



**Regular Meeting Agenda
Police Civilian Oversight Board
January 8, 2026**

CitySpace
100 5th St NE
Charlottesville, VA 22902

Police Civilian Oversight Board

Dr. Jeffrey Fracher, Chair
Dr. Kyle Dobson, Vice Chair
Andrew Frye, At Large
George Dillard Jr., LE Rep
Ruairi Vaughan, At Large
Albe LaFave, At Large

6:30 PM Regular Session

I. Call to Order | Roll Call

II. Agenda Approval

- Approval of agenda: January 8th, 2026

III. Minutes Approval

- Approval of meeting minutes: December 11th, 2025

IV. Announcements

- Next internal CPD CommStat is Tuesday, January 27th, 2026 (member interest)
- March PCOB meeting will be held in the Parks & Recs Conference room below
- City Budget Forum next week, PCOB at Public Safety table (see news alert)

V. Public Comment One (Including Guest Speaker, Lt. Jake Via, CPD Internal Affairs)

VI. Ordinance Model

- Preparation for Board opinion on PCOB Ordinance oversight model

VII. Board 2026 Work Plan

- Discussion of Work Plan process, purpose, and structure
- Discussion of any alterations, feedback, or additions/removals
- Identification of commitment to specific aspects of the Work Plan by Board members

VIII. Community Understanding

- Report from PCOB Acting Director on community outreach
- Report on historical perspectives from early Board documentation
- Report on any Board member community outreach

IX. Public Comment Two

X. Adjournment

Notice: For members of the public participating virtually, if you experience technical difficulties, you may call 434-970-3115, and a staff person will assist you. Individuals with disabilities who require assistance or special arrangements to participate in the public meeting may call the ADA Coordinator at (434) 987-1267 or submit a request via email to ada@charlottesville.gov. The City of Charlottesville requests that you provide a 48-hour notice so that proper arrangements may be made.

CHARLOTTESVILLE POLICE CIVILIAN OVERSIGHT BOARD

MEETING MINUTES

Date: December 11, 2025

Scheduled Time: 6:30 p.m.

Location: CitySpace - 100 5th Street NE, Charlottesville, VA 22902

Board Members Attending: Dr. Jeffrey Fracher (Chair), Dr. Kyle Dobson (Vice Chair), Andrew Frye, Albe LaFave.

Board Members Not Attending: George Dillard Jr., Ruairi Vaughan.

Guests: N/A

Call to Order | Roll Call:

- The meeting was called to order at 6:30 p.m. by Chair Dr. Jeffrey Fracher.

Agenda Approval:

- A motion was made by Mr. LaFave to approve the current meeting agenda for December 11, 2025. Motion seconded by Dr. Dobson and approved unanimously.

Minutes Approval:

- A motion was made by Mr. Frye to approve the meeting minutes from November 13, 2025. Motion seconded by Dr. Dobson and approved unanimously.

Announcements:

- Mr. Walker reported that Mr. Dillard was absent due to work in Washington, D.C.
- Mr. Walker provided an update on board member appointments: the application window closed November 17, 2025, and City Council has scheduled interviews for January. Five applications were received, with three candidates selected for interviews. New members would join the Board at the February meeting, giving the Board a full eight members.
- Mr. Walker explained changes to the parking garage access system. The new system uses license plate scanning technology. Board members will need to provide their license plate information to be added to the validation system for official Board business.
- Dr. Fracher provided an update on independent counsel. The City Attorney's office is screening potential attorneys, and they have narrowed the selection to two or three firms. There has been a shift in utilization rules such that

outside counsel would only be engaged if there is a dispute between the Board and the City. The City Attorney will represent the Board in all matters that do not involve an adversarial position with the City. Mr. Walker indicated the Board has budget allocated for attorney fees. The final determination for selecting an attorney will be subject to the full Board's consideration and approval.

