

Proposed VPD Improvement Plan

**VALLEJO POLICE DEPARTMENT UPDATE &
RECOMMENDED IMPLEMENTATION STEPS**



Unite with the City of Vallejo and the VPD to improve our community's police department.

June 2020

2019

2020

2021

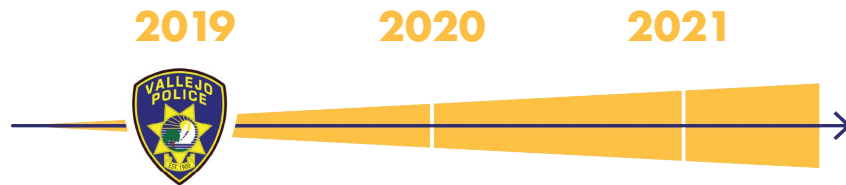


**It is an
important
moment.**

Important, because
what we are doing
affects our community,
city and officers.

Important, because the
world is talking about police
reform in new ways.

And important, as
Vallejo moves to the
next stage of a process
already underway.



**Reform is
already
underway.**

Launched external
3rd party audit of VPD
(OIR Group).

Community input was
central to my own hiring.

Began working
with California
Department of Justice.

Council launches
Vallejo Unites initiative.

2019

2020

2021



**We are
making
progress.**



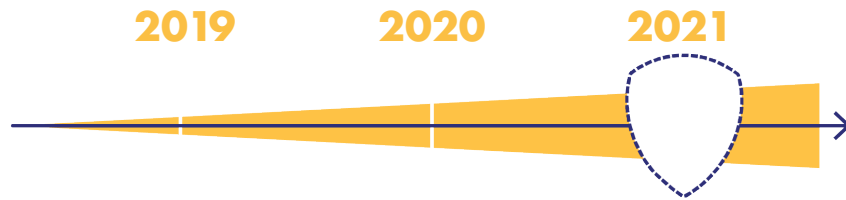
California DOJ
Agreement



OIR Group
Recommendations



Draft: VPD Proposed
Implementation Steps



**It is time to
decide how to
move forward.**

The Implementation Steps proposed were drafted to help VPD, the Council, and the community, build the path forward.

1. Share with key stakeholders
2. Collect feedback
3. **Finalize Implementation Steps within 60 days**



Some of the key stakeholders:

- Vallejo Residents
- Religious and Community Groups
- Businesses
- City Council
- Police Officers' Association
- Cal DOJ

Already Implemented Progress

USE OF FORCE POLICIES & DE-ESCALATION

In June of 2019, VPD developed a stronger de-escalation policy and moved from a "should-to-shall" Body Worn Camera (BWC) activation policy. BWC recordings will be used as a tool for constructively and progressively identifying performance and training issues

POLICE USE OF FORCE ANALYSIS SYSTEM

VPD has implemented tools to help document, track and streamline our critical incident review process. These tools include a Use of Force Dashboard and Use of Force Analysis system. VPD has also employed the use of the Blue Team Program and AR to identify policy violations and a new CIRB policy to identify tactic and training issues.

NEW POLICE HEADQUARTERS

The Vallejo Police Department is currently undergoing design modifications of the new building to meet the needs of the Department and the community. Enhancements will include a Family Violence Center, Emergency Operations Center and Community Center. Some units are currently utilizing the space.

RECRUITMENT, DIVERSITY & ENGAGEMENT

VPD has hired a recruitment firm to assess Department demographics and create strategies for implementing greater diversity and inclusion. VPD's new recruitment and interview process will include multi-member assessments by Human Resources personnel, sworn officers and community members for all hiring and promotional opportunities.

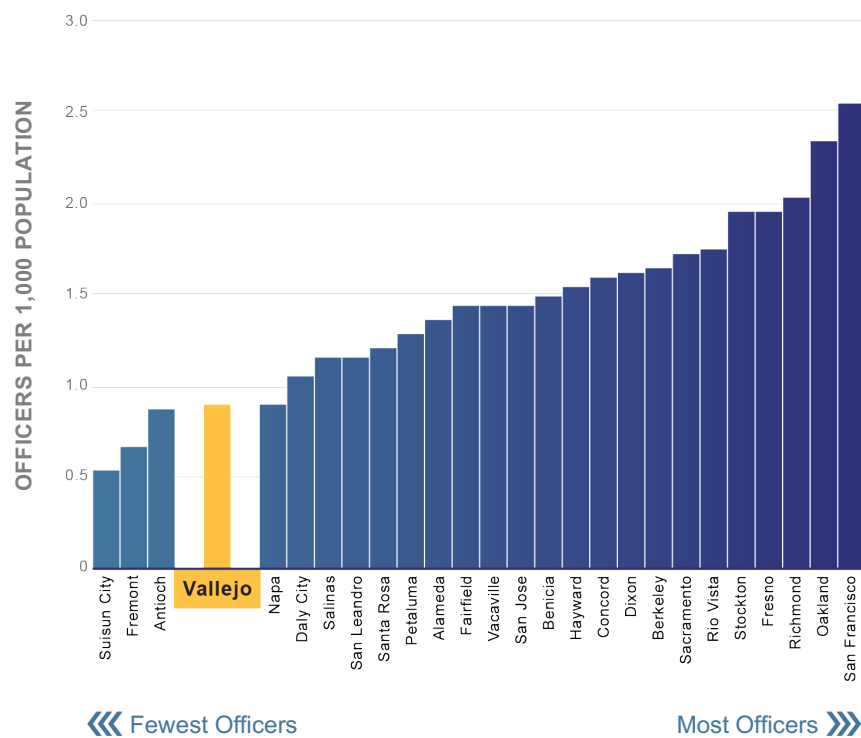
Vallejo's Policing Challenges

VPD serves more residents,
and addresses more crime,
with fewer officers than
most cities in the region.



