



# City of Boulder

## Independent Police Monitor

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# THE BOULDER, COLORADO COMMUNITY

Boulder, Colorado, is located just 30 minutes northwest of Denver, exactly where the plains meet the Rocky Mountains. Tucked into a picturesque valley below the iconic Flatirons, Boulder has a population of over 108,000. The City is a great place to live, work, grow, and play.

Boulder is nationally recognized for its quality of life, thriving tech and research-based economy, and booming real estate market. Boulder is also one of the most educated metropolitan areas in the country. The local public schools are excellent, with Boulder Valley School District consistently ranking among the best in the state. In addition, Boulder is a hub of entrepreneurship, particularly for businesses that value the lifestyle that is rooted in a love of the outdoors, healthy living, and access to resources.

The University of Colorado at Boulder is currently one of the premier public research institutions in the United States and sits in the heart of Boulder. The University has a strong reputation and is especially known for its engineering and science programs, particularly Earth and Space sciences. There are 17 federally funded science laboratories in Boulder, including the National Center for Atmospheric Research (NCAR) and National Oceanic and Atmospheric Administration (NOAA).

Enjoyment of the outdoors has always been at the forefront of life in Boulder. The community's Open Space and Mountain Parks form a green belt around the city with over 45,000 acres of land that are preserved and protected. Boulder has over 300 miles of public hiking and biking trails, and its mountain parks and open spaces receive well over five million visitors a year. In addition, residents enjoy 1,800 acres of urban parkland and programming through numerous recreation centers and outdoor pools.

Boulder fosters an environment for artists and audiences to be innovative, experimental, creative, and expressive. The City has the third-highest concentration of artists in the country, with more than 30 art galleries, four museums, a dozen movie and stage theaters, and a huge variety of cultural performances each year, including the Colorado Shakespeare Festival, Colorado Music Festival, and Chautauqua Summer Series.

According to Bon Appétit magazine, Boulder is America's Foodiest City, with local restaurants and chefs insistent about quality, innovation, and flavor. In addition, Boulder is consistently ranked as one of the nation's healthiest places to live and is a mecca for natural and organic products. Farms, dairies, ranches, markets, and restaurants embrace the idea of local, seasonal, and artisanal food production and cooking. The Boulder Farmers Market is the largest outdoor market in the state, providing a venue for local agricultural producers to sell their products directly to the public. For those who love beer, wine, and spirits, there are 21 breweries, four distilleries, two wineries, and two cideries in Boulder.

While each of the characteristics, passions, and industries that Boulder is known for today emerged organically over time, it is how they work together that makes Boulder...Boulder.



# INSIDE THE CITY OF BOULDER

The City of Boulder believes in a future with equitable access to health, prosperity, and fulfillment, where the community adapts and thrives in response to emerging, and sometimes urgent, social, economic, and environmental challenges.

Boulder continuously works to provide service excellence for an inspired future. The Sustainability + Resilience Framework guides budget and planning processes by providing consistent goals necessary to achieve Boulder's vision of a great community and the actions required to achieve them. Building on a legacy of innovation, Boulder cultivates a creative spirit in order to adapt and thrive in the changing climate.

With a focus on innovation and transformation, Boulder continues to drive strategies in five core areas:

- **Our Community as Resource:** Seeking new solutions to the most pressing community challenges through new mechanisms for direct engagement with highly talented community members.
- **High Performance Government:** Using process-driven continuous improvement to measure and manage performance and better serve the community, as well as building and managing tools that improve transparency and accountability.
- **Data-driven Decision Making:** Understanding, collaborating with, and leveraging information assets for effective program outcomes.
- **Operational Efficiency:** Mirroring innovative policies with shared, efficient, and transparent internal operations practices.
- **A Culture of Innovation:** Seeking value-added changes, creative thinking, and collaboration, and engaging highly talented staff in problem-solving for the benefit of the entire community.



## Boulder Core Values

**Customer Service:** We are dedicated to exceeding the expectations of our community and our coworkers by demonstrating consistent and professional service with a solution-oriented approach.

**Respect:** We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.

**Integrity:** We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.

**Collaboration:** We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.

**Innovation:** We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

## Workplace Culture

The City of Boulder believes that a diverse workforce adds quality and perspective to the services that are provided to the public. Therefore, they strive to develop and maintain a diverse workforce that values and is sensitive to the differences among employees.

