

# CITY OF ALBUQUERQUE



## CIVILIAN POLICE OVERSIGHT BOARD

Thursday, April 12, 2018 – 5:00 PM  
Vincent E. Griego Chambers, Basement Level  
City/County Government Center – One Civic Plaza NW  
Albuquerque, New Mexico

### Members Present:

Leonard Waites, Chair  
Chantal M. Galloway, Vice-chair  
Eric Cruz  
Joanne Fine  
Dr. William Kass  
James A. Larson  
Valerie St. John  
Chelsea Van Deventer

### Members Absent:

None

### Others Present

Edward Harness, CPOA  
Amanda Bustos, CPOA  
Diane McDermott, CPOA  
Maria Patterson, CPOA  
Atty Baker  
James Lewis, APD  
Deputy Chief Garcia, APD  
Cdr. Michael Miller, APD  
Cdr. John Sullivan, APD  
Julian Moya, City Council  
Jeremy Schmehl, Asst. City Atty

### Meeting Minutes

- PO Box 1293
- Albuquerque
- NM 87103
- www.cabq.gov
- I. **Welcome and call to order.** Chair Waites called to order the regular meeting of the Police Oversight Board at 5:04 p.m.
  - II. **Pledge of Allegiance.** Member Larson led the meeting in the Pledge of Allegiance.
  - III. **Mission Statement.** Chair Waites read the Police Oversight Board's mission statement.
  - IV. **Approval of the Agenda.**
    - a) A motion was made by Member Fine to approve the agenda removing cases 055-18 and 143-16 from the agenda. Also, adding a report from the Community Policing Council under Reports from City Staff item e. Member Cruz seconded the motion. The motion vote: **Unanimous**
  - V. **Public Comments.** 1 comment
  - VI. **Review and Approval of Minutes.** For more information about minutes from prior POB meetings, please visit our website here: <http://www.cabq.gov/cpoa/police-oversight-board/pob-agenda-meeting-minutes>
    - a) **Approval of the Minutes from March 8, 2018**
      1. Motion to approve minutes by Fine, St. John 2nd: **vote unanimous**
    - b) **Approval of Minutes from Special Meeting March 20, 2018**

1. Motion to approve minutes Galloway, St. John 2<sup>nd</sup>: **vote unanimous**

## VII. Discussion

### a) Subcommittee Organization

1. Chair Waites provided a list of subcommittee members
2. Member Larson provided a template draft for the subcommittees
  1. **Action item:** Members to review for May 16 meeting for Board vote
3. Members request a facilitated goals setting meeting
  1. **Motion** Member Cruz moved to set a special meeting to arrange goals of the Board, Larson 2<sup>nd</sup>: **vote unanimous**

### b) Policy 3-25

1. Asst City Atty Schmehl gave an overview.
2. Member Larson presented proposed changes (see attached)
3. Member Van Deventer proposed changes, will reduce to writing and give directly to Schmehl
  1. **Motion** to approve items 2 & 3 as recommendation from the Board by Larson, Fine 2<sup>nd</sup>: **vote unanimous**

### c) POB Legal Counsel.

1. Atty Baker addressed the Board and informed Board his firm would not request renewal of the contract.
  1. **Action Item:** Listing for legal services contract to be posted in New Mexico Bar Bulletin within 1 week.
2. Personnel subcommittee to vet applicants for full Board. Member Van Deventer to help personnel subcommittee with initial vetting
  1. **Motion.** Chair Waites Board to accept application for legal counsel with final date to apply May 11, 2018 at noon, 2<sup>nd</sup> Dr. Kass. **Vote for- Waites, St. John, Galloway, Kass, Cruz, Fine – against Larson, Van Deventer passes by majority**

### d) APD Exit Surveys.

1. Examples provided issues to be handled by Policy subcommittee. (see attachment)

VIII. **Consent Agenda Cases:** The CPOA's findings in each case listed on the consent agenda are reviewed and approved by the POB. The findings become part of the officer's file, if applicable. Copies of the full findings letters to the citizens are located at <http://www.cabq.gov/cpoa/findings-letters/civilian-complaints-pob-findings>.

### a) Administratively Closed Cases

028-16    072-16    116-16    084-17

|        |        |        |        |        |
|--------|--------|--------|--------|--------|
| 088-17 | 089-17 | 092-17 | 170-17 | 179-17 |
| 222-17 | 234-17 | 236-17 | 255-17 | 001-18 |
| 007-18 | 017-18 | 018-18 | 023-18 | 025-18 |
| 026-18 | 028-18 | 029-18 | 030-18 | 034-18 |
| 037-18 | 042-18 | 043-18 | 044-18 | 046-18 |
| 048-18 | 049-18 | 056-18 | 059-18 |        |
| 062-18 | 073-18 | 074-18 |        |        |

**For: Unanimous**

**b) Cases Investigated**

|        |        |        |        |        |
|--------|--------|--------|--------|--------|
| 245-15 | 162-17 | 175-17 | 182-17 | 187-17 |
| 225-17 | 232-17 | 261-17 | 264-17 | 021-18 |
| 027-18 | 038-18 |        |        |        |

**For: Cruz, Fine, Galloway, Kass, St. John, Waites, & Larson**  
**Against: Van Deventer**

**IX. Non-Concurrence Cases. None.**

**X. Serious Use of Force/Officer Involved Shooting Cases.**

**a) I-171-15**

1. Member Larson recommended the letter to Chief request a review of the shooting in accordance with policy for shooting at moving vehicles.
2. **Motion** - Member St. John moved to accept a finding of “not sustained” and incorporate Member Larson’s recommendation, Fine 2<sup>nd</sup>. **Vote: unanimous**

**XI. POB’s Review of Garrity Materials.**

- a) There were no additional *Garrity* materials to discuss.

**XII. Reports from Subcommittees**

**a) Community Outreach Subcommittee – Chantal Galloway**

1. Met on March 22, 2018
2. Next meeting April 24, 2018 at 2:00pm

**b) Policy and Procedure Review Subcommittee – William Kass –**

1. Met March 22, 2018
2. Member Larson presented a subcommittee guideline (see attached)
3. Next meeting April 19, 2018 at 5:00pm, ALCU invited guest

- c) **Case Review Subcommittee – Valerie St. John –**
  - 1. Met April 10, 2018
  - 2. Discussion case flow and intake (see attached)
- d) **Personnel Subcommittee – Eric Cruz-**
  - 1. Introduced procedures (see attached)
  - 2. Next meeting May 11, 2018 at 4:00pm

**XIII. Reports from City Staff**

- a) **APD –**
  - 1. Commander Sullivan reported on revamped use-of-force training for Citizen’s Police Academy.
  - 2. Commander Miller introduced self as new IA commander and presented monthly statistics from IA (see attached)
- b) **City Council**
  - 1. **Council Special Projects Analyst - Julian Moya** presented his report
- c) **City Attorney**
  - 1. **Asst. City Atty. - Jeramy Schmehl** presented his report
- d) **Community Policing Councils**
  - 1. **CPC Manager Chris Sylvan** presented his report
- e) **CPOA**
  - 1. **Executive Director Edward Harness** presented his report

**XIV. Other Business.**

- a) No other business

- XV. Adjournment – Motion to Adjourn by Member Cruz 2<sup>nd</sup> St. John. Vote: unanimous**  
The meeting adjourned at 8:43 p.m.

