

# Charlottesville Police Civilian Review Board

August 13, 2020

6:30 p.m.

## Meeting Agenda

<https://www.charlottesville.gov/zoom>

- I. Call to Order (*James Watson, Chair*)
- II. Agenda Approval
- III. Adoption of Minutes
- IV. Discussion with Virginia Legislative Black Caucus Members
  - Delegate Lamont Bagby, Henrico, VA
  - Delegate Don Scott, Portsmouth, VA
  - Adele McClure, Executive Director, VA Legislative Black Caucus
- V. Comments by the Public (4 Speakers - *3 minutes each*)
- VI. New Business:
  - a. Status of Board Moving Forward
  - b. Obtaining Documents from the Charlottesville Police Department
  - c. Hiring Independent Counsel to Represent the PCRB
  - d. Website Improvements
  - e. PCRB Executive Director Position
    1. Comments by the Public on E.D. position (5 Speakers - *3 minutes each*)
- VII. Other Business
  - a. Comments by the Public (5 Speakers - *3 minutes each*)
- VIII. Adjournment
  - Next meeting: September 10

*Individuals with disabilities who require assistance or special arrangements to participate in the public meeting may call the ADA Coordinator at (434) 970-3182 or submit a request via email to [ada@charlottesville.gov](mailto:ada@charlottesville.gov). The City of Charlottesville requests that you provide a 48 hour notice so that proper arrangements may be made.*

*Remote participation supported for the duration of the City Manager's Declaration of Emergency issued March 12, 2020.*

**CHARLOTTESVILLE POLICE CIVILIAN REVIEW BOARD**  
**MINUTES**

Date: July 7, 2020

Scheduled Time: 5:00 p.m. – 7:00 p.m.

Location: Virtual/Electronic Meeting

Board Members Attending: Nancy Carpenter, Dorenda Johnson, William Mendez, James Watson, Stuart Evans, and Deirdre Gilmore (arrived to meeting at approximately 5:20 p.m.)

Staff: Brian Wheeler and Maxicelia Robinson

Guests: City Manager Dr. Tarron Richardson, Mayor Nikuyah Walker, City Attorney John Blair, Chief of Police RaShall Brackney

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Chair James Watson started the meeting at 5:07 p.m.

**Approval of Minutes** – Chair Watson asked if anyone had any suggested changes to the minutes; no members raised any concerns about the minutes. Chair Watson indicated that the minutes for the June 29, 2020 will be considered approved.

**Member Welcome and Introductions** – Nancy Carpenter spoke about the need for real oversight related to the procedures law enforcement use as well as the need for a reliable venue where individuals can file complaints about law enforcement. Bill Mendez moved to Charlottesville about three years ago, based on his background as a data scientist he thinks analysis of policing data can help improve policing. Dorenda Johnson has two grown sons, not a day goes by that she is not worried about what might happen if they are stopped by the police; she hopes CPD and CRB can build a relationship that will be positive for the community. Stuart Evans is a former attorney, but has worked for organizations that conduct neutral investigations and recognizes the need for oversight in the community. Chair Watson came to Charlottesville as a UVA student, he wants to bring people together and believes that simple human decency is all that it takes to do so; Chair Watson also praised the Initial CRB for all of its hard work that likely saved the City thousands of dollars. Diedre Gilmore has lived in Charlottesville all of her, she is currently a healthcare professional, and she believes in treating people the way you want to be treated. Ms. Gilmore spoke about her past experiences and her family’s experience with the police.

