CALL TO ORDER

COUNCIL INFORMATION AND FOLLOW-UP REQUESTS

This item is scheduled to give City Council members an opportunity to publicly request information or follow up on issues of interest to the community. If the information is available, staff will immediately provide it to the City Council member. No decisions will be made or action taken.

CONSENT ACTION

This item is scheduled to allow the City Council to act on the Mayor's recommendations on the Consent Agenda. There is no Consent Agenda for this meeting.

CALL FOR AN EXECUTIVE SESSION

A vote may be held to call an Executive Session.

REPORTS AND BUDGET UPDATES BY THE CITY MANAGER

This item is scheduled to allow the City Manager to provide brief informational reports on topics of interest to the City Council. The City Council may discuss these reports but no action will be taken.

DISCUSSION AND POSSIBLE ACTION (ITEM 1)

1  Police Department Civilian Review Discussion  Page 3

This report provides information regarding the examination of civilian oversight of the Phoenix Police Department, including a summary of prior meetings and two models designed to assist the City Council with their deliberations on this topic.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.
Responsible Department
This item is submitted by Assistant City Manager Milton Dohoney, Jr. and the City Manager’s Office.

ADJOURN

For further information or for reasonable accommodations, please call the Management Intern, City Manager's Office, at 602-262-4449 or Relay 7-1-1 as early as possible to coordinate needed arrangements.

Si necesita traducción en español, por favor llame a la oficina del gerente de la Ciudad de Phoenix, 602-262-4449 tres días antes de la fecha de la junta.
Police Department Civilian Review Discussion

This report provides information regarding the examination of civilian oversight of the Phoenix Police Department, including a summary of prior meetings and two models designed to assist the City Council with their deliberations on this topic.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary
To date there have been four City Council meetings to discuss civilian oversight of the Police Department: July 2, 2019, Sept. 17, 2019, Oct. 15, 2019 and Nov. 19, 2019. The discussion focused on the three most common models or categories of oversight - Review, Audit/Monitor, and Investigations. In July and September, the City Council reviewed the three models, structured as if they were to be implemented in Phoenix. The discussion included various staffing levels and budget ranges for each option. The Oct. 15, 2019, meeting focused on hybrid models where duties associated with a particular model were blended with elements of a second model, and finally at the Nov. 19, 2019 meeting City Council reviewed information on potential hybrid options, shown in Attachment A to the November report.

Attached to this report are the previous reports on civilian review (Attachment C) along with two models for City Council consideration (Attachments A and B).

Responsible Department
This item is submitted by Assistant City Manager Milton Dohoney, Jr. and the City Manager's Office.
Attachment A
Model A

- **Will meet police oversight goals (from National Association for Civilian Oversight of Law Enforcement)**
  - Improving public trust
  - Ensuring accessible complaint processes
  - Promoting thorough, fair investigations
  - Increasing transparency
  - Deterring police misconduct/reducing the number of investigations

- **Myth-busting: Civilian oversight will not:**
  - Take away the Chief’s decision-making abilities
  - Add bureaucracy or disrupt police operations
  - Be against police
  - Require a charter change/city election
  - Replace existing structure

- **Cost in perspective:**
  - City total budget: $4.6 billion (General, Enterprise and Special Revenue funds)
  - Police total budget: $721 million
  - Police settlements for FY08-18: $26 million
  - Proposed civilian oversight budget: $1.7-1.84 million
  - Staff: 1 Director, 3 Policy Analysts, 2 Community Outreach Coordinators, 2 auditors, 2.5 administrators, 1 staff attorney

- **Structural independence:**
  - **Civilian Police Ombudsman**
    - Accepts all complaints and commendations
    - Mediates complaints
    - Director/Chief Ombudsman hired by City Manager
    - Monitors and audits PPD investigations of critical incidents (use of force, OIS, domestic violence) and outcomes
    - Annual public report of audit findings and recommendations and additional reports as needed
    - Proactively makes recommendations concerning policy, practices, investigations and training (including publishing best practices to encourage adoption across PD)
    - Attends Community Relations Board meetings (public and executive session)
    - PD to assign Commander as liaison
    - Youth and community outreach program

**Community Relations Board**
- Proactively makes written recommendations concerning policy and practices following Ombudsman briefings on closed investigations or other matters requested by the Board
- Meets monthly and as needed
- Quarterly community outreach meetings
- Bylaws drafted by City Manager/City Attorney's Office
- Training (NACOLE and Phoenix PD-specific)
This is a hybrid model of civilian oversight that blends the best elements of the top three most common categories of oversight - Review, Audit/Monitor and Investigative. This hybrid model will create two new city bodies - a Community Review Board and the Office of Accountability and Transparency - that are independent from the police department, driven by community, transparent in their work to the public, and investigative in their functions.

<table>
<thead>
<tr>
<th>SCOPE OF A HYBRID CIVILIAN OVERSIGHT MODEL</th>
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<tbody>
<tr>
<td>Complaints</td>
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<td>Investigations</td>
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<td>Policy Monitor</td>
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<td>Reports to Community</td>
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<td>Community Outreach</td>
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<td><strong>Office of Accountability and Transparency (OAT): a new city agency composed of city staff</strong></td>
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<tr>
<td><strong>Community Review Board (CRB): An appointed board of community members</strong></td>
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Police Department Civilian Review Board

This report provides an overview of civilian review oversight board strategies in major city police departments. This report (with some updates) was presented at the Public Safety and Veterans Subcommittee meeting on March 13, 2019.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary
Civilian Review efforts trace back to the 1920s. Back then the focus was on simply “reviewing” actions of municipal police agencies. The early efforts were not considered to be effective and in time they faded out. They were revived during the 1970s in the post civil rights era. There are now more than 100 variations around the country. Citizen oversight, civilian review, and citizen review boards have often been used as synonymous terms. In this report, the term civilian review will be used. Regardless of what it has been called, the intent has been to address one or more of the following:

- Increase transparency.
- Build trust.
- Increase police accountability.
- Deter police misconduct.
- Provide an accessible complaint process.
- Provide an avenue for investigations that have independence from sworn investigators.

Just like the early efforts of the 1920s, many of the entities formed during the 1970s have not been sustained. Thinking and practice has evolved over the years. Even now the idea of police oversight by civilians has no universal application. Jurisdictions that have it have essentially tailored an approach that they believe fits their particular situation. Of the 50 largest police departments about half have some form of structured independent civilian review. In Phoenix, civilian review occurs in participation alongside sworn members in use-of-force and discipline review boards formed by the Police Chief. There is also a civilian Civil Service Board which has the final say on appeals of discipline by sworn and civilian employees in the city, including
police officers.

Most oversight agencies were created by one of two methods as part of a negotiated federal consent decree or as a result of a “tipping point” incident. In Atlanta it was the shooting of a 92-year-old woman. In Charlotte there was also a heavily scrutinized shooting, and in Seattle it was a 2010 incident that lead to the Department of Justice coming into the city.

Many cities seek guidance from an organization called the National Association for Civilian Oversight of Law Enforcement (NACOLE), a non-profit that was established in 1995. It is run by a board of directors comprised of people in the field of civilian oversight. They host an annual conference that moves around the country, and offer classes in the current best practices of civilian oversight.

A review of NACOLE’s available information showed that Civilian Review can be characterized in three main areas:

**Review Focused**

**Auditor/Monitor**

**Investigations**

**Review Focused**

A Review Focused effort examines a predetermined set of issues. The individual reviewer or reviewing body relies on the Police Department’s original review, but takes an independent review of the results and issues independent conclusions. The issue can range from customer service complaints to uses of force up to and including deadly force. Review structures are advisory in nature and the review may take the form of agreeing or disagreeing with the administrative resolution or recommending more training to be done within the department to reduce the likelihood of a recurrence. This can be the least costly and least staff-intensive model.

Cities that have some variation of the Review Focused oversight include: San Antonio, Charlotte, Indianapolis, San Diego, Albany, and St. Petersburg.

**Auditor/Monitor**

The Auditor/Monitor model focuses on review of data with an eye for any trends that are spiking. Based on the data, the staff make recommendations to the police chief, city manager, review board, or city council. For example, if complaints of use of force were trending, the trend would be publicly noted and corrective actions would be
recommended. The authority level of the Auditor/Monitor would be spelled out in the Ordinance. The cost of this model depends on the number of auditors assigned.

Cities that use this model include: Tucson, New York, Los Angeles, New Orleans, Denver, and San Jose.

Investigations

An Investigations model focuses on a staff that conducts an investigation separate from the Police Department. This is the most common option with subpoena power and disciplinary authority. At the time this information was gathered there were 19 models like this in use, each with subpoena authority allowing them to compel testimony from sworn personnel or civilians. In these communities a resident would not have to complain to an Internal Affairs Office. They could go straight to the Investigations Office to file their concern/complaint. After conducting a review of the case, the Office has the authority to determine discipline if a cause finding is rendered. This is the most staff-intensive and costly model.

Cities that have this model include: Boise, Washington, D.C. and Pittsburgh.

Whichever path a city chooses to take is typically spelled out in an Ordinance. The Ordinance not only makes clear what the Review entity will be, but also whether it will report to a board, City Manager, Police Chief, or City Council. The Ordinance would also allow for the creation of an office and staff if the model chosen requires that.

Examples in Practice

San Antonio (Review)

The City of San Antonio established a Complaint and Review Board that is contained in their collective bargaining agreement with the police union. The Police Chief can recommend up to 14 people to Mayor and Council. The current Board is comprised of seven sworn and seven civilians. This was initially negotiated into the labor contract back in the 1990s. When it started out it was seven sworn and only one civilian, moving to the current makeup almost eight years ago.

The group meets every other week and hears internal affairs cases as a group. They make a recommendation to the Chief for founded or unfounded allegations. Officers do not have to appear before the board but as trust is built up over time between the police and the community San Antonio reports that over 60% of their officers will voluntarily go in front of the board.
Tucson (Audit)

The City of Tucson established the Office of Independent Police Auditor (IPA), that works out of the City Manager’s Office. It was created to audit citizen complaint investigations that were originally processed through Internal Affairs. The IPA works to confirm if the investigation was complete, thorough, objective and fair.

In practical terms, when a resident is not satisfied with the initial outcome of a complaint they can request that the IPA office reviews it. However, the IPA does not process anonymous complaints. The office may request the department to do some additional work if they believe the investigation was not thorough enough. At the conclusion of the investigation, complainants are informed of the outcome.

Boise (Investigation)

The City of Boise established the Office of the Community Ombudsman to investigate complaints of misconduct against police. In 2015, they changed the name to Office of Police Oversight. It is independent from all other city departments and reports directly to the Mayor. In addition to investigating misconduct, the Office also looks at police policies and practices. Its authority is based in the City Code.

