

**CITY OF VALLEJO AD-HOC CITIZENS
PUBLIC SAFETY ADVISORY COMMITTEE**

**REPORT TO THE
CITY COUNCIL PUBLIC SAFETY COMMITTEE**

December 12, 2012

TABLE OF CONTENTS

I. Background

Ad-Hoc Citizens Public Safety Advisory Committee	Page 3
--	--------

II. Priority Area 1 Recommendations

Review of best practices in other cities of police and fire departments in terms of efficient operations, revenue generation, reducing calls for service, crime suppression, increasing police presence, and enhancing technology to reduce crime and create a safer community.

A. Efficient Operations – Use of Volunteers	Page 4
B. Efficient Operations – Training	Page 6
C. Efficient Operations Fire Department – Deputy Fire Chief	Page 7
D. Efficient Operations Fire Department – Financial Analyst	Page 11
E. Efficient Operations Fire Department – Rescue Unit	Page 12
F. Efficient Operations Fire Department – Staffing	Page 13
G. Revenue Generation	Page 14
H. Reducing Calls for Police Services	Page 15
I. Crime Suppression	Page 16
J. Increasing Police Presence	Page 17
K. Enhancing Technology	Page 19
L. Method/Alternatives for Handling Cold Calls for Service	Page 22
M. 5-year Crime Reduction Plan	Page 23
N. Plan for Law Enforcement in the Downtown Area	Page 24
O. AB109 (Assembly Bill 109) – 2011 State Prison Realignment Bill	Page 25
P. Public Safety Community Partnership	Page 26
Q. Media	Page 27
R. Public Safety Transparency	Page 28
S. Public Safety Procedure Access	Page 29

III. Priority Area 2 Recommendations

Review of best practices in other cities of Citizens Police Commissions, including approaches, powers, limitations and the impact of various models of citizen review	Page 30
---	---------

IV. Priority Area 3 Recommendations

Review of current and future trends in public safety compensation methodology	Page 43
--	---------

BACKGROUND

The committee was established pursuant to city council Resolution No. 12-050 N.C.

The committee met on Wednesdays, generally on a bi-weekly basis, at 6:30pm in the Vallejo City Council Chambers located at City Hall. The Committee meetings were advertised and televised.

Committee Members

- Kathy Beistel
- Karol Heppe
- Kevin Kelley
- Joanne Schivley (Chair)
- Robert Schussel (Vice-Chair)
- William Tweedy
- Burky Worel
- Sidney DeJesus (Police Department representative – non-voting)
- Pat Dunn (Fire Department representative – non-voting)

City Council Liaisons:

- Mayor Osby Davis
- Vice Mayor Stephanie Gomes

City Staff:

- Craig Whittom, Assistant City Manager
- Alan Cohen, Assistant City Attorney

Sources for further information

A website was created to contain the agendas, speaker presentations and significant information gathered by the Committee through its research. The information is located on the City of Vallejo website under City Hall > City Government > City Clerk > Ad-Hoc Citizens Public Safety Advisory Committee. For a link to this information [click here](#).

Priority Area 1 – Issue A

Efficient Operations – Use of Volunteers

Recommendation

1. Establish a coordinated volunteer program in the Police Department and Fire Department. Trained volunteers can perform tasks presently assigned to paid personnel including, but not limited to: clerical support, data entry, alarm billings (eliminating current paid outsourcing), fingerprinting, couriers, department tours (improving community relations), checking on seniors and homes whose occupants are vacationing, parking enforcement, surveillance camera monitoring, and code enforcement.
2. Hire a full-time Special Services Supervisor to manage a program similar to Vacaville's "Volunteers in Public Service". Cost of program manager approximately \$65,000 to \$90,000, plus volunteer costs of approximately \$5,000 to produce savings of \$516,000.

Background

There are approximately 30 active volunteers in the Vallejo Police Department, with many other residents who would like to become volunteers. There are at least 46 activities for which volunteer services could be utilized. The program is currently managed by multiple sworn police personnel, in addition to their 'regular jobs'.

Many citizens have expressed interest in volunteering to assist the city. Due to the lack of any coordinated program, the city has not been able to take advantage of their offers. Individual city departments do not have the time, expertise or other resources to create and administer an effective volunteer program.

Sources for further information

- Vacaville Special Services Supervisor Susanne Johnson's Presentation on Volunteers in Police Service
- Solano County Sheriff Gary Stanton's Presentation on Sheriff's Active Volunteer Experience Presentation
- Attached: Vallejo Volunteer Tasks vs. Vacaville Volunteer Tasks

Checklist

VALLEJO VOLUNTEER JOBS	VACAVILLE VOLUNTEER JOBS
bike safety aide	crime analysis
cadet aide	crime free housing
child care for victims & witnesses	crime prevention
city hall patrol	records
collateral assignment	livescan/fingerprinting
community policing aide	VCERT
computer skills tutor	emergency & special callouts
crime data liaison	graffiti task force
crime prevention aide	mail run
crime stoppers aide	park and bike patrol
disaster hotline	senior wellness & vacation checks
domestic violence information aide	department tours
emergency contact file coordinator	parking enforcement
graffiti monitor	training academy
internet aide	K-9 agitator
investigations aide	patrol assistant
language interpreter	citizen ride alongs
lobby greeter	F.I.R.S.T.
mail run/car wash	narcotic enforcement team
megans law aide	investigative services
missing persons follow up	property & evidence
most wanted program aide	video live feed monitoring
newsletter editor	youth services
newsletter graphics	alarms
newsletter photos	clerical assistance
parking enforcement	D.A. runner
pawnshop detail	animal services
police facility tour guide	afternoon patrols
police historical museum aide	night patrols
police librarian	patrol code compliance
police probation team aide	
police services evaluation aide	
police training role aide	
program evaluation and audits aide	
sexual assault investigations unit aide	
sub station aide	
technical materials aide	
toy and food collection liaison	
traffic assistance detail	
video aide	
video librarian	
volunteer administrative aide	
volunteer background investigator	
volunteer training coordinator	
volunteer website development team	

Priority Area 1 – Issue B

Efficient Operations – Training

Recommendation

1. To balance public and officer safety, provide training to reduce fatalities in, and the number of, officer involved shootings.
2. Require use of body cameras and car cameras to reduce funds expended on Claim Settlements and Lawsuits.
3. Institute program to reduce payments for Workers Compensation Claims.
4. Bolster and expand existing wellness programs.

Background

In the last six fiscal years the city has settled 291 claims involving public safety for a total of \$714,255. In the past (**information to be inserted**) years the city has lost (**information to be inserted**) lawsuits involving public safety for a total of \$(**information to be inserted**). Incidents recorded on body and car cameras will provide irrefutable evidence of occurrences which will significantly reduce payouts on claims and lawsuits. “A progressive city should view a highly resourced and trained police force as the appropriate cost of doing business rather than using public funds to establish an annual line item for legal settlements,” excerpted from International Association of Police Chiefs report.

From 2000 through 2011, 1,204 public safety Workers Compensation claims cost the city \$23,306,216. Explore programs that may lower this expense.

Provide training in domestic violence, dealing with the mentally ill, hate crimes, conflict resolution, diversity in the workplace, community relations and community policing skills, etc.

Sources for further information

- City of Vallejo Records
- Report from the International Association of Chiefs of Police

Priority Area 1 – Issue C

Efficient Operations Fire Department – Deputy Fire Chief

Recommendation

Authorize the Fire Chief to refill of one of the two Deputy Fire Chief positions to maximize efficient operations.

Background

Virtually all city departments and services experienced extreme reductions in funding during the economic crisis which began in 2007. Public safety services, which are a majority of city personnel expenditures, consequently experienced the lion's share of funding reductions. Fire Suppression, or those personnel available on a twenty four hour basis to respond to emergencies was reduced by 45%, resulting in the closure of half of the city's eight neighborhood Engine Companies. Funding for anything beyond the most basic of services such as Special Operations, technical rescue, disaster preparedness and the city's fireboat were eliminated.

The Fire Prevention Division was reduced over 50%. The Division is responsible for plan checking new construction projects, conducting life, safety and business inspections as well as conducting investigation of suspicious fires or arson events.

