

Vancouver Police Matrix Report Update March 2010

Vancouver City Council Workshop March 15, 2010

Agenda for Matrix Update

- Background
- Review recommendation areas and progress to date.
- Council questions and discussion

Background

- Review of VPD conducted by Matrix, completed and presented to Council on July 20, 2009
- Requested by Chief and City Manager
- 35 recommendations made in 14 areas

Background

- Consistent with three key areas of Chief's Action Plan:
 - Increase Transparency
 - Increase Accountability
 - Enhance Training
 - Organizational Performance Under Territorial Command
 - Enhancing Core and Specialty Services
(From 2009 Chief's Action Plan)

Progress Review

Of the 35 Matrix recommendations (pg 7):

- 21 have been completed.
- 11 are in process of development/completion.
- 6 are Mandatory Subjects of Bargaining (MSOB) and are on-going.
- Total 38 based on VPD refinements to the list.

Mission, Vision, Values Statement Update

- Through a committee representing a cross section of Department members review and revise as appropriate the Department mission, vision, and values statement to define the department's "superordinate" goals and to enhance performance by having common focus. (pg 22)

- Revision of each statement to be completed by August 2010, with an internal focus and external message. Work group consists of both sworn, civilian and community members. (Assigned to Cmdr. King)

Policies, Procedures and Organizational Management

- Continue with internal time objectives of completing the Policy and Procedures Manual Update with the assistance of LEXIPOL by Fall of 2009. (pg 17)
 - Policy manual update 30% complete, 30% in review and the remainder to be completed by June 2010. (Assigned to Cmdr. Holloway and Lee Knottnerus)

Training Committee

- Establish a Training Committee to provide an annual formal assessment of training needs; develop and issue a written directive that establishes and defines the components of the Committee. (pg 32)
 - VPD Training Advisory Committee was established in Summer 2009.
 - Committee met in September and October 2009.
 - Next meeting is scheduled for March 2010. (Cmdr. Bieber)

Training and Internal Affairs

- Develop a protocol to use information from the “sustained” dispositions resulting from complaint investigations and early warning misconduct trends to be part of the assessment process of the Training Committee. (pg 73)
 - Training continually looks at emerging trends in all aspects of police work and adjusts our UDT, Firearms, EVOC, etc., programs to keep current with changing case law, news and best practices.
 - Training reviews PSU-IA issues to update training mainly in the following areas:
 - Collisions
 - Use of Force
 - Early Warning System (Cmdr. Bieber)

Internal Affairs Training

- The Department should influence the Washington State Criminal Justice Training Commission (CJTC) to develop a state specific internal affairs (IA) investigation course. (pg 73)
 - CJTC initially declined. A consortium of agencies is considering this. Washington State Patrol is in the final stages of putting together a statewide IA training course. Next meeting: April 21, 2010.
- As the workload allows, reduce the staffing level in the Professional Standards Unit to one Lieutenant and two Sergeants.
 - Size of unit reduced, though workload is increasing. Reduction of the unit consisted of 1 Commander and 1 Sergeant. (Lt Lester)

Performance Evaluations

- Modify to address high liability issues: Department performance appraisals should include a specific section that requires the supervisor to discuss and confirm understanding of those Department and City job specific directives that have the potential for high liability or personal consequence. (pg 36)
 - Performance evaluation process occurs twice annually. Information related to high liability issues is best addressed as an area of training and not as part of performance evaluations. (Cmdr. Bieber)

Exit Interviews

- Completed and implemented
- Exit interviews have been performed with individuals who voluntarily resigned from employment or whose positions were eliminated as part of recent layoffs.
HR (Lee Knottnerus) (pg 43)

Succession Planning

- Develop a written Department succession planning document that includes career coaching, mentoring, to professionally develop future replacements for investigators, specialists, supervisors and managers. (pg 39)
- Planning for Leadership, Supervisor and Management Training was completed, but due to citywide budget deficits, opportunities were postponed or requests to attend were denied.
 - In 2009 there were 20 trainings denied for members from Specialty Assignments and 15 from Patrol that considered it part of their "Current Assignment or Job Function." ■6 trainings denied for members of Specialty Assignments and 2 from Patrol that were considered "Career Development." ■1 training denied from Patrol that was considered "Leadership." ■1 training denied from Patrol that was considered "Required Certification."

