

Progress Update: OIR Group Recommendations

CHIEF OF POLICE SHAWNY WILLIAMS

MAY 2022



Agenda

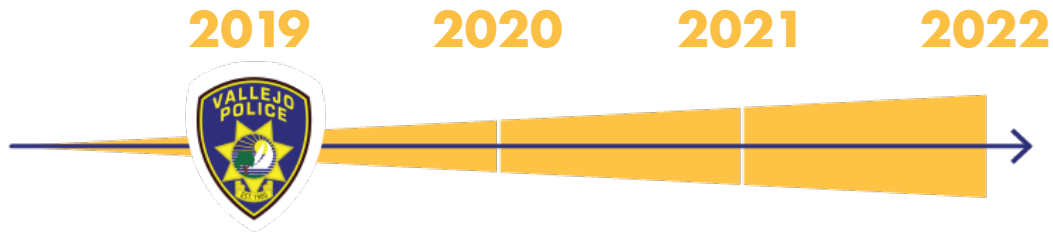
- History & Why We're Here
- Cal DOJ Collaborative Reform Process
- Progress Update
- Conclusion



History & Why We're Here



VALLEJO POLICE DEPARTMENT



VPD's current focus on improvements goes back to at least 2019 when:

The external 3rd party audit by the OIR Group began.

Community input was central to my own hiring.

VPD began working with California Department of Justice.



Progress continued in 2020:

OIR Group published its report: *Independent Assessment Of Operations, Internal Review Systems, And Agency Culture*

- Included 45 recommendations

VPD began a 3-year collaborative agreement with the California DOJ Agreement (Cal DOJ)

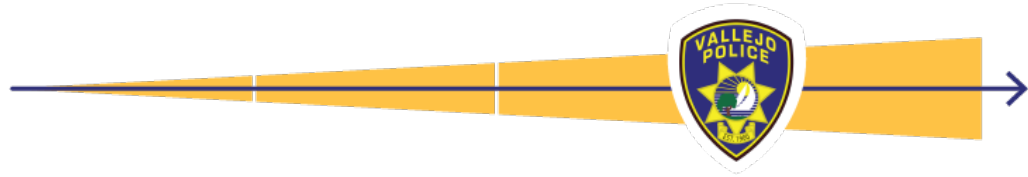
- Cal DOJ serves as an independent reviewer of VPD's implementation of the OIR Group's recommendations.

