



**CITY OF OAKLAND  
POLICE COMMISSION SELECTION PANEL  
(SPECIAL MEETING) - DRAFT  
Meeting Agenda  
Wednesday, April 16, 2025  
6:00 PM**

Oakland City Hall, Hearing Room 2  
1 Frank H. Ogawa Plaza  
Oakland, CA

Selection Panel Members: Chair Rickisha Herron (District 6), Vice Chair Gay Plair Cobb (At Large), Vacant (Mayor), Paula White (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Vacant (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

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**PUBLIC PARTICIPATION**

The Oakland Police Commission Selection Panel encourages public participation in their board meetings. The public may observe and/or participate in this meeting in several ways.

**OBSERVE:**

- To observe the meeting by video conference, please click on this link: <https://us06web.zoom.us/j/82832448748> at the noticed meeting time.

To comment during the meeting, please raise your hand and staff will allow you to speak for the time allotted by the Chair.

+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 646 558 8656 or +1 301 715 8592 or +1 312 626 6799. For each number, please be patient and when requested, dial the following Webinar ID: 828 3244 8748

After calling any of these phone numbers, if you are asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting By Phone.”

**PROVIDE PUBLIC COMMENT:** There are three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment directly to the Selection Panel and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at [fverdinoaklandca.gov](mailto:fverdinoaklandca.gov). Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Selection Panel prior to the meeting.
- Complete and submit a speaker card during the meeting.
- Raise your hand during public comment or open forum on Zoom.

If you have any questions about these protocols, please e-mail Felicia Verdin, at [fverdinoaklandca.gov](mailto:fverdinoaklandca.gov).

**CITY OF OAKLAND  
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**Meeting Agenda (Continued)**

**Oakland City Hall, Hearing Room 2  
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**1. Roll Call and Determination of Quorum**

**2. Public Comment**

All speakers will be allotted a maximum of two minutes unless the Chairperson allocates additional time.

**ACTION ITEMS**

**3. Approve Selection Panel Meeting Minutes**

- February 4, 2025
- March 4, 2025

**4. Interview Statements by 2025 Police Commission Selection Panel Applicants**

The Selection Panel will interview candidates selected by the ad hoc committee to fill the current Mayoral and/or District 4 vacancy. The Selection Panel will review interview questions, request opening statements from candidates for the Selection Panel and ask follow-up questions as needed. The Panel will discuss and take possible action on nominating a candidate for confirmation by the Oakland City Council.

**5. Discuss the Nomination and Outreach Process for 2025**

Staff will present an update on the nomination process. The Selection Panel will discuss and take possible action on its process for appointing Police Commissioners during this current selection process, including setting an application deadline and conducting community outreach.

**6. Presentation and discussion on the Selection Panel Reserve Pool Process**

The Selection Panel will discuss and take possible action on the reserve pool procedure.

**7. Agenda Building**

The Panel will discuss their next meeting agenda.

**8. Open Forum**

**9. Adjournment**

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

**CITY OF OAKLAND  
POLICE COMMISSION SELECTION PANEL  
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**Meeting Agenda (Continued)**

**Oakland City Hall, Hearing Room 2  
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6:00 PM**

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Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov) or call (510) 238-3128 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 [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov) o llame al (510) 238-4756 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 [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov) 或 致電 (510) 238-4756 或 (510) 238-2007 TDD/TTY.



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(SPECIAL MEETING)  
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6:00 PM**

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Selection Panel Members: Chair Rickisha Herron (District 6), Vice Chair Gay Plair Cobb (At Large), Vacant (Mayor), Paula White (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Vacant (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

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**1. Roll Call and Determination of Quorum**

Chair Herron called the meeting to order.

In attendance: Chair Herron, Vice Chair Cobb, Panelists: Thomasson, Rivera, Eddy and White

Absent: Panelist Kakishiba

**2. Public Comment**

All speakers will be allotted a maximum of two minutes unless the Chairperson allocates additional time.

No public comment.

**ACTION ITEMS**

**3. Approve Selection Panel Meeting Minutes**

- o August 5, 2024
- o August 13, 2024

Staff withdrew the minutes.

**4. Reports from Selection Panel ad hoc committee**

The Selection Panel ad hoc committee will report out on their work.

Chair Herron provided an update on the ad hoc committee that worked on revisions of interview questions for Police Commission candidates. Members of the committee consisted of the Chair, Panelists Kakishiba and Eddy. The ad hoc committee met twice. The committee reviewed all the interview questions and selected questions that can remain, others that need to be deleted, and some questions that need to be revised. The committee will develop a list of standard question and optional questions, the questions that specifically apply to the work of Police Commission will be labeled separately. Once a candidate is asked a question then all candidates must be asked the same question.

The ad hoc committee will meet about two or three additional times to finalize the revision of the questions.

**CITY OF OAKLAND  
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**Meeting Agenda (Continued)**

**Oakland City Hall, Hearing Room 2  
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Panelists Rivera served on an ad hoc to review procedure documents. The work of that committee has ended, and Selection Panel documents are in a SharePoint folder in the City Administrator's Office.

Panelists Cobb will review and propose reserve pool language, which is an item that can be added to the next agenda.

Chair Herron recommended revising all Panel materials every two years, including the Applicant Evaluation Tool.

**5. Discuss the Nomination Process for 2025**

Staff will present an update on the nomination process. The Selection Panel will discuss and take possible action on its process for appointing Police Commissioners during this current selection process, including setting an application deadline.

Staff provided an update on the Nomination process as outlined in the report that was included in the agenda packet. Staff advised the Panel that there are two upcoming vacancies on the Police Commission - Ricardo Garcia-Acosta and Omar Farmer's terms end on October 16, 2025. The Panel discussed the timeline for the nomination process in 2024. Chair Herron proposed starting the process earlier in 2025 and ending the process by the end of June.

Chair Herron recommended that the deadline for applications take place at the end of April, and this could be a standing deadline for the Panel. This will allow the community to prepare and be aware of the Panel's process to recruit Police Commissioners.

