

FOIA & CLOSED SESSION

Board Member Training Guide: Reviewing Complaint Investigations

THE FOUNDATIONAL PRINCIPLE

Virginia’s Freedom of Information Act (§ 2.2-3700 et seq.) presumes all meetings are open to the public. A meeting may be closed **only** when a specific statutory exemption applies, and exemptions are always construed narrowly. The Board’s authority to review complaint investigations under § 9.1-601 does not create a blanket right to meet in private — closed session is available only through the FOIA exemptions below, and only for the specific purposes cited in the motion.

APPLICABLE EXEMPTIONS & STEP-BY-STEP PROCEDURE

Which exemptions apply?

- **§ 2.2-3711(A)(1) — Personnel** (primary): Discussing the disciplining or performance of a *specific* public employee. This is the core exemption for individual complaint case review.
- **§ 2.2-3711(A)(7) — Litigation**: Consultation with counsel regarding actual or specifically threatened litigation.
- **§ 2.2-3711(A)(8) — Legal advice**: Consultation with counsel on specific legal matters (not general policy questions).

The officer’s name need not be stated publicly. A case number (e.g., “Complaint 2026-XXX”) provides sufficient specificity. (FOIA Council AO-02-10)

Step-by-step procedure (§ 2.2-3712)

1. **MOTION**: A member moves in open session with three required elements: (i) subject matter, (ii) purpose, and (iii) specific code citation.
2. **VOTE**: Recorded vote in open session. Motion text and vote go in the minutes in detail.
3. **CLOSED SESSION**: Discussion is strictly limited to the matters identified in the motion. No other topics.
4. **NO BINDING ACTION**: Deliberate and discuss only. No votes, no binding decisions while in closed session.
5. **RECONVENE**: Immediately return to open session upon concluding discussion.
6. **CERTIFY**: Each member votes on a roll-call certification that only lawful, authorized matters were discussed.
7. **ACT IN PUBLIC**: Any findings, recommendations, or determinations are voted on in open session.

IN CLOSED SESSION: WHAT YOU CAN & CANNOT DO

You CAN:

- Review confidential complaint investigation files containing officer and complainant information
- Discuss the specific officer’s conduct, performance, and potential discipline
- Receive legal advice from Board counsel on the specific case
- Deliberate on whether evidence supports the allegations
- Discuss the thoroughness and impartiality of CPD’s internal investigation

You CANNOT:

- Discuss any topic not identified in the motion to close (even if it would qualify under a different exemption)
- Take any binding vote or adopt any resolution, motion, or determination
- Discuss general policy issues, systemic patterns, or other officers’ cases not cited in the motion
- Conduct straw polls that function as de facto decisions
- Allow attendance by anyone whose presence does not reasonably aid the discussion

RETURNING TO OPEN SESSION: WHAT TO SAY PUBLICLY

After certification, the Board votes in open session on its actions. Under § 9.1-601(C)(7), the Board may publicly report its findings, recommendations, and determinations. You may state:

- **Findings**: the disposition of each allegation by category (Sustained, Not Sustained, Unfounded, Exonerated, Policy Failure) and the general nature of the allegation (e.g., “excessive use of force,” “discourtesy”).
- **Recommendations**: any policy, practice, or procedure changes the Board recommends to CPD arising from the case.
- **Determinations**: any binding disciplinary action (reprimand, suspension, demotion, termination, etc.) directed to the City Manager for implementation.

You must NOT disclose: officer names, complainant identities, witness statements, specific evidentiary details, or any other confidential personnel information discussed during the closed session.

⚠️ PROTECTING CONFIDENTIALITY OUTSIDE OF CLOSED SESSION

Your confidentiality obligation does not end when the meeting adjourns. Do not discuss closed-session substance in emails, texts, social media, phone calls, or conversations with anyone who was not lawfully present. Written communications are FOIA-requestable public records. If asked about a case by the public or media, refer them to the Board’s official public statements only. Virginia law does not clearly extend closed-session privilege to post-meeting communications.

Penalties for violations (§ 2.2-3714): Willful or knowing violations carry mandatory personal fines of \$500–\$2,000 (first offense) and \$2,000–\$5,000 (subsequent). A false certification vote can result in a \$1,000 fine to the Board. Any procedural failure is presumed to be a violation and the burden of proof falls on the Board. If you believe the closed session strayed beyond its authorized scope, you **must** state so before the certification vote — silence may expose you to individual liability.



- CODE
Chapter 2 - ADMINISTRATION
ARTICLE XVI. POLICE CIVILIAN OVERSIGHT BOARD

ARTICLE XVI. POLICE CIVILIAN OVERSIGHT BOARD¹

Sec. 2-450. Title.

This article shall be known as the Charlottesville Police Civilian Oversight Board Ordinance.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-451. Police civilian oversight board established.

Pursuant to Virginia Code § 9.1-601, there is hereby established a Charlottesville Police Civilian Oversight Board, which shall be referred to as "the board," with powers granted as provided within this article. The board is a body established and appointed by the city council of Charlottesville pursuant to Virginia Code § 9.1-601(B) to perform functions authorized by the city council in accordance with Virginia Code § 9.1-601(C). It shall not be able to bring suit or to be sued in its own name, except to the extent needed to request and defend subpoenas as authorized by this article.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-452. Office of police civilian oversight established.

- (a) *Office established.* There is hereby established an Office of Police Civilian Oversight, which shall be referred to as "the office," which is a division of the city manager's office, and shall have the powers granted as provided within this article to facilitate and support the authorized functions of the board. The office shall have the authority to carry out its duties and responsibilities under this article with respect to all law enforcement activities and all sworn and civilian personnel operating under the authority of the Charlottesville Police Department, which shall be referred to as "the department."
- (b) *Director.* There shall be a full-time director of the office. The director will be responsible for and report to the board on the day-to-day operational activities of the board and the office. The director shall report to the city manager, and the city manager shall delegate to the director the authority to employ such additional staff as funded by the city council for the board to effectively fulfill its obligations under this article, and any such additional staff shall report to the director.
 - (1) *Appointment.* The city manager shall appoint a director with the approval of a majority vote of the city council.