2019

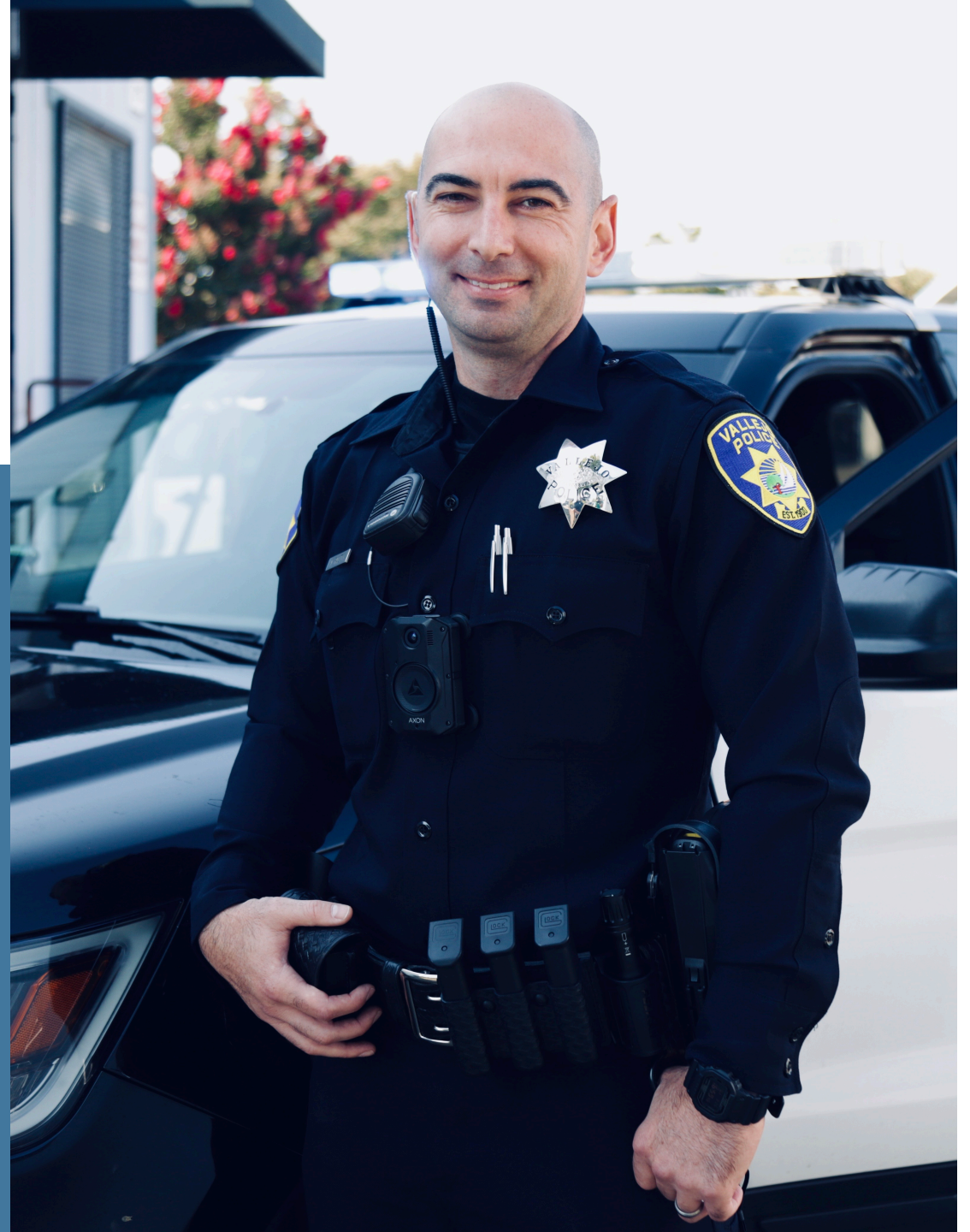
2020

2021

2022



Today we look back on 2021 and the status of the OIR Group recommendations.