An important component of the City's culture and environment is Boulder's Leadership Philosophy – We believe each of us is a leader. We are motivated by the opportunities to make a positive difference for our community. Our greatest results are achieved when we:

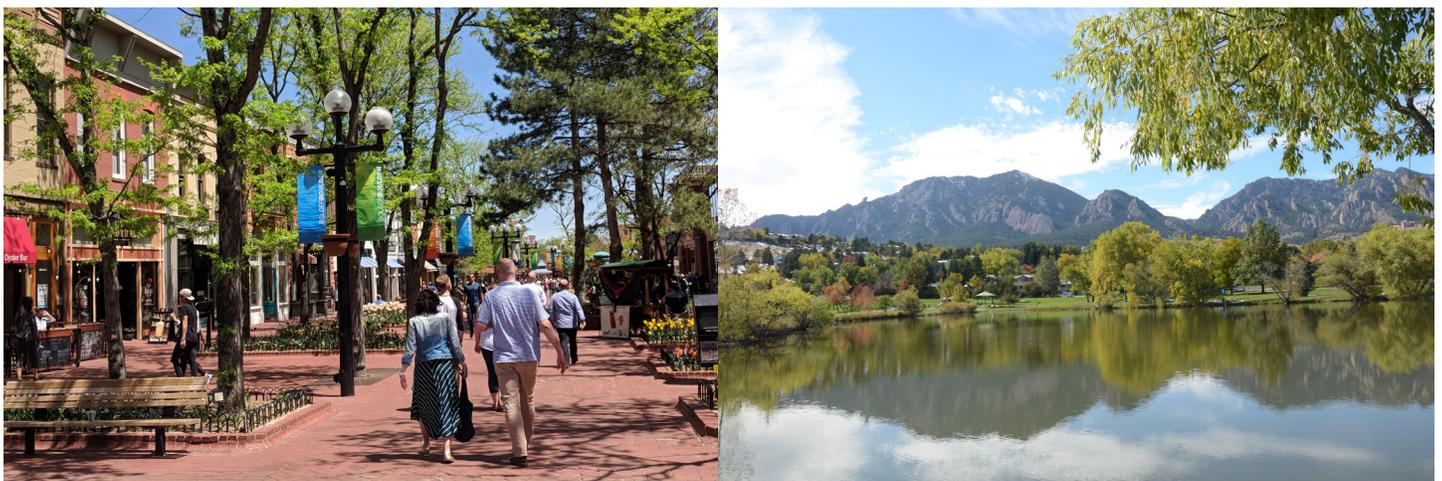
- Create a respectful, trusting, and supportive environment
- Rely on, invest in, and celebrate each other's perspectives, skills, talents, and accomplishments
- Consult and collaborate with each other to make timely and quality decisions
- Share responsibility for and learn from the process and outcomes of a creative culture



## Structure of Local Government

The City of Boulder has a council-manager form of government where the elected City Council sets policies and the council-appointed City Manager administers them. The City Council consists of nine members, including a mayor and mayor pro tem selected by the council members. Council members are elected at large and may serve three terms in a lifetime.

With a 2020 adopted budget of \$369.7 million, the City of Boulder is served by approximately 1400 standard employees. Robust city services are provided through numerous departments and divisions.



# INDEPENDENT POLICE OVERSIGHT OFFICE

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In October of 2019, the Boulder City Council adopted a [Police Oversight Ordinance](#) to establish an Independent Police Oversight Office and hire a civilian police monitor to review the handling of complaints, review trends in policing, recommend improvements to police practices, and engage with the public. The Office will be located in the City Manager's Office and report to the Equity Program Manager.

## THE BOULDER POLICE DEPARTMENT

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The Boulder Police Department partners with the community to provide service and safety. The Department provides a full range of services, which includes but is not limited to crime prevention, enforcement, security, investigations, management of public disorder and quality of life issues, emergency and disaster response, and training. The Boulder Police Department strives to be a premier law enforcement agency and a model of excellence in policing by creating partnerships, building trust, reducing crime, and improving the quality of life for our community. The Department employs 289 full-time employees in three divisions: Administration, Operations, and Support and Staff Services.



## ABOUT THE INDEPENDENT POLICE MONITOR POSITION

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The Independent Police Monitor will establish and lead the operations of the Independent Police Oversight Office. This civilian role provides independent oversight aimed at preventing inefficient and unlawful police operations. The Independent Police Monitor will set the operational philosophy of the Office and develop and maintain standard operating procedures to ensure all matters are handled in a thorough, objective, fair, and impartial manner. They will establish criteria and policy around reviewing, monitoring, assisting, overseeing, and advising on the investigation of internal and citizen complaints and other administrative investigations. In addition, the Monitor will establish program priorities and objectives and manage the implementation and evaluation of the civilian police oversight process.

Specifically, the Independent Police Monitor will receive and process complaints concerning police employees, monitor the complaint investigation, and recommend best practices to the professional standards unit during the course of an investigation. The Monitor will perform an ongoing quality assurance function, including analyzing complaint trends and recommending changes to police policy, practices, and training. They will also analyze and verify reporting trends in completed police employee disciplinary decisions, all with the goal of identifying systemic changes that will improve police services to the community.