*Next Regularly scheduled POB meeting will be on May 16, 2018 at 5:00 p.m. in the Vincent E. Griego Chambers.*

APPROVED:

  
Leonard Waites, Chair

Civilian Police Oversight Agency  
*Chantal M. Galloway, Vice Chair*

CC: Julian Moya, City Council Staff  
Trina Gurule, Interim City Clerk  
Ken Sanchez, City Council President (via email)

5/16/2018  
Date

Minutes drafted and submitted by:  
Edward W. Harness, Executive Director

# Attachments

## Harness, Edward

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**From:** Schmehl, Jeramy  
**Sent:** Friday, April 13, 2018 2:46 AM  
**To:** Van Deventer, Chelsea  
**Cc:** Luna, Jolene J.  
**Subject:** Re: 3-52 comments for Jeramy

Thanks Chelsea. I really appreciate you getting these to me so quickly. Have a good weekend.

Sent from my iPhone

On Apr 13, 2018, at 2:38 AM, Van Deventer, Chelsea <[CVanDeventer.pob@cabq.gov](mailto:CVanDeventer.pob@cabq.gov)> wrote:

Hi Jeramy!

First, let me say that I apologize for any push back you got on your question regarding whether our recommendations were formal or not. I think that was a reasonable question and the reaction might have been due to some confusion about sequences of events and/or miscommunications. Second, I would have typed these up if I thought my comments may have been adopted, I wasn't expecting that. We have many cooks in the kitchen so I figured people we would only move through a discussion stage tonight. Anyway, here is a breakdown of the things I said. I will concede some of them are broad and that may not be incredibly helpful because of that, but I'm not going to elaborate, I'm merely going to reiterate what I provided tonight because it was what the Board approved:

3-52-2 B

Agree with Killebrew, better identify OPA and who OPA answers to and where it is derived from. Agree with Killebrew regarding replacing "community" and "stakeholder" throughout entire document with "public."

3-52-2 C

Definition of POB is not accurate in that it is not thorough. The definition should be taken directly from the enabling authority of the CASA and the enabling authority of the ordinance. For the CASA, refer to paragraph 241 which states that the POB "independent[ly] review of all citizen complaints, serious uses of force, and officer-involved shootings by APD. The agency shall also review and recommend changes to APD policy and monitor long-term trends in APD's use of force." Per the ordinance, the "POB may, in its discretion, recommend officer discipline from the Chart of Sanctions for investigations that result in sustained civilian police complaints; and may also recommend discipline based on any findings that result from review of internal affairs investigations of officer involved shootings and serious uses of force."

At minimum, strike "for improvements upon those policies." This is not accurate per ordinance— POB's policy making authority is more broad. Simple idea would be to adopt ordinance language of "provide policy guidance" absent reference to the aforementioned category of policies in this paragraph.

3-52-3 A, paragraphs 1-7

I felt that clarity could be improved here in what is the narrative version of the flow chart.

paragraph 8,

I concur with Jim's recommendation which is responsive to Mr. Killebrew's concern. Jim recommends striking the current paragraph and replacing it with: **The PPRB has the final authority to pass, table, or**

deny an internal policy proposal. The PPRB has the authority to review and make a recommendation to the Chief to pass or deny any policy proposal from the Police Oversight Board.

paragraph 10,

I generally agree with all of Mr. Killebrew's comments but especially this one. This paragraph just appears facially inaccurate, albeit not intentionally.

paragraph 11, in two parts:

part 1:

I would supplement what Jim has recommended which is this: A CASA related policy, once it has passed PPRB, **will be formally presented by APD at a POB full board meeting to the POB** for review and commentary **and stand for questions. The thirty-day review period is triggered by the formal presentation to the full board.**

part 2: (15 days)

Despite what we heard at the meeting this afternoon, I have heard at least one dissenting view from Dr. Kass who is not greatly concerned about this part. Others are very concerned and -- I suppose -- even upset. For my part, I dislike the 15 days situation because I think it is a subtle way of implying that POB review is merely a pro forma requirement. IMO it says, even if not intentionally, "send it to POB, once it's been in their possession for a handful of days, send it to the monitor. Who cares if they've had the time required to actually review and prepare comment." I believe the POB should be given its full allotted time--everyone else is, and for us not to get that time sends the wrong message. I understand, to a degree, your concern about the undesirable lag time dictated by our POB meeting schedule, but I think it is something this process should just decide to tolerate. On the other side of the POB's 30 days, the Chief gets 45 days. It seems hard to justify trying to cut our time, and only our time, short. At the same, time, I personally would be amenable to special meetings when appropriate to facilitate expediting this process. I'd be willing to bet some other board members would agree to do these on occasion also.

paragraph 13

Agree with Jim: The Chief of Police will have forty-five days (45) from the receipt of any policy recommendation **made directly to the Chief** from the ~~EPOA~~ **Police Oversight Board** to provide an indication that the recommendation will be incorporated into policy or an explanation of why the recommendation will not be followed.

paragraph 15

Agree with Jim: **The OPA subject matter experts will include the POB and CPOA in the policy development process creating a draft with revisions to the existing standard operating procedure as part of the packet for presentation to OPA.**



11. A CASA related policy, once it has passed PPRB, **will presented by APD at a POB meeting to the POB** for review and commentary **and stand for questions. The thirty-day review period will begin on the date APD makes the presentation to the POB.** Fifteen business days from being provided to POB, the policy will be presented to the Independent Monitor and Parties to the CASA for review and comment. The Independent Monitor and Parties will have fifteen business days to review and provide comments.

12. A resolution draft, considering comments by POB **from the thirty-day review**, the Parties and Independent Monitor will be prepared and presented to the Independent Monitor for approval. Once approved by the Independent Monitor the CASA related policy will be reviewed and approved by the Chief of Police for posting to Power DMS for review and signature by Department personnel.

13. The Chief of Police will have forty-five days (45) from the receipt of any policy recommendation **made directly to the Chief** from the ~~CPOA~~ **Police Oversight Board** to provide an indication that the recommendation will be incorporated into policy or an explanation of why the recommendation will not be followed.

~~15. A parallel function of the policy development process will allow for collaborative access to Department subject matter access by POB and CPOA.~~

15. **The OPA subject matter experts will include the POB and CPOA in the policy development process creating a draft with revisions to the existing standard operating procedure as part of the packet for presentation to OPA.**

Thanks,

Jim

Harness, Edward

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**From:** Larson, James A  
**Sent:** Wednesday, April 11, 2018 6:04 PM  
**To:** POB  
**Cc:** Harness, Edward

Hello,  
I am sharing my suggestions on the 3-52 policy document for discussion for tomorrow's meeting. This is an important document (not my comments but the APD policy) and DOJ, et al are awaiting our last input for consideration. Not intended for discussion or reply here but for the meeting.

~~8. The PPRB has the final authority to pass, table, or deny a policy proposal.~~

**8. The PPRB has the final authority to pass, table, or deny an internal policy proposal. The PPRB has the authority to review and make a recommendation to the Chief to pass or deny any policy proposal from the Police Oversight Board.**

CASA Paragraph 288.

