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
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.
We are making progress.
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.

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.

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.

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.
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

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
2nd Most Violent Calls Per Officer

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](https://ucr.fbi.gov/nibrs/2018)
Proposed Implementation Steps

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

**Proposed Process**

1. **PRIORITY #1**
   - Protect the Community
2. **PRIORITY #2**
   - Build Trust and Communication
3. **PRIORITY #3**
   - 21st Century Policing

**3rd Party Audit:**
- 45 Recommendations

**Community and Key Stakeholder Input**

**Partnership with DOJ**

**IMPLEMENTATION**
Implementation Steps

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.
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.

PRIORITY #1
Protect the Community

PRIORITY #2
Build Trust and Communication

PRIORITY #3
21st Century Policing
Six Pillars of 21st Century Policing

1. **PILLAR 1**
   - Building Trust & Legitimacy

2. **PILLAR 2**
   - Policy & Oversight

3. **PILLAR 3**
   - Technology & Social Media

4. **PILLAR 4**
   - Community Policing & Crime Reduction

5. **PILLAR 5**
   - Training & Education

6. **PILLAR 6**
   - Officer Wellness & Safety

Exceptional Service Model

**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**
- 1.7 sworn officers per 1,000 residents
- Would equal 207 sworn officers

**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

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

**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.
Questions?
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.

6/11/2020
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.

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<tr>
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| 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.  
2. The “new approach” is further described in Steps related to Rec’s. 10-11 below.  
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.  
4. Identify mandated incidents that require review, for example “use-of-force”.  
5. Policy language review by the City Attorney’s Office.  
6. Policy reviewed and signed by the Chief of Police. | 1a | Completed  
Completed  
First audits completed in 90 days  
Ongoing thereafter | All VPD Captains, Professional Standards & Training Units | Can be implemented within current staffing but requires project management resources. |
| 10       | Department should implement a graduated program of accountability to ensure that officers are complying with the expectations of the new policy. | | | | | |
| 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. | | | | | Expand on adopted policy to ensure its Implementation furthers the dual goals of transparency & accountability. It should include a graduated program of accountability. |

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<td>7.</td>
<td>Policy reviewed &amp; signed by all Police sworn personnel.</td>
<td>Completed</td>
<td>1a</td>
<td>S-360 days</td>
<td>Support Services Bureau Captain, Professional Standards</td>
<td>VPD implemented the Axon Performance portion of the Axon system which provides robust data on BWC usage and stats.</td>
</tr>
<tr>
<td>8.</td>
<td>Provide training to employees on the use of the technology and its relative priority of transparency and meaningful accountability.</td>
<td>Completed</td>
<td>1a</td>
<td>S-360 days</td>
<td>Support Services Bureau Captain, Professional Standards</td>
<td>VPD now has a shall activate BWC policy.</td>
</tr>
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<td>12</td>
<td>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.</td>
<td>1. Develop policy language with clear emphasis on same shift interviews as the standard for both criminal &amp; administrative investigations.</td>
<td>1a</td>
<td>S-360 days</td>
<td>Support Services Bureau Captain, Professional Standards</td>
<td>VPD will establish criteria and policy for how often the supervisor BWC reviews will occur. #12: VPD is unable to make this change under the current Solano County Fatal Incident Protocol.</td>
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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.

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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 |
### 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.

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<td>14</td>
<td>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. 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). Department should provide CIRB with greater flexibility to tailor its 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. 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,</td>
<td>1a</td>
<td>S-180 days</td>
<td>Support Services Bureau Captain, Internal Affairs Manager</td>
<td>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</td>
<td></td>
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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.
## 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.

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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.  
   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.  
   f. Establishing appropriate timelines for required | | | 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 was as possible. | | | | | 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 | | | | | |

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<td>20</td>
<td>CIRB to identify &amp; 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 &amp; resolution of individual policy violations or other performance issues associated with a critical incident.</td>
<td>debriefings, recommendations and remediation. &lt;br&gt; g. The identification of policy violations and other performance issues. &lt;br&gt; h. Board actions will be recorded in an Administrative Investigation Report issued by Internal Affairs. &lt;br&gt; 2. New policy language to effectuate the above will be reviewed by the City Attorney’s Office. &lt;br&gt; 3. New policy will be reviewed and signed by the Police Chief.</td>
<td>1a</td>
<td>R-180 days</td>
<td>Support Services Bureau Captain, Force Options Team and Training Unit</td>
<td>initiated by the COP and will be managed under the AR by Professional Standards. Can be implemented within current staffing but requires project management resources.</td>
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<td>22</td>
<td>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</td>
<td>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: &lt;br&gt; a. An officer report that documents transparently</td>
<td>1a</td>
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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.

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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.

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<td>1</td>
<td>Department should persevere with the City in its efforts to develop the proposed new headquarters facility, and look for ways to enhance community access &amp; engagement</td>
<td>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.</td>
<td>1b</td>
<td>S-60</td>
<td>Support Services Captain, Police Chief</td>
<td>In-process with significant progress made: 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.</td>
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| 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 | 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.  
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. | 1b | S-270 | Support Services Bureau Captain, Records Manager | Police Chief Williams already has plans to add new Police Assistant positions to function as CSO’s. However, this program depends on the City’s evolving fiscal/budgetary position. |

**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.

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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.