Public Comment One:

- Kate Fraleigh (KF), who has followed the Police Civilian Oversight Board since 2018, encouraged the Board to review historical documents and consult with original founders. KF read elements the original members considered critical to successful oversight, including: independent authority to review complaints, independent authority to conduct parallel investigations, access to CPD documents and data, professional support staff with appropriate budget, and public engagement and reporting. KF noted the original proposed ordinance was changed before adoption.
- Alec Pandaleon (AP) asked whether the Board member candidate interviews are public. Dr. Fracher confirmed they are private and conducted by City Council. AP asked how many 8 or 12-hour shifts each Board member and the Acting Director have completed as ride-alongs with CPD. Dr. Dobson and Mr. Frye each reported one 8-hour shift. Mr. LaFave reported none with CPD. Mr. Walker indicated he is looking forward to engaging in this once the Board and Office are set on firm footing again and replacement staff are hired.

Office Presentation:

- Mr. Walker presented an overview of civilian oversight models as identified by NACOLE (National Association for Civilian Oversight of Law Enforcement).
 - i. *Investigation Focused Model*: Emphasizes independent investigations conducted by the oversight body or professional staff. Allows for independent intake of complaints, investigation, findings, and disciplinary recommendations. Requires trained investigators, officer interview capabilities, and greater staffing. Mr. Walker noted this model is limited for the PCOB because the Board cannot compel officer testimony due to an inability to extend Garrity protections.
 - a. Dr. Fracher elaborated that there are other legal barriers beyond Garrity, including resource and staffing constraints. Many investigative models require paid board members or dedicated investigative staff.
 - b. Mr. Walker explained Garrity protections: public sector employees can be compelled to testify in administrative investigations under threat of discipline, but that testimony cannot be used in criminal proceedings. Only entities with disciplinary authority over officers can provide Garrity protection; since the PCOB lacks this authority, it cannot compel testimony.

- ii. *Auditor/Monitor Focused Model*: Involves active engagement during complaint investigations conducted by law enforcement, including monitoring officer interviews and auditing case files. Focuses on systemic changes, policies, and trends. Mr. Walker rated PCOB's status in this model as moderate. The Office currently attends Internal Affairs interviews as an observer, monitors systems like the automated license plate readers, and sits on the use of force review panel.
 - a. Dr. Fracher clarified that while Mr. Walker can attend interviews, he does not have authority to ask questions, as that would constitute compelling the officer to answer the PCOB's questions.
 - iii. *Review Focused Model*: A quality assurance function where the board reviews completed Internal Affairs investigations. Provides accountability over the police department's process without direct engagement in investigations. Mr. Walker rated PCOB's status as developing, noting the Board can review completed cases but has not yet done so in practice.
 - iv. *Hybrid Model*: A combination of characteristics from other models. The PCOB is authorized as a hybrid model with authority under all three approaches. Mr. Walker suggested the Office could focus primarily on audit/monitor functions while the Board focuses on review functions.
- Mr. Walker listed Virginia oversight entities: Alexandria, Arlington, Richmond, and Fairfax operate hybrid models; Norfolk and Virginia Beach operate review-focused models. Charlottesville was among the first in Virginia to establish civilian oversight.
 - Dr. Fracher noted the Board will need to develop a recommendation to City Council for changes to the ordinance to make the current model workable, as the Board has struggled to function effectively in six years under the current structure.
 - Dr. Dobson encouraged public observers to look past labels and focus on the concrete actions and work the Board is doing, rather than getting caught up in which model category applies.
 - Mr. Walker emphasized the goal is to codify the Board's work more clearly and focus it so that outcomes are accomplishable by a volunteer board with limited staff.
 - Mr. Walker presented an evaluation of the PCOB against NACOLE's 13 Principles of Effective Oversight, providing rankings from 1-5. Key findings included: Independence rated 3/5 (developing); Unfettered Access to Records rated 4/5 (strong access through current Chief, but not fully codified in ordinance); Access to Law Enforcement Executives rated 4/5; Full Cooperation rated 3/5 (limited by inability to compel testimony); Sustained Stakeholder Support rated 2/5 (limited and inconsistent); Adequate Funding and Resources rated low (current resources insufficient for full mandate; four full-time staff recommended); Public Reporting and Transparency rated 4/5.