**OLD BUSINESS:**

**Executive Director Job Description** – Chair Watson summarized the status of the Executive Director job description. Chair Watson then turned discussion over to Mr. Mendez for him to lead discussion. Mr. Mendez shared his thoughts, including areas where he believes the job description falls short – including independence within the City hierarchy. Ms. Carpenter questioned why the

Board should wait on any changes to the area of CRBs that might have happened during the General Assembly's special session in August 2020. Chair Watson encouraged that any job description include flexibility in the description based on any legal changes that might come from the General Assembly. Mr. Mendez discussed the shortcomings he viewed with the current iteration of the Executive Director's job description. Dr. Richardson expressed his desire and willingness to work with the Board on the description. Vice-Chair Evans asked Dr. Richardson and City Council members about the interplay of Board's request for the initial ordinance/bylaws and potential changes from the General Assembly special session. Mr. Blair suggested that Dr. Richardson could work with the Board to put out a job description but add extra time to the search so that the job description could be changed while it is still posted. Board members and Mr. Blair continued discussing the interplay of the General Assembly's special session and potential changes to the Executive Director role. Chair Watson invited Dr. Richardson to share his opinion. Dr. Richardson stated the City can continue to work on the job description together with the Board. Dr. Richardson noted that a body of the job description can be created and any necessary changes can be made in the future based on need. In response to a question from Ms. Carpenter, Dr. Richardson stated that a finalized version of the job description would be brought back to the Board for a vote. Mr. Evans suggested that Mr. Mendez can be more directly involved in working with the City to finalize a job description; Mr. Mendez offered to volunteer. Ms. Carpenter noted that any committee working with the City on the job description should be representative of the Board as a whole. Mr. Watson encouraged other volunteers to be involved in the process. Chair Watson and Ms. Carpenter continued discussing their thoughts and concerns related to the Executive Director job position. The Board determined that it should keep working with the City Manager on finalizing the Executive Director job description.

**Bylaws & Ordinance** – Chair Watson recaps what occurred last week at the meeting with respect to the bylaw and ordinance. Chair Watson invited Mr. Blair to discuss his thoughts on the topic. Mr. Blair asked Ms. Carpenter about her intent with respect to her motion last week. Ms. Carpenter stated that she wanted to revert to both the initial bylaws and ordinance. Mr. Blair advised the Board to have a roll call vote on a motion asking the City Council to revert back to the initial ordinance and bylaws. The Board and Mr. Blair discuss the process for how votes should be held. Ms. Carpenter restates that motion she made at the June 29, 2020 meeting (i.e. for the CRB to ask the City Council to allow us to operate under the Initial Ordinance and Bylaws, and not the bylaws/ordinance passed in November 2019). Vice-Chair Evans seconded Carpenter's motion. Mr. Watson proposed an amendment to the motion to Ms. Carpenter's motion, stating that he wants to also require the City Council to provide reasons for why they made each change to the initial ordinance/bylaws. Chair Watson explains his rationale for the amendment. Ms. Carpenter stated she does not agree to the proposed amendment. Mr. Blair explains the procedure for how to vote on a proposed amendment to the motion. Vice-Chair Evans stated that, in his opinion, the motion Nancy made was already passed at the June 29, 2020 meeting. Accordingly, the Board decided it was not necessary to re-vote on a motion it already passed; Ms. Carpenter withdrew the motion from this meeting.

Chair Watson then makes a new motion requesting that the City Council provide an explanation for each of the changes it made from the ordinance/bylaws initially proposed, to those that are implemented. Vice-Chair Evans seconded Watson's motion. A roll call vote was held on the

motion, with the following votes made: Carpenter (Yes); Evans (Yes); Gilmore (Yes); Johnson (Yes); Mendez (Yes via Zoom chat); Watson (Yes). The motion passed.

Mayor Walker asked to address the Board. Mayor Walker stated that she and others city employees came to first Board meeting to make themselves available to answer questions about why there were changes from the initial to current ordinances/bylaws. Mayor Walker stated that she and others could answer those questions verbally about the concerns with the former ordinance/bylaws. Chair Watson states that he would like to see a written report responsive to the motion passed by the Board at the July 7, 2020 meeting. Mayor Walker says City Council can provide the requested written explanation.