In addition to taking complaints, the Board also takes commendations for an officer. The Director of the Office has the authority to initiate an investigation/inquiry concerning the operations, actions, or omissions of the department. They have subpoena powers to compel employees to answer questions. The Director also has the authority to order the parties into mediation to resolve a dispute that does not rise to a level requiring extensive investigation.

Charlotte (Review)

The City of Charlotte established the Citizens Review Board as amended in 2015 and gave them the following authority:

They can hold hearings to hear an appeal of a complaint on the disciplinary disposition that was decided by the chief of police.

They can upon appeal from an affected party review any instance when an officer discharges a firearm that injures or kills a person.

They can have access to any case files that have been completed by internal affairs,
including the audio tapes of all interviews that were conducted.

The Board is comprised of 11 members, five appointed by the City Council, three appointed by the Mayor, and three by the City Manager. The Board holds closed session hearings within 45 days of receiving any appeal from the public. They can receive sworn testimony from complainants. The Chief's office has the right to cross examine any witnesses.

The Board serves as an advisory body to the Chief of Police, the City Manager, and the City Council.

Minneapolis (Review & Audit)

The City of Minneapolis established the Police Conduct Oversight Commission in 2013. The Commission is comprised of seven residents who meet once a month. Four are appointed by the City Council and three are appointed by the Mayor. They each serve a term of two years. Each member must go through training in order to serve. Their charge is to collect, review, and audit data and compile statistics on police officer misconduct. Their information is shared periodically with the Public Safety Subcommittee of the City Council.

They also review Police Department policies and training procedures and make recommendations for change. Additionally, the Commission implements a community outreach program and coordinates activities with the Minneapolis Commission on Civil Rights.

The meetings of the Commission are open to the public unless private data is to be reviewed. In that case, the law mandates that the meeting be closed. Up to three of their members also serve as liaisons to the Civil Rights Commission.

Prince George’s County, Maryland (Review)

The County of Prince George established a Citizen Complaint Oversight Panel that provides reports to the Chief Administrative Officer. They are responsible for ensuring that the investigations of alleged excessive force, abusive language, and/or harassments are complete, thorough, and impartial. They also ensure the report and recommendations of the investigating unit are reasonable and appropriate.

They make an annual report to the public along with recommendations for change to the Chief of Police. The Panel reviews all internal affair investigations and reported complaints. Complaints must be filed within 90 days of occurrence.
Newark (Investigation)

The City of Newark, New Jersey established a Civilian Police Review Board in 2015 after a three-year DOJ investigation which led to a consent decree. The Board is comprised of 11 members including the inspector general, municipal council members and others. While the board does have subpoena authority, it does not possess the authority to discipline officers.

Current Practices in Phoenix

Police Chief's Citizen Advisory Boards

The Police Chief's Citizen Advisory Boards represent a long-standing best practice in community-policing. The first boards were established in the mid-1980's. Through the years, additional Advisory Boards have been established, the three most recent were formed in 2015. The Advisory Boards were created to establish a working relationship between the Police Department and the communities served in Phoenix.

The core values of the boards are to:

- Generate unity within the community and the Phoenix Police Department.
- Create a climate of trust between the community and the Phoenix Police Department.
- Provide a forum where the Phoenix Police Department can listen to community concerns and create solutions to social concerns and problems.
- Improve the quality of life to all members of the Phoenix community.

There are currently 12 Citizen Advisory Boards that represent the following communities:

- African American
- Arab
- Asian/Pacific Islander
- Cross Disability
- Faith-Based
- Hispanic
- Jewish
- Lesbian/Gay/Bi-Sexual/Trans-Gender (LGBTQ)
- Muslim
- Native American
• Refugee
• Sikh

The Advisory Boards are comprised of community leaders and have an assigned Chairperson and Co-Chairperson who maintain open communication with detectives assigned to the Police Department's Community Response squad. The Advisory Board members communicate public safety matters and concerns on behalf of their communities to the Police Department and communicate back the information provided by the Police Department regarding these matters.

The Phoenix Police Department promotes open lines of communication with the Advisory Boards through quarterly meetings and by attending numerous events held and promoted by the Advisory Boards throughout the year. The Department also dedicates two civilian positions to work with the Boards to build positive relationships through communications and education. In recent years, the Police Department's recruitment team has attended the quarterly meetings of the Citizen Advisory Boards to present information on the Department's hiring efforts as a means to increase diversity within the organization. Additionally, it is routine for the Police Chief and/or other Department personnel to attend culturally diverse events supported by the different Advisory Boards.

Police Department's Disciplinary Review Board

The Police Department has two review boards that are part of the organization's disciplinary policy (Operations Order 3.18.8).

The Disciplinary Review Board (DRB) is made up of seven members, two of which are Phoenix residents. The DRB reviews disciplinary reports that have been reviewed by an assistant chief that may lead to a suspension, demotion or termination. The DRB also reviews all use of force incidents found to be out of policy by the Department's Use of Force Board, and they make recommendations to the Police Chief regarding the degree and severity of disciplinary action to be taken.

Police Department's Use of Force Board

The Department's Use of Force Board (UFB) is made up of six members, three of which are community members. The UFB conducts a timely review into Police employee (and Fire arson investigator) involved shootings and other use of force incidents. They examine all related support documentation surrounding the aforementioned types of incidents to determine if the incident was consistent with
established Police/Fire Department policy. They also examine all related policies and procedures governing the administrative handling of employee involved shootings and other use of force incidents, and they are responsible for making recommendations for change necessary for maintaining Police/Fire Department policy accountability, control and integrity or training methods.

Employees have the right to appeal to the City’s Civil Service Board when imposed discipline is a suspension, demotion or termination.

**Responsible Department**
This item is submitted by Assistant City Manager Milton Dohoney, Jr. and the City Manager’s Office.
Police Department Civilian Review Options Discussion

This report provides information regarding the ongoing discussions on civilian oversight of the Police Department from the July 2, 2019 City Council meeting.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary
At the culmination of the Council meeting on July 2, 2019, Mayor Kate Gallego indicated that the discussion on civilian oversight would continue in a Work Study Session to be held on Sept. 17, 2019. While the presentation at the July 2, 2019 meeting provided a baseline of what civilian oversight is and the various forms it takes, the Work Study Session was designated as the environment to further the dialogue.

To recap, civilian oversight models nationally fall into these general categories. A Review Focused model examines a predetermined set of issues around police conduct. The individual reviewer or reviewing body relies on the Police Department’s original investigation, but takes an independent review of the results and sets forth independent conclusions. The issues can range from customer service complaints to use of force up to and including deadly force. Review structures are advisory in nature and the review may take the form of agreeing or disagreeing with the administrative resolution or recommending more training to be done within the department to reduce the likelihood of a recurrence. This can be the least costly and least staff-intensive model.

The Auditor/Monitor model focuses on review of data with an eye for any trends. Based on the data, the staff make recommendations to the police chief, city manager, review board, or city council. For example, if complaints of use of force were trending, the trend would be publicly noted and corrective actions would be recommended. The authority level of the Auditor/Monitor would be spelled out in the ordinance that created the model. The cost of this model depends on the number of auditors assigned and the offices where they are housed.

The Investigations model is the most complex. The staff that is hired usually includes investigators who are separate and independent from the police department.
Depending on how the model is set up the staff would either conduct investigations into predetermined areas or perform parallel investigations with the Phoenix Police Department. Though many of the communities that have chosen this model operate with subpoena authority, the actual use of it as a tool varies by city. It can be used to compel testimony, gather evidence, or records to aid in the investigation.

Information will be presented at the Work Study Session so that Council can review and discuss what the various civilian oversight models might actually do if they were implemented in Phoenix. Sample models for Review, Audit/Monitor, and Investigations will be presented. Mayor Gallego also requested that the Work Study Session include a discussion of any potential legal issues that may impact whether or how a model might be set up in Phoenix. Legal counsel will be available to address those topics.

The July 2, 2019 meeting also specifically requested that the model used in Chandler, Arizona be examined. The City of Chandler has a Citizens Panel for Review of Police Complaints and Use of Force. Per the City's website, the panel reviews all police shootings and incidents when direct physical force results in serious injury or death. The panel is composed of 15 civilian members and 6 police members. They make recommendations concerning training, policy, procedures, and receive officer commendations. The participants serve three-year terms. The group is advisory to the Police Chief and would be considered a Review-based model.

**Responsible Department**
This item is submitted by Assistant City Manager Milton Dohoney, Jr. and the City Manager's Office.
Police Department Civilian Review Discussion

This report furthers the provision of information enabling the City Council to be informed regarding national approaches to civilian oversight of police departments. It has been well established that there is not a set formula for how cities initiate these efforts. By continuing to present broad-based perspectives, the intent is for Council to be in the best possible position to make an informed decision about police oversight in Phoenix.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary
As City Council continues to discuss civilian police oversight as a possibility, a building block approach is being taken to provide sufficient information enabling policy makers to reach a thoughtful conclusion. Over the previous two meetings, ground work has been laid on what the categorical models do in their purest form. Review, Audit/Monitor, and Investigation have been presented both by staff and by Liana Perez, director of operations for the National Association of Civilian Oversight for Law Enforcement (NACOLE). Legal guidance also has been provided by outside counsel Mary O'Grady and Hayleigh Crawford. In the upcoming Work Study Session on Oct. 15, additional information will be provided intended to enhance the understanding of how a hybrid application might work in Phoenix. Outside counsel will participate in the discussion. One of the lessons learned from engaging other communities that have traveled this path is that the process needs to be deliberative and meticulous. Going fast does not necessarily yield the best outcome since resources and planning are imperative to success.

During the previous Work Study Session, there were various requests for additional information. One such request focused on complaints processed during 2018. The following information is responsive to that request. It is important to note that not every citizen complaint results in a Professional Standards Bureau (PSB) investigation. Sometimes a conflict with a citizen can be resolved early on with communication between the involved parties. Those occurrences are not tracked. Issues that are a bit more substantive, and cannot be resolved with just a conversation, may go through a three-step process.
The first step of the process is a communication (call) from a member of the public. During 2018 there were 467 of those. Of that number 438 led to PSB conducting an "inquiry." An inquiry is a step below a full investigation. It is possible that a complaint may be resolved during the inquiry phase. During 2018 there were 105 instances where the inquiry could not resolve the complaint, leading to a full PSB investigation for officer misconduct.

A request was also made for statistical information regarding officer involved shootings. Specifically, how many Officer Involved Shooting (OIS) encounters were initiated by a 911 call for help from a citizen. A summary of the information is below:

**2015**: 17 OIS; 10 Citizen Calls
**2016**: 25 OIS; 17 Citizen Calls
**2017**: 21 OIS; 12 Citizen Calls
**2018**: 44 OIS; 30 Citizen Calls
**2019**: 12 OIS; 6 Citizen Calls

Additionally, there was a request to see sample position descriptions from different cities. Attached are some position descriptions provided by:

Austin *(Attachment A)*
Boise *(Attachment B)*
Dallas *(Attachment C)*
Denver *(Attachment D)*
San Jose *(Attachment E)*
Seattle *(Attachment F)*

**Responsible Department**

This item is submitted by Assistant City Manager Milton Dohoney, Jr. and the City Manager's Office.
Complaint Specialist

**FLSA:** Standard/Exempt  
**EEO Category:** (50) Para-Prof  
**Class Code:** 11817  
**Salary Grade:** BD5  
**Approved:** March 01, 2004  
**Last Revised:** May 21, 2019

**Purpose:**
Under general supervision, this position is responsible for the intake, screening, and resolution of complaints against police officers of Austin Police Department (APD).