Staff will advise the incumbents that their terms are ending and that the Panel is opening up the recruitment process. The current incumbents need to advise the Panel if they wish to continue serving on the Police Commission. The Panel has the option of reappointing the current commissioners.

Panelist Thomasson expressed that the community may be receptive to the idea of recruiting candidates specifically for the reserve pool. The Panel could successfully recruit for a reserve pool if the Panel markets the recruitment appropriately.

Panelist Eddy shared that there are benefits to opening the recruitment process when Police Commissioner terms are fully ending. He indicated the importance of the Panel reviewing attendance records, performance, etc when reappointing commissioners.

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**Meeting Agenda (Continued)**

**Oakland City Hall, Hearing Room 2  
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Meeting dates of the Panel may change as the interview dates approach in late May/early June.

The Panel discussed the 2025 nomination schedule. Staff will propose a nomination schedule and present it to the Panel. The Panel would like to end the process by June 30.

**6. Discuss the creation of an ad-hoc committee to fill the Selection Panel’s Council District 4 and Mayoral vacancies**

The Selection Panel will discuss and take possible action on creating a recruitment process to fill vacancies on the Selection Panel.

The Panel discussed the current vacancies on the Selection Panel. Thommason reminded the Panel that his term will end on May 20 and Panelist Cobb’s term ends on June 9.

The current vacancies on the Panel include the Council District 4 and Mayoral seats. The goal is to fill the vacancies in a timely manner.

Chair Herron and Panelist White agreed to serve on an ad hoc committee to discuss and guide the recruitment to fill the vacant seats on the Selection Panel.

**7. Agenda Building**

The Panel will build the next meeting agenda.

The next agenda will consist of current agenda Items 1, 2 and 3, 4, 5 and 6. The Panel will also hear an update from Panelist Cobb on the recommended reserve pool process.

Public Comment:

- Daniel Ettlinger

The Panel had a conversation about public comment and open forum. Deputy City Attorney Jady Leung will provide guidance to the Panel on how the Panel can incorporate public comment during their meetings. This topic will be discussed in further detail during the next meeting of the Panel.

**8. Adjournment**

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

The meeting was adjourned at 7:54pm.



**CITY OF OAKLAND  
POLICE COMMISSION SELECTION PANEL  
(SPECIAL MEETING)  
DRAFT Meeting Minutes  
Tuesday, March 4, 2025  
6:30 PM**

Oakland City Hall, Hearing Room 2  
1 Frank H. Ogawa Plaza  
Oakland, CA

Selection Panel Members: Chair Rickisha Herron (District 6), Vice Chair Gay Plair Cobb (At Large), Vacant (Mayor), Paula White (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Vacant (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

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**1. Roll Call and Determination of Quorum**

The Chair of the Police Commission Selection Panel called the meeting to order.

In attendance: Chair Herron, Panelists Rivera, Thommason, Eddy and White

**2. Public Comment**

All speakers will be allotted a maximum of two minutes unless the Chairperson allocates additional time.

No Public comment.

**ACTION ITEMS**

**3. Approve Selection Panel Meeting Minutes**

- August 5, 2024
- August 13, 2024

Panelist Rivera moved to approve the minutes, second by Panelist Thomasson. The minutes were approved unanimously.

**4. Review the Panel's Process for Public Comment and Open Forum**

The Selection Panel will discuss and take possible action on their process for public comment and open forum.

Panelist Rivera advised that the meeting begin with public comment and end with open forum. Deputy City Attorney Jady Leung agreed.

Panelist Eddy requested to also have public comment after each item on the agenda. He indicated the importance of maximizing and managing public comment. It models an openness to hearing from the public. Panelist Rivera advised that the purpose of public comment and open forum is an opportunity to listen and not engage or make it a discussion; however, the Panel can choose and take action to take public comment on each agenda item. Panelist White emphasized the importance of time management.

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Deputy City Attorney stated that public comment includes virtual and in-person.

Panelist Rivera made a motion for the Panel to continue allowing public comment at the beginning of the meeting and open forum at the end. It's at the discretion of the chair to allow public comment on each item as appropriate.

Discussion: Panelist Eddy recommended that the Panel has the option of requesting that the chair take public comment.

The motion was seconded by Panelist Thomasson. The motion passed unanimously.

**5. Discuss the Nomination and Outreach Process for 2025**

Staff will present an update on the nomination process. The Selection Panel will discuss and take possible action on its process for appointing Police Commissioners during this current selection process, including setting an application deadline and conducting community outreach.

Staff provided an update on the report that was included in the packet. All the deadlines for the Panels process were included in the packet. The draft outreach plan was included for the Panel to review. The proposed schedule allows for the nomination process to end by June 30.

Panelist Rivera recommended adding the deadline for the Form 700 which is due on April 1.

Panelist Rivera raised concerns about the outreach methods and recommended that the Panel consider other methods of outreach including social media such as Instagram and text.

**6. Discuss the creation of an ad-hoc committee to fill the Selection Panel's Council District 4 and Mayoral vacancies**

The Selection Panel will discuss and take possible action on creating a recruitment process to fill vacancies on the Selection Panel.

Panelists are strongly encouraged to promote the Selection Panel's recruitment. Last year, the recruitment was promoted citywide, including to the list of community-based organizations, Neighborhood Councils and citywide on Nextdoor.



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Chair Herron and Panelist White agreed to serve on the ad hoc committee to recruit Selection Panelist. The chair indicated that she would also reach out to Panelists Kakishiba and Cobb. The ad hoc will recruit for two (2) vacancies.

Panelist Thomasson agreed to contact the Councilmember for District 7 to fill his upcoming vacancy.

Based on the applications received, the Panel will interview applicants to serve on the Selection Panel.

**7. Agenda Building**

The Panel will discuss their next meeting agenda.