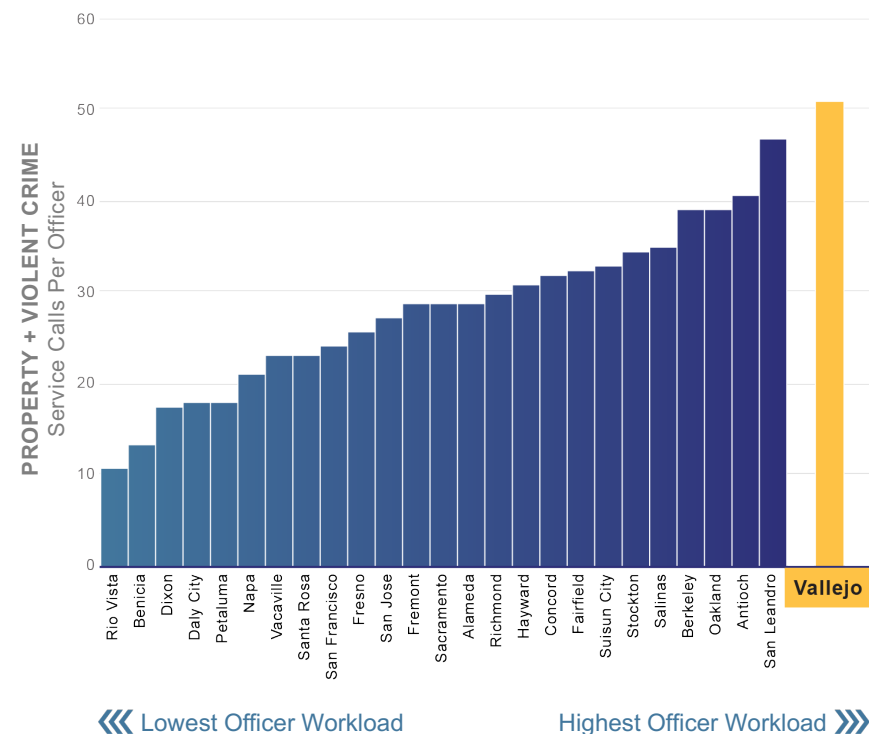
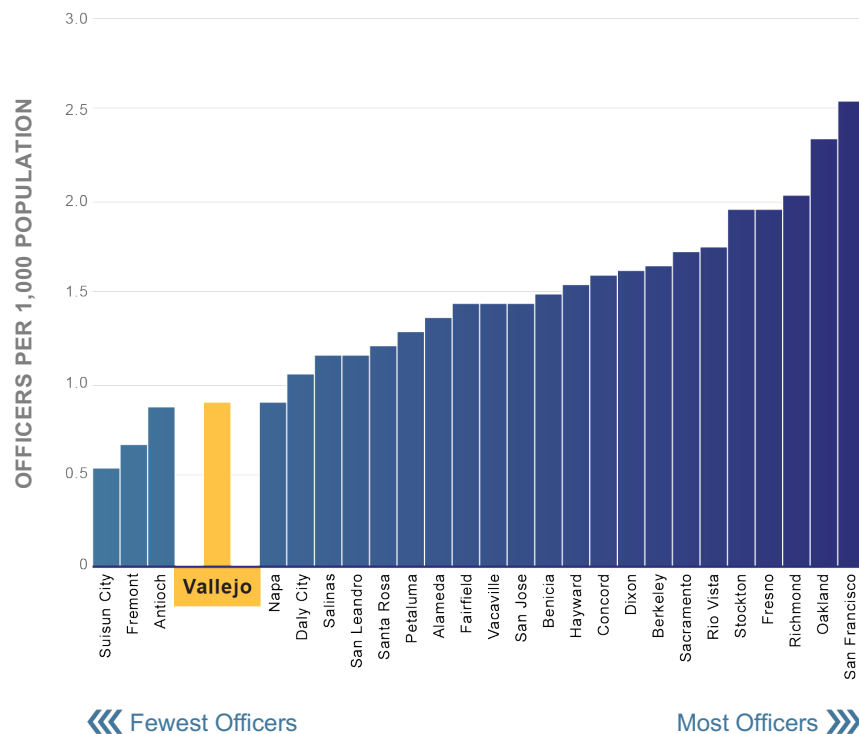
VALLEJO POLICE DEPARTMENT

Fewer Officers Than Most Cities in Region



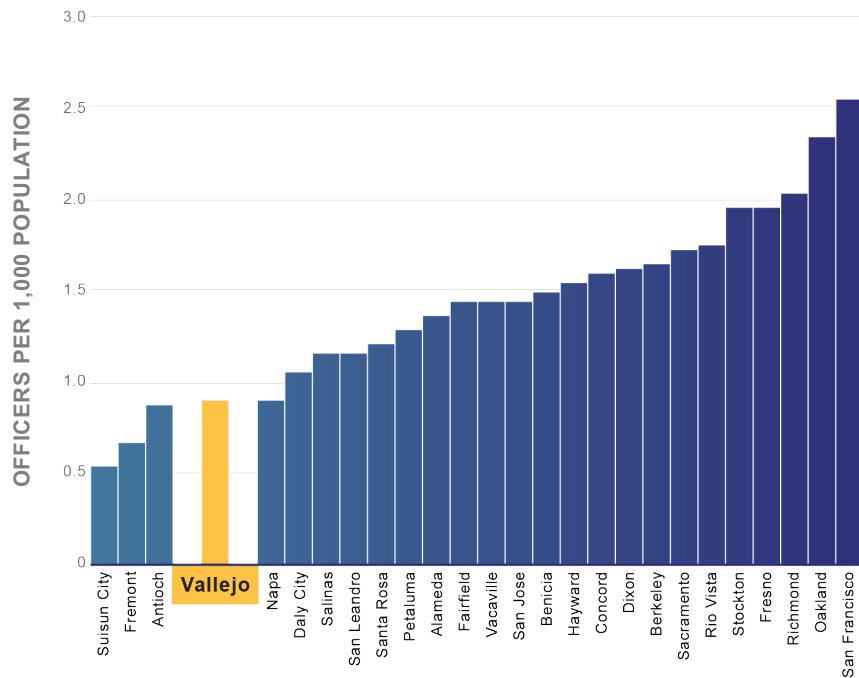
List includes all Solano County cities and other cities in the Vallejo region to provide a representative sampling. Crime/population/officer data obtained from 2018 FBI Uniform Crime Reporting. <https://ucr.fbi.gov/nibrs/2018>