**Duties, Functions and Responsibilities:**
Essential duties and functions, pursuant to the Americans with Disabilities Act, may include the following. Other related duties may be assigned.

1. Receives phone inquiries and walk-in complaints by interviewing complainants, researching, analyzing, and evaluating as it relates to applicable APD Standards Operating Procedures, Policies, and other related regulatory requirements. Assists complainants in understanding the process and requirements for filing a complaint. Confers with involved parties to discuss resolution of complaints.
2. Prepares recommendations by researching, interviewing others if appropriate, and evaluating and providing a comprehensive report for review and/or approval.
3. Monitors and reviews Internal Affairs investigations of citizen complaints by participating in Interviews and reviewing evidence to ensure the investigation is thorough and fair.
4. Reviews, interprets, and analyzes complaints along with other available data to identify potential trends or problem areas, and provides comprehensive reports and recommendations to management for preventive and/or corrective action.
5. Coordinates new programs as assigned by gathering, inputting, and analyzing all data and information regarding performance and mission of the department, and other citizen oversight and community policing issues.
6. Provides models, technical information, and reports to other employees as required or negotiated by the division. Collaborates and participates on teams of co-workers, employees, or other assigned members.
7. Ensures timelines are met with reports, documentation, and updates of appropriate systems and records management.
8. Represents the division at community/outreach events by presenting in various media formats the fundamentals of the program.
9. Creates and provides training for program areas including mediation and/or dispute resolution.

**Responsibilities - Supervisor and/or Leadership Exercised:**
May provide leadership, work assignments, evaluation, training, and guidance to others.

**Knowledge, Skills, and Abilities:**
Must possess required knowledge, skills, abilities, and experience and be able to explain and demonstrate, with or without reasonable accommodations, that the essential functions of the job can be performed.

- Knowledge of Federal, State, and Local laws/ordinances regarding discrimination in law enforcement, community policing, and civilian oversight.
- Knowledge of applicable systems and databases.
- Knowledge of investigatory and negotiation techniques.
- Skill in handling hostile, conflict, and uncertain situations.
- Skill in application of investigative and research techniques.
- Skill in oral and written communications to clearly convey and receive information and ideas.
- Skill in interviewing under a variety of conditions, including the possibility of highly charged emotional demonstrations such as hostility, conflict, and frustration.
- Skill in the application of investigative and research techniques related to human rights issues.
- Skill in researching established case law and applicable precedents.
- Skill in data collection, analysis, and problem solving.
- Skill in dispute resolution.
- Skill in the use of computers and applicable software applications.
- Ability to handle multiple tasks and prioritization.
- Ability to work with frequent Interruptions and changes in priorities.
- Ability to quickly recognize and analyze irregular events.
• Ability to establish and maintain effective communication and working relationships with City employees and the public.

**Minimum Qualifications:**

Graduation with a Bachelor’s degree from an accredited college or university with major coursework in Criminal Justice or a field related to the job, plus two (2) years of related experience.

**Licenses and Certifications Required:**

None.

This description is intended to indicate the kinds of tasks and levels of work difficulty required of the position given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of management to assign, direct and control the work of employees under supervision. The listing of duties and responsibilities shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.
City of Austin - JOB DESCRIPTION

Police Monitor

FLSA: Executives/I EEO Category: (10) Official/Adm
Class Code: 17047 Salary Grade: EO0
Approved: April 10, 2001 Last Revised: April 10, 2010

Purpose:
To provide civilian oversight of the Austin Police Department.

Duties, Functions and Responsibilities:
Essential duties and functions, pursuant to the Americans with Disabilities Act, may include the following. Other related duties may be assigned.
1. Accept complaints filed by members of the public against police officers.
2. Direct the supervision and management of the Monitor’s Office.
3. Participate in the investigatory process, particularly when the complaint is of a serious nature.
4. Conduct initial interviews with the complainant explaining the oversight and investigative process.
5. Explain police policies and procedures to complainants.
6. Accompany the complainant to the Internal Affairs Intake Office, if needed.
7. Communicate with the Austin Police Department and the Internal Affairs Division.
8. Forward any relevant information of an investigation to the Commander of the Internal Affairs Division.
9. Review and monitor critical incidents and investigations without interference.
11. Make policy recommendations to the Chief of Police, and to the Austin City Council through the City Manager.
12. Interact with the community and keep the community informed about the work of the Police Oversight Monitor's Office.
13. Publish newsletters and make public appearances.

Responsibilities - Supervisor and/or Leadership Exercised:
None.

Knowledge, Skills, and Abilities:
Must possess required knowledge, skills, abilities, and experience and be able to explain and demonstrate, with or without reasonable accommodations, that the essential functions of the job can be performed.
Knowledge of criminal law and employment law.
Knowledge of State Civil Service Law and Civil Rights Law.
Skill in administrative and management functions.
Skill in strong interpersonal and supervisory relations.
Skill in effective oral and written communication.
Ability to interact with citizens, police officers and the community,
Ability to demonstrate objectivity towards police and community interests.

Minimum Qualifications:
A doctorate of jurisprudence degree. Four (4) years experience in public sector labor/employment law and in mediation. In the past five (5) years, have had no full-time employment with or other representation of the Austin Police Department.

Licenses and Certifications Required:
None.

This description is intended to indicate the kinds of tasks and levels of work difficulty required of the position given this title and shall not be construed as declaring what the specific duties and responsibilities of any particular position shall be. It is not intended to limit or in any way modify the right of management to assign, direct and control the work of employees under supervision. The listing of duties and responsibilities shall not be held to exclude other duties not mentioned that are of similar kind or level of difficulty.
SUMMARY STATEMENT:
Promotes public confidence in the professionalism and accountability of Boise City’s police and law enforcement employees. Investigates critical incidents and complaints of misconduct brought against City police and law enforcement officers. Audits Internal Affairs cases for the City and processes citizen appeals of investigations. Performs work as authorized by Boise City Code and governed by policy.

ESSENTIAL FUNCTIONS:
Investigates complaints, critical incidents, officer-involved shootings, use of force, and other police actions within the jurisdiction of the Boise Police Department (BPD). Applies the facts found in an investigation to the applicable policies and laws, issues findings, and makes curative personnel recommendations to the Chief of Police or appropriate City official. (40%)

Oversees audits of all Internal Affairs investigations conducted by the police department. Accepts and processes citizen appeals from BPD investigations. (30%)

Authors reports for police staff personnel records and for public information. Summarizes factual data, investigative findings, and recommendations for resolution. Creates media communication content for release to the public. Plans and carries out regular outreach activities to both internal and external constituencies. Interacts with the media, including acting as spokesperson for the Office of the Community Ombudsperson. Understands and appreciates different and opposing perspectives on an issue and mediates confrontations. (20%)

Supervisory responsibilities: Employees in this position are authorized to recommend and/or effect the full range of duties (with appropriate managerial review), including hiring, performance evaluations, transferring, promoting, assigning of significant duties, rewarding, disciplining and terminating employment; exercise independent judgment to direct others work and have the authority to take corrective action; and, utilize people skills to communicate, motivate and direct or oversee a person, group, department, or organization. (10%)

Performs other duties as assigned. Nothing in this job description restricts management’s right to assign or reassign duties and responsibilities to this position at any time. Total Percentage = 100%

REQUIREMENTS:
Required Knowledge, Experience, And Training
Must have a Bachelor’s degree in law, law enforcement, human resources, criminal justice administration, public or business administration, sociology or related field.

Requires education and/or experience to attain the following:

Seven years of experience in legal, law enforcement or human resources; conducting investigations, recommending actions for acceptable results, and communicating diplomatically with the public.

Advanced knowledge of municipal police practices, law enforcement training, standards and policies, municipal police administration and organization, and the rules, laws and regulations thereof.

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General knowledge of legal principles and statutory law including employment law and administrative procedures, rules of evidence and due process; social problems, community attitudes, and the complexities of local society and its subcultures.

Functional knowledge of organization and management practices and methods including goal setting, program development and implementation, employee supervision, personnel management, employee relations, team building, budget development and financial management.

Ability to lead and foster the development of department staff; communicate effectively through the public media; provide creative, innovative and outgoing leadership with recognized judgment, objectivity and integrity; sustain a dedication for community relations and outreach; demonstrate a commitment to achieving suitable solutions and results; build strong yet independent working relationships with a wide array of constituents and community representatives, in particular when working with multicultural/ethnic communities; work independently, fairly and objectively with all concerned parties; provide effective facilitation, negotiation and diplomacy skills to sensitive situations; provide oral and written communications, advanced investigative, analytical and discernment processes; tolerate stress and opposition; sustain a high level of resiliency, adapting well and recovering quickly from adversity; bridge community and institutional concerns regarding issues of fairness and justice; work effectively within the framework of governmental and judicial structures; interact and operate effectively with various stakeholders, e.g., elected and appointed officials, law enforcement officers and administrators, and community groups; display an attitude of cooperation and work harmoniously with all levels of City employees, the general public and other organizations; communicate effectively in the English language at a level necessary for efficient job performance; complete assignments in a timely fashion; understand and comply with all rules, policies and regulations; maintain prompt and regular attendance; and perform all essential and marginal functions as assigned by an authorized employee, supervisor and/or manager with or without a reasonable accommodation.

Preferred Knowledge, Experience, And Training
Juris Doctor or Masters Degree in law enforcement, human resources or related field and 10 years of experience in the oversight of law enforcement or other professional specialty and/or regulatory experience, or equivalent combination of education and/or experience.

Licensing And Other Requirements
Valid Idaho driver’s license

Special Requirements
All applicants must be able to successfully pass City of Boise background check processes which include reference checks and criminal history checks.

Applicants must be able to pass, or have:

- Credit History Check
- Driving Record Check
- Education Verification

WORKING CONDITIONS:
The physical effort characteristics and working environment described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Efforts
While performing the duties of this job, the employee is frequently lifting/carrying up to 10 lbs and rarely lifting/carrying up to 20 lbs. Also the employee is frequently pushing/pulling up to 10 lbs. Work includes sensory ability to talk and hear. Employees will sit. Position requires hand/finger dexterity.

Working Environment
The work environment will include inside conditions, outdoor weather conditions and extreme temperatures. Employees will also drive a vehicle as part of this position. This position works on call 24/7 for critical incidents; some nights and weekends in order to meet with community

groups at their convenience, interview employees on shift and interview witnesses when they are available.

