

# DRAFT COMPETENCIES AND PRACTICE AREAS

## CITY ATTORNEY

- Legal Consultation and Advising
  - Accuracy and Technical Expertise: Providing legally sound, well-researched, and technically correct advice.
  - Objective and Honest Recommendations: Offering impartial guidance that balances legal risks with the City's broader goals.
  - Municipal and Government Law Proficiency: Demonstrating a deep understanding of municipal codes, government regulations, and case law.
  - Proactive Legal Risk Mitigation: Identifying potential legal risks and proposing solutions before they escalate.
  - Innovative Legal Problem-Solving: Presenting multiple legal options and creative solutions to complex municipal issues.
- Legal Representation and Advocacy
  - City Interests Representation: Advocating for the City's legal interests effectively in litigation, negotiations, and policy discussions.
  - Litigation and Legal Strategy: Formulating strong legal strategies to achieve the best possible outcomes for the City.
  - Ordinance and Resolution Drafting: Preparing legally sound and clearly written ordinances, resolutions, and contracts.
  - Legal Review and Compliance: Ensuring City documents adhere to municipal law and best legal practices.
  - Accurate Legal Risk Assessment: Providing reliable estimates of potential legal consequences and liabilities.
- Fiscal Responsibility
  - Budget-Conscious Legal Services: Managing legal expenses within budgetary constraints while ensuring quality representation.
  - Cost-Effective Legal Task Management: Assigning legal work efficiently and utilizing in-house resources when appropriate.
  - Standardized Legal Documentation: Utilizing template-based legal documents to reduce costs and increase efficiency.
- Culture and Ethics
  - Legal Education for Staff and Council: Keeping City leadership informed of key changes in municipal law.
  - Collaborative Team Engagement: Maintaining strong working relationships with the City Council, City Manager, and department heads.
  - Ethical and Professional Conduct: Ensuring all legal actions align with professional ethical standards and impartiality.
- Responsiveness and Timeliness
  - Timely Legal Work Completion: Meeting deadlines for legal document reviews, litigation preparation, and policy recommendations.
  - Availability and Accessibility: Being responsive and accessible to the City Council, City Manager, and staff when legal guidance is needed.
  - Avoiding Delays in City Operations: Ensuring legal reviews and recommendations are delivered promptly to keep projects on track.
  - Effective Follow-Through: Providing clear next steps and consistent follow-up on legal matters.

## CITY MANAGER

- Strategic Leadership and Planning
  - Strategic Leadership: Defining and communicating a vision and leveraging all resources and tools to achieve it.
  - Strategic Planning: Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives.
  - Policy Facilitation and Implementation: Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives.
- Community Services
  - Community and Resident Service: Discerning community needs and providing responsible, equitable services.
  - Service Delivery: Understanding the basic principles of service delivery, using strategic decision making and continuous improvement to serve the organization and community, and influencing the components and relationships between operational areas.
  - Technological Literacy: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in service delivery, information sharing, and public access.
- Operational Management
  - Staff Effectiveness: Taking responsibility for the development, performance, and success of employees throughout the organization.
  - Financial Management and Budgeting: Implementing long-term financial analysis and planning that integrates strategic planning and reflects a community's values and priorities; preparing and administering the budget.
  - Human Resources Management and Workforce Engagement: Ensuring that the policies and procedures of the organization are applied consistently and fairly, and motivating and engaging the workforce to its highest potential.
- Communication and Community Engagement
  - Community Engagement: Ensuring and managing community involvement in local government to support good decision-making.
  - Communication and Information Sharing: Effectively facilitating the flow of ideas, information, and understanding.
- Professionalism, Ethics, and Personal Development
  - Personal and Professional Integrity: Being fair, honest, and ethical in all personal and professional relationships and activities
  - Equity and Inclusion: Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community.
  - Personal Resiliency and Development: Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity.

## CITY CLERK

### Effective and Orderly Council Support

- Docket Management: Preparing and organizing Council dockets in accordance with established procedures.
- Meeting Minutes: Recording and publishing meeting minutes accurately and in a timely manner.
- Providing Notice: Ensuring public notice of Council meetings in compliance with legal requirements.

### Transparent Records Management

- Access to Public Records: Maintaining official city records for easy and lawful public access.
- Legal Compliance: Recording ordinances, resolutions, and other documents in accordance with applicable laws and regulations.
- Records Integrity: Implementing best practices, training, and technology updates to ensure an effective records management program.

### Governance and Public Engagement

- Boards and Commissions Management: Coordinating appointments and providing administrative support to Boards and Commissions.
- Ethics in Financial Disclosures: Collecting and managing annual statements of economic interests with integrity and confidentiality.
- Public Accessibility and Service: Delivering high-quality, responsive community service to the public.

### Culture and Ethics

- Staff Effectiveness: Providing leadership, development, and support to employees within the City Clerk's office.
- Building a Positive Culture: Encouraging teamwork, innovation, and problem-solving among staff members.
- Professional Growth: Enhancing staff performance through structured feedback, training, and professional development initiatives.
- Personal and Professional Integrity: Being fair, honest, and ethical in all personal and professional relationships and activities

### Professionalism and Personal Development

- Integrity and Ethical Conduct: Demonstrating fairness, honesty, and transparency in all professional responsibilities.
- Equity and Inclusion: Promoting a workplace culture that values diversity, respect, and equitable treatment for all.
- Resilience and Continuous Learning: Committing to personal and professional growth through ongoing self-renewal and skill enhancement.

## INDEPENDENT POLICING AUDITOR

### Oversight Leadership and Accountability

- Independent Oversight: Conducting thorough, unbiased investigations into police practices, policies, and individual complaints.
- Policy Review and Reform: Analyzing APD policies and recommending improvements to enhance accountability, fairness, and public trust.
- Ethical Decision-Making: Maintaining integrity, fairness, and objectivity in all investigative processes and recommendations.

### Investigative Excellence and Analytical Rigor

- Case Management and Investigations: Conducting impartial, timely, and thorough investigations into complaints, commendations, and feedback.
- Data-Driven Analysis: Utilizing statistical and qualitative data to identify trends in police conduct and systemic issues.
- Legal and Policy Compliance: Ensuring investigations align with local, state, and federal laws, as well as best practices in civilian oversight.

### Community Trust and Engagement

- Public Accessibility and Education: Providing clear, transparent processes for community members to report concerns and receive updates.
- Relationship Building: Establishing trust through proactive engagement with historically marginalized communities and advocacy groups.
- Civic Outreach and Dialogue: Hosting forums, listening sessions, and educational initiatives to foster mutual understanding between the police and the public.

### Governance and Advisory Functions

- Board Guidance and Support: Assisting oversight boards in fulfilling their duties by providing clear, factual reports and expert recommendations.
- Transparency and Public Reporting: Developing periodic reports that balance confidentiality with the public's right to know.
- Government Collaboration: Working with elected officials and city leadership to ensure oversight recommendations are actionable and impactful.

### Culture and Ethics

- Continuous Learning and Training: Ensuring staff are well-versed in best practices in civilian oversight, police practices, and evolving legal frameworks.
- Cultural Competency and Bias Awareness: Implementing training programs that promote unbiased investigations and equitable recommendations.
- Resilience and Professional Integrity: Maintaining a high standard of ethical behavior, fairness, and emotional resilience in challenging oversight work.