

ATTACHMENT A - DRAFT

City of Vallejo Police Department
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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		
		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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		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.	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	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. #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. Can be implemented

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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.				
16	Department should provide CIRB with greater flexibility to tailor its	b. The Board will consider broad issues, including policy,				

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17	outcome recommendations across a range of possible categories, rather than limiting it to a blanket finding about the incident as a whole. 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.	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.
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 occurring in as meaningful & productive a way as possible.	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
19	Department should develop a separate administrative investigative package, including separate administrative interviews of involved personnel, to help the	f. Establishing appropriate timelines for required				

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20	CIRB to identify & resolve issues related not only to the use of force but also collateral matters that merit formal attention. CIRB should play a direct role in the identification & resolution of individual policy violations or other performance issues associated with a critical incident.	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. 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.				initiated by the COP and will be managed under the AR by Professional Standards. Can be implemented within current staffing <i>but requires project management resources.</i>
22 23	Department should develop a protocol in which every use of force receives formal review. Department should ensure that the assistance of the Force Options team with officer report-writing does not become a tool for retroactive justification of questionable force deployments or	1. Review and possibly revise current use of force policy and related procedures to ensure conformance with Recommendation. Every use of force incident will receive the following: a. An officer report that documents transparently	1a	R-180 days Implementation will occur immediately after Police	Support Services Bureau Captain, Force Options Team and Training Unit	In-process with significant progress made: VPD has instituted the use of the Blue Team Program for Use of Force Review. In

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24	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.	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.		approves new policy		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				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 gathering by supervisors where applicable, into this process.	e. A supervisor & managerial review to determine whether de-escalation techniques were considered or implemented prior to the application of force.				We have also implemented a
27	Department should create formal mechanisms for documenting and tracking any action items that emerge from this process, in order to ensure appropriate follow-through.	2. Create a tracking system for follow up action items due to				

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		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				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>

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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
		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.

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7 8	As additional resources become available, VPD should develop and deploy crime prevention strategies involving problem solving and community engagement. 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.	1. Officers receive training in community engagement, crime prevention and problem solving during the early stages of this study but prior to implementation. 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	2	R-360-540	Operations Bureau Captain, Training Unit	<i>In order to implement this recommendation, VPD requires substantially more resources.</i>
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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		2. The Chief will provide a quarterly version of the report mentioned above to the City Manager. 3. 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.		S-120 R-360		
45	VPD should work with City leadership to create a model of independent oversight specifically tailored to meet the needs of Vallejo.	1. 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. 2. Community input will be sought. 3. Input from the City Council will be sought. 4. 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"> 1. Develop a letter template that includes the following: <ol style="list-style-type: none"> a. Recounting the allegation b. Description of investigated work completed which the outcome is based on. c. Conveying a recognition of the complainant's perspective. 2. Chief approves template. 3. 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 31	<p>Department should develop written internal deadlines to complete an investigation and review process and require supervisory approval for deviation from those deadlines.</p> <p>Department should evaluate its individual misconduct investigations to ensure that all relevant issues are identified and pursued to a reasonable extent, including a written standard requiring formal interviews with witness officers.</p>	<ol style="list-style-type: none"> 1. Policy language will be developed to include: <ol style="list-style-type: none"> a. A timeline will be developed for completion of each investigation for citizen complaints and IAs. b. Deviation from timelines will require Manager approval. c. 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>

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32	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.	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.	1. The Chief will include his Advisory Group into the discussion & review of major policy changes.	3	S-180	Police Chief	Much of this can be accomplished through the Chief's Advisory Board. Can be implemented within current staffing <i>but requires project management resource.</i>

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Management Strategies Group

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