



# CHARLOTTESVILLE POLICE DEPARTMENT



Type of Directive: General Order	G.O.#: <b>208</b>
Chapter 2: Organization and Administration	<u>Effective Date:</u> <b>12/20/2023</b>
Subject: <b>MISSION STATEMENT, GOALS, AND OBJECTIVES</b>	
<input type="checkbox"/> New Directive <input type="checkbox"/> Replaces: <input checked="" type="checkbox"/> Revises: 11/21/2019	<u>Reviewed:</u> <b>05/10/2024</b>
By authority of the Chief of Police: Colonel Michael Kochis	

## 208.1 PURPOSE AND SCOPE

This directive sets forth a general statement of the Departments mission, goals, and defines its operational objectives to guide members of the Charlottesville Police Department in their law enforcement activities.

## 208.2 POLICY

The scope of the police function is defined by its goals. As a result, the police function must be broadly interpreted to include many tasks other than the enforcement of laws. Notwithstanding the specific goals contained herein, the goals of the Department and each member thereof includes the protection of life, individual liberties and personal property; the preservation of peace; the prevention of crime and disorder; the detection and arrest of violators of the law; and the enforcement of federal and state laws and city ordinances within Departmental jurisdiction.

## 208.3 DEPARTMENT VISION - OUR WHY

- a. "Community Partners in Safety".

## 208.4 DEPARTMENT MISSION STATEMENT

- a. "In partnership with the community, we strive to improve the quality of life of those who live, work, and visit our city. We will do this by creating a safe and secure environment through professional, empathetic, relational, and accountable policing practices. With community policing as our foundation, we strive to maintain trust and legitimacy through respectful, transparent, and impartial public safety practices".

[VLEPSC ADM 03.01] [CALEA 12.2.1(a)]

## 208.5 DEPARTMENT CORE VALUES

- a. These core values guide how we treat each other and the public we serve. We use these as the basis for our actions, including training, reinforcement, rewards and consequences, and alignment of policies.

1. Leadership;

2. Integrity;
3. Justice;
4. Empathy; and
5. Commitment

## **208.6 GOALS AND OPERATIONAL OBJECTIVES**

### **208.6.1 GOAL 1**

- a. To reduce gun violence through increased community partnerships within the City of Charlottesville.
  1. Objective 1: Create a Safer Community. Leverage state and federal partnerships such as Safe Streets and Project Safe Neighborhoods to create a safer community and to leverage resources.
    - Reduction in Part I crime, and gun-related incidents.
    - Strengthen collaboration with law-enforcement partners (i.e., 3A, FBI, DEA).
    - Quarterly Roll-call training by the Commonwealth Attorney's Office.
    - The creation of the Departments monthly Strategic Response meetings to be held within the Department.
    - Implementation of a three sector, patrol deployment model overseen by a sector Lieutenant.
    - Implementation of a gun buyback program to reduce the number of firearms on the streets and the education of community members on responsible gun ownership.
    - Assignment of community officers in identified neighborhoods that are disproportionately affected by violent crime.
  2. Objective 2: Develop Crisis Strategies. Develop and implement strategies to assist in responding and helping those experiencing crisis.
    - Implementation of co-response teams designed to respond to those in crisis (within the Marcus Alert framework).
    - Achieve 100% completion of Crisis Intervention training for sworn personnel.
  3. Objective 3: Engage Youth. Look at creating more formal and informal opportunities to engage with our community youth.
    - Work with the Boys & Girls Club on programs designed to foster relationships between law enforcement and youth.

- Baseball or football style cards to give out to youth with Department members on them.
  - Partner with internal and external stakeholders to re-establish Department youth sports/activities league.
  - Create a Police Explorers Program and promote more youth interaction and build more positive perceptions.
  - Partner with schools and other programs to create after-school partnerships between the Department and area youth.
  - Build lasting relationship with Charlottesville City schools, be a presence in schools, and therapy canine for school visits.
  - Identify Youth Liaison group for street-level interaction and relationship building.
4. Objective 4: Increase Awareness. Technology-driven approach to enhance transparency within the community to increase public safety and awareness.
- Text alert system incorporation to provide real-time notices to the community.
  - Utilize social media for various “Awareness Month” campaigns.
  - Build a stronger online and over-the-phone contact and FAQ system for the public.
  - Public training and awareness of online reporting to provide immediate reporting options for crimes of a less serious nature.
  - Better communication and awareness on calls-for-service and heat mapping.
  - Development of an internal social media team tasked with ensuring transparency and highlighting events designed to involve the community.
  - Implementation of Guardian Score, contact card Program.
5. Objective 5: Adopt a Service-Driven Approach. Maximize training efforts to create a more well-rounded and service-driven Police Department.
- Develop progression tracks for training and advancement for promotions and all specialty assignments.
  - Develop train-the-trainers for important issues such as biased-based policing, de-escalation, procedural justice, and search and seizure.
  - Create more Roll-call training on how to properly capture social media content (importance of liability release).
  - Develop resource guide to train officers on how to point citizens to City resources based on community issues (i.e., abandoned houses, trash, etc.).

