



**CITY OF OAKLAND  
POLICE COMMISSION SELECTION PANEL**

**Meeting Agenda**

**Thursday, January 17, 2019**

**(Special Meeting)**

5:30 PM – 7:30 PM

City Hall, 1 Frank H. Ogawa Plaza, Council Chamber  
Oakland, CA 94612

Selection Panel Members: Chairperson Sarah Chavez-Yoell (District 3), Second Chairperson John Jones III (At Large), Tal Klement (District 1), James Chanin (District 2), Shikira Porter (District 4), Mary Vail (District 5), Candice Jessie (District 6), Jean Blacksher (District 7), Arnold X. C. Perkins (Mayor)

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- 1. Roll Call and Determination of Quorum**
- 2. Open Forum**

**ACTION ITEMS**

**3. Selection Panel Interviews and Deliberations for Selection Panel Appointment of Alternate Police Commissioner**

The Selection Panel will conduct interviews for the Selection Panel appointment of the Alternate Police Commissioner vacancy. The Selection Panel may deliberate and take possible action regarding the interview and selection process and/or appointment for the Alternate Police Commissioner vacancy.

Note: The interview schedule is included as part of the agenda materials but is subject to change.

Attachments:

- Selection Panel Interviews for Alternate Police Commissioner Vacancy Memorandum Dated January 4, 2019

**4. Selection Panel Consideration of Establishing a Reserve Pool of Candidates**

The Selection Panel will reconsider the idea of establishing a reserve pool of 3 candidates for when the Selection Panel is required to select a replacement Alternate Police Commissioner. This idea was recommended by the Ad Hoc Committee established on May 23, 2018 to review and make recommendations regarding future processes in its report to the full Selection Panel dated October 10, 2018. At the November 19, 2018 meeting, the Selection Panel decided to revisit the idea at the next Selection Panel meeting.

Attachments:

- Process Analysis and Recommendations of Enhanced Operational Protocols for the Oakland Police Commission Selection Panel Memorandum Dated October 10, 2018 [see page 9 - *Establishment of "Reserve Pool" of Police Commissioners*]

**CITY OF OAKLAND  
POLICE COMMISSION SELECTION PANEL**

**Meeting Agenda (Continued)**

**Thursday, January 17, 2019  
(Special Meeting)**

5:30 PM – 7:30 PM

City Hall, 1 Frank H. Ogawa Plaza, Council Chamber  
Oakland, CA 94612

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**Open Forum**

The meeting will adjourn upon the completion of the Selection Panel's business.

A member of the public may speak on any item appearing on the agenda. All speakers will be allotted a maximum of three minutes unless the Chairperson allocates additional time.

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email [wwoo@oaklandnet.com](mailto:wwoo@oaklandnet.com) or call (510) 238-7798 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a [wwoo@oaklandnet.com](mailto:wwoo@oaklandnet.com) o llame al (510) 238-7798 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議前五個工作天電郵 [wwoo@oaklandnet.com](mailto:wwoo@oaklandnet.com) 或 致電 (510) 238-7798 或 (510) 238-2007 TDD/TTY.



CITY OF OAKLAND

# MEMORANDUM

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**TO:** Selection Panel for  
Oakland Police Commission

**FROM:** Stephanie Hom  
Deputy City Administrator

**SUBJECT:** Selection Panel Interviews for  
Alternate Police Commissioner  
Vacancy

**DATE:** January 4, 2019

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City Charter Section 604(c)8 (Measure LL) states: For vacancies occurring for reasons other than the expiration of a regular member's term, the Commission shall select one of the alternates to replace the regular member for that regular member's remaining term of office. If the alternate chosen to replace the regular member was appointed by the Selection Panel, the Selection Panel shall appoint another alternate. If the alternate chosen to replace the regular member was appointed by the Mayor, the Mayor shall appoint another alternate.

As you know, Mr. Mike Nisperos resigned his position as Police Commissioner effective November 7, 2018. At the Police Commission meeting on October 25, 2018, the Police Commission appointed Ms. Maureen Benson to replace Mr. Nisperos and will serve his remaining term through October 16, 2020.

Since Ms. Benson was a Selection Panel appointee, the Selection Panel now has the responsibility of appointing another Alternate Police Commissioner to serve Ms. Benson's remaining term through October 16, 2019.

This appointment of a new Alternate Police Commission requires the following steps:

1. Selection Panel Determination of new Alternate
2. Complete Background Check
3. Submit Alternate to City Council for Acceptance/Rejection

At the Selection Panel meeting on November 19, 2018, the Selection Panel decided to select the new Alternate by interviewing the top 10 (interested) finalists of the 23 finalists that remain from the 2017 Police Commissioner selection process. Based on a survey of all finalists that received a vote from a Selection Panel member, only 8 finalists expressed interest.

Selection Panel Meeting  
Item #5  
January 16, 2019

Item #3  
January 17, 2019

To assist the Selection Panel in this interview process, attached are the following:

1. List of 23 remaining finalists from 2017 with demographic information, Selection Panel member votes used to narrow down the list of finalists from 28 to 8, and applicant interest in being considered for the Alternate Police Commissioner vacancy. (Page 3)
2. Tentative interview schedule for January 16 and 17. (Pages 4 – 5)
3. Interview Notes Form From 2017 Process that Each Selection Panel Member Can Use to Take Notes (Page 6)
4. Applications for each of the 8 applicants interested and scheduled for an interview with the Selection Panel, in alphabetical order. (Pages 7 – 46)

Respectfully submitted,

/s/

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STEPHANIE HOM  
Deputy City Administrator  
City Administrator's Office

City of Oakland - 2017 Finalists for Police Commission													
Objective: Identify Top 10 for Interviews to Fill Alternate Police Commissioner Position (Vacant - November 2018)													
									August 14, 2018 (Each had 8 Votes to Narrow List from 28 to 8 Finalists)		December 2018 Staff Survey of Interested Finalists and Scheduled Interviews		
Top 10	App Number	Last Name	First Name	Zip Code	Council District	Race	Gender	Disability	Total Votes	Voting Members	Interested (Yes / No)	Jan 16, 2019 Interview	Jan 17, 2019 Interview
1	23	Anderson	Tara	94608	1	White	Female	No	6	JC, CJ, TK, MV, SP, AP	Yes	7:10	x
2	107	Cobb	Gay	94607	3	Black/AA	Female	No	4	TK, SP, AP, JJ	Yes	5:50	x
3	121	Cowan	Melvin	94611	4	Black/AA	Male	No	4	SCY, MV, AP, JJ	Yes	6:30	x
4	114	Alheri	Onyinye	94601	5	Decline	Decline to state	Decline to state	3	SP, JJ, SCY	No, moved out of Oakland	x	x
5	128	Lambert	Elan	94608	1	Black/AA	Female	No	3	JC, SCY, MV	No, current City employee	x	x
6	63	Leitner	R. Elaine	94611	4	White	Female	No	2	TK, MV	Not at this time	x	x
7	45	Raffanti	Susan	94606	2	White	Female	No	2	JC, TK	No	x	x
8	56	Takenouchi	Jason	94611	1	Asian	Male	No	2	JB, CJ	Not at this time	x	x
9	144	Brown	Ernest	94612	3	Black/AA	Male	No	1	JB	No	x	x
9	54	Davenport	Leigh	94609	3	Black/AA	Female	No	1	JJ	Yes	x	6:20
9	58	Hauck	Brian	94618	1	White	Male	No	1	SCY	Yes	x	5:40
9	110	Mao	Sokhom	94606	2	Asian	Male	No	1	CJ	Yes	x	6:00
9	7	McDonnell	Logan	94607	3	White, Black/AA	Male	No	1	JB	Yes	6:50	x
9	19	Tuttle	Chiquita	94605	6	Black/AA	Female	No	1	CJ	Yes	6:10	x
9	81	Wertheim	Suzanne	94609	1	White	Female	No	1	SCY	No	x	x
	21	Altobelli	Erika	94602	4	White	Female	No	0				
	30	Gage	Henry	94612	3	Black/AA	Male	No	0				
	92	Hosman	Elliot	94621	6	White	Transgender	Decline to state	0				
	142	Iqbal	Sikander	94619	4	Asian	Male	No	0				
	102	Tagami	Phillip	94610	2	White, Asian	Male	No	0				
	115	Tucker-Dawson	Vildred	94606	2	Black/AA	Female	Yes	0				
	123	Wilkins	David	94602	4	Black/AA	Male	Yes	0				
	48	Williams	Walter	94601	4	Black/AA	Male	No	0				
<b>Selection Panel Appointments to Police Commission - 2017</b>													
	67	Dorado	Jose	94619	6	Latino	Male	No	n/a	9 Ayes from previous motion			
	84	Nisperos	Mike	94602	4	Mixed	Male	No	4	JC, TK, MV, JJ			
	15	Harris	Ginale	94605	6	White, Black/AA, Latino	Female	No	7	JB, JC, CJ, TK, MV, SP, AP			
	53	Ahmad	Mubarak	94605	7	Black/AA	Male	No	7	JB, JC, CJ, TK, SP, AP, JJ			
	2	Benson	Maureen	94605	7	White	Female	Decline to state	8	SCY, JB, JC, CJ, TK, SP, AP, JJ			