Cal DoJ Collaborative Reform Process



VALLEJO POLICE DEPARTMENT

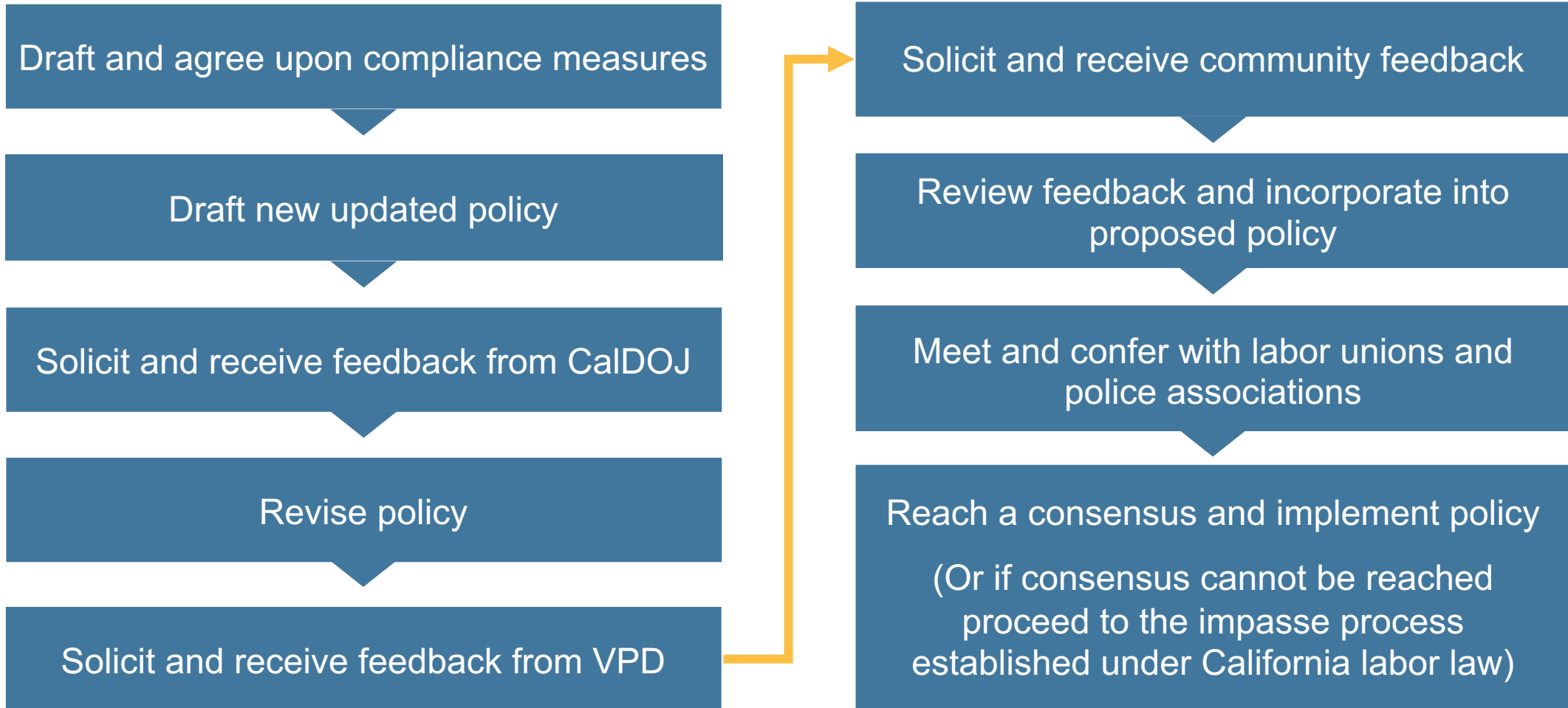


Measuring Progress and Success

- VPD collaborated with Cal DOJ on the foundational work of clearly defining compliance measures.
- Each of the 45 OIR Recommendations has two to nine compliance measures.
- This provides a clear understanding of the steps needed to achieve success.



Collaborative Effort with Cal DoJ






Progress Update



VALLEJO POLICE DEPARTMENT








Staffing & Infrastructure

-  **Recommendation 1:** The Department should persevere with the City in its efforts to develop the proposed new headquarters facility and look for ways to enhance community access and engagement.
-  **Recommendation 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.
-  **Recommendation 3:** The City should ensure that VPD has sufficient resources to properly maintain and audit its retained stores of evidence and property.

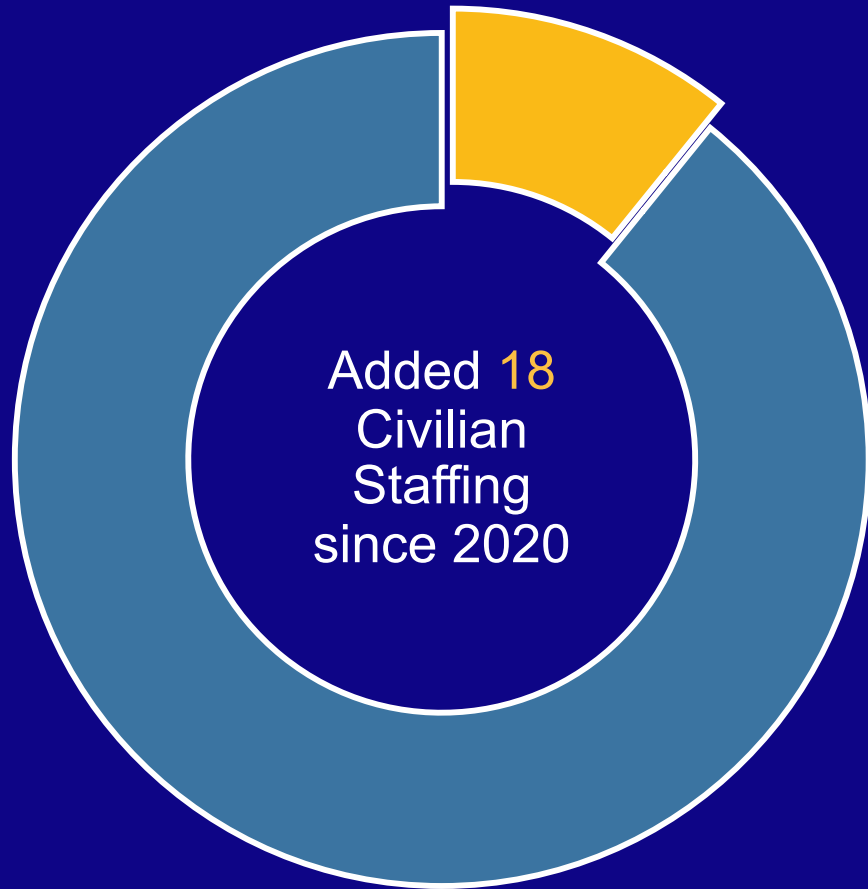
Progress Highlights:

- POST Evidence and Property Study conducted in August of 2020
- Increased civilian staffing

Legend:


-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

Increased Civilian Staffing




- 1 Public Information Officer
- 1 Administrative Analyst II
- 1 Administrative Analyst I
- 1 Crime Analyst
- 1 Executive Secretary
- 1 Forensic Analyst
- 2 Police Clerks
- 1 Records Manager
- 9 Police Assistants








Recruiting & Hiring

 **Recommendation 4:** The Department should explore ways to expose officers to a range of possible work experiences by changing to a rotational system for designated special assignments.

 **Recommendation 5:** The Department should commit to strengthening the range and responsiveness of its workforce by continuing to focus on racial, gender, and ethnic diversity in its recruiting efforts.

 **Recommendation 6:** The Department should find ways to provide promotional opportunities and mentoring for female officers and officers of color.

Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

Progress Highlights:








- New recruitment process that actively promotes diversity and inclusion.
- Early adoption of the nationwide 30X30 initiative focusing on women in policing (30% by 2030).



Innovative Policing Models

- Recommendation 7:** As additional resources become available, VPD should develop and deploy crime prevention strategies involving problem solving and community engagement.
- Recommendation 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.

Legend:

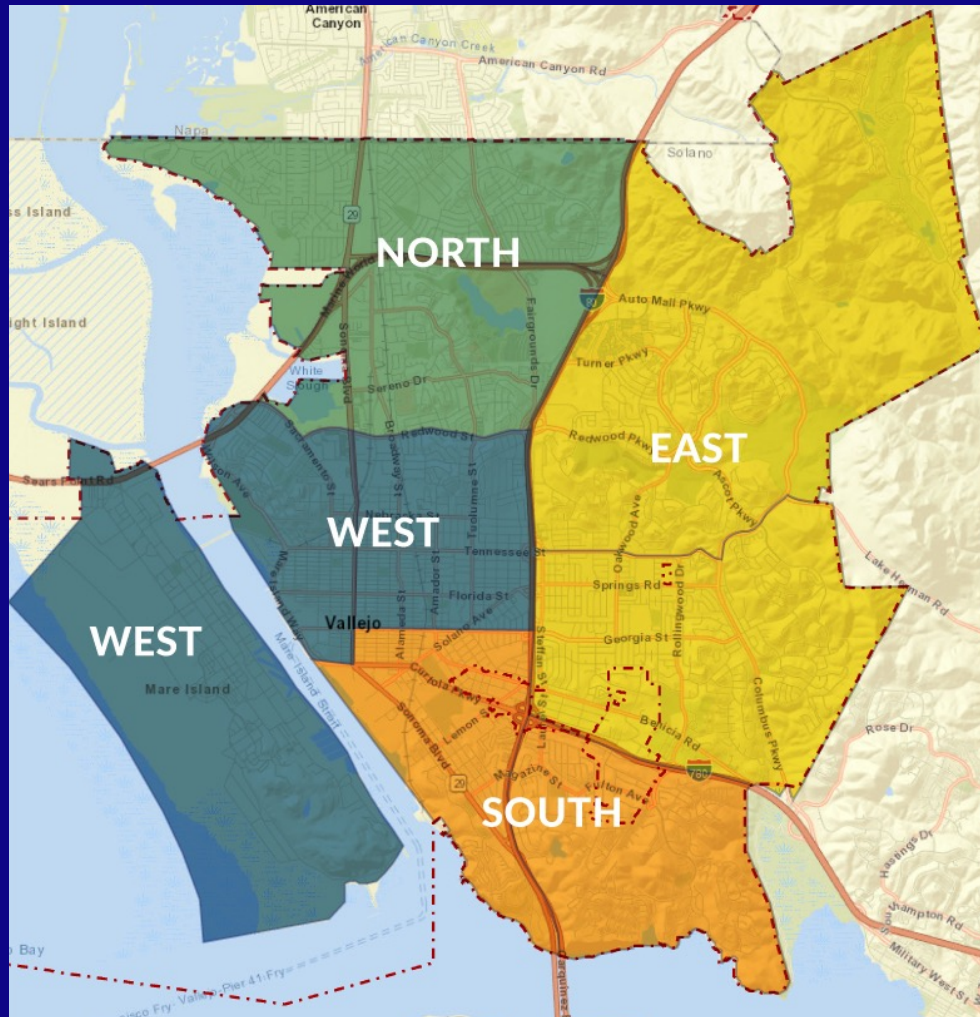
-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

