

From: Madison, Sabrina
 To: Matthew, Isaac L.; Yoh, Christine E
 Cc: Madison, Sabrina
 Subject: Re: Hiring Process
 Date: Monday, June 1, 2026 7:54:52 AM
 Attachments: [mms004.png](#)
[mms005.png](#)
[mms006.png](#)
[mms007.png](#)
 Importance: High

Good morning,

I'm reaching out to have this thread (which includes an attached excel sheet on 5/7) attached to the following item on today's FC meeting.

[2_93167](#)

Thanks,
 Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
 Sent: Monday, May 11, 2026 3:59 PM
 To: Madison, Sabrina <district17@cityofmadison.com>
 Cc: Figueroa Cole, Yvette <district10@cityofmadison.com>
 Subject: RE: Hiring Process

Good afternoon, I have heard nothing transparently from either one. I have only heard Meeka indicate that she will not be attending today's meeting.

Erin

From: Madison, Sabrina <district17@cityofmadison.com>
 Sent: Monday, May 11, 2026 2:57 PM
 To: Hillson, Erin <EHillson@cityofmadison.com>
 Cc: Figueroa Cole, Yvette <district10@cityofmadison.com>
 Subject: Re: Hiring Process

Hi Erin --

I'm working to catch up on emails and don't think I've seen an update yet on whether or not IM Glass plans to apply for the permanent IM position. Does IM Glass plan to apply for the position and if so, how will the draft hiring plan change?

Thanks,
 Sabrina

From: Figueroa Cole, Yvette <district10@cityofmadison.com>
 Sent: Friday, May 8, 2026 9:00 AM
 To: Hillson, Erin <EHillson@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>
 Subject: Re: Hiring Process

Hi,

So, regarding "conflict of interest, it also would amount to a violation of state law", what about the tasks already completed related to the hiring pre-work? Wouldn't that be considered a conflict?

I don't understand how we got here. This will cause additional harm to the office and to PCOB's public trust. I don't understand what we're trying to accomplish.

Date	Meeting/Resp	Participants	Purpose	Public Mtg. Required
3/23/2026	HM #1	Erin, Meeka, Julie, Maia	Outline the last process, begin review of initial needs and steps, discuss potential timeline and need for robust community outreach plan, discuss PCOB Meeting#1, volunteers to review initial PD and timeline prior to presentation in May.	
4/1/2026	PCOB#1	Julie, Meeka, Maia, PCOB Exec	Share previous outline of process and recruitment ideas, share equitable hire plan and when Equitable Hire Plan would begin, solicit assistance in drafting initial job posting	Public Mtg
April	OIM	Chioma	Submit requisition for hiring	
May PCOB	PCOB #2	Erin, Julie, Meeka, Maia PCOB Exec	Share full draft of timeline and hiring plan , ask questions around what their priorities are, recruit for Equitable Hire Plan meeting	Public Mtg
May	Community	Designed by OIM/HM	Gather feedback on what they see as important in new OIM	Public Meeting
June PCOB	PCOB#3	Erin, Julie, Meeka, Maia, full PCOB	Approve job posting, approve hire plan, approve brochure for hiring, and resolve question around whether or not to extend posting to allow for interim application	
June PCOB	Community	Designed by OIM/HM	Gather feedback on what they see as key assessment needs, communicate full hiring plan, respond to questions.	
June	EHP #1	Julie, Meeka (maybe), Maia, other equitable hire plan members	Go through Equitable Hire Plan initial steps (may be two meetings)	Public Mtg with closed session portion
7/1	HR	Julie	Recruitment Opens	
July	HR	Javian	Recruitment efforts	
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September	PCOB/Community	PCOB, Chioma	Interview of finalists with Community	Public Mtg with closed session portion
October	PCOB	PCOB, Chioma	Interview of finalists with PCOB	

Thanks,
 Yvette

Alder Figueroa Cole
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From: Hillson, Erin <EHillson@cityofmadison.com>
 Sent: Thursday, May 7, 2026 2:16 PM
 To: Madison, Sabrina <district17@cityofmadison.com>; Figueroa Cole, Yvette <district10@cityofmadison.com>
 Subject: RE: Hiring Process

I'm so sorry -- a few too many things going on this week. Pls see attached. It is the draft timeline for the recruitment.

From: Madison, Sabrina <district17@cityofmadison.com>
 Sent: Thursday, May 7, 2026 1:48 PM
 To: Hillson, Erin <EHillson@cityofmadison.com>; Figueroa Cole, Yvette <district10@cityofmadison.com>
 Subject: Re: Hiring Process

Hi Erin,

I'm catching up on emails. Your email below notes: "Also -- I am attaching draft timelines for the"

There isn't an attachment showing on my end. Also, what was left out of your sentence?

Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
 Sent: Tuesday, May 5, 2026 10:14 AM
 To: Figueroa Cole, Yvette <district10@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>
 Subject: FW: Hiring Process

Hi there --

You both reached out to me about this process, so I wanted to make sure to share my perspective clearly, and what I will be sharing with the hiring group on Monday. Also -- I am attaching draft timelines for the

Best,

Erin

From: Hillson, Erin
Sent: Monday, May 4, 2026 2:41 PM
To: Trimbell, Julie <jtrimbell@cityofmadison.com>; Maia Pearson <mppearson_cob@gmail.com>; Glass, Aieramique <AGlass@cityofmadison.com>
Subject: Hiring Process

Hi you two –

I want to share that I am fielding calls from folks who have questions about this hiring process, namely, alders. I want to be clear on the advice that I will provide to the hiring committee on Monday. While there are indeed no rules about interims applying, they would be precluded from applying if they serve as a hiring manager. Furthermore, we did post the Interim position as mainly responsible for completing hiring manager responsibilities, and that it would make the interim ineligible. Consequently:

1. We could not permit Meeka to apply for the position if she is also the hiring manager for the position. It is not only a conflict of interest it also would amount to a violation of state law.
2. We could appoint someone else as the hiring manager, to allow Meeka to apply for the position. Doing this would likely garner multiple lawsuits, both from those who indicate that we have provided Meeka with unfair advantage in the hiring process (something that I warned the committee about when it was asked), and applicants who would have applied for the position if it had not been posted as ineligible to apply for the permanent position (we are already in ongoing litigation over this position).
3. If we need to appoint someone else, that will need to have a resolution come through before we take any further steps. This is not something HR can sponsor on their own, so you would need to find an alder who would do that. I am concerned that we will hear a reasonable amount of argument about why this would put us into a precarious legal position from the Attorney's office, but also could damage our credibility with the public for this important recruitment.

Yours for consideration,

Erin

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INCLUSIVE, INNOVATIVE & THRIVING

Erin Hillson (she/her/hers)
Director of Human Resources



City of Madison Human Resources
Ph: 608-266-4615 Fax: 267-1115
Email: ehillson@cityofmadison.com
215 Martin Luther King, Jr. Blvd. Rm. 261
Madison, WI 53703

If you have feedback on my customer service, please share it via this link:
<https://www.surveymonkey.com/r/S7FNPGY> Thank you!



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October	PCOB	PCOB, Chioma	Interview of finalists with PCOB	
October	PCOB	PCOB, Chioma	Closed session PCOB deliberation	
October	IIM	IIM	Reference checks and selection	
	HR	Erin	Contract negotiated by HR	
	HR	Erin	Legistar Introduction	
	HR	Erin	Finance Committee approval	
	HR	Erin	Council Approval	
	OIM	IIM	Start date	

From: [Madison, Sabrina](#)
To: [Koh, Christine E](#); [Matthias, Isaac L](#)
Cc: [Kapusta-Pofahl, Karen](#)
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you
Date: Monday, June 1, 2026 8:03:22 AM
Attachments: [1de6cad8-d0f8-45bd-8e5d-66cc101566a542cfca3f-551b-4839-a102-c58fbc16531a7b30e433-4976-480c-9299-f419b8ee93df52e1c373-9e3e-4d95-bff8-d55284a6071f](#)
Importance: High

Please attach to Legistar for today's FC meeting for item [2.93167](#).

Thanks,
Sabrina

From: Madison, Sabrina <district17@cityofmadison.com>
Sent: Monday, May 4, 2026 11:32 AM
To: Abdel-Halim, Emaan <EAbdel-halim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aeiramique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Trimbelle, Julie <JTrimbelle@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Hi,

Thanks for sharing this. I still need to have a discussion with IM Glass and Chair Pearson about a few questions including the hiring plan. Please let me know when you have a final copy of the timeline.

Sabrina

In community,
Alder Sabrina Madison, District 17
Common Council President

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"Your life is already artful- waiting, just waiting, for you to make it art."
— Toni Morrison

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Monday, May 4, 2026 11:00 AM
To: Abdel-Halim, Emaan <EAbdel-halim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aeiramique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>; Trimbelle, Julie

<JTrimbell@cityofmadison.com>

Subject: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you



Hillson, Erin invited you to edit a file

Hi Alders,

Please see the extension to the provisional appointment of Aeiramique Glass until the permanent hire is made. We did anticipate needing to do this when we originally appointed her due to the time it takes to do a "robust community engagement" required under the ordinances for the permanent position. Resolution is standard language. Once you approve i will ask our staff to enter the resolution with you both as sponsors.



Draft Resolution Provisional Appointment Extension Aeiramique Glass



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Author

Erin Hillson

Sponsor

Carmella Glenn

Title

Approving an extension of a provisional appointment for Aeiramique Glass from June 8, 2026, until such time as the position of Independent Police Monitor is filled on a permanent basis or March 31, 2027.