¹Editor's note(s)—Ord. No. O-21-183, §§ 1, 2, adopted Dec. 20, 2021, repealed the former Art. XVI, §§ 2-450—2-464, and enacted a new Art. XVI as set out herein. The former Art. XVI pertained to the police civilian review board, and derived from an ordinance adopted Nov. 4, 2019(1)); and Ord. No. O-21-062, 5-3-21.

- (2) *Interview process.* As a part of the director appointment process, the city manager shall convene an interview panel that includes two (2) members of the board. If those two (2) members recommend a candidate for appointment as director, the city manager shall provide a written justification to the board if a different candidate is appointed.
- (c) *Duties of the city manager.* The city manager shall have the following duties:
 - (1) *Operating procedures.* The city council authorizes the city manager to establish operating procedures for the performance of duties by the board and the office, in consultation with the board and the director. Those procedures may be amended from time to time by the city council or by the city manager, in consultation with the board and the director.
 - (2) *Supervision.* The city manager or a designee shall supervise the work of the director. The city manager's annual evaluation of the director's performance shall consider a written performance review submitted by the board to the city manager. The board may request that the city manager meet with the board's chair to discuss the director's performance.
 - (3) *Vacancy.* If there is a vacancy in the position of director, the city manager may designate some other city employee who is not an employee of the department to act as director until a new director is hired.
- (d) *Duties of the director.* The director shall have the following duties:
 - (1) *Duties.* The director shall support the board in the implementation and exercise of its oversight functions and undertake or ensure the performance of specific tasks assigned by majority vote of the board, pursuant to the powers and duties of the board authorized in this article. The director shall be responsible for management of all administrative and fiscal needs of the board and the office as authorized by the city manager.
 - (2) *Director's authority to conduct audits.* The director may conduct retrospective examinations and audits of patterns in internal affairs investigations, arrests and detentions, department expenditures, and other public-police interactions pursuant to the powers and duties of the board authorized in this article. The board may request the director to conduct additional audits by majority vote. The director will provide a summary report of any audit conducted to the board and the city manager upon completion.
 - (3) *Director's authority to engage in oversight activities on behalf of the board.* The director may engage in additional oversight activities which support and inform the functions of the board, consistent with the powers and duties of the board authorized in this article. This may include, but is not limited to, review of department data systems, attendance at department meetings, review of department policies, practices, and procedures, participation in interviews of candidates for employment with the department, participation in use of force and similar conduct review panels, and other activities which are reasonably necessary for the board to effectuate its lawful purpose. The board may request the director to conduct additional oversight activities by majority vote. The director shall report all activities to the board and the city manager in accordance with the limitations outlined in § 2-454 of this article.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-453. Powers and duties of the police civilian oversight board.

- (a) *Purpose.* 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.
- (b) *Powers and duties.* The board shall have the following powers and duties:
 - (1) To receive, investigate, and issue findings on complaints from civilians regarding the conduct of law enforcement officers and civilian employees of the department;
 - (2) To investigate and issue findings on incidents, including the use of force by a law enforcement officer, death or serious injury to any individual held in custody, serious abuse of authority or misconduct as

defined in this section, allegedly discriminatory stops, and other incidents regarding the conduct of law enforcement officers and civilian employees of the department;

- (3) At the conclusion of any investigation conducted pursuant to paragraphs (1) and (2), above, if the board has found that an employee has committed misconduct, to recommend disciplinary action to the chief of police;
 - (4) To investigate policies, practices, and procedures of the department and to make recommendations regarding changes to such policies, practices and procedures;
 - (5) To review investigations conducted internally by the department and to issue findings regarding the accuracy, completeness, and impartiality of the investigations and the sufficiency of any discipline resulting from such investigations;
 - (6) To request reports of the annual expenditures of the department, and to make recommendations to the city council concerning future appropriations;
 - (7) To make public reports on the activities of the board, including investigations, hearings, findings, recommendations, determinations and oversight activities;
 - (8) To hold hearings and, if, after making a good faith effort to obtain the voluntary attendance of witnesses and the production of books, papers, and other evidence necessary to perform its duties, the board is unable to obtain such attendance or production, to apply to the Circuit Court for the City of Charlottesville for a subpoena compelling the attendance of such witness or the production of such books, papers and other evidence; and
 - (9) To undertake other duties, as reasonably necessary, for the board to effectuate its lawful purpose as provided for in this article, to effectively oversee the department.
- (c) *Definition of "serious abuse of authority or misconduct."* "Serious abuse of authority or misconduct" shall include the following:
- (1) Verbal or other conduct regarding an individual or group that maligns or shows hostility for the individual or group because of race, color, religion, gender, national origin, age, disability, sexual orientation, or gender identity and expression;
 - (2) Harassment or discrimination based on race, color, sexual orientation, gender, religion, national origin, marital status, age, familial status, immigration status or disability;
 - (3) Acting in a rude, careless, angry, retaliatory or threatening manner;
 - (4) Reckless endangerment of a citizen, detainee, or person in custody;
 - (5) Violation of laws or ordinances;
 - (6) Criminal or other misconduct occurring on or off the job which is related to job performance or is of such a nature that to continue the employee in the assigned position or in any city employment capacity would constitute negligence in regard to the city's duties to the public or to other city employees;
 - (7) In any matter within the jurisdiction of any officer, department or agency of the city:
 - a. The knowing falsification, concealment or cover-up of a material fact; and/or
 - b. The knowing making of any false, fictitious or fraudulent statement or representation, and/or the making or using of any writing or document knowing the same to contain a false, fictitious or fraudulent statement or entry;
 - (8) Sexual activity, including consensual sexual activity, on the job; and
 - (9) Other serious violations of Charlottesville or department policies or procedures, including the department code of conduct.

Sec. 2-454. Information access and limitations.