The Fire Training Division, which is charged with all programs to maintain organizational compliance with federal and state mandated training requirements of the entire staff of existing personnel, as well as new recruit firefighters, has been reduced 60%. The Training Division also manages daily paramedic operations, keeps the paramedic program compliant with county EMS requirements, and provides ongoing training for the emergency medical services program. Under current staffing, it has been virtually impossible to dedicate the necessary efforts in disaster preparedness and public response programs such as the CERT Program.

All divisions and personnel in the Fire Department are ultimately responsible and accountable to, the Fire Chief's Office. The Fire Chief's Office is responsible for the operations of all divisions and personnel. The Fire Chief provides overall direction and monitors the progress of all personnel and efforts of the organization. The Fire Chief's Office experienced a personnel reduction of over 70%.

Prior to the economic downturn, the Fire Chief had the direct assistance of two Deputy Fire Chiefs: one charged with Administration, Personnel and Fire Prevention, the other with Operations and Training Divisions. The Administrative Deputy Fire Chief also had the assistance of an Administrative Analyst to monitor allocations and funding. All of these positions were among those eliminated and never refilled.

Current Challenges

Besides the Fire Chief, the only staff officer who is not subject to the immediate response to emergency incidents is the department's Training Officer. The Training Officer however is

charged with the organization's ongoing training, emergency medical services, community services such as the CERT and reserve firefighter programs, as well as the constant evaluation of 16 probationary and apprentice firefighters. Along with these duties are the associated significant documentation requirements which the Training Officer must complete and maintain without the support of even a single secretarial or clerical assistant.

The current command structure of the Vallejo Fire Department consists of five command officers, including the Fire Chief. Besides the Training Officer, there are three Battalion Chiefs, one for each shift of 24 hour duty supervising the five engine companies and one truck company staffed with a combined total of eighteen firefighters per shift. The net effect is there is very little administrative ability for these personnel outside that which is essential for the delivery of emergency services and the supervision of personnel.

In addition to Operations, all financial aspects of the department are directed from, and monitored by, the Fire Chiefs office. This includes day to day expenditures as well as budgeting, monitoring of overtime expenses, as well as payroll and regular interaction and cooperative efforts with the City Finance Department.

In recent years, an increasing level of departmental funding has come in the form of grants that a previous level of administrative staffing was able to apply for. Some grant funding has been obtained from private industry for specialized equipment, such as thermal imaging capability provided by State Farm Insurance. Other grants for specialty equipment such as vehicle extrication tools have been provided through the Federal Department of Transportation.

Recently, federal grant funding made available through FEMA has allowed the fire department to fill the positions of suppression personnel we previously had been unable to afford. FEMA funding of personnel expected to continue to provide the majority of funding for the recently reopened Engine Company at Fire Station 25, located in the College Park and Country Club Crest neighborhoods in North Vallejo.

Federal grant funding for personnel, however, is not without strings attached, as it is contingent on a comprehensive accounting requirement. All monies must be controlled and allocated accurately, in accordance of the grant, and their dispersion regularly reported to the federal government. Continued funding of the grant is reliant on the accuracy of this reporting system, and to do otherwise may jeopardize the continuation of current funding, future grant requests, and/or potentially the return of funds already disbursed. Current administrative capability will find us continuing to be extremely challenged in our ability to meet these requirements without a negative impact on other operations.

Discussion

We know that we are requesting more from our firefighters than virtually any other fire department in northern California. Some of our Engines Companies are routinely responding to more than 30 runs in a 24 hour period. We also realize we have neighborhood fire stations which remain vacant. But, while we would like to dedicate every new revenue dollar directly toward suppression services, or in other words, "putting more boots back on the ground," we also understand this is not entirely possible.

As we re-establish services, the ability to command, control and ensure effectiveness of resources must be commensurate with the expansion. The refilling of the Deputy Fire Chief position in this proposal would be a tremendous step forward in the restoration of full services. The president of the firefighters union has been present during discussions of the current limitations of the organization. He recognizes the need for, and is supportive of the idea of expanding administrative capability.

Under current staffing, the Fire Chief must divide his time between the administration of all three divisions (Suppression, Prevention and Training), represent the organization to city management and other county fire agencies, as well as various state agencies such as the California State Fire Marshal's Office. During bankruptcy, the current administrative staffing levels were adopted as part of a city wide cooperative "survival" mode to endure the downturn. With that was an understanding that it would be difficult to be responsive even in the short term, and there certainly could be no organizational growth given the large demand for administrative time. Since that time, the department has been able to reestablish some of the lost services and personnel, but there has been no corresponding increase in the ability to administrate the expansion.

It is certainly possible for the Fire Chief to run the organization without assistance, as has been proven in the last couple of years. However just as it is possible for a single pilot to land a passenger aircraft by themselves, it is certainly not optimum, and some of the normal considerations and precautions ultimately suffer. The current structure severely limits the ability of the Fire Chief to be anything but reactive to the administration of the organization. The filling of the Deputy Fire Chief's position will allow the Fire Chief greater latitude to concentrate his efforts on optimizing the efficiency of the organization, exploring the cooperative sharing of resources with other agencies, and being available and responsive to the concerns of a changing community.

Sources for further information

- Attached: "Overhead Sworn Staffing Survey"
- Meeting with Fire Chief Meyer

Fire Department Overhead Sworn Staffing Survey

	Pop.	Incidents	Total Staffing	Fire Chief	Deputy Chief	Asst. Chief	Div/Bat Chief	Fire Marshal	Notes
Alameda	73,812	6057	116	Yes (1)	No	No	Yes (4)*	No	* Admin Chief
Alameda County	394,000	31,887	465	Yes (1)	Yes (3)	Yes (8)*	Yes (12)	No	*Division Chiefs above Bat Chiefs
Berkeley	112,580	12,333	117	Yes (1)	Yes (1)	Yes (2)	Yes (3)	Yes (1)*	* At Asst. Chiefs level
Contra Costa	600,000	45,000	364	Yes (1)	No	Yes (3)	Yes (14)*	Yes (1)*	*1 "Training" Chief above Bat Chief
Daly City	142,639	11,000	108	Yes (1)	Yes (3)	Yes (1)*	Yes (7)	No	*1 "Division" Chief in Admin.
Fremont	210,000	13,000	153	Yes (1)	Yes (2)	No	Yes (6)	Yes (1)*	*Fire Marshal Non-sworn, Deputy
Hayward	156,000	14,500	134	Yes (1)	Yes (2)	No	Yes (7)	Yes (1)	
Mountain View	71,000	4,800	86	Yes (1)	No	No	Yes (4)	Yes (1)	
Palo Alto	64,400	7,055	115	Yes (1)	Yes (3)	No	Yes (4)	No	
Pleasanton/ Livermore	160,000	10,444	120	Yes (1)	Yes (2)	No	Yes (5)*	Yes (1)	* Asst. Fire Marshal at Batt. Chief level
Richmond	105,000	12,517	96	Yes (1)	Yes (1)	No	Yes (4)	Yes (1)*	* Fire Marshal at Deputy Chief level
Roseville	120,000	10,559	120	Yes (1)	Yes (1)	No	Yes (7)	Yes (1)*	* Fire Marshal at Deputy Chief level
San Mateo	97,200	8,175	83	Yes (1)	Yes (2)*	No	Yes (4)	Yes (1)**	*1 shared with Foster City **FM at Batt Chief
San Ramon Valley	169,500	7,700	191	Yes (1)	Yes (2)*	Yes (2)	Yes (5)*	No	* Called Div Chiefs
Santa Clara	250,000	19,000	306	Yes (1)	Yes (4)	Yes (1)*	Yes (11)	No	* Asst Chief above Deputy Chiefs
Fairfield	105,000	9,000	74	Yes (1)	Yes (1)	No	Yes (4)	Yes (1)*	*Fire Marshal at Deputy Chief Level
Vacaville	96,905	7,786	77	Yes (1)	Yes (1)	No	Yes (3)	No	
Vallejo	122,000	12,500*	73	Yes (1)	No	No	Yes (4)	No	Estimated

Priority Area 1 – Issue D

Efficient Operations Fire Department – Financial Analyst

Recommendation

Authorize the Fire Chief to hire a financial analyst.