Repeat agenda items 1-6, report out on interview questions by ad hoc committee. Chair Herron indicated that she wants Rashida Grinage's (Coalition for Police Accountability) feedback on the questions.

**8. Open Forum**

No comments during open forum.

**9. Adjournment**

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

The meeting was adjourned at 7:45pm.

Police Commission Selection Panel - Applicant Interviews

**Wednesday, April 16, 2025**

Time Slot	Applicant Name
6:30 PM	Salahuddin Tulah
6:50 PM	Nancy Morton

## **Interview Questions for Police Commission Selection Panel Candidates**

1. Brief self-introduction - 3 minutes, max.
2. Tell us about your experience working effectively with others, including your experience working with other boards, commissions, and groups. How did you handle conflict in these situations?
3. Why do you want to be part of the Police Commission Selection Panel?
4. Have you attended any of the Police Commission meetings either in person or virtually?
5. Our meetings are typically scheduled from 6-9pm. During February through August, we may meet frequently as needed, to go through the process of conducting outreach, interviewing applicants, and selecting candidates to present to the City Council. Tell us about your current schedule outside your career or volunteer community work. Can you manage the additional hours required to participate on the Selection Panel?



# SELECTION PANEL REPORT

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

**FROM:** Felicia Verdin  
Assistant to the City Administrator

**SUBJECT:** 2025 Police Commissioner  
Application and Selection Process

**DATE:** April 16, 2025

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## Action Requested:

For the Selection Panel to:

1. Review, discuss and/or modify the 2025 Nomination Schedule.
2. Determine which applicants will be nominated for approval by the City Council. The Panel may nominate two (2) candidates. See Table 1 below.

## Executive Summary:

On March 24, 2025, the City of Oakland issued a joint press release with the Selection Panel encouraging residents to apply for the Oakland Police Commission. The press release can be found on the Selection Panel's website at: [City of Oakland | Police Commission Selection Panel](#). Panelists are strongly encouraged to promote the recruitment through their email distribution lists and by making announcements about the recruitment at public gatherings.

On March 7, 2025, staff issued a recruitment for the two vacancies on the Selection Panel and the deadline to apply was March 20, 2025. The recruitment was sent to Panelist, posted citywide on Nextdoor and sent to various email distribution lists. As a result of this recruitment, six (6) applications were received.

Staff reached out to the current incumbents regarding their interests to reapply to the Police Commission. Ricardo Garcia-Acosta and Omar Farmer each stated that they will apply again to serve on the Police Commission during this nomination period. Their applications will be submitted directly to staff.

On May 21, 2024, the Panel selected Omar Farmer to serve as an Alternate on the Police Commission to fill the vacancy left by Ricardo Garcia-Acosta. Staff submitted a report and resolution to the Council and on June 18, Omar Farmer was appointed to serve as an Alternate Police Commissioner. Karely Ordaz resigned from the Police Commission effective June 30, 2024.

During your meeting on June 24, 2024, the Selection Panel nominated Charlie Eddy to fill the District 3 vacancy on the Police Commission Selection. The Panel interviewed a total of 4 candidates. Staff submitted a report and resolution to the Oakland City Council and Mr. Eddy was appointed by the Council on July 16, 2024. He will fill the District 3 seat vacated by Langston Buddenhagen in early 2023.

On July 10, the Panel met to consider the 11 applications that were submitted to the Selection Panel. Staff provided non-redacted applications to the Panel and a ranking sheet with a list of all the applicants with one column labeled "To Interview" and another column labeled "Not Interview. The Panel shared their rankings with staff and voted to interview 7 applicants. One candidate declined to interview at this time, therefore the Panel will interview 6 applicants. The redacted applications and ranking sheet can be found on the [Panel's website](#).

On July 24 and 25, the Panel interviewed 5 applicants: Charlene Wang, Angela Jackson-Castain, Paul Costa, Sandra Bethune and Samuel Dawit. They chose to advance four (4) applicants to the finalist round of interviews. The Panel voted to advance Angela Jackson-Castain as a finalist without interviewing her again. On August 5, the Panel interviewed three finalist applicants: Paul Costa, Samuel Dawit and Charlene Wang.

On August 13, the Panel voted to advance Samuel Dawit and Angela Jackson-Castain as full commissioners.

### **Examples of 2024 Outreach to Fill Police Commission Vacancies**

The Panel initiated its months long process in nominating new candidates to serve on the Oakland Police Commission during the spring. The City of Oakland issued a press release on May 6, 2024, and the Police Commission recruitment effort was shared on social media and emailed to non-profits across Oakland. Panel members were encouraged to share the recruitment announcement with their networks. The Oakland Post also ran an ad in their newspaper. Flyers were made available for Panelist to distribute during community events. The application deadline for the community to apply and join the Police Commission was June 14. A total of 11 applications were received.

Simultaneously, the Panel ran a recruitment to fill the District 3 vacancy on the Selection Panel. The deadline for applicants to apply was June 7. A total of 5 applicants applied and 4 were interviewed by the Panel on June 24. Following the interviews, the Panel voted and chose Charlie Eddy to serve on the Panel.

### **Background:**

Per the City Charter, section 604(3)(c): Each year the Selection Panel shall re-convene, as needed, to designate replacements for the five (5) Commissioner (four (4) regular members and one (1) alternate) vacancies initially filled by the Selection Panel. The Selection Panel shall, by a two-thirds (2/3) vote of the members present but by a vote of no fewer than five (5) members, submit a slate of names of such designated persons to the City Council for acceptance or rejection. If the City Council does not accept or reject the entire slate within sixty (60) days after the completion of the background checks and submission by the Selection Panel, all designated replacements shall be deemed appointed.

Staff proposes the Selection Panel make its decisions to fill the Police Commission seats no later than mid-August 2025, which will allow staff time to complete the required background checks and submit the scheduling request, staff report and resolution to be heard by the City Council in early October 2025.

During this selection period, the Panel is required to fill the vacant seat currently held by Chair of the Police Commission, Ricardo Garcia Acosta and Alternate Omar Farmer. (**Table 1**).