**Scheduling** – Chair Watson opens discussion on the topic of when Board should have regular meeting. Chair Watson proposes meeting times in the evening. Ms. Carpenter draws attention to the fact that several folks may have school-age children or grandchildren. Other Board members discuss their individual preferences, with most indicating that later in the evening is better because of jobs and other obligations.

### **NEW BUSINESS**

**Roberts Rules** – The Board decided that a refresher and discussion of Roberts Rules of Order was not needed at this time.

**NACOLE** – Mr. Mendez makes a motion to have the Board obtain an organizational membership in NACOLE (National Association for Civilian Oversight of Law Enforcement). In making his motion, Mr. Mendez notes that a membership costs \$400 per year. Chair Watson asks for volunteers to take the lead in obtaining a membership. Mr. Mendez volunteers to do so because he has already begun research on the topic. Mayor Walker notes that the Board can help the Board register and obtain membership. Mr. Blair advises the Board to hold a vote on approving the membership because it requires an expenditure of public funds. Mr. Mendez makes a motion to approve the funds for a NACOLE membership; Ms. Carpenter seconded the motion. A roll call vote was held on the motion, with the following votes made: Carpenter (Yes); Evans (Yes); Gilmore (Yes); Johnson (Yes); Mendez (Yes); Watson (Yes). The motion passed. Mr. Mendez states that the \$400 is just an initial fee and that more fees for trainings, access to the NACOLE job board, etc. could be expected.

**Board Funding** – Mr. Watson raises the issue of funding; He asks how much the Board. Dr. Richardson notes the Board has \$150,000 and that this is an inaugural budget. Dr. Richardson notes that for future fiscal years, the Board can make requests for additional funding and can work with the City to obtain the resources it needs. The Board and City officials discuss whether the Executive Director's salary is taken from the \$150,000 budget, with the City indicating that is the current understanding of the budgeting process for the Board. Mayor Walker states additional funds can be allocated to make sure Board has the funding it needs for the future.

**Public Comment** – Chair Watson moves the meeting into its public comment section. The Board received public comments from the following community members: Jeffrey Fogel, Walter Heinecke, Sarah Burke, Rosia Parker, Katrina Turner

After public comments were received, Ms. Johnson and Ms. Gilmore discussed their experiences with CPD, including their frustrations at CPD's unwillingness to listen to community members and a feeling that CPD does not engage respectfully with community.

Adjourned at approximately 7:15pm

Next Meeting: August 13, 2020 6:30p.m.

Minutes Prepared by: Stuart Evans, Vice Chair

DRAFT

## **Police Civilian Review Board's Request for Information and Documents**

1. Provide a complete inventory of all items owned and/or maintained by the Charlottesville Police Department ("CPD") including, but not limited to, any vehicles, equipment, tools, and electronic goods.
2. Provide a complete, zero-based budget for all CPD operations for fiscal years 2019-2020 and 2020-2021.
3. Does CPD have a system for tracking how officers spend time on their shifts? If so, please provide a detailed description of the system.
4. Provide any and all documents that members of the City Council and/or the City Manager reviewed and/or relied upon in considering the allocation of CPD's portion of the City's 2020-2021 fiscal year budget.
5. Since August 2019: (1) how many calls has CPD received related to incidents, including alleged vandalism, in City parks? (2) how many calls has CPD responded to related to incidents, including alleged vandalism, in City parks? Is CPD concerned about the presence of armed citizens (or "guards") near or in City parks? Does CPD have any specific policies or practices related to responding to incidents involving City parks and/or incidents related to statute(s) removal?
6. In June 25, 2020 written statement, CPD wrote that "several individuals" engaged in behavior on the Downtown Mall which included "harassing and attempts to shame individuals who were trying to enjoy a Father's day meal..." CPD further wrote that conduct was "unacceptable and criminal behavior." With respect to this statement:
  - a. Please provide specific information/examples to describe the conduct CPD believes was "harassing" and/or "attempts to shame"?
  - b. Was CPD asserting that individuals who make verbal statements on the Downtown Mall are engaged in "criminal" behavior? If so, please explain CPD's reasoning for this conclusion.
  - c. Was CPD asserting that making verbal statements and/or "attempting to shame" others on the Downtown Mall is "unacceptable behavior"? If so, please describe what criteria – if any – CPD uses to determine if a citizen's action is "unacceptable."
    - i. If CPD determines that a citizen has engaged in "unacceptable" behavior, is that person penalized at all? Does CPD log or track behavior if CPD, or the Chief, deems behavior "unacceptable"?



