



**DIRECTOR  
INDEPENDENT  
OFFICE OF LAW  
ENFORCEMENT  
REVIEW AND  
OUTREACH**





## THE COUNTY

Located in the “North Bay”, less than an hour’s drive from San Francisco, Sonoma County enjoys a diverse and world-class culture, while maintaining its agricultural heritage and rustic charm. Residents can enjoy its rare and compelling array of scenic, recreational, and geographic options – including inspiring coastline and beaches, the Russian River, majestic redwoods, renowned restaurants, wineries, and craft breweries. The County encompasses over one million acres of land and water, rich with parks, campsites, lakes, and open space.

Sonoma County is also home to a wide variety of creative and cultural festivals, farmers’ markets, concert venues, and fine educational and health care institutions. Major sectors include agriculture, food and craft beverage, healthcare, manufacturing, technology, creative, tourism, and education and government. Santa Rosa Junior College and Sonoma State University are highly ranked schools, and the County’s public-school system ranks considerably high within the state as a whole. The County’s youth enjoy many options for extra-curricular development, recreation, and sport activities.

Sonoma County is an increasingly diverse region and is home to approximately 488,000 residents. The Hispanic population has grown by almost 230 percent within the last 25 years and is approximately 27% of the population. In 2016, slightly over half of Sonoma County’s population was between 25 and 64 years old; however, between 2007 and 2016, the fastest growing age range in the county were those aged 65 to 74.

Sonoma is a general law county, governed by a five-member Board of Supervisors. The Board is fully committed to a mission and vision that value high quality services to support and enrich the community, strong leadership, engaged citizen participation, transparency and accuracy in information, and efficient and fiscally sustainable government. The County Administrator leads a team of dedicated department heads who work collaboratively to address and strategically prepare for County initiatives and challenges. The County has 28 departments, agencies, and special districts, and employs over 4,100 employees in allocated positions with an annual budget of approximately \$1.98 billion for fiscal year 2021-2022.

## THE OFFICE

The Independent Office of Law Enforcement Review and Outreach (IOLERO) was established in 2015 by the Board of Supervisors following the tragic shooting of a 13-year-old carrying a replica gun by an officer. IOLERO is a civilian review agency that provides objective, independent audit and investigation of Sonoma County Sheriff’s Office complaints, proposes policy recommendations to the Sheriff’s Office, and strives to strengthen the relationship between the Sheriff’s Office and the community it serves through outreach and the promotion of greater transparency of law enforcement operations. To accomplish its core objectives, the work of IOLERO is divided into four operational branches:

**Performing Audits** - IOLERO audits Sheriff’s Office investigations of complaints, incidents where force is used, and in-custody deaths to ensure the Sheriff’s Office is following its policies. After a thorough analysis of the nature and frequency of complaints, related policies, practices, and community input through the Community Advisory Council (CAC), IOLERO may recommend



changes to policies, procedures, strategies, training, and practices intended to reduce complaints and improve community relationships.

**Working with the Community Advisory Council (CAC)** - The CAC is a group of appointed volunteers who represent the community’s interests, making community-driven policy recommendations and promoting large scale systemic reform, and serve as a bridge between the community and the Sheriff’s Office. The CAC members also serve as community representatives to support some of IOLERO’s operations. The IOLERO Director functions as staff lead for the CAC and participates in their monthly public meetings.

**Relationship Building** - To truly create a change in culture, increase transparency, and improve the relationship between the Sheriff’s Office and the community, IOLERO works to proactively build relationships with both the community and the Sheriff’s Office. In support of this goal, IOLERO and the CAC have partnered with Sonoma State University and Redwood Consulting Collective to design a high functioning Community-Oriented Policing Program.

**Conducting Community Outreach** - IOLERO and the CAC conduct comprehensive community outreach to engage the communities of Sonoma County to ensure awareness of IOLERO and its services. IOLERO regularly attends local community events, gives presentations at public meetings and gatherings, and participates on panels and focus groups. IOLERO also publishes a bilingual e-newsletter with updates on the Office’s work, cases of interest, and legal updates.