- (a) *Access to department information.* The board, administered by the director, is authorized to receive, and shall be provided full access to, all department reports, files and records determined by the board or the director to be necessary to carry out its authorized powers and responsibilities. All records, documents and materials in the possession of or provided to the board or the director shall be subject to board procedures adopted for the protection of confidential information as defined in such procedures. The city manager, in consultation with the chief of police and the board, shall establish a standard operating procedure setting forth how this access shall be given by the department to the board, how personal information shall be managed and protected by the board in accordance with the requirements of Virginia Code § 2.2-3800 et seq., and under what circumstances or conditions it may be made available to the parties.
- (b) *Department information to which the board may not have access.* The director and the board shall not have access to:
- (1) Juvenile records;
 - (2) Records that may reveal the identity or personal information, as defined in Virginia Code § 2.2-3801, of a confidential informant;
 - (3) Investigative files for an active civil or criminal investigation by the commonwealth attorney, the Virginia Attorney General, the Virginia State Police, or the United States Department of Justice;
 - (4) Files related to an active EEOC claim, human rights commission investigation, or civil claim involving a department employee;
 - (5) Files containing information exempt from public disclosure pursuant to Virginia Code §§ 2.2-3706(B)(2), (3), (4), (5), (6), (7), (8), (10), (11); 2.2-3706(C); 2.23706.1(C)(1) through (C)(6); 2.2-3706.1(D); and 2.2-3706.1(E); or
 - (6) Any information that the police department is not legally authorized to share.
- (c) *Disputes over access.* If the director and the board seek access to information the disclosure of which the department believes would compromise ongoing investigations, disclosure may be withheld until such time as the need for maintaining confidentiality is no longer present, or until the city manager has determined that the matter will not be compromised by the release of the information. If the board believes that the city manager is unreasonably withholding such information, the board may consider whether to seek a subpoena requiring the production of such information pursuant to section 2-459.
- (d) *Confidentiality.* Each member of the board and the director shall maintain the confidentiality of all confidential or privileged information, including, but not limited to:
- (1) Materials from police internal investigative files;
 - (2) Disciplinary actions, memos and reports;
 - (3) Statements of any police officer or civilian employee who was required by the department to give a statement;
 - (4) Criminal investigative files; or
 - (5) Any other information that the chief or city attorney's office has deemed confidential.
- This requirement to maintain confidentiality continues indefinitely or until the information no longer meets the definition of confidential or privileged as defined in relevant board procedures.
- (e) *Records to remain department records.* The chief of police, as the custodian of the original records, shall be responsible for decisions as to whether copies of such records (or information contained in such records) may be publicly disclosed, subject to the direction and control of the city manager. Nothing in this paragraph shall preclude the city manager from including with the standard operating procedure guidelines for public disclosure of certain types of information contained within department records. In the standard operating

procedure, the city manager shall issue guidelines for what information may be included in board or office reports or otherwise publicly disclosed.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-455. Board membership appointment, and terms.

- (a) *Objectivity.* It is of fundamental importance that members of the board be fair and objective in the conduct of their duties, and that they be perceived as fair and objective in the conduct of their duties.
- (b) *Appointment process.* The city council shall appoint the members of the board. The council shall announce a public application process with applications available online and by hardcopy in English and Spanish for individuals interested in serving on the board. Council will seek to appoint fair-minded and objective members with a demonstrated commitment to community service who have training and experience, including lived experience, with topics relevant to the business of the board, including law, police practices, human resources practices and procedures, trauma-informed mental health issues, and the sociology of historically overpoliced communities.
- (c) *Board composition.* The board shall reflect the demographic diversity of the City of Charlottesville. The board shall be composed of seven (7) voting members and one (1) non-voting member appointed by the city council. The members shall be removable by the city council for cause as specified in the board code of ethics, violating the duty of confidentiality, failing to participate in required training, or other good cause.
 - (1) Council shall appoint at least three (3) members who are residents of public housing or who come from historically disadvantaged communities that have traditionally experienced disparate policing.
 - (2) Council may appoint one (1) member who represents an organization that seeks racial or social justice on behalf of historically disadvantaged communities.
 - (3) The non-voting member of the board shall be an individual with policing expertise or experience. The non-voting member may be a retired law enforcement officer who prior to his or her retirement was employed in a locality similar to the City of Charlottesville.
 - (4) The seven (7) voting members of the board shall be residents of, or shall be employed in, the City of Charlottesville or Albemarle County, with priority given to city residents and those with significant and demonstrable ties to the city.
 - (5) No board member shall be a current candidate for public office, a former member of the department, an immediate family member of a current department employee, or a current employee of a law enforcement agency, the fire department, the emergency communications center, or the sheriff's office. If council considers appointing a board member who is employed by the City of Charlottesville, council will seek to avoid potential conflicts of interest.
- (d) *Terms.* Each board member shall be appointed for a term of three (3) years. Appointments and terms shall be subject to the provisions of chapter 2, article I § 2-8 of the city code.
- (e) *Conflicts of interest.* No board member may participate in any matter before the board under circumstances in which the objectivity of the board member could reasonably be questioned, including, without limitation, the consideration of a complaint of someone who is a family member. For purposes of the Virginia State and Local Government Conflict of Interests Act, the board shall be deemed a "governmental agency" and each board member shall be an "officer," as those terms are defined in Virginia Code § 2.2-3101. All board members shall comply with the requirements of the Virginia State and Local Government Conflict of Interests Act.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21; Ord. No. O-24-155, 11-18-24)

Sec. 2-456. Meetings.

- (a) *Number of meetings.* The board shall hold public meetings at least once per calendar quarter. Additional meetings may be called by the chair or any two (2) board members.
- (b) *FOIA.* The board shall comply with all applicable requirements of the Virginia Freedom of Information Act ("FOIA") pertaining to disclosure of public records and the conduct of its meetings, including the requirement that all meetings shall be open to the public except under circumstances when the topic is authorized by FOIA to be discussed in a closed meeting.
- (c) *Quorum.* A quorum of the board shall be four (4) members.
- (d) *Minutes.* The board shall keep minutes of its meetings, which shall include:
 - (1) The date, time, and location of the meeting;
 - (2) The members present and absent;
 - (3) A summary of the discussion on matters proposed, deliberated, or decided;
 - (4) A record of any votes taken.
- (e) *Rules and procedures.* Meetings of the board shall be conducted in accordance with Robert's Rules of Order or such other procedures as the board may adopt.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-457. Board legal counsel.