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| 4       | Submit one-time budget request to complete staffing needs review of a successful community resource officer program. | 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 the initial step satisfies the criterion for Priority 1b, but the balance reflects Priority 3 or higher depending on the results of the audit. | 1b             | S-180     | Operations Bureau Captain | 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 |
| 3       | City should ensure that VPD has sufficient resources to properly maintain and audit its retained stores of evidence and property. | 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 |                                                                                  |
<p>|         |                                                                                     | Please note: |                                                                                       |                                                                                      |</p>
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<td>the seriousness of them, begin implementation. 5. If additional resources are required submit budget request 6. Further implementation of audit findings</td>
<td>1b</td>
<td>3</td>
<td></td>
<td>freezer which are used to maintain the integrity of our biological evidence. VPD is working on purchasing a new evidence tracking software system to help organize, track, and audit/inventory our evidence. VPD has a CA POST systems audit scheduled in July of this year.</td>
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<td>4</td>
<td>Department should explore ways to expose officers to a range of possible work experiences by changing to a rotational system for designated special assignments</td>
<td>1. A rotation policy will be developed for all sworn units of the department. The development and implementation of the policy will have the following: a. Each work unit will provide input on determining</td>
<td>1b</td>
<td>S-120 days</td>
<td>Support Services Bureau &amp; Operations Captains. Police Chief</td>
<td>Implementation of a rotation program is currently in discussion with the COP. Can be implemented within</td>
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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.**

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| 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 help 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 but requires project management resources. |
| 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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## Priority 1B

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<td></td>
<td>does not come at the expense of rigorous analysis &amp; necessary remedial measures.</td>
<td>CIRB processes. All parties will reach agreement on future role of CAO in the proposed revised CIRB process mentioned above (Rec. 14-20).</td>
<td></td>
<td></td>
<td>new Administrative Review process and new CIRB process and policy addressed above. Can be implemented within current resources</td>
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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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<td>7</td>
<td>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.</td>
<td>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.</td>
<td>2</td>
<td>R-360-540</td>
<td>Operations Bureau Captain, Training Unit</td>
<td>In order to implement this recommendation, VPD requires substantially more resources.</td>
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<td>8</td>
<td>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.</td>
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<td>29</td>
<td>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.</td>
<td>1. The Internal Affairs Unit will produce a monthly report for the Police Chief—providing data on the number &amp; type of use of force deployed, complaints received &amp; internal investigations conducted. It will also summarize the ultimate conclusion of the Unit for each case.</td>
<td>2</td>
<td>S-360</td>
<td>Support Services and Operations Bureau Captains, Internal Affairs Manager</td>
<td>Steps 1 and 2 can be implemented within current resources. The annual report will require more support resources.</td>
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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.

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<td>6</td>
<td>Department should find ways to provide promotional opportunities and mentoring for female officers and officers of color.</td>
<td>1. Mentoring opportunities &amp; a training/education program will be developed for all staff with an emphasis toward under-represented groups.</td>
<td>3</td>
<td>S-240 days</td>
<td>Support Services Bureau Captain, Training Unit Manager</td>
<td>A modest version of this program can be accomplished within current resources. A more robust one will require additional resources. 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</td>
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| 28      | Department should build on its intermittently successful efforts to make complaint notification letters as detailed and useful as possible. | 1. Develop a letter template that includes the following:  
   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 | In-process  
The Professional Standards Lieutenant is already working on this.  
Can be implemented within current staffing but it requires project management resources. |
| 30      | Department should develop written internal deadlines to complete an investigation and review process and require supervisory approval for deviation from those deadlines.  
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. | 1. Policy language will be developed to include:  
   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 | In-process  
Professional Standards Manager will monitor investigation status  
Can be implemented within current staffing but |

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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. | 3 | Completed | Support Services Bureau Captain, Professional Standards Unit | requires project management resources. |
| 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 | 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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<td>3</td>
<td>Supervisors should regularly discuss with employees the potential benefit of critics &amp; supporters of the VPD as it relates to understanding the community.</td>
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<td>Ongoing</td>
<td>Ongoing</td>
<td>Professional Standards Unit</td>
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<td>40</td>
<td>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.</td>
<td>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</td>
<td>3</td>
<td>R-180</td>
<td>Support Services Bureau Captain</td>
<td>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.</td>
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*ATTACHMENT A - DRAFT*

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<td>41</td>
<td>VPD should engage community members at the interview stage of its promotional process.</td>
<td>1. Chief will recommend community members to participate on current interview panels or on a separate community panel.</td>
<td>3</td>
<td>In-process</td>
<td>Police Chief</td>
<td>This has been implemented by the Chief of Police and HR. The first use of a community member in the</td>
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| 42       | VPD should devise additional ways to solicit and encourage feedback from all of its communities regarding the performance of the Department. | 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 | S-60 | Support Services and Investigations Captains/CSS | The new VPD website will help further our progress on this goal.  
VPD will develop formal and informal ways to solicit and encourage feedback on performance.  
Can be implemented within current staffing but |
### Priority 3

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<td>6.</td>
<td>The results of the annual survey will be shared with the public.</td>
<td></td>
<td></td>
<td>S-540</td>
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| 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 but requires project management resources. |
| 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 days | Police Chief | Much of this can be accomplished through the Chief’s Advisory Board.  
Can be implemented within current staffing but requires project management resource. |
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