# Executive Director – Police Civilian Review Board

Class Code:

CITY OF CHARLOTTESVILLE  
Established Date: March 16, 2020  
Revision Date: March 16, 2020

## HIRING SALARY RANGE

\$89,247 - \$137,000

### GENERAL SUMMARY:

The Police Civilian Review Board (CRB) Executive Director, under the direction of the City Manager, is responsible for the providing functional support to the CRB in its aim to provide objective and independent civilian-led oversight of the Charlottesville Police Department (CPD) in an effort to enhance transparency and trust, to promote fair and effective policing, and to protect the civil and constitutional rights of citizens. This work includes, but is not limited to: effective responsiveness to the CRB, CPD, complainants, and/or the public; receiving complaints, answering questions related to process and updating CRB about open complaints; reviewing Police Department internal affairs investigations; policy recommendations; and related work as assigned.

Position is appointed by the City Manager, upon a majority vote of the City Council.

### ESSENTIAL RESPONSIBILITIES AND DUTIES:

- Provides functional support to the Charlottesville Police Civilian Review Board (CRB), including programs, initiatives, operations, and activities.
- Ensures that the CRB successfully fulfills its duties as established in the bylaws.
- Supports the CRB's efforts to promote transparency and to foster community relationships with the Charlottesville Police Department, including community outreach programs.
- Receives complaints in writing from the public.
- Explains police complaint procedures and process.
- Receives requests for internal investigation reviews from the CRB.
- In consultation with the City Manager, procures an investigator independent of the CPD to examine the Board's specific concerns about internal investigation review requests or incomplete investigations of a complaint.
- Reports findings of investigations.
- Recommends trainings for CRB member participation, including trainings offered by the National Association for Criminal Oversight of Law Enforcement (NACOLE) or a comparable organization selected by the Executive Director, and an additional training developed by the Executive Director in consultation with the City Manager, City Attorney, Chief of Police, and other City staff.
- Advises CRB on policy audit recommendations and review of CPD policy amendments.
- Provides or presents reports to the CRB, city management and/or before City Council.
- Secures and maintains confidentiality of information, records, and files.
- Keeps up to date on legislation, court cases, and legal opinions relevant to the work of the CRB.
- May supervise subordinate staff and monitor performance.
- Works collaboratively with the Civilian Police Board, City Manager, Police Chief, City Attorney and others.
- Performs related duties as assigned.

### EDUCATION, EXPERIENCE AND SKILLS:

Education: A Bachelor's Degree from an accredited college or university, preferably in a field directly related to public administration, criminal justice, or law. A Master's Degree or Juris Doctorate is highly preferred.

Experience: Minimum of five (5) years of progressively responsible experience conducting civil, criminal, or factual investigations which involve the gathering, analyzing and evaluating of evidence, conducting interviews with a variety of witnesses, and documenting information.

Will possess a reputation for fairness, integrity and responsibly and who values and practices personal and professional integrity, honesty and ethics; A person of candor, directness and specifics, who is recognized for tact and diplomacy; A skilled manager capable of resolving and negotiating conflicting priorities/opinions without favoritism. A person who is willing to engage in proactive discussion with all segments of an active citizenry and highly participative community.

Knowledge of federal, state, and local laws and ordinances pertaining to civilian oversight of law enforcement, and applicable principles and practices. Federal, state, and local laws pertaining to an individual's right to privacy and confidentiality of records, which includes but is not limited to complainant information and personnel records.