**POSITION CONTROL NUMBER(S):**
00001330

**PAY GRADE:**
E16

**JOB INFORMATION:**
Position Type: Part-time Regular, Benefits: Executive, Hay Rating: FII 3 350 E4(43) 152 E2C 175 ~, Total Points: 877, FLSA: Administrative, EEO: Officials and Administrators, Reports To: Mayor
Police Oversight Analyst

CITY OF BOISE
Established Date: Oct 1, 2019

SALARY RANGE
$0.00 Hourly

SUMMARY STATEMENT:
Assist Office of Police Oversight (OPO) director with the review of intake interview to recommend classification of complaints filed against Boise Police Department (BPD) law enforcement employees. Assist director with assignments of cases to investigators. Assign and conducts audits of administrative investigations completed by the Boise Police Department Office of Internal Affairs (OIA). Assist director with responding to public records request in conjunction with the for information from Boise City Attorney's Office. Assist the director with interdepartmental requests and projects, and other City Departments. Assist with preparation of outreach materials and presentations. Conduct research and draft relevant administrative reports for Director's review. Manage website publications, file management system and provide support to investigators. Requires a high level of attention to detail and accuracy, dependability, critical discretion, confidentiality, ethics and responsible decision making.

ESSENTIAL FUNCTIONS:
Coordinates and conducts audits of BPD internal personnel investigations by examining the case files of the Office of Internal Affairs (OIA). Communicates with OIA, captains and staff. Reports audit findings and make recommendations to the Director, and track fairness, thoroughness, objectiveness and monitors for any trends of the OIA investigations. Assists Director with an end of year audit letter outlining challenges, opportunities for improvement and recommendations for solutions. Provides feedback on Director findings as requested. Available to be on call to back up Director and/ or investigators on an as needed basis to respond to critical incidents that occur at various hours. (35%)

Researches, compiles, analyzes, and reports information both orally and in writing. Produces data representation and content of quarterly audits, mid-year, and annual reports. Responds to request from City Attorney's office for litigation and public records requests. Maintains the public website and file management system. (30%)

Assists Director by reviewing assigned intake interview forms and any evidence provided by complainant. Analyzes, evaluates and makes recommendations to the Director on how to classify complaints. Maintains composure, speaks with sensitivity, diplomacy and in accordance with the philosophy of the Office of Police Oversight (OPO) to investigators, interns, complainants and BPD personnel. (15%)

Produces correspondence as necessary for Director signature. Assigns, tracks, and manages Rapid Resolution Inquiry (RRI) process. Communicates with BPD command staff and complainants, as needed. (10%)

Performs some administrative duties including providing reception. Perform tracking, and gathering data, responding to research surveys and assisting with preparation of surveys. Assists with recommending and updating OPO policy and procedures manual, governing ordinance and other governing documents. (10%)

Performs other duties as assigned. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this position at any time. Total Percentage = 100%

REQUIREMENTS:
Required Knowledge, Experience, And Training

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Requires education and/or experience to attain the following:

Two years of clerical or customer service experience in a professional office environment with experience handling disputes, and a high school diploma or GED.

Working knowledge of computers and programs including word processing, spreadsheets, and database management; office equipment such as printers, scanners and copy machines; interviewing and investigation methods; preparing and presenting statistical and narrative reports.

Ability to conduct investigative interviews, discern relevant information and probe for critical facts and observations; maintain confidentiality and display high standards of ethical conduct; be able to de-escalate conflict; show understanding, courtesy, tact, empathy, and concern; successfully navigate disputes, and resolve complaints; independently research assigned problems, determine method of research, organize material from various sources into a concise reporting format; pay attention to detail and discriminate between relevant and irrelevant items when compiling a report; read, interpret, and apply rules, regulations, policies and procedures; compile, develop, and organize data and information into clear and concise written reports; communicate effectively in the English language at a level necessary for efficient job performance; display an attitude of cooperation and work harmoniously with all levels of City employees, the general public and other organizations; understand and comply with all rules, policies and regulations; maintain regular and prompt attendance; and perform all essential and marginal functions as assigned by an authorized employee, supervisor and/or manager with or without reasonable accommodation.

Individuals must be capable of operating vehicles safely and have an acceptable driving record.

Preferred Knowledge, Experience, And Training
Bachelor’s degree in public administration, criminal justice or related field, strong oral, and written communication skills, and de-escalation techniques, some knowledge of policing, weapons, firearms, legal system, law, pretrial work, anatomy, medical terminology, capable of viewing graphic materials including video and photos of trauma, understanding of implicit bias and ethics subconscious bias, three years of experience conducting interviews, investigations, research and proficient in the preparations of various types of report writing.

Functional knowledge of public and media relations; conflict management.

Licensing And Other Requirements
Valid Idaho Driver’s License

Special Requirements
All applicants must be able to successfully pass City of Boise background check processes which include reference checks and criminal history checks.

Applicants must be able to pass, or have:

Driving Record Check

WORKING CONDITIONS:

The physical effort characteristics and working environment described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Efforts
While performing the duties of this job the employee is occasionally lifting/carrying up to 10 pounds. Also the employee is occasionally pushing/pulling up to 10 pounds. Work includes sensory ability to talk and hear. Work in this position also includes close vision. Employees will sit, reach and grasp. Position requires hand/finger dexterity.

Working Environment
The work environment will include inside conditions. This position works: On call to back up director and/or investigators on an as needed basis to respond to critical incidents that occur at various hours.

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PAY GRADE:
N18

JOB INFORMATION:
Position Type: Full-Time Regular, Benefits: , Hay Rating: E1(2) 175 E1(3) 57 EN(II) 76 -, Total Points: 308, FLSA: Non-Exempt, EEO: Administrative Support, Reports To: Police Oversight Director
Police Oversight Investigator

Class Code: 1179-055

CITY OF BOISE
Established Date: Oct 1, 2019

SALARY RANGE

$0.00 Hourly

SUMMARY STATEMENT:

The Investigator for the Office of Police Oversight performs all functions related to planning and conducting unbiased, highly sensitive investigations that, at times, include high public visibility of controversial issues of a highly sensitive nature. Assists in all areas as assigned including but not limited to serving on-call 24 hours a day, 7 days a week for critical incident response, performs all investigative activities including writing formal incident reports and related work as assigned. Works with considerable initiative, independent judgment, and meticulous follow through, under general guidance of the director.

This is a part-time at-will position. The hours per week are sporadic based on the needs of the office, including taking a shift to cover the office during City business hours, and attending training on and off site. Individuals must be able and willing to conduct investigations at various times throughout the day. This position is designated as AE-VIII.

ESSENTIAL FUNCTIONS:

Conduct technical, administrative investigations of a highly confidential and sensitive nature into allegations of police officer misconduct and use of force incidents. Respond to critical incidents and takes action as assigned. Obtain necessary approval in support of investigations. Receive and investigate allegations, inquiries, critical incidents, and anticipated litigation. Analyze information to determine if potential civil rights violations or violation of department policy exist. Develop an investigative plan and compile information, evidence and supporting documentation. Interact with sworn and non-sworn police employees, with and without legal counsel. Communicate with individuals who are difficult, hostile or distressed. Communicate with diverse community members and individuals suffering from mental health challenges. Interview and/or interrogate individuals to elicit sensitive information or information they are reluctant to volunteer. Conducts research into policy and training issues. Generate necessary and appropriate correspondence with involved subjects and employees during the course of the investigation. Conduct interviews of involved subjects, witnesses and employees. Review and analyze investigative information to draw a reasonable, objective and non-biased conclusion based on preponderance of evidence standard. Complete and submit written reports and findings. Audit investigations of Police Office of Internal Affairs for completeness, thoroughness, objectivity, and fairness. (100%)

Performs other duties as assigned. Nothing in this job description restricts management’s right to assign or reassign duties and responsibilities to this position at any time. Total Percentage = 100%

REQUIREMENTS:

Required Knowledge, Experience, And Training
Knowledge of the criminal justice system, investigative and interviewing techniques; principles and practices of law enforcement, including knowledge of policing, police culture, training, tactics, operations, command management, disciplinary systems, terminology, weapons, firearms, governmental operations and public policy; experience with Labor Unions; time management; management practices; principles and practices of computer operations; strong communication and analytical skills. Experience with crime and accident scenes.

Ability to apply unbiased investigative and interviewing techniques, discern relevant information and probe for critical facts and observations; maintain confidentiality and display high standards of ethical conduct; be able to de-escalate
conflict, show understanding, courtesy, tact, empathy, and concern; successfully navigate disputes, and resolve complaints; independently research assigned problems, determine method of research, organize material from various sources into a concise reporting format; pay attention to detail and discriminate between relevant and irrelevant items when compiling a report; read, interpret and apply rules and regulations, policies, procedures and laws; analyze information and develop sound conclusions; communicate effectively verbally and in writing; demonstrate a high level of attention to detail and accuracy, dependability, critical discretion, and responsible decision making; apply conflict resolution skills in order to effectively deal with persons who are difficult, hostile or distressed; work in conjunction with other government and law enforcement agencies to accomplish defined goals; attend daytime and evening meetings and conduct investigations at any time of the day or night, as needed, including weekends; display an attitude of cooperation and work harmoniously with all levels of City employees, the general public and other organizations; communicate effectively in the English language at a level necessary for efficient job performance; complete assignments in a timely fashion; understand and comply with all rules, policies and regulations; maintain prompt and regular attendance; perform all essential and marginal functions as assigned by an authorized employee, supervisor and/or manager with or without a reasonable accommodation.

Individuals must be capable of operating vehicles safely and have an acceptable driving record.

Preferred Knowledge, Experience, And Training
Bachelor's degree and/or equivalent education and experience; management experience preferred.

Licensing And Other Requirements
Valid driver's license.

Special Requirements
All applicants must be able to successfully pass City of Boise background check processes which include reference checks and criminal history checks.

Applicants must be able to pass, or have:

  Driving Record Check

WORKING CONDITIONS:
The physical effort characteristics and working environment described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Efforts
While performing the duties of this job the employee is occasionally lifting/carrying up to 10 pounds. Work includes sensory ability to talk and hear. Work in this position also includes close vision. Position requires hand/finger dexterity.

Working Environment
The work environment will include inside conditions and outdoor weather conditions. Employees will also drive a vehicle as part of this position.
This position works: on-call in response to critical incidents as needed.