The Police Commission also has the option to elevate the Alternate to a full commissioner.

Police Commissioner Terms

**Table 1: Terms for Current Police Commissioners**

Commissioner	Appointing Authority	Term End Date
Ricardo Garcia-Acosta, <i>Chair</i>	Selection Panel	Oct. 16, 2025
Samuel Dawit	Selection Panel	Oct. 16, 2026
Shawana Booker	Mayor	Oct. 16, 2026
Wilson Riles	Selection Panel	Oct. 16, 2026
Angela Jackson-Castain	Selection Panel	Oct. 16, 2027
Shane Thomas-Williams, Commissioner	Mayor	Oct. 16, 2027
Omar Farmer, <i>Alternate</i>	Selection Panel	Oct. 16, 2025
Vacant, <i>Alternate</i>	Mayor	Oct. 16, 2024

Nomination Schedule

The Selection Panel’s 2025 nomination schedule is below. (**Table 2**).

**Table 2: 2025 Nomination Schedule**

Activity	Date
Application deadline	April 25, 2025
Joint press release with the City of Oakland announcing 2025 nomination period <sup>1</sup>	March 25, 2025
Incumbents notified	March 17, 2025
Selection Panel annual training and other agenda items as needed	May 6, 2025
Panel meets to discuss and review applications	May 6, 2025
Candidate interviews (first round)	May 20 and 21, 2025
Finalist interviews (second round)	June 3, 2025
Determination of slate	June 3, 2025
Background check process complete	August 2025
Council confirmation	October 2025

Again, during this recruitment process, the Selection Panel received a total of 11 applications. The Panel determined which applicants will be interviewed in July (please see attached interview schedule).

As previously mentioned, if the goal is to get nominees scheduled for confirmation at the City Council meeting of October 5, 2025, the Selection Panel will need to determine the nominees no later than mid-August 2025. All other dates can be adjusted accordingly based on input from the Selection Panel.

2023 Nomination Process Details

During its 2023 nomination process, the Panel utilized the Applicant Evaluation Tool to review

<sup>1</sup> <https://www.oaklandca.gov/news/city-of-oakland-encourages-residents-to-apply-for-police-commission>

and evaluate applications. The applicant evaluation tool is attached. Each Selection Panelist reviewed all 34 applications submitted for consideration to the Police Commission.

The Panel provided a ranking of their top 8 applications during their June 20, 2023 meeting. They proceeded to rank additional candidates that Panelist prioritized in a review of the applications and voted to interview 10 candidates. Two rounds of interviews were held on two separate dates: July 12 and July 13, 2023. The Panel interviewed 9 candidates and voted on their top 5.

On July 25, the Panel completed their finalist interviews with the following candidates: Omar Farmer, Karely Ordaz, Wilson Riles, Angela Jackson-Castain and Ricardo Garcia-Acosta. The Panel voted and nominated Karely Ordaz and Wilson Riles to fill the two vacancies on the Police commission.

The Panel created a reserve pool that consisted of three members: Omar Farmer, Angela Jackson-Castain and Ricardo Garcia-Acosta.

In October 2023, Rudolph Howell resigned from the Police Commission and Angela Jackson-Castain was elevated by the Police Commission to fill the seat vacated by Mr. Howell. This left an alternate vacancy on the Police Commission. On November 2, 2023, the Selection Panel held a special meeting and interviewed the two remaining members of the reserve pool. During the meeting, the Panel voted and chose Ricardo Garcia-Acosta to fill the vacant seat.

### Applicant Statistics

**Table 3** shows application statistics by nomination year. There were no nominations required in 2018.

**Table 3: Applications Statistics by Year**

<b>Nomination Year</b>	<b>Applications Received</b>	<b>Applicants Invited to Interview</b>	<b>Nominations made by Selection Panel</b>
2017	146	28	4 Commissioners; 1 Alternate
2019	16	10	1 Commissioner; 1 Alternate
2020	68	17	2 Commissioners
2021	16	5	1 Commissioner
2022	13	13	1 Commissioner, 1 Alternate
2023	35	9	2 Commissioners
2024	11	7	2 Commissioners

### Reserve Pool

The Selection Panel does not currently have a reserve pool.

For questions regarding this report, contact Felicia Verdin at (510) 238-3128 or [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov).

**Profile**

Salahuddin \_\_\_\_\_  
First Name

Tulah \_\_\_\_\_  
Last Name

**Pronouns**

saltulah@gmail.com \_\_\_\_\_  
Email Address

\_\_\_\_\_ \_\_\_\_\_  
Street Address

\_\_\_\_\_ \_\_\_\_\_  
Suite or Apt

Oakland \_\_\_\_\_  
City

CA \_\_\_\_\_  
State

94607 \_\_\_\_\_  
Postal Code

**What City Council district do you live in?**

District 3

Home: \_\_\_\_\_  
Primary Phone

Home: \_\_\_\_\_  
Alternate Phone

Zum Bus Services \_\_\_\_\_  
Employer

School Bus Driver \_\_\_\_\_  
Job Title

**Which Boards would you like to apply for?**

Police Commission Selection Panel: Submitted

**Interests & Experiences**

**Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.**

N.A.A.C.P. member, License Insurance Agent. Teamsters Union member. Each membership position, I hold is relevant to the community I live in and serve.

***Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.***

\_\_\_\_\_ \_\_\_\_\_  
Upload a Resume

**Please paste the text of your resume or curriculum vitae below.**

Resume will be submitted, via your email. Thank you for reading!