Chapter 20

Investigation and Disposition of Complaints

- Remove the Chapter 20 policy regarding the internal investigations process from the Union contract. (pg 76)
 - **MSOB** This recommendation was not accepted by the VPOG and therefore remains as part of the contract.

Negotiation Team Sub-Committee

- A sub-committee consisting of representatives appointed by the Chief and representatives from VPOG and the Command Union has been meeting to review and revise the Complaint Investigation and Disciplinary process policies and procedures.
- Next meeting is scheduled March 25, 2010.
- The agreed-upon completion date for all work products is April 30, 2010.

Sub-Committee Work Outcomes

- **28-page Internal Investigations Policy**
- **Administrative Leave Policy**
- **Revised Grievance Procedure**
- **Discipline Matrix**
- **Discipline Review Board**

(pg 45-71)

Anonymous Complaints

- Revise Chapter 20 to accept anonymous complaints.
(pg 50)
 - **MSOB** Both VPOG and Command Union representatives have been resistant to accepting anonymous complaints.

Complaint Time Lines

- Revise Chapter 20 to state that there is not a time requirement for filing complaints of a serious nature (i.e. major allegations). (pg 48)
- Increase the time allowed to file minor complaints from 14 to 30 days; revise the VPD Complaint /Inquiry Form to clearly state the filing time frame. (pg 48)
 - **MSOB** The sub-committee agreed to both changes.

Internal Affairs Investigator's Role

- Continue the current practice of:
 - The assigned investigator is a fact finder only and does not make disciplinary recommendations. (pg 54)

Administrative Reassignments/ Lieutenants Role in Decision Making

- Continue Current Practices of:
 - Not removing an employee from specialty assignments, except where exigent circumstances exist. (pg 67)
 - The Lieutenants are involved in the decision making process for findings and discipline. (pg 70)

Disciplinary Matrix

- Develop a “disciplinary matrix”. (pg 61)
 - The sub-committee has reached agreement that a disciplinary matrix should be implemented in the format recommended by the Matrix group.

Administrative Leave

- Each month that an employee continues on administrative leave the Chief should present to the City Manager for his/her review the reasons for continued use of administrative leave, an update on the progress of the investigation, and the estimated duration of administrative leave. (pg 65)
 - The subcommittee has reached an agreement on an Administrative Leave Policy that includes these recommendations.

Complaint Tracking

- Revise the "To Be Completed by Decision Maker" tracking form to include all of the current steps in the review process; ensure that the command staff member who is the decision maker completes the form. (pg 70)
 - All reviewed cases by decision makers will become electronic and tracked through the system electronically. This will eliminate the "To Be Completed by Decision Maker" form.

Decision Making Timeline

- Establish a 14 day target for completion of command staff review and decision making for a minor complaint and a 30 day target for a major complaint (pg 70)
 - **MSOB** The sub-committee agreed upon a 30-day target for minor complaints and a 60-day target for major complaints.

Discipline Review Board

- Establish an input and review process before discipline /punishment is imposed that includes representatives from the Police Department's command staff, the City Manager's Office, Human Resources Department and the appropriate employee guild or association. (pg 71)
 - **MSOB** The sub-committee has agreed that a Discipline Review Board may be implemented following a disciplinary decision in excess of a 15 day suspension that is grieved by the labor union.

Discipline and Appeal

- Re-establish a process that allows an employee to appeal the Police Chief's decision to terminate his/her employment to the City Manager. (pg 71)
 - **MSOB** Sub-committee members reached agreement that discipline involving a suspension of 15 days or more, a demotion or a termination of employment may be appealed to the City Manager.