Background

Since bankruptcy, all members of the Fire Department have worked extremely hard to re-invent the organization and maximize resources in the interest of the citizens of Vallejo. Every effort has been made to make the most of General Fund dollars and pursue outside funding. These efforts have resulted in 12% of Fire Suppression salary costs funded with FEMA grants, not General Fund monies. It is believed that no other California city has had the ability to fund its operations with such a significant portion coming from federal dollars.

Both the Training and Fire Prevention Divisions have been, or are, in the process of, being reorganized. It is anticipated that, with the combination of reorganization and fee schedule adjustment, the Fire Prevention Division has the potential to generate a majority of its own funding.

It is critical to our continued success in these efforts that funding and expenditures be closely monitored. Grant funding carries with it a strict accountability of allocations and provides for significant penalties up to and including repayment for failure to do so. The ability to monitor financial success as well as regularly report progress to council in all of these areas relies on the regular analysis of data. Financial analyst positions were lost and never refilled during the downturn which occurred in the last few years.

Discussion

We firmly believe that the position of Financial Analyst is not only critical in the protection of our grant funding, but has the potential to be largely self-financed. This belief is based on the premise of careful accounting of all expenditures and income sources as well as an ability to forecast future financial issues and aggressively pursue alternative funding mechanisms such as grant programs to mitigate them.

Sources for further information

- Meeting with Fire Chief Meyer

Priority Area 1 – Issue E

Efficient Operations Fire Department – Rescue Unit

Recommendation

Authorize the Fire Chief to purchase Rescue Unit Vehicle.

Background

For many years, an engine and required staff have responded to non-fire (medical) calls. Since 77% of calls to the Fire Department are for medical emergencies, the present method of response is extremely expensive both in staff and equipment costs. A smaller vehicle will reduce these costs and reduce future expense by extending the life of large, expensive engines.

The concept of a two person Rescue Unit has been studied extensively by the Fire Department Command Staff. This unit would have the versatility to respond to medical emergencies, incidents of trapped victims, and augment initial fire response resources. In the operational model outlined by the Command Staff, this unit will have the ability to increase the effectiveness of fire/ground resources up to 25%. The ability of two personnel to have such a significant impact is remarkable, and provides a dramatic improvement to public safety for such a modest investment.

The proposed Rescue unit would need a response apparatus which is specified and equipped to meet the designed mission of the company. In terms of typical fire apparatus which range in price from \$400,000 to over one million dollars each, this is a reasonable expenditure. A majority of the equipment necessary to outfit this vehicle is already in the Fire Department inventory, and would only require some reassignment from existing configurations.

By carefully analyzing the Fire Department's vehicle replacement schedule, savings were found which can be utilized toward this Rescue Unit. Existing grant opportunities for the replacement of current Fire Department apparatus which are considered gross polluters by the U.S. Environmental Protection Agency (EPA) are also being aggressively pursued. Success in this effort has the potential to provide 80/20 matching funds from the federal government for apparatus replacement, which would have a significant positive impact in our apparatus replacement budget going forward.

Success in Fire Department operations can largely be reduced to two simple factors: resources and time. Resources in the form of firefighters as well as apparatus, and the time it takes to assemble both in sufficient number to address the critical fireground tasks which must be accounted for. Either a response of insufficient resources, or a delay in their timely deployment usually results in an incident which should have been controlled on a "routine" basis expanding in to one that overwhelms not only initial, but all available resources.

Sources for further information

- Meeting with Fire Chief Meyer

Priority Area 1 – Issue F

Efficient Operations Fire Department – Staffing

Recommendation

Authorize the Fire Chief to increase staffing to 75 personnel.

Background

An increase in the authorized Fire Department strength to 75 personnel will allow us to keep Station 25 open a majority of the time and allow for a Rescue Unit without the need to backfill vacancies with overtime. On optimal days, it may be possible to staff an additional Engine Company in one of the neighborhood firehouses currently without one.

This recommendation for increased staffing is not permanent. It only covers a single fiscal year. With the addition of the Financial Analyst, we will be carefully studying and quantifying the effects of this staffing level over that period. The Fire Department must prove the financial efficiency of this level before requesting any extension of increased staffing.

Should the staffing level of 75 not prove to be fiscally optimal, it can be adjusted without impact to Fire Department employees. It is expected the department will lose numerous personnel due to retirements over the next 18 months, and any necessary downward adjustment in staffing would be absorbed in that manner.

Discussion

It is always a daunting task to adjust staffing levels in a manner which leaves operational strategies intact with a minimum impact from overtime expenditures. Simply stated, there is a point where additional staffing to cover planned absences such as vacations and unplanned absences such as injuries is more cost effective than overtime replacement.

Based on our staffing calculations and operational discussions with the Command Staff, we have determined that number to be 75 personnel.

Sources for further information

- Meeting with Fire Chief Meyer

Priority Area 1 – Issue G

Revenue Generation

Recommendation

1. Greater emphasis on parking enforcement, especially Handicapped Parking.
2. Increase all parking fines to align better with other communities.
3. Consider a workload study to enhance efficiency and revenue.
4. Greater emphasis on issuing citations for abandoned vehicles.
5. Charge fees for Police Reports and Crime Reports.
6. Charge fees for Fire Department and Fire Prevention Reports.
7. Pursue grants related to parking enforcement.

Background

Badge #2094: 2,322 Parking Citations Issued 11/15/11 through 8/1/12, Fines: \$171,470

Badge #2095: 482 Parking Citations Issued 1/5/12 through 8/1/12, Fines \$66,563

Badge #3010-389: 768 Parking Citations Issued (Primarily Disabled Parking Violations) 11/8/11 through 8/1/12, Fines \$261,278

Total Parking Citations Issued = 3,572, Total Fines = \$499,311

Using 188 days (11/8/11 through 8/1/12, less weekends and holidays), 3,572 citations averages 19 citations per day or approximately 6 citations per day per officer.

The operational costs of two Police Clerks with offsetting revenue are as follows using data from FY 11/12:

Police Clerks Salary & Benefits: 2 @ \$82,332.65	164,665
Part-time Annuitant	25,111
Annual Vehicle Maintenance: 2 @ \$7,000	14,000
Auto-Cite Services	10,229
<u>Cite Documents (Tickets)</u>	<u>4,000</u>
TOTAL EXPENSES	(\$218,005)
Parking Fine Revenue (Collected)	177,000
<u>Interfund Transfer (JAG Grant for 1 Police Clerk)</u>	<u>72,000</u>
TOTAL REVENUE	\$249,000
NET REVENUE	\$ 30,995

The third parking officer (part time retired annuitant) was funded by salary savings.

If the third parking officer was in place for a full year, the program would only be cost/revenue neutral.

Vehicles Impounded = 639 @ \$325 Release Fee = \$207,675. Collected \$ _____

Sources for further information

- City of Vallejo Parking Enforcement Records

Priority Area 1 – Issue H

Reducing Calls for Police Services

Recommendation

These recommendations are related to the discussion of the Public Safety Community partnership (Issue P).

1. Through data collection, identify hot spots, repeat offenders and repeat victims, and focus attention on these locations and individuals.
2. Consider predictive software to identify “hotspots” similar to what has been developed for the City of Santa Clara.
3. Implement Community Policing supported by foot patrol and bike patrols, to connect officers with residents, deepen familiarity and build trust.
4. Consistently assign officers to specific neighborhoods.
5. Establish community outreach program to go door-to-door and talk to residents.
6. Emphasize existing policy to enhance residents’ ability to reach officers by telephone and e-mail.
7. Work with Home Owner Associations and Neighborhood Watch groups to understand and respond to residents’ concerns.
8. Encourage officers to use business cards with their contact information.

Background

Fewer calls for service are generated when “would be” perpetrators know citizens are aware of abnormal activity in their neighborhoods and are actively involved in crime prevention. Police need to build relationships and trust to maximize the benefits of citizen participation.