Body

WHEREAS, Aeiramique Glass has been fulfilling all duties and responsibilities required in the position of Interim Independent Police Monitor on a provisional basis since December, 2025; and

WHEREAS, it is expected that Aeiramique Glass continues to perform all of the duties on a provisional basis until such time as the position is posted and filled on a competitive basis; and

WHEREAS, City Personnel Rules allow for provisional appointments for six (6) months unless further approval is granted by the Madison Common Council; and

WHEREAS, the Police Civilian Oversight Board anticipates a robust community engagement around the position prior to posting the position, which will occur no earlier than September, 2026, and

WHEREAS, to ensure stability in the Office of the Independent Monitor, the PCOB desires to double fill the position for up to thirty working days after hire of the permanent Independent Monitor, and

WHEREAS, the PCOB retains oversight over the Interim Independent Monitor which includes the ability to end the appointment at any time; and

WHEREAS, the City will apply any wage increase to the Interim Independent Police Monitor that is otherwise provided to other compensation group 21 positions in 2026 and thereafter;

NOW, THEREFORE BE IT RESOLVED, that Aeiramique Glass's provisional appointment be extended with no change to the terms of her current appointment, until such time as the Independent Police Monitor is filled on a permanent basis, and is authorized until March 31, 2027.

Fiscal Note

From: [Madison, Sabrina](#)
To: [Cob, Christine E. Matthews, Isaac J.](#)
Cc: [Kawalec, Sabrina, Jason](#)
Subject: Erin Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Airamique Glass" with you
Date: Monday, June 1, 2026 8:15:45 AM
Attachments: [Independent Police Monitor 6-2021.doc](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
Importance: High

Please attach to Legistar for today's FC meeting for item [2.93167](#).

Thanks,
Sabrina

From: Trimbell, Julie <jtrimbell@cityofmadison.com>
Sent: Tuesday, May 5, 2026 10:51 AM
To: Madison, Sabrina <district17@cityofmadison.com>
Cc: Hillson, Erin <EHillson@cityofmadison.com>; Maia Pearson <mpearson.cob@gmail.com>
Subject: RE: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Airamique Glass" with you

Hi All-

Attached is the class spec for the Independent Police Monitor. I don't believe a separate one exists for the interim position beyond what the job posting included.

I can also share that IM Glass did acknowledge question #3 on their application and was reminded of this provision in an email from me to them on October 24, 2025.

-Julie

From: Maia Pearson <mpearson.cob@gmail.com>
Sent: Tuesday, May 5, 2026 10:35 AM
To: Madison, Sabrina <district17@cityofmadison.com>
Cc: Hillson, Erin <EHillson@cityofmadison.com>; Trimbell, Julie <jtrimbell@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Airamique Glass" with you

Sabrina,

There is no evaluation that has been conducted for IM Glass to date. This is due to IM Glass' status as an interim.

In terms of IM Glass' application on what was or was not answered, I would defer to Erin and Julie. In my opinion, that is an HR/personnel matter in which I am not at liberty to disclose.

Despite being somewhat delayed, due to the amount of time and energy put into the discussions around our ordinance change by the PCOB, we are on track in the hiring of the permanent IM. The hiring process team includes PCOB members Helyn, Hope, and Vanessa. We will share further information at a later date.

When discussing our (PCOB) options, we were informed that if the PCOB decides that they would like the interim to be considered for the permanent position, per HR, the interim CAN NOT be included in the hiring process nor be the hiring manager. From my understanding, it is likely the appointment of the hiring manager may come from within the PCOB in which a resolution would be created.

I would appreciate more clarity as to your thoughts and how this information informs your deliberation on the "Draft Resolution Provisional Appointment Extension".

Erin, please add any other clarifying information as needed.

In solidarity,

Maia

--

Maia Pearson, Board Chair
City of Madison Police Civilian Oversight Board
[Office of the Independent Monitor](#)

On Tue, May 5, 2026 at 9:53 AM Madison, Sabrina <district17@cityofmadison.com> wrote:

Hi Maia & Erin,

- To clarify, was the evaluation tool you developed with HR used for IM Glass?
- In the job [ad](#) for the interim IM, for question 3 it notes the text below. Did IM Glass check the box acknowledging the hire for this position would not be eligible to apply for the permanent position?

*QUESTION 3

I understand that because this position will serve as the hiring manager for the next permanent Independent Police Monitor, the incumbent of this position will not be eligible to apply for the permanent position.

Acknowledged

- For the workplan I am wanting to know where the process is at for hiring the permanent IM, have the steps been identified? the timeline? who is on the OIPM Hiring Process Team?
- I'm also trying to understand how you may go from sharing with the public (job ad) that the interim would not be able to apply, to now there seems to be the consideration for the interim to apply for the permanent position. Also, the interim IM according to the job ad would serve as the hiring manager, what would be the process to appoint the hiring manager? Would the hiring manager be the PCOB or an individual on the PCOB or someone else? And would the someone else for example be paid since the hiring manager duty is in the current interim IM's description?

I appreciate your helping me to understand and clarify these points.

Sabrina

In community,
Alder Sabrina Madison, District 17
Common Council President

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- Toni Morrison

From: Maia Pearson <mpearson.cob@gmail.com>
Sent: Tuesday, May 5, 2026 9:27 AM
To: Madison, Sabrina <district17@cityofmadison.com>
Cc: Trimbell, Julie <jtrimbell@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>

Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Good morning Sabrina,

There is no evaluation that has been conducted for IM Glass to date. This is due to IM Glass' status as an interim. The PCOB Executive Committee has an evaluation tool in which we worked with HR to develop during previous leadership, this includes the 360 Executive review (similar to the Library Exec review and an annual more comprehensive review). We will update and refine that process in alignment with the hiring process of the permanent IM.

To answer the question if IM Glass' intends to apply for the permanent position, we will inform you of that decision by the end of this week.

What information do you want in regards to a "work plan" to hire the permanent IM? The PCOB assembled a "OIPM Hiring Process Team" that is working with HR to craft a more detailed plan.

Erin and I spoke briefly about the preliminary process if IM Glass decides to apply for the permanent position. It is my understanding that if she chooses to apply for the permanent position, the PCOB would need to appoint a hiring manager and she will not be able to participate in the entire hiring process, including community input session, which to this date she has not participated in the actual process building of hiring of the permanent to ensure HR compliance if she decides to apply for the permanent position.

Erin can you provide President Madison with IM Glass' position description?

In solidarity,

Maia

--
Maia Pearson, Board Chair
City of Madison Police Civilian Oversight Board
[Office of the Independent Monitor](#)

On Tue, May 5, 2026 at 6:54 AM Madison, Sabrina <district17@cityofmadison.com> wrote:

Good morning all,

Can either of you please send me a copy of IM Glass' most recent evaluation, and current job description so that I have it to read when reviewing the draft from Erin below?

Also can either of you clarify if IM Glass intends to apply for the permanent position?

What is the work plan to hire a permanent IM?

What is the proposed plan should IM Glass apply for the role?

Thanks

In community,

Sabrina Madison, District 17
Common Council President

Sent from my pocket computer

From: Madison, Sabrina <district17@cityofmadison.com>

Sent: Monday, May 4, 2026 11:32:53 AM

To: Abdel-Halim, Emaan <Abdel-hajim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aeiramique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Trimbelle, Julie <JTrimbell@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>

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INDEPENDENT POLICE MONITOR

CLASS DESCRIPTION

General Responsibilities:

The Independent Police Monitor (IM) will provide professional, managerial, administrative, and auditing work to oversee the Madison Police Department's (MPD) compliance with internal policies and procedures, ensuring those policies and procedures align with research-based best practices and applicable local, state and federal laws. In addition, the IM will review use of force incidents, oversee the processing of civilian complaints, and ensure independent review of police operations.

Under the direction and supervision of the MPD Civilian Oversight Board (COB), the IM will have full and unfettered access to all police data to examine systemic patterns in police conduct, complaints, and critical incidents. The IM will have the authority to review operations to make data-driven recommendations to the MPD Chief regarding policy changes and disciplinary actions. The IM will also carry out community outreach and engagement.

The IM will be expected to exercise discretion in review of internal operations, shall maintain complete confidentiality of information unless disclosure is authorized within City guidelines, and is required to execute the responsibilities of the position.

The IM will establish and lead the Office of the Independent Police Monitor (OIM). They will set the office's operational philosophy and develop and maintain standard operating procedures to ensure all matters are handled in a thorough, objective, fair, and impartial manner. This role will require process oversight and guidance on best practices to the Chief, Mayor, and any relevant City committees. The duties of this role do not involve direct management of MPD, which is within the designated authority of the Mayor, Council, or Chief of Police.

Examples of Duties and Responsibilities:

Monitor MPD's compliance with City and police policies and Standard Operating Procedures (SOPs), governing laws, and lawful orders from the Common Council, Mayor, and Civilian Oversight Board.

Monitor MPD's implementation of the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee.

Conduct audits of police data, work with outside researchers and/or consultants undertaking studies of policing, and review internal MPD audits of Department programs and activities.

Address any matters of concern to the community, board members, the Chief of Police, and other MPD personnel, the Mayor, or the Common Council.

Provide input to the COB for its annual review of the MPD and the Chief of Police.

Oversee a process for receiving and investigating complaints regarding MPD, including issuing subpoenas.

Develop a process for independently receiving complaints from community members about MPD, including commissioned and civilian personnel and the Chief of Police; forward such complaints to MPD, MPD Professional Standards and Internal Affairs (PSIA), or the Police and Fire Commission as appropriate, and monitor the subsequent investigation through its completion.

Monitor MPD investigations of personnel and, where appropriate, request further research or initiate an independent inquiry and issue recommended findings and conclusions regarding the matter.