The director may retain independent legal counsel to represent the board in all cases, hearings, controversies, or matters involving the interests of the board. Such independent legal counsel shall be chosen from a list of attorneys recommended by the city attorney. The director is authorized to execute a contract in the name of the board for legal services if the contract has first been approved by the board and endorsed by the city's finance director to verify that funding is available and has been appropriated to support performance of the payment obligations of the board under such contract. The board's legal counsel shall be paid only from funds that have been appropriated to the board's budget by city council. The board and the director are encouraged to consult the office of the city attorney for legal advice except in cases, hearings, investigations, controversies that are before the board, or in any other matter in which the board's and the department's interests may conflict.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-458. Investigations exclusions, limitations, and suspension.

- (a) *Compliance.* Any investigation shall comply with all federal, state, and local laws, as well as with requirements for the initiation and conduct of investigations described in the procedures promulgated by the city council as authorized in this article.
- (b) *Compelled statements.* The board may not compel a statement from any department employee, other than by means of its subpoena powers.
- (c) *Exclusions.* The board shall not consider complaints, incidents, claims or issues involving the following:
 - (1) Any incident that occurred more than one (1) year before the filing of the complaint, or one (1) year before the board received notice of the incident, except as otherwise authorized by subsection (d) of this section;
 - (2) Except as otherwise authorized by subsection (d) of this section, a matter that was the subject of an investigation where more than seventy-five (75) days has elapsed since the department sent notice to

- the complainant informing the complainant that the department's internal affairs investigation is complete (unless the board determines that there is good cause to extend the filing deadline);
- (3) Matters that are the subject of a pending criminal proceeding in any trial court, a pending or anticipated civil proceeding in any trial court (as evidenced by a notice of claim or a filed complaint), or any pending City of Charlottesville grievance proceeding;
 - (4) Any financial management related issue;
 - (5) Any complaint, incident, claim or issue where the complainant requests that the board not have access to their files;
 - (6) Any complaint, incident, claim or issue that has previously been the subject of an investigation by the board, unless substantial new information has come to the attention of the board;
 - (7) An allegation of misconduct only by employees of law enforcement agencies other than the department. Such complainants should be referred to the appropriate law enforcement agency;
 - (8) An allegation of conduct that does not violate the Charlottesville Police Policies and Guidelines, Disciplinary Orders, or Code of Conduct;
 - (9) Any other claim outside the scope of the board's authority expressly set forth within this article.
- (d) *Exceptions to time limits.* With the concurrence of the city manager, the board may review investigations beyond the time limits specified in subsections (c)(1) and (c)(2) if:
- (1) The board determines that there is good cause for doing so; or
 - (2) As part of an audit taking place under subsection 2-452(d).
- (e) *Suspension of investigations.* If a complaint asserts criminal conduct by an employee of the department, or if at any point in an investigation of a complaint or incident the board becomes aware that an employee may have committed a criminal offense, the board shall:
- (1) Suspend the investigation and notify the chief of police and commonwealth's attorney of the alleged conduct, ensuring that no statements obtained from the police department employee(s) whose actions are the subject of the matter are shared with criminal investigators or any prosecuting authority except in accordance with applicable law; and
 - (2) Evaluate, in consultation with board legal counsel, the city attorney, and the commonwealth's attorney, whether competing public interests and civil rights involved permit the resumption of continued, parallel investigation by the board.

Sec. 2-459. Subpoenas.

- (a) *Application for subpoenas.* If the board determines that there is evidence (including witnesses) not within the control of the department that the board is unable to obtain voluntarily, the board by two-thirds ($\frac{2}{3}$) vote may authorize the director, on behalf of the board, to apply to the Charlottesville Circuit Court for a subpoena compelling the attendance of such witness or the production of such books, papers, and other evidence.
- (b) *Requests for access.* If the director is denied access to material witnesses, records, books, papers, or other evidence within the control of the department that the director deems necessary to perform their duties and the duties of the board, the director may request the city manager to require the department to produce the requested witnesses and documents. The city manager, or their designee, shall not unreasonably deny such a request, but may place conditions on the production of the requested witnesses and documents as necessary to preserve confidentiality for the reasons set forth in this article. The city manager, or their designee, shall issue a decision on the director's request within five (5) business days from the date of that request.

- (c) **Scope of subpoenas.** If the city manager, or their designee, denies the director's request made pursuant to subparagraph (2b) above, the board by two-thirds ($\frac{2}{3}$) vote may authorize the director, on behalf of the board, to apply to the Charlottesville Circuit Court for a subpoena compelling the attendance of such witnesses or the production of such books, papers, and other evidence. The board shall give the city manager and the department reasonable notice of its intent to subpoena such witness or records and shall give the city attorney a copy of the request for subpoena. The board shall not unreasonably withhold its agreement to limitations on the scope of the subpoena requested by the city manager that may be necessary to protect confidential information. The parties may request that any hearing to be held in the circuit court on the request for a subpoena be conducted in a closed courtroom, to the extent permitted by state law. Upon request, the court file for any such subpoena request shall be kept under seal to the extent permitted by state law.
- (d) **Retention of subpoena records.** If a subpoena is granted, the board shall digitally record any interviews or depositions conducted pursuant to the subpoena and shall make copies of any documents obtained by subpoena. The board shall provide the department with copies of any such interview/deposition recordings and documents. The board shall delegate its authority to subpoena and question witnesses to the director, who shall conduct any interviews, depositions, or questioning of witnesses in a non-public forum that adequately protects the privacy of the individual being subpoenaed, the confidentiality or sensitivity of information shared or sought, and the integrity of any pending or concurrent investigation.