Sources for further information

- Antioch Police Chief Allan Cantando's Presentation
- Richmond Police Chief Magnus website: www.wesupportrichmond.com
- Report from the International Association of Chiefs of Police

Priority Area 1 – Issue I

Crime Suppression

Recommendation

1. Promote, expand and support the highly successful Neighborhood Watch program.
2. Promote the Citizens Police Academy and Citizens on Patrol.
3. Educate the public regarding police procedures.
4. Rebuild trust and improve communication with the public through quarterly Town Hall Meetings hosted by the Police Department. Communication must be regular and sincere. Presentation of statistics is encouraged.
5. Improve communication with the public through informal programs such as ride-alongs, tours of the Vallejo Police Department, "Coffee with the Cops."
6. Sensitize police officers to the concerns of citizens.
7. Develop an ordinance to establish a daytime curfew for young people to reduce truancy and youth-related crime.
8. Police Department to work with Vallejo City Unified School District and the Solano County District Attorney's Office to enforce the Education Code related to truancy.
9. Develop an ordinance to require banks and mortgage companies to register and maintain vacant/foreclosed properties.
10. Strengthen and enforce existing vacant and abandoned building ordinance.
11. Enforce existing noise ordinance.
12. Install additional surveillance cameras focusing on "hot spots."
13. Institute a "Cease fire program" similar to that in Richmond, California.

Background

Crime is reduced when crime suppression involves the entire community. Greatest results are achieved when a partnership exists between citizens and the police. The City Council needs to develop and require enforcement of ordinances that prevent and suppress crime.

Richmond's Cease fire program is a movement to reduce the number of gun-related homicides quickly without the cost and heartache of sending more young people to jail. When community and civic leaders work together with law enforcement to change the culture, it communicates a powerful anti-violence message to the community.

Sources for further information

- Michael Rains, Senior Partner, Law Firm of Rains, Lucia & Stern
- Barbara Attard, Police Review Board Consultant
- Antioch Police Chief Allan Cantando's Presentation
- Richmond Chief Magnus website: www.wesupportrichmond.com
- Report from the International Association of Chiefs of Police
- Richmond, CA Ceasefire Program Website

Priority Area 1 – Issue J

Increasing Police Presence

Recommendation

1. Review job descriptions and staffing allocations to determine possible realignment of duties and assure that employees have the knowledge, skills, and abilities needed for these positions.
2. Utilize non-sworn personnel and cadets for duties not requiring sworn officers to improve availability of sworn officers.
3. Change scheduling to better utilize limited number of sworn officers.
4. Consider directed enforcement staffing during higher needs, to ensure effective and positive police response.
5. Reduce police officers' total compensation package to be commensurate with cuts taken by other employee groups. Reduce city paid portion of police health care coverage to move toward equalization of benefits for all employee groups. Savings from these reductions to be utilized to hire more police officers.
6. Reduce other benefits such as holidays, vacation, etc to move toward standardization of benefits.
7. Consider an allocation of Measure B funds commensurate with the findings of the POST report that is under development. As the economy improves, reduce this allocation by the amount revenue increases so that police funding is not dependent on Measure B funds by sunset of this additional sales tax.
8. Based upon a discussion with the Chief of Police, authorize him to immediately commence recruiting for officers in response to the anticipated attrition of 10-15 officers over the coming year (2013). Once the attrition is documented with a formal resignation letter from an officer, authorize the Chief of Police to hire a new officer to ensure that there is no gap or reduction in force as a result of the attrition.
9. The City Council utilize any budget savings from unfilled approved sworn police officer positions exclusively for the hiring of police officers.

Background

Law enforcement faces innumerable challenges created by the current constantly changing environment. Regular periodic realignment of duties is necessary to maximize the effectiveness of limited personnel. Fuller utilization of non-sworn personnel and cadets will maximize the availability of sworn officers.

Most other employee groups have experienced cuts in salary and increases in health care premiums in the past three years. The benefit inequities that exist between these groups are unfair and negatively affect employee morale.

As of October 2012 the City of Vallejo Police Department had 93 sworn positions. Of those, eight to nine are on long term disability; ten are funded/allocated outside of patrol functions. That brings the total number of officers that are General Fund based and available for local unrestricted deployment to 75. As a point of reference, at the agency peak of staffing the total sworn was 158. In the era where council and the mayor requested California Highway Patrol (CHP) support (Operation Safe Streets – twelve CHP officers on loan) the staffing (absent CHP personnel) was 133.

The department is anticipating an exodus of 10-15 veteran officers over the next seven to eight months. The normal timeline for bringing new officers "on board" varies from agency to agency and can take as long as eight months. That statistic does not take into account the challenges Vallejo will face in recruitment due to well publicized issues and events. Lateral candidate acquisition will be extremely problematic.

Sources for further information

- Antioch Police Chief Allan Cantando's Presentation
- Police Chief Magnus website: www.wesupportrichmond.com
- Report from the International Association of Chiefs of Police
- City of Vallejo Budget
- City of Vallejo Records
- City of Vallejo Labor Contracts
- Community Forum input
- Meeting with Chief of Police Joe Kreins
- Committee members Kelley and Worel (historical data)
- An analysis of the impact of downsizing on the ability of Vallejo's police to close offenses by arrest (IBVallejo.com)

Priority Area 1 – Issue K

Enhancing Technology

Recommendation

1. Increase number of surveillance cameras and have personnel to monitor them.
2. Support the use of body cameras.
3. Provide car cameras for each police vehicle.
4. Post Vallejo's Most Wanted on City and Police Websites.
5. Utilize Facebook and other social media to share information and dialogue with the public.
6. Consider software applications (Comstat, Crimeview, etc) to link people with real-time information.
7. Consider software applications (ShotSpotters, Comstat, etc) to stop crime and apprehend criminals.
8. Consider a software application (PredPol) to forecast where crimes are likely to take place next.
9. Purchase and implement mobile software applications (e.g. TipSoft) to facilitate communication from citizens' smart phones and other mobile devices. (TipSoft allows citizens to submit anonymous tips, via a text-like method, to the police as well as receive alerts of activities in their community. It is an application which citizens can subscribe to at no cost. The cost to the Police Department for the application is \$3,196 annually - there are multi-year subscription options. TipSoft is part of CrimeReports software and would be an add-on to the existing tool. TipSoft allows for both criminal activity notification and anonymous tip submission).

Background

Surveillance cameras have proven to deter crime and more quickly apprehend perpetrators. Body and car cameras accurately record incidents, thereby reducing city exposure to claims and litigation.

Forecasting likely locations for criminal activity will enable police to concentrate their limited resources.

Citizens, in general, feel out of touch with public safety and want more information / transparency about the activities in their community and within the Police Department. Many people do not feel comfortable with providing tips about crimes in their neighborhoods.

Sources for further information

- City of Vallejo Records
- Antioch Police Chief Allan Cantando's Presentation
- Chief Magnus website: www.wesupportrichmond.com
- Report from the International Association of Chiefs of Police
- Predpol CNN article (see attached)

Priority Area 1 – Issue K (continued)

Efficient Operations – Enhancing Technology

PREDPOL (Predictive Crime Software) - CNN article

For something that predicts the future, the software is deceptively simple looking. A map of a city is marked up with small red squares, each indicating a 500-by-500-foot zone where crimes are likely to take place next. A heat-map mode shows even more precisely where cars may be stolen, houses robbed, people mugged.

The program is called PredPol, and it calculates its forecasts based on times and locations of previous crimes, combined with sociological information about criminal behavior and patterns. The technology has been beta tested in the Santa Cruz, California police department for the past year and in an L.A. police precinct for the past six months, with promising results.

Predictive-analytics software is the latest piece of policing technology working its way into law-enforcement stations around the country, although it's going up against tight budgets, bureaucracy and a culture still clinging to its analog ways.

PredPol's system features a map of a city marked with red squares to show zones where crimes are likely to occur.

"We had to try something because we were not being offered more cops," said Zach Friend, a crime analyst with the Santa Cruz Police Department. Last year, Friend contacted researchers working on the algorithm -- originally used for predicting earthquake aftershocks -- after reading an article in the LA Times.