Ability to prepare and present complex technical reports; ability to advise on complex and difficult investigations; ability to advise on policy recommendations; ability to effectively communicate both orally and in writing; ability to establish effective working relationships with management, city officials, the CRB, city employees, and the general public.

## **ORGANIZATION COMPETENCIES:**

Interpersonal Effectiveness /Communication:

- Independently prepares concise and clear complex and strategic documentation.
- Analyzes complex or difficult communication situations and formulates effective responses.
- Balances and optimizes the skills and contributions of others; creates an environment that allows others to willingly share expertise with others.
- Able to provide ongoing feedback, perform formal evaluations.
- Promotes positive solution-oriented communication.

Organization:

- Sets strategic priorities and monitors attainment of goals. Leads or directs major, organization-wide, multi-faceted projects.
- Oversees distribution of responsibility for program and work processes.
- Leads, directs development of new processes, or process improvement.
- Makes final decisions concerning conflicting priorities and resource needs among units.
- Evaluates and manages the performance of others and develops corrective action plan when appropriate.

Service/Support Orientation:

- Provides leadership in improving service and support processes, procedures, and productivity. Applies extensive knowledge of internal and external resources in addressing challenges and improving professional service delivery.
- Leads or directs organization-wide efforts to accomplish professional strategic service and support objectives.
- Anticipates others' needs, is proactive in reacting to them and helps others to do the same.
- Resolves issues using discretionary judgment in the absence of any explicit protocol.

Multi-tasking/Problem Solving:

- Assesses multiple, complex tasks or projects and service demands and develops processes to address them.
- Equitably and effectively assigns responsibilities to others to accomplish projects and meet service demands.
- Anticipates and identifies potential problem situations and develops strategies or policy for resolution.

## **JOB FAMILY COMPETENCIES:**

Teamwork and Cooperation:

- Transforms "business as usual" to the reality of teamwork and collaboration at the organizational decision-making level.
- Collaborates with various internal and external decision makers to create strategic alliances and partnerships on an organization-wide level.
- Reorganizes departments or divisions to incorporate and facilitate team alignment, teamwork, collaboration, and information sharing.
- Develops and implements policies that promote teamwork on a systemic and organization level.

Performance Management:

- Demonstrates the ability to set strategic objectives for the achievement of multi-functional, department-wide.



- Shows "turn-around" ability to intervene in sub-standard performance at the department-wide or organization-wide level and get performance back on track. Identifies and addresses gaps in the organization's current state performance and the desired future state performance needed to meet the changing demands of the customer and the business environment.

Coordination, Planning, and Decision-Making:

- Identifies and implements strategic plans and objectives at the departmental or organizational level.
- Acts as "master architect" for strategic, planned organizational change, factoring in the needs of the various stakeholders. Integrates and translates the operational plans and objectives of various departments and functions into budgetary requirements, making the final budgetary decisions.
- Provides the specialized consultation and advice needed to finalize organization-wide strategy, policies, and regulations.

Technical and Content Knowledge:

- Understands the roles and responsibilities and the interactions and interdependencies of all units and divisions within the organization.
- Heads or directs efforts to improve processes, procedures, methods, technologies, tools, equipment, terminology, standards, performance measures, and outcomes of work teams, units, and specialty areas on an organizational level.

## **PHYSICAL CONDITIONS & WORK CONTACTS:**

Physical requirements for this position as outlined by the Department of Labor: LIGHT WORK: Ability to lift up to 20 lbs. occasionally and/or up to 10 lbs. frequently and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires the ability to lift or move more than 20 lbs. for sedentary work and the worker sits most of the time, the job is rated for light work. Physical demand requirements are in excess of those for Sedentary Work.

This position may be required to work after-hours including weekends, nights and/or holidays.

Occasional travel required to attend trainings and conferences.

Work is typically performed in meeting rooms, conference rooms, homes, schools, public buildings and outdoors.