Fewer Officers = Highest Regional Workload



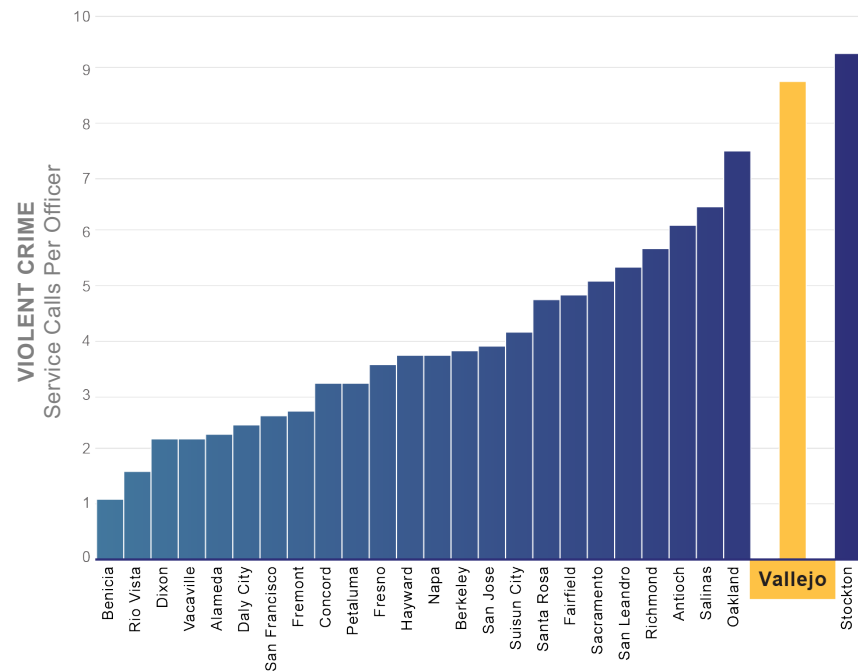
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2nd Most Violent Calls Per Officer



«« Fewest Officers

Most Officers »»



«« Fewest Violent Service Calls

Most Violent Service Calls »»

List includes all Solano County cities and other cities in the Vallejo region to provide a representative sampling. Crime/population/officer data obtained from 2018 FBI Uniform Crime Reporting. <https://ucr.fbi.gov/nibrs/2018>

Proposed Implementation Steps

Plan lays out 3 priority areas to implement OIR
Group's 45 recommendations



VALLEJO POLICE DEPARTMENT

Proposed Process



The OIR Group is a team of private consultants specializing in police practices and civilian oversight of law enforcement. In 2019, the OIR Group was called upon to assess VPD's strengths, challenges and opportunities.

Implementation Steps



PRIORITY #1
Protect the
Community

PRIORITY #2
Build Trust and
Communication

PRIORITY #3
21st Century
Policing

23 Recommendations

This represents VPD's highest priority items to reduce potential harm to the public and our officers with increased attention to federal/state law, community expectations and a modest allocation of resources.

Implementation Steps



PRIORITY #1
Protect the
Community

PRIORITY #2
Build Trust and
Communication

PRIORITY #3
21st Century
Policing

Most resource dependent priority.

Here we focus on implementing best practices for public safety including community policing concepts, enhanced diversity and rapid transparency.

Implementation Steps



PRIORITY #1
Protect the
Community

PRIORITY #2
Build Trust and
Communication

PRIORITY #3
21st Century
Policing

Long-term transformation

This category involves capacity, accountability, & transparency while furthering community trust and partnerships and is dependent on the implementation of categories one and two.

21st Century Policing

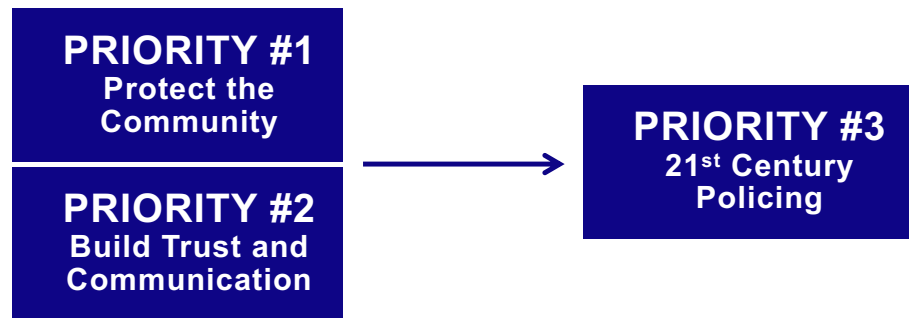
The finalized Implementation Plan will be our path towards 21st Century Policing and fulfill our vision of Exceptional Service.



VALLEJO POLICE DEPARTMENT

The Path Towards 21st Century Policing

By taking steps to protect the community and reduce harm to residents and officers, VPD is working towards a Vallejo that is safer for all. With a vision of Exceptional Service, we are implementing 21st Century Policing and working with the community to create an environment of transparency, engagement and trust.



