

## 2020 POLICE COMMANDER TASK LIST

1. Evaluates various departmental operations by personal inspection, conducting audits, reviewing reports, discussing with others, and assessing various activities to ensure integrity, effectiveness, efficiency and compliance with Department, bureau or group standards, policies, and procedures.
2. Plans or supervises the planning of activities such as major task forces, special events, and new programs which involve the cooperation and coordination of geographic areas, divisions, teams or units, by meeting and conferring with others, by assessing availability of resources, discussing alternatives, and by reaching consensus on plan of action.
3. Executes or oversees the execution of activities such as major task forces, special events, and new programs which involve the cooperation and coordination of geographic areas, divisions, teams, or units.
4. Responds to the scene of major events and newsworthy or high profile incidents, such as officer involved shootings, and major unusual occurrences, such as natural disasters, civil disorder, hazardous materials incidents, or major investigations; ensures an officer of appropriate rank is in charge; may personally assume command, if necessary; confers with the incident commander; reviews operational plans and deployment of resources to ensure compliance with Department policies and procedures; provides insight and staff level support to incident commander; ensures proper notifications are made; and ensures the public's and officers' safety.
5. Develops and recommends policy regarding a variety of police operational issues, such as narcotics, vice, labor relations, and gang activities to meet the Department's strategic plan and goals.
6. Initiates, plans, directs, and supervises the preparation of administrative studies, reports, audits and special research projects relative to the development of programs, policies, and procedures affecting Department operations by delegating and assigning to the appropriate personnel, monitoring progress, discussing issues with subordinates, reviewing drafts of reports, and providing guidance and direction. Uses the result of these studies to enhance operational effectiveness and formulate recommendations on policy and programs.
7. Consults with and directs subordinates in conducting investigations of situations and conditions which may arise to ensure integrity, compliance with rules, uniformity of practice, procedure, and operational effectiveness and Constitutional Policing.
8. Consults with and directs subordinate commanding officers in service delivery, community engagement, building public trust, deployment, training, overtime management, risk management activities, administrative investigations and projects, and Constitutional Policing.

9. Develops bureau or group budget consistent with departmental budgetary policy and provides direction to subordinate managers in the preparation of a budget, and management of overtime allocation that will meet the operational demands of the organizational entity.
10. Reviews, approves, and prioritizes budget requests for personnel, equipment, expense items, and alterations and improvements to meet Department's goals, programs, and objectives.
11. Monitors the progress of the budget requests through the Department's and the City's budget process and for special requests; makes presentations to the Police Commission, Council Committees or full Council, and/or the Mayor's staff in support of the request(s).
12. Manages the implementation of the approved budget request by monitoring and evaluating continuously the allocations, making recommendations for adjustments as necessary, providing direction and oversight to subordinate managers and establishing controls to see that the allocation is properly managed.
13. As a member or chairperson of various administrative review boards, such as boards of inquiry, boards of rights, boards of administrative appeals, and use of force boards, hears testimony, questions witnesses, reviews reports and records relating to the hearing, subpoenas witnesses and records, ensures the proper conduct of the hearing, makes appropriate findings and makes recommendations, and prepares necessary reports related to the board's findings.
14. As a member or chair of various departmental standing committees, such as Uniform Committee and Commendations Board, and ad hoc committees, identifies Department needs and goals by reviewing the results of surveys, investigations, inspections, interviews, attending meetings, and reviewing reports and documents, and reports findings either orally or in writing to the appropriate level in the Department.
15. Participates in a variety of community meetings, such as Community Police Advisory Boards, civic organizations, professional and business organizations, and neighborhood groups as a representative of the Department and/or the Chief of Police for the purpose of identifying pertinent issues, solving problems, and exchanging information.
16. Meets with representatives of public or private agencies on the federal, state, or local level (including other departments within the City) in order to enhance working relationships with these agencies, to identify problems, to develop policies and/or procedures, to resolve problems, to exchange information, and to keep lines of communication open.