**Please click the acknowledgement below.**

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**Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.**

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I Agree \*

**Profile**

Nancy

First Name

Morton

Last Name

**Pronouns**

she/her

[Redacted]

Email Address

[Redacted]

Street Address

Suite or Apt

Oakland

City

CA

State

94618

Postal Code

**What City Council district do you live in?**

District 1

Mobile:

[Redacted]

Primary Phone

Home:

[Redacted]

Alternate Phone

Retired

Employer

Job Title

**Which Boards would you like to apply for?**

Police Commission Selection Panel: Submitted

**Interests & Experiences**

**Please tell us how your qualifications and participation will relate to the requested board and/or commission's mission.**

I have been attending Police Commission meetings for approximately 6 months and believe I have a sense of the committment and equanimity required of the commissioners. As a citizen of Oakland I believe I should make myself available to help make the city a better safer place.Prior to retirim

***Please submit your resume or curriculum vitae. You may upload a document. (A Word format is preferred.) Alternatively, you may paste the text of your resume in the field provided below.***

Upload a Resume

**Please paste the text of your resume or curriculum vitae below.**

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Prior to retiring I worked as a sales manager for First Interstate Bank and hired and managed a team of sales people. I later had a consulting business providing financial management for a number of small non-profits including accounting, generating financial reports, working with auditors, budgeting and grant reporting.

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**Please click the acknowledgement below.**

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**Service on City of Oakland boards, commissions, and committees may require filings of the FPPC's Statements of Economic Interest (Form 700). Upon appointment and determination of filing status, I will comply with all filing obligations.**

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I Agree \*

## Selection Procedure for Selection Panel Members

### 1. PURPOSE

- 1.1 The Selection Panel (SP), with the assistance of the City Administrator, solicits and reviews applications, and interviews applicants interested in serving on the City of Oakland Police Commission.

### 2. APPOINTMENTS

- 2.1 Selection Panel members are appointed to the panel by City Councilpersons and the Mayor-the Appointing Authority.
- 2.2 In the event that the Appointing Authority—as defined in the City Charter— for a seat on the Selection Panel fails to fill a vacant seat within their 120-day period to do so, the Selection Panel shall fill the vacancy. Absent exigent circumstances, the Selection Panel should endeavor to fill the vacancy within 120 days after the Appointing Authority’s 120-day period to make an appointment has run. In the absence of an amendment to the City Charter expressly to provide to the contrary, the power to fill a vacancy shall remain with the Selection Panel once the Appointing Authority’s 120-day period to make an appointment has run. The Selection Panel’s appointment must be confirmed by the City Council.
- 2.3 The Selection Panel will engage public solicitation that will be posted across the City of Oakland that includes an application form. All timely applications within the set application window will be reviewed and candidates selected from the applicant pool. Selection Panelist will interview selected candidates and select for appointment via majority vote.

### 3. TERM LENGTH

- 3.1 Selection Panelist may serve up to 5 years once appointed.
- 3.2 No member of the Selection Panel may serve more than 5 years, or such shorter term as specified in an amended Oakland City Charter (City Charter). Once a member of the Selection Panel has served for a period of five years or shorter authorized term, their term expires and their seat become vacant. Such a member may not continue to serve as a holdover.

# Selection Procedure for Oakland Police Commission

## 1. PURPOSE

- 1.1 This document describes the procedure used by the Selection Panel (SP) for recruiting and selecting people to serve on the Oakland Police Commission (PC).

## 2. OVERVIEW

- 2.1 Selections are made every year, to replace or reappoint commissioners whose terms expire. The selection process typically takes place between February and July and consists of recruiting applicants (outreach), reviewing applications, interviewing applicants, checking applicant references, and voting on who to appoint. The final selections should be made by August, so that there is enough time for staff to do background checks before the nominees are submitted to the City Council for approval. The nominees must be submitted to the City Council before the terms of the outgoing commissioners expire on October 15. If approved by the City Council, the new commissioners begin their terms on October 16.
- 2.2 If a commissioner who was selected by the SP resigns or is removed before their term expires, the SP must fill the vacancy. The SP may hold a special meeting and select someone from the Reserve Pool (if one exists) to fill the vacancy. Alternatively, the SP may choose to find a replacement during the regular annual selection process, or to hold a special recruitment and selection cycle.

## 3. PRINCIPLES

### 3.1 Mission

- 3.1.1 The goal of the SP is to select a diverse group of commissioners who can maintain an objective perspective, focus on facts, and exhibit a spirit of collaboration and community focus, for the betterment of policing in the City of Oakland.

### 3.2 Diversity

- 3.2.1 One important element of a strong commission is diversity—diversity of race, gender, class, background, neighborhood, age, job experience, and personal experience. The diversity of the commission ensures its likelihood to serve the diverse community in the City of Oakland. People with different backgrounds bring different skill sets, different perspectives, and different insights to the work.

### 3.3 Representation

- 3.3.1 Another important element of a strong commission is representation. The commission must include people from the communities that are most heavily impacted by police misconduct. People who have experienced or witnessed police misconduct know more about what needs to change, what changes are most likely to work, and what the potential pitfalls of new approaches might be.
- 3.3.2 National statistics show that Black people, Native American people, and Latino people are significantly more likely to be killed by police officers than white people. Presumably they are also more likely to experience other types of police misconduct.
- 3.3.3 Other groups that are often heavily impacted by police misconduct include LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people who are living without housing, young people, and immigrants.
- 3.3.4 Historically, the victims of certain types of crime have often been neglected or mistreated by the criminal justice system. Examples include members of communities that are often targeted by hate crimes, victims of sexual assault, victims of sexual exploitation, and victims of domestic violence. People who have experienced this kind of neglect or mistreatment at the hands of the criminal justice system can also bring valuable perspectives and insights to the work of the PC.

### 3.4 The Applicant's Experience

- 3.4.1 Applying to be on the PC and undergoing the public selection process is difficult and stressful. Every effort should be made to minimize the unpleasantness of the applicant's experience (without compromising the effectiveness of the process). The SP should express appreciation to the applicants—individually and collectively, verbally and in writing.