The agency shall make recommendations to the Chief regarding APD policy and training. APD shall submit all changes to policy related to this Agreement (i.e., use of force, specialized units, crisis intervention, civilian complaints, supervision, discipline, and community engagement) to the agency for review, and the agency shall report any concerns it may have to the Chief regarding policy changes.

This paragraph has been one of continued debate for the last few years. To my information and belief, the Monitor, DOJ, and reluctantly, the former City Attorney agreed to an interpretation that "shall submit" means once the PPRB approves a revision to any CASA related policy, an APD representative will present that policy at a POB meeting.

The 30-day (or whatever the ultimately agreed upon time frame for POB review and comment) time line begins with the presentation. This will also allow for public comment on a new or revised policy.

Consistently in the past all policies are urgent and need to be rushed which has not afforded meaningful civilian oversight input at the full board level or public comment at the POB. My suggestion to the paragraph below may also consider the POB call a special meeting if there is a genuine urgent need to avoid extending the review and approval process.

## Exit Interview Procedures

### I. Summary

The City of Minneapolis is committed to the development and retention of employees. To support this commitment, the Human Resources Department has developed an Exit Interview process and survey.

In Human Resources terms, an exit interview is set of questions that are designed to elicit information from an employee who has decided to leave the organization. The exit interview can play an important part in understanding why employees choose to leave the organization.

The information received from each exit interview provides insight into the City's work environment and the factors that may lead to an employee's decision to leave the City. Trends can be identified that may lead to changes in employment practices and the work environment. The goals of any changes that are made will be designed to improve employee retention/reduce turnover.

### II. Exit Interview Process – Step By Step Procedures

The Human Resources Department has developed and utilizes a number of tools to conduct the exit interview. The exit interview can be conducted via a 1) Face-to-Face Interview, 2) Online Exit Interview that can be accessed via Survey Monkey.

The steps listed below should be followed:

- A. Once an employee provides notice that they are leaving (i.e. retiring, resigning, etc.) the City, the immediate supervisor should contact a member of their assigned Human Resources Generalist Team about the pending employee separation and request that the exit interview process be initiated. The supervisor should provide the employee's name, contact information and last date of employment.
- B. After the supervisor makes contact with Human Resources, a member of the Human Resources Generalist Team will contact the employee and ask them to participate in the exit interview process. If the employee agrees to participate, they will be provided with the option of participating in a face to face interview and/or be given the option to complete the online exit interview via Survey Monkey. (Note: Separating employees will need a link to access the online survey.)
- C. If an employee agrees to a face-to-face exit interview, they will also be asked to complete the online exit interview so data can be captured about the employee's experience working with the City. Capturing consistent data on a number of variables (i.e. work environment, salary, benefits, etc.) can provide valuable data that can be analyzed on a citywide basis or by individual City departments to identify trends on why people are leaving.
- D. For employees who are not contacted prior to their leaving the City, members of the Human Resources Generalist Team will send the former employee a notice requesting that they participate in the exit interview process albeit via the online survey and/or by completing a paper version of the survey and returning it in a postage paid return envelope. Former employees wanting to complete the online survey will need to contact Human Resources to get the link to the online survey. If the former employee wants to complete a paper survey, they can request that the form be mailed or emailed to them. Upon receiving the completed survey, Human Resources staff will input the data into the online survey.

### III. Exit Interview Guidelines

Guidelines for the Exit Interview:

A. Human Resources will attempt to conduct exit interviews for all employees who voluntarily separate from the City including employees leaving appointed positions. The exit interview can be done via: 1) Face-to-Face Interview, 2) Online Exit Interview and 3) Electronic Exit Interview form that can be mailed or emailed to the employee for completion.

B. Face-to-face interviews will be conducted by a member of the department's assigned Human Resources Generalist Team. This means that the employee's direct manager or immediate supervisor should not conduct the exit interview. Having an employee from Human Resources conduct the face-to-face exit interview may improve the employee's comfort level in providing direct and honest feedback. For employees not comfortable in participating in a face-to-face interview, online and paper and pencil options are also available as described above.

C. The exit interview is designed to solicit information from exiting employees about themselves, their department and management. Additionally, the interview will ask about satisfaction levels with different aspects of the organization that may have influenced their decision to leave the City.

D. Exit interviews are confidential and will be used by Human Resources to identify trends as to why people are leaving and which may lead to changes in employment practices designed to improve the City work environment and improve employee retention.

E. Request and verify that all company property (i.e. laptops, cell phones, etc.) and materials (Manual, Working Papers, etc.) have been returned.

## IV. Conducting the Face-To-Face Exit Interview - Human Resources Staff

A. Try and set up the interview at least one week before the employee's departure date.

B. Stress that the meeting is voluntary, informal and confidential. If the employee does not want to participate in a face-to-face interview, ask them to complete the online survey.

C. Before conducting a face-to-face exit interview, be sure the employee is provided with a data practices advisory.

D. Expect emotion and allow the employee to express their thoughts and feelings without interruption.

E. Listen and clarify any concerns. However, do not discuss how problems can be resolved.

F. Set the right tone. Be warm, receptive and interested in what the employee has to say. Listen. Don't insert personal comments, provide opinions or defend the City and its actions. Your role is to gather information and stay objective.

G. Before or after completing the face-to-face exit interview, ask the employee to complete the online survey.

H. Be sensitive to legal exposure in the areas of harassment or discrimination.

I. Thank employees for taking the time to share their thoughts with you.

## V. Job Comparison Questionnaire

A. At the request of the department, Human Resources can mail a "Job Comparison Questionnaire"

B. The Job Comparison Questionnaire

C. The information contained within a completed Job Comparison Questionnaire

## VI. Follow-up Steps

The Human Resources Department will periodically download the information captured in Survey Monkey to analyze the data that has been collected. Once the analysis is complete, Human Resources staff will develop one or more executive summaries; one for the entire City and others for individual departments.

These reports will provide summary information to individual City department management. The summary may include 1) Ratings on different variables such as the work environment, salary and benefits, quality of supervision, etc.; 2) Comments sorted by subject matter; and 3) Potential recommendations for improving the work environment and increasing employee retention. City departments will be asked to incorporate any recommendations in their business plans, as appropriate.

## VII. Related Documents

A. [Exit Interview Survey](#). (Note: To be completed by employees who *voluntarily* separate.)

B. [Exit Interview Survey \(Transfer Version\)](#).

C. [Exit Interview Cover Letter](#)

D. [Job Comparison Questionnaire](#)

Last updated Feb 6, 2018

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## **City of Minneapolis Exit Interview (Revised October 2017)**

### **Introduction and Data Practices Advisory**

The purpose of this survey is to gather information in an effort to identify issues and improve the City's employment practices and work environment which the City hopes will improve employee retention. The City is committed to providing a positive work environment for its employees.

Please complete each of the 23 questions contained in the survey, choosing the answer that best reflects your experiences and opinions. The survey should take approximately 10-15 minutes to complete.