17. Interprets and conveys policies, orders, procedures and practices to subordinates, peers or superiors in order to inform, to ensure understanding or to gain compliance.
18. Makes oral presentations, answers questions, submits formal written statements or reports and exchanges information while representing the Department at meetings with the Police Commission, City Council, City Attorney, Mayor, other governmental officials and agencies, news media, and/or community groups.
19. Through formal and informal discussions and meetings, interprets and explains written statements and reports concerning Department policies, procedures, programs, and operations to the media, business and professional groups, neighborhood groups, and other agencies.
20. Reviews reports of disciplinary investigations and recommendations, confers with others, researches similar cases and actions, and concurs or makes independent recommendation to the Chief of Police in order to ensure consistency and appropriateness of the disciplinary process.
21. Oversees the development, implementation of, and participates in positive formal and informal recognition programs for subordinates including commendation boards, officer of the month/quarter/year, and roll call commendations to recognize superior and extraordinary service and to provide incentives for other employees.
22. Monitors appointments and either personally selects or makes recommendations regarding selection, promotion, and reassignment of personnel through transfer, assignment to a lower pay grade, or pay grade advancement in order to ensure compliance with Department and City personnel rules and regulations including EEO and employee relations, and to ensure that organizational effectiveness is enhanced by assignment of the best qualified person to each position.
23. Reviews grievances filed within the bureau or group, may confer with concerned Commanding Officer regarding the grievance and/or recommendation, and may discuss specific grievances with the Employee Relations Administrator to ensure that policy is applied consistently and fairly and that appropriate effort was made to resolve the grievance at the lowest level possible.
24. Consults with the Employee Relations Administrator regarding any potential downgrades of personnel.
25. Directs the investigation and formulation of solutions to Department personnel problems and makes recommendations to the Chief of Police as related to employee relations matters to resolve grievances and unfair employee relations practices.
26. Ensures the development of an effective management team by providing leadership, training, motivation, inspiration, and by fostering morale.

27. Directly supervises Police Captains, Police Lieutenants, and/or other administrative or clerical personnel by assigning and delegating work; training; counseling, commending and disciplining as necessary; and approving deployment of personnel resources in order to direct the activities of the unit, section, bureau or group.
28. Meets with subordinate managers to discuss implementation of department strategic plan, group or bureau goals, problems, training, and new policies in order to provide the necessary direction to ensure compliance with Department standards and goals.
29. Notifies superiors of critical issues, bureau or group concerns, programs, and activities; and, makes appropriate recommendations.
30. Monitors and evaluates the performance of direct subordinates; writes performance evaluations based on observation and recording of performance and discusses these evaluations with subordinates in order to provide feedback to subordinates on their strengths and weaknesses.
31. Writes comprehensive reports concerning operational practices, procedures, efficiency and effectiveness to superiors based upon the results of a personally conducted or supervised investigation, inspection or departmental operation.
32. Writes letters, memos and brief reports to exchange information, to clarify issues, and to make recommendations.
33. Encourages subordinates and others to perform their best work; provides a work atmosphere conducive to employee work production and job satisfaction; limits unpleasant or unnecessary work obstacles and responds promptly to visible or stated employee concerns.
34. Keeps informed of proposed legislation, court cases and decisions, police operations, and issues affecting police activities and service by reading publications and department reports such as newspapers, City Council Minutes, statistical reports, Unusual Occurrence reports and critiques, law enforcement and management magazines, audits, activity reports and personnel investigations.
35. Attends special training seminars, meetings and conferences on various law enforcement and management topics in order to enhance on-the-job performance.
36. Assumes the responsibilities of the Police Deputy Chief or occasionally the Assistant Chief in that person's absence.
37. Develops specialized expertise in specific areas of assignment such as employee relations, media and public relations, gang activities or narcotics in order to provide advice, counsel or direction to the Chief of Police and other command officers in responding to problems in these areas.

38. Ensures compliance and enforcement of contractual agreements between management and all sworn and civilian bargaining units.
39. Conducts formal training sessions for recruits, regular sworn and civilian employees, including management and supervisory levels, based on individual expertise and/or assignment.
40. Reviews, analyze, evaluate: crime trends and patterns and coordinates bureau wide crime reduction efforts.
41. Prepares for Compstat inspections through review and analysis of statistical data.
42. Mitigate risk and/or assess performance through review and analysis of reports and video recordings related to but not limited to use of force, pursuits, complaints, traffic collisions, and civil litigation.