PAY GRADE:
N21

JOB INFORMATION:
Position Type: , Benefits: , Hay Rating: , Total Points: , FLSA: Non-Exempt, EEO: , Reports To: Director of Police Oversight

Police Oversight - Administrative Specialist

CITY OF BOISE
Established Date: May 15, 2018

SALARY RANGE
$0.00 Hourly

SUMMARY STATEMENT:
Performs advanced and complex clerical, accounting, and/or administrative duties to support a specialized departmental function or project. Providing technical assistance specifically to the Director, Investigators and other staff as needed. Be able to coordinate daily operations. Performs a variety of tasks such as typing, answering phones, opening mail, sorting documents, filing, entering data, file management, creating forms, coordinating outreach and processing financial records per direction of the Mayor’s Office and/or finance department. Under general supervision, receives assignments and is expected to carry through to completion with substantial independence. Work requires attention to detail and good organizational skills, and is reviewed for adherence to instructions, accuracy, completeness and conformance to standard practice or precedent.

ESSENTIAL FUNCTIONS:
Performs clerical tasks such as typing, filing, maintain file management, data entry, and customer service. Answers phone calls and conduct initial intake interviews. Schedules intake appointments for investigators, Director or Analyst. Issue Notices required for taking witness statements. Drafts monthly status reports for Director signature to Complainants. Analyzes and interprets complex information. Responds to inquiries or requests for general information or prepared reports for Director review for inquiries and requests for Office of Police Oversight (OPO) records or work product. Searches files, documents or other sources for information. Composes correspondence or other documents requiring detail and accuracy. Proofreads, edits letters for spelling, grammar, punctuation or typographical errors for all staff as is requested. Acts as liaison between Director to respond to media inquiries. Processes and approves applications, forms, records, claims, or other documents. Schedules staff meetings, prepares agenda, meeting materials and take minutes for staff meetings. Sets agenda and types minutes from meetings with Director and Boise Police Department (BPD) Command. Responds to voicemail messages on main phone line, reviews complaints filed through the website and notifies director and/or the Analyst for assignment to investigators. Maintains inventory of supplies or equipment and orders supplies. Provides customer service by identifying appropriate information, services or programs for clients or customers. Maintains and archives records per City procedures. Interacts with partner agencies including community engagement, public relations, IT and the Mayor’s office. (75%)

Performs accounting and clerical tasks involved in the detailed maintenance of financial records in coordination with the Mayor’s office for a particular function or department. (25%)

Performs other duties as assigned. Nothing in this job description restricts management’s right to assign or reassign duties and responsibilities to this position at any time. Total Percentage = 100%

REQUIREMENTS:
Required Knowledge, Experience, And Training
Three years’ experience providing clerical and accounting office support, and a high school diploma or GED, or an equivalent combination of experience and/or education.

Knowledge of general business office practices and procedures; telephone etiquette and systems; business English (grammar, punctuation, and spelling); PC operating systems, office software, internet, email usage and other office

equipment; accounting and record keeping practices; some knowledge of interacting with the media; familiar with interviewing techniques and experience with communicating with hostile or angry callers and working with individuals that may experience mental health challenges or experiencing a crisis; experience with multi-cultural, bi-lingual individuals and marginalized communities.

Ability to communicate effectively with clarity and conciseness; handle customer requests in an effective and friendly manner; interpret and explain governing regulations, policies and procedures; work independently with minimal direct supervision and with frequent interruptions; consolidate information from various sources into a prescribed format; make relatively complex mathematical computations rapidly and accurately; proofread data and verify its accuracy; use alphabetical, numerical, and subject filing systems; accurately classify, file, and retrieve materials; follow verbal and written instructions; establish and maintain effective working relationships with co-workers, representatives of other departments, outside agencies, and the general public; display an attitude of cooperation and work harmoniously with all levels of City employees, the general public and other organizations; complete assignments in a timely fashion; understand and comply with all rules, policies and regulations; maintain prompt and regular attendance; perform all essential and marginal functions as assigned by an authorized employee, supervisor and/or manager with or without a reasonable accommodation.

Preferred Knowledge, Experience, And Training
Three years previous administrative support, accounting, or customer service experience in a public agency. Some college studies in humanities, public administration criminal justice, legal or related field; strong oral and written communication skills including; knowledge of legal and criminal justice system; medical terminology, capable of viewing graphic materials including video and photos of trauma; understanding of Implicit bias and subconscious bias; experience interacting with multi-cultural, bi-lingual and marginalized communities, interviewing experience; some investigative experience; some research abilities; familiar with Idaho Courts, county jail and corrections online website search engines and must appreciate and/or have experience of managing confidential information.

Special Requirements
All applicants must be able to successfully pass City of Boise background check processes which include reference checks and criminal history checks.

WORKING CONDITIONS:

The physical effort characteristics and working environment described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Efforts
While performing the duties of this job the employee is occasionally pushing/pulling up to 10 lbs. The noise level is rarely moderate. Work includes sensory ability to talk and hear. Work in this position also includes close vision. Employees will sit, reach and grasp. Position requires hand/ finger dexterity.

Working Environment
The work environment will include inside conditions.

PAY GRADE:

N15

JOB INFORMATION:

Position Type: Full Time, Benefits: , Hay Rating: D1(2) 132 D1(3) 38 DN(2) 38 , Total Points: 208, FLSA: Non-Exempt, EEO: Administrative Support, Reports To: Director of Police Oversight

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Attachment C

City of Dallas
Classification Specification

Title: Police Monitor (Assistant Director)  
Class Code:  
Pay Grade: P
FLSA Status: Non-Exempt
Established: 10/1/2018
Revised: 6/20/2019

Position Purpose
Office of Police Oversight (OPO) - The purpose of the Office of Police Oversight is to provide functional support to the Community Police Oversight Board (CPOB)

Essential Functions
1. Directs and manages the Office of Police Oversight staff
2. Provides Functional Support to the CPOB
3. Ensures that the CPOB can fulfill its duties
4. Accepts complaints filed by members of the public against Dallas police officers
5. Explains police complaint procedures and process to members of the public
6. Facilitates mediated resolution process between a complainant and Dallas police officers
7. Monitors Internal Affairs Division investigations into external administrative complaints against Dallas police officers
8. Initiates independent investigations, when necessary, of complaints against Dallas police officers at the conclusion of an Internal Affairs Division investigation
9. Monitors the Police Department’s investigation of a critical incident involving a Dallas police officer
10. Maintains confidentiality
11. Makes such reports as may be required by the City Manager and the CPOB
12. Performs such other duties as may be required by the City Manager, by ordinance of the City Council, or the Community Police Oversight Board in accordance to Article III of Chapter 37 of the Dallas City Code.
13. Develops community outreach programs to engage the community and to create awareness of the CPOB, the OPO, and the complaint process.
14. Supports the CPOB’s efforts to promote transparency and accountability and to foster community relationships with the Dallas Police Department
15. Makes presentations before the CPOB, City Council, and community organizations

Minimum Qualifications
Bachelor’s degree and law school graduate from an accredited law school.
Licensed by the State Bar of Texas, in good standing.
Must possess a minimum of 7 years of progressive experience serving as trial attorney in the practice of criminal law, civil rights, criminal justice or other relevant legal specialties.

Preferred Knowledge, Skills and Abilities
Texas-licensed attorney also Board Certified in Criminal Law by the Texas Board of Legal Specialization
Five (5) years of experience in leading and overseeing complex organizations with demonstrated success supervising staff, developing budgets, and reporting to a board.
Effective oral and written communication skills

Experience as a professional in the field of civil rights issues.

Ability to conduct impartial and fair administrative and/or criminal investigations.

Community engagement experience with success in working with diverse communities and citizen groups.

Experience working with various governmental entities, boards, or elected officials.

Ability to establish and maintain an effective working relationship with all levels of management, city officials, vendors, other government agencies, other employees and the general public.

Ability to effectively communicate both orally and in writing and negotiate with technical staff, consultants, contractors, governmental agencies, city management, and citizens.

Certification, Registration, or Licensure

Licensed and in Good Standing with the State Bar of Texas

Working Conditions and Hazards:

Work performed under normal office conditions.

The above statements are intended to describe the general nature and level of work performed by personnel assigned to this classification and is not necessarily an exhaustive list of all responsibilities, duties and skills required.
Office of Human Resources
Community Relations Ombudsman, OIM – FA2138

General Statement of Duties
Works with public and community groups to improve police/community relations, enhance citizen involvement and accomplish city/community goals for the Office of the Independent Monitor.

Distinguishing Characteristics
This class is exclusive to Denver’s Office of the Independent Monitor and is not a Career Service position. This position reports directly to the Monitor and will be responsible for performing professional level staff work representing the mission, goals and objectives of the Independent Police Monitor program to the public and serving as a communications bridge between the Police Monitor program, public safety organizations and community groups. This is an “at will” position that will serve at the pleasure of the Monitor.

Guidelines, Difficulty and Decision Making Level
Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guidelines, interpret precedents, adapt standard practices to differing situations and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received & Quality Review
Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications Purpose
Contacts of non-prescribed natures involving the negotiation and resolution of non-routine problems encountered and where exceptional degrees of discretion and judgment are required in carrying out the program and policies of the organization.

Level of Supervision Exercised
May perform leadwork on a job-by-job or rotating basis.

Essential Duties
Takes and resolves citizen complaints and assists in the development and implementation of a citizen-police mediation program.

Furnishes citizens and program participants with program information, service referrals, and technical assistance as needed or requested.
Maintains resource directories, develops community-based service and referral resources, coordinates with similar service organizations in other jurisdictions.

Prepares comprehensive reports.

Represents the City Independent Police Monitor with correspondence, legislation, public appearances, special assignments, at meetings and on committees.

Maintains contact with community resources to identify and suggest needed services, implement special events, initiate action to improve services, and provide necessary skills training.

Performs other related duties as assigned or requested.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

**Competencies**

Conflict Management - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Customer Service - Interacts with customers in a friendly and professional manner, works to resolve issues quickly and effectively, and is knowledgeable about products and services.

Influencing/Negotiating - Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

Information Management - Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Interpersonal Skills - Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

Problem Solving - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Written Communication - Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner that is appropriate for context, time, and place.

**Knowledge & Skills**

Knowledge of community resources sufficient to be able to use them appropriately as needed.

Skill in developing and implementing programs and activities for a variety of groups.

Skill in explaining complex regulations, rules and procedures in a manner that is understandable to a wide range of audiences.

**Education Requirement**

Bachelor's Degree in Communications, Marketing, Human Services, Psychology or related field.
Experience Requirement

Three (3) years of paid or volunteer experience working as a consultant to community groups by developing programs, providing customer service and advocating for community needs.

Education & Experience Equivalency

One (1) year of the appropriate type and level of experience may be substituted for each required year of post-high school education.

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

Licensure & Certification

None

Working Environment

Temperature Changes: variations in temperature from hot to cold.
Atmospheric Conditions: conditions that affect the skin or respiratory system.
Working Conditions: Potential exposure to unpleasant elements (accidents, injuries and illness).
Subject to many interruptions.

Level of Physical Demand

1-Sedentary (0-10 lbs.)

Physical Demands

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs.):

Sitting: remaining in the normal seated position.

Carrying: transporting an object usually by hand, arm or shoulder.

Balancing: maintaining body equilibrium to prevent falling over.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping or otherwise working with hand(s).