Refer aggrieved parties to the PSIA or PFC for the initiation of a complaint when appropriate.

Determine arguable merit of potential complaints from aggrieved individuals and appoint counsel from a list of vetted attorneys for possible representation in presenting and litigating complaints against MPD personnel to the PFC.

Monitor MPD training and trends in the occurrence of use of force incidents and MPD investigations of such events.

Monitor ongoing internal investigations of possible misconduct to ensure investigations are thorough, fair, and objective.

Determine whether complaints warrant the appointment of an outside investigator to conduct independent investigations and, if so, make appointments.

Make reports or recommendations to the Chief of Police regarding policies, procedures, training, possible administrative actions, discipline processes, and outcomes and dispositions following individual case investigations.

Provide an annual report to the Mayor and Common Council that includes the following:

- Narrative of the work of the OIM;
- Identified trends regarding complaints, investigations, and discipline in MPD;
- Recommendations regarding the sufficiency of investigations and appropriateness of disciplinary actions, if any;
- Recommendations of any needed changes in MPD's policies, practices, and training; and an
- Assessment of MPD's progress in complying with its own SOPs, governing laws, and lawful orders from the Mayor or Common Council, and in implementing the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee.

Maintain an ongoing status report, to be available upon request, which includes but is not limited to patterns relating to complaints and recommendations regarding the sufficiency of investigations, determinations as to whether department rules and policies have been violated, and the appropriateness of disciplinary sanctions, if any.

Maintain confidentiality of information as required, including records relating to the investigation and discipline of officers.

In cooperation with the COB, initiate and direct community outreach and engagement efforts to gain information on community perspectives regarding MPD. These efforts should include gathering input from various community members and groups, including reaching out to underserved/marginalized

communities, talking with community members about police policies, procedures, training, and publicizing processes for handling complaints.

Oversee all aspects of the OIM, including planning and organizing work and resources to ensure the highest possible service level.

Analyze and modify organizational structures and workflow to improve efficiency, creativity, and accountability.

Supervise, plan, organize, coordinate, assign, and evaluate the work of OIM staff.

Establish and implement operational policies, goals, and objectives for the office within guidelines provided by the COB and assure operations are carried out.

Facilitate and lead the hiring, coaching, training, engagement, and development of OIM staff to allow staff to reach maximum potential and performance.

Serve as Executive Secretary to the COB.

Make arrangements for ongoing training of COB members.

Perform related work as required.

QUALIFICATIONS

Training and Experience:

Generally, positions in this classification will require:

Four (4) years of professional work experience in public or private administration, police oversight, or a related field and a clear understanding of disenfranchised and marginalized communities. Such experience would normally be obtained after a postsecondary degree in a related field. In lieu of a specific degree, other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.

Administrative leadership experience will include complex investigations and research in criminal justice reform, criminology, public administration, public policy, sociology, criminal litigation, or a closely related field, including experience with individuals of diverse ethnic, cultural and socio-economic backgrounds, and community relationship building.

Other combinations of training and/or experience, which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position, will also be considered.

Specific training and experience requirements will be established at the time of recruitment.

Knowledge, Skills and Abilities:

Knowledge of general legal principles, and Federal, State, and Local laws, codes, and regulations. Knowledge of methods and procedures for independent, objective, analytical investigation and for preserving and presenting evidence. Knowledge of principles and practices of program administration, including relevant reports and metrics. Knowledge of principles, practices, and methods of data and legal research and analysis. Knowledge of budget preparation and administration. Knowledge of inter-group and interpersonal communication. Knowledge of and ability to use computer software applicable to the duties of the position. Knowledge of civil rights. Knowledge of internal principles and practices of law enforcement including responsibilities, functions, policies, and procedures of local law enforcement; research-based best-practices for policing; theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review; and techniques of law enforcement training, instruction, and evaluation of work performance. Knowledge of public safety emergency operations and procedures. Knowledge of principles and practices of policy development and administration. Knowledge of supervision, personnel management, and training. Knowledge of social problems, community attitudes, organizations, and cultures. Ability to assess overall departmental effectiveness in carrying out its strategic objectives. Ability to effectively communicate with elected officials, staff, and members of the public. Ability to establish and maintain effective working relationships with other employees, government officials, civic organizations and community agencies, the media, and the general public. Ability to exercise patience and diplomacy. Ability to meet deadlines. Ability to maintain the confidentiality of sensitive information. Ability to work effectively with a diversity of communities. Ability to maintain adequate attendance.

Commitment to racial equity

A commitment to racial equity and an understanding of oppression and institutional racism is essential. The preferred candidate shall understand racial inequalities specifically in the criminal justice system and brings prior experience successfully working with multicultural communities. Also demonstrates knowledge of social injustices and will quickly understand the community's attitude towards the organization and historical and contemporary race relations.

Necessary Special Qualifications:

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten (10) years prior to appointment.

This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The Independent Monitor must be available to attend evening meetings of committees, boards, and public hearings.

This position will work under the terms of a five-year employment contract. One condition of the contract will require the Independent Monitor to establish residency within the City of Madison in a defined timeframe.

Physical Requirements:

Ability to meet the transportation requirement for the position.

The Independent Monitor will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

Department/Division	Comp. Group	Range
Office of Independent Monitor	21	18

Approved:

Harper Donahue, IV Date
Human Resources Director

Author

Erin Hillson

Sponsor

Carmella Glenn

Title

Approving an extension of a provisional appointment for Aeiramique Glass from June 8, 2026, until such time as the position of Independent Police Monitor is filled on a permanent basis or March 31, 2027.

Body

WHEREAS, Aeiramique Glass has been fulfilling all duties and responsibilities required in the position of Interim Independent Police Monitor on a provisional basis since December, 2025; and

WHEREAS, it is expected that Aeiramique Glass continues to perform all of the duties on a provisional basis until such time as the position is posted and filled on a competitive basis; and

WHEREAS, City Personnel Rules allow for provisional appointments for six (6) months unless further approval is granted by the Madison Common Council; and

WHEREAS, the Police Civilian Oversight Board anticipates a robust community engagement around the position prior to posting the position, which will occur no earlier than September, 2026, and

WHEREAS, to ensure stability in the Office of the Independent Monitor, the PCOB desires to double fill the position for up to thirty working days after hire of the permanent Independent Monitor, and

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WHEREAS, the City will apply any wage increase to the Interim Independent Police Monitor that is otherwise provided to other compensation group 21 positions in 2026 and thereafter;

NOW, THEREFORE BE IT RESOLVED, that Aeiramique Glass's provisional appointment be extended with no change to the terms of her current appointment, until such time as the Independent Police Monitor is filled on a permanent basis, and is authorized until March 31, 2027.

Fiscal Note

From: Madison, Sabrina
To: Koch, Christine E; Matthews, Jesse L
Cc: [Kaspriske, Jeffrey, James](#)
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you
Date: Monday, June 1, 2026 8:17:38 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[IM Recruitment Timeline Draft.xlsx](#)

Please attach to Legistar for today's FC meeting for item [2_93167](#).

Thanks,
Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Tuesday, May 5, 2026 11:02 AM
To: Madison, Sabrina <district17@cityofmadison.com>; Maia Pearson <mpearson.cob@gmail.com>
Cc: Trimbelle, Julie <JTrimbell@cityofmadison.com>
Subject: RE: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Hi Alder –

Here is the hiring process timeline that is included as a DRAFT, as it has not yet been finalized by the folks on PCOB who are meeting to discuss the timeline and initial position description. This also includes the roles individuals would serve provided Meeka does not apply for the position. If Meeka does apply for the position, anywhere you see her name we would need to replace that with HM (Hiring Manager).

Yes, this box is checked as acknowledged on her application.

The team that is meeting on Monday was solicited at the last full PCOB meeting, and includes H Vang, V. Statam, H Luisi-Mills, M. Pearson, and A. Glass, along with Julie and I. I have asked Meeka not to attend if she intends to apply. If she intends to apply, I have shared the following with Meeka and Maia:

1. We could not permit Meeka to apply for the position if she is also the hiring manager for the position. It is not only a conflict of interest it also would amount to a violation of state law.
2. We could appoint someone else as the hiring manager, to allow Meeka to apply for the position. Doing this would likely garner multiple lawsuits, both from those who indicate that we have provided Meeka with unfair advantage in the hiring process (something that I warned the committee about when it was asked), and applicants who would have applied for the position if it had not been posted as ineligible to apply for the permanent position (we are already in ongoing litigation over this position).
3. If we need to appoint someone else, that will need to have a resolution come through before we take any further steps. This is not something HR can sponsor on their own, so you would need to find an alder who would do that. I am concerned that we will hear a reasonable amount of argument about why this would put us into a precarious legal position from the Attorney's office, but also could damage our credibility with the public for this important recruitment.

I will note that the initial meeting reference on the timeline as HM1 did occur, but that meeting is only a sharing of information from HR to the OIM to ensure they are clear about what our standard process looks like, and to schedule our participation at future PCOB meetings as necessary so we could draft the DRAFT IM Recruitment timeline.

I want to note that I did have a conversation with Maia who asked for the date the extension resolution is through, and we settled on a date which will be requested. We will be asking for flexibility to ensure adequate cross-over between her and the IM and any needed slow-downs in the process.

Hope that helps.

Erin

From: Madison, Sabrina <district17@cityofmadison.com>
Sent: Tuesday, May 5, 2026 9:53 AM
To: Maia Pearson <mpearson.cob@gmail.com>; Hillson, Erin <EHillson@cityofmadison.com>
Cc: Trimbelle, Julie <JTrimbell@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Hi Maia & Erin,

- To clarify, was the evaluation tool you developed with HR used for IM Glass?
- In the job [ad](#) for the interim IM, for question 3 it notes the text below. Did IM Glass check the box acknowledging the hire for this position would not be eligible to apply for the permanent position?