By completing this survey you are being asked to supply private or confidential information about yourself. You are being asked to complete the survey to help the City understand what factors led to your decision to terminate your employment. Your responses will be placed into a database which will be analyzed for trends so the City may determine what actions, if any, can be taken to improve employee retention and reduce turnover.

Your participation in this survey is voluntary. There will be no adverse consequences should you decline to participate.

The following personnel may have access to the information you supply as part of the exit interview:

#### **A. Your Individual Responses**

1. Staff from the City of Minneapolis Human Resources Department. (**Note:** Under certain policies and regulations, Human Resources staff may be required to share information with certain administrators from your department who have a need to know. Examples would include alleged policy violations, illegal activity, etc.)
2. Persons or entities authorized by state or federal law.

#### **B. Summary Data Compiled from All or a Subset of Survey Respondents**

1. Staff from the City of Minneapolis Human Resources Department.
2. Appropriate supervisors and administrators from City departments.
3. Policy Makers including Elected Officials.
4. Persons or entities authorized by state or federal law.

By proceeding, you acknowledge that you have read and understand the information outlined above and agree to supply some or all of the information requested in the questions contained within the Exit Interview.

**Section I – Demographics - Please provide some personal information about yourself including job title, length of service with the City and the department you are leaving.**

1. Employee Name (Optional):

2. Job Title:

3. Last Date of Employment:

4. Gender (Optional):

Female

Male

5. Race/Ethnicity (If you are multi-racial, please select one race you most closely identify with (Optional)):

Asian or Pacific Islander

American Indian or Alaskan Native

Black

Hispanic

White

Two or More Races

6. Length of Service:

Under 2 years

2 but less than 5 years

5 but less than 9 years

10 but less than 15 years

Over 16 years

7. Most Recent Department:

911 (If you select this response go to question 11)

311 (If you select this response go to question 11)

Assessor (If you select this response go to question 11)

Attorney (If you select this response go to question 11)

City Clerk (If you select this response go to question 11)

City Coordinator (If you select this response go to question 11)

Civil Rights (If you select this response go to question 11)

Communications (If you select this response go to question 11)

Community Planning & Economic Development (If you select this response go to question 9)

Convention Center (If you select this response go to question 11)

Emergency Management (If you select this response go to question 11)

Finance & Property Services (If you select this response go to question 11)

Fire (If you select this response go to question 11)

Health & Family Support (If you select this response go to question 11)

Human Resources (If you select this response go to question 11)

Information Technology (IT) (If you select this response go to question 11)

Internal Audit (If you select this response go to question 11)

Neighborhood & Community Relations (If you select this response go to question 11)

Police (If you select this response go to question 11)

Public Works (If you select this response go to question 8)

Regulatory Services (If you select this response go to question 10)

8. If you are leaving the Department of Public Works, what division did you last work?

Administration

Fleet Services

Solid Waste and Recycling Services

Surface Water and Sewers

Traffic and Parking Services

Transportation Maintenance and Repair

Transportation, Planning and Engineering

Water Treatment and Distribution Services

9. If you are leaving the Department of Community Planning and Economic Development (CPED), what division/work unit did you last work?

- Administration and Operations
- Business Development
- Business Licensing
- Construction Code Services
- Development Review - Customer Service Center
- Employment and Training
- Land Use, Design, and Preservation
- Long-Range Planning (Includes Community Planning, Public Art and Research)
- Residential Finance
- Residential Real Estate Development
- Zoning Administration

10. If you are leaving the Department of Regulatory Services, what division/work unit did you last work?

- Administration and Community Engagement
- Animal Care and Control
- Code Compliance and Traffic Control
- Fire Inspection Services
- Housing Inspection Services
- Operations

**Section II - Satisfaction - Please comment on how satisfied you were with various aspects of your job.**

11. Physical Work Environment – Please rate your level of satisfaction with the following characteristics of the physical work environment. Also, indicate if the characteristic was a factor in your decision to leave the City of Minneapolis.

❖ Office/Work station

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Staff facilities (lunch room, restroom, etc.)

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Work Location (City Hall, Public Service Center, Precinct, Fire Station, Public Works Building, etc.)

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

12. Training and Development - Using the rating scale below, how would you rate the following six items? Also indicate if the item was a factor in your decision to leave the City.

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ On the job training

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Management support for career development

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Recognition for achievements

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Performance evaluations

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Opportunities for advancement in the Department you are leaving



1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Opportunities for advancement in the City**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

13. **Most Recent Position - Please rate your level of satisfaction with your last position. In addition, please indicate if this was a factor in your decision to leave the City of Minneapolis.**

❖ **Understanding of my role and responsibilities in the department**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Variety of work required in the job**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Work Schedule (Hours of Work)**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Ability to provide input into issues that affected my job**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

14. **Most Recent Department - Please rate your level of satisfaction with the following characteristics of the department where you last worked. In addition, indicate if the item was a factor in your decision to leave the City of Minneapolis.**

❖ **Communication of department goals**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Communication of department policies and procedures**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Communication of decisions affecting you and your job**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Management commitment to diversity**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Treatment from coworkers**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Level of cooperation and teamwork *within* the department**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Level of cooperation and teamwork with *other* departments**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ **Policy Compliance – Management Adherence to the Ethics in Government Code**

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

15. Immediate Supervisor – Please rate your level of satisfaction with your immediate supervisor on the various items included in this section. In addition, indicate if the item was a factor in your decision to leave the City of Minneapolis.

❖ Demonstrated fair and equal treatment

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Addressed complaints and/or concerns

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Welcomed suggestions

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Gave clear instructions

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Fostered a productive work environment

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Provided frequent feedback on job performance

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Consistently applied policies and procedures

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

❖ Made good use of your skills/abilities

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure:

Please provide the name of your supervisor:

16. Performance Reviews - When was your last performance review?

- Less than 1 year ago
- 1-2 years ago
- Over 2 years ago
- Never

17. Salary & Benefits (Total Compensation) - On a scale of 1 to 4, how would you rate the following? Also indicate if the item was a factor in your decision to leave the City of Minneapolis.

❖ Salary

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Health Insurance

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Dental Insurance

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Wellness Programs

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

❖ Retirement Benefits

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

**Section III – Employee Retention Strategies - The next questions focus on employee retention and will help the City understand what strategies it may take to retain its most valuable resource; its employees.**

18. Please identify up to the top three reasons you are leaving the City of Minneapolis:

- Different position
- Excessive workload
- Family circumstances
- Health reasons
- Lack of recognition
- Lack of training opportunities
- Promotional opportunities
- Relocation
- Retirement
- Salary/Wage
- Supervisor
- Work location
- Work schedule (shifts)
- Work/Life balance
- Workplace culture and values
- Other (please specify)

19. What is your primary reason for leaving the City of Minneapolis?

20. What could have been done to keep you from leaving the City of Minneapolis?

21. If accepting a position with a different employer, what does the new job offer you that your job at the City of Minneapolis does not?

**Section IV - Final Comments – To complete the exit interview; please answer the last four questions.**

22. Would you work for the City of Minneapolis again in the future?

Yes  No

23. Would you recommend employment with the City of Minneapolis to a friend or relative?

Yes  No

24. Overall Work Experience - On a scale of 1 to 4, how would you rate your overall experience working for the City of Minneapolis? Also indicate if the item was a factor in your decision to leave the City.