The majority of time spent in this position involves inside work, however position may involve exposure to extreme temperatures, extreme brightness, chemicals/hazardous waste, gases/gas leaks, blood-borne pathogens, acidic or harsh substances, electrical hazards, extreme darkness, fumes/airborne particles and fuels.

The noise level in the work environment is usually moderate.

FLSA Status: Exempt

## **Executive Director – Police Civilian Review Board** **(Job Description Proposed by CRB)**

### **HIRING SALARY RANGE**

\$89,247 - \$137,000

### **GENERAL SUMMARY:**

Charlottesville, VA is a racially and economically diverse city of approximately 49,000 full-time residents and a large student population. In response to demands from the public, in November 2019, the City Council of Charlottesville VA adopted an enabling ordinance and bylaws for a new Police Civilian Review Board, to serve a community committed to racial justice and equitable policing. The CRB has just been organized and is currently operating under COVID restrictions.

The Police Civilian Review Board (CRB) Executive Director will be charged with fulfilling the mandate for improved policing by providing functional support and leadership to the new CRB in its aim to implement objective and independent civilian-led oversight of the Charlottesville Police Department (CPD.) The Executive director, reporting to the City Manager, will work with the CRB to enhance transparency and trust, to promote fair and effective policing, and to protect the civil and constitutional rights of citizens, including marginalized groups and those disproportionately affected by police activities. This work includes, but is not limited to: assuring effective responsiveness of the CRB and CPD to complainants, and/or the public; receiving complaints, answering questions related to process, and updating CRB about open complaints; acting as liaison with the CPD, reviewing CPD internal affairs investigations; analyzing data and information related to police operations, development of policy recommendations; and related work as assigned. The position is appointed by the City Manager, upon a majority vote of the City Council.

### **ESSENTIAL RESPONSIBILITIES AND DUTIES:**

1. Provides leadership and functional support to the newly formed Charlottesville Police Civilian Review Board (CRB), including programs, initiatives, operations, and activities. Ensures that the CRB successfully fulfills its duties as established in the enabling ordinance and bylaws.
2. Provides comments and suggestions to the City Council regarding potential changes to the enabling ordinance and bylaws
3. Supports the CRB's efforts to promote transparency and to foster community relationships with the Charlottesville Police Department, including community outreach programs. Solicits involvement from groups subject to disproportionate impacts from police activities.
4. Explains police complaint procedures and process to the public.
5. Develops and implements procedures for receiving civilian complaints related to police misconduct.
6. Develops and implements procedures for reviewing internal investigations of police misconduct.

7. In consultation with the City Manager, procures investigators independent of the CPD to examine the Board's specific concerns about internal investigation review requests or incomplete investigations of a complaint.
8. Reports findings of investigations to complainants, the CRB, the CPD, City Council, and the public.
9. Recommends trainings for CRB member participation, including trainings offered by the National Association for Criminal Oversight of Law Enforcement (NACOLE) or a comparable organization, and additional training developed by the Executive Director in consultation with the City Manager, City Attorney, Chief of Police, and other City staff.
10. Advises CRB on policy audit recommendations and review of CPD policy amendments.
11. Provides or presents reports to the CRB, city management and/or before City Council. Secures and maintains confidentiality of information, records, and files.
12. Keeps up to date on legislation, court cases, and legal opinions relevant to the work of the CRB.
13. May supervise subordinate staff and monitor performance.

#### **EDUCATION, EXPERIENCE AND SKILLS:**

Education: Candidates should have a Bachelor's Degree from an accredited college or university, preferably in a field related to public administration, criminal justice, or law. This includes degrees in social work, conflict resolution, translational leadership, restorative justice, or other disciplines relevant to civilian oversight. A Master's Degree or Juris Doctorate is highly preferred.

Experience: Minimum of five (5) years of progressively responsible experience in fields related to equitable policing, civilian oversight, social justice, and public outreach. Experience in mediation, restorative justice, or other alternatives to adversarial proceedings is desirable. Experience in civil, criminal, or factual investigations which involve the gathering, analyzing and evaluating of evidence, is also sought.