*QUESTION 3

I understand that because this position will serve as the hiring manager for the next permanent Independent Police Monitor, the incumbent of this position will not be eligible to apply for the permanent position.

Acknowledged

- For the workplan I am wanting to know where the process is at for hiring the permanent IM, have the steps been identified? the timeline? who is on the OIPM Hiring Process Team?
- I'm also trying to understand how you may go from sharing with the public (job ad) that the interim would not be able to apply, to now there seems to be the consideration for the interim to apply for the permanent position. Also, the interim IM according to the job ad would serve as the hiring manager, what would be the process to appoint the hiring manager? Would the hiring manager be the PCOB or an individual on the PCOB or someone else? And would the someone else for example be paid since the hiring manager duty is in the current interim IM's description?

I appreciate your helping me to understand and clarify these points.

Sabrina

In community,
Alder Sabrina Madison, District 17
Common Council President

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- [Report](#) a problem

"Your life is already artful- waiting, just waiting, for you to make it art."
— Tomi Morrison

From: Maia Pearson <mpearson.cob@gmail.com>
Sent: Tuesday, May 5, 2026 9:27 AM
To: Madison, Sabrina <district17@cityofmadison.com>
Cc: Trimbelle, Julie <JTrimbell@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Good morning Sabrina,

There is no evaluation that has been conducted for IM Glass to date. This is due to IM Glass' status as an interim. The PCOB Executive Committee has an evaluation tool in which we worked with HR to develop during previous leadership, this includes the 360 Executive review (similar to the Library Exec review and an annual more comprehensive review). We will update and refine that process in alignment with the hiring process of the permanent IM.

To answer the question if IM Glass' intends to apply for the permanent position, we will inform you of that decision by the end of this week.

What information do you want in regards to a "work plan" to hire the permanent IM? The PCOB assembled a "OIPM Hiring Process Team" that is working with HR to craft a more detailed plan.

Erin and I spoke briefly about the preliminary process if IM Glass decides to apply for the permanent position. It is my understanding that if she chooses to apply for the permanent position, the PCOB would need to appoint a hiring manager and she will not be able to participate in the entire hiring process, including community input session, which to this date she has not participated in the actual process building of hiring of the permanent to ensure HR compliance if she decides to apply for the permanent position.

Erin can you provide President Madison with IM Glass' position description?

In solidarity,

Maia

--
Maia Pearson, Board Chair
City of Madison Police Civilian Oversight Board
[Office of the Independent Monitor](#)

On Tue, May 5, 2026 at 6:54 AM Madison, Sabrina <district17@cityofmadison.com> wrote:

Good morning all,

Can either of you please send me a copy of IM Glass' most recent evaluation, and current job description so that I have it to read when reviewing the draft from Erin below?

Also can either of you clarify if IM Glass intends to apply for the permanent position?
What is the work plan to hire a permanent IM?
What is the proposed plan should IM Glass apply for the role?

Thanks

In community,
Sabrina Madison, District 17
Common Council President

Sent from my pocket computer

From: Madison, Sabrina <district17@cityofmadison.com>
Sent: Monday, May 4, 2026 11:32:53 AM
To: Abdel-Halim, Emaan <EAbdel-halim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aairamique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Trimbelle, Julie <JTrimbell@cityofmadison.com>; Hillson, Erin <E.Hillson@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aairamique Glass" with you

Hi,

Thanks for sharing this. I still need to have a discussion with IM Glass and Chair Pearson about a few questions including the hiring plan. Please let me know when you have a final copy of the timeline.

Sabrina

In community,
Alder Sabrina Madison, District 17
Common Council President

- [Read and subscribe to weekly updates](#)
- [Report a problem](#)

"Your life is already artful- waiting, just waiting, for you to make it art."
— Tomi Morrison

From: Hillson, Erin <E.Hillson@cityofmadison.com>
Sent: Monday, May 4, 2026 11:00 AM
To: Abdel-Halim, Emaan <EAbdel-halim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aairamique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>; Trimbelle, Julie <JTrimbell@cityofmadison.com>
Subject: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aairamique Glass" with you



Hillson, Erin invited you to edit a file

Hi Alders,

Please see the extension to the provisional appointment of Aairamique Glass until the permanent hire is made. We did anticipate needing to do this when we originally appointed her due to the time it takes to do a "robust community engagement" required under the ordinances for the permanent position. Resolution is standard language. Once you approve i will ask our staff to enter the resolution with you both as sponsors.



Draft Resolution Provisional Appointment Extension Aairamique Glass



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Date	Meeting/Resp	Participants	Purpose	Public Mtg. Required
3/23/2026	HM #1	Erin, Meeka, Julie, Maia	Outline the last process, begin review of initial needs and steps, discuss potential timeline and need for robust community outreach plan, discuss PCOB Meeting#1, volunteers to review initial PD and timeline prior to presentation in May.	
4/1/2026	PCOB#1	Julie, Meeka, Maia, PCOB Exec	Share previous outline of process and recruitment ideas, share equitable hire plan and when Equitable Hire Plan would begin, solicit assistance in drafting initial job posting	Public Mtg
April	OIM	Chioma	Submit requisition for hiring	
May PCOB	PCOB #2	Erin, Julie, Meeka, Maia PCOB Exec	Share full draft of timeline and hiring plan, ask questions around what their priorities are, recruit for Equitable Hire Plan meeting	Public Mtg
May	Community	Designed by OIM/HM	Gather feedback on what they see as important in new OIM	Public Meeting
June PCOB	PCOB#3	Erin, Julie, Meeka, Maia, full PCOB	Approve job posting, approve hire plan, approve brochure for hiring, and resolve question around whether or not to extend posting to allow for interim application	
June PCOB	Community	Designed by OIM/HM	Gather feedback on what they see as key assessment needs, communicate full hiring plan, respond to questions.	
June	EHP #1	Julie, Meeka (maybe), Maia, other equitable hire plan members	Go through Equitable Hire Plan initial steps (may be two meetings)	Public Mtg with closed session portion
7/1	HR	Julie	Recruitment Opens	
July	HR	Javian	Recruitment efforts	
7/31	HR	Julie	Recruitment closes	
August	HR/IM	Julie, Meeka (maybe)	Initial MQ Screening	
August	PCOB	Hiring panel	Initial Supplemental Screening	
September	PCOB/HR	Hiring panel	Oral Boards	
September	PCOB/Community	PCOB, Chioma	Interview of finalists with Community	Public Mtg with closed session portion
October	PCOB	PCOB, Chioma	Interview of finalists with PCOB	
October	PCOB	PCOB, Chioma	Closed session PCOB deliberation	
October	IIM	IIM	Reference checks and selection	
	HR	Erin	Contract negotiated by HR	
	HR	Erin	Legistar Introduction	
	HR	Erin	Finance Committee approval	
	HR	Erin	Council Approval	
	OIM	IIM	Start date	

From: [Madison, Sabrina](#)
To: [Koh, Christine E](#); [Matthias, Isaac L](#)
Subject: Fw: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you
Date: Monday, June 1, 2026 8:22:46 AM
Attachments: [542e2058-5406-4b00-8107-5df052b71b77](#)
[961d62a5-a1a1-4ab5-91bb-23f9938f5d38](#)
[94f3134b-5ae5-4167-8d8a-a2540195725b](#)
[940e8fab-539b-4d11-84fd-af087c712b54](#)

Please attach to Legistar for today's FC meeting for item [2.93167](#).

Thanks,
Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Tuesday, May 12, 2026 8:26 AM
To: Glass, Aeiramique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Kapusta-Pofahl, Karen <KKapusta-Pofahl@cityofmadison.com>; Klafka, Katarina <KKlafka@cityofmadison.com>; Koh, Christine E <CKoh@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>; Trimbell, Julie <JTrimbell@cityofmadison.com>; Windsor, Liz <LWindsor@cityofmadison.com>
Subject: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you



Hillson, Erin invited you to edit a file

Hi all -

Please see the draft resolution which will be uploaded today. After discussion with the team on hiring, they desire a longer public engagement period over the summer, which means a needed extension through the first quarter of next year. We anticipate posting in Sept. now. Alder Madison has requested removal from the resolution.



Draft Resolution Provisional Appointment Extension Aeiramique Glass



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Author

Erin Hillson

Sponsor

Carmella Glenn

Title

Approving an extension of a provisional appointment for Aeiramique Glass from June 8, 2026, until such time as the position of Independent Police Monitor is filled on a permanent basis or March 31, 2027.

Body

WHEREAS, Aeiramique Glass has been fulfilling all duties and responsibilities required in the position of Interim Independent Police Monitor on a provisional basis since December, 2025; and

WHEREAS, it is expected that Aeiramique Glass continues to perform all of the duties on a provisional basis until such time as the position is posted and filled on a competitive basis; and

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Fiscal Note

From: [Madison, Sabrina](#)
To: [Koh, Christine E](#); [Matthias, Isaac L](#)
Cc: [Kapusta-Pofahl, Karen](#)
Subject: Fw: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you
Date: Monday, June 1, 2026 8:34:35 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

Please attach to Legistar for today's FC meeting for item [2.93167](#).

Thanks,
Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Tuesday, May 5, 2026 11:28 AM
To: Maia Pearson <mpearson.cob@gmail.com>; Madison, Sabrina <district17@cityofmadison.com>
Cc: Trimbell, Julie <JTrimbell@cityofmadison.com>
Subject: RE: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Whoops –

I should also share that we do not typically do evaluations of provisionally appointed staff, due to the temporary and at will employment they have. We have already discussed assisting the PCOB with evaluation once we fill this position permanently.