1 - Very Dissatisfied  2 - Somewhat Dissatisfied  3 - Somewhat Satisfied  4 - Very Satisfied  Check if this is a factor in your departure

25. Closing Question – Do you have any additional information you are willing to share with us?

**Conclusion** - Thank you for your time and consideration. Your responses are important and will assist the City of Minneapolis in improving employment practices and the work environment.

## City & County of Denver STOP Survey Strategic Programs, Inc.

| No Answer/<br>Does not apply | Strongly<br>Disagree | Disagree | Somewhat Agree /<br>Somewhat Disagree | Agree | Strongly Agree |
|------------------------------|----------------------|----------|---------------------------------------|-------|----------------|
| N                            | 1                    | 2        | 3                                     | 4     | 5              |

**Orientation** (Answer if you've been with the company less than one year) (SP Note: Tenure Groupings report group)

|   |
|---|
| 1. I was made to feel welcome as a new employee   |
| 2. My orientation provided the information I needed to be successful  |
| 3. Policies and procedures unique to my department were thoroughly explained                                |
| 4. The information covered in Field Training/Job Training adequately prepared me to do my job               |
| 5. The Field Training Leader/Job Trainer presented information in a way that was easy to understand         |
| 6. The reality of my job matched the expectations I had when I was hired                                    |
| 7. If you answered 3 or below to the previous question, please explain what was different than you expected |

### Team, Culture & Climate

|   |
|---|
| 8. I was proud to work for the City & County of Denver  |
| 9. I was proud to work for my agency <i>EI*</i>   |
| 10. Employees were treated fairly (regardless of their race, gender, age, sexual orientation, etc.) |
| 11. I liked working with my coworkers   |
| 12. I felt valued as an employee  |
| 13. I would recommend my agency as a good place to work <i>EI*</i>                                  |
| 14. Overall, I was satisfied working at my agency <i>EI*</i>  |
| 15. I understood how the work I did related to the overall goals and priorities of the City         |
| 16. I understood how the work I did related to the overall goals and priorities of my agency        |
| 17. The work I did was aligned with my personal goals and interests                                 |

### Job Satisfaction

|  |
|--|
| 18. I liked the type of work I did   |
| 19. I was motivated to go beyond what was normally expected of me to help my agency be successful <i>EI*</i> |
| 20. My work gave me a sense of personal accomplishment <i>EI*</i>  |
| 21. I was appropriately involved in decisions that affected my work  |
| 22. My workload allowed me to maintain a good work/life balance  |

### Immediate Supervisor (Refers to direct supervisor)

|  |
|--|
| 23. My supervisor clearly communicated expectations for my performance |
| 24. My supervisor gave me useful feedback on my performance            |
| 25. My supervisor was effective in resolving issues                    |
| 26. My supervisor treated me respectfully                              |
| 27. My supervisor held my peers and me to the same work standards      |
| 28. My supervisor held people accountable for doing quality work       |

### Senior Leadership (Refers to Executive Leadership Team)

|   |
|---|
| 29. Senior Leadership communicated a clear vision and plan for my agency's future |
| 30. Senior Leadership followed through on commitments                             |
| 31. Senior Leadership was effective in solving key organizational issues          |

**STOP Model**

- 32. Senior Leadership provided strong and consistent leadership
- 33. Senior Leadership was sincerely interested in my well-being

**Communication**

- 34. Communication tools (i.e. newsletters, bulletin boards, emails, company website) were useful
- 35. I trusted the information I received from my agency
- 36. I received important organization information in a timely manner
- 37. My ideas and suggestions were given consideration
- 38. Communication between divisions was effective
- 39. I was expected to speak up about any agency practices and policies that were ethically questionable
- 40. I did not fear retaliation when expressing my opinions
- 41. How could the Sheriff Department better communicate with employees?

**Service & Quality**

- 42. Customer satisfaction was a top priority at my agency
- 43. My coworkers were committed to delivering high quality work
- 44. Employees were encouraged to share ideas for improving service and quality

**Resource Management**

- 45. The amount of work I was expected to do was realistic
- 46. I had the resources and equipment I needed to be successful at my job
- 47. My agency did a good job of recruiting quality people

**Training & Career Development**

- 48. I had the opportunity for professional development at my organization.
- 49. I had someone at work who encouraged my professional development
- 50. In my division, the most qualified individuals were promoted
- 51. I received adequate training to be successful at my job

**Policies & Procedures**

- 52. Sheriff Department policies and procedures affecting my job were reasonable
- 53. Policies and procedures were administered fairly
- 54. Which policies and procedures made your job more difficult?

**Compensation**

- 55. I was paid fairly for the work I did
- 56. My compensation was competitive with similar organizations

**Benefits (Answer only if you received benefits from the organization)**

- 57. Overall, the benefit package met my needs
- 58. My benefits were competitive with similar organizations

**Rehire Potential**

- 59. I would consider returning to the City & County of Denver
- 60. I would consider returning to the same agency
- 61. I would consider returning to the same supervisor
- 62. What would it take for you to return to the City & County of Denver?

STOP Model

63. If you responded with a 3 or above to any of the Rehire Potential questions, the City & County of Denver is interested in receiving your information. All your other answers to this survey remain confidential. Do you give permission for us to share your name, contact information, and comments from the Rehire Potential section with the City & County of Denver regarding future potential employment?  Yes  No

**Exit Factors**

64. Please rate the following factors in terms of how much impact they had on your decision to leave your agency. Please skip this question if you left for involuntary reasons.

| No Answer/<br>Does Not Apply        | No<br>Impact               | Some<br>Impact             | Strong<br>Impact           | Main Reason for<br>Leaving                            |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---|
| N                                   | 1                          | 2                          | 3                          | 4   |
| A. Compensation/pay                 | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| B. Benefits                         | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| C. Supervision                      | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| D. Senior Leadership                | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| E. Job duties                       | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| F. Career development opportunities | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| G. Schedule                         | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| H. Workload                         | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| I. Work environment                 | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| J. Communication                    | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| K. Job security                     | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| L. Expectations vs. Reality         | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |
| M. Personal Reason                  | N <input type="checkbox"/> | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> 4 <input type="checkbox"/> |

Comments (Your responses in the following open-ended comment section will remain confidential, meaning that your name will not be associated with each comment; however, any identifiable information included in your comments will be reported as entered)

65. What were your most important reasons for leaving your agency?

66. What could your agency have done to prevent you from leaving?

67. What was the best thing about working for your agency?

68. Are you a sworn officer?  Yes  No [REDACTED]

69. Are you leaving the Sheriff Department to work for another law enforcement agency?  Yes  No [REDACTED]

70. Do you know of any compliance or integrity issues that have not been addressed with your agency (e.g., improper, unethical or unlawful behavior)? If yes, please explain.