The applicant should possess demonstrated leadership ability, and have a reputation for fairness, integrity, and responsibility. They should have the ability to work collaboratively with the CRB, City Manager, Police Chief, City Attorney, Independent Council, and others, addressing conflicts with tact and diplomacy in the face of conflicting priorities/opinions. We seek a person who is willing to engage in proactive discussion with all segments of an active citizenry and highly participative community.

Applicant should have knowledge of federal, state, and local laws and ordinances pertaining to civilian oversight of law enforcement, and applicable principles and practices; Federal, state, and local laws pertaining to civil rights, an individual's right to privacy, and confidentiality of records.

Ability to understand, analyze and explain statistical and technical information relating to law enforcement. Ability to prepare and present technical reports; ability to advise on policy recommendations; ability to effectively communicate both orally and in writing; ability to establish effective working relationships with management, city officials, the CRB, city employees, and the general public.

## **ORGANIZATION COMPETENCIES:**

### Interpersonal Effectiveness / Communication:

- Motivates and empowers volunteer participants
- Effectively solicits input and involvement from stakeholder and affected groups
- Independently prepares concise and clear procedural plans and documents
- Analyzes complex or difficult communication situations and formulates effective responses.
- Balances and optimizes the skills and contributions of others; creates an environment that allows others to willingly share expertise.
- Able to provide ongoing feedback
- Promotes positive solution-oriented communication.

### Organization:

- Establishes, schedules, sets priorities and monitors attainment of goals
- Oversees distribution of responsibility for programs and work processes.
- Leads, directs development of new processes, or process improvement.
- Makes final decisions concerning conflicting priorities and resource needs
- Assures effective response to complainants and the public, working effectively with the CRB, and serving as liaison with the CPD

### Service/Support Orientation:

- Provides leadership in improving service and support processes, procedures, and productivity. Applies extensive knowledge of internal and external resources in addressing challenges and improving service delivery.
- Leads or directs organization-wide efforts to accomplish organizational objectives
- Anticipates others' needs, is proactive in reacting to them and helps others to do the same.
- Resolves issues using discretionary judgment where appropriate, while maintaining transparency

## **JOB FAMILY COMPETENCIES:**

### Teamwork and Cooperation:

- Transforms "business as usual" to the reality of teamwork and collaboration at the organizational decision-making level.
- Collaborates with various internal and external decision makers to create strategic alliances and partnerships on the organization and community level

- Develops and implements policies that promote teamwork

Performance Management:

- Demonstrates the ability to set strategic objectives
- Shows "turn -around" ability. Identifies and addresses gaps in the organization's current performance.

Coordination, Planning, and Decision-Making:

- Identifies and implements strategic plans and objectives at the departmental or organizational level.
- Integrates and translates the operational plans and objectives of various departments and functions into budgetary requirements
- Provides the specialized consultation and advice needed to finalize organization-wide strategy, polices, and regulations.

Technical and Content Knowledge:

- Understands the roles and responsibilities and the interactions and interdependencies of all units and divisions within the organization.
- Heads or directs efforts to improve processes, procedures, methods, technologies, tools, equipment, terminology, standards, and performance measures.

**PHYSICAL CONDITIONS & WORK CONTACTS:**

Physical requirements for this position as outlined by the Department of Labor: LIGHT WORK: Ability to lift up to 20 lbs. occasionally and/or up to 10 lbs. frequently and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires the ability to lift or move more than 20 lbs. for sedentary work and the worker sits most of the time, the job is rated for light work. Physical demand requirements are in excess of those for Sedentary Work.

This position may be required to work after-hours including weekends, nights and/or holidays.

Occasional travel required to attend trainings and conferences.

Work is typically performed in meeting rooms, conference rooms, homes, schools, public buildings and outdoors.

The majority of time spent in this position involves inside work.

The noise level in the work environment is usually moderate

FLSA Status: Exempt