- Dr. Fracher noted that the current Chief has been very open about providing access, but the previous Chief provided little to no access. Without codification in the ordinance, access remains at the discretion of whoever holds the position.
- Mr. Walker presented 2022-2025 complaint statistics from Internal Affairs. In 2025 to date: 46 external complaints (from public or PCOB) and 28 internal complaints (from within the department). Mr. Walker noted the increasing trend in internal investigations suggests a growing culture of accountability within the department.
 - i. Top allegation types across all years: unsatisfactory performance, courtesy, conformance to law, unbecoming conduct, truthfulness, and excessive force.
 - ii. Finding distribution across 2022-2025: approximately 42% of allegations were sustained, with roughly equal representation of unfounded versus sustained findings. Mr. Walker noted the exonerated category (allegation occurred but officer followed policy) could be a focus area for policy review.
- Mr. Walker demonstrated the PCOB website, highlighting the data and reporting section, the 2024 annual report, complaint filing portal, and ongoing development efforts for transparency.

Board Member Discussion and Activity Items:

- Dr. Dobson presented a draft work plan developed with Mr. Walker. The vision involves a four-stage monthly process: (1) Seek Understanding - gathering community experiences through canvassing, surveys, and engagement at community events; (2) Analysis - coding and interpreting community feedback to identify themes and focal points; (3) Prioritize Work - using community input to determine monthly oversight priorities; (4) Report Outcomes - communicating work completed to the community, Chief of Police, City Council, and City Manager's office.
- Dr. Dobson emphasized the goal is to put community concerns first while creating a documented, evidence-based approach to oversight work with a clear monthly cadence.
- Mr. Walker noted the draft work plan is very rough, developed in approximately one hour, and is intended to introduce the concept for further development. The goal is to formalize and make sustainable the Board's work.
- Dr. Fracher expressed support for the model but suggested waiting until the Board has its full membership to formally adopt the work plan through a vote.
- Dr. Dobson indicated he would commit to participating in downtown mall canvassing and attending community events during December.

- Mr. Walker offered to provide historical documents for Board members to review, including a report from a previous town hall and original documents from the PCOB's founding.
- The Board discussed potential December activities including: stationary canvassing on the downtown mall, attending neighborhood association meetings and community events, and reviewing historical documents.
- Mr. LaFave indicated he would visit the office the following afternoon.

Public Comment Two:

- Kate Fraleigh (KF) provided a list of organizations for potential community outreach: Legal Aid Justice Center, Virginia Organizing, People's Coalition, one-stop shop at Carver Recreation Center, Jefferson School African-American Heritage Center, and the NAACP (noting Mr. Dillard is Vice-President of the local chapter). KF noted that original PCOB Board members were selected through a public process at the Jefferson School where candidates gave speeches and attendees provided input to the City. KF expressed concern that City Council's sole control over Board appointments may limit diversity of perspectives.
- Dr. Fracher noted that Board appointment procedures are in the ordinance and could be addressed in future joint conversations with City Council.
- KF offered to connect Board members with original PCOB founders, including Gloria Beard, for conversations about the Board's history and original intent.
- Dr. Fracher reminded attendees that if more than two Board members are present for community engagement, it constitutes a public meeting with associated requirements.
- Dr. Dobson noted interest in exploring whether public input on Board appointments could still be gathered and submitted to City Council, even if not formally required.

Adjournment:

- A motion to adjourn was made by Dr. Dobson, seconded by Mr. Frye, and approved unanimously.
- Meeting adjourned at 8:11 p.m.

Certified by James Walker, Acting PCOB Director

Date Adopted: _____

Certified: _____

Police Civilian Oversight Board

MODELS OF OVERSIGHT — SUMMARY FOR BOARD REVIEW

Overview

The National Association for Civilian Oversight of Law Enforcement (NACOLE) defines three primary oversight models, plus a hybrid approach. NACOLE emphasizes that any model must be implemented fully in accordance with their Thirteen Principles of Oversight to be effective and maintain community trust. The following table lays out these models with defined characteristics and implications. The final column identifies the status of the PCOB to implement characteristics of each model. An example of an oversight entity which predominantly represents each model is also provided.