At the time, his city had experienced a 30% increase in crime and a 20% decrease in police staff. He knew they had to try something. At first the Santa Cruz police department used the software to estimate where home, car and vehicle burglaries might take place, handing printouts of the maps to officers at the start of their shifts. Later it expanded it to bike thefts, battery, assault and prowling. The city has seen a 19% reduction in burglaries over the past year.

While these kinds of experiments are promising, most police stations are still a far cry from the futuristic headquarters we see on TV shows like CSI. Real police departments lag behind your typical American teenager when it comes to technology -- some police cars still record video on VHS tapes, and it's not uncommon to fill out a police report on carbon paper.

Last month, San Francisco Mayor Ed Lee announced plans to develop a smartphone app that would allow officers to file police reports from the field. But San Francisco Police department chief information officer, Susan Giffin, told the Bay Citizen the department doesn't have the budget to buy smartphones on which to run the app. (San Francisco police officers only got e-mail addresses for the first time last year.)

Thankfully for crime fighters, it's not all landlines, beepers and fax machines. Cool new crime-fighting technology is still being developed and tested by agencies around the country. There are gadgets such as Taser's small wearable cameras for police and other security

professionals. The units can mount on a pair of Oakley sunglasses or a shirt collar, and they have accompanying Android and iOS apps.

In Southern Florida, many police departments are using portable fingerprint scanners to ID suspects and bring up any outstanding warrants on the spot. The smartphone-sized devices cost \$2,500 apiece.

A ShotSpotter system uses microphones positioned around a city to detect gunshots and triangulate their location within 40 to 50 feet. A human at ShotSpotter's headquarters confirms if it's a gunshot and alerts the police. The system starts at \$40,000 for every square mile of coverage.

Some of the more widely adopted tech is decidedly low-budget. Police can Google suspects and check their Facebook profiles to gather information. Friend says the Santa Cruz department has had more luck posting photos of wanted suspects to the official department Facebook page than through traditional police channels. (The unusually tech-savvy department also has a Twitter account, blog, and YouTube channel.)

Now predictive policing software is picking up steam, thanks to a few well-publicized test cases, low overhead and impressive drops in crime rates that, while they can't be directly tied to any one initiative, bode well for the maps.

PredPol is new to the field, but IBM has been testing predictive policing software since 2010, using databases of past crimes and information like timing and weather to identify trends and map out predictions. The company has worked with police departments in Memphis, New York City, and most recently Charleston, South Carolina. A final hurdle for all types of new technology is getting the officers themselves to adopt and use it. "Law enforcement agencies historically are conservative in their approach to change. That includes to adopting all kinds of technology, from computers in the cars to even radios," said Friend. A new generation of police who have grown up immersed in technology will likely help ease the transition by communicating to older officers that the new tools only enhance what they already know.

Seasoned patrol cops rely on their instincts, developed over years of experience walking the same streets and patrolling familiar neighborhoods. Experts say this new technology can cut down on paperwork and make policing more efficient so the police can focus on what they do best. "It doesn't replace what they do," said Friend of PredPol. "When they get into those locations, they still need to be good cops."

Priority Area 1 – Issue L

Method/Alternatives for Handling Cold Calls for Service

Recommendation

The Vallejo Police Department explore how police cadets or qualified volunteers can be used to assist with non-emergency responses to crime reports received from residents.

Background

During the public comment section of several meetings, members of the community expressed their concerns that due to the current staffing of the Vallejo Police Department, many crimes are not receiving immediate police attention and/or if the crime is not in progress these residents are being referred to the police station to file their own police reports.

Vallejo Police Department has acknowledged that due to understaffing police officers often do not have the time to respond to people's homes and take reports of certain types of crimes and/or crimes not in progress.

Sources for further information

- Ad Hoc Public Safety Advisory Committee community forum

Priority Area 1 – Issue M

5-year Crime Reduction Plan

Recommendation

Support staff in the development of a 5-Year Crime Reduction Plan for the City of Vallejo.

Background

During the public comment section of a meeting, a member of the community expressed their opinion that if the Vallejo Police Department does not have a 5-year Crime Reduction Plan it would be important to develop one.

At the Operations Sub-committee meeting on Sept. 17, 2012 Chief of Police Kreins reported that he strongly supports pro-active policing and adoption of a 5-Year Crime Reduction Plan but that current Vallejo Police Department resources and personnel do not allow for such a plan. Chief of Police Kreins said "We are in crisis planning."

Sources for further information

- Ad Hoc Public Safety Advisory Committee community forum comments
- Ad Hoc Public Safety Advisory Committee correspondence
- Meeting with Chief of Police Joe Kreins

Priority Area 1 – Issue N

Plan for Law Enforcement in the Downtown Area

Recommendation

That the Chief of Police continue to work with downtown stake holders to find a way to fund a dedicated officer and prioritize enforcement efforts in the downtown area.

Background

During the public comment section of a meeting, a member of the community expressed their concern that the downtown area has become an increased target for vandalism, burglary and theft and the need for Vallejo Police Department to establish a plan, policy and procedure for addressing these unique needs.

At the Operations Sub-committee meeting on September 17, 2012, Chief of Police Kreins reported that he has recently met with local downtown groups who are looking into finding a way to fund a downtown patrol officer with a possible cost offset funded by the Vallejo Police Department.

The Chief of Police indicated he currently had private funding for one full time position downtown; though it was not clear to him at the time if that funding only extended to the end of 2012. His intent was to meet with the stakeholders and obtain a clear picture of funding through 2013. Concurrent with that meeting, the Chief of Police was going to recommend using the allocated funds to staff various configurations (vehicle, bike patrol, foot patrol) in the area that would allow for flexible deployment in lieu of one full time position.

It was the Chief of Police's position that in terms of impacting crime patterns a wide array of enforcement options at his disposal would be most effective.

Sources for further information

- Ad Hoc Public Safety Advisory Committee community forum
- Meeting with Chief of Police Joe Kreins

Priority Area 1 – Issue O

AB109 (Assembly Bill 109) – 2011 State Prison Realignment Bill

Recommendation

That the Chief of Police continue to work with County Law Enforcement Agencies and meet with the State appointed Committee of Seven to solicit funding for the hiring of as many police officers the Chief of Police determines is (minimally) required to keep on top of the influx of parolees into the City of Vallejo and to monitor their probation compliance in an effort to minimize recidivism and to protect the residents of Vallejo.

Background

During 2011 the State of California began early release and transfer of California Department of Corrections (CDC) inmates from the CDC to the County and back into the community for probation. The Solano County Sheriff established a plan for the influx of inmates into the County Jails and is establishing probation programs to handle the increase in the probation population through the use of Day Reporting Centers. Many of these probationers will end up as residents of Vallejo. Prior to the subcommittee's meeting with the Chief of Police it was unclear what, if anything, the Vallejo Police Department has done to address this issue.

The Chief of Police said strike teams are being deployed county wide (through state funding) to conduct searches and probation checks on these new offenders in our area(s).

At the Operations Sub-committee meeting on September 17, 2012 Chief of Police Kreins reported that he has been involved with this transition through his position as the City of Novato Chief of Police. Chief of Police Kreins said a Committee of Seven was established by the state to oversee funding distributions to counties that will be handling the custody, probation management and outreach programs. These probationers will need such things as housing and treatment. Chief of Police Kreins said no money was designated for frontline local communities/cities law enforcement agencies. Chief of Police Kreins intends to pursue a meeting with the Committee of Seven to solicit funding to hire officers to accommodate local Vallejo law enforcement needs related to the transition and influx of probationers. Chief of Police Kreins said he will be working with other County Law Enforcement agencies in this endeavor.

Sources for further information

- Ad Hoc Public Safety Advisory Committee community forum
- Meeting with Chief of Police Joe Kreins

Priority Area 1 – Issue P

Public Safety Community Partnership – Enhancing the Community's Ability to Assist with Crime Reduction

Recommendation

1. Implement program which provides services similar to/same as the Beat Health program to focus on drug, criminal, civil nuisance abatement to enhance, protect, and promote the quality of life in Vallejo with an emphasis on the shared responsibility between citizens, businesses, community agencies, police and fire. Programs within Beat Health could include:
 - a. Neighborhood Watch
 - b. Community Cleanup
 - c. Fire Prevention
 - d. Anti-graffiti
 - e. Landlord/Tenant Training
 - f. Vehicle Abatement
 - g. Business Liaison
 - h. Formation of Neighborhood Associations
 - i. Quarterly reports by the Chief of Police and the Fire Chief to the City Council

With current resources, the program would need to start small and grow/expand. Initial location should be in the downtown area utilizing already owned city property.