## Measure P

In November 2020, the Evelyn Cheatham Effective IOLERO Ordinance (Measure P) was overwhelmingly approved by the voters, expanding IOLERO’s mission and authority. The new IOLERO Director will help the County to navigate through legal challenges and implementation of that measure.

IOLERO’s budget for fiscal year 2021-2022 is \$1.76 million. The staffing complement includes the Director, two Law Enforcement Auditors, a Community Engagement Analyst, an Administrative Aide, and part-time Administrative Services Officer.

For more information about IOLERO, including to review their 2020-2021

Annual Report, please visit:  
<https://sonomacounty.ca.gov/IOLERO/>.

## THE POSITION

The selected candidate will work with the Sonoma County Sheriff's Office, and other law enforcement offices as appropriate, and the community in strengthening the vision, operations, and processes of IOLERO. Specifically, the new Director will:

- Lead, manage, and coordinate the functions and staff of the Office
- Be responsible for the appropriate review and audit of law enforcement citizen complaints, personnel, and administrative investigations, which include allegations of misconduct
- Analyze data and draft reports
- Make recommendations on related policies, training, procedures, and other preventative measures
- Conduct community outreach and engagement and educate the public on the role of IOLERO
- Function as the staff lead for the IOLERO Community Advisory Council

Some of the key priorities for the Department within the next 12-18 months include:

- Working with the County to implement the new authorities granted to IOLERO under the effective provisions of Measure P, including identifying resources to achieve implementation.
- Establishing a plan for collecting and soliciting feedback from the community on law enforcement issues.
- Developing and implementing a plan to collaborate with community partners to facilitate education, outreach, and the distribution of information, with a focus on creating more transparency between disadvantaged communities and the Sheriff's Office.
- Completing work on the Community-Oriented Policing Program in order to improve the relationship between the community and the Sheriff's Office, with a focus on the County's most underserved communities.
- Establishing a process for an annual work plan for IOLERO priorities, working in collaboration with the Sonoma County Sheriff's Office.
- Establishing a mediation process, including identifying the types of complaints and circumstances appropriate for the use of mediation.

The Director, Independent Office of Law Enforcement Review and Outreach will be a practicing attorney and is appointed by and reports to the Sonoma County Board of Supervisors.

The Director is expected to establish and maintain a credible, fair, and equitable review process and effectively and fairly represent the community's interests. As a result, the selected individual must command the highest level of trust and confidence and will need to exercise considerable independent judgment and initiative, be objective, work collaboratively with a wide variety of stakeholders, and have a proven record of creating and sustaining strong relationships with those holding divergent and opposing perspectives.



## THE IDEAL CANDIDATE

The County is seeking a Director who inspires trust by acting with integrity, operates within a framework of public transparency, and demonstrates an understanding of and respect for the culture and diversity of Sonoma County. This is an exciting opportunity for an individual with experience cultivating and maintaining productive and collaborative relationships with community stakeholders, local leaders and elected officials, staff, and Sheriff liaisons. The position requires visibility and engagement with the community – identifying, responding to, and advocating for their needs. Working effectively to facilitate and gain the cooperation and participation of interested parties to achieve desired results is essential for success in this role.

The ideal candidate will be a change agent who can remain unbiased and objective and who is tenacious and courageous, with the ability to recognize successful and unsuccessful strategies and can modify them accordingly. The new Director will be looked upon to develop and direct the implementation of work associated with highly visible goals and objectives, as well as standards and processes in this important office. They must be a visionary with commitment to moving beyond the status quo, and be able to anticipate issues, think analytically, and act strategically. An even-temper, interpersonal savviness, political astuteness, and responsiveness are also key attributes for the new Director.

The ideal candidate is: knowledgeable of law enforcement audit practices and principles, law enforcement best practices and union work environments; experienced in auditing law enforcement investigations, developing reports and policy recommendations; experienced with performing legal research and factual analysis; knowledgeable of and/or experienced with conducting community engagement; and is able to recognize and consider trauma-informed perspectives.

The next Director must also be a skilled communicator, able to maintain effective media relations, and be committed to seeking out and considering a variety





of perspectives. The ability to interact with a wide variety of stakeholders across all socioeconomic levels, to make difficult decisions, and to effectively communicate sometimes unpopular or challenging messaging is crucial.