Sec. 2-460. Conduct of investigations.

- (a) **Conduct of complaint investigations.** If the complainant asks that their complaint be investigated by the department, the complaint will be investigated by the department with monitoring by the director. When the department's investigation is concluded, the department will provide the complainant with a closure letter of its findings and the resolution of the complaint and will provide the board a summary of the department's resolution of the complaint.
- (b) **Monitoring of investigations.** The director may actively monitor investigations of complaints of employee misconduct conducted by the department and shall have access to records and witnesses to the same extent as the department, subject to the limitations or requirements set out in this article. Such monitoring may include reviewing the investigative plan of the department, reviewing any records within the department's digital evidence management system, reviewing any pertinent law enforcement records within the department's records management system, observing any real-time interviews of witnesses with the department, reviewing any recorded interviews which the director chooses not to attend in real time, providing feedback during the interview to be relayed to department staff conducting the interview, providing feedback to department staff in determining next steps in the investigative process, and reviewing facts gained from investigation. For active criminal investigations, the director shall be limited in their participation to the same extent the department is limited in its participation in such investigations. The director may monitor the department's administrative investigation of employee misconduct after the close of the active criminal investigation in the same manner as all other investigations of employee conduct handled by the department as described in this section. When monitoring department investigations, during the pendency of the investigations the director shall not disclose information about the investigation to the board, any board member, or any person other than as authorized in writing by the chief of police or the city manager.
- (c) **Investigative reports.** If the complainant asks that the complaint be investigated only by the board, the director shall initiate an investigation on behalf of the board. The director will provide the chief of police with enough identifying information to allow the department to give the director access to information, records and witnesses as may be relevant to the complaint. When the investigation is concluded, the director will provide the board, the complainant and the department with an investigative report that includes a summary of the circumstances of the incident(s) of alleged misconduct, the evidence related to whether there was any misconduct, and any suggested findings related to each allegation.

- (d) **Conduct of incident investigations.** If the board is investigating an incident, the board may request information from the department, may seek subpoenas as authorized above, and may conduct an investigation of the incident. When the investigation is concluded, the director will provide the board, the department, and (if a complaint has been filed) the complainant, with an investigative report that includes, at a minimum, a summary of the circumstances of the incident, the evidence related to whether the incident involved any police or employee misconduct, and any suggested findings related to the incident. The director may make recommendations as to whether an allegation, if substantiated, could constitute serious abuse of authority or misconduct as defined in subsection 2-453(c). The investigative report shall also be provided to any employees identified within the investigative report as having committed employee misconduct.
- (e) **Duration of investigations.** Investigations of complaints and incidents will be completed, and any investigative report will be submitted, within seventy-five (75) days from the date the complaint is received, or the board received notice of the incident. The board may extend the seventy-five-day period upon request of the police chief or the director to protect an ongoing investigation or prosecution, or for other good cause, with notice to the complainant and the city manager.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21; Ord. No. O-22-164, § 1, 12-19-22)

Sec. 2-461. Matters on which the board may conduct hearings.

- (a) **Hearings.** Hearings of the board shall be conducted in accordance with board operating procedures.
- (1) At the conclusion of an investigation of an incident or a complaint the board may conduct a review hearing whose scope and procedures are described in the board's operating procedures. Review hearings shall be defined as any hearing conducted by the board to review the facts, issues and findings of a closure letter of the department related to an internal affairs investigation, or of an investigative report of the director related to a complaint or incident investigation.
- (2) The board may conclude that no hearing, or a hearing only on a limited issue, is necessary to support the board's decision related to a particular complaint or incident. If so, the board may issue a report without a hearing.
- (b) **Hearing findings.** Within thirty (30) days of a review hearing of an internal affairs investigation, the board shall report their findings publicly and to the city manager, the police chief, and the complainant with respect to each allegation or issue under review as follows:
- (1) That the board finds that the investigation of the complaint was satisfactory, and the board concurs with the findings of the investigation;
- (2) That the board finds that the investigation of the complaint was satisfactory, but the board does not concur with the findings of the investigation, in which case the board may make recommendations to the city manager concerning disposition of the review request; or
- (3) That the board finds that the investigation is incomplete or otherwise unsatisfactory and provides a detailed written explanation of the basis for such finding.
- (c) **Independent investigation findings.** If the board makes a finding under subsection (b)(3) above, the board may conduct an independent investigation of the matter that is the subject of the complaint. The board shall report publicly and to the city manager, the chief of police and the complainant that the board has made one (1) of the following findings:
- (1) That the board now finds that, despite the defects in the original internal affairs investigation, the board's own investigation has produced no material evidence to dispute the original findings of the internal affairs department.
- (2) The board's independent investigation has produced substantive new information that causes them to disagree with the findings of the internal affairs investigation. In this case, the board shall make recommendations to the city manager concerning disposition of the complaint; or

(3) That despite the board's best efforts, the evidence is insufficient to allow the board to determine whether the findings of the internal affairs investigative report are correct.

(d) **Allegation findings.** Within thirty (30) days of a review hearing of a complaint or incident investigation, the board shall report their findings publicly and to the city manager, the police chief, and the complainant with respect to each allegation or issue under review as follows:

- (1) That the board finds that the department employee committed misconduct;
- (2) That the board finds that no department employee committed misconduct; or
- (3) That despite the board's best efforts, the evidence is insufficient to allow the board to determine whether any department employee committed misconduct.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21; Ord. No. O-22-164, § 2, 12-19-22)

Sec. 2-462. Alternative resolution.

(a) **Mediation.** The board may propose procedures for the use of mediation or other alternative dispute resolution techniques to resolve complaints against employees of the department. Such procedures shall not affect the ability of complainants to pursue remedies under other sections of this article.