Six Pillars of 21st Century Policing



PILLAR 1

**Building
Trust &
Legitimacy**



PILLAR 2

**Policy &
Oversight**



PILLAR 3

**Technology
& Social
Media**



PILLAR 4

**Community
Policing &
Crime
Reduction**



PILLAR 5

**Training &
Education**



PILLAR 6

**Officer
Wellness &
Safety**

Exceptional Service Model

Current VPD



In Vallejo,
equals:
122

Currently
filled:
105

CURRENT POLICE SERVICE STAFFING MODEL

- 1.0 sworn positions per 1,000 residents
- Equals 122 total sworn positions (currently authorized)
- 105 sworn positions currently filled (17 unfilled sworn positions)

Other City Average

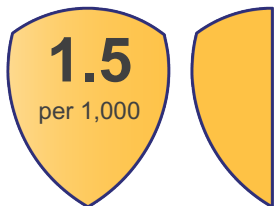


Would
equal:
207

2018 FBI UNIFORM CRIME REPORTING PROGRAM STATISTICS

- Average 1.7 sworn officers per 1,000 residents
- Would equal 207 sworn officers for City of Vallejo
(WESTERN UNITED STATES/PACIFIC COAST, CITIES WITH POPULATIONS BETWEEN 100,000 AND 249,999)

Industry Standard



Would
equal:
183

FOUNDATION FOR EXCEPTIONAL POLICE SERVICE STAFFING: INDUSTRY STANDARD

- 1.5 police officers per 1,000 residents
- Would equal 183 sworn officers

IACP PATROL DIVISION STAFFING FORMULA

- 90.75 Officers/Corporals in patrol



We can
do this.



VALLEJO POLICE DEPARTMENT

Questions?



VALLEJO POLICE DEPARTMENT

City of Vallejo Police Department
DRAFT Implementation Plan for Report by The OIR Group
-Executive Summary-

The Report by OIR entitled *Vallejo Police Department: Independent Assessment of Operations, Internal Review Systems, and Agency Culture* includes a list of 45 recommendations. These recommendations can best be understood by categorizing them into three (3) major topic or priority areas. The Vallejo Police Department cannot feasibly implement all 45 at once given current resource constraints. Some recommendations will clearly require additional resources to effectively implement.

The 3 categories of recommendations or 3 priority levels are as follows:

The first category, or **Priority 1** (23 recommendations), is highest priority--producing an immediate impact and reducing potential harm to the public and officers. It also ensures the department conforms to federal/state law and community expectations. These can be implemented with a modest allocation of resources.

The second category, **Priority 2**, adds substantial VPD capacity towards implementing public safety best practices (community policing, enhanced diversity and more transparency). This is the category that is most resource dependent.

The third category, **Priority 3**, brings even more capacity, accountability and transparency and furthers the building of trust and relations in the community. This is partly dependent on the implementation of the previous two categories.

The Implementation Plan is organized by Priority, and includes each OIR recommendation, implementation steps, anticipated schedule and who will be responsible for implementation. Implementation timing is determined by the relative prioritization of each recommendation and resource availability. (The Schedule notation S-XX means the step will be completed XX days from the approval of this Plan. If the item requires additional resources, R-XX is noted which means implementation from the date additional resources were allocated to the item. Dates do not take into account any potential labor meet-and-confer requirements.) Additionally, there is a "comments" column that provides additional information on resource needs and other relevant notations. Specifically, font in red/italics is to highlight items that are dependent on addition of new resources.

The Implementation Plan is considered a draft at this point, as it will be important to gather input from a variety of stakeholders, including the community, the department, the Vallejo Police Officers Association, and the City Council. Additionally, through the recently executed agreement with the California Department of Justice (DOJ), the City anticipates collaborating with the DOJ on finalizing this plan.

This Implementation Plan represents the first steps in realizing a vision for the department that aligns with 21st Century Policing and industry best practices.

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City of Vallejo Police Department

Implementation Plan for OIR Group Recommendations

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Priority 1 A. Provides an immediate return on the investment that reduces the potential harm to the public and our officers, ensures conformance with evolving federal/state law and community expectations.

Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
9	Department should use the adoption of a new, stricter activation as the foundation for a new approach to its body-worn camera technology.	1. Adoption and clarification of new policy.	1a	Completed	All VPD Captains, Professional Standards & Training Units	Can be implemented within current staffing <i>but requires project management resources.</i>
10	Department should implement a graduated program of accountability to ensure that officers are complying with the expectations of the new policy.	2. The “new approach” is further described in Steps related to Rec’s. 10-11 below.		Completed		
11	Department’s management should consider body-worn camera recordings as, among other things, a forum for identifying performance and training issues and addressing them constructively and progressively—and not through automatic formal discipline for minor issues.	3. Complete Supervisory quarterly audits of employee recorded events to confirm camera functionality, policy compliance, employee performance & training issues. Supervisors should note exceptional employee performance and have discretion for action related to minor non-criminal policy violations.		First audits completed in 90 days Ongoing thereafter		
		4. Identify mandated incidents that require review, for example “use-of-force”.		In-process		Expand on adopted policy to ensure its Implementation furthers the dual goals of transparency & accountability. It should include a graduated program of accountability.
		5. Policy language review by the City Attorney’s Office.		In process		
		6. Policy reviewed and signed by the Chief of Police.		In-process		

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Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
		7. Policy reviewed & signed by all Police sworn personnel. 8. Provide training to employees on the use of the technology and its relative priority of transparency and meaningful accountability.		Completed Completed		VPD implemented the Axon Performance portion of the Axon system which provides robust data on BWC usage and stats. VPD now has a shall activate BWC policy. VPD will establish criteria and policy for how often the supervisor BWC reviews will occur.
12	Department should ensure that officers involved in a shooting are interviewed—either criminally or administratively—prior to the end of the shift in which shooting occurred.	1. Develop policy language with clear emphasis on same shift interviews as the standard for both criminal & administrative investigations.	1a	S-360 days	Support Services Bureau Captain, Professional Standards	#12: VPD is unable to make this change under the current Solano County Fatal Incident Protocol.