**Police Commission - Selection Panel - Interviews for Alternate Commissioner Replacement**

# **Wednesday, January 16, 2019**

Location: City Hall, Hearing Room #1

**Wednesday, January 16**

<b>Time Slot</b>	<b>Applicant Name</b>
5:50 PM	Gay Cobb (Application No. 107)
6:10	Chiquita Tuttle (19)
6:30	Melvin Cowan (121)
6:50	Logan McDonnell (7)
7:10	Tara Anderson (23)

**Police Commission - Selection Panel - Interviews for Alternate Commissioner Replacement**

**Thursday, January 17, 2019**

Location: City Hall, Council Chamber

<b>Thursday, January 17</b> <b>Time Slot</b>	<b>Applicant Name</b>
5:40 PM	Brian Hauck (Application No. 58)
6:00	Sokhom Mao (110)
6:20	Leigh Davenport (54)
6:40	
7:00	

**Selection Panel for the Police Commission  
Interview Notes Form**

**Applicant Name:** \_\_\_\_\_

Criteria	Notes
<p>Knowledge and/or experience in the fields of <u>human resources</u> practices, <u>management</u>, <u>policy development</u>, <u>auditing</u>, <u>law</u>, <u>investigations</u>, <u>law enforcement</u>, <u>youth representation</u>, <u>civil rights</u> and <u>civil liberties</u>, as well as representation from communities experiencing the most frequent contact with the [Oakland Police] Department.</p>	
<p>Contributes to demographic diversity of Police Commission (e.g., race, gender, disability, residency, etc.).</p>	
<p>Ability to make tough decisions, fairly and objectively based on evidence.</p>	
<p>Familiar with challenges of the Oakland Police Department.</p>	
<p>Possesses integrity            a. is consistent in actions, values, methods, measures, principles, expectations, and outcomes,            b. is honest and truthful through intentionality and thought.</p>	





# Police Commission

## Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information			
Full Name:	McDonnell, Logan P.		Date: 5/30/17
	<i>Last</i>	<i>First</i>	<i>M.I.</i>
Home Address:	[REDACTED]		Apartment/Unit #
	<i>Street Address</i>		
	Oakland	CA	94607
	<i>City</i>	<i>State</i>	<i>ZIP Code</i>
Phone:	[REDACTED]	Email	[REDACTED]

## Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?  YES  NO

I would like to be considered as a Mayoral Appointee?  YES  NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Denise Athas, Mayor of Novato Relationship: Professional
E-Mail: [redacted] Phone: [redacted]

Full Name: Andrew Hening, Director of Homeless Planning - San Rafael Relationship: Professional
E-Mail: [redacted] Phone: [redacted]

Full Name: Brigitte Cook, Sr. Community Liaison - Oakland Relationship: Professional
E-Mail: [redacted] Phone: [redacted]

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
Black or African American: a person having origins in any of the black racial groups of Africa
Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
Other:
I do not wish to Self-Identify

2. What is your gender?

- Male
I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

**Disclaimer and Signature**

*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

*I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.*

*My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.*

*Once submitted, your application form, along with all attachments, becomes a public record.*

Signature:  Date: 5/30/17

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	<b>Address: CityAdministratorsOffice@oaklandnet.com Subject: Police Commission Application</b>

## **Supplemental Questionnaire**

- 1) I'm an Oakland resident and I hold a director position for a nonprofit that works with the homeless up in Marin County. I graduated from Florida A&M University in 2012 with a Bachelors in Criminal Justice, and I am a certified Mediator and Arbitrator through the San Francisco Bar Association. I'm originally from NY and when I was younger, I defended myself in court against a police officer by cross examining him and proving to the judge that he was lying.
  
- 2) I have no contacts or experiences with the Oakland Police Department. I know one officer, Randy White, because he is a member of my alumni chapter of Alpha Phi Alpha Fraternity, Inc. in San Francisco.
  
- 3) No family member has had volunteer experience as a police officer, criminal prosecutor or defense attorney or with a community group serving or advocating for crime victims or persons charged or convicted of crimes.



# Police Commission

## Application for Position of Commissioner

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### Applicant Information

Full Name: TUTTLE, CHIQUITA T Date: 06/09/2017  
Last First M.I. *PHD.*

Home Address: [REDACTED] Apartment/Unit #

OAKLAND CA 94605  
City State ZIP Code

Phone: [REDACTED] Email [REDACTED]

### Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

### Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?  YES  NO

I would like to be considered as a Mayoral Appointee?  YES  NO

### References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: FR. JAYSON LANDEZA Relationship: Pastor  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Ms. Julie NADNOT Relationship: Colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Greg Tuener Relationship: Colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

### Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Black or African American: a person having origins in any of the black racial groups of Africa
- Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
- Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Other: \_\_\_\_\_
- I do not wish to Self-Identify

2. What is your gender?

- FEMALE  I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

**Disclaimer and Signature**

*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

***I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.***

***My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.***

***Once submitted, your application form, along with all attachments, becomes a public record.***

Signature: Chiquita A. Dottle, Ph.D Date: 06/09/2017

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	<b>Address: CityAdministratorsOffice@oaklandnet.com Subject: Police Commission Application</b>

Chiquita T. Tuttle, PhD

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
  - a. As an independent consultant, I have lead many non- profit agencies that have focused on HIV/AIDS, Child Development and Youth Leadership as an Interim Executive Director.
  - b. I am a member of Delta Sigma Theta Sorority, Inc, a public service organization whose focus is community service. That includes, feeding the hungry, advocacy work, social action, social justice and youth development.
  - c. I am actively involved in my church, Saint Benedicts Catholic Church as the chair of the Pastoral Planning Council where our focus is Youth, Social justice, and serving our community. The church is located at the corner of Bancroft Avenue and 82<sup>nd</sup> Avenue. Our Pastor, Father Jayson Landeza is very involved with the Oakland Police Department and the Fire Department.
  - d. Although my children are all adults, my husband and I were very involved in their academic activities and deeply involved in the parent group at their schools.
  - e. I have volunteered and been involved in OCO's walks along Bancroft avenue promoting "stop the violence" with the Bishop of the Diocese of Oakland, Father Jayson Landeza our Pastor and members of our parish.
  - f. Our parish is feeding the hungry for the second year on June 10, 2017 and we participate in National Night Out annually.
  - g. Prior to Father Jayson Landeza coming on board as our Pastor, I was actively involved with Father Jay Matthews relative to community service projects.

2. Please describe your contacts or experiences with the Oakland Police Department.
  - a. I have had no immediate contacts or experiences with the Oakland Police Department other than my neighborhood beat officers assigned to Simson and Altamont Streets.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

a. as a police officer, b. as a criminal prosecutor or defense attorney, c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

I have not had any experience nor has any of my family members volunteered or employed with/by the police department advocating for crime victims or persons charged or convicted of crimes.