(b) **Informal resolution.** At any time after receiving a complaint and before issuance of the written findings required at the conclusion of a hearing, the board and any party may propose an informal resolution within the scope of the express authority granted to the board within this article, which informal resolution may be adopted if all parties and the board agree to such a resolution. At any time, the parties may agree to refer the matter to mediation or other alternative dispute resolution methods, without prejudice to the right to have a hearing on the review request.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-463. Disciplinary recommendations.

The board shall be authorized to make disciplinary recommendations regarding department employees in a manner that protects personnel information regarding identifiable employees against public disclosure, in accordance with the operating procedures established pursuant to subsection 2-452(c) and the standard operating procedures established pursuant to subsection 2-454(a). Subject to the foregoing provisions, the following process may be used, as appropriate:

(a) **Board recommendations for discipline.** Upon making a finding that a department employee has engaged in a serious breach of departmental and professional standards, the board shall meet to discuss appropriate recommendations for disciplinary action. Prior to commencement of any such disciplinary deliberations, the subject employee shall be given notice of the proceedings and of the range of disciplinary actions under consideration for recommendation, and the employee shall be offered an opportunity to be heard. If permitted by FOIA, some or all of the disciplinary hearing may be held in closed session. No department employee, and no other city employee, shall be compelled to provide statements to the board during its deliberations. Disciplinary action to be considered for recommendation by the board shall only include those specified within any applicable disciplinary matrix utilized by the department. After considering these sources of information, the board may make a disciplinary recommendation to the department.

(b) **Decline of discipline recommendations.** If the board makes a disciplinary recommendation to the department, and the department declines to implement the board's disciplinary recommendations, the chief of police shall, within thirty (30) days of the board's recommendation, provide a written explanation of their reason for declining to implement the board's recommendation. This explanation shall be made available to the board, the city council, the city manager, and the public.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-464. Board review of law enforcement policies, practices and procedures.

The board may review and make recommendations regarding policies, practices, and procedures of the department, including written policies, procedures and standing orders. The board shall present in writing its findings and recommendations with supporting rationale to the city manager and chief of police. If the department declines to implement any changes recommended by the board, the chief of police shall explain in writing, which shall be made available for public inspection, why the department declines to implement the board's recommendation, unless the board instead withdraws the recommendation based on the rationale provided. The board's withdrawal of any such recommendation shall be made available for public inspection.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-465. Request annual reports of police expenditures.

During the city manager's preparation of a proposed city budget, the budget office shall provide the director with annual expenditure estimates and future year projections for the department, itemized to the same level of detail as provided to the city manager. The estimates shall be presented to the board by the director. The board may review the estimates and may make budgetary recommendations to the city manager and/or to the city council during the annual budget process.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-466. Community engagement, legislative recommendations, and reporting.

- (a) *Community engagement.* The board and the director shall engage in regular community outreach and collaboration to seek the assistance and input of community members and to provide education, awareness, and guidance on policing matters. The board may host public community listening and discussion sessions ~~to~~ regarding policing matters of pressing public concern, such as questions about transparency, availability, legitimacy, mutual respect and trust, and community safety and order. The board and the director may also host or participate in public police-community relations meetings focused on topics such as the impacts of local policing on historically disadvantaged communities that currently experience or traditionally have experienced disparate policing.
- (b) *Legislative recommendations.* The board may make recommendations to city council of any proposed changes in state law, for the council's consideration to include in its annual legislative program to present to the General Assembly. These recommendations shall be presented to the city attorney's office by August 15 of each year.
- (c) *Reporting.* Each calendar year, the director shall provide the board and city council with an annual report of activities conducted during the preceding calendar year. The report shall detail activities of the board and the office in the prior calendar year, with sections related to the appointment of committees and their actions; the establishment of any community advisory panels; an overview of complaints received during the calendar year including the number of complaints, the complaints' findings, and the number of complaints deferred due to pending proceedings; the number and outcome of any independent investigations; an overview of proposed policy recommendations and amendments to department policies and whether the recommendations and amendments were implemented by the department; the number, type, and attendance at community listening sessions; a summary of public input and recommendations of the public during those sessions; recommendations of the board about policing within the city; and any other information necessary to provide an overview of board and office activities. The director may provide the board, city council, and the city manager additional reports as deemed appropriate by the director to provide transparency into oversight activities of the board and the office.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-467. Board member training.

- (a) *NACOLE training.* At least once every two (2) years, and within six (6) months of any new board appointments, the director, shall facilitate or provide board members with at least four (4) hours of training, presented using training content from the National Association for Civilian Oversight of Law Enforcement or a comparable professional organization. The training shall be consistent with the board's mission, this article, and the board's operating procedures.
- (b) *City and CPD training.* At least once every two (2) years, and within six (6) months of any new board appointments, the city, the director, and the chief of police or their designees, shall facilitate or provide board members with at least two (2) hours of training or information:
 - (1) Describing the legal and ethical obligations of members of a public board, including the need to comply with FOIA and other statutes and ordinances governing their service;
 - (2) Explaining police department procedures, policies, and regulations;
 - (3) Describing the substance of police department personnel record-keeping;
 - (4) Describing such other city policies, procedures and systems relevant to the duties of the board; and
 - (5) Explaining the board's operating procedures and code of ethics.
- (c) *Additional training.* As needed, the board may request additional relevant training by subject matter experts on subjects that may include mental health, trauma-informed policing, civil rights and constitutional law, race and racism, community outreach, mediation, investigation, and policing practices. The board may also request opportunities for ride-along experiences with the department and participation in the Community Police Academy. The director shall facilitate or provide this training as is feasible with available funding and other relevant considerations.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Sec. 2-468. Commendations for exceptional community service.

- (a) *Soliciting public comment.* The board may solicit comments from the public concerning incidents of exceptional performance by employees of the department.
- (b) *Exemplary employees.* The board may consult with the chief of police regarding individual employees who have made outstanding contributions exemplary of equitable, just, and professional policing.
- (c) *Recognition of outstanding contributions.* The board may issue public citations recognizing individuals deemed to have made such contributions.

(Ord. No. O-21-183, §§ 1, 2, 12-20-21)

Secs. 2-469—2-479. Reserved.