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13	Department should obtain a pure statement in an interview setting from officers involved in a shooting prior to their initial viewing of any recorded evidence from the incident.	<ol style="list-style-type: none"> 2. Develop policy language directing/ensuring a pure statement will be taken from officers involved in a shooting prior to their initial viewing of any recorded evidence from the incidence. 3. Policy review by the City Attorney's Office. 4. Policy reviewed by Chief of Police 5. Policy reviewed & signed by all sworn Police personnel 			Unit and Training Units	<p>The County protocol allows for up to 48 hrs. before an interview if needed. The FIP will need to be changed. A new protocol is currently under development by the County Chiefs.</p> <p>#13: VPD is unable to make this change at this time. Current County protocol allows the subject officer to review BWC video prior to making a statement.</p> <p>Can be implemented</p>

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						within current staffing <i>but requires project management resources.</i>
14	Department should change its Critical Incident Review Board (CIRB) protocol by empowering it to conduct a holistic evaluation of all critical incidents, to encompass the performance of involved personnel (including non-force users) as well as issues of policy, training, tactics, supervision equipment and/or incident aftermath.	In order to best effectuate the CIRB related recommendations, the Board should be incorporated within the responsibilities of the Internal Affairs Administrative Review of critical incidents. Implementation steps include: 1. Revise policy to give clear direction and responsibility to the Internal Affairs Unit to investigate critical incidents, document those incidents in an administrative report and lead the CIRB process.	1a	S-180 days	Support Services Bureau Captain, Internal Affairs Manager	VPD has begun changing the current CIRB system. We have created a new internal affairs report and investigation entitled an Administrative Review which will be tracked with its own # similar to an IA or citizen's complaint. Upon an OIS, professional standards will conduct an administrative review alongside
15	Department should guide the CIRB's analysis by requiring specific findings for each of the following categories: pre-event planning and decision-making, tactics, and post-event response (including timely transition to rescue mode).	CIRB's charter will include: a. A holistic evaluation to encompass the performance of all involved personnel. b. The Board will consider broad issues, including policy,				

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16	Department should provide CIRB with greater flexibility to tailor its outcome recommendations across a range of possible categories, rather than limiting it to a blanket finding about the incident as a whole.	training, tactics, supervision, equipment and/or incident aftermath c. The Board will make specific findings on each of the following: pre-event planning, decision making, tactics and post-event response including the timely transition to rescue mode.				the fatal incident protocol investigation. The AR will identify any policy violations and report to the Chief in writing per the guidelines in the Policy on Officer Involved Shootings.
17	Department should consider ways to conduct its critical incident review in time-appropriate phases, beginning with an initial debrief and issue-spotting and continuing to a more thorough examination of administrative issues including officer performance.	d. The flexibility to make recommendations on all categories reviewed and not limited to a single finding for the entire event. e. The Board's activities will be held in time-appropriate phases to include an initial debrief. The debrief will provide information and direction for the Administrative Investigation. A second more holistic evaluation will follow that will include a review of overall officer performance.				The new CIRB policy is currently in draft mode. The new function of the CIRB will be to identify training and tactics issues in an event and not policy violations. The AR will cover policy violations. The CIRB will be
18	Department should set specific goals in writing for the timely completion of different phases of the critical incident review process, to make sure that the appropriate responses and remediation are	f. Establishing appropriate timelines for required				

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19	occurring in as meaningful & productive a way as possible. Department should develop a separate administrative investigative package, including separate administrative interviews of involved personnel, to help the CIRB to identify & resolve issues related not only to the use of force but also collateral matters that merit formal attention.	debriefings, recommendations and remediation. g. The identification of policy violations and other performance issues. h. Board actions will be recorded in an Administrative Investigation Report issued by Internal Affairs.				initiated by the COP and will be managed under the AR by Professional Standards.
20	CIRB should play a direct role in the identification & resolution of individual policy violations or other performance issues associated with a critical incident.	2. New policy language to effectuate the above will be reviewed by the City Attorney's Office. 3. New policy will be reviewed and signed by the Police Chief.				Can be implemented within current staffing <i>but requires project management resources.</i>
22	Department should develop a protocol in which every use of force receives formal review.	1. Review and possibly revise current use of force policy and related procedures to ensure conformance with Recommendation. Every use	1a			In-process with significant progress made:
23	Department should ensure that the assistance of the Force Options			R-180 days	Support Services Bureau Captain, Force	VPD has instituted the use of the Blue

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24	team with officer report-writing does not become a tool for retroactive justification of questionable force deployments or a basis for truncating appropriate scrutiny. Department's analysis of each use of force should include affirmative managerial determinations as to whether the force was in policy, and whether training, tactical or other consideration were identified.	of force incident will receive the following: a. An officer report that documents transparently and accurately the actual use of force b. Supervisors will consistently review the use of force and gather the necessary evidence. c. Supervisors will opine based on the initial facts whether the force used was within policy and whether training, tactical or other considerations need to be addresses.		Implementation will occur immediately after Police approves new policy	Options Team and Training Unit	Team Program for Use of Force Review. In addition, we have added a template and narrative portion to Blue Team for supervisors to complete which requires certain questions be answered and ensures review of BWC footage by the supervisor.
25	Each use of force should be reviewed and evaluated to determine whether de-escalation techniques were considered or implemented prior to the application of force, and/or why they were not.	d. Managerial review & approval on all use of force using the same criteria as the supervisor e. A supervisor & managerial review to determine whether de-escalation techniques were considered or implemented				We also now require each supervisor in the review process to sign that they approve of the actual use of force and not just the reporting of such.
26	Department should incorporate its current policies for supervisory review, including detailed evidence					