Progress Highlights:

- In 2020, launch of Operation PEACE (Predictive Enforcement and Community Engagement) and Community Task Force.
- Grant awarded in 2021 to fund Project HOPE (Harm-Focused Outreach Prevention and Education).
- Mobile Mental Health Unit
- New VPD Service Area Model



New VPD Service Area Model



EAST



Lieutenant Knight
East.Lieutenant@cityofvallejo.net

SOUTH



Lieutenant Bautista
South.Lieutenant@cityofvallejo.net

WEST



Lieutenant Ramrakha
West.Lieutenant@cityofvallejo.net




NORTH



Lieutenant Darden
North.Lieutenant@cityofvallejo.net










Body-Worn Cameras

-  **Recommendation 9:** The Department should use the adoption of a new, stricter activation requirement as the foundation for a new approach to its body-worn camera technology.
-  **Recommendation 10:** The Department should implement a graduated program of accountability to ensure that officers are complying with the expectations of the new policy.
-  **Recommendation 11:** The 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.

Progress Highlights:


- Enhanced Body-Worn Camera Policy refreshed in early 2020.
- Draft Random Review Policy submitted to DOJ.


Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance










OIS and Critical Incident Review

 **Recommendation 12:** The Department should ensure that officers involved in a shooting are interviewed – either criminally or administratively – prior to the end of the shift in which the shooting occurred.

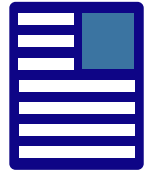
 **Recommendation 13:** The Department should obtain a pure statement in an interview setting from officers involved in a shooting prior to their initial viewing of any recorded evidence from the incident and work to change any County-wide protocols that conflict with best practices.

Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance








Progress Highlights:


- New Officer Involved Fatal Incident Protocol (launched in 2020 in partnership with the Solano County District Attorney's Office).
- Establishment of newly-formed Solano County Major Crimes Task Force.





Admin Review Process


Legend:

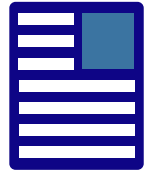
-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

 **Recommendation 14:** The Department should change its protocol for reviewing critical incidents by empowering Professional Standards Division, working in conjunction with the Critical Incident Review Board, to conduct a holistic review and 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.

 **Recommendation 15:** The Department should guide the CIRB's analysis by requiring specific findings in each of the following categories: pre-event planning and decision-making, tactics, and post-event response (including timely transition to rescue mode).


 **Recommendation 16:** The Department should provide the 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.


 **Recommendation 17:** The 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.




Admin Review Process

(Continued)








 **Recommendation 18:** The 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 remediations are occurring in as meaningful and productive a way as possible.

 **Recommendation 19:** The Department should develop a separate administrative investigative package, including separate administrative interviews of involved personnel.

 **Recommendation 20:** The CIRB should play a direct role in the identification and resolution of individual policy violations or other performance issues associated with a critical incident.

 **Recommendation 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 does not come at the expense of rigorous analysis and necessary remedial measures.








Legend:







-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance



Other Uses of Force

Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

-  **Recommendation 22:** The Department should develop a protocol for standardizing a specific and documented supervisory evaluation of every use of force.
-  **Recommendation 23:** The 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 a basis for truncating appropriate scrutiny.
-  **Recommendation 24:** The 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 considerations were identified.
-  **Recommendation 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.
-  **Recommendation 26:** The Department should incorporate its current policies for supervisory review, including detailed evidence gathering by supervisors where applicable, into this process.
-  **Recommendation 27:** The Department should create formal mechanisms for documenting and tracking any action items that emerge from this process to ensure appropriate follow-through.

Progress Highlight:

Use of Force Policy updated in March 2020. Use of Force Analysis Dashboard updated annually.