Oversight Models Comparison

Model	Key Characteristics	Implications	PCOB Status
Investigation Focused <i>Example: Cincinnati CCA</i>	<ul style="list-style-type: none"> Independent and full investigative authority conducted by oversight body and/or professional staff. Allows independent intake of complaints, followed by investigation, findings, and disciplinary action or recommendations. Strengthens community trust by removing perceived conflict of interest from Internal Affairs investigations. 	<ul style="list-style-type: none"> Requires trained investigators, officer/witness interview capability, evidence access, greater staffing/funding, and strict adherence to timelines and administrative policies. Often encounters legal and practical resistance, especially in collective bargaining environments. 	LIMITED
Audit/Monitor Focused <i>Example: Seattle CPC & OIG</i>	<ul style="list-style-type: none"> Active engagement during complaint investigations conducted by law enforcement. Prioritizes systemic change through policy and trend analysis. Addresses deficiencies in policies, procedures, and practices with broad scope including training, budget, and technology deployment. 	<ul style="list-style-type: none"> Requires trained analysts/auditors, access to police records, moderate staffing/funding with advisory legal support. Must produce clear outcomes and products for decision-making stakeholders. 	MODERATE
Review Focused <i>Example: Cambridge PRAB</i>	<ul style="list-style-type: none"> Quality assurance function over investigation of misconduct complaints by law enforcement. Provides accountability mechanism over policies, procedures, and disciplinary action. Prioritizes transparency into existing law enforcement adjudication procedures. 	<ul style="list-style-type: none"> Requires access to police records, minimal staffing/funding with advisory legal support, and moderate adherence to timelines and appeals processes. Must produce clear outcomes and products for decision-making stakeholders. 	DEVELOPING
Hybrid <i>Example: Berkeley PAB & ODPA</i>	<ul style="list-style-type: none"> Blends characteristics, authorities, and outcomes of multiple models. Allows customized powers and duties shaped to locality needs and capacity. Most common structure nationwide, often dividing responsibility between professional staff and appointed/elected community representatives. 	<ul style="list-style-type: none"> Requires trained staff, access to police records, flexible staffing/funding with advisory legal support. Must produce clear outcomes and products for decision-making stakeholders. 	DEVELOPING

**The PCOB ordinance establishes a hybrid model with an implied investigation focus. Current limitations stem from legal, policy, and procedural barriers requiring revisions to the ordinance, CPD General Orders, and the CPD Collective Bargaining Agreement for effective functionality and intended outcomes.*

Virginia Localities with Civilian Oversight:

- Hybrid: Alexandria, Arlington, Richmond, and Fairfax County
- Review-Focused: Norfolk and Virginia Beach

Reference: Ordinance revisions reviewed at joint City Council and PCOB meeting, September 11, 2025. Source: NACOLE oversight models.



2026 Work Plan

Police Civilian Oversight Board

The City of Charlottesville Police Civilian Oversight Board (PCOB) was established pursuant to Virginia Code § 9.1-601 and Charlottesville City Code Article XVI to provide objective and independent civilian-led oversight of the Charlottesville Police Department (CPD). As stated in Section 2-453 of the City Code, the purpose of the Board is to establish and maintain trust between and among the Department, the City Council, the City Manager, and the public.

This 2026 Work Plan serves as the guiding framework for the Board's activities and priorities. The plan outlines how the Board and the PCOB Office will fulfill statutory obligations within Article XVI of the City Code. The plan establishes a monthly cadence of community engagement, analysis, oversight, and reporting, enabling the Board to remain responsive to community concerns while systematically advancing oversight. The plan also delineates the respective roles of the Board and the Director in carrying out this work, ensuring accountability and coordination between the Board and Office staff.

Police Civilian Oversight Board Members

Dr. Jeffrey Fracher, Chair
Dr. Kyle Dobson, Vice Chair
Andrew Frye, At Large
George Dillard Jr., LE Rep
Ruairi Vaughan, At Large
Albe LaFave, At Large

Office of Police Civilian Oversight

James Walker, Acting Director

Glossary of Terms

As part of the PCOB's ongoing effort to make its work more accessible to the community, the Board has developed a [Glossary of Terms](#) which helps to define and provide understand both internally and to the community what is meant by certain terminology and phrasing related to the Board's work.