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27	gathering by supervisors where applicable, into this process. Department should create formal mechanisms for documenting and tracking any action items that emerge from this process, in order to ensure appropriate follow-through.	prior to the application of force. 2. Create a tracking system for follow up action items due to the supervisor/managerial reviews. 3. Policy language will be reviewed by the City Attorney's Office 4. Policy will be reviewed and signed by the Police Chief 5. Policy will be reviewed and signed by all sworn personnel 6. Officers will receive training commensurate with any policy change				We have also implemented a Use of Force dashboard system which allows us to take an in-depth look at our use of force data by each officer in the department. <i>Additional supervisory personnel & project mgmt. capacity required to fully implement the intent of this initiative.</i>
34	Department should develop a "family liaison" protocol in which, after a shooting or other critical incident, a designated individual will focus on providing family members with information and	1. Develop new policy focused on community outreach & transparency related to officer involved shootings. The policy will have the following, among other items:		S-180 days	Support Services Captain, Professional	VPD currently has a policy in place for this (#302). However, we will need to ensure that it is fully and

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35	updates about medical status and subsequent procedural matters. The Chief should plan to offer to meet with family members in the aftermath of an officer-involved shooting as a way of acknowledging loss and sending a broader message of empathy and accountability to the community.	a. A family liaison protocol b. Memorializing Chief's role of meeting with family members after an OIS, as practical c. Memorializing the need for accurate, consistent and objective information sharing by VPD in a timely manner d. Memorializing VPD mandate to schedule a community meeting within days of an OIS			Standards & Training Units	consistently implemented in the event of an OIS. We will update Policy #302 to add a mechanism and requirement that the Chief of Police meet with the family of a decedent after an OIS.
36	Department should review its information-sharing protocols after officer-involved shooting as part of its standard incident response.	e. Directing the release of video evidence as soon as practical & providing a detailed explanation to the public RE: scope, nature and outcomes of internal review				Can be implemented within current staffing but requires project management resources
37	Department should schedule community meetings within days of an officer-involved shooting as part of its standard incident response.					Implementation immediately upon Chief's approval.
38	Department should strive to exceed the newly established requirements for transparency with regard to officer-involved shootings, by	2. Policy review by the Solano County District Attorney 3. Policy review by the City Attorney 4. Policy review & signed by the Police Chief				

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	releasing video evidence as soon as it is practicable and by offering detailed explanations to the public about the scope, nature and outcomes of its internal reviews.	5. Policy reviewed & signed by all VPD sworn personnel 6. Provide Department-wide training on community outreach & transparency related to OIS				

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Priority 1B. This is the proverbial “low hanging fruit”. This reflects actions that require nominal investment and don’t compete with higher priority items. These are helpful in developing momentum and success.

Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
1	Department should persevere with the City in its efforts to develop the proposed new headquarters facility, and look for ways to enhance community access & engagement	<ol style="list-style-type: none"> 1. The Chief’s Advisory Group will tour the building and make recommendations on ways to enhance community access and engagement in the new building. 2. Department should move units into the new building as space becomes completed. Workflow and connectivity to the present building will be considered in the staggered approach to ensure consistency of service and access by the community. 	1b	<p>S-60</p> <p>S-60</p> <p>S-60</p>	Support Services Captain, Police Chief	<p>In-process with significant progress made:</p> <p>The entire design of the new police headquarters is centered on providing exceptional customer service to our community. The design will include a community park/gathering and sitting area near the entrance. There will be a family services and a community engagement room inside.</p>

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Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
						The Police Department liaison will remain engaged with the lead department on this project, Public Works. The liaison will manage timelines and maintain clear communication with the Chief.
2	In considering requests for staffing, the City should pay particular attention to requests designed to add civilians to assist with making police services more accessible such as the lobby and more timely calls for service	<p>Please note the priority of each respective step. We hope the staffing study for the new Police Lobby might meet the “nominal cost” criterion to be within this Priority 1b category. The actual implementation of any staffing would likely be expensive, thus Priority 2.</p> <ol style="list-style-type: none"> 1. Submit one-time budget request to complete staffing needs review of Police Lobby. 2. Complete staffing study to determine the appropriate number of civilian positions for Police Lobby. 	<p>1b</p> <p>1b</p>	S-270	Support Services Bureau Captain, Records Manager	<p>Police Chief Williams already has plans to add new Police Assistant positions to function as CSO's.</p> <p>However, this program depends on the City's evolving fiscal/budgetary position.</p>

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		3. Submit one-time budget request to complete staffing needs review of a successful community resource officer program. 4. Complete staffing study to determine the appropriate number of civilian positions for a CSO program.	2 2		Operations Bureau Captain	
3	City should ensure that VPD has sufficient resources to properly maintain and audit its retained stores of evidence and property.	Please note: the initial step satisfies the criterion for Priority 1b, but the balance reflects Priority 3 or higher depending on the results of the audit. 1. Submit one-time budget request to complete baseline audit of the evidence and property management program. 2. Complete audit if funding is approved. 3. Based on the results of the audit, determine relative priority of its recommendations. 4. If no additional resources are required to effectuate audit recommendations and based on	1b 1b 1b	S-180		VPD has identified funding for an audit of the "Big 3" at Evidence, which are guns, drugs and money. The details of this audit and the date are being worked out by the Investigations Captain and Finance. We have also identified funding for the replacement of our freezer and to add a second