Fingering: picking, pinching or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Vision: ability to see clearly at 20 inches or less; ability to adjust vision to bring objects into focus; ability to distinguish and identify different colors.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering objects weighing no more than 10 pounds, from one level to another.

Background Check Requirement

Criminal Check
Employment Verification
Education Check

Assessment Requirement

None

City and County of Denver
Probation Period:

Six (6) months.

Class Detail:
Pay Grade: A-807
FLSA Code: Y
Management Level: 10
Established Date: 9/21/2018
Established By: Lori Schumann
Revised Date: 6/11/2019
Revised By: Ryland Feno
Class History:
6/11/19 - Updated working environment verbiage.
Office of Human Resources

Management Analyst OIM – FA2137

General Statement of Duties

Performs a wide range of professional, analytic staff work to support the functions and operations of the Office of the Independent Monitor.

Distinguishing Characteristics

This class is exclusive to Denver's Office of the Independent Monitor and is not a Career Service position. This position reports directly to the Monitor and will conduct a wide variety of difficult and responsible analytical research work. This is an "at will" position that will serve at the pleasure of the Monitor.

Guidelines, Difficulty and Decision-Making Level

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guidelines, interpret precedents, adapt standard practices to differing situations and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received & Quality Review

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communication & Purpose

Contacts with the public or employees where explanatory or interpretive information is exchanged, gathered or presented and some degree of discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised

May perform project or operational leadwork.

Essential Duties

Administers the Monitor's case management and research database.

Performs complex qualitative and quantitative data analysis of police complaints.

Prepare detailed weekly, monthly and annual reports on patterns in complaints, workload and investigation outcomes.
Plan, organizes and conducts objective and data-driven evaluations of police and sheriff department policies, practices and programs.

Develops, administers, assists in the analysis of complainant and police officer satisfaction surveys.

Develops new methods for collecting data, new database applications for archiving and retrieval of statistics, and maintains records.

Develops error checking programs and assures data collected is reliable, timely and valid and resolves issues of data incongruence, collection procedures and editing.

Prepares reports and recommendations pertaining to findings in publications and conference presentations, and to management.

Utilizes a variety of software to obtain statistical outputs for analyses of the organization’s operations and studies and trains and assists others in the use of software for statistical purposes.

Assists in developing, recommending and coordinating the implementation of new procedures for the assigned functions.

Plans, schedules, coordinates, assigns work and establishes priorities for subordinate employees based upon goals and individual capabilities.

Performs other related duties as assigned or requested.

**Competencies**

Information Management – Identifies a need for and knows where and how to gather information and organizes and maintains information or information management systems.

Interpersonal Skills – Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Reading – Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.

Reasoning - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

Technical Competence – Uses knowledge that is acquired through formal training and extensive on-the-job experience to perform one’s job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner that is appropriate for context, time, and place.

**Knowledge & Skills**

Knowledge of descriptive statistics sufficient to be able to compile data, interpret tables and graphs and generate reports.
Knowledge of inferential statistics and multivariate analysis sufficient to be able to compile data, perform analysis and provide findings and recommendations.

Knowledge of research methods and techniques sufficient to be able to determine and devise appropriate data survey and collection instruments, data interpretation procedures and analytical methodologies to be utilized.

Knowledge of a variety of computer software sufficient to be able to statistically analyze data.

Skill in synthesizing findings, charts and graphs from various sources and generating reports.

Skill in using computers and a variety of software to perform statistical analysis.

**Education Requirement**

Bachelor's Degree in Statistics, Computer Science, Criminal Justice, Sociology or a related field.

**Experience Requirement**

Three (3) years of experience performing statistical analysis and research which included the use of automated applications.

**Education & Experience Equivalency**

One (1) year of the appropriate type and level of experience may be substituted for each required year of post-high school education.

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

**Licenture & Certification**

None

**Working Environment**

Temperature Changes: variations in temperature from hot to cold.

Atmospheric Conditions: conditions that affect the skin or respiratory system.

Working Conditions: Potential exposure to unpleasant elements (accidents, injuries and illness).

Subject to many Interruptions.

**Level of Physical Demand**

1-Sedentary (0-10 lbs.)

**Physical Demands**

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs.)

Sitting: remaining in the normal seated position.

Carrying: transporting an object usually by hand, arm or shoulder.

Balancing: maintaining body equilibrium to prevent falling over.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping or otherwise working with hand(s).

Fingerling: picking, pinching or otherwise working with fingers.

Touching: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.
Management Analyst OIM – FA2137

Vision: ability to see clearly at 20 inches or less; ability to adjust vision to bring objects into focus; ability to distinguish and identify different colors.
Repetitive motions: making frequent movements with a part of the body.
Eye/hand/foot coordination: performing work through using two or more.
Lifting: raising or lowering objects weighing no more than 10 pounds, from one level to another.

Background Check Requirement:
Criminal Check
Education Check

Assessment Requirement:
None

Probation Period:
Six (6) months.

Class Detail:
Pay Grade: A-811
FLSA Code: Y
Management Level: 10
Established Date: 9/21/2018
Established By: Lori Schumann
Revised Date: 01/01/2019;
03/31/2019;
06/11/2019
Revised By: Susan Keller; Greg Thress; Ryland Feno
Class History:
01/01/2019 - Updated pay grade per pay survey market changes.
03/31/2019 - Job Title & Distinguishing Characteristics revised.
06/11/2019 - Updated working environment verbiage.
Office of Human Resources

Monitor OIM – FA2134

General Statement of Duties

Under the direction of the Mayor, the Independent Monitor performs management, administrative, investigative, and reporting duties; supervises staff and oversees the activities and functions of the Office of the Independent Monitor (OIM); monitors and actively participates in investigations of possible misconduct by, and citizen complaints against, uniformed personnel of the Department of Safety; makes recommendations to the Manager of Safety and appropriate department heads regarding possible disciplinary actions against uniformed personnel; makes recommendations regarding policy and training issues; coordinates OIM activities and works in partnership with the Mayor's Office, City Council, Citizen Oversight Board, Manager of Safety, Police, Sheriff, and Fire Departments, District Attorney's Office, community leaders, the general public and media as appropriate to provide for fair and objective oversight of the uniformed personnel and to ensure public confidence in such uniformed personnel.

Distinguishing Characteristics

The Independent Monitor performs investigative and analytical work that is difficult, highly complex, and often involves issues that are highly sensitive and confidential. The position functions as a working manager with authority for both overseeing the day-to-day operations of the Office of the Independent Monitor and performing much of the OIM workload.

Guidelines, Difficulty, and Decision-Making Level

None

Level of Supervision Received & Quality Review

Work of the OIM is reviewed by the Mayor and/or the Citizen Oversight Board. The Independent Monitor exercises executive leadership over employees who have personal responsibilities and authorities over the oversight process and who exercise a high degree of initiative, judgment, discretion, and decision-making regarding investigations and disciplinary recommendations.

Interpersonal Communication & Purpose

None

Level of Supervision Exercised

None

Essential Duties

Actively monitors and participates in investigations of uniformed personnel including citizen complaints alleging the use of force, other serious misconduct, and other citizen concerns.

Participates in the monitoring of investigations including responding to crime scenes, attending witness interviews, reviewing other types of evidence, engaging in ongoing dialogue with the investigators, ensuring internal investigations are thorough, fair and complete, and recommending or conducting additional investigation including the issuing of subpoenas.

Makes recommendations to the Manager of Safety and department heads regarding administrative action, including possible discipline for uniformed personnel.
Identifies, researches and analyzes problems; evaluates alternative courses of action and makes recommendations regarding training, policies, procedures and best practices to prevent future complaints and allegations of misconduct and to improve performance.

Supervises the implementation and administration of a management information system to track and report information such as police activities, patterns of citizen complaints and issues relating to the implementation and administration of the early warning system.

Prepares and produces reports for the Citizen Oversight Board, Mayor, City Council and the public on the status and resolution of complaints, including timelines of complaint resolution, trends and patterns, nature and frequency of complaints, percentage of charges the police department sustains against its police officers; and develops information relating to the early warning system and other performance indicators.

Works in partnership with the Citizen Oversight Board to promote the mission of the OIM; informs the Board of the status of investigations being monitored and actions taken, providing additional information concerning the plans, programs, policy, training, and procedures; maintains effective working relationships with diverse groups including city staff, outside agencies, employee unions, and community based organizations, the general public and others.

Conducts public outreach to educate the community and the media on the role of the Independent Monitor and the processes for investigating complaints and administering disciplinary actions, policies, practices, and training.

Establishes and maintains liaison with the media; writes articles for various publications; meets with community leaders, public officials, and professional organizations.

Plans, organizes, and directs the operations of the Office of the Independent Monitor (OIM); monitors the efficiency and effectiveness of the OIM through performance management and related activities; establishes programmatic priorities and procedures; and prepares and administers the OIM budget.

Develops goals, documents performance, provides performance feedback and formally evaluates the work of the employee; provides reward and recognition for proper and efficient performance. Assists staff to achieve performance standards and identifies opportunities for continual improvement to performance standards.

Establishes standards of professional conduct including ensuring confidentiality and implementing a comprehensive training program for the Office of the Independent Monitor staff; develops training for members of the Citizen Oversight Board and other citizens involved in the oversight process.

**Competencies**

Analyzing and Interpreting - Analyzes complex information and applies expertise to produce high quality work products.

Thinking Strategically - Thinks strategically and promotes best practices and leading-edge ideas.

Deciding and Initiating Action - Takes responsibility for actions, projects and people; makes quick, clear decisions which may include tough choices, after considering risks.

Delivering Results - Sets high standards for quality, quantity, and timelines. Focuses on customer needs and satisfaction. Consistently achieves project goals.

Persuading and Political Influence - Gains clear agreement and commitment from others by persuading, convincing and negotiating. Makes effective use of political processes to influence others.
Coaching - Provides others with clear direction, motivates, and empowers. Recruits staff of a high caliber and provides staff with development opportunities and coaching.

Knowledge & Skills

Knowledge of the organization, responsibilities, functions, policies, and procedures of local law enforcement.

Knowledge of the theory, principles, practices and techniques in the conduct of internal law enforcement complaint investigation and review for a large municipal organization.

Knowledge of the techniques of law enforcement training, instruction, and evaluation of work performance.

Knowledge of the fundamentals of criminal and administrative investigations including interviewing and interrogating principles and techniques.

Knowledge of federal, state and local laws and regulations and procedures applicable to internal law enforcement investigations and review responsibilities and jurisdiction.

Knowledge of theory, principles, practices, methods and techniques of data and legal research and analysis applicable to areas of assigned responsibility.

Skill in interpreting and explaining complex laws, ordinances, enforcement principles and practices, regulations, policies and procedures.

Skill in public speaking and making presentations to large groups.

Education Requirement

Bachelor's Degree in Criminal Justice, Criminology, Public Administration, Business Administration or a related field.