Hope that helps,
Erin

From: Maia Pearson <mpearson.cob@gmail.com>
Sent: Tuesday, May 5, 2026 9:28 AM
To: Madison, Sabrina <district17@cityofmadison.com>
Cc: Trimbell, Julie <JTrimbell@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Good morning Sabrina,

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Executive review (similar to the Library Exec review and an annual more comprehensive review). We will update and refine that process in alignment with the hiring process of the permanent IM.

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What information do you want in regards to a "work plan" to hire the permanent IM? The PCOB assembled a "OIPM Hiring Process Team" that is working with HR to craft a more detailed plan.

Erin and I spoke briefly about the preliminary process if IM Glass decides to apply for the permanent position. It is my understanding that if she chooses to apply for the permanent position, the PCOB would need to appoint a hiring manager and she will not be able to participate in the entire hiring process, including community input session, which to this date she has not participated in the actual process building of hiring of the permanent to ensure HR compliance if she decides to apply for the permanent position.

Erin can you provide President Madison with IM Glass' position description?

In solidarity,

Maia

--

Maia Pearson, Board Chair
City of Madison Police Civilian Oversight Board
[Office of the Independent Monitor](#)

On Tue, May 5, 2026 at 6:54 AM Madison, Sabrina <district17@cityofmadison.com> wrote:

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Can either of you please send me a copy of IM Glass' most recent evaluation, and current job description so that I have it to read when reviewing the draft from Erin below?

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What is the work plan to hire a permanent IM?
What is the proposed plan should IM Glass apply for the role?

Thanks

In community,
Sabrina Madison, District 17
Common Council President

Sent from my pocket computer

From: Madison, Sabrina <district17@cityofmadison.com>
Sent: Monday, May 4, 2026 11:32:53 AM
To: Abdel-Halim, Emaan <EAbdel-halim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aeiramique <AGlass@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>; Trimbell, Julie <JTrimbell@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>
Subject: Re: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you

Hi,

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Sabrina

In community,
Alder Sabrina Madison, District 17
Common Council President

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"Your life is already artful- waiting, just waiting, for you to make it art."
— Toni Morrison

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Monday, May 4, 2026 11:00 AM
To: Abdel-Halim, Emaan <EAbdel-halim@cityofmadison.com>; Daniels, Jeffery <JDaniels@cityofmadison.com>; Glass, Aeiramique <AGlass@cityofmadison.com>; Glenn,

Carmella <district18@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>;
Trimbell, Julie <JTrimbell@cityofmadison.com>

Subject: Hillson, Erin shared "Draft Resolution Provisional Appointment Extension Aeiramique Glass" with you



Hillson, Erin invited you to edit a file

Hi Alders,

Please see the extension to the provisional appointment of Aeiramique Glass until the permanent hire is made. We did anticipate needing to do this when we originally appointed her due to the time it takes to do a "robust community engagement" required under the ordinances for the permanent position. Resolution is standard language. Once you approve i will ask our staff to enter the resolution with you both as sponsors.



Draft Resolution Provisional Appointment Extension Aeiramique Glass



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Author

Erin Hillson

Sponsor

Carmella Glenn

Title

Approving an extension of a provisional appointment for Aeiramique Glass from June 8, 2026, until such time as the position of Independent Police Monitor is filled on a permanent basis or March 31, 2027.

Body

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WHEREAS, to ensure stability in the Office of the Independent Monitor, the PCOB desires to double fill the position for up to thirty working days after hire of the permanent Independent Monitor, and

WHEREAS, the PCOB retains oversight over the Interim Independent Monitor which includes the ability to end the appointment at any time; and

WHEREAS, the City will apply any wage increase to the Interim Independent Police Monitor that is otherwise provided to other compensation group 21 positions in 2026 and thereafter;

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Fiscal Note

From: [Madison, Sabrina](#)
To: [Matthias, Isaac L](#); [Koh, Christine E](#)
Cc: [Kapusta-Pofahl, Karen](#)
Subject: Fw: IM Advertising Sources
Date: Monday, June 1, 2026 8:42:27 AM
Attachments: [image005.png](#)
[image006.png](#)
[image007.png](#)

Please attach to Legistar for today's FC meeting for item [2.93167](#).

Thanks,
Sabrina

From: Madison, Sabrina <district17@cityofmadison.com>
Sent: Monday, May 4, 2026 12:03 PM
To: Hillson, Erin <EHillson@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>
Subject: Re: IM Advertising Sources

Thanks. Please share the updated plans with me after the meeting.

Sabrina

In community,
Sabrina Madison, District 17
Common Council President

Sent from my pocket computer

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Monday, May 4, 2026 11:19 AM
To: Madison, Sabrina <district17@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>
Subject: FW: IM Advertising Sources

This is the draft plan we intend to finalize on Wednesday with the equitable hire team.

From: Trimbell, Julie <JTrimbell@cityofmadison.com>
Sent: Wednesday, April 15, 2026 4:02 PM
To: Maia Pearson <mpearson.cob@gmail.com>
Cc: Glass, Aeiramique <AGlass@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>
Subject: RE: IM Advertising Sources

Good Afternoon-

As promised, attached you will find the following documents for the upcoming hiring process:

- Hiring Process presentation
- Tentative timeline
- Job Description

I've also included the [last job posting](#) for the permanent position for your reference.

Please reach out with any questions.

-Julie

From: Trimbell, Julie
Sent: Thursday, April 2, 2026 11:51 AM
To: Maia Pearson <mpearson.cob@gmail.com>
Cc: Glass, Aeiramique <AGlass@cityofmadison.com>
Subject: IM Advertising Sources

Hi Maia-

Attached is the list of advertising sources used in past IM recruitments that I shared last night.

-Julie

**Our team recently completed design of our [Talent Management Strategy](#) and related components! Please read [here](#) for more details.

OUR MADISON
INCLUSIVE, INNOVATIVE & THRIVING

Julie Trimbell (she/her)
Recruitment Supervisor



City of Madison Human Resources

Ph: 608-266-4615 Fax: 267-1115
215 Martin Luther King, Jr. Blvd. Rm. 261
Madison, WI 53703

Share feedback on my customer service [here](#). Thank you!



PRIVILEGE AND CONFIDENTIALITY NOTICE

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From: [Madison, Sabrina](#)
To: [Matthias, Isaac L](#); [Koh, Christine E](#)
Cc: [Kapusta-Pofahl, Karen](#)
Subject: Fw: IM Advertising Sources
Date: Monday, June 1, 2026 8:42:40 AM
Attachments: [DDH Committee Process Map_OIM Presentation.pptx](#)
[IM Recruitment Timeline Draft.xlsx](#)
[image005.png](#)
[Independent Police Monitor 6-2021.doc](#)
[image006.png](#)
[image007.png](#)
[Job Bulletin.pdf](#)

Please attach to Legistar for today's FC meeting for item [2.93167](#).

I also downloaded and attached the "Job Bulletin" ad that was linked in the email.

Thanks,
Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Monday, May 4, 2026 11:19 AM
To: Madison, Sabrina <district17@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>
Subject: FW: IM Advertising Sources

This is the draft plan we intend to finalize on Wednesday with the equitable hire team.

From: Trimbell, Julie <JTrimbell@cityofmadison.com>
Sent: Wednesday, April 15, 2026 4:02 PM
To: Maia Pearson <mpearson.cob@gmail.com>
Cc: Glass, Aairamique <AGlass@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>
Subject: RE: IM Advertising Sources

Good Afternoon-

As promised, attached you will find the following documents for the upcoming hiring process:

- Hiring Process presentation
- Tentative timeline
- Job Description

I've also included the [last job posting](#) for the permanent position for your reference.

Please reach out with any questions.

-Julie

From: Trimbell, Julie
Sent: Thursday, April 2, 2026 11:51 AM
To: Maia Pearson <mpearson.cob@gmail.com>
Cc: Glass, Aeiramique <AGlass@cityofmadison.com>
Subject: IM Advertising Sources

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CITY OF MADISON

PERFORMANCE EXCELLENCE



Hiring Process and Timeline - OIM

Process Roles

- HR Analyst:
 - Facilitate process with hiring manager inc. essay review and Oral Board
 - Provide all initial documentation and facilitate equitable hire meeting
 - Draft posting and complete post in Neogov
 - Complete minimum qualification screening
 - Facilitate background checks
- Director of Human Resources
 - Complete negotiation of contract
 - Submit contract to Common Council for final approval
- Talent Acquisition Specialist
 - Complete advertising as designed on Equitable Hire Plan

Process Roles

- Hiring Manager:
 - Final approval for posting
 - Establish Equitable Hire Plan committee and propose panels
 - Assist with screening of applicants in initial part of the process
 - Finalize interview and supplemental essay questions and benchmarks
 - Complete reference checks
- OI Program Assistant:
 - Set up all meetings and ensure all meetings are noticed appropriately
 - Responsible for final interview set-up and information to all candidates
 - Complete all Neogov processing

Process Roles

- PCOB:
 - Approve major portions of the process including process itself
 - Participate in Equitable Hire Plan and various panels
 - Conduct final interviews and make final selection
- Equitable Hire Committee:
 - Participate in Equitable Hire Plan and various panels
 - Develop initial priorities for position
 - Provide suggestions for initial interview and screening questions
 - Assist with outreach and community listening sessions