## 4. AD HOC COMMITTEES AND DESIGNEES

- 4.1 Ad hoc committees can be formed to perform any of the tasks in this procedure except the final applicant interviews and the final vote to select the commissioners (which must be done by the full SP).
- 4.2 Similarly, any task in this procedure (except the final applicant interviews and the final vote to select the commissioners) can be delegated to a single member of the SP (a designee).
- 4.3 Typically, committees and designees make recommendations which are voted on by the entire SP. If desired, the SP can authorize the committee or designee to perform the task as they see fit without getting approval from the SP on the details. (For example, the SP may authorize a designee to write a letter and send it without bringing the letter back to the SP for approval.)

## 5. RECRUITING APPLICANTS AND SELECTING COMMISSIONERS

- 5.1 The SP typically meets from February to August each year, meeting monthly or more often as required.
- 5.2 The most urgent tasks are setting the schedule for the year—particularly the application deadline—and doing outreach to recruit applicants. If possible, these tasks should be addressed at the first meeting of the year (typically in February).
- 5.3 Applications are accepted all year.
- 5.4 Staff includes all the applications received to date in the agenda packet for every meeting, so that SP members can begin reviewing the applications at any time.
- 5.5 Every agenda packet should include the following:
- This procedure
  - The Applicant Evaluation Tool
  - All applications received so far
- 5.6 Setting the Schedule
- 5.6.1 With staff guidance, decide on a schedule for the year. In 2021, the schedule was as follows:

Activity	Date
Incumbents notified	March 5, 2021
Updated application released	April 21, 2021
Joint press release with Mayor announcing 2021 nomination period	April 21, 2021
Community organizations contacted by staff	April 23, 2021
Previous applicants invited to reapply	April 26, 2021
Email to Mayor and City Council Offices requesting officials to share information	April 28, 2021
Application deadline	June 15, 2021
Deadline for Selection Panel to review applications	TBD
Candidate interviews (first round)	TBD
Finalist interviews (second round)	TBD
Determination of slate	Mid-August 2021
Background check process complete	Early-September 2021
Council confirmation	October 5, 2021

- 5.6.2 The final selections must be made in time for staff to complete background checks before the names of the nominees are submitted to the City Council.
- 5.6.3 The City Council must approve the nominees before October 16, when the new commissioners begin their terms.

- 5.7 Outreach (Recruiting Applicants)
  - 5.7.1 The goal of outreach is to let people in a variety of communities know that they can apply to be on the PC and give them information about the PC and how to apply.
  - 5.7.2 It is especially important to reach people who are members of communities that are heavily impacted by police misconduct, such as Black people, Native American people, Latino people, LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people who are living without housing or who have lived without housing in the past, young people, and immigrants.
  - 5.7.3 Contact Person
    - 5.7.3.1 The SP designates someone (preferably an SP member) to be the contact person for members of the public who have questions about applying to be on the PC. This person's name and/or contact information appear on outreach literature.
  - 5.7.4 Press Release
    - 5.7.4.1 The SP asks staff to write a press release and obtain a copy of the City's current list of people and organizations that usually receive press releases from the City.
    - 5.7.4.2 Staff writes a press release and gets the mayor's approval. (See Appendix A for a sample press release.)
    - 5.7.4.3 Staff includes the press release and the City's usual list of recipients in the agenda packet for the next meeting.
    - 5.7.4.4 The SP approves the press release as is or requests changes.
    - 5.7.4.5 The SP asks staff to distribute the press release to the City's list of people and organizations that usually receive press releases from the City.
    - 5.7.4.6 If desired, the SP asks staff to distribute the press release to additional recipients.
    - 5.7.4.7 Staff distributes the press release to the City's usual recipients and any additional recipients designated by the SP.
    - 5.7.4.8 The SP asks staff to keep a running list of who will be notified.
    - 5.7.4.9 The SP asks staff to keep a running list of who has been notified.
    - 5.7.4.10 If desired, a press conference can be held by the SP, the chair of the SP, and/or the mayor.
  - 5.7.5 The SP asks staff to do outreach to radio stations, local social media accounts, KTOP-TV, the local press, including the minority press, and more.
  - 5.7.6 See Appendix L for sample radio announcements.



- 5.7.7 Social Media Posts, Newsletter Announcements, and Website Announcements
  - 5.7.7.1 The SP reviews the suggested text in Appendix B and Appendix C, makes any desired changes, and then approves the text for use this year. If desired, the SP can designate a committee or designee to rewrite this text.
  - 5.7.7.2 The SP asks staff to post the suggested text on the city’s social media platforms, newsletters, etc. and requests that the text be posted weekly until the application due date.
  - 5.7.7.3 The SP asks staff to post the suggested text on the PC and SP websites and remove it after the application due date.
- 5.7.8 Letter to the Mayor and City Council Members
  - 5.7.8.1 The SP reviews the sample email message in Appendix D, makes any desired changes, and then approves the text for use in the current year.
  - 5.7.8.2 The SP asks staff to send the email to the mayor and City Council members.
- 5.7.9 Personal Contacts
  - 5.7.9.1 SP members post information on their own social media accounts and ask their friends and associates to do the same.
  - 5.7.9.2 SP members reach out to individuals they think should apply to be on the PC.
  - 5.7.9.3 SP members reach out to Neighborhood Councils.
  - 5.7.9.4 SP members reach out to individuals and organizations that could spread the word to Oakland residents, especially Oakland residents from communities that are heavily impacted by police violence and other police misconduct (such as Black people, Native American people, Latino people, LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people who are living without housing or who have lived without housing in the past, young people, and immigrants).
  - 5.7.9.5 SP members reach out to organizations whose members have skills or expertise doing the types of work that Police Commissioners do, such as reviewing and rewriting policies, overseeing organizations, community engagement, labor relations, or personnel administration.