Purpose

This work plan establishes a monthly process by which the Police Civilian Oversight Board organizes and conducts oversight work aligned with the regular monthly meeting schedule. The process ensures that meetings are responsive to community experiences and needs related to law enforcement while enabling meaningful prioritization of efforts given the Board's limited time and volunteer structure.

Process

The work plan follows a four-step cycle: (1) Seek Understanding from the community, (2) Conduct Analysis to identify themes and priorities, (3) Conduct Oversight through structured Board action, and (4) Report Outcomes to stakeholders. Each step builds on the previous, creating a continuous feedback loop between community input and Board action. The Director of the PCOB Office supports the Board throughout this process, facilitating research, conducting audits, and managing administrative functions.

Step 1: Seek Understanding

Engage in regular community outreach and collaboration to understand the community's experiences with the Charlottesville Police Department and identify which law enforcement topics the community prioritizes for oversight work. Seek the assistance and input of community members while providing education, awareness, and guidance on policing matters and the role of the Board.

Contacts

- Utilize the *Community Connections Directory* to identify candidates for outreach
- Structure outreach to achieve a well-balanced sample across the City's diverse neighborhoods, business districts, and community demographics
- Track connections and maintain relationships with community connections

Methods

- Utilize outreach methods such as canvassing, surveys, listening sessions, and interviews
- Host public community listening and discussion sessions on policing matters of pressing public concern
- Reference and build upon past work of the Board

Locations

- Engage at community events, town halls, neighborhood association meetings, organization-led events, and individual meetings
 - Host or participate in public police-community relations meetings
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Messaging

- Utilize the Outreach Process to guide conversations
- Prioritize listening rather than explaining
- Be prepared to answer questions, but also note questions requiring later or Office-led response

Documentation

- Record understanding gained from the community using the Community Understanding Survey or the Internal Community Insights form.
- Document public input and recommendations received during listening sessions

Step 2: Conduct Analysis

Utilize shared community experience and understanding, along with available data and Director-conducted audits, to identify themes, establish context, and determine focal points for oversight work.

Collation

- Summarize experiences gathered through community understanding efforts
- Establish clear themes and throughlines across community input

Data Collection

- Identify data sets that speak to and provide context on the themes identified
 - Relevant data may include: complaint records and patterns, internal affairs investigation outcomes, use of force data, arrest and detention patterns, department expenditures, policies and procedures, training records, and crime statistics
- Request the Director conduct or provide audits examining patterns relevant to identified themes

Discussion

- Hold internal Board discussion to understand experiences at a narrative level
- Establish connections between identified themes and the Board's oversight authorities
- Consider which type of oversight action is most appropriate for each identified concern

Prioritization

- Set the focus for the following month based on collection and analysis of community experience, trend discussion, and context identified
 - Establish oversight work priorities through Board consensus
 - Assign specific oversight tasks as needed to Board members and the Director
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Step 3: Conduct Oversight

Execute the prioritized oversight work through structured Board action, with the Director supporting implementation. Work culminates in findings, recommendations, or public reports as appropriate to the type of oversight conducted.

Scope

- Define the specific oversight question or focus area based on the prioritized topic
- Identify the type of oversight work to be conducted:
 - Internal affairs review: Reviewing department investigations for accuracy, completeness, impartiality, and sufficiency of discipline
 - Policy, practice, or procedural review: Investigating policies, practices, and procedures of the department
 - System review or audit: Examining patterns in system use, application, and impact, internal affairs investigations, arrests and detentions, expenditures, or other public-police interactions
 - Expenditure review: Analyze annual department expenditures and making budgetary recommendations
- Establish clear boundaries for the inquiry, including what is and is not within scope
- Identify the intended output: findings, recommendations, disciplinary recommendations, or public reporting

Research

- Engage the Director to gather relevant information from authorized sources
 - Sources may include: department policies and procedures, complaint and disciplinary records, internal affairs files, use of force data, training materials, department data systems, contracts and agreements, industry standards and best practices, and comparable jurisdiction approaches
- The Director may actively monitor department investigations of complaints with access to records
- Request additional information from CPD or through the City Manager as needed
- If information cannot be obtained voluntarily, consider whether to seek subpoenas through the Circuit Court