2. Public Safety members (all levels) to be more accessible to the community by implementing (or re-implementing) programs such as:
 - a. Town Hall meetings (quarterly)
 - b. Coffee with a Cop
 - c. Bike patrols in the downtown area(s)
 - d. Educational programs in the schools
 - e. Annual/bi-annual Fire Department Open Houses

Background

There is a real or perceived lack of transparency with Vallejo Public Safety.

Sources for further information

- Beat Health: <http://www.ci.vallejo.ca.us/GovSite/?serviceID1=175>

Priority Area 1 – Issue Q

Media – Need improved methods of communicating and informing citizens of activities in the neighborhoods and City

Recommendation

Utilize all feasible forms of media, including social media services (Facebook, Twitter, Nextdoor, etc), print (newspaper), and electronic (newspapers/newsletters) to provide better, more immediate communication with the community.

Suggested content:

- Weekly/bi-weekly public safety updates/reports; similar to reports provided during Ad-Hoc Citizens Public Safety Advisory Committee meetings uploaded to City sites (City, Police, Fire).
- Public Safety newsletters. This could be attached to the Vallejo News (City's e-newsletter) or be a sign up option (same process as subscribing to Vallejo News or City Council Agenda's).
- Print updates, newsletter (or excerpts) in the newspapers/on-line, blogs and Vallejo News.

Background

There are many free media outlets available to improve communication with the community which are not being utilized or utilized for maximum benefit.

Sources for further information

Priority Area 1 – Issue R

Public Safety Transparency – Develop and implement survey to obtain citizen feedback on Police and Fire Department services.

Recommendation

Develop a periodic ongoing “Customer Satisfaction Survey” to be sent to a representative sample of individuals that have placed a recent call for service. Survey will be a short list of ‘how did we do’ type questions, which will allow for anonymous return. Recommend separate surveys for Police and Fire services. This will allow both Police and Fire to analyze service(s) and identify areas that are done well and areas of opportunity for improvement. Management of the survey collection and analysis could be performed by a volunteer.

Background

Currently there is no method to understand citizens’ satisfaction / dissatisfaction with services received, or for citizens to communicate how they believe public safety services can be improved.

Sources for further information

Priority Area 1 – Issue S

Public Safety Procedure Access – Need improved methods of informing citizens how to communicate with, and obtain information from the Vallejo Police and Fire Departments.

Recommendation

Identify the primary types of calls for service in the City. Create a process for each type of call which will help educate the public. The process should describe timeframes, contacts, available resources, frequently asked questions, in tri-fold brochures, in “how did we do” handouts, etc. Publish these processes in the Police Department and Fire Department sections of the City website. The ‘process’ documentation needs to be citizen friendly.

Background

Frustration exists within the community due to lack of understanding of what happens after you place a call for service. For example, what happens after police/fire respond, who can/should be contacted for further information and/or updates and what resources are available for additional assistance.

Priority Area 2

Review of best practices in other cities of Citizens Police Commissions, including approaches, powers, limitations and the impact of various models of citizen review.

Recommendation

In order to enhance transparency, create community confidence in the Police Department communication with the public, and ensure that the complaint process is accessible and administered in a neutral manner, we recommend that the City Council consider one of the following three options listed in order of preference:

1. Hire a part time auditor in the model of the City of Sacramento. See attached flowchart regarding City of Sacramento Office of Public Safety Accountability (OPSA) and description.
2. Create a City of Vallejo Police Advisory Review Board that achieves the following objectives:
 - a. Provides a forum for the Police Department to receive feedback from the community and Board on its methods of communication.
 - b. Provides citizens with a forum to make suggestions regarding the complaint process to ensure that the process is accessible and responsive.
 - c. Makes recommendations to the City Manager, Chief of Police and City Council regarding Police Department communication and citizen complaint policies that are within the Charter jurisdiction of the City Council.
 - d. Provides input to the City Manager and Chief of Police regarding Police Department policies and procedures that have community impacts.
 - e. Ensures that there is an opportunity for communication and meetings of the Board. The Chief of Police shall attend at least twice a year.
 - f. Receives an annual report from the Chief of Police regarding implementation of improved communications policies and statistical information regarding citizen complaints received by the Police Department.
 - g. Has a minimum of five and maximum of seven members that are appointed by a majority of the City Council.
 - h. Has representatives of the Vallejo Police Department and Vallejo Fire Department that serve as non-voting representatives to the Board (similar to the Ad-Hoc Citizens Public Safety Advisory Committee representatives).
 - i. Board members must be residents of Vallejo.
 - j. Board members may assist citizens fill out a complaint and accompany the citizen to speak to watch commander or Internal Affairs.
 - k. Criteria for applicants to the Board shall be established and published.
3. Modify the City of Vallejo Human Relations Commission Ordinance to include the following objectives described in Recommendation B above.

Background

The Committee solicited presentations from a variety of speakers on this subject. These presentations are archived on the City website. The Committee also received comments from the public regarding their concerns about the Vallejo Police Department's communications with residents, particularly those community members that were associated with Officer involved shootings. The Committee received regular reports from Vallejo Police

Department representative / Committee member Sidney deJesus regarding changes being implemented at the Vallejo Police Department.

Vallejo Police Department citizen complaint history as reported to the Committee 2005 to May 2012:

- 2005 – 45 complaints
- 2006 – 44 complaints
- 2007 – 29 complaints
- 2008 – 26 complaints
- 2009 – 33 complaints
- 2010 – 13 complaints
- 2011 – 10 complaints
- 2012 (May) – 0 complaints