To be considered for this position minimum qualifications must be demonstrated. Most typically, a qualified candidate would have at least four years of related legal experience, typically civil rights and/or criminal law, and experience working with individuals of diverse ethnic, cultural, and socioeconomic backgrounds. Prior professional level experience in a law enforcement oversight/audit organization, bilingual Spanish, and supervisory experience are desirable qualifications. The position requires possession of a Juris Doctor Degree or equivalent from an accredited U.S. law school and an active practicing attorney's license (from any state). Qualification as a certified practitioner of oversight by the National Association for Civilian Oversight of Law Enforcement is required either at time of employment, or within a reasonable time after date of hire.

Candidates must not have been a sworn law enforcement officer within the last five years and not have any immediate family members (defined as spouse, child, sibling, or parent) who currently hold sworn law enforcement positions. A Peace Officer Standards and Training (POST) background investigation, including a thorough assessment of personal, employment, educational, criminal, and credit history is required prior to employment.

For more information about IOLERO, please visit: [www.sonomacounty.ca.gov/iolero](http://www.sonomacounty.ca.gov/iolero)

## COMPENSATION

Sonoma County offers a total compensation package that is both attractive and competitive. Salary for the Director of the Independent Office of Law Enforcement Review and Outreach is \$166,196 to \$200,467 annually\*, depending upon the qualifications of the selected candidate. In addition, Sonoma County offers:

- County paid premium contribution to several health plan options
- Excellent dental, vision, disability, life insurance, wellness and professional development benefits, and more
- Paid Time Off: Competitive vacation accrual and additional management leave annually; 12 paid holidays, and an additional 8-hour floating holiday hours per year; generous sick leave accruals and 100% of accrual balance converted to service credit at retirement.
- Retirement: County Employees Retirement Law of 1937. Retirement is fully integrated with Social Security. With pension reform, new employees as defined and eligible will receive a 2.5% at 67 formula (subject to PEPPRA compensation limits), or for those individuals who meet certain criteria, including establishing reciprocity eligibility pursuant to PEPPRA, will receive 3% at 60. Individuals who do not qualify for pension reciprocity pursuant to Government code section 7522.02(c), shall receive 2.5% of base hourly rate for each pay period with hours in a paid status
- Incentive Retirement Savings Plan: A defined contribution 401(a) plan; a 3% County "foundation" contribution.
- IRS 457 Plan: Pre-tax employee contribution up to the IRS annual maximum, plus a 100% County match of employee contribution deposited into the 401(a) account (up to 1% of base salary).
- Retiree Medical: County contribution to a Health Reimbursement Arrangement to help fund postretirement employee health insurance/benefits.
- Vehicle Allowance: \$215 per pay period.
- Relocation: Relocation reimbursement may be authorized for the successful candidate (Note: For out of area candidates, the expectation of the Board of Supervisors is for the Director to relocate to Sonoma County within a reasonable amount of time if selected for the position.)

- Additional details on employment for management employees may be found in the Salary Resolution at: <https://sonomacounty.ca.gov/HR/Employee-Relations/Labor>.

\* The annual salary range of this position is \$158,996 - \$193,267. In addition to the base salary, the position receives a cash allowance of approximately \$600 per month. Combined, the annual salary is \$166,196 - \$200,467. Salary is negotiable within the established base salary range. Benefits described herein do not represent a contract and may be changed without notice.

Please visit [sonomacountyconnections.org](http://sonomacountyconnections.org) and [sonomacounty.ca.gov](http://sonomacounty.ca.gov) for more information about Sonoma County as a place to live, work, and build your career legacy.

## TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

[www.bobmurrayassoc.com](http://www.bobmurrayassoc.com)

**Filing Deadline:**

**April 11, 2022**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to interviews with Bob Murray and Associates. The most highly qualified candidates will be invited for a series panel interviews and the last stage of the interview process will include an interview with the Board of Supervisors. Candidates will be advised of their status of the recruitment following the respective stages of the interview process. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. If you have any questions, please do not hesitate to call Mr. Gary Phillips at:

(916) 784-9080