Analysis

- Examine gathered information through the lens of community experience and oversight objectives
 - Identify gaps, concerns, policy violations, or areas for improvement
 - Develop preliminary findings and potential recommendations
 - The Director may prepare an analysis report summarizing circumstances, evidence, and suggested findings
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Deliberation

- Present findings to the full Board for discussion and refinement
- Conduct closed session deliberations or public review hearings as appropriate to examine facts, issues, and findings
- Consider diverse perspectives and potential unintended consequences
- Refine recommendations to ensure they are actionable, timely, achievable, and measurable
- Develop written findings with supporting rationale

Action

- Issue findings through formal Board vote:
 - For IA reviews: state concurrence with findings, non-concurrence with recommendations, or finding of incomplete/unsatisfactory investigation
 - For systems, budgetary, policy, practice, or procedure reviews: develop written findings and recommendations with supporting rationale
- Document the Board's decision, including any dissenting views if applicable
- Assign responsibility for implementation or follow-up as appropriate

Step 4: Report Outcomes

Provide transparent reporting on the activities of the Board to relevant stakeholders, maintaining accountability to the community that informed the work. Make public reports on reviews, audits, hearings, findings, recommendations, determinations, and oversight activities as appropriate while protecting confidential information.

Community

- Summarize Board actions through community events, newsletters, or public communications
- Communicate outcomes in accessible language, showing how community input shaped the work
- Report findings to specific complainants within required timeframes
- Engage news outlets as appropriate for broader public awareness

Chief of Police

- Report findings and recommendations in monthly Community Statistics meetings
- Provide written policy recommendations with supporting rationale
- Track CPD response to recommendations; if declined, request written explanation within 30 days

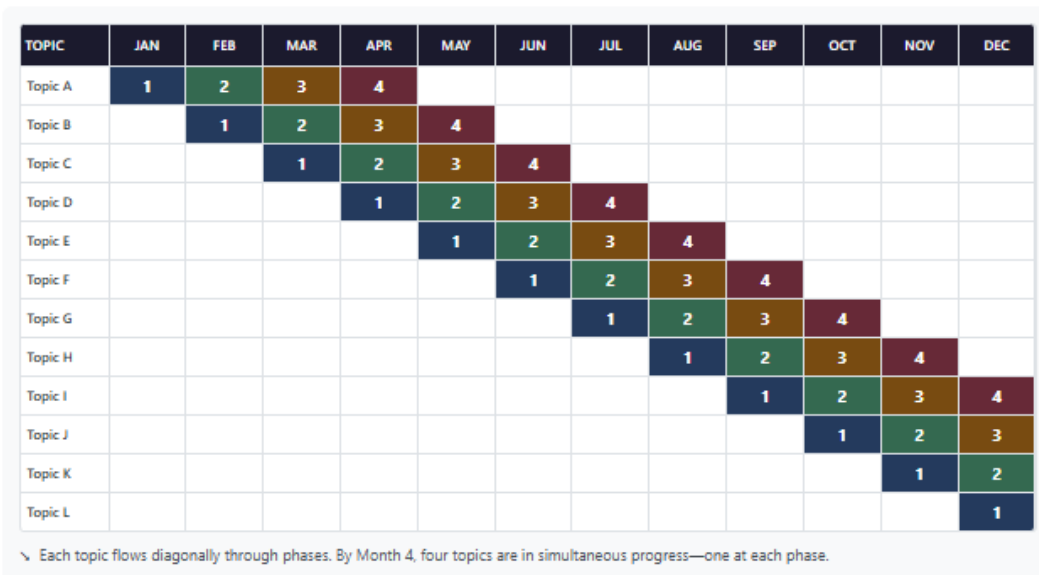
City Council

- Communicate through brief presentations or written reports
 - Board members lead communications with Council on policy matters
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- Submit budgetary recommendations during the annual budget process
- Present proposed state legislative recommendations by August 15 annually for consideration in the City's legislative program
- The Director provides an annual report detailing Board and Office activities for the preceding calendar year

City Manager

- Communicate through brief presentations or written reports
- The Director leads administrative communications and provides reports on oversight activities
- Report findings from audits, reviews, and hearings
- Escalate resource or structural concerns as appropriate



1 Seek Understanding Community Engagement

Engage in regular community outreach to understand experiences with CPD and identify topics the community prioritizes for oversight work.