71. (Answer only if you responded to the previous question) The City & County of Denver takes these issues seriously and would like to be made aware of them. We will be forwarding this issue/s to the City & County of Denver. As much information as you can share will be most helpful (i.e., department, location, job titles, etc). All your other answers to this survey remain confidential. Do you give permission to identify your name with this

**STOP Model**

specific comment? If yes, this will give the City & County of Denver an opportunity to follow up and you may be contacted for more information.  Yes  No

72. Is there anything else you would like to add?

## EXIT INTERVIEW QUESTIONNAIRE

|                    |  |
|--------------------|--|
| NAME:              |  |
| JOB TITLE:         |  |
| EMPLOYMENT DATES:  |  |
| DATE OF INTERVIEW: |  |
| DEPARTMENT:        |  |
| DIVISION:          |  |
| RESIGNATION DATE:  |  |

EXIT INTERVIEW





**Do you feel your supervisor:**

Understood and communicated policies and practices?

Always       Usually       Sometimes       Never

Followed policies and procedures?

Always       Usually       Sometimes       Never

Demonstrated fair treatment?

Always       Usually       Sometimes       Never

Provided recognition?

Always       Usually       Sometimes       Never

Encouraged cooperation?

Always       Usually       Sometimes       Never

Resolved complaints and problems?

Always       Usually       Sometimes       Never

Understood the work process?

Always       Usually       Sometimes       Never

Had support of management?

Always       Usually       Sometimes       Never

Please rate the following regarding your position at the City of Aurora:

**CAREER/PROMOTIONAL OPPORTUNITY:** The opportunity for you to use your educational background, skills and abilities toward advancement.

Excellent       Good       Fair       Poor

**CAREER DEVELOPMENT:** The opportunity to receive training for the position you hold and toward promotional opportunities which you would have liked to advance.

Excellent       Good       Fair       Poor

**GENERAL POLICIES AND PROCEDURES:** The rules, regulations, and guidelines of the City and your department which govern you and your position.

Excellent       Good       Fair       Poor

**DEPARTMENTAL ORGANIZATION/WORKLOAD DISTRIBUTION:** The planning and distribution of work and the use of employees in your department, division and unit.

Excellent       Good       Fair       Poor

**WORKING ENVIRONMENT:** The working conditions and physical surroundings you encountered in your position.

Excellent       Good       Fair       Poor

**RELATIONSHIP WITH CO-WORKERS:** Working relationships with your fellow employees.

Excellent       Good       Fair       Poor

**RELATIONSHIP WITH SUPERVISOR:** The instruction, guidance, and management you received from your supervisor.

Excellent       Good       Fair       Poor

**BENEFITS:** The benefits provided to you by the city, including life, health, and dental insurance; vacation, holiday, and sick leave policy; retirement program; etc.

Excellent       Good       Fair       Poor

**PERFORMANCE STANDARDS:** The establishment of fair performance standards for your job.

Excellent       Good       Fair       Poor

**JOB DUTIES:** Clear definition of job duties and responsibilities.

Excellent       Good       Fair       Poor

MORALE: The morale among employees.

Excellent       Good       Fair       Poor

COMMUNICATION: The method and frequency of communication provided by the organization.

Excellent       Good       Fair       Poor

How would you rank your overall experience as an employee with the City of Aurora?

Excellent       Good       Fair       Poor

**Additional Comments:**

## EXIT INTERVIEW QUESTIONNAIRE

---

Could we have done anything that might have influenced you to stay on the job? Please explain: \_\_\_\_\_

If taking another job, what has your new employment offered you that is more satisfying than your job at the City of Aurora? \_\_\_\_\_

Are there any issues or concerns that you feel have not been addressed or resolved? \_\_\_\_\_

How would you describe the communication within your work group? \_\_\_\_\_

How would you describe the general morale in your work group? \_\_\_\_\_

Do you have any suggestions for improving communication within the City? Your work group? \_\_\_\_\_

Knowing what you know now, if you were to apply for a job with the City would you want to:

- |                               |                              |                             |
|-------------------------------|------------------------------|-----------------------------|
| Work in the same job?         | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Work in the same department?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Work for the same supervisor? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

Please explain: \_\_\_\_\_

Would you recommend the City as an employer to a friend looking for a job? Please explain: \_\_\_\_\_

How would you rate your overall experience with the City of Aurora? \_\_\_\_\_

Overall, what is your opinion of the city administration? \_\_\_\_\_

What improvements could the City of Aurora make as an employer? \_\_\_\_\_

Additional Comments: \_\_\_\_\_

# Policy ATTACHMENT

## I. Purpose

The Policy and Procedures subcommittee is appointed and charged with establishing a long-term planning process through which it identifies major problems, trends, to evaluate the efficacy of existing law enforcement practices in dealing with the same and establishes a program of resulting policy suggestions and studies each year; recommend polices relating to training, programs and procedures or other matters relating to APD; review all proposed policy and operating procedure changes proposed by APD.

The Subcommittee engages only in fact-finding and making policy recommendations for final actions by the Police Oversight Board (POB). The Subcommittee is not subject to the Open Meetings Act and may establish its own procedures for conducting meetings.

## II. Membership

The Subcommittee shall consist of no more than one less than a quorum of the POB. The members of the Subcommittee must be members of the POB shall be appointed by the POB Chair subject to the approval of the POB. The Subcommittee will select a Chair to serve a 12-month term and is eligible to succeed themselves for one additional term.

## III. 2013 Priorities

The Subcommittee will develop and document annual priorities and coordinate anticipated resources needed to accomplish their duties with the CPOA Director.

## IV. Meetings

The Subcommittee will establish its own meeting schedules as required to perform assigned responsibilities.

The Committee shall maintain a concise but accurate statement of a description of the subject of discussions, but not a verbatim account of who said what, by the subcommittee even if no actions are recommended.