# Police Commission

## Application for Position of Commissioner

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### Applicant Information

Full Name:	Anderson	Tara	R	Date:	06/13/17
	<i>Last</i>	<i>First</i>	<i>M.I.</i>		
Home Address:	[REDACTED]				
	<i>Street Address</i>			<i>Apartment/Unit #</i>	
	Oakland		CA	94608	
	<i>City</i>		<i>State</i>	<i>ZIP Code</i>	
Phone:	[REDACTED]	Email:	[REDACTED]		

### Supplemental Questionnaire

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  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

### Application Considerations

Check all that apply:

- I would like to be considered as a Selection Panel appointee?  YES  NO
- I would like to be considered as a Mayoral Appointee?  YES  NO

### References

*Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.*

Full Name: Veronica Martinez Relationship: Friend and Co-worker  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Brian Hofer Relationship: Friend  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: District Attorney George Gascon Relationship: Employer  
E-Mail: [REDACTED] Phone: [REDACTED]

### Voluntary Self-Identification Questionnaire

- With which race and/or ethnicity do you identify? (Check all that apply.)
  - White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
  - Black or African American: a person having origins in any of the black racial groups of Africa
  - Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
  - Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
  - Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
  - American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
  - Other: \_\_\_\_\_
  - I do not wish to Self-Identify
- What is your gender?
  - Female \_\_\_\_\_
  - I do not wish to self-identify
- You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

**Disclaimer and Signature**

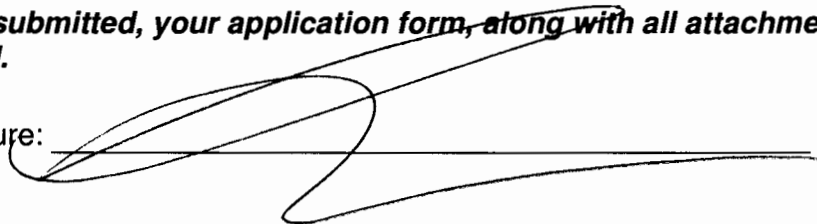
*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

***I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.***

***My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.***

***Once submitted, your application form, along with all attachments, becomes a public record.***

Signature: \_\_\_\_\_



Date: \_\_\_\_\_

6/19/17

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	Address: <b>CityAdministratorsOffice@oaklandnet.com</b> Subject: <b>Police Commission Application</b>

Tara Regan Anderson  
Application for Position of Commissioner-Oakland Police Commission  
Supplemental Questionnaire

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

I respectfully submit my name for consideration to serve on the reformed Oakland Police Commission. I believe that I have a unique combination of professional and personal experience that make me a highly qualified candidate. I have lived in Oakland for 13 years and I currently live in the Santa Fe neighborhood, District 1, Beat 10Y, with my husband, and two children. In addition to my professional experience summarized briefly below, I serve as Santa Fe Community Association & Neighbors, Board Member At Large and Public Safety Co-Chair. Serving as a member of the Police Commission is a natural next step in my service to Oakland as a community steward demanding transparency and accountability in the Oakland Police Department.

I have over 16 years of experience working within and closely with local and state governments to provide services and improve outcomes for individuals and families impacted by criminal justice systems. I currently serve as Director of Policy at the Office of San Francisco District Attorney George Gascón, a leadership role advancing policy on behalf of the San Francisco District Attorney's Office. I serve as office policy liaison for issues related to sentencing, police accountability and transparency, pre-trial diversion, fines and fees, human trafficking, victim services, restorative justice, and implementation of criminal justice reforms such as Propositions 47 and 57. I transitioned to the District Attorney's Office after serving as the Senior Planner and Policy Analyst for the Violence Prevention and Intervention Unit at San Francisco's Department of Children Youth and Their Families. Prior to my government work, I served as the Children and Family Programs Manager for Centerforce, a non-profit working with prisoners, their families and persons recently released from jails and prisons in Northern and Central California. In this role, I supervised the San Quentin State Prison (SQSP) Visitors Center- a multi service hospitality center for visiting loved ones; Families Moving Forward- a family reunification case management program based out of Marin County Jail; Back to Family- a family reunification case management program based out of SQSP; the LIFE mentoring program- which serves youth whom have an incarcerated parent; and Live Love Learn- a peer health education HIV prevention program working with SQSP women visitors. In addition, the Vera Institute of Justice and the Center for Restorative Justice Works have contracted me for my subject matter expertise and policy analysis. I received my B.S. in Criminal Justice and minor in International Politics at Northeastern University and M.P.P. at the Goldman School of Public Policy, UC Berkeley.

This combination of experience has shown me that our criminal justice system is a flawed, complicated, and resilient design. A system that all too often leaves those working in it, those who have contact with it, and those who call upon it, left harmed. I have committed my life to ensure that the system is reformed for the benefit of all people and continue to work tirelessly to ensure that all people, including those with the duty to serve and protect are held accountable. I have maintained this commitment during my time working inside the walls of SQSP, time in community working to amplify the voice of children with an incarcerated parent, and now working for law enforcement. I am fully invested in a criminal justice system with integrity that truly represents justice. I look forward to discussing further how my skills and experience can support the work of the Police Commission.

Tara Regan Anderson  
Application for Position of Commissioner-Oakland Police Commission  
Supplemental Questionnaire

2. Please describe your contacts or experiences with the Oakland Police Department.

I currently serve as the Co-Chair for the Public Safety Committee Santa Fe CAN. In this role I attend Neighborhood Crime Prevention Council Meetings (now known as Neighborhood Council), where I have had regular interaction with Beat 10Y Community Resource Officer (CRO) Michael Ransom and Neighborhood Services Coordinator Felicia Verdin.

In January 2017 members of Beat 10Y elected new leadership to our NCPC with Max Kurtz-Cadji now serving as council Chair. Max brings a advanced training in restorative justice and it has been positive to see how OPD and Housing Authority representatives actively engage in his restorative justice facilitation, ultimately seeking non law enforcement intervention to solve community issues.

The following is a brief summary of my contacts with OPD over the last 13 years:

2013-2017

-Response to issues of serious mental illness and problem property near current residence.

2012-2016

-National Night Out Participant.

2009-2017

-Race day support for the Oakland Running festival.

2010

-Welfare check at former residence. My car was found with the door open during patrol, OPD responded by checking in at my residence to verify if I was okay.

2009

-Response to break in at counseling center near previous residence.

Absent the 2009 incident when OPD responded to the report of a break in, I have had a positive experience interacting with OPD. This can largely be attributed to my privileged status including income and race and ethnicity. This privilege has afforded me the opportunity to see law enforcement as a support and ally in preserving my safety and that of my family. This is not the case for all Oaklanders. If appointed to the Police Commission it will be my duty to represent all residents of Oakland and challenge any policy or perceived protection afforded to law enforcement at the cost of any group or community.

Tara Regan Anderson  
Application for Position of Commissioner-Oakland Police Commission  
Supplemental Questionnaire

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

a. as a police officer,

My brother Thomas S. Regan currently serves as a Sargent in the Wethersfield Police Department, located in Wethersfield, CT. Sgt. Regan is in his 22nd year with WPD. He completed police academy in 1995, my junior year of high school. He has served as a patrol officer, DARE Officer, Capitol Area SWAT Team member, Juvenile Detective and now Sargent.

I was inspired to study criminal justice in undergrad thanks to my brother, my Uncle a former judge and father former legal officer in the Navy. Growing up with family stories of criminal justice around my kitchen table has lead me to the complex understanding of the stress and burden placed on those who choose to serve the community as law enforcement and the family who care for them. There is a great responsibility placed in the hands of those who chose to serve and they are regularly required to make choices compromising the civil liberties of others. I have great respect for law enforcement and believe that this respect is not independent from great expectations for accountability and transparency.

b. as a criminal prosecutor or defense attorney,

I am not a criminal prosecutor, however I work for the elected District Attorney of San Francisco. I consider it a great honor and privilege to work for San Francisco District Attorney George Gascón as his Director of Policy. In this role I advance evidence-based policy that encourages innovation and ultimately serves public safety. I have discussed my interest in serving on the Oakland Police Commission with District Attorney Gascón and he fully supports my application.

c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

In addition to the professional experience outlined in response to question one, I have worked serving and advocating for victims and persons charged and convicted of crimes at the San Francisco District Attorney's Office (SFDA), Get on the Bus and the Hartford Choice Project. At the SFDA I managed a comprehensive gap analysis of the Victim Services Division (VSD), looking into the possible issues with services delivery and areas for improvement. I now advise the Chief of VSD on policy implementation responding to those findings. In addition I liaison with Crime Survivors for Safety and Justice to facilitate opportunities to share their victim centered message and representative victim voice. In 2009-2010 I was contracted by Get on the Bus to serve as the Northern California Coordinator and lead a network of over 100 volunteers to fund and fill buses with children visiting parents in prison. Lastly, at the start of my career I worked for the Hartford Choice Project, providing transitional case management services to adjudicated youth returning home from detention. In this role I conducted needs assessments and formulated individualized service plans with clients; advocating for client's rights in educational, legal, and vocational settings.