Output: Documented community input & identified priorities

2 Conduct Analysis Research & Context

Utilize shared community experience, available data, and Director-conducted audits to identify themes, establish context, and determine focal points.

Output: Themes summary & prioritized oversight focus

3 Conduct Oversight Structured Board Action

Execute prioritized oversight work through structured Board action. Work culminates in findings, recommendations, or public reports.

Output: Formal findings & recommendations

4 Report Outcomes Transparent Reporting

Provide transparent reporting on Board activities to stakeholders, maintaining accountability to the community that informed the work.

Output: Published reports & stakeholder communications

Work of the Board vs. Office

While Charlottesville City Code Article XVI provides a high-level delineation of the duties and authority of the Board and the Office, this detailed list is meant to focus on more specific duties of each side of the PCOB.

Public Relations & Community Engagement

Shared

- Engage in outreach to community organizations, businesses, leaders, advocates, and residents to ascertain the needs and priorities of the community related to law enforcement
- Host or participate in public community listening and discussion sessions on policing matters of pressing public concern
- Participate in public police-community relations meetings
- Provide education, awareness, and guidance on policing matters and the role of the Board
- Track outreach connections made using the *Community Understanding Survey* or the *Internal Community Insights* form.

Board Members

- Represent the Board at community events, neighborhood association meetings, and organization-led events
- Build and maintain ongoing relationships with community members, inviting them to participate in Board meetings through public comment
- Communicate Board activities and findings to the public through presentations and community engagement

Office Staff

- Develop any digital or print materials needed for engagement, whether for collection of input from community or creation of resources, educational materials, or information to provide
 - Set up any event spaces or locations through the city and run any marketing or news alert posts needed
 - Act as primary point of contact for media entities and ensure timely response to media inquiries
 - Maintain the *Community Connections Directory* as a place to track outreach connections
 - Document public input and recommendations received during listening sessions
 - Coordinate logistics for community events hosted by the Board
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Evidence-Based Review of Policies, Practices, & Procedures

Shared

- Identify themes and throughlines from community input that warrant analysis
- Discuss audit findings and their implications for oversight priorities
- Review department expenditure estimates and projections

Board Members

- Request the Director to conduct additional audits by majority vote
- Review and interpret audit findings in the context of community concerns
- Make law enforcement budgetary recommendations to the City Manager and/or City Council during the annual budget process
- Prioritize data sets and topics for audit based on community understanding and Board discussion

Office Staff

- Conduct internal audits of prioritized data sets identified by the Board and/or by the City Manager's Office and CPD.
- Conduct retrospective examinations of patterns in internal affairs investigations, arrests and detentions, department expenditures, and other public-police interactions
- Review department data systems to support oversight functions
- Provide summary reports of any audits conducted to the Board and the City Manager upon completion
- Present department expenditure estimates to the Board for review
- Prepare data visualizations and summaries to support Board analysis and decision-making

Policy & Legal Review

Shared

- Find specific general orders and policies related to the topic(s) of the month
- Decide state legislative recommendations after considering what the biggest challenges of the year were together
- Make comments on the specific general orders and policies chosen for the month
-

Board Members

- Review and make recommendations regarding policies, practices, and procedures of the department
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- Present written findings and recommendations with supporting rationale to Council, the City Manager, and Chief of Police
 - Approve retention of independent legal counsel from a list recommended by the City Attorney
 - Authorize subpoenas by two-thirds vote when information cannot be obtained voluntarily

Office Staff

- Conduct and report on research on city policy, policing practices, and legal implications related to the work of the PCOB
- Draft and redline specific PCOB policy documents for preparation to City Council agenda
- Review department policies, practices, and procedures as part of ongoing oversight activities
- Attend department meetings relevant to oversight functions
- Retain independent legal counsel on behalf of the Board after Board approval and finance director endorsement
- Apply for subpoenas on behalf of the Board when authorized by two-thirds vote

Direct Oversight of Law Enforcement

Shared

- Discuss findings and suggested recommendations from monitoring and audit reports
- Consider whether to propose mediation or alternative dispute resolution to resolve complaints