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		<p>the seriousness of them, begin implementation.</p> <p>5. If additional resources are required submit budget request</p> <p>6. Further implementation of audit findings</p>	<p>1b</p> <p>3</p>			<p>freezer which are used to maintain the integrity of our biological evidence.</p> <p>VPD is working on purchasing a new evidence tracking software system to help organize, track, and audit/inventory our evidence.</p> <p>VPD has a CA POST systems audit scheduled in July of this year.</p>
4	Department should explore ways to expose officers to a range of possible work experiences by changing to a rotational system for designated special assignments	<p>1. A rotation policy will be developed for all sworn units of the department.</p> <p>The development and implementation of the policy will have the following:</p> <p>a. Each work unit will provide input on determining</p>	1b	S-120 days	Support Services Bureau & Operations Captains. Police Chief	<p>Implementation of a rotation program is currently in discussion with the COP.</p> <p>Can be implemented within</p>

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		appropriate time within each unit b. A phased approach will be employed during its implementation				current staffing <i>but requires project management resources.</i>
5	Department should commit to strengthening the range and responsiveness of the workforce by continuing to focus on racial, gender and ethnic diversity in its recruiting efforts.	1. The recruiting policy shall be reviewed to assure an emphasis on racial, gender and ethnic diversity in recruiting efforts. Change policy as needed to satisfy this recommendation. 2. The department has hired recruiting firm to assist in effectuating this recommendation. They will provide a plan to satisfy this goal.	1b	S-120	Support Services Bureau Captain, Training Manager	VPD has hired an outside recruiting team and entirely revamped the recruiting, interviewing and hiring process with Human Resources. Our interviews will now include a member(s) of the community. Can be implemented within current staffing <i>but requires project management resources.</i>
21	VPD and the City should clarify the role of legal counsel in the CIRB process so that input on questions of law and liability	1. The Police Chief, City Attorney (CAO) and City Manager will meet & review past practice vis-à-vis	1b	S-30	Chief of Police	These concerns should be addressed by the

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	does not come at the expense of rigorous analysis & necessary remedial measures.	CIRB processes. All parties will reach agreement on future role of CAO in the proposed revised CIRB process mentioned above (Rec. 14-20).				new Administrative Review process and new CIRB process and policy addressed above. Can be implemented within current resources

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Priority 2. Provides capacity to implement public safety best practices including community problem solving, enhanced diversity to more reflect the community and more transparency.

Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
7	As additional resources become available, VPD should develop and deploy crime prevention strategies involving problem solving and community engagement.	1. Officers receive training in community engagement, crime prevention and problem solving during the early stages of this study but prior to implementation.	2	R-360-540	Operations Bureau Captain, Training Unit	<i>In order to implement this recommendation, VPD requires substantially more resources.</i>
8	As additional resources become available, VPD should consider assigning officers to neighborhoods and beats and empower them to devise crime prevention strategies to keep their assigned neighborhoods safe.	2. A staggered implementation plan will be developed to allow for early application as staffing increases. Officers will be encouraged to immediately being applying community engagement, crime prevention and problem-solving strategies as time allows				
29	Department should compile and periodically publicly produce aggregate data about the number of complaints received, the number of internal investigations conducted, and the number and types of uses of force so as to offer greater insight into the nature and effectiveness of its accountability measures.	1. The Internal Affairs Unit will produce a monthly report for the Police Chief—providing data on the number & type of use of force deployed, complaints received & internal investigations conducted. It will also summarize the ultimate conclusion of the Unit for each case.	2	S-360	Support Services and Operations Bureau Captains, Internal Affairs Manager	Steps 1 and 2 can be implemented within current resources. <i>The annual report will require more support resources.</i>

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Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
		<ol style="list-style-type: none"> The Chief will provide a quarterly version of the report mentioned above to the City Manager. Department will produce a public annual report providing data on the number & type of use of force deployed, complaints received & internal investigations conducted along with the ultimate conclusion of the Unit for each case. 		<p>S-120</p> <p>R-360</p>		
45	VPD should work with City leadership to create a model of independent oversight specifically tailored to meet the needs of Vallejo.	<ol style="list-style-type: none"> The framework & function of various types of police auditor programs will be surveyed and reviewed within the context of Vallejo's unique attributes and history. Community input will be sought. Input from the City Council will be sought. A proposed police auditor model will be developed and submitted for City Council review and approval. The preferred model will dictate timing since it may simply include contract model or a new permanent arm of the City government. 	2	R-360	Police Chief	<i>Additional resources required to implement this recommendation.</i>

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Priority 3. Provides an even higher level of capacity, accountability and transparency towards Police Department activities and philosophies, and furthers the building of trust and relations in the community.

Rec. No.	OIR Recommendation	Implementation Steps	Priority (1a-3)	Schedule	Person(s) Responsible	Comments on resource needs and other issues of import
6	Department should find ways to provide promotional opportunities and mentoring for female officers and officers of color.	1. Mentoring opportunities & a training/education program will be developed for all staff with an emphasis toward under-represented groups.	3	S-240 days	Support Services Bureau Captain, Training Unit Manager	<p>A modest version of this program can be accomplished within current resources. <i>A more robust one will require additional resources.</i></p> <p>The VPD recognizes that individuals from different backgrounds bring different skill sets that enhances a policy agency's ability to connect with various community groups</p>