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
-

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
-

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
-

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

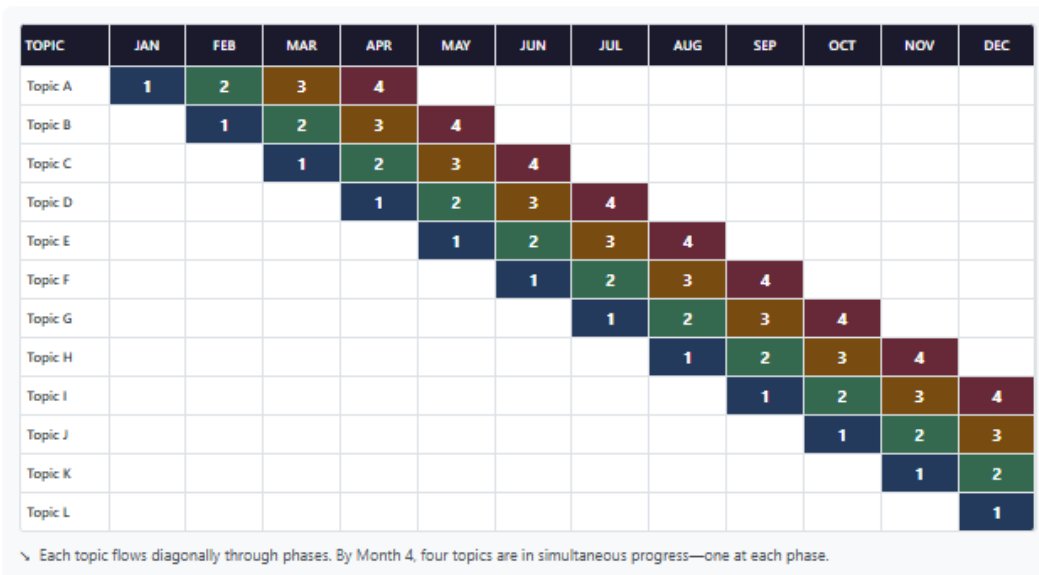
City Council

- Communicate through brief presentations or written reports
 - Board members lead communications with Council on policy matters
-

- 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
-

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
-

-
- 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
-

-
- 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
-

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.	1/15/2026	4 Hours	Kyle Dobson	1/15/2026
<ul style="list-style-type: none">Gain a historical understanding of community experience from past Board documentation and community input.	1/8/2026	1 Hour	Andrew Frye	1/8/2026
<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	2/12/2026	2 Hours	Ruairi Vaughan	Ongoing
<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.	1/8/2026	1 Hour	Jeff Fracher	1/8/2026

JANUARY - FEBRUARY 2026

TASK	DUE DATE	COMMITMENT	BOARD MEMBER(S)	COMPLETION
<ul style="list-style-type: none"> • Review the PCOB Outreach Process <ul style="list-style-type: none"> ▪ Ensure access to all related links ▪ Ask any clarifying questions about the process or access to links 	2/12/2026	1 Hour		
<ul style="list-style-type: none"> • Identify and make at least one community connections, following the established process <ul style="list-style-type: none"> ▪ Report progress back to Board and Director 	2/12/2026	1 Hour		
<ul style="list-style-type: none"> • Continue work on 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 	2/12/2026	2 Hours	Ruairi Vaughan	
<ul style="list-style-type: none"> • Review the Charlottesville City Schools Memorandum of Understanding (MOU) regarding School Resource Officers (SRO) to identify any time the MOU refers or relates to a CPD General Order <ul style="list-style-type: none"> ▪ Provide a list and short summary of each CPD General Order referenced in the MOU 	2/12/2026	2 Hours		
<ul style="list-style-type: none"> • Review the Charlottesville City Schools Memorandum of Understanding regarding School Resource Officers to identify responsibilities of CPD and Officers where the Board could collect data and establish metrics of accountability <ul style="list-style-type: none"> ▪ Provide a list of specific requirements of CPD Officers who serve as SROs that could be monitored and provide ideas for what data would need to be collected 	2/12/2026	2 Hours		

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				



PCOB Outreach

The goal of Board members is to engage in regular community outreach and collaboration to understand the community's experiences with the Charlottesville Police Department and to 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.

Whether you have community connections or not, first check the [Community Connections Directory](#) to see if the specific organization, business, entity, or individual you'd like to reach out to is on the directory and if anyone has already made contact in the last three months. Email the PCOB Director to confirm you will be reaching out to a community connection or see below to add to the directory.

Process

Step 1: Selection

My connection is not on the list...

1. Fill out the [Directory Intake Form](#) and email the PCOB Director to confirm you will reach out to the connection.
2. Once you have heard back from the PCOB Director, proceed to *Step 2: Outreach*.
 - **Note:** If you have done impromptu outreach with someone already (e.g., at an event; on the street) who is or is not on the list, please email the PCOB Director indicating this.

I don't know who is best to contact... or My planned connection was already contacted...

1. Identify a group or person you would like to contact on the directory and email the PCOB Director to confirm. If you're having trouble choosing, email the PCOB Director and Board Chair to help identify options.
2. When the PCOB Director or Chair refer you to a contact, proceed to *Step 2: Outreach*.

Step 2: Outreach

I have confirmed my community connection. What's next?

1. Contact the community connection from your charlottesville.gov email address using the Outreach Script in the next section as a guide. Feel free to personalize the outreach message, but please be mindful to stay within the framework of the script below. A phone call or direct conversation are options if they are more appropriate.
2. Schedule time (about 30-minutes) with your community connection at a time convenient for you both.

We're scheduled to talk – what do I do?

1. Review the latest version of the [Internal Community Insights](#) (Board Members Only) form and the [Community Understanding Survey](#) (Community Members).
2. Follow the Outreach Scripts below for how to conduct the community conversation. If you're recording, make sure that is clear to everyone in the conversation.

Step 3: Documentation

What do I do during and after this community conversation?