External Communication Transparency

- Develop a forum with visibility of the Police Chief and Command staff designed to create a number of positive, informed ambassadors among key support groups throughout the City. Develop written objectives and success measures for recommendations. (pg 31)
- **Police Chief and Command staff have attended:**
 - Forums, Town Hall Meetings, and City or County Events.
 - Community Groups/Neighborhood Assoc. Meetings and Events.
 - Individual Leaders and Members of Community Groups/Neighborhood Associations.

External Communication

- Develop a proactive public information and media relations effort rather than only being reactionary. Written objectives established for media campaign and public forum.
 - Set an objective of a minimum of one effort per month.
 - Develop written objectives and success measures for recommendations. (pg 31)
- Proactive media outreach currently occurs at least once per week (media releases, press conferences, phone contacts).
- Quarterly 30-minute TV program produced by VPD called "VPD All Access" is aired on CTV highlighting specific units and is available on VPD website. Second show currently in production, scheduled to air next month featuring SROs.

External Communication

Interactive Website Development

- Work with the City website administrator to ensure that an interactive website is in place and periodically updated, and that 90% of community members are satisfied with website content and ease with which to access information. (pg 31)
 - New recruitment website created outside of VPD web page, to include a Facebook page. Updated VPD web home page includes: downloadable WA State Vehicle Collision form, community resource list to assist citizens with services, and new page on Sex Offenders living in Vancouver. Coming: A web page on community outreach efforts.

Commendation and Complaint Forms for Non-English Speakers

- Revise the Police Department's home page to add links in English, Spanish and Russian that takes the person directly to the form and instructions for filing a complaint and commending a member of the Department. (pg 49)
 - Completed - Languages include English, Spanish, Russian, Japanese and Vietnamese.
 - Khmer and Lao translation is completed but due to language characters, more web formatting is needed.

(Kim Kapp-PIO)

Internal Communication

- Develop a Friday “rap sheet” delivered to all Department members discussing Department issues and events that occurred during the week from the Office of the Chief. (pg 29)
 - The Chief distributes a VPD All e-mail message every two weeks. Department members can reply or post questions directly to the Chief.
- Develop an electronic bulletin board containing Department survey information, and also to solicit information from Department members individually and collectively regarding various issues. (pg 29)
 - Staff is currently able to provide budgetary suggestions to the Chief’s office and responses are posted for department wide access. Chief’s office is considering other formats for constructive suggestions. Chief wants to avoid a ‘blog’ style communication system.

Internal Communication

- Establish quarterly meetings between the Chief and Lieutenants (only) and Sergeants (only) to promote unfiltered communication. (pg 28)
 - Lieutenants and Chief meet monthly in regularly scheduled meetings.
 - Identifying representatives to attend quarterly Sergeants meetings.
- Set Chief and command staff quarterly meetings with civilian personnel to address issues specific to the employee group. (pg 28)
 - Implemented.

Internal Communication

- Set an executive team objective to spend a minimum of four hours per month at the line level for ride-a-longs or personal work-site visits.
 - Completed/Ongoing
- Develop a monthly newsletter to all Department members from the Office of the Chief.
 - A VPD All message from Chief Cook is distributed twice monthly. These messages cover issues facing the Police Department and highlight officer accomplishments.

Internal Communication

- Re-establish regularly scheduled, agenized meetings between the Chief and the VPOG.
 - From September to December 2009, Chief Cook offered his availability to meet on 23 separate dates that corresponded with VPOG President's normally scheduled work days.
 - On Feb 16, 2010, Chief Cook recommended re-establishing regular monthly meetings with the VPOG. Still awaiting response from VPOG President Ryan Martin.

Closing

- Reforms have been implemented and considerable progress has been made on the Matrix recommendations.
- We are committed to continuing with needed reforms for the welfare of VPD and our community focused on these three critical Action Plan priorities.
 - Transparency
 - Accountability
 - Training

Questions?