The Independent Police Monitor will enhance community relationships and build trust through community engagement opportunities. They will also proactively provide the community with any reports related to the work of police oversight and auditing. Furthermore, the Monitor will develop reports highlighting the work of the Independent Police Oversight Office and present any findings and recommendations to the City Council, Police Oversight Panel, and the Police Chief. The Independent Police Monitor will leverage data and utilize information in reports to recommend visionary practices that streamline and enhance civilian oversight in policing.



# PRIORITIES

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- Partner with the Implementation Team to establish the Independent Police Oversight Office with the primary goal of creating an independent system that is responsive to the needs of the entire community.
- Collaborate with the Selection Committee to identify and recruit members for the Police Oversight Panel. Be purposeful in reaching out to and engaging people of color and community members from historically underrepresented and underserved communities.
- Build meaningful connections, establish trust, and ensure genuine and honest engagement with the community in support of positive relationships and partnerships at all levels that lead to multiple opportunities to honestly convey the concerns and needs of the community.
- Support Boulder's partnership with Government Alliance on Race and Equity ([GARE](#)). Effectively collaborate with the Equity Program Manager to support our ongoing efforts to eliminate systemic and institutional racism in our policies and practices and to ensure the Independent Police Oversight Office maintains an equitable lens on all work.
- Establish and maintain effective relationships with the Police Chief and Police Department personnel to understand trends, support modern practices, and inform innovation in police recruitment and training.
- Routinely network with and build relationships with others in the industry, including state and national experts in civilian oversight of police departments. Monitor best practices in order to inform and recommend practices that streamline and enhance our civilian oversight in policing.



# THE SUCCESSFUL CANDIDATE

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The Independent Police Monitor embraces this unique role as an independent public servant monitoring the Police Department's internal investigations and complaints and is excited by the opportunity to collaborate in establishing a new Independent Police Oversight Office that is transparent, accountable, and responsive to the community.

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

A natural convener and collaborator, the Independent Police Monitor recognizes the importance of relationships and partnerships at all levels. The successful candidate has a passion for developing positive community relations with the ability to build strong, yet independent working relationships with a wide variety of constituents and community representatives. Hearing, balancing, and respecting a variety of views during the decision-making process, while conducting oversight activities openly and transparently, will be key. The successful candidate is an effective communicator and active listener who values honesty and integrity and believes in cultivating objectivity and independence to ensure against any perception of bias. While building strong and genuine relationships, the preferred candidate enjoys working independently with a high level of resiliency, including the ability to not personalize adversity.

The Independent Police Monitor brings proven experience managing people, programs, and community relations. The ideal candidate has prior knowledge and experience in the operation, service, and activities of an oversight program. With significant experience in data analysis and trending, the successful candidate easily identifies trends and problems hindering progress and develops and implements best practices to drive necessary change.

## QUALIFICATIONS

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Extensive experience in law enforcement with specific experience in police monitoring, civilian oversight administration, and procedural justice, with at least seven years of leadership experience in the field of public or private administration or in the practice of law. Knowledge of methods and techniques of investigations, training, counseling, and conflict resolution, along with demonstrated knowledge of the laws, principles, practice, and procedures related to conducting investigations and administrative hearings is essential. Strong experience in data analysis and trends with a track record of staying current with recent developments in the police community is necessary. Bilingual Spanish desired.

A bachelor's degree from an accredited college or university with major course work in criminal law, mediation, or related field required. A Juris Doctorate is desired. No prior employment or familial relationships with the City of Boulder Police Department or individual Boulder Police Officers.

## COMPENSATION

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The hiring range for the Independent Police Monitor will depend on the qualifications of the successful candidate. The City of Boulder is a progressive organization that values employee engagement and well-being. The City recognizes the importance of providing an encompassing health and life benefits program to employees, including Telework, Flex Schedules, Telehealth and Wellness Incentives, Infants and Dogs at Work Program, and an Employee Discount Program on goods and services throughout the Boulder Community. Additional information can be viewed [here](#).



## TO BE CONSIDERED

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Respect is one of Boulder's five City Values , and they are committed to diversity, equity, and inclusion. The City celebrates and supports differences across all spectrums, including but not limited to ethnicity, gender, age, disability, and sexuality. Through the City's focus on racial equity, employee benefits , and the many program resources offered to employees, Boulder continually strives to weave respect for one another into the fabric of their organization.

Add your voice and talents to the City of Boulder and help them grow in service excellence for an inspired future. Applications will be accepted electronically by The Novak Consulting Group at [thenovakconsultinggroup.com](https://thenovakconsultinggroup.com). Applicants complete a brief online form and are prompted to provide a cover letter and resume. Open until filled with ongoing review of applications.

Please direct questions to Heather Gantz at [hgantz@thenovakconsultinggroup.com](mailto:hgantz@thenovakconsultinggroup.com) or 513-221-0500.