1. Listen and take notes! Email the PCOB Director to note that you have finished your conversation. Indicate whether you have completed the [Internal Community Insights](#) form and/or which connection(s) completed the [Community Understanding Survey](#).

Outreach Scripts

Step 1: Intro

Customize what is written below to what feels authentic to you:

“Hi, I’m [Name], a member of the City of Charlottesville Police Civilian Oversight Board. I’m reaching out because the Board is seeking opportunities for conversations with community members to understand their experiences with the Charlottesville Police Department. We recognize your organization is (you are) a community connector and prioritized reaching out to you.

Do you have someone who would be able to have a conversation about working together on this? We’re happy to set up a call or meet in-person at another time. Thank you,”

Step 2: Follow-up

Once you receive a response, customize what is written below to what feels authentic to you if the connection has interest in helping or has introduced you to the appropriate contact:

“The City of Charlottesville Police Civilian Oversight Board is entering what we consider to be a new era. Board members want to make our oversight work more meaningful for the community and prioritize community needs. We appreciate your interest in supporting the Board by offering your input and your experience with the City of Charlottesville Police Department. There are a few different options for how you could help:

- *You can review the attached PCOB Community Connections One Sheet, which lists ideas for how to gain input and understanding from you and your community / patrons. If something stands out, let us know!*
- *You could display the PCOB One Sheet in your organization—ideally somewhere prominent as long as you're able and highlight the survey.*
- *We occasionally sit in your brick-and-mortar location with a table and engage with the public—having conversations or giving them the One Sheet.*

Do you have a sense of how you'd like to connect in a way that is most convenient and beneficial for your community? We want to make sure everyone in Charlottesville is being understood and represented as best as we can. Thank you again for your interest,”

Step 3: Documentation

1. When a negotiation for a connection has been reached, email the PCOB Director to update the status and details of that connection in the [Community Connections Directory](#) (e.g., forward the correspondence; details to know for this connection).
2. Discuss next steps for following up in most appropriate way to gain understanding through our various means (e.g., conversation, attend a meeting, online survey, etc.).

Interview Scripts

Below are the formats expected to hold interviews with the community to best understand their experiences with the Charlottesville Police Department, followed by scripts that can overall be followed regardless of the format. Always remember to let the PCOB Director know when these conversations have occurred and whether you took notes and/or recorded the conversation. Always take some kind of notes or record of the conversation so we can best serve the community and submit them through the [Internal Community Insights](#) form.

- **Community Location:** Through invite to a community member’s home, neighborhood, an organization’s meeting/event, or another location of their choice.
- **Virtual:** Through Microsoft Teams, phone, or another virtual interface.
- **Focus Groups:** PCOB-organized meetings of less than eight community members, ideally with food and refreshments provided, likely in the Office of Police-Civilian Oversight.
- **Post Up:** Set up a table in a designated brick-and-mortar space offered by the connection for a period of time.

Step 1: Intro

Customize what is written below to what feels authentic to you:

“Hi, thank you for taking the time to talk about your experiences with the Charlottesville Police Department. As a reminder, my name is [Name], and I am [Role] with the Police Civilian Oversight Board. For those who haven’t see our one-pager with more on who we are, I brought some copies with me.

The goal of today’s conversation is simple. We want to give voice to the community to understand their experiences, good, bad, or neutral, with the Charlottesville Police Department. We want to know this so we can adjust our oversight work priorities for the next month based on what the community needs and wants.

Everything today will be anonymized, so we will do all we can to make sure none of this conversation will identify who you are to the police or any others outside of this office.

[I’m / we’re] going to be taking notes throughout, but we’d ideally like to record the conversation, so we don’t miss anything important or misread what you say. It also will help us stay present and focused the whole time. May we record your voice(s)?

[For groups only:] If you aren’t okay with the recording, we can meet privately with you at another time or place.”

Step 2: Interview

Customize what is written below to what feels authentic to you:

“Alright, to get us started, could you let me know your name and what neighborhood you generally live in within Charlottesville [allow them to point to map; not relevant if at community member’s home]? If you do not want to provide your name, that is okay. [Community member’s name] what has been your experience with the Charlottesville Police Department? Any specific stories, thoughts, or feelings are most helpful.”



Note: Ask questions as you see fit to better understand the community member(s) you're talking to and their experiences (e.g., who, what, when, where, and how) whatever helps you best take their perspective in understanding their experience. **Always take notes or record the conversation.**

Step 3: Documentation

1. When you finish the interview or conversation, email the PCOB Director (unless they were present) to let them know when these conversations have occurred and whether you took notes and/or recorded the conversation.
2. Then, fill out the [Internal Community Insights](#) form, which includes a way to take notes and/or upload a recording.


Website



 Email: pcob@charlottesville.gov
 Phone: (434) 970-3794


Attn: PCOB
PO Box 911
Charlottesville, VA 22902



Police Civilian Oversight Board

City of Charlottesville

"To be a place where everyone thrives"

Accountability | Trust | Transparency

The Police Civilian Oversight Board (PCOB) is a group of volunteer community members appointed by the City of Charlottesville Council to provide oversight of the Charlottesville Police Department through a variety of activities. As the PCOB conducts its oversight work, we want to hear from you, the community, to set our priorities and tell us about your experience with policing in Charlottesville. See our process and ways to connect below!

Ongoing Monthly Process

Listen

We hear from you about your experiences with police through meetings, surveys, and events.

Look

We review what we heard, study the numbers, and decide where to focus.

Work

We check police policies, review complaint cases, and come up with ways to make improvements.

Share

We tell you, the police chief, and city leaders what we found and recommend changes.

We do this every month — your input drives what we do next

Ways to Connect & Provide Input



Question & Answer Session
(PCOB Office or your Location)



In-Person or Virtual Meetings



Focus Group Participation



PCOB Attends your Event

Don't have time to connect in person?

- Take or share our survey
- Request paper surveys



If you have other ways to connect, or prefer a link to the survey, please email pcob@charlottesville.gov