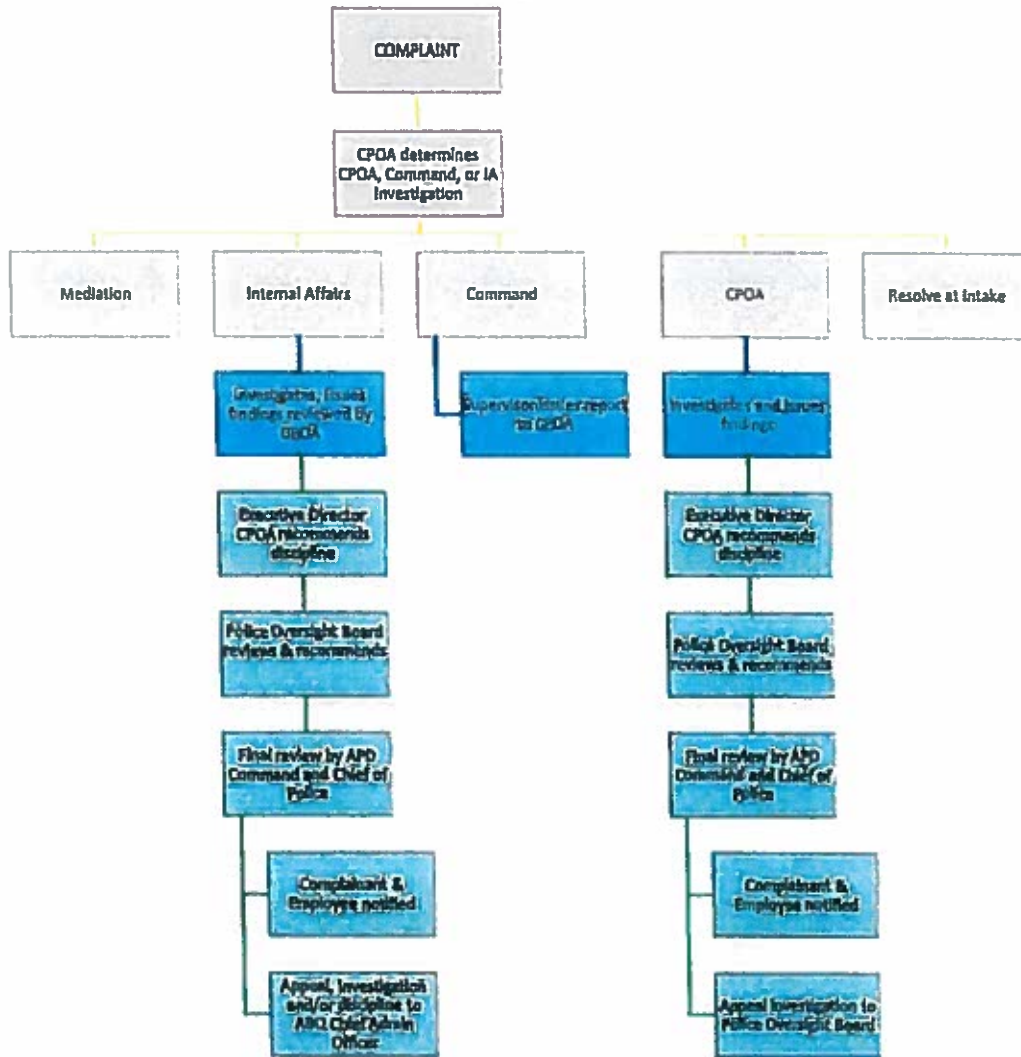
The Subcommittee will report to the POB at all regularly scheduled meetings.

## V. Time Commitment

The Subcommittee may outline anticipated time commitments from each member.

As of 4/12/2018

# CRC ATTACHMENT





## INTAKE CRITERIA

| Resolve at Intake   | Resolve at Command   | Mediation  | Internal Affairs  | CPOA   |
|---|--|--|---|--|
| <ul style="list-style-type: none"> <li>• Investigator verifies completed reports are ready &amp; does not constitute misconduct by employee</li> <li>• Investigator cannot minimally substantiate allegations</li> <li>• Complainant refuses to cooperate</li> <li>• Complainant requests withdrawal</li> <li>• Not APD employee</li> </ul> | <ul style="list-style-type: none"> <li>• Complainant request only counseling &amp; does not involve personnel misconduct</li> <li>• Driving complaint (minor)</li> </ul> | <ul style="list-style-type: none"> <li>• Interaction w/officer</li> <li>• Investigation or report documentation (usually vehicle crash)</li> <li>• Other complaints deemed appropriate by E.D. CPOA</li> </ul> | <ul style="list-style-type: none"> <li>• Allegation criminal in nature</li> </ul> | <ul style="list-style-type: none"> <li>• All others</li> </ul> |

## INVESTIGATION PROCESS

1. **Complaint received by CPOA**
  - a. Next business day assign an intake number
  - b. Enter on In-take tracking sheet (available on the X-drive)
  - c. Assign to Investigator
2. **Investigator review process**
  - a. Review in accordance with Intake criteria
  - b. Within 7 business days complete review process
    - i. Resolve at intake
      1. Document steps taken to resolve
      2. If necessary, admin close within 90 of receipt
      3. Turn case file into E.D.
    - ii. Resolve at command
      1. Refer to command
      2. request report from command within 14 days
      3. Turn complaint and response into E.D.
    - iii. Mediation (pending)
      1. Notify citizen
      2. Notify involved employee
      3. Refer to City ADR
      4. Report results to E.D.
    - iv. Internal Affairs
      1. Activate case in laPro
      2. Draft cover memo
      3. Document forwarding file in laPro
      4. Transfer file to IA
3. **CPOA Investigation**
  - a. Activate case in laPro
  - b. Create file on X-drive
  - c. Conduct investigation(all case work uploaded to case file as completed)
  - d. Complete investigation within 90 or 120 with documented approved extension
  - e. Turn case into E.D.

## Personnel Subcommittee Operating Procedure Current as of April 12, 2018

### 1.0 Purpose

This document serves as continuity and guidance for conducting annual evaluations for the Director of the Civilian Police Oversight Agency by the Police Oversight Board.

### 2.0 Director Duties

For the contract period of Oct 17, 2015 to Oct 17, 2018, the duties of Director are as follows:

1. Manage the office and generally supervise CPOA staff in accordance with applicable laws, rules, and regulations;
2. Assure that the CPOA staff and administration carries out its responsibilities pursuant to the Ordinance;
3. Independently investigate, or cause to be investigated, all civilian police complaints and prepare findings and recommendations for review by the POB. If such investigations are assigned to staff or an outside investigator, the Director shall oversee, monitor and review all such investigations and findings for each;
4. Receive all reports of serious use of force and officer-involved shootings, review these materials and assign them for investigation or review to those on the investigative staff;
5. Oversee, monitor, and review all investigations or reviews of serious use of force and officer-involved shootings, and make findings for each;
6. Report on general trends and issues within the Albuquerque Police Department;
7. Provide staffing to the Police Oversight Board and ensure that the duties and responsibilities of the CPOA are executed in an efficient manner, and manage the day to day operations of the CPOA;
8. Maintain and compile all information necessary to satisfy the CPOA's semi-annual written reporting requirements;
9. Play an active public role in the community, and whenever possible, provide appropriate outreach to the community, publicize the civilian complaint process, and identify locations within the community that are suitable for civilians to file complaints in a non-police environment;
10. Report directly to the POB and lead the Administrative Office; independently investigate or supervise all investigations of civilian complaints, audit all IA investigations or complaints, recommend and participate in mediation of certain complaints, and supervise all CPOA staff;
11. Ensure the CPOA meets all obligations under the settlement agreement between the City and the U.S. Department of Justice reached in United States v. City of Albuquerque, No. 14-125 RB/KK;
12. Perform any other duties expressed or implied within the Ordinance.

