

San Fernando Police Department

Organizational Assessment – Action Plan

Purpose

The purpose of the San Fernando Police Department Assessment Action Plan (Action Plan) is to help the Police Department improve how it operates, serves the public, supervises employees, reviews critical incidents, and builds trust with the community.

The City asked for an independent review of the San Fernando Police Department (SFPD) to identify areas that could be improved. The review focused on important issues such as use of force, vehicle pursuits, complaint processes, training, supervision, accountability, and risk management.



The Action Plan explains how the Police Department will work over the next three (3) years to improve professionalism, consistency, transparency, and public confidence.

Main Goals

The Police Department's goals are to:

1. Improve accountability at all levels of the organization.
2. Make police operations more consistent and professional.
3. Improve training, supervision, and documentation.
4. Review use of force, vehicle pursuits, complaints, and critical incidents in a timely and fair process.
5. Make it easier for the public to understand how the Department is improving.
6. Use better technology and records systems to track performance and reduce risk.
7. Build stronger trust between the Police Department and the community.
8. Support employee development, leadership, and long-term organizational improvement.

Three-Year Implementation Plan

Year One – Build the Foundation

The first year focuses on creating clear rules, better tracking systems, stronger supervision, and consistent review of important incidents.

The focus will be on:

1. Creating an annual training schedule.
2. Tracking required training.
3. Reviewing use-of-force incidents, critical incidents, and vehicle pursuits within 30 days.
4. Updating important policies.
5. Improving the public complaint process.
6. Creating internal review boards.
7. Improving records retention and documentation.



What the Community Will See

As these foundational improvements are implemented, the community can expect a Police Department that is more consistent, transparent, and accountable. Residents will see officers operating under updated policies, receiving regular training, and being held to consistent supervisory standards. The Department will strengthen its review of use-of-force incidents, vehicle pursuits, and public complaints to ensure they are evaluated promptly and fairly.

Community members will also experience a more accessible complaint process, increased communication regarding Department initiatives, and a stronger commitment to professional service. While many of the improvements during the first year occur behind the scenes, they establish the systems and accountability necessary to improve public service and strengthen community confidence.

Year Two - Connect the Systems

The second year focuses on putting improvements into practice. New policies, training, technology, and supervisory practices will become part of the Department's daily operations.

The focus will be on:

1. Using data to identify training needs.
2. Improving employee evaluations.
3. Reviewing policies based on field operations.
4. Improving audits and performance tracking.
5. Preparing annual transparency reports to include crime statistics, training and tracking data, and complaint data.
6. Planning for technology, facilities, and vehicle improvements. There are several challenges with the current internal server, CAD/RMS, and the internet bandwidth used for uploading/downloading data, reports, digital evidence, and BWC.



What the Community Will See

During the second year, residents will begin to see the benefits of the Department's internal improvements reflected in everyday police services. Better technology, improved training, and enhanced supervision will support more consistent decision-making, faster access to information, and improved service delivery.

The Department will begin providing annual transparency reports that summarize crime trends, training completed, complaint data, and organizational progress. Community members will also see continued investment in equipment, technology, and infrastructure that allows officers to respond more effectively while improving accountability and efficiency.

Year Three - Make Improvements Permanent

The third year focuses on maintaining the improvements made during the first two years and ensuring they become part of the Department's long-term operations.

The focus will be on:

1. Keeping policies current.
2. Continuing regular training through an annual training plan for sworn and professional staff.
3. Monitoring performance for constant improvement.
4. Developing future leaders and ensure a succession planning structure.
5. Maintaining accountability and transparency through community engagement, council presentation, and internal messaging.
6. Using data to support long-term improvement.



What the Community Will See

By the third year, the improvements made through the Organizational Assessment will become part of the Department's standard operating practices. The community will experience a Police Department that is committed to continuous improvement, professional service, and transparent communication.

Residents will continue to see updated policies, well-trained employees, and leaders who are focused on accountability, ethical decision-making, and employee development. The Department will regularly share progress with the City Council and community, use data to guide operational decisions, and maintain strong community partnerships that promote public safety and public trust. These long-term improvements are intended to ensure that the San Fernando Police Department remains responsive, adaptable, and committed to serving the community with professionalism and integrity.

Outcome

This Action Plan is about making the San Fernando Police Department more professional, accountable, transparent, and consistent. The goal is not simply to complete paperwork. The goal is to improve daily police service and strengthen public trust.

When fully implemented, the Action Plan is expected to strengthen accountability, improve supervision and employee development, increase consistency in police services, modernize Department operations and technology, support employee training and professional development, improve transparency, and enhance public confidence in the Police Department.



San Fernando Police Department Improvement Objectives

This checklist explains the main objectives of the Police Department's improvement plan in simple terms.

Accountability

- ☐ Clearly define who is responsible for each part of the Action Plan and seek out additional project managers beyond the two (2) Police Commanders.
- ☐ Require a multi-level supervisory (Sergeants and Commanders) review of serious incidents in a timely manner.
- ☐ Track whether employees are completing required training.
- ☐ Use performance evaluations consistently.
- ☐ Document important decisions and reviews for accountability purposes.
- ☐ Report progress to City leadership, SFPD members, and the public.

Training

- ☐ Create an annual training plan.
- ☐ Track required California Commission of Peace Officer Standards and Training (POST) and legal training.
- ☐ Further training on use of force, pursuits, de-escalation, complaints, & critical incidents.
- ☐ Use incident trends to identify future training needs.
- ☐ Make sure training records can be reviewed and audited.

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Policies

- ☐ Review and update important policies.
- ☐ Make sure policies match current law and best practices.
- ☐ Ensure updates on use of force, control devices, vehicle pursuits, de-escalation, complaints, and critical incident review.
- ☐ Make sure employees understand and follow updated policies through email acknowledgement.

Critical Incident Review

- ☐ Identify incidents for critical review.
- ☐ Complete reviews within expected timelines.
- ☐ Identify lessons learned.
- ☐ Use reviews to improve training, supervision, policy, and field operations.

Public Complaints

- ☐ Make the complaint process easier for the public to understand.
- ☐ Make complaint information easier to access.
- ☐ Track complaints consistently.
- ☐ Keep complaint records according to legal and City requirements.
- ☐ Review complaints fairly and professionally.



Technology and Records

- ☐ Review current technology systems to include server issues, CAD/RMS, and bandwidth
- ☐ Improve tracking of training, complaints, incidents, and performance.
- ☐ Make sure records are accurate and can be audited.
- ☐ Plan for future technology needs.
- ☐ Support better data-based decision-making.

Supervision

- ☐ Set clear expectations for supervisors.
- ☐ Require consistent review of reports, incidents, and employee performance.
- ☐ Train supervisors on their responsibilities.
- ☐ Hold supervisors accountable for documentation and follow-through.
- ☐ Use supervision to improve professionalism and reduce risk.



Transparency

- ☐ Provide regular updates on implementation progress.
- ☐ Share information in plain language.
- ☐ Explain what has been completed, what is in progress, and what still needs work.
- ☐ Use public meetings or commission updates to keep the community informed.
- ☐ Improve consistency in police services.
- ☐ Strengthen accountability.
- ☐ Reduce unnecessary risk and liability.
- ☐ Improve communication with the public.
- ☐ Show measurable progress over time.
- ☐ Build confidence through professionalism, fairness, and transparency.

Final Objective

The final objective is to make these improvements part of the Police Department's regular way of doing business so that accountability, professionalism, transparency, and public trust are maintained over the long term.