Legend

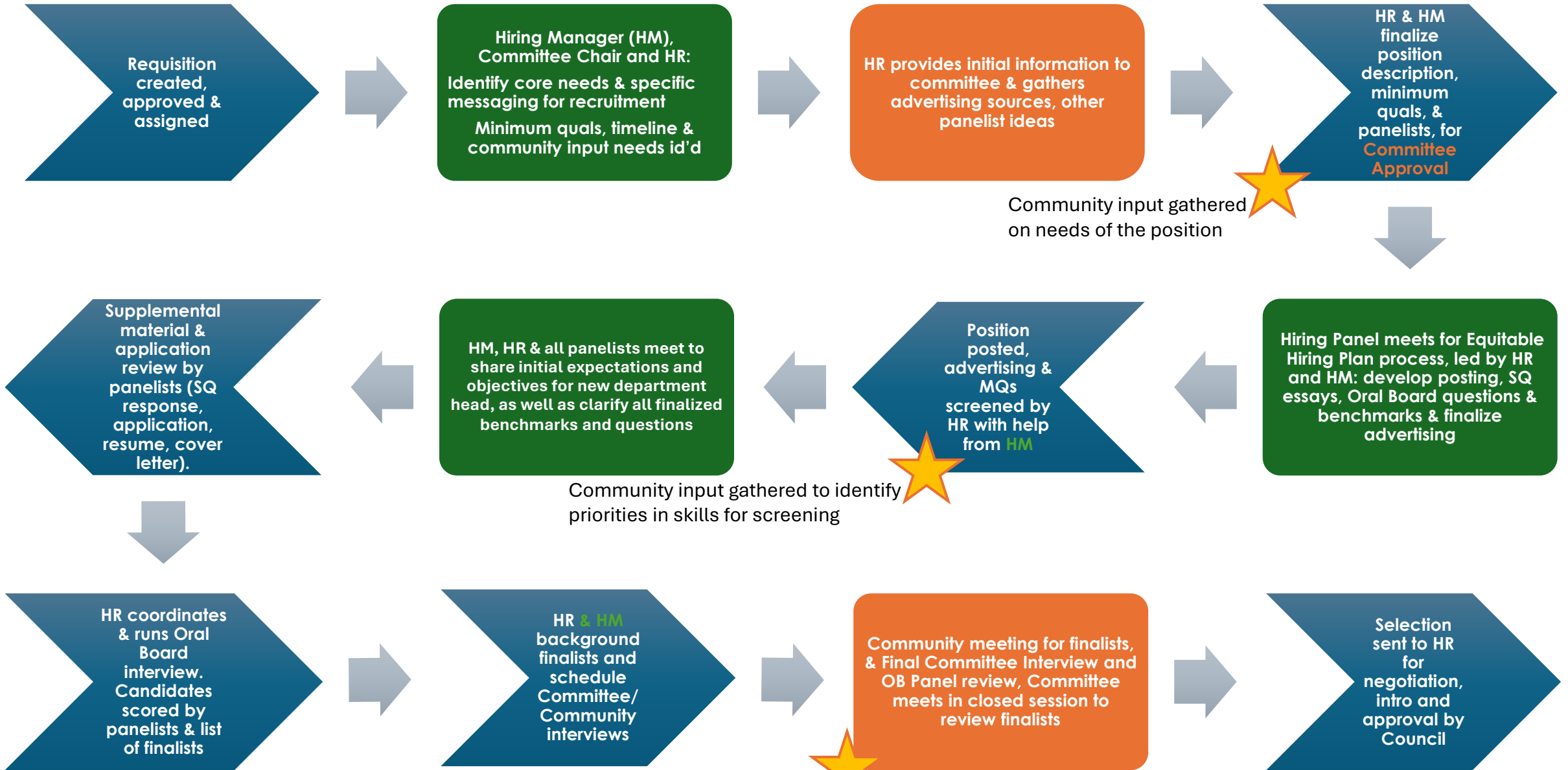
Roles

- Committee - 
- Hiring Manager- 
- HR - 

Symbols

- Boxes = Meetings
- Arrows = Action Step

Committee CG 21 Recruitment Process



Community input gathered on needs of the position

Community input gathered to identify priorities in skills for screening

Community centered interview panel designed by HM

*Generally, 50% is passing, but a specific number of candidates or passing percentage is established

Proposed Timeline – Initial Steps

Date	Meeting/Resp	Participants	Purpose	Public Mtg. Required
3/23/2026	HM #1	Erin, Meeka, Julie, Maia	Outline the last process, begin review of initial needs and steps, discuss potential timeline and need for robust community outreach plan, discuss PCOB Meeting#1, volunteers to review initial PD and timeline prior to presentation in May.	
4/1/2026	PCOB#1	Julie, Meeka, Maia, PCOB Exec	Share previous outline of process and recruitment ideas, share equitable hire plan and when Equitable Hire Plan would begin, solicit assistance in drafting initial job posting	Public Mtg
April	OIM	Chioma	Submit requisition for hiring	
May PCOB	PCOB #2	Erin, Julie, Meeka, Maia PCOB Exec	Share full draft of timeline and hiring plan, ask questions around what their priorities are, recruit for Equitable Hire Plan meeting	Public Mtg
May	Community	Designed by OIM/HM	Gather feedback on what they see as important in new OIM	Public Meeting
June PCOB	PCOB#3	Erin, Julie, Meeka, Maia, full PCOB	Approve job posting, approve hire plan, approve brochure for hiring, and resolve question around whether or not to extend posting to allow for interim application	
June PCOB	Community	Designed by OIM/HM	Gather feedback on what they see as key assessment needs, communicate full hiring plan, respond to questions.	
June	EHP #1	Julie, Meeka (maybe), Maia, other equitable hire plan members	Go through Equitable Hire Plan initial steps (may be two meetings)	Public Mtg with closed session portion



CITY OF MADISON

PERFORMANCE EXCELLENCE



Questions?

Date	Meeting/Resp	Participants	Purpose	Public Mtg. Required
3/23/2026	HM #1	Erin, Meeka, Julie, Maia	Outline the last process, begin review of initial needs and steps, discuss potential timeline and need for robust community outreach plan, discuss PCOB Meeting#1, volunteers to review initial PD and timeline prior to presentation in May.	
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June PCOB	Community	Designed by OIM/HM	Gather feedback on what they see as key assessment needs, communicate full hiring plan, respond to questions.	
June	EHP #1	Julie, Meeka (maybe), Maia, other equitable hire plan members	Go through Equitable Hire Plan initial steps (may be two meetings)	Public Mtg with closed session portion
7/1	HR	Julie	Recruitment Opens	
July	HR	Javian	Recruitment efforts	
7/31	HR	Julie	Recruitment closes	
August	HR/IM	Julie, Meeka (maybe)	Initial MQ Screening	
August	PCOB	Hiring panel	Initial Supplemental Screening	
September	PCOB/HR	Hiring panel	Oral Boards	
September	PCOB/Community	PCOB, Chioma	Interview of finalists with Community	Public Mtg with closed session portion
October	PCOB	PCOB, Chioma	Interview of finalists with PCOB	
October	PCOB	PCOB, Chioma	Closed session PCOB deliberation	
October	IIM	IIM	Reference checks and selection	
	HR	Erin	Contract negotiated by HR	
	HR	Erin	Legistar Introduction	
	HR	Erin	Finance Committee approval	
	HR	Erin	Council Approval	
	OIM	IIM	Start date	

INDEPENDENT POLICE MONITOR

CLASS DESCRIPTION

General Responsibilities:

The Independent Police Monitor (IM) will provide professional, managerial, administrative, and auditing work to oversee the Madison Police Department's (MPD) compliance with internal policies and procedures, ensuring those policies and procedures align with research-based best practices and applicable local, state and federal laws. In addition, the IM will review use of force incidents, oversee the processing of civilian complaints, and ensure independent review of police operations.

Under the direction and supervision of the MPD Civilian Oversight Board (COB), the IM will have full and unfettered access to all police data to examine systemic patterns in police conduct, complaints, and critical incidents. The IM will have the authority to review operations to make data-driven recommendations to the MPD Chief regarding policy changes and disciplinary actions. The IM will also carry out community outreach and engagement.

The IM will be expected to exercise discretion in review of internal operations, shall maintain complete confidentiality of information unless disclosure is authorized within City guidelines, and is required to execute the responsibilities of the position.

The IM will establish and lead the Office of the Independent Police Monitor (OIM). They will set the office's operational philosophy and develop and maintain standard operating procedures to ensure all matters are handled in a thorough, objective, fair, and impartial manner. This role will require process oversight and guidance on best practices to the Chief, Mayor, and any relevant City committees. The duties of this role do not involve direct management of MPD, which is within the designated authority of the Mayor, Council, or Chief of Police.

Examples of Duties and Responsibilities:

Monitor MPD's compliance with City and police policies and Standard Operating Procedures (SOPs), governing laws, and lawful orders from the Common Council, Mayor, and Civilian Oversight Board.

Monitor MPD's implementation of the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee.

Conduct audits of police data, work with outside researchers and/or consultants undertaking studies of policing, and review internal MPD audits of Department programs and activities.

Address any matters of concern to the community, board members, the Chief of Police, and other MPD personnel, the Mayor, or the Common Council.

Provide input to the COB for its annual review of the MPD and the Chief of Police.

Oversee a process for receiving and investigating complaints regarding MPD, including issuing subpoenas.

Develop a process for independently receiving complaints from community members about MPD, including commissioned and civilian personnel and the Chief of Police; forward such complaints to MPD, MPD Professional Standards and Internal Affairs (PSIA), or the Police and Fire Commission as appropriate, and monitor the subsequent investigation through its completion.

Monitor MPD investigations of personnel and, where appropriate, request further research or initiate an independent inquiry and issue recommended findings and conclusions regarding the matter.