# Police Commission

## Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

### Applicant Information

Full Name:	Davenport	Leigh	K	Date:	6/28/2017
	<i>Last</i>	<i>First</i>	<i>M.I.</i>		
Home Address:	[REDACTED]				
	<i>Street Address</i>			<i>Apartment/Unit #</i>	
	Oakland		CA	94609	
	<i>City</i>		<i>State</i>	<i>ZIP Code</i>	
Phone:	[REDACTED]	Email:	[REDACTED]		

### Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

### Application Considerations

Check all that apply:

- I would like to be considered as a Selection Panel appointee?  YES  NO
- I would like to be considered as a Mayoral Appointee?  YES  NO

### References

*Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.*

Full Name: Adam Wilson, Google Manager Relationship: Professional colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Paul McIntyre, President Emeritus, City Youth Now Board Relationship: Board colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Zachary Norris; ED, Ella Baker Center for Human Rights Relationship: Volunteering  
E-Mail: [REDACTED] Phone: [REDACTED]

### Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Black or African American: a person having origins in any of the black racial groups of Africa
- Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
- Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Other: Multiracial
- I do not wish to Self-Identify

2. What is your gender?

- Female  I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.



Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

**Disclaimer and Signature**

*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

***I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.***

***My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.***

***Once submitted, your application form, along with all attachments, becomes a public record.***

Signature:  Date: 6/28/2017

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	Address: <b>CityAdministratorsOffice@oaklandnet.com</b> Subject: <b>Police Commission Application</b>

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
  - a. Extensive human resources and corporate/governmental ethics/confidentiality and NDA/compliance training:
    - i. **Google, Inc.** - Various operations and sales roles across multiple Google products and services with business and consumer clients/partners from 2007-2013
    - ii. **City Youth Now** - Board of Directors, Major Grants Chair 1/2012-9/2014  
City Youth Now partners with the San Francisco Juvenile Justice and Foster Care Systems to address the unique needs of children and youth under the jurisdiction of the San Francisco Juvenile Court System. In addition to providing a practical/professional skills internship program for impacted youth, CYN provides scholarships and fulfills grant requests for youth from probation officers, social workers, attorneys, and other youth advocates.
  - b. People management experience and coursework:
    - i. **Romotive, Inc.** - Head of Customer Experience 3/2013-1/2014; tech startup folded
    - ii. **UC Berkeley Extension** - "Essentials of Management" course 2012
  - c. Study of comparative democracy and international human rights law in undergraduate courses at Stanford University (B.A. International Relations, Minor Latin American Studies 2007)

2. Please describe your contacts or experiences with the Oakland Police Department.

I've had extensive experience observing the Oakland Police Department as a trained Legal Observer with the National Lawyers Guild.

I also live in West Oakland, a highly policed area, so I see dozens of OPD officers interacting with people within blocks of my home on a daily basis.

I have witnessed a variety of behavior from officers, ranging from professional courtesy to outright abuse of the public. My education and experience tell me that our city needs an independent accountability system to begin to investigate and address the harm that has been done by the latter conduct. Regardless of how different individuals may choose to approach the role of police officer, human psychology and historical precedent show that thorough oversight and accountability are necessary to prevent the abuse that occurs when a severe imbalance of power goes unchecked.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

- a. As a police officer - *Not applicable*
- b. As a criminal prosecutor or defense attorney - *Not applicable*
- c. With a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes:
  - i. **Ella Baker Center** - Member, volunteer doing research and advocacy on various decarceration and bail reform campaigns in Alameda County and the State of California
  - ii. **Anti Police-Terror Project** - Black Leadership Committee, Media and Policy Committees; Working to document, push back on false narratives and bring accountability for state-sanctioned terror enacted upon Black, Brown and Poor people. Most of my contribution has been in the form of public advocacy, budget and data analysis and research to inform media campaigns and press communication.
  - iii. **National Lawyers Guild** - Trained legal observer

Skills from Selection Panel's published matrix demonstrated by above work experiences:

Skills, talents and experience	Examples
Management, human resources, organizational planning, conversant with HR policy/labor and complaint processes, confidential functions	<ul style="list-style-type: none"> <li>● Worked in large and small corporations and served on a non-profit board. I have managerial experience including hiring and terminating employees.</li> </ul>
Community organizing, meeting convening and facilitation	<ul style="list-style-type: none"> <li>● Ella Baker Center, Anti Police-Terror Project, Decarcerate Alameda County working group</li> </ul>
Conversant with the law	<ul style="list-style-type: none"> <li>● Coursework in international human rights law, providing court support to an Alameda County Public Defender, training with the National Lawyers Guild and corporate compliance training, I'm familiar with legal standards and can ask the right questions of lawyers/subject matter experts to gain clarity.</li> </ul>
Familiar with policy making	<ul style="list-style-type: none"> <li>● I am a politically active individual with a B.A. in International Relations (Comparative Democracy focus track) and know how government and policy work at all levels in multiple countries.</li> <li>● Lobbying at local and state level</li> <li>● CYN major grants</li> </ul>
Diverse perspective	<ul style="list-style-type: none"> <li>● I come from a multiracial family and grew up in MT and OK before moving to the Bay Area in 2003. I have lived, worked and volunteered in diverse settings and have demonstrated the capacity to actively listen and understand a variety of worldviews.</li> </ul>
Public budget experience	<ul style="list-style-type: none"> <li>● Analyzed proposed budgets and participated in Council Member town halls as well as City Council and various committee budget meetings for the 2017-19 Oakland Budget Cycle</li> <li>● CYN board budget cycle.</li> </ul>
Report construction, delivery	<ul style="list-style-type: none"> <li>● I've done a lot of qualitative and quantitative reporting and am comfortable breaking down data into digestible and contextually-relevant delivery formats, tailored to my audience.</li> <li>● Most notably, as a member of Google's 5-person Objectives and Key Results team, I was responsible for portions of the executive-level presentation of Google, Inc.'s quarterly internal reports delivered by company founders and distributed to 10k+ employees.</li> </ul>



# Police Commission

## Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information			
Full Name:	Hauck	Brian	P.
	<i>Last</i>	<i>First</i>	<i>M.I.</i>
Date:	June 29, 2017		
Home Address:	[REDACTED]		
	<i>Street Address</i>		<i>Apartment/Unit #</i>
	Oakland	CA	94618
	<i>City</i>	<i>State</i>	<i>ZIP Code</i>
Phone:	[REDACTED]	Email:	[REDACTED]

## Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

### Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?  YES  NO

I would like to be considered as a Mayoral Appointee?  YES  NO

### References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Karol Mason Incoming President, John Jay College Relationship: Former Co-worker

E-Mail [REDACTED] of Criminal Justice Phone [REDACTED]

Full Name: Rev. Molly Baskette First Congregational Church, Berkeley Relationship: Pastor

E-Mail [REDACTED] Phone: [REDACTED]

Full Name: Mike Troncoso Relationship: Former Colleague

E-Mail [REDACTED] Phone [REDACTED]

### Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Black or African American: a person having origins in any of the black racial groups of Africa
- Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
- Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Other: \_\_\_\_\_
- I do not wish to Self-Identify

2. What is your gender?

- Male \_\_\_\_\_  I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

Yes, I have a disability (or previously had a disability)

No, I do not have a disability

I do not wish to answer

### Disclaimer and Signature

*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

***I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.***

***My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.***

***Once submitted, your application form, along with all attachments, becomes a public record.***

Signature: **Brian Hauck**

Digitally signed by Brian Hauck  
DN: cn=Brian Hauck, o=Jenner & Block, ou,  
Date: 2017.06.29 10:30:12 -07'00'

Date: June 29, 2017

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	<b>Address: CityAdministratorsOffice@oaklandnet.com Subject: Police Commission Application</b>

**Police Commission – Supplemental Questionnaire**  
**Brian Hauck**

**1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.**

Through a number of positions in the federal government, I have experience making balanced judgments about the propriety of law enforcement conduct; reviewing and making recommendations to improve law enforcement organizations; and leading initiatives to make law enforcement organizations more successful by becoming more open and transparent. In none of these positions have I actually worked in law enforcement. Rather, I have served with the perspective of a civilian who believes in their mission and believes they ought to be held to very high standards.