- 5.7.10 The recommended procedure for contacting organizations and individuals includes the following steps:
- 5.7.10.1 If possible, find a contact name as well as a phone number and email address.
- 5.7.10.2 Send an email (see Appendix E for a sample email) describing the PC, the application process, and the deadline, and asking the following:
- Are you interested in applying?
  - Can you think of someone you know who would be perfect for this?
  - Can you help us spread the word?
    - Would you please post something on your social media accounts and ask your friends to do the same? (Include sample text in the email message.)
    - Does your organization have a newsletter or website or email list or social media accounts that you could put an announcement/email/post in? (Include sample text in an attachment.)
    - Does your organization have a meeting where someone could make an announcement?
- 5.7.10.3 Follow up with a phone call.
- 5.7.11 Contacting Commissioners Whose Terms Are Expiring
- 5.7.11.1 Staff determines which commissioners have terms that are expiring in October of the current year.
- 5.7.11.2 Staff notifies them that their terms are expiring.
- 5.7.11.3 Staff includes commissioners who were appointed by the mayor as well as those appointed by the SP.
- 5.7.11.4 If the commissioners are eligible to be re-appointed (if they have served only one term), staff invites them to apply and includes the application form for sitting commissioners. Staff asks the incumbents to inform the SP by a certain date whether or not they intend to reapply.
- 5.7.11.5 Staff notifies Alternate Commissioners that they are eligible to apply to be Regular Commissioners. Staff includes the application form for sitting commissioners. Staff asks the Alternate Commissioners to inform the SP by a certain date whether or not they intend to reapply.
- 5.7.12 Assistance from the Public
- 5.7.12.1 The SP chair or designee makes an announcement at every SP meeting encouraging members of the public to help spread the word.
- 5.7.12.2 Staff adds this announcement to the agenda for every SP meeting.

5.7.12.3 Staff makes sample text available to the public electronically. (See Appendix B and Appendix C for sample text.)

5.7.12.4 The SP designates someone to make announcements at PC meetings. (See Appendix F for sample wording.)

## 5.8 Reviewing This Procedure Every Year

5.8.1 The SP should review and revise this procedure as early as possible each year, preferably in February or March, so applicants have adequate time to notify references and prepare for interviews.

5.8.2 If a process improvement ad hoc committee was appointed the previous year, they present their recommended changes and the SP votes on them.

5.8.3 If there was no process improvement ad hoc committee or designee, or if the committee or designee makes no recommendations, the SP decides whether to review and revise the procedure as a full panel or use the current procedure.

5.8.4 This can also be done after the current selection cycle is complete, sometime after July, for use in the following year.

5.8.5 Improvements from year to year are encouraged. Changing the procedure at the last minute is discouraged.

5.8.6 Any or all of the following documents can be revised:

- this document
- the interview questions for new applicants
- the interview questions for incumbents
- the Application Evaluation Tool
- the application for new applicants
- the application for incumbents

5.8.7 This document is revised as necessary.

5.8.8 Staff includes the new version in the agenda packets for future meetings.

5.8.9 Staff posts the current version of this document on the SP website.

## 5.9 Training

5.9.1 Training in ethics, equity, and City Code section 604 is mandatory and will be arranged by staff.

5.9.2 In addition, it may be desirable to consult the City of Oakland's Human Resources Department or hire a human resources professional to provide training in recruiting applicants, writing interview questions, interviewing candidates, and evaluating candidates. If possible, this should happen before the interview questions are finalized.

- 5.10 Acknowledging Applications
- 5.10.1 Throughout the year, staff sends a letter to everyone who applies to be on the PC. (See Appendix G for a sample.)
- 5.10.2 Before adjourning for the year, the SP writes and approves the letter for the following year.
- 5.11 Updating Interview Questions
- 5.11.1 If desired, the SP can review and revise the interview questions in the Applicant Evaluation Tool.
- 5.11.2 Staff includes the current Applicant Evaluation Tool in every agenda packet.
- 5.12 Reviewing Applications and Selecting Applicants to Interview
- 5.12.1 The SP schedules a meeting for approximately one week after the application due date, unless staff asks for a different timeline.
- 5.12.2 Staff makes sure the agenda packet for that meeting includes the following:
- All the applications received by the due date.
  - A table showing the names and demographic information of all the applicants. (See previous years for examples.)
  - The Application Evaluation Tool.
- 5.12.3 At that meeting, the SP makes a tentative decision about how many applicants to interview and agrees on a method for choosing those applicants. For example, if there are 100 applicants, the SP may decide that every SP member can vote for 20 applicants, then staff will tally the votes, and the SP as a whole will consider interviewing the 30 applicants who got the most votes.
- 5.12.4 Also at that meeting, the SP determines a deadline for SP members to finish reviewing all the applications and send their votes to staff.
- 5.12.5 The SP schedules a meeting for approximately one week after the deadline, unless staff asks for a different timeline.
- 5.12.6 Every SP member reads every application.
- 5.12.7 SP members consider several things, including the following:
- the applicant's level of dedication to police accountability work
  - the applicant's knowledge of the PC
  - the applicant's relevant lived experiences interacting with the police or witnessing police interactions with other members of the community

- the applicant's skills and expertise doing the types of work that Police Commissioners do, such as policy review and drafting experience, overseeing an organization, community engagement, labor relations, or personnel administration.
- the applicant's ability to present clear and objective views, based on facts
- the applicant's ability to work constructively with others
- the applicant's established connections with the community
- the current makeup of the PC
- which applicants can provide diversity and representation

*Important: Issues of diversity and representation should be considered even in these early steps. We can't choose diversity and representation at the end of the process if we eliminate it at the beginning of the process.*

*Important: Try to avoid eliminating candidates for reasons related to class or profession or level of education. For example, people in some lines of work might be more likely to have resumes. This may make a good impression, but it does not mean they would be better commissioners.*