Refer aggrieved parties to the PSIA or PFC for the initiation of a complaint when appropriate.

Determine arguable merit of potential complaints from aggrieved individuals and appoint counsel from a list of vetted attorneys for possible representation in presenting and litigating complaints against MPD personnel to the PFC.

Monitor MPD training and trends in the occurrence of use of force incidents and MPD investigations of such events.

Monitor ongoing internal investigations of possible misconduct to ensure investigations are thorough, fair, and objective.

Determine whether complaints warrant the appointment of an outside investigator to conduct independent investigations and, if so, make appointments.

Make reports or recommendations to the Chief of Police regarding policies, procedures, training, possible administrative actions, discipline processes, and outcomes and dispositions following individual case investigations.

Provide an annual report to the Mayor and Common Council that includes the following:

- Narrative of the work of the OIM;
- Identified trends regarding complaints, investigations, and discipline in MPD;
- Recommendations regarding the sufficiency of investigations and appropriateness of disciplinary actions, if any;
- Recommendations of any needed changes in MPD's policies, practices, and training; and an
- Assessment of MPD's progress in complying with its own SOPs, governing laws, and lawful orders from the Mayor or Common Council, and in implementing the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee.

Maintain an ongoing status report, to be available upon request, which includes but is not limited to patterns relating to complaints and recommendations regarding the sufficiency of investigations, determinations as to whether department rules and policies have been violated, and the appropriateness of disciplinary sanctions, if any.

Maintain confidentiality of information as required, including records relating to the investigation and discipline of officers.

In cooperation with the COB, initiate and direct community outreach and engagement efforts to gain information on community perspectives regarding MPD. These efforts should include gathering input from various community members and groups, including reaching out to underserved/marginalized

communities, talking with community members about police policies, procedures, training, and publicizing processes for handling complaints.

Oversee all aspects of the OIM, including planning and organizing work and resources to ensure the highest possible service level.

Analyze and modify organizational structures and workflow to improve efficiency, creativity, and accountability.

Supervise, plan, organize, coordinate, assign, and evaluate the work of OIM staff.

Establish and implement operational policies, goals, and objectives for the office within guidelines provided by the COB and assure operations are carried out.

Facilitate and lead the hiring, coaching, training, engagement, and development of OIM staff to allow staff to reach maximum potential and performance.

Serve as Executive Secretary to the COB.

Make arrangements for ongoing training of COB members.

Perform related work as required.

QUALIFICATIONS

Training and Experience:

Generally, positions in this classification will require:

Four (4) years of professional work experience in public or private administration, police oversight, or a related field and a clear understanding of disenfranchised and marginalized communities. Such experience would normally be obtained after a postsecondary degree in a related field. In lieu of a specific degree, other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.

Administrative leadership experience will include complex investigations and research in criminal justice reform, criminology, public administration, public policy, sociology, criminal litigation, or a closely related field, including experience with individuals of diverse ethnic, cultural and socio-economic backgrounds, and community relationship building.

Other combinations of training and/or experience, which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position, will also be considered.

Specific training and experience requirements will be established at the time of recruitment.

Knowledge, Skills and Abilities:

Knowledge of general legal principles, and Federal, State, and Local laws, codes, and regulations. Knowledge of methods and procedures for independent, objective, analytical investigation and for preserving and presenting evidence. Knowledge of principles and practices of program administration, including relevant reports and metrics. Knowledge of principles, practices, and methods of data and legal research and analysis. Knowledge of budget preparation and administration. Knowledge of inter-group and interpersonal communication. Knowledge of and ability to use computer software applicable to the duties of the position. Knowledge of civil rights. Knowledge of internal principles and practices of law enforcement including responsibilities, functions, policies, and procedures of local law enforcement; research-based best-practices for policing; theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review; and techniques of law enforcement training, instruction, and evaluation of work performance. Knowledge of public safety emergency operations and procedures. Knowledge of principles and practices of policy development and administration. Knowledge of supervision, personnel management, and training. Knowledge of social problems, community attitudes, organizations, and cultures. Ability to assess overall departmental effectiveness in carrying out its strategic objectives. Ability to effectively communicate with elected officials, staff, and members of the public. Ability to establish and maintain effective working relationships with other employees, government officials, civic organizations and community agencies, the media, and the general public. Ability to exercise patience and diplomacy. Ability to meet deadlines. Ability to maintain the confidentiality of sensitive information. Ability to work effectively with a diversity of communities. Ability to maintain adequate attendance.

Commitment to racial equity

A commitment to racial equity and an understanding of oppression and institutional racism is essential. The preferred candidate shall understand racial inequalities specifically in the criminal justice system and brings prior experience successfully working with multicultural communities. Also demonstrates knowledge of social injustices and will quickly understand the community's attitude towards the organization and historical and contemporary race relations.

Necessary Special Qualifications:

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten (10) years prior to appointment.

This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The Independent Monitor must be available to attend evening meetings of committees, boards, and public hearings.

This position will work under the terms of a five-year employment contract. One condition of the contract will require the Independent Monitor to establish residency within the City of Madison in a defined timeframe.

Physical Requirements:

Ability to meet the transportation requirement for the position.

The Independent Monitor will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

Department/Division	Comp. Group	Range
Office of Independent Monitor	21	18

Approved:

Harper Donahue, IV Date
Human Resources Director



Madison, City of (WI) Independent Police Monitor

SALARY	\$51.95 - \$70.13 Hourly \$4,025.85 - \$5,434.92 Biweekly \$8,722.67 - \$11,775.67 Monthly \$104,672.00 - \$141,308.00 Annually	LOCATION	City County Building 210 Martin Luther King Jr. Blvd., Madison, WI
JOB TYPE	PERMANENT FULL TIME	REMOTE EMPLOYMENT	Flexible/Hybrid
JOB NUMBER	2022-00259	DEPARTMENT	Office of the Independent Police Monitor
OPENING DATE	06/01/2022	CLOSING DATE	7/12/2022 11:59 PM Central
COMP. GROUP/RANGE	21/18		

General Description

The Police Civilian Oversight Board (COB) and the City of Madison are looking to hire an exceptional individual with a commitment to racial equity and an understanding of oppression and institutional racism to serve as the City's first ever Independent Police Monitor. The preferred candidate shall understand racial inequalities specifically in the criminal justice system and bring prior experience successfully working with multicultural communities. This person will demonstrate knowledge of social injustices and will quickly understand the community's attitude towards the organization and historical and contemporary race relations.

The Independent Police Monitor (IM) will provide professional, managerial, administrative, and auditing work to oversee the Madison Police Department's (MPD) compliance with internal policies and procedures, ensuring those policies and procedures align with research-based best practices and applicable local, state and federal laws. In addition, the IM will review use of force incidents, oversee the processing of civilian complaints, and ensure independent review of police operations. Under the direction and supervision of the MPD Civilian Oversight Board, the IM will have full and unfettered access to all police data to examine systemic patterns in police conduct, complaints, and critical incidents. The IM will have the authority to review operations to make data-driven recommendations to the MPD Chief regarding policy changes and disciplinary actions. The IM will also carry out community outreach and engagement. The IM will be expected to exercise discretion in review of internal operations, shall maintain complete confidentiality of information unless disclosure is authorized within City guidelines, and is required to execute the responsibilities of the position. The IM will establish and lead the Office of the Independent Police Monitor (OIM). They will set the office's operational philosophy and develop and maintain standard operating procedures to ensure all matters are handled in a thorough, objective, fair, and impartial manner. This role will require process oversight and guidance on best practices to the Chief, Mayor, and any relevant City committees. (The duties of this role do not involve direct management of MPD, which is within the designated authority of the Mayor, Council, or Chief of Police.)

Please click [\(Download PDF reader\)here](#) [\(Download PDF reader\)](#) to learn more about the Independent Police

Monitor position.



Employment will be subject to a five-year employment contract negotiated by the Mayor and approved by the Common Council. City of Madison residency is a requirement of this position.

IMPORTANT: THERE ARE 3 SUPPLEMENTAL ESSAY QUESTIONS ON THE JOB POSTING. YOU MUST ATTACH YOUR ANSWERS IN THE ATTACHMENTS SECTION OF YOUR APPLICATION. YOU MUST ALSO ATTACH A COVER LETTER AND RESUME.

**(To view the questions, click on the supplemental question tab OR view the bottom section of the job bulletin)
APPLICATIONS RECEIVED WITHOUT ATTACHED ESSAY RESPONSES, COVER LETTER AND RESUME WILL BE ELIMINATED FROM CONSIDERATION.

Examples of Duties and Responsibilities

MPD Monitoring/Auditing:

- Monitor compliance with City and police policies and Standard Operating Procedures (SOPs), governing laws, and lawful orders from the Common Council, Mayor, and Civilian Oversight Board.
- Monitor implementation of the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee.
- Monitor investigations of personnel and, where appropriate, request further research or initiate an independent inquiry and issue recommended findings and conclusions regarding the matter.
- Monitor training and trends in the occurrence of use of force incidents and MPD investigations of such events.
- Monitor ongoing internal investigations of possible misconduct to ensure investigations are thorough, fair, and objective.
- Conduct audits of police data, work with outside researchers and/or consultants undertaking studies of policing, and review internal MPD audits of Department programs and activities.

Processing Complaints:

- Oversee a process for receiving and investigating complaints regarding MPD, including issuing subpoenas.
- Develop a process for independently receiving complaints from community members about MPD, including commissioned and civilian personnel and the Chief of Police; forward such complaints to MPD, MPD Professional Standards and Internal Affairs (PSIA), or the Police and Fire Commission as appropriate, and monitor the subsequent investigation through its completion.
- Refer aggrieved parties to the PSIA or PFC for the initiation of a complaint when appropriate.
- Determine arguable merit of potential complaints from aggrieved individuals and appoint counsel from a list of vetted attorneys for possible representation in presenting and litigating complaints against MPD personnel to the PFC.
- Determine whether complaints warrant the appointment of an outside investigator to conduct independent investigations and, if so, make appointments.