*Reviews and recommendations.* I recently served as the lead staffperson for an independent panel charged with reviewing the U.S. Secret Service's protection of the White House complex. Following some of the Secret Service's high-profile failures, our panel was charged with reviewing what had gone wrong and making recommendations to improve the Service's performance. The review was wide, and encompassed issues ranging from human resources, training, and staffing, to use-of-force policies and weaponry. We looked at the Service's budget and made recommendations for its next Director. We necessarily approached the issues with a sense of balance, where the mission is critical but the failures were obvious, and with an awareness of the need for a credible report that would earn public trust.

*Oversight.* In much of my work now, in private practice, I serve on teams that are appointed to "monitor" entities that have histories of wrongdoing and have been ordered onto paths for reform. While the Police Commission's work is different from the work of a "monitor," that work has informed how I approach oversight of an institution like the Police Department; it has taught me how to gather facts from organizations that can be resistant, the appropriate contours of reform, and how to tell the difference between change that an organization *can't* do and change that the organization *doesn't want* to do.

*Openness and transparency.* The Department of Justice has never been known as the most transparent of institutions, but like all agencies in this Administration, it was charged with finding ways to better fulfill its mission by becoming more open and transparent. I was asked to coordinate the Department's planning and implementation. We were ultimately ranked by open government groups as belonging in the top tier of federal agencies – and we did it not by reflexively adopting open-government "experts" recommendations, but by looking afresh at our mission and how new ideas could help us better achieve it.

*Judgment.* During my time as an Obama Administration appointee at the U.S. Department of Justice, as a Deputy Assistant Attorney General, one of my responsibilities was to determine when the Justice Department could no longer stand behind a law enforcement official who was accused of wrongdoing. That work required an understanding of the line between appropriate and inappropriate law enforcement conduct.

Through all of these experiences, I have gained some insight into the ways in which our law enforcement forces must balance their important competing obligations, and the costs of making reflexive judgments in one direction or another. I have also learned, through these and other experiences, that any group – and especially a Commission like this one – can be effective only when its members work hard to understand each other, draw out each other’s priorities, and look for the understanding and common ground that can bring them together. I have been a consensus builder. Working together and listening to each other, we will undoubtedly be able to reach better decisions, improve policing, and build trust and credibility between the force and the community it protects.



**Police Commission – Supplemental Questionnaire**  
**Brian Hauck**

**2. Please describe your contacts or experiences with the Oakland Police Department.**

My experience with the Oakland Police Department is from afar. But I have two mixed-race children, and I do not know today whether they will grow up to be victims of crime, suspected of crime, or police officers. My hope is that the work of this Commission and the City's and Department's other efforts will help build a police force that will be better prepared to protect them, will earn its community's trust, and will treat them with respect.

**Police Commission – Supplemental Questionnaire**  
**Brian Hauck**

- 3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:**
- a. as a police officer,**
  - b. as a criminal prosecutor or defense attorney,**
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.**

Neither I nor any immediate family member has been employed in any of those positions. As a lawyer in private practice, I have represented criminal defendants *pro bono*, including death row inmates. And during my time at the Justice Department, I worked alongside criminal prosecutors and law enforcement agents.

I have taken away from that work nothing more than a belief that every component of the criminal justice system has good people who work hard, people who make mistakes, and occasionally people who intentionally do wrong. My hope is that the Police Commission can make the Police Department better at its job, and more deserving of the public's trust.



# Police Commission

## Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

### Applicant Information

Full Name:	Cobb	Gay	Plair	Date:	June 30, 2017
	<i>Last</i>	<i>First</i>	<i>M.I.</i>		
Home Address:	[Redacted]				
	<i>Street Address</i>			<i>Apartment/Unit #</i>	
	Oakland		CA	94607	
	<i>City</i>		<i>State</i>	<i>ZIP Code</i>	
Phone:	[Redacted]	Email	[Redacted]		

### Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

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Please respond (in writing) to the following questions:

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3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

### Application Considerations

Check all that apply:

- I would like to be considered as a Selection Panel appointee?  YES  NO
- I would like to be considered as a Mayoral Appointee?  YES  NO

### References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Rev. Debra Avery Relationship: Pastor  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Hon. Keith Carson Relationship: Colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Alan Dones Relationship: Colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

### Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)
  - White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
  - Black or African American: a person having origins in any of the black racial groups of Africa
  - Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
  - Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
  - Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
  - American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
  - Other: \_\_\_\_\_
  - I do not wish to Self-Identify
2. What is your gender?
  - Female \_\_\_\_\_
  - I do not wish to self-identify
3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.



## #1 Life Work/Volunteer Experiences

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I am a long time (34 year) resident of West Oakland. Here are some highlights of my experience:

- Currently, CEO of a non-profit organization whose mission is “to develop a world-class workforce.” We have initiated and operated programs serving long-term unemployed adults; disconnected youth; women and men returning to the community after incarceration; laid off workers and all who need assistance in connecting with family-sustaining jobs in the Bay Area.
- Provided leadership to the above organization in establishing career centers – downtown and in the neighborhoods of East and West Oakland.
- Hired and managed a highly diverse staff with attention to language capacity, ethnicity and reentry status.
- 15 year member of Oakland’s Workforce Investment Board, appointed by various mayors; chair of the Youth Council overseeing programs for low-income youth with barriers to their employment.
- Worked closely with government, community organizations and educational institutions to maximize resources for the benefit of Oakland’s most vulnerable populations.
- Worked with the West Oakland community to establish the Cypress-Mandela/Women in Skilled Trades Pre-Apprenticeship Center to provide training opportunities to those most impacted by the freeway collapse after the 1989 Loma Prieta Earthquake. The center later spun off (with our blessing) as a separate non-profit organization.
- Served 20+ years as an elected member of the Alameda County Board of Education (representing West and East Oakland and the City of Alameda) --- with oversight of the educational programs at Juvenile Hall and Court and Community Schools. The Board also adjudicated appeals related to school expulsions, inter-district attendance, and land transfer between school districts.
- Currently elected to the Executive Committee of the NAACP, Oakland Branch.
- Founding member of Black Elected Officials of the East Bay.
- Elder at First Presbyterian Church of Oakland.
- Trustee *Emerita* of The San Francisco Foundation.
- Trustee of the Peralta Colleges Foundation.
- Previous employment with the US Department of Labor, Women’s Bureau --- promoted federal policies guaranteeing inclusion and equal rights for women workers; called early attention to the problem of sexual harassment as a reality worthy of civil rights legislation.
- Frequent and vocal critic of Oakland City government in its treatment of community, non-profits and others who contribute to Oakland’s greatness.

## **#2 Contacts/Experience with the Oakland Police Department**

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My recent personal contacts have been minimal. Our office has a good relationship with the two person OPD team that stops by our office in downtown Oakland from time to time. These visits seem designed to promote goodwill and they have.

As a West Oakland resident, I was acutely aware of the reality of police behavior, including the "Riders" case. Neighbors were affected. And the neighborhood was affected as well.

Subsequently, I have followed developments regarding implementation of Judge Henderson's Negotiated Settlement Agreement.

As an Alameda County school board member, I often had contact with police officials to discuss strategies for diversion – such as employment programs.

## **#3 Experience with public agency or non-profit serving/advocating for crime victims or persons charged/convicted of crimes**

As part of their case management duties, staff routinely advocates for re-entry clients by submitting letters, making court appearances and providing other resources as needed. This is in addition to the employment preparation assistance provided by our organization.



17 JUN 30 PM 4: 07

# Police Commission

## Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

### Applicant Information

Full Name: Mao, Sokhom Date: 06/30/2017  
*Last First M.I.*

Home Address: [REDACTED]  
*Street Address Apartment/Unit #*  
Oakland California 7  
*City State ZIP Code*

Phone: [REDACTED] Email: [REDACTED]

### Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.



### Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?  YES  NO

I would like to be considered as a Mayoral Appointee?  YES  NO

### References

*Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.*

Full Name: Daniel Heimpel Relationship: Former Colleague  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Matthew Rosen Relationship: Professional  
E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Mary E. Gilder Relationship: Professional  
E-Mail: [REDACTED] Phone: [REDACTED]

### Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Black or African American: a person having origins in any of the black racial groups of Africa
- Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations
- Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Other: Cambodian-American
- I do not wish to Self-Identify

2. What is your gender?

- Male  I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

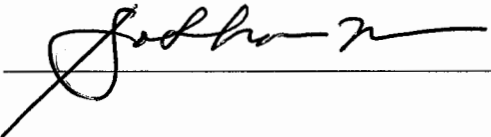
**Disclaimer and Signature**

*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

***I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.***

***My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.***

***Once submitted, your application form, along with all attachments, becomes a public record.***

Signature:  Date: 06/30/17

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	Address: <b>CityAdministratorsOffice@oaklandnet.com</b> Subject: <b>Police Commission Application</b>

**1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.**

I received my bachelors' degree in Criminal Justice Administration from San Francisco State University and worked as an Administration Assistant to the Police Chief of the University Police Department. During my tenure at San Francisco State University, I took courses that allowed me to understand the treatment of distinguishing features of the U.S. criminal justice system and comparative perspectives of systems around the globe. And perspectives on the attention that is given to recurring problems including abuse of authority, community conflict, and discrimination in case processing. I had the opportunities to learn methods and applications for studying criminal justice systems and processes. All of these courses prepared me for the proper training to be engaged in my community regarding the issues of law, crime, and justice as well as the checks and balances of the government and the understanding of the rule of law.

As a former assistant to the Police Chief, my duties were to provide information requiring the interpretation of policies and procedures to the command staff and police chief. I produced a wide variety of drafts and finished documents to be added to the police department's general order, including confidential materials from taped dictation, brief instructions, and written materials from police commanders.

Following my departure from the police department, I was appointed by the California Superior Court Judge and confirmed by the Presiding Judge of the County of Alameda, Superior Courts of the State of California to the Juvenile Justice Commission. As a Juvenile Justice Commissioner, I was provided with the authority mandated by the California Welfare and Institutions Code (Welfare and Institution Code) 225 to inspect group home that serves wards or dependent children of the juvenile court and is located in the county or region. I reviewed the safety and well-being of wards or dependent children placed in the group home and the program and services provided in home. And I annually inspected Juvenile Hall, Camp Sweeney and any jail, police department or lockup facility within the County used for confinement of any minor under the custody of the Probation Department and Courts.

After receiving the appointment to the Juvenile Justice and Delinquency Prevention Commission, I was appointed by the Mayor of the City of Oakland and confirmed by the City Council to serve on the Citizens' Police Review Board as a Commissioner where I held legal authority by the City Charter and Ordinance to order the investigations on all complaints made to the Police Review Board. I worked with the staff of the Citizens' Police Review Board to issue subpoenas for the required attendance of police officers to appear before the Police Board for said hearings, and ordered the testimony of police officers under oath. Furthermore, I worked with my colleagues on the board to help draft police policies to amend and add to the general orders. As Chairman, I made certain that board was operating within the legal purview of the board to ensure that police officers are held accountable for official misconduct of any sworn members of the Oakland Police Department.

In addition to the chartered duties, I have worked with the City of Oakland to make sure that the city has a professional and competent police department whose members behave with integrity and justice by reviewing the general orders of the Oakland Police Department. I lead rigorous scrutiny on the improved relationship and understanding between community members and

police officers including the coordination of said meetings with the community to hold regular public forums on various concerns regarding policy matters and individual cases alleging police misconduct.

The collective experience that I bring to the commission includes; my knowledge base on the police board, competency in the area of police policies and practices, and eminence experience in community involvement on the public process. My combined understanding will be imperative to help create a structure for the new police commission. I believe these qualities and skill sets will give the Police Commission the platform it needs to launch a successful oversight and legal entity of the city government. Additionally, my understanding of impartiality of the hearing process and testimony will be critical at maintain the integrity and trust of the Commission to the public. It is my firm belief—that in order for the city as a whole to have the Commission that was promised to the constituents of Oakland, we need to have a solid structure and understanding of these processes. So, we as a city can continue to deliver the positive services of policing and restore the integrity and trusts of the Oakland Police Department.

**2. Please describe your contacts or experiences with the Oakland Police Department.**

In 2006, I have encountered Oakland Police Officers while riding in a relative vehicle and I was detained for a short period of time and was promptly released. I have been stopped by Oakland Police Officers for unwarranted stops with no merit for the stops and the stops were unlawful and unpermitted stops by Oakland Police Officers, during the occasions of these stops I always questioned the police officers and inquiry as to why were they stopping without any legal purposes for the stop and in all instances they could not provide me with a valid answer as to the purpose of these stops. The recent study that was commissioned by Stanford University psychologist Jennifer Eberhardt presented her research on how race influenced perception and that racial biases amongst the Oakland Police Department drove the reasoning for the unpermitted and unwarranted stops before an unlawful action occurred. My contact was just an eye opener to the real issues that the city's police department has been dealing with for many years and that this particular must be address on the police commission. I look forward to utilizing my professional experience to help contribute to the positive work of city around police accountability and restoration of trust amongst our men and women in uniform.

**3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience. *N/A All of my experiences with the city has been outlined above in my statement.***



# Police Commission

CITY OF OAKLAND  
OFFICE OF CITY MANAGER

## Application for Position of Commissioner

PH 4:44

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

### Applicant Information

Full Name: Cowan Melvin E. Date: 6.30.2017  
Last First M.I.

Home Address: [Redacted]  
Street Address Apartment/Unit #  
Oakland CA 94611  
City State ZIP Code

Phone: [Redacted] Email: [Redacted]

### Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates.

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
  - a. as a police officer,
  - b. as a criminal prosecutor or defense attorney,
  - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

## Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

YES

NO

I would like to be considered as a Mayoral Appointee?

YES

NO

## References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Wiles Smith

Relationship: Professional

E-Mail: [REDACTED]

Phone: [REDACTED]

Full Name: Dan Lawson

Relationship: Professional

E-Mail: [REDACTED]

Phone: [REDACTED]

Full Name: Desmond Jeffries

Relationship: Professional

E-Mail: [REDACTED]

Phone: [REDACTED]

## Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

White: a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

Black or African American: a person having origins in any of the black racial groups of Africa

Latino: a person having origins in any of the countries of Central America and South America, including Puerto Rico, Cuba and the other Caribbean nations

Native Hawaiian or other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

Asian: a person having origins in Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

American Indian or Alaskan Native: a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

Other: \_\_\_\_\_

I do not wish to Self-Identify

2. What is your gender?

Male

I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions. No

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer


### Disclaimer and Signature

*The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.*

***I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.***

***My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.***

***Once submitted, your application form, along with all attachments, becomes a public record.***

Signature:  Date: 6.30.2017

Completed applications due by June 30, 2017 by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	<b>Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3<sup>rd</sup> Floor Oakland, CA 94612</b>
Email	<b>Address: <a href="mailto:CityAdministratorsOffice@oaklandnet.com">CityAdministratorsOffice@oaklandnet.com</a> Subject: Police Commission Application</b>

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

(Bio)

Melvin Cowan MPA is an Alpha Sigma Nu Honors Scholar and recipient of the University of San Francisco School of Management Dean's Outstanding Public Service Award for superior academic performance, outstanding service to the community, and promotion of social justice. He is the recipient of 3 Legislature Civic Recognition Awards for Service in California. Melvin served as a civic strategist and civilian diplomat in Cuba, Armenia, and the Dominican Republic.

Melvin serves as a community leader for 18th Assembly Member Bonta's and Men of Color committee in Oakland. He has served as an Assessor for the Oakland Police Department, Vice President of and Fiduciary Governing Board Director for S.A.F.E. San Francisco, and Served as a Strategic Advisor for the University of San Francisco Public Safety Department. He provided Cultural Competency and Implicit Bias training to law enforcement. As a strategic partner with law enforcement leadership, he assessed organizational dynamics within the department and worked with stakeholders to develop innovative programs and policies to promote diversity inclusion.

Melvin is a founding member of several community inspired grassroots initiatives including The Black Young Democrats of the East Bay and the Oakland Chapter of the New Leaders Council. He is a founding member of The Trust Prize (The Policing Innovation and Community Trust Prize) which works to honor and promote trust building in local communities across the U.S. seeking to build collaboration and partnerships with local law enforcement.

He is the Founder of Oakland Votes which helps to promote Black and Pan African voter engagement and education in Oakland by educational workshops, offering digital tools for online users, and hosting community gatherings to generate awareness and collaboration.

He also coordinates public forums to inspire civic engagement in an effort to foster safer communities for youth and their families.

Currently Melvin serves as Director of Community Leadership and Strategic Partnerships for Youth UpRising in Oakland. In his role, Melvin identifies, trains, recruits, and develops community members to become leaders to address critical communal needs through implementing organizing plans and progressive campaigns that lead towards personal transformation, systems change, social economic development and community transformation.