- 5.12.8 Each SP member sends their votes to staff by the due date.
- 5.12.9 Staff tallies the votes and includes the results in the agenda packet for the next meeting, including how many votes each applicant got and which SP members voted for which applicants, and listing the applicants in order of how many votes they got.
- Important: Staff must make it clear in the agenda packet that these votes do not indicate the SP's final decisions about who to interview.**
- 5.12.10 At the meeting, the SP discusses the votes and the candidates.
- 5.12.10.1 First, identify a preliminary group to consider. Depending on the votes, the SP may decide to consider a different number of applicants than originally planned. (For example, if the SP has decided to interview the top 30 vote-getters but there is a three-way tie for number 29, the SP may choose to interview the top 28 vote-getters or the top 31 vote-getters.)
- 5.12.10.2 If a member of the SP thinks there is an applicant who should be interviewed even though they didn't make it into this preliminary group, the panel member can explain why. Some possible reasons might be: (1) the applicant has an important quality that may have been overlooked by other panel members; (2) the applicant could bring more diversity to the commission; or (3) the applicant could increase the representation of impacted communities on the commission. For

example, if the PC currently consists of attorneys and CEOs, the SP might be interested in appointing a working-class person if a qualified working-class person applies. If there is a working-class applicant with a really great application who makes it into the top 40 vote-getters but not the top 30, the SP may choose to interview that applicant in addition to the top 30.

5.12.10.3 The SP discusses the pros and cons of interviewing any applicant who didn't make the cutoff but is being advocated for by an SP member.

5.12.10.4 The SP votes on whether to interview any applicants who did not make the cutoff.

*Important: Issues of diversity and representation should be considered even in these early steps. We can't choose diversity and representation at the end of the process if we eliminate it at the beginning of the process.*

*Important: Try to avoid eliminating candidates for reasons related to class or profession or level of education. For example, people in some lines of work might be more likely to have resumes.*

### 5.13 Interviewing Candidates

5.13.1 The SP decides whether to ask candidates to make 5-minute statements before holding full interviews.

5.13.2 Staff contacts the candidates and schedules 5-minute statements and/or 30-minute interviews.

5.13.3 When contacting a candidate to schedule an interview or 5-minute statement, staff informs the candidate of the following (in writing):

- The SP appreciates their willingness to apply for this very difficult and demanding work.
- The number of people who will be interviewing them.
- The interview will be broadcast live and recorded and stored for public access.
- The SP may discuss their strengths and weaknesses in public.

5.13.4 Staff sends a statement about evaluation criteria to the candidates, along with a copy of the Applicant Evaluation Tool. See Appendix H for a sample.

5.13.5 When sending letters to applicants who are not being interviewed, make sure the letters include information about next steps they can take to get involved in the work of the PC and/or who they can contact for questions.

- 5.13.6 At every meeting that includes an interview or a 5-minute statement from a candidate:
- Explain the selection process to the public.
  - Inform the public that the interview questions and priorities are listed in the Applicant Evaluation Tool (which is in the agenda packet) although follow-up questions are also allowed.
  - Inform the public that evaluation criteria are listed in this document (which is in the agenda packet) and have been sent to all the applicants who are being interviewed.
  - If incumbents are being interviewed, remind the public that the incumbent's interview is only part of what the SP considers. The SP also considers the incumbent's demonstrated performance as a commissioner. Refer the public to the video recordings and agenda packets from the last 3 years of PC meetings.
  - Express appreciation to the candidates for applying and undergoing public interviews.
- 5.13.7 For full interviews:
- Typically, the members of the SP take turns asking candidates questions from the Applicant Evaluation Tool. Follow-up questions are also allowed.
  - Consider including 3-5 minutes at the beginning or end of each interview for the candidate to make a presentation (especially if they did not make 5-minute presentations earlier).
- 5.13.8 After the initial interviews or 5-minute statements, the SP decides who to invite to the next round of interviews.
- Important: Try to avoid eliminating candidates for reasons related to class or profession or level of education. For example, people in some lines of work might be more experienced and comfortable with the kind of interviews the SP is conducting.*
- 5.13.9 Discussing candidates is allowed but not required. When doing so, be mindful of the candidates' feelings and their public reputations. SP meetings are recorded, and the recordings will be available online for years to come, easily accessible by family members and potential employers. Never insult candidates publicly, and avoid criticizing them publicly unless it is absolutely necessary in order to explain specific concerns to the other SP members. Do not speculate on unknown facts, such as an applicant's country of origin or what a formerly incarcerated person's alleged crime was.
- 5.13.10 At least 6 finalists should be interviewed, so there are enough vetted finalists to form a Reserve Pool. If two commissioners need to be selected, at least 7 finalists should be interviewed.

- 5.13.11 Every finalist should be interviewed at least twice, for at least 30 minutes each time, before a final decision is made.
- 5.13.12 After each round of interviews, SP members are given another chance to discuss the candidates and share information, observations, and opinions. Be mindful of the finalists' feelings and public reputations.
- 5.13.13 Letters to candidates who were not selected should express appreciation for applying for a volunteer position and undergoing public interviews. They should also include information about how they can get involved in the work of the PC and/or who they can contact for questions.
- 5.13.14 Letters to candidates who were selected for the Reserve Pool should also express appreciation for applying and undergoing public interviews, and they should also include information about how they can get involved in the work of the PC and/or who they can contact for questions.
- 5.13.15 Additional interviews or other measures can be added to the process if desired by a majority of the SP.
- 5.14 Checking References
  - 5.14.1 Before the final interviews, SP members call each finalist's three references and ask a set of agreed-upon questions. (See Appendix J for a sample list of questions.)
  - 5.14.2 SP members report on what the candidates' references said at an SP meeting. Be mindful of the candidates' feelings and public reputations.
- 5.15 Selecting Commissioners
  - 5.15.1 The final selections should be made by mid-August, so there is enough time for staff to do background checks before the names of the nominees are submitted to the City Council for approval. The nominees must be confirmed by the City Council before the terms of the outgoing commissioners expire on October 15.
  - 5.15.2 If desired, the SP discusses the finalists. Be mindful of the finalists' feelings and public reputations.
  - 5.15.3 If desired, the SP takes a vote to see which finalists get the most votes.
  - 5.15.4 Someone makes a motion to select one of the finalists, and the SP