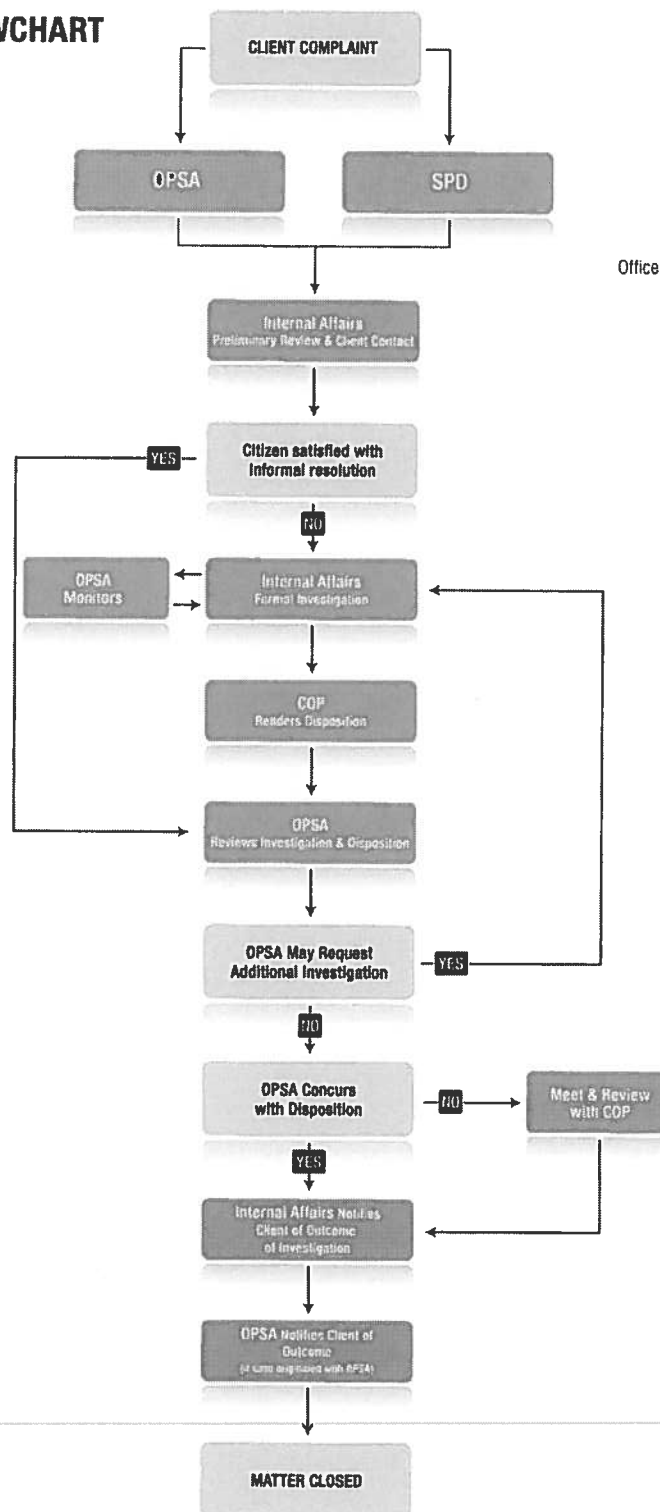
Sources for further information

- Joseph Kreins, Chief of Police notes regarding the City of Novato Police Advisory Review Board (attached)
- Dr. Mark Correia, San Jose State, Professor
- Barbara Attard, Consultant
- Michael Rains, Esq.
- Liat Metzenheimer, past member Vallejo Human Relations Commission
- Allan Cantando, Antioch Police Chief
- Ad Hoc Public Safety Advisory Committee community forum speakers
- Roster of U.S. Civilian Oversight Agencies

COMPLAINT FLOWCHART



Office of Public Safety Accountability (OPSA)
Sacramento Police Department (SPD)
Chief of Police (COP)



OPSA, 915 I Street, Fifth Floor, Sacramento, CA 95814 – 916.808.5704

Office of Public Safety Accountability (OPSA)

Purpose, Authority and Procedures Statement

I. PURPOSE

The purpose of this statement is to set forth the authority of the Director, Office of Public Safety Accountability and to establish the procedures to be utilized in performing the duties of the position. The position has been established for the purpose of monitoring the investigations of citizen complaints concerning misconduct by employees of the Sacramento Police Department and the Sacramento Fire Department. The Director has broad oversight powers that include the evaluation of the overall quality of performance by public safety employees and the authority to encourage systemic change. In addition, the Director will specifically track and monitor high profile or serious complaint cases to conclusion, review completed investigations, and advise the City Manager of any deficient investigations.

II. AUTHORITY AND RESPONSIBILITIES OF THE DIRECTOR

Under the direction, control and supervision of the City Manager, the Director shall have the following authority and responsibility as related to the Sacramento Police Department and Fire Department:

- A. Monitor all investigations conducted by the Sacramento Police Department concerning allegations of unnecessary or excessive force.
- B. Monitor all investigations of citizen complaints alleging other categories of misconduct, as the Director deems necessary.
- C. Request further investigation in those cases, which require additional investigation as determined by the Director.
- D. Receive all documents, reports or any other item necessary to monitor an investigation of citizen complaints and force investigations.
- E. Produce an annual report to the City Manager in which the Director will compile statistical information including number of complaints filed, number sustained and action taken. The Director will provide in the annual report an analysis of trends and patterns. The Director will make recommendations for improvements in the complaint process, training needs of public safety personnel or other measures the Director believes will improve the overall citizen complaint process, including recommendations for systemic changes.

- F. Accept and document complaints directly from citizens as an alternative procedure for receiving citizen complaints concerning public safety personnel. A separate complaint form from that utilized by the Sacramento Police Department or Fire Department shall be created and utilized by the Director. All such complaints shall be forwarded to the respective public safety department for investigation as soon as possible.
- G. Interview and/or reinterview complainants and citizen witnesses as needed.
- H. Provide complainants with timely updates on the status of investigations, excluding disclosure of any information, which is confidential or legally protected.
- I. Serve as a liaison to complainants who would otherwise be unfamiliar with or intimidate by the complaint/investigative process.
- J. Monitor and/or independently investigate any other matter as directed by the City Manager.
- K. Serve in public information capacity which will include providing public information on pending investigations as directed by the City Manager and making presentations in various community forums, excluding disclosure of any information, which is confidential or legally protected.
- L. If the Chief of Police or Fire Chief or their designated representative denies any request from the Director, the Director may direct his request to the City Manager for further consideration.

III. PROCEDURES - RECEIVING AND MONITORING COMPLAINTS, INTERVIEWS

- A. The Director or his representative shall be available to accept complaints by members of the community against Sacramento public safety personnel. The Director, or his representative, shall receive complaints from citizens in person, in writing, or over the telephone, and shall follow similar procedures for accepting complaints as followed by the Sacramento Police Department and Fire Department including:
 - 1. All complaints must be received by the Director within one (1) year of the incident-giving rise to the complaint. No complaint shall be accepted by the Director if it is not filed within one (1) year after the date of the incident giving rise to the complaint.
 - 2. The complaint form for Police employees shall substantially comply with the requirements of California Penal Code section 148.6, subdivision (a)(2).

3. The Director or representative shall, as soon as possible, notify the Sacramento Police Department or Fire Department upon receipt of a complaint against an employee of the Sacramento Police Department or Fire Department. The Police Chief or Fire Chief or their designated representative shall process the complaint pursuant to the procedures set forth in the Citizen Complaint Manual.

- B. The Director shall monitor all Sacramento Police Department investigations concerning complaints alleging excessive or unnecessary force by police employees while the investigation is in progress.

The Director shall have authority to monitor investigations of all other citizen complaints while the investigation is in progress as the Director deems necessary. The procedures for facilitating the monitoring of investigations are as follows:

1. The Police Chief or Fire Chief or their designated representative shall notify the Director in writing of all complaints from whatever source received by personnel of the Sacramento Police Department or Fire Department. The notice shall include the identity of the individual designated to represent the Police Chief or Fire Chief throughout the complaint process, (hereafter "designated representative"). The Director shall give prior written notice to the Police Chief or Fire Chief, through the designated representative, of his intent to monitor an investigation. Upon such notice, the Director shall have authority to monitor all aspects of the investigation.
2. The Police Chief or Fire Chief or their designated representative shall as soon as possible provide all documents, reports, or other items requested by the Director, which relate to the matter under investigation.
3. The Director may be present when interviews of employees, citizen complainants and/or witnesses are conducted by the Sacramento Police or Fire Department. The Director may submit questions during the interview. Questions submitted by the Director shall be asked by the interviewer in accordance with state and federal law. Subsequent to an initial interview, if the Director believes that additional questions need to be asked to gather relevant information that was not elicited during the initial interview, the Director may request, through the Police Chief or Fire Chief or their designated representative, that employees, citizen complainants and/or witnesses be re-interviewed. The Director may be present during any subsequent interviews.

4. The Director shall be placed on the Critical Incident call-up list for the Police Department and the High Profile Incident Notification call-up list for the Fire Department, and will be notified when critical incidents occur. The Director will have the option of responding to any and all such incidents. The Director shall have the authority to monitor interviews of subject employees, employee witnesses and citizens immediately after such incidents.

In the case of the Sacramento Fire Department the following are examples of High Profile Incidents:

- 4.1 Serious misconduct
 - 4.2 Vehicle accidents with death/serious injury involving Fire Apparatus
 - 4.3 Fire related death/serious injury of Fire Department personnel
 - 4.4 OSHA response for Fire Department personnel (Industrial Accident)
 - 4.5 Law enforcement arrest of Fire Department personnel
 - 4.6 Harassment issues involving Fire Department personnel
 - 4.7 Work place violence claims against Fire personnel
 - 4.8 EMS patient care complaints that rise to a level of disciplinary action (behavior related issues as opposed to medical care issues)
5. If the Police Chief or Fire Chief or their designated representative denies any request from the Director, the Director may direct his request to the City Manager for further consideration.
- C. The Director may interview or re-interview complainants and citizen witnesses as the Director deems necessary.
 - D. In all other matters where the City Manager directs monitoring by the Director, the procedures set forth in Section III. shall apply.