Experience Requirement

Three (3) years of management level work experience investigating allegations of misconduct by law enforcement officers, major criminal cases, or crime scenes or comparable experience and preferably personnel related matters.

Education & Experience Equivalency

Two (2) years of the appropriate type and level of experience may be substituted for each required year of post-high school education.

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

License & Certification

None

Working Environment

Handles absentee replacement on short notice.
Handles emergency or crisis situations.
Noise: sufficient noise to cause distraction.
Occasional pressure due to multiple calls and inquiries.
Personal Safety: aware of surroundings, people, and events.

City and County of Denver
Pressure due to multiple calls and inquiries.
Subject to long, irregular hours.
Subject to many interruptions.
Subject to pressure for multiple calls, inquiries, and interruptions.
Subject to varying and unpredictable situations.

Level of Physical Demand

1-Sedentary (0-10 lbs.)

Physical Demands

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Agility: bends, stretches, twists, or reaches out with the body, arms, or legs.
Balance: maintaining body equilibrium to prevent falling over.
Carrying: transporting an object; usually by hand, arm, or shoulder.
Color vision: ability to distinguish and identify different colors.
Depth Perception: ability to judge distances and space relationships.
Eye/Hand/Foot Coordination: performing work through the use of two or more.
Feeling: perceiving attributes of objects by means of skin receptors.
Feeling: perceiving attributes of objects by means of spoken word.
Field of Vision: ability to adjust vision to bring objects into focus.
Field of Vision: ability to see peripherally.
Fine Dexterity: Coordinate eye-hand to operate a vehicle, reach, hold, grasp and turn objects.
Fingering: picking, pinching, or otherwise working with fingers.
Handling: seizing, holding, grasping, or otherwise working the hand(s).
Hearing/Talking: Hear and determine direction of sound.
Hearing: perceiving the nature of sound by the ear.
Lifting: raising or lowering objects weighing no more than 10 pounds, from one level to another.
Mathematical reasoning
Memorization
Mental Demands: mathematical reasoning, memorization, oral comprehension, spatial orientation, and written comprehension.
Neck Flexion: Moving neck upward/downward.
Oral Comprehension
Pulling: Exerting force upon an object so that it is moving to the person
Pushing: exerting force upon an object so that the object is moving away from the person.
Reaching: extending the hand(s) and arm(s) in any direction.
Repetitive motions: Making frequent movements with a part of the body.
Sitting: remaining in the normal seated position.
Standing: remaining one one's feet in an upright position.
Stooping: Bending the body by bending the spine at the waist.
Talking: Expressing or exchanging ideas by means of spoken words
Vision Far acuity: ability to see clearly at 20 feet or more.
Vision Near acuity: ability to see clearly at 20 inches or less.
Walking: moving about on foot.
Written Comprehension.

Background Check Requirements

Criminal Check
Employment Verification

City and County of Denver
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<th>Education Check</th>
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<tbody>
<tr>
<td><strong>Assessment Requirement</strong></td>
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<td><strong>Probation Period</strong></td>
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<td>Six (6) months.</td>
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<td>Pay Grade: A-818</td>
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<td>FLSA Code: Y</td>
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<td>Management Level: 2</td>
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<tr>
<td>Established Date: 9/21/2018</td>
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<td>Established By: Lori Schumann</td>
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<td>Revised Date: 03/03/2019</td>
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<tr>
<td>Revised By: Greg Thress</td>
</tr>
<tr>
<td>Class History: Job Title revision.</td>
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Office of Human Resources

Senior Deputy Monitor, OIM - FA2135

**General Statement of Duties**

Provides high level program and policy support and assistance to the Monitor for the City and County of Denver. Provides high level program and policy support and assistance to the Monitor for the City and County of Denver.

**Distinguishing Characteristics**

This class is exclusive to Denver’s Office of the Independent Monitor and is not a Career Service position. This is the second level of a two part series. This positions reports directly to the Monitor and will have limited supervisory responsibility. This responsibility includes managing the office in the absence of the Monitor. This is not an operational manager or an attorney classification. This is a one Incumbent class that will not act as a legal advisor or otherwise function as a lawyer for the City and County of Denver. This is an investigative class with emphasis on internal investigations, research, and policy analysis. This is an “at will” position that will serve at the pleasure of the Monitor. This classification is distinguished from the Deputy Monitor which is responsible for providing support and assistance to the Monitor for the City and County of Denver.

**Guidelines, Difficulties and Decision Making Level**

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guidelines in order to interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in unprecedented situations.

Employee is responsible for coordinating and supervising several tasks in which several phases may be in progress at once. Duties performed involve weighing and evaluating many factors requiring judgment, analytical ability, and problem solving.

Completed work is generally reviewed for soundness of judgment, conclusions, adequacy and conformance to policy.

**Level of Supervision Received & Quality Review**

None

**Unsupervised Communication & Purpose**

Contacts with the public or employees where explanatory or interpretive information is exchanged, gathered or presented.

**Level of Supervision Exercised**

May perform leadwork as assigned.

**Essential Duties**

Provides high-level program and policy support and assistance to the Monitor for the City and County of Denver.

Manages the Office of the Independent Monitor in the absence of the Monitor.

Works with the Civilian Oversight Board.

City and County of Denver
Reviews and monitors Internal Affairs Bureau investigations conducted by the Denver Police Department, Sheriff's Department and the Fire Department.

Acts as a member of the critical incident rollout team for officer involved shootings

Determines appropriate resolution for citizen and department initiated complaints.

Audits policies and procedures of police, sheriff and fire.

Writes the Monitor's annual and other public reports.

Reviews and comments on proposed discipline for public safety employees.

Participates in and monitors internal affairs interviews; writes memorandum and letters relating to the integrity of Internal Investigations.

Competencies

Conflict Management - Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Decisiveness - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Influencing/Negotiating - Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

Interpersonal Skills - Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

Reasoning - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

Written Communication - Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner that is appropriate for context, time, and place.

Knowledge & Skills

Knowledge of theory, principles, practices and techniques in the conduct of internal police investigations and review for a large municipal organization.

Knowledge of principles and practices of program planning, management and administration.

Knowledge of federal, state and local laws and regulations and procedures applicable to Internal police investigations, whether administrative or criminal and police review responsibilities and jurisdiction.

Ability to read, interpret and apply complex laws and regulations and evaluate and review complaints.

Education Requirement

Master's Degree.

Experience Requirement

Three (3) years of experience in conducting or supervising administrative or criminal investigations.
**Educational Experience Equivalency**

No substitution of experience for education is permitted.

**Licensure/Certification**

Colorado Bar membership is not required. The position will not act as a legal advisor or otherwise function as a lawyer for the City and County of Denver.

**Working Environment**

Pressure due to multiple calls and inquiries.
Subject to many interruptions.
Subject to varying and unpredictable situations.
Subject to long irregular hours.

**Level of Physical Demand**

1- Sedentary (0-10 lbs.)

**Physical Demands**

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

- Sitting: remaining in the normal seated position.
- Handling: seizing, holding, grasping, or otherwise working with hand(s).
- Talking: expressing or exchanging ideas by means of spoken words.
- Hearing: perceiving the nature of sounds by the ear.
- Repetitive motions: making frequent movements with a part of the body.
- Eye/hand/foot coordination: performing work through using two or more.
- Lifting: raising or lowering objects weighing no more than 10 pounds, from one level to another.

**Background Check Requirement**

Criminal Check
Employment Verification
Education Check

**Assessment Requirement**

None

**Probation Period**

At-Will Position.

City and County of Denver
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<tr>
<td>Pay Grade: A-915</td>
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<td>Established Date: 1/1/2018</td>
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<td>Revised Date:</td>
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<td>Revised By:</td>
</tr>
<tr>
<td>Class History:</td>
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Attachment E

City of San José

INDEPENDENT POLICE AUDITOR (U) (8023)

CLASS PURPOSE

Under legislative and administrative direction, this position has the authority and responsibility for the review and assessment of police misconduct investigations. Recommends improvements to the process, training needs, and other preventive measures. Educates the public on the role of the position and assists the community with the process and procedures for investigation of complaints against police officers.

TYPICAL DUTIES AND RESULTS. (The position may not include all the duties listed, nor do the examples cover all the duties which may be performed.)

• Plans, organizes, and supervises the work of the Office of the Independent Police Auditor in the review of Police Department investigations of complaints against police officers to determine if the investigation was complete, thorough, objective, and fair.
• Reviews all citizen complaint investigations alleging excessive or unnecessary force by officers and 20% of other complaints.
• Reviews all citizen complaint investigations whose results are unacceptable to the complainant.
• Requests the Chief of Police to further investigate cases, which, upon review, the auditor does not find thorough or objective.
• Uses management information generated through audits to prepare and submit to the City Council annual reports of activities and findings, and makes recommendations with regard to Police Department policies and procedures.
• Produces annual reports to the Mayor and the Council, analyzing trends and patterns and recommending improvements to the process, training needs, and other preventive measures.
• Prepares, as part of the annual report, a statistical breakdown, categorically documenting the number of complaints filed, the number sustained, and any action taken.
• Prepares oral presentations to the City Council.
• Conducts complex program performance audits.
• Determines the audit scope and adequacy of audit methods.
• Identifies areas of inquiry capable of being developed into audit findings and develops audit procedures.
• As an alternative to Professional Standards & Conduct Unit (PSCU), accepts complaints (intake procedure) and interviews witnesses.
• Insures that the PSCU provides timely updates on the progress of investigations to complainants.
• Attends interviews of police officers and offers questions for the interviewer to ask.
• Conducts public outreach to educate the community on the role of the Independent Police Auditor and to assist the community with the process and procedures for investigation of complaints against police officers. Works with the City Council, Police Department, and community in partnership to ensure success of the position.
• Conducts press conferences and interviews with the English and Spanish media. Writes articles for various publications.
Formally meets with the City Manager and Chief of Police at least twice a year to discuss any issues.

Meets with community leaders, public officials, and professional organizations to inform and promote the mission of the IPA office.

Tracks, analyzes, and takes action of legislative bills which may have an impact on the citizen complaint process.

Develops and monitors department budget.

Conducts legal research on issues raised in complaints.

Conducts research on training, operations, and changes in police procedures.

Meets with other police oversight agencies.

Conducts and/or attends community meetings involving police issues. Periodically goes on police ride-alongs.

Provides training and/or orientation to PSCU investigators, police officers, and recruits at the police academy.

Supervises IPA support staff.

**Typical End Results Include:** Establishes and maintains a credible, fair, and equitable review process. Makes ongoing recommendations to improve the citizen complaint process.

**DISTINGUISHING CHARACTERISTICS**

This position is in the unclassified service, and was established on November 5, 1996, by the San Jose electorate, through City Charter revision (Chapter 27, Section 809). Supervision is exercised over a department of professional, technical, and clerical subordinates. The incumbent reports to the City Council.