2. Please describe your contacts or experiences with the Oakland Police Department.

I have served as an assessor for OPD as well as supported efforts in recruiting and creating career pathways for young adults interested in law enforcement.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience: I have served as an advocate for many years serving at risk and justice involved youth and young adults.



# MEMORANDUM

TO: Oakland Police Commission Selection Panel

FROM: Selection Panel Ad-Hoc Planning Committee

DATE: October 10, 2018

SUBJECT: Process Analysis and Recommendations of Enhanced Operational Protocols for the Oakland Police Commission Selection Panel

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## Statement of Purpose

During the May 23, 2018 meeting of the Oakland Police Commission Selection Panel, three Panel members were selected to serve on the newly formed Oakland Police Commission Selection Panel Ad-Hoc Planning Committee (Ad-Hoc Planning Committee). The primary purpose of the Ad-Hoc Planning Committee is to perform a process analysis relative to the Selection Panel's operational protocols pertaining to recruitment and retention of Police Commissioners, and to provide recommendations on these matters, and others, which are germane to the long- and short-term viability of mandates governing the identification, selection, retention and rotation of Oakland Police Commissioners.

Current Ad-Hoc Planning Committee members are: Candice Jessie, Tal Klement and Mary Vail.

## Duration of Appointment Terms

The dates of service for initial Ad-Hoc Planning Committee appointees were identified as May – November 2018. It was likewise noted that replacement Ad-Hoc Planning Committee members would be identified and appointed by the Selection Panel by November 2018; corresponding to service dates of December - June 2019.

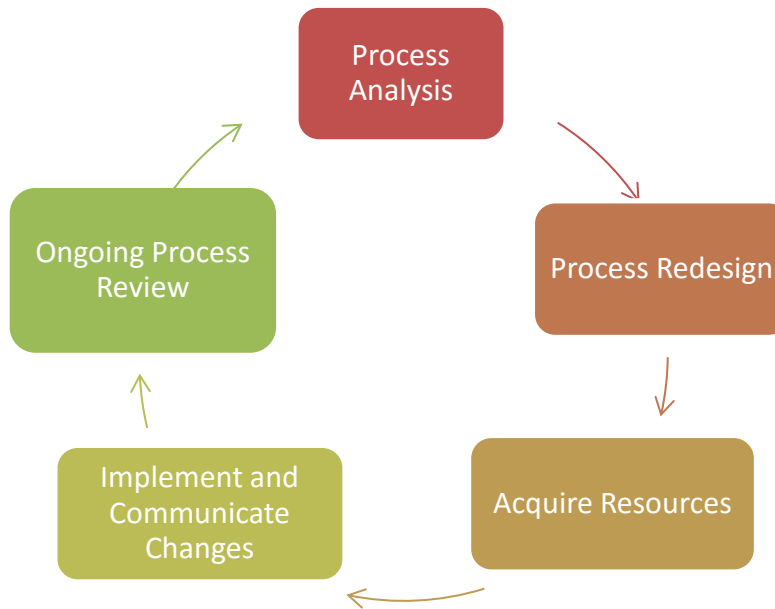
## Meeting Dates

Since May 2018, Ad-Hoc Planning Committee members conferred on the following dates: June 13<sup>th</sup>, June 28<sup>th</sup>, August 8<sup>th</sup>, August 23<sup>rd</sup>, September 6<sup>th</sup>, September 28<sup>th</sup>, October 4<sup>th</sup> and October 10<sup>th</sup>.

## Ad-Hoc Planning Committee's Process Analysis

As stated previously, the Ad-Hoc Planning Committee structured its review of Selection Committee operational protocols by enacting the basic operational concepts of a process analysis:

Item #4  
Selection Panel Meeting  
January 17, 2019



The analysis then focused upon process mapping of two primary categorical distinctions:

- ✚ Police Commissioner Retention Strategies
- ✚ Police Commission Recruitment Strategies

The following serves as a condensed overview of the sub-topics analyzed by the Ad-Hoc Planning Committee in relationship to Police Commissioner retention and recruitment strategies, and, in certain instances, recommendations developed for the same.

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### **Police Commissioner Retention Strategies**

<p><b>Issuance of Written Notice to Current Commissioners and Alternates Regarding Term Limit Expirations</b></p>	<p>The Ad-Hoc Planning Committee determined that Police Commissioners and Alternates will be afforded advanced written notice from the full Selection Panel regarding the expiration of their current term; with said notice(s) occurring no less than six-months prior to term expiration(s). Notifications would be issued by the Selection Panel for Commissioners and Alternates previously appointed by the Selection Panel, as well as Mayoral appointees.</p>
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<p><b>Notices of Intent for Re-Application from Police Commissioners and Alternates</b></p>	<p>Subsequent to the Selection Panel providing Commissioners and Alternates with written notice regarding the expiration of their current term, the subject Police Commissioners and Alternates will be required to provide the Selection Panel with their individual written Notice of Intent within 60-days (two months) of the date of the Selection Panel’s original notice. The Notice of Intent should stipulate either their intent to re-apply for continued service as a Police Commissioner or Alternate, or their decision to forego the next, regularly scheduled application process for the same.<sup>1</sup></p>
<p><b>Proposed Re-Application Protocols for Police Commissioners and Alternates</b></p>	<p>All currently seated Police Commissioners and Alternates who opt to resume their roles as either Commissioners or Alternates will be required to formally re-apply as Police Commissioners upon completion of each person’s designated term.</p> <p>This stipulation is applicable to all individuals appointed by the Selection Panel and the Mayor.</p>
<p><b>Protocols for the Placement of Alternate Commissioners in the Event of the Resignation of Selection Panel-Appointed Police Commissioners</b></p>	<p>Measure LL gives the Selection Panel authority to choose an Alternate to fill a vacancy that occurs for any reason other than expiration of the regular member’s term without implementing a standard application process.</p> <p>However, this provision applies only to Alternates originally appointed by the Selection Panel. Accordingly, both the resigning Commissioner and the replacement Alternate must have originally been Selection Panel appointees in order for the Selection Panel to formally place an Alternate.</p>

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<sup>1</sup> Two Police Commissioners and one Alternate are slated for term expirations in October 2019. Accordingly, by March 1, 2019, the Selection Panel shall issue formal written notice to said persons regarding their upcoming term expiration(s). Then, on or before April 30, 2019, the two Police Commissioners and the one Alternate would be required to provide the Selection Panel with their individual written Notice of Intent to either re-apply as Police Commissioners, or their decision to forego the upcoming re-application process.

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<p><b>Timeframe for Formal Appointment of Replacement Police Commissioners in the Event of the Resignation of Selection Panel-Appointed Police Commissioners</b></p>	<p>The Ad-Hoc Planning Committee recommends that the Selection Panel be required to convene and appoint a replacement Selection Panel-appointed Alternate to the capacity of Police Commissioner within no more than 30-days subsequent to the date of the Selection Panel's receipt of notification of the resignation of the prior Selection Panel-appointed Police Commissioner.</p>
<p><b>Protocols Governing the Mayor's Authority to Seat Alternates to the Police Commission in the Event of the Resignation of Mayoral-Appointed Police Commissioners</b></p>	<p>Measure LL bestows authority upon the Mayor to seat Alternates if both the resigning Commissioner and Alternate were originally appointed by the Mayor.</p> <p>If the Police Commissioner was originally appointed by the Mayor, then the Mayor in turn is granted authority to seat the Mayoral-designated Alternate.</p>
<p><b>Suggested Timeframe for Formal Appointment of Replacement Police Commissioners in the Event of the Resignation of a Mayoral-Appointed Police Commissioner</b></p>	<p>The Ad-Hoc Planning Committee recommends that the full Selection Panel encourage the Mayor to also appoint a Mayoral-appointed Alternate to the capacity of Police Commissioner within no more than 30-days subsequent to the Mayor's and/or Selection Panel's receipt of the notice of resignation of the prior Mayoral-appointed Police Commissioner.</p>
<p><b>Conflict of Interest Protocols for Police Commission Applicants</b></p>	<p>The Ad-Hoc Committee perused and assessed the conflict of interest protocols as depicted within the context of verbiage incorporated into the original application for Police Commissioners (page 1 "Fact Sheet" – referenced under "minimum requirements"), as well as the City of Oakland Public Ethics Commission's Handbook for Board and Commission Members; both of which lent guidance relative to a sampling of possible conflicts of interest and general public ethics protocols.</p> <p>It is recommended that additional guidance and input be secured in this regard on behalf of the</p>