Policy Changes on De-Escalation & Restraint



Mandatory Body Worn Camera Activation








Creation of a De-Escalation and Sanctity of Life Policy










Ban on Chokehold/Neck Restraint Policy

Complaints / Allegations of Misconduct

-  **Recommendation 28:** The Department should build on its intermittently successful efforts to make complaint notification letters as detailed and useful to recipients as possible.
-  **Recommendation 29:** The Department should compile and periodically publicly produce aggregate data about the number of civilian complaints received, the number of internal investigations conducted, and the number and type of uses of force to offer greater insight into the nature and effectiveness of its accountability measures.
-  **Recommendation 30:** The Department should develop written internal deadlines to complete an investigation and review process and require supervisory approval for deviation from those deadlines.
-  **Recommendation 31:** The 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.
-  **Recommendation 32:** The Department should evaluate its levels of discipline for sustained policy violations to ensure that the proper amount of remediation is occurring.


Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance








Progress Highlight: Launch of VPD Accountability and Transparency webpage in February 2021.



Other Review Protocols

 **Recommendation 33:** The 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.

Legend:








-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance











OIS Community Outreach / Transparency

Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

-  **Recommendation 34:** The 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 updates about medical status and subsequent procedural matters.
-  **Recommendation 35:** 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.
-  **Recommendation 36:** The Department should review its information-sharing protocols after officer-involved shootings to ensure that its approach is giving proper weight to accuracy, consistency, and objectivity.
-  **Recommendation 37:** The Department should schedule community meetings within days of an officer-involved shooting as part of its standard response.
-  **Recommendation 38:** The Department should strive to exceed the newly established requirements for transparency regarding officer-involved shootings, by 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.
-  **Recommendation 39:** The Department and other City officials should consider new and less contentious ways of dealing with its critics, particularly in the context of pending litigation, and should work to ensure that its litigation posture does not interfere with the rigor and objectivity of its administrative reviews.








Progress Highlight:





- New Officer Involved Fatal Incident Protocol (launched in 2020 in partnership with the Solano County District Attorney's Office).
- Establishment of newly-formed Solano County Major Crimes Task Force.



Transparency & Community Engagement

Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance

-  **Recommendation 40:** The 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.
-  **Recommendation 41:** VPD should engage community members at the interview stage of its promotional process.
-  **Recommendation 42:** VPD should devise additional ways to solicit and encourage feedback from all its communities regarding the performance of the Department.
-  **Recommendation 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 the performance of its officers and Department as a whole.

Progress Highlight:

- New VPD website launched in 2020.
- Process established in June 2020 to include community leaders in the selection of VPD officers.
- Currently exploring new processes/platforms for regular community surveys.










Independent Oversight

Recommendation 44: VPD should develop a way to obtain feedback and input from its community when contemplating major policy changes or public safety strategies.

Recommendation 45: VPD should work with City leadership to create a model of independent oversight specifically tailored to meet the needs of Vallejo.

Legend:

-  Proposed Policy
-  Under Review
-  Draft Policy
-  Dept. & Public Input
-  Meet & Confer
-  City Implementation
-  DoJ Compliance






Progress Highlights:

- Currently working with Common Ground and the City Council to explore a Citizen Advisory Group or a hybrid Independent Auditor/Citizen Advisory Group.



Seeing the Outcomes

POSITIVE DECREASES

-  **33%** Decrease in Use of Force
-  **40%** Decrease in Claims
-  **60%** Decrease in Complains
-  **9%** Decrease in Violent Crimes
-  **9%** Decrease in Shootings

POSITIVE INCREASES

-  Increase in communication and transparency with the community
-  Increase in collaboration with community partnerships
-  Increase in Grant Funding:
 - **\$900K** in mobile mental health response
 - **\$1M** for Community Violence Intervention funding for Early Childhood Education, Youth Employment, and Trauma Informed Care Services
 - **\$286K** for Mental Health Capacity Building

Conclusion/Next Steps

- Continuing work in collaboration with Cal DOJ to reach compliance/success
- Community engagement & feedback
- Progress updates to City Council biannually moving forward





We remain committed to continuously improving in order to best serve the Vallejo community.



VALLEJO POLICE DEPARTMENT

Questions?



VALLEJO POLICE DEPARTMENT