**QUALIFICATIONS**

**Minimum Knowledge, Skills, and Abilities**

- Knowledge of the organization, responsibilities, functions, policies, and procedures of local law enforcement.
- Knowledge of the principles, practices, methods, and techniques of communication and public relations, management, and organizational budgeting.
- Knowledge of sound supervisory and managerial principles and practices, to include planning, delegating, and supervising the work of subordinates.
- Knowledge of the techniques of law enforcement training, instruction, and evaluation of work performance.
- Knowledge of the fundamentals of criminal and administrative investigations including interviewing and interrogating principles and techniques.
- Knowledge of current case law and statutes in the criminal law field and familiarity with penal and evidence codes and other related authorities such as Government Code section 3300.
- Knowledge of legal research principles.
- Knowledge of generally accepted accounting and auditing principles and standards.
• Ability to evaluate PSCU’s performance in conducting investigations, preparing reports, and statistical analyses, and in carrying out independent research and fact finding assignments.
• Ability to work with and demonstrate sensitivity for both the rights of individuals and the differences in people’s ethnic and cultural heritage, age, gender, sexual orientation, disabilities, attitudes, beliefs, goals, and interests.
• Ability to perform public speaking assignments, including formal presentations.
• Ability to maintain effective community relations.
• Ability to demonstrate a high standard of integrity and professionalism.
• Ability to demonstrate a commitment to protect the basic constitutional rights of all affected parties.
• Ability to work effectively with residents, business and community organizations, public and private agencies, Police Department personnel, the Chief of Police, City Attorney, City Council, and Mayor.
• Ability to act independently, creatively, and fairly.
• Ability to interpret and apply laws and regulations.
• Ability to express oneself clearly and concisely, both orally and in writing, and to edit written materials.
• Ability to work effectively under pressure.
• Ability to maintain media relations.
• Ability to understand and interpret rules, regulations, policies, procedures and program objectives.

**Competency Knowledge, Skills, and Abilities**

Knowledge of Police Department procedures related to Internal Affairs investigations of complaints against police officers.
Knowledge of the City’s charter, budget process, administrative orders, policies, civil service rules, and administrative processes.
Ability to carry out Mayor and City Council directives, within the limitations of time and staff.

**Education**

A law degree from an accredited college or university is desirable.

**Experience**

A minimum of five years of experience in criminal or labor law. Must be experienced in or knowledgeable of investigations, legal research, and analyzing criminal, constitutional, labor, and civil rights law. Proficient in a second language (preferably Spanish).

**Licenses/Certificates**

A member in good standing with the California State Bar is desirable.
CITY OF SEATTLE

Policy Analyst (Strategic Advisor-I, Exempt)

<table>
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<th>SALARY:</th>
<th>$38.06 - $57.09 Hourly</th>
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<tr>
<td>LOCATION:</td>
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</tr>
<tr>
<td>JOB TYPE:</td>
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<td>SHIFT:</td>
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<td>Office of Police Accountability</td>
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<tr>
<td>BARGAINING UNIT:</td>
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</tr>
<tr>
<td>CLOSING DATE:</td>
<td>09/11/18 04:00 PM Pacific Time</td>
</tr>
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</table>

POSITION DESCRIPTION:

The OPA safeguards a culture of accountability within the SPD. The Office ensures that the actions of SPD employees are constitutional and in compliance with federal, state, and local laws by conducting thorough, objective and timely investigations, recommending improvements to policies and training, and engaging in collaborative initiatives that promote systemic advancements. OPA is a hybrid oversight agency comprised of both sworn and civilian personnel. The OPA Director is appointed by the Mayor and confirmed by the Seattle City Council. To find out more about OPA visit http://www.seattle.gov/opa.

JOB RESPONSIBILITIES:

With the passage of the police accountability legislation in May of 2017, the scope and authority of the Office of Police Accountability (OPA) has greatly increased, and OPA is seeking a new Policy Analyst. This position will be situated on the Compliance, Policy, and Research Team, and will be supervised by the Team Manager. The Team's focus is on achieving and maintaining compliance with all legal and organizational mandates, which means producing the annual report, implementing programmatic changes, and continuously revising the OPA Manual and internal processes. When a deficiency in Seattle Police Department (SPD) policy or training is discovered, the Team leads the process of making recommendations to ameliorate the problem by analyzing the policy, working with partners to create workable solutions, and then drafting written communication to convey that information to stakeholders. In addition, the Team is tasked with creating innovative solutions to improve OPA efficiency and effectiveness by evaluating police accountability trends, research, best practices, and OPA data. The Policy Analyst will play an integral role in accomplishing all of these tasks.

QUALIFICATIONS:

- Education: A Bachelor's degree
- Experience: At least three years of relevant professional experience (e.g., policy, government, criminal justice, research, data analysis)
- Equivalency: Other combinations of education and experience will be evaluated on an individual basis for comparability to the minimum requirements.

https://agency.governmentjobs.com/seattle/job_bulletin.sfm?jobID=2199572&sharedWindow=0
**DESIRED QUALIFICATIONS:**

- A graduate degree in public policy/administration, law, criminal justice, or other relevant field
- Ability to analyze complex data and translate it into a concise and digestible narrative
- Excellent research, writing, and editing skills
- An efficient, organized work style and a keen attention to detail
- Project management experience
- A proactive, driven, and solutions-oriented attitude

**Position Requirements:**

- Must pass a background investigation.

**ADDITIONAL INFORMATION:**

The Office of Police Accountability is administratively within SPD; but located in offices outside of SPD. With a staff comprised of both civilian and sworn OPA is a unique hybrid police oversight agency that investigates allegations involving SPD employees. At OPA we acknowledge and honor the fundamental value and dignity of all individuals and pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages and experiences.

**HOW TO APPLY:**

- Fill out an application at www.governmentjobs.com/careers/seattle.
- Attach a cover letter, resume, and writing sample.
- Incomplete applications will not be considered.
- If you have questions, please contact Charles Gilmore at charles.gilmore@seattle.gov.

The Office of Police Accountability values diverse perspectives and life experiences. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, or gender identity.

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**APPLICATIONS MAY BE FILED ONLINE AT:**

Job #2016-01501

http://www.seattle.gov/jobs

POLICY ANALYST (STRATEGIC ADVISOR-I, EXEMPT)

If you are unable to apply on-line you may submit a paper application by the closing date to our office.

OUR OFFICE IS LOCATED AT:

Seattle Municipal Tower
700 5th Avenue, Suite 5500
Seattle, WA 98104

Careers@seattle.gov

Who May Apply: This position is open to all candidates that meet the minimum qualifications. The City of Seattle values diverse perspectives and life experiences. Applicants will be considered regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, sexual orientation, or gender identity. The Department encourages people of all backgrounds to apply, including people of color, immigrants, refugees, women, LGBTQ people, people with disabilities, veterans and those with diverse life experiences.

Accommodations for people with disabilities are provided on request.

The City Is a Drug Free Workplace.

https://agency.governmentjobs.com/seattle/job_bulletin.cfm?jobID=2199572&sharedWindow=0
Police Department Civilian Review Discussion

This report provides information regarding the examination of civilian oversight of the Phoenix Police Department, including a summary of prior meetings and a framework designed to assist the City Council with their deliberations on this topic.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary
To date there have been three substantive City Council meetings on the subject of civilian oversight of the Police Department: July 2, 2019, Sept. 17, 2019, and Oct. 15, 2019. The discussion began from initial focus on the three most common categories of oversight - Review, Audit/Monitor, and Investigations. Next, the Council reviewed three sample models derived from those categories, and structured them as if they were to be implemented in Phoenix. The discussion included various staffing levels and budget ranges for each option. Following that meeting, the Oct. 15, 2019, meeting focused on hybrid models where duties associated with a particular model were blended with elements of a second model.

Examples from Tucson and Denver were discussed in-depth with experts from those cities. Liana Perez, Chief Operating Officer of NACOLE (National Association for Civilian Oversight of Law Enforcement) spoke at the Sept. 17, 2019 session providing both a state and national perspective. She worked for many years in Tucson as the oversight monitor in addition to her work with scores of cities across the country. At the Oct. 15, 2019 meeting, City Council heard presentations from three visitors from Denver - Nicholas Mitchell, Denver Independent Monitor, Nikki Braziel, Vice Chair Civilian Oversight Board, and Chief Ronald Saunier, Division Chief Denver Police Department. They shared information about the model they use, how they came to developing and using this model, and how it works day to day. Outside legal counsel also participated in the past two meetings and provided detailed analysis of the legal implications of the various choices for Council’s consideration.

At the upcoming Policy meeting on Nov. 19, 2019, the City Council will again review information on potential hybrid options. To help facilitate that discussion, attached to this report are suggested categories of civilian review activities and different options within each category to assign to a civilian review effort (Attachment A). If it chooses
to create a Phoenix model, the City Council can select specific tasks in each category to help create a civilian oversight program or add other tasks.

**Responsible Department**
This item is submitted by Assistant City Manager Milton Dohoney, Jr. and the City Manager's Office.
<table>
<thead>
<tr>
<th>Current process in Phoenix</th>
<th>Options</th>
<th>Complaints / Condemnations</th>
<th>Misconduct Investigations</th>
<th>Policy Analysis</th>
<th>Reports to the Community</th>
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<tbody>
<tr>
<td>Done on an ad hoc basis by Chief's advisory boards, police officers, committees or task forces</td>
<td>None – not assigned to CRB</td>
<td>Taken by Chief / Precinct / Council / Manager and referred to PSB</td>
<td>PSB recommends to the Chief, who confers with DRB and Use of Force Board as set forth in policy and union agreements</td>
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<td>Chief's office</td>
</tr>
<tr>
<td>Hold community forums and take feedback at CRB meetings</td>
<td>Conducted by PSB and reviewed by CRB when completed</td>
<td>PSB recommends to the Chief, who confers with DRB and Use of Force Board as set forth in policy and union agreements</td>
<td>Conducted by PSB and reviewed by CRB when completed</td>
<td>CRB reviews and comments to the Chief</td>
<td>CRB reviews Police reports as requested</td>
</tr>
<tr>
<td>Hold community forums, take feedback at CRB meetings, and implement youth outreach programs</td>
<td>Conducted by PSB and given to Chief, who confers with DRB and Use of Force Board as appropriate*</td>
<td>CRB recommends and collaborates with Chief's office through community process</td>
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<td>CRB requests reports to be issued by Police and issues its own reports</td>
<td></td>
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</tbody>
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*Further legal analysis of MOUs, City Charter and/or State law required

OIS/CI – Officer Involved Shooting / Critical Incident
PSB – Professional Standards Bureau
CRB – Civilian Review Board (includes professional staff independent of Police Department)

DRB – Disciplinary Review Board

Also to be identified by Council: Civilian Review Board membership, qualifications, and terms; AND Staff qualifications and location within the City organization (eg, City Manager's Office, City Auditor, etc.)