlington Police Commission on December 10, 2019.



Jon Murad, Chief of Police (acting)

December 18, 2019
Effective Date

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