IV. AUDITS

The Director shall review all completed investigations of excessive or unnecessary force by Police officers. The Director shall have authority to review all in progress and completed investigations into citizen complaints regarding the Sacramento Fire Department. The Director, as the designated representative of the City Manager, shall have authority to review the handling of complaints, inquiries or investigations of any other matter as directed by the City Manager. The procedures in matters under review by the Director are as follows:

- A. The Police Chief or his/her designated representative shall forward to the Director a copy of all records concerning investigations of excessive or unnecessary force against Sacramento Police officers no later than 10 working days after the investigation is completed. These records shall include the disposition of the complaints.
- B. The Police Chief or his/her designated representative shall make available upon request by the Director all records which reflect a complaint or inquiry, including, but not limited to, incident reports, supplemental attachments to a call history, incident logs, case summary reports or complaints classified as frivolous, unfounded or exonerated within the meaning of Penal Code section 832.5.
- C. The Director shall review the file and, thereafter may request that the Police Chief or Fire Chief or their designated representative conduct further investigations. The Director shall identify and substantiate the reasons for requesting additional investigation to the Police Chief or Fire Chief, through the designated representative.
 - 1. If the Director believes that relevant questions were not asked during an interview, and/or that relevant information was not gathered, the Director may request that the Police Chief or Fire Chief, through their designated representative, re-conduct such interview(s) with public safety employees, citizen complainants and/or witnesses who were previously interviewed.
 - 2. If the Director believes that interviews of public safety employees, citizen complainants and/or witnesses should have been conducted but were not, the Director may request that the Police Chief or Fire Chief, through their designated representative, conduct such interviews.
 - 3. When interviews are conducted, the Director is authorized to be present. The Director may submit questions during the interview and the interviewer shall ask questions submitted by the Director in accordance with state and federal law.
- D. If the Police Chief or Fire Chief or their designated representative denies any request from the Director, the Director may direct his request to the City Manager for further consideration.

V. ANNUAL REPORT

- A. The Director shall prepare an annual report. The Director's annual report shall include, but is not limited to, the following:
 - 1. A statistical analysis documenting the number of complaints by category, the number of complaints sustained and the actions taken.
 - 2. An analysis of trends and patterns.
 - 3. Specific recommendations for change.
- B. The Director's report shall not contain any information concerning the discipline of any particular employee, nor make reference to or identify any particular employee, nor shall the report comment upon or make any recommendation concerning potential civil or criminal liability of specific employees, or citizens. Whenever disclosure of information may possibly reveal the identity of a particular employee, the information shall be sanitized so that accurate statistical data may be conveyed while simultaneously protecting the employee's identity. However, if the circumstances are such that disclosure of any information will necessarily reveal the identity of a particular employee, the information shall be excluded from the annual report.
- C. The report shall be forwarded to the City Manager for dissemination to the Mayor, City Council, City Attorney, Police Chief, Fire Chief, Labor Relations Director, and the City Clerk for filing as a public record.

VI. CONFIDENTIALITY OF RECORDS

Any personnel records, citizen complaints against city personnel employed by the Police Department or Fire Department and information obtained from these records, including records in Internal Affairs files, which are in possession of the Director or staff, shall be confidential and shall not be disclosed to any member of the public, except in accordance with applicable law. All original files provided by the Police Chief or Fire Chief or their designated representative to the Director shall be returned to the respective department within ninety (90) days after case closure and submission for final review. The Director, and his representative, is responsible for the confidentiality, security and safekeeping of all Sacramento Police Department and Fire Department files in the Director's possession.

Investigative reports prepared by the OPSA may only be submitted only to the City Manager and City Attorney when litigation is pending or highly probably.

VII. COOPERATION AND COORDINATION

The Director shall report directly to the City Manager. However, the Director shall meet periodically with the Police Chief and Fire Chief and their respective Internal Affairs Commanders regarding recommendations to improve the Sacramento Police and Fire Departments investigative process within the framework of applicable law and labor agreements.

VIII. PUBLIC RELATIONS

- A. The Director and/or his representative shall publicly comment on pending complaints and investigations as directed by the City Manager. Public comments shall conform to State law regarding confidentiality of public safety personnel records and shall exclude disclosure of any information regarding protected aspects of investigations.
- B. An important aspect of the Director's responsibility shall be devoted to providing public information, including printed literature, radio and television, and public presentations at community meetings. Communications should be sensitive to our diverse community and written material presented in a multilingual format.
- C. The Director shall not disclose information that is confidential or legally protected.

City of Novato – Police Advisory Review Board

Why the Review Board was established:

- The Citizen – Police Advisory Review Board was established by the Novato City Council in 1992 by way of City Ordinance
- The Board was set up as an unbiased independent body completely separate from the Police Department. Its purpose was to advise the City Council, City Manager and Chief of Police on matters pertaining to the administration of the Police Department
- The Board met quarterly at the Police Department
- The Board encourages citizens to express ideas and concerns regarding police services
- The Board was also established for the purpose of encouraging positive police-community relations
- One goal of the board was to initiate, suggest and present programs to the public regarding departmental policies and services
- Another goal was to review and recommend programs addressing cultural and ethnic diversity within the Police Department – and to review the Department's hiring practices and procedures
- Another goal was to review policy and procedure relative to crime prevention and crime suppression
- And finally, the Board would review, recommend and develop policies and procedures to assist in facilitating the citizen complaint process

What the Review Board Cannot do:

- The Board cannot investigate complaints that had not been first filed with the Novato Police Department or the City Manager and the City Manager authorized what complaints the Board was entitled to investigate
- The Board cannot impose discipline on police officers for alleged misconduct
- The Board cannot impose or change policy
- The Board cannot hear an appeal if the citizen had initiated legal action against the City
- The Board is not entitled to receive, review, copy or investigate citizen's complaints against individual police personnel except as expressly authorized by the Council Resolution
- In making its recommendations to the Chief of Police regarding policies or programs, the Board shall not attempt to direct the method of implementation of any resulting changes to Police Department programs, policies or procedures

Board Compliance:

- The Board's investigation shall comply with all federal, state and local laws and any binding labor contracts or agreements and shall preserve the privacy of City Employees, the confidentiality of their personnel files and the confidentiality of other confidential information to maximum extent permitted by law, including but not limited to the closing of meetings or portions thereof consistent with applicable provisions of the Brown Act, and state law.
- The Board shall suspend any pending investigation if the complainant initiates litigation or files a claim against the City related to the complaint.
- No member of the Board shall divulge confidential information, including identities of witnesses and contents of confidential testimony and documents either during his/her term of office or thereafter. Prior to taking office, each member of the board shall take an oath to comply with this requirement of confidentiality.

Citizen Complaints:

- If a citizen who had filed a complaint with the police department was not satisfied with the outcome, they had the opportunity to appeal the department's decision through the Police Advisory & Review Board
- The appeal of that complaint to the board must be first authorized by the City Manager
- Upon reviewing an appeal, the Board would send its finding and recommendations to the City Manager. The City Manager then reports the Board's findings to the Chief of Police

What constitutes a complaint?:

- On-Duty police conduct which violates federal, state or local laws, or which violates Police Department policies regulations or procedures. Examples might include unnecessary or excessive use of force, failure to perform a required duty, unwarranted actions such as improper stops, searches, arrests, racial or sexual slurs and discourteous treatment of an individual.

Notification:

- Written notification will be given by the department to the complainant regarding the disposition of the complaint

Board Members:

- Appointed to 2 year terms – Must live in the City Limits and are subject to a background check

Board Staff Duties:

- The Assistant City Manager shall plan and direct the work of the Police Advisory and Review Board

Priority Area 3

Review of current and future trends in public safety compensation methodology.

Recommendation

That the City Council consider the following trends in public safety compensation methodology:

1. Additional financial contributions by employees to costs traditionally borne by the employer (e.g. pension, health care).
2. Continue to explore and understand new ideas in California or other states regarding trends in public safety compensation.

Background

The compensation methodology in California cities for public-safety employees is relatively consistent. Compensation consists of salary, pension, health care and special pays. Staff and the Committee did not find a good source of information to evaluate any significant trends or examples of alternate structures in compensation within California. There is a trend to increase financial contributions by employees to costs traditionally borne by the employer (e.g. pension, health care).