Board Members

- Hold closed session deliberations or public review hearings examine facts, issues, and findings of internal affairs investigations or law enforcement policies, practices, and procedures
- Issue findings on deliberations or public review hearing outcomes within 30 days

Office Staff

- Receive, document, refer, and monitor citizen complaints of police misconduct submitted to the PCOB
 - Participate in regularly scheduled use of force panel reviews
 - Decide when to include and ask PCOB members to join into aspects of the processes above to gain additional perspective
 - Actively monitor department investigations of complaints with access to records
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- Prepare reports to the Board on selected review cases summarizing circumstances, evidence, and suggested findings for each allegation
 - Participate in candidate interviews for CPD employment

Reporting & Administration

Shared

- Ensure transparency in Board activities while protecting confidential information
- Comply with all applicable FOIA requirements for public records and meetings

Board Members

- Attend and participate in regular monthly public meetings and work sessions
- Complete required ordinance training on ordinance-specified topics within the required timeline
- Maintain privacy of all confidential or privileged information indefinitely
- Submit a written performance review of the Director to the City Manager for inclusion in annual evaluation
- Communicate with City Council through brief presentations or written reports on policy matters
- Participate in the Director interview and appointment process

Office Staff

- Manage all administrative and fiscal needs of the Board and the Office
 - Report to the Board on day-to-day operational activities of the Office
 - Report all oversight activities to the Board and the City Manager or designee
 - Provide an annual report to the Board, City Manager, City Council, and the community detailing activities for the preceding calendar year
 - Provide additional reports as deemed appropriate to ensure transparency into oversight activities and audits
 - Facilitate or provide Board member training on ordinance-specified topics within the required timeline
 - Coordinate with the City Manager on operating procedures and standard operating procedures
 - Maintain meeting minutes including date, time, location, attendance, discussion summary, and vote records
 - Communicate with City Manager's Office through reports and presentations on administrative matters
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DECEMBER 2025 - JANUARY 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">Identify requirements for stationary canvassing on the Downtown Mall or other public venues. Organize Work Plan documentation for Board access.			Kyle Dobson	
<ul style="list-style-type: none">Gain a historical understanding of community experience from past Board documentation and community input.			Andrew Frye	
<ul style="list-style-type: none">Create a glossary of terms to provide transparency for all stakeholders of the City of Charlottesville. Sharing reality through consultation of asynchronous definitions through PCOB, community, and literature			Ruairi Vaughan	
<ul style="list-style-type: none">Select a CPD General Order to gain understanding of policy and summarize for the Board with a stated priority level.			Unassigned	
<ul style="list-style-type: none">Choose an ordinance topic to understand and summarize to the Board in lead up to a joint meeting with City Council.			Jeff Fracher	

JANUARY - FEBRUARY 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

FEBRUARY - MARCH 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">Task 1<ul style="list-style-type: none">Subtask 1				
<ul style="list-style-type: none">Task 2<ul style="list-style-type: none">Subtask 2				
<ul style="list-style-type: none">Task 3<ul style="list-style-type: none">Subtask 3				
<ul style="list-style-type: none">Task 4<ul style="list-style-type: none">Subtask 4				
<ul style="list-style-type: none">Task 5<ul style="list-style-type: none">Subtask 5				

MARCH - APRIL 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

APRIL - MAY 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

MAY - JUNE 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

JUNE - JULY 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

JULY - AUGUST 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

AUGUST - SEPTEMBER 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

SEPTEMBER - OCTOBER 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

OCTOBER - NOVEMBER 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				

NOVEMBER - DECEMBER 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none">• Task 1<ul style="list-style-type: none">▪ Subtask 1				
<ul style="list-style-type: none">• Task 2<ul style="list-style-type: none">▪ Subtask 2				
<ul style="list-style-type: none">• Task 3<ul style="list-style-type: none">▪ Subtask 3				
<ul style="list-style-type: none">• Task 4<ul style="list-style-type: none">▪ Subtask 4				
<ul style="list-style-type: none">• Task 5<ul style="list-style-type: none">▪ Subtask 5				