Reporting:

- Make reports or recommendations to the Chief of Police regarding policies, procedures, training, possible administrative actions, discipline processes, and outcomes and dispositions following individual case investigations.
- Provide an annual report to the Mayor and Common Council.
- Maintain an ongoing status report, to be available upon request, which includes but is not limited to patterns relating to complaints and recommendations regarding the sufficiency of investigations, determinations as to whether department rules and policies have been violated, and the appropriateness of disciplinary sanctions, if any.

Management of the OIM Office:

- Oversee all aspects of the OIM, including planning and organizing work and resources to ensure the highest possible service level.
- Establish and implement operational policies, goals, and objectives for the office within guidelines provided by the COB and assure operations are carried out.
- Facilitate and lead the hiring, coaching, training, engagement, and development of OIM staff to allow staff to reach maximum potential and performance.
- Supervise, plan, organize, coordinate, assign, and evaluate the work of OIM staff.
- Analyze and modify organizational structures and workflow to improve efficiency, creativity, and accountability.

COB Activities:

- Serve as Executive Secretary to the COB.
- Provide input to the COB for its annual review of the MPD and the Chief of Police.
- Make arrangements for ongoing training of COB members.
- In cooperation with the COB, initiate and direct community outreach and engagement efforts to gain information on community perspectives regarding MPD.

Address any matters of concern to the community, board members, the Chief of Police, and other MPD personnel, the Mayor, or the Common Council.

Maintain confidentiality of information as required, including records relating to the investigation and discipline of officers.

Perform related work as required.

For a complete list of the Duties and Responsibilities, please see the [class specification](#).

Minimum Qualifications

- Four (4) years of professional work experience in public or private administration, police oversight, or a related field and a clear understanding of disenfranchised and marginalized communities.

AND

- Post-secondary degree in a related field. (In lieu of a specific degree, other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.)

Administrative leadership experience will include complex investigations and research in criminal justice reform, criminology, public administration, public policy, sociology, criminal litigation, or a closely related field, including experience with individuals of diverse ethnic, cultural and socio-economic backgrounds, and community relationship building.

If an applicant does not possess the specific requirements outlined above, HR will review the application materials to determine if the applicant possesses equivalent experience.

For a complete list of the Knowledge, Skills, and Abilities, please see the [class specification](#).

Special Requirements

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten (10) years prior to appointment.

This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The Independent Monitor must be available to attend evening meetings of committees, boards, and public hearings.

Physical Requirements:

Ability to meet the transportation requirement for the position.

The Independent Monitor will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

By your start date, you will be required to complete a form declaring your Covid-19 vaccine status as a condition of employment.

Employer

Madison, City of (WI)

Address

215 Martin Luther King Jr., Blvd.
MMB Rm 261
MADISON, Wisconsin, 53703

Phone

(608) 266-4615

Website

<http://www.cityofmadison.com/jobs>

Independent Police Monitor Supplemental Questionnaire

*QUESTION 1

This position requires no prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten (10) years prior to appointment. Do you meet this requirement?

- Yes
 No

*QUESTION 2

Please describe your understanding of disenfranchised and marginalized communities.

*QUESTION 3

PLEASE READ CAREFULLY--YOU WILL BE REQUIRED TO ANSWER THE FOLLOWING SUPPLEMENTAL QUESTIONS AS PART OF YOUR APPLICATION. You can answer the questions using a word processing program and attach as a .docx or .pdf file. You must attach the document in the "Attachments" section of the application or you will not receive further consideration for this position. Your responses will be evaluated on your writing ability including: spelling, grammar and your ability to express your thoughts in a logical fashion. By checking this box, you acknowledge the above and understand that your response is required and failure to attach your essay response will immediately eliminate you from consideration.

AGREED

***QUESTION 4**

The Independent Police Monitor is responsible for independent review of police operations, including police conduct, complaints and critical incidents, and providing guidance on best practices. Please describe how your training, education, professional experience, and other life experiences have prepared you for this position.

My one (1) page response is attached in the Attachment section of my application.

***QUESTION 5**

The Independent Police Monitor will inherently be involved with racial equity in the justice system, and will interact and collaborate with a diverse group of individuals and organizations. Please describe one or more situations in which you facilitated public outreach and/or worked with a diverse group to improve a process, policy or initiative. Please describe your experience working with diverse populations and work toward systems change with a racial equity lens. Include details of your role, the approach you used, how you implemented and evaluated the initiative(s), and the populations with which you worked.

My two (2) page response is attached in the Attachment section of my application.

***QUESTION 6**

The role of the Independent Police Monitor will be to routinely audit complaints against the Madison Police Department. Describe a time when you had to investigate a complex situation and come to a conclusion about an issue that was unclear. Which investigative methods did you use? What barriers, if any, did you encounter during your investigation, and how did you navigate that? What data-driven results did you reach? Please describe any subsequent report you wrote about it and to whom it was addressed.

My two (2) page response is attached in the Attachment section of my application.

*** Required Question**

From: [Madison, Sabrina](#)
To: [Matthias, Isaac L](#); [Koh, Christine E](#)
Cc: [Kapusta-Pofahl, Karen](#)
Subject: Fw: Clarification Regarding Interim OIPM Role in Permanent Hiring Process
Date: Monday, June 1, 2026 9:38:30 AM

Hi --

Here's another email to attach that will help to answer questions that Alders/public have asked and may ask today at FC and at CC on June 9th.

Please attached this thread to the following item:

2. [93167](#)

From: Maia Pearson <mpearson.cob@gmail.com>
Sent: Tuesday, May 12, 2026 5:01 PM
To: Madison, Sabrina <district17@cityofmadison.com>; Glenn, Carmella <district18@cityofmadison.com>
Cc: Kapusta-Pofahl, Karen <KKapusta-Pofahl@cityofmadison.com>; Trimbell, Julie <JTrimbell@cityofmadison.com>; Hillson, Erin <EHillson@cityofmadison.com>; Glass, Aeiramique <AGlass@cityofmadison.com>
Subject: Clarification Regarding Interim OIPM Role in Permanent Hiring Process

Caution: This email was sent from an external source. Avoid unknown links and attachments.

[The full PCOB has been bcc'd for information purposes only]

Good afternoon President Madison & Vice President Glenn,
As requested, and in the interest of transparency, I am providing clarification regarding the Independent Police Monitor hiring process.

On Monday, May 11, 2026, the OIPM Hiring Process Team, composed of PCOB members Luisi, Vang, and Statam, met with Human Resources to discuss the hiring process, timeline, and position description. Interim Independent Police Monitor Glass was not in attendance at this initial meeting.

Under the current hiring structure and process, Interim Independent Police Monitor Glass will not be applying for the permanent IPM position. In addition, she will serve as the hiring manager throughout the recruitment and selection process for the permanent OIPM role, consistent with the responsibilities outlined for the interim position.

I would also like to note, separate from the hiring process itself, that when interim IPM Glass was hired as Interim Independent Police Monitor, there was a shared understanding among the full PCOB, Human Resources, and interim IPM Glass that she would serve in the role for a minimum of 13 months. The extension currently being requested is intended to honor that original understanding, while also ensuring continuity within the office, a clean transition of duties, and sufficient overlap and training time for the incoming permanent IPM. In the approximately five months that interim IPM Glass has served in this role, there has been significant progress made within the office related to policy, procedure, and operational

processes. The office has continued working toward greater structure, consistency, and functionality during a critical transition period. Maintaining continuity in leadership during this time is important to ensuring that this progress is not disrupted and that the incoming permanent IPM is positioned for success.

As such, we are requesting that Glass remain in the interim role through at least March 31, 2027, to support a stable and effective transition process.

Please let me know if there are any questions or if additional clarification is needed.

In solidarity,

Maia

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Maia Pearson, Board Chair

City of Madison Police Civilian Oversight Board

[Office of the Independent Monitor](#)

From: [Madison, Sabrina](#)
To: [Matthias, Isaac L](#); [Koh, Christine E](#)
Cc: [Kapusta-Pofahl, Karen](#)
Subject: Fw: Update on hiring plan / memo: Finance/CC
Date: Monday, June 1, 2026 9:58:34 AM

Hi --

I missed this one as well. Please attach this thread to this item in Legistar:
[93167](#)

I've got to switch to other tasks for the next few hours so this should wrap up attachments until then.

Sabrina

From: Madison, Sabrina
Sent: Friday, May 29, 2026 3:35 PM
To: Hillson, Erin <EHillson@cityofmadison.com>
Cc: Windsor, Liz <LWindsor@cityofmadison.com>; Koh, Christine E <CKoh@cityofmadison.com>; Kapusta-Pofahl, Karen <KKapusta-Pofahl@cityofmadison.com>
Subject: Update on hiring plan / memo: Finance/CC

Hi Erin,

Is there an update on the final hiring plan for the IM since the last draft? If so, can you share that with me as well.

Also, to prepare for Finance Committee on Monday and the next CC meeting, are you able to create a plain language memo on the IM hiring process, the hiring plan, and any other helpful info that would provide Alders background info on the process and what's coming up next?

I would want both of these items attached to the interim IM extension item in Legistar so both Alders and the general public have the details.

My apologies for sending this question/request so late as I'm working to catch up.

Sabrina

In community,

Sabrina Madison, District 17
Common Council President

Sent from my pocket computer