- Implementation of Integrated, Assessment, and Tactics (ICAT) use of force training.
  - Create more scenario-based training during field training to assist new officers with community interaction.
6. Objective 6: Strengthen Relationships. Continue to strengthen our relationships and trust through partnerships and community initiatives.
- Identify, build-out, and/or strengthen our community liaison groups.
  - Communicate more information to the community through social media and awareness messaging.
  - Deploy more foot and bicycle patrols in the communities to engage with community stakeholders during non-enforcement actions.
  - Increase “Walk & Talks” weekly in each geo-sector led by the geography’s Commander.
  - Utilize community learning and interaction programs such as Community Academy on a regular basis to provide more education and transparency on how we serve the community.
  - Annual Community Town Hall with the Chief of Police.
  - Partner with the Center for Policing Equity to study and analyze Use of Force disproportionality.
  - Partner with the National Policing Institute to analyze and study Traffic Stop data disproportionality.

## **208.6.2 GOAL 2**

- a. To improve the recruitment and retention of highly qualified police officers and professional staff members for the Charlottesville Police Department.
1. Objective 1: Promote Career Growth. Create more training and development opportunities to promote career growth.
- Development of career planning for professional staff.
  - Identify workplace goals at an early level and provide apprenticeship opportunities for specialized positions.
  - Develop a work schedule that allows for regular on-duty training by increasing shift and/or squad overlaps.
  - Increase Tuition Assistance capacity for officers to attend continued education.

- Creation of an internal mentorship program.
  - Development of a leadership development plan for sworn staff.
  - Identify Youth Liaison group for street-level interaction and relationship building.
2. Objective 2: Foster Diversity. Promote and advertise a diverse and well rounded Department that encompasses the mission, vision, and values of the Charlottesville Police Department .
- Develop a recruiting plan that focuses on culture and opportunities within the Department.
  - Maintain and update hiring website that highlights the diversity and opportunities within the Charlottesville Police Department.
  - Identify media advertisement opportunities that focus on a workforce that reflects the Charlottesville community.
  - A dedicated effort to hire local homegrown talent.
  - Continued focus and commitment to the 30x30 initiative.
3. Objective 3: Rebrand. Rebranding of the Charlottesville Police Department to reflect the innovative future of the Department.
- Establish and maintain a professional recruiting team.
  - Integrate community policing values in recruitment, training, and professional development.
  - Develop promotional material advertising the Department.
  - Creation of a Department Honor Guard Team.
  - Create social media accounts specifically for recruiting.
4. Objective 4: Recruit. Recruit in a procedural, just way that is fair, impartial, and reflective of our community.
- Improve our abilities to provide recruiting within the community at the officer level by providing resources and literature to patrol officers to hand out.
  - Create more internship opportunities for potential candidates before being hired.
  - Development of a recruiting team consisting of staff from throughout the organization.
5. Objective 5: Strengthen Culture. Strengthen the culture that focuses on making our Department a more equitable and fairer environment.

- Focus on inclusion for professional staff members to be involved in Department-wide initiatives.
- Continue to focus on processes with the Department to ensure equity.
- Conduct a more robust entry and exit interview procedure to better capture the “Why?”
- Internal reports on staffing (hires and departures) that discuss factors related to arrivals and departures to increase transparency and assist in future retention.
- Create form documenting feedback to staff when participating in processes where they were not selected.

### **208.6.3 GOAL 3**

- a. To better the treatment, safety, and well-being of all those who work within the Charlottesville Police Department.

1. Objective 1: Building Internal Trust. The Charlottesville Police Department will focus on building and maintaining trust within the Department.

- Annual, Department Town Hall with the Chief of Police and Assistant Chiefs.
- Annual Leadership retreat.
- Create and identify “Team Building” opportunities through training and events.
- Bolster our current Awards and Recognition procedures and increase highlights of incredible work done.
- Create regular positive engagement plans for all staff.
- Creation of a monthly internal newsletter to staff.

2. Objective 2: Morale-Boosting Programs. The Charlottesville Police Department will promote opportunities and programs that support departmental wellness and safety.

- Increase Responder Health application (i.e., app) training - resource that allows texting or phone call support.
- Contract with a clinician to provide counseling services for Department staff.
- Create more positive style community event opportunities for employees to be a part of.
- Develop a Department Wellness Coordinator and support group.
- Utilize more situational and virtual training related to potential officer-safety encounters.

- Create healthy competitions and interactive events within the Department.
  - Bolster our Peer Support capabilities and provide lower level day to day support resources.
3. Objective 3: Increase Efficiency. The Charlottesville Police Department will increase the efficiency of processes and tasks to reduce work-related stressors.
- Identify efficiencies in work flow.
  - Utilize technology to provide more efficient tele-working flexibility.
  - Evaluation of adequate time to get paperwork done, case follow-ups, and categorize video during shift.
  - Prioritizing ergonomics of office workspaces to ensure a healthy atmosphere.

## **208.7 RESPONSIBILITY AND ACCOUNTABILITY**

- a. The Department goals and objectives shall be reviewed on an annual basis by the Chief of Police, or their authorized designee(s) and, if updated, will be made available to all agency personnel.
- b. Commanders are responsible for the planning and research function. This function is essential to effective agency management and includes careful research of operational alternatives and the planning of future programs.
- c. Commanders should ensure that goals and objectives for their assigned Divisions and Bureaus are established and annually assessed for progress in accordance with the timetables outlined in the Departments Strategic Plan.

*[VLEPSC ADM 04.01] [CALEA 15.2.1, 15.2.2]*

## **208.8 POLICY AVAILABILITY**

- a. In order to promote transparency and further instill public trust, the Chief of Police, or their authorized designee, should ensure this policy is accessible to the public.