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28	Department should build on its intermittently successful efforts to make complaint notification letters as detailed and useful as possible.	<ol style="list-style-type: none"> Develop a letter template that includes the following: <ol style="list-style-type: none"> Recounting the allegation Description of investigated work completed which the outcome is based on. Conveying a recognition of the complainant's perspective. Chief approves template. Letters will be reviewed by the Professional Standards Manager. 	3	S-180 days	Support Services Captain, Professional Standards Unit	<p>In-process</p> <p>The Professional Standards Lieutenant is already working on this.</p> <p>Can be implemented within current staffing <i>but it requires project management resources.</i></p>
30	Department should develop written internal deadlines to complete an investigation and review process and require supervisory approval for deviation from those deadlines.	<ol style="list-style-type: none"> Policy language will be developed to include: <ol style="list-style-type: none"> A timeline will be developed for completion of each investigation for citizen complaints and IAs. Deviation from timelines will require Manager approval. Professional Stds. Manager will ensure all relevant issues are identified and investigated. 	3	S-180 days	Support Services Bureau Captain, Professional Standards Unit	<p>In-process</p> <p>Professional Standards Manager will monitor investigation status</p> <p>Can be implemented within current staffing <i>but</i></p>
31	Department should evaluate its individual misconduct investigations to ensure that all relevant issues are identified and pursued to a reasonable extent, including					

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32	a written standard requiring formal interviews with witness officers. Department should evaluate its level of discipline for sustained policy violations to ensure that the proper amount of remediation is occurring.	d. Witness officers will be interviewed. e. Bureau Captains will ensure the appropriateness of discipline for sustained policy violations. f. VPD will evaluate the potential use of discipline matrix guideline for common policy violations.				<i>requires project management resources.</i>
33	Department should continue to use the civil claims process as a vehicle for assessment of its own performance and should refrain from allowing liability concerns impede the rigor and thoroughness of this process.	1. Bureau Captains & Chief will be informed of all civil claims by the Risk Manager. 2. All civil claims will be reviewed by the Professional Standards Unit to consider if a violation of policy, procedure or law occurred in relationship to the claim. 3. Training & discipline will be applied as appropriate. 4. VPD will continue to review civil claims with the City Risk Manager.	3	Completed	Support Services Bureau Captain, Professional Standards Unit	Can be implemented within current resources
39	Department and other City Officials should consider new and less contentious ways of dealing with its critics, particularly in the context of	1. VPD will research best practices for positive engagement of critics. 2. VPD should seek to open dialogue with critics.	3	S-240 days	Support Services Bureau Captain,	In-process

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	pending litigation, and should work to ensure that its litigation posture does not interfere with the rigor and objectivity of its administrative reviews.	3. Supervisors should regularly discuss with employees the potential benefit of critics & supporters of the VPD as it relates to understanding the community.		Ongoing Ongoing	Professional Standards Unit	
40	Department should enhance the clarity and accessibility of its website in terms of required information and should consider ways to further utilize the site as a vehicle for informing and engaging the public.	1. VPD will work with the City IT Department to enhance Police website, to include: a. Clear accessible portals on topics of public interest b. Crime prevention c. How to obtain a Police report d. Neighborhood watch e. Types of Police services f. Crime data g. Use of force data h. Online reporting i. Social media j. Abandoned vehicles k. How to file a complaint l. How to compliment good work. Etc. m. How to navigate the hiring process n. Recruiting o. Dear John Program	3	R-180	Support Services Bureau Captain	VPD is developing a new website. Work on this began upon Chief Williams' arrival. This project will likely be completed soon. The new website will be a vast improvement in what is currently in place. Multiple individuals in the department are working on this project to ensure that we are providing exceptional service

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		p. More to be added TBD				to the public via the web. The enhanced website should be a source for engagement--informing but soliciting information as well. <i>Implementation is dependent upon adequacy of IT resources and project management resources within VPD.</i>
41	VPD should engage community members at the interview stage of its promotional process.	1. Chief will recommend community members to participate on current interview panels or on a separate community panel.	3	In-process	Police Chief	This has been implemented by the Chief of Police and HR. The first use of a community member in the

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						<p>promotional process will occur in our upcoming lieutenant promotional process.</p> <p>Can be implemented within current resources</p>
42	VPD should devise additional ways to solicit and encourage feedback from all of its communities regarding the performance of the Department.	<ol style="list-style-type: none"> 1. First-line supervisors will be encouraged to regularly solicit community input on their daily encounters with VPD staff. 2. Information received should inform training plans department-wide. 3. All public gatherings should provide time for soliciting feedback e.g. Coffee with the Cops, Neighborhood Watch, etc. 4. Informal discussions & actual survey should occur at public gatherings. 5. A formal annual survey will be developed and implemented. 	3	<p>S-60</p> <p>S-60</p> <p>S-60</p> <p>S-540</p> <p>S-540</p>	<p>Support Services and Investigations Captains/CSS</p>	<p>The new VPD website will help further our progress on this goal.</p> <p>VPD will develop formal and informal ways to solicit and encourage feedback on performance.</p> <p>Can be implemented within current staffing <i>but</i></p>

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		6. The results of the annual survey will be shared with the public.		S-540		<i>requires project management resources.</i>
43	VPD should devise a feedback loop for its criminal justice partners (including the District Attorney, Sheriff, Judges, Public Defenders, Juvenile Justice Administrators, Probation Officers and Social Workers) regarding performance of its officers and the Department as a whole.	<ol style="list-style-type: none"> 1. A formal survey specific to the CJIS partners will be developed and initiated. 2. The Chief will convene a CJIS meeting for the specific purpose of receiving feedback on VPD performance. 	3	S-540 days	Police Chief	Can be implemented within current staffing <i>but requires project management resources.</i>
44	VPD should develop a way to obtain feedback and input from its community when contemplating major policy changes or public strategies.	<ol style="list-style-type: none"> 1. The Chief will include his Advisory Group into the discussion & review of major policy changes. 	3	S-180	Police Chief	<p>Much of this can be accomplished through the Chief's Advisory Board.</p> <p>Can be implemented within current staffing <i>but requires project management resource.</i></p>

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Management Strategies Group

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