	Selection Panel from both the Public Ethics Commission and the City Attorney's Office.
<b>Issuance of a Monthly Stipend for Police Commissioners and Alternates</b>	The Ad-Hoc Planning Committee recommends that all Police Commissioners and Alternates receive a monthly stipend in the amount of \$500 throughout the course of their appointment term. The primary bases for this recommendation is the sheer degree of time, effort and scope of responsibilities imposed upon Commissioners and Alternates to fulfill their roles as active member of the Oakland Police Commission.
<b>Survey of Police Commissioners and Alternates Regarding Time and Effort Requirements for Service Upon Police Commission</b>	The Ad-Hoc Planning Committee recommends that future Planning Committee members, and/or the full Selection Panel, survey current Police Commissioners and Alternates regarding the weekly/monthly degree of time and effort required in the performance of their roles as Commissioners and Alternates.
<b>Measure LL Ordinance Training for Members of the Oakland Police Commission Selection Panel</b>	The Ad-Hoc Planning Committee recommends the Selection Panel commence the scheduling of bi-annual training for Selection Panel members on the Measure LL Ordinance. It is likewise recommended that said training commence prior to the upcoming recruitment cycle for new Police Commissioners slated for March 2019.

**Police Commissioner Recruitment Strategies**

<b>Timeframe for Recruitment of Future Police Commissioners and Alternates</b>	<p>The Ad-Hoc Planning Committee determined that recruitment efforts for newly nominated Police Commissioners should commence at least six-months prior to the expiration of current Commissioner and Alternate terms.</p> <p>It was also determined that newly nominated Police Commissioners and Alternates should ideally be appointed no less than 30-days prior to the formal commencement of their</p>
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	upcoming term as Commissioners or Alternates.
<b>Proposed 2019 Recruitment Timeline for New Police Commissioners and Alternates</b>	<p>The Ad-Hoc Planning Committee recommends the following timeline for the upcoming 2019 Police Commissioner recruitment cycle:</p> <ul style="list-style-type: none"><li>➤ <b>March 1 – April 30:</b> Formal Application Period</li><li>➤ <b>April 30:</b> Final Application Due Date</li><li>➤ <b>May 1 – June 30:</b> Review of Applications and Interviews</li><li>➤ <b>June 30:</b> Announcement of New Nominees for Police Commissioners and Alternates</li></ul>
<b>Suggested Weighted Assessments of Incumbent Police Commissioner Applications</b>	<p>The Ad-Hoc Planning Committee recommends that the Selection Panel lend a higher degree of prioritization to applications received from incumbent Police Commissioners and Alternates due to the degree of knowledge and expertise acquired during their tenure as either a Police Commissioner or Alternate.</p>
<b>Enhanced Communication Regarding Term Duration Specifications for New Applicants</b>	<p>Due to the sheer degree of time and effort required of Police Commissioners and Alternates while actively serving as part of the Oakland Police Commission, the Ad-Hoc Planning Committee determined that greater levels of communication be lent to new applicant recruitments to ensure that applicants are fully aware of the time commitments required for service.</p> <p>Examples of the scope of service requirements include: number of meetings per month; time of day for meetings; length of meetings, as well as additional time and effort required for research and analysis between Commissioner meetings.</p> <p>It is recommended that reference to these</p>

	<p>provisions be incorporated into the “Fact Sheet” which historically prefaces the Police Commission application.</p>
<p><b>Scope of Outreach/Publicity for Future Police Commissioner Recruitments</b></p>	<p>The Ad-Hoc Planning Committee recommends that the Selection Panel collectively assess and discuss the proposed scope of broad-based outreach and recruitment efforts for future Police Commissioner recruitments.</p> <p>Emphasis should also be placed on identifying and securing financial resources to enhance and supplement recruitment efforts to ensure maximum coverage of Oakland residents.</p> <p>The Selection Panel, in conjunction with staff from the City Administrator’s Office, should determine the degree of financial resources ideally required and the potential source(s) of said funds.</p>
<p><b>Mandatory Use of “Threshold Languages” for Future Recruitments</b></p>	<p>After conferring with staff from the City of Oakland’s Equal Access Office, as well as perusing the terms and provisions of the City’s Equal Access Ordinance No. 12324, C.M.S., dated May 8, 2001, the Ad-Hoc Planning Committee recommends that all future application materials associated with Police Commissioner recruitments, be issued using the following (4) “threshold languages”:</p> <ul style="list-style-type: none"><li>✓ <b>English</b></li><li>✓ <b>Spanish</b></li><li>✓ <b>Chinese</b></li><li>✓ <b>Vietnamese</b></li></ul>
<p><b>Review of Applications for New Police Commissioners</b></p>	<p>The Ad-Hoc Planning Committee reviewed the current application for Police Commissioners. It is recommended that said documentation be further analyzed, discussed – and if necessary – updated/ revised by the full Selection Panel prior to the upcoming March 2019 recruitment cycle.</p>

<p><b>Interview Questions and Reference Checks of Prospective Applicants</b></p>	<p>The Ad-Hoc Planning Committee reviewed the previous listing of Police Commissioner panel interview questions. No changes are recommended at this time. The Ad-Hoc Committee does recommend that the Selection Panel review the material – collectively – to determine if any revisions, additions and/or deletions are in order.</p> <p>The Ad-Hoc Planning Committee recommends that future applicants be required to provide three professional and/or personal references as part of the application process. Further, the Ad-Hoc Planning Committee suggests that at no time should a Selection Panel member ask these three references to provide contact information for other professional and/or personal references.</p>
<p><b>Conflict of Interest Protocols for New Police Commissioner Applicants</b></p>	<p>The Ad-Hoc Planning Committee perused and assessed the conflict of interest protocols as depicted within the context of verbiage incorporated into the original application for Police Commissioners (page 1 “Fact Sheet” – referenced under “minimum requirements”), as well as the City of Oakland Public Ethics Commission’s Handbook for Board and Commission Members; both of which lent guidance relative to a sampling of possible conflicts of interest and general public ethics protocols.</p> <p>The Ad-Hoc Planning Committee recommends that further discussion be lent by the full Selection Committee regarding the development of formal conflict of interest protocols. It is also recommended that additional guidance and input be secured in this regard on behalf of the Selection Panel from both the Public Ethics Commission and the City Attorney’s Office.</p>



<p><b>Establishment of “Reserve Pool” of Police Commissioners</b></p>	<p>A potential issue going forward is the situation where multiple members of the Police Commission resign prior to the expiration of their respective terms; coupled with existing Alternates being elevated to Police Commissioners and/or the total number of remaining Commissioners and Alternates being less than seven (7) Commissioners and two (2) Alternates.</p> <p>Given the Commission’s large and challenging workload, having a less than full-strength Police Commission is not an ideal situation for the Commission, the Oakland Police Department, nor the citizenry of Oakland. Neither is it an ideal circumstance for the Selection Panel or the Mayor to recommence recruitment processes due to this dilemma.</p> <p>Neither the originally drafted Measure LL Ordinance, nor subsequent updates to the same, specifically address this potential issue. Accordingly, the Ad-Hoc Planning Committee recommends the establishment of a “Reserve Pool” of Police Commissioners for placement in the event of the resignation of Police Commissioners and/or Alternates in order to ensure that the Police Commission, at all times, operates at full capacity.</p>
<p><b>Issuance of a Monthly Stipend for Police Commissioners and Alternates</b></p>	<p>The Ad-Hoc Planning Committee recommends that the proposed issuance of a monthly stipend be communicated within the context of future recruitment strategies as a means by which to increase the overall applicant pool.</p> <p>During the most recent recruitment phase for new Police Commissioners, it was apparent that residents of multiple Oakland Council Districts submitted no applications to potentially serve as Police Commissioners. One of the reasons attributed to non-participation was a lack of compensation for services; inclusive of token (stipend) compensation.</p>

<p><b>Measure LL Ordinance Training for Members of the Oakland Police Commission Selection Panel</b></p>	<p>The Ad-Hoc Planning Committee recommends the Selection Panel commence the scheduling of bi-annual training for Selection Panel members on the Measure LL Ordinance. It is likewise recommended that said training commence prior to the upcoming recruitment cycle for new Police Commissioners slated for March 2019.</p>
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