### 3.0 Timelines

| Month | City Council Action | Personnel Comm. Action                        | POB Action   |
|-------|---------------------|---|--|
| Jan   |                     | Submit results of Director evaluation to POB. | Review results of Director evaluation with Director. |

|     |  |   |   |
|-----|--|---|---|
|     |  | Brief any changes/updates to Personnel committee Operating Procedures to POB.   |   |
| Apr | Provide POB with Social Goals meeting information.                                       |   |   |
| May |  | <p>On final year of contract, hold Personnel committee meeting to draft and approve letter to Council supporting/not supporting Director.</p> <p>Provide supporting documentation (e.g., evaluation results) as attachment to this letter.</p> <p>Encourage POB to speak to their Councilors on Director performance.</p> | <p>POB Chair attends Social Goals meeting.</p> <p>On final year of contract, Submit letter to Council supporting/not supporting Director. Coordinate with POB legal counsel as necessary.</p> |
| Jun | Present POB letter supporting/not supporting Director. Set to vote next regular meeting. |   |   |
| Jul | <p><del>-Council break-</del></p> <p>Inform POB of tentative vote on Director.</p>       |   |   |
| Aug | Council votes on Director.   | Inform CPOA staff of payment needed to submit Director evaluation via Survey Monkey.  | POB Chair attends City Council vote on Director.  |
| Oct | Contract renewal or termination.   |   |   |
| Nov |  | Submit annual Director evaluation to stakeholders.  |   |

|     |  |  |  |
|-----|--|--|--|
| Dec |  | <p>Hold Personnel committee meeting to review results of annual Director evaluation.</p> <p>Compile Director evaluation results to present to POB.</p> <p>Review this document annually and make changes/updates as necessary.</p> |  |
|-----|--|--|--|

**4.0 Director Evaluation**

The rating scale for the CPOA Director evaluation will be 1 to 5, 1 being lowest and 5 being highest. Each question will have text entries to elaborate. Three text-only entries (unscored) will also be available. Three questionnaires will be submitted: one for POB, one for CPOA personnel, and one for all others the POB seeks input from. Input from CPOA and POB will be used in scoring. Input from other stakeholders will be used to inform the POB and not for scoring.

**4.1 POB-specific questions**

Below are POB-specific questions that will be submitted to the POB only. Ensure that the Open Meetings Act is not violated when submitting the survey. Consult with POB legal counsel with any questions.

Score from 1 to 5:

1. Contributions towards the purpose of the POB [insert purpose]
2. Quality of policy recommendations made to the POB
3. Quality of investigations provided to the POB
4. Quality of community outreach strategy and execution in the CPOA
5. Quality of data analysis strategy and its execution in the CPOA
6. Level of transparency to the community and POB
7. Quality of training and training opportunities made available to the POB
8. Quality of reporting made on behalf of the POB and CPOA
9. Quality of collaboration and professional relationship
10. Quality of communication to POB
11. Quality of communication on behalf of POB to outside entities
12. Ability to maintain confidentiality

Text only entries (unscored):

13. What are the current Director's positive attributes?
14. What can the current Director improve on?
15. Is there anything the POB should know about the current Director?

**4.2 CPOA-specific questions**

Below are CPOA staff-specific questions that will be submitted to CPOA staff only. Ensure that the Open Meetings Act is not violated when submitting the survey. Consult with POB legal counsel with any questions.

Score from 1 to 5:

1. Contributions towards the purpose of the CPOA
2. Quality of training and training opportunities made available to the CPOA
3. Level of transparency to the community and CPOA

4. Level of fairness
5. Level of objectivity
6. Ability to maintain confidentiality
7. Quality of communication to CPOA
8. Quality of communication on behalf of CPOA to outside entities

Text only entries (unscored):

9. What are the current Director's positive attributes?
10. What can the current Director improve on?
11. Is there anything the POB should know about the current Director?

#### 4.3 Other stakeholder-specific questions

Below are other stakeholder-specific questions that will be submitted to non-POB and non-CPOA individuals only. Ensure that the Open Meetings Act is not violated when submitting survey to the POB. Consult with POB legal counsel with any questions. Input from other stakeholders will be used to inform the POB and not for scoring.

Score from 1 to 5:

1. Contributions towards the purpose of the POB [insert purpose]
2. Level of fairness
3. Level of objectivity
4. Ability to maintain confidentiality
5. Quality of communication to you or your organization
6. Quality of communication on behalf of CPOA to you or your organization
7. Level of transparency to the community
8. Quality of collaboration and professional relationships

Text only entries (unscored):

9. What are the current Director's positive attributes?
10. What can the current Director improve on?
11. Is there anything the POB should know about the current Director?

#### 4.4 Scoring Methodology

The table below breaks out the data collected from the Director evaluation. The Personnel committee will organize the raw data into seven (7) sets to present to the POB: (a) POB individual average, (b) POB average, (c) POB unscored comments, (d) CPOA individual average, (e) CPOA average, (f) CPOA unscored comments, and (g) other stakeholder unscored data.

| Data              | Action   |
|-------------------|--|
| POB scored data   | <p>POB individual average = <math>\frac{\text{Individual score sum}}{\text{number of questions answered}}</math></p> <p>POB average = <math>\frac{\text{sum of individual averages}}{\text{Number of POB members who submitted evaluation}}</math></p> |
| POB unscored data | <p>Text-only entries are submitted in final report to POB.</p> <p>Use text-only entries to generate POB letter supporting/not supporting Director.</p>   |

|                                 |  |
|---------------------------------|--|
| CPOA scored data                | $\text{CPOA individual average} = \frac{\text{individual score sum}}{\text{number of questions answered}}$ $\text{CPOA average} = \frac{\text{sum of individual averages}}{\text{Number of POB members who submitted evaluation}}$ |
| CPOA unscored data              | <p>Text-only entries are submitted in final report to POB.</p> <p>Use text-only entries to generate POB letter supporting/not supporting Director.</p>   |
| Other stakeholder unscored data | Text-only entries are submitted in final report to POB.  |

**5.0 Employment Agreement**  
This section is reserved.

**6.0 City Council Package**  
POB must submit letter supporting/not supporting Director to City Council. This letter will be drafted by the Personnel Committee, and formalized/signed by the POB. Results of the previous Director evaluation will be attached to this letter.

**7.0 Operating Procedure Annual Review**  
The Personnel Committee will review and amend this operating procedure annually as identified in Section 3.0. All changes and updates will be briefed to the POB at the following POB meeting.

**8.0 Points of Contact**

| Name           | Title                 | Phone        | Email                |
|----------------|-----------------------|--------------|----------------------|
| Eric Cruz      | Personnel Comm. Chair | n/a          | ecruz.pob@cabq.gov   |
| Joanne Fine    | Personnel Comm.       | n/a          | jfine.pob@cabq.gov   |
| Leonard Waites | Personnel Comm.       | n/a          | lwaites.pob@cabq.gov |
| Stephanie Yara | City Council Finance  | 505-768-3302 |                      |
| Julian Moya    | City Council Rep.     |              |                      |
| Mary Scott     | CABQ HR               |              |                      |

IA Attachment

**POLICE OVERSIGHT BOARD**  
**INTERNAL AFFAIRS**  
**STATISTICAL DATA FOR THE MONTH OF MARCH 2018**

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**APD 911 Communications Center**

**Dispatched calls for Service for MARCH 2018: 45,231 (increase from FEBRUARY (3,247))**

**INTERNAL CASES FOR THE MONTH OF MARCH 2018**

**I's**

**Total Internal Cases Completed the Month of MARCH: 4**

**Comprised of:**

- **4-Internal Affairs Investigations**
- **0-Area Command Investigated case**

**Internal Cases Administratively Closed: 1**

**Internal Cases Mediated: 0**

**Discipline imposed for Internal Cases/ MARCH 2018:**

**2: Verbal Reprimand- Conduct, Procedure**

**1: Suspension (40 hours) –Rules of conduct, tattoos and body art standards, courtroom attire and securing weapons**

**EIRS FOR MARCH 2018: 27 alerts distributed**

**Pending IA Cases for the Month of MARCH 2018: 28**

**IA/IAC Cases opened in the month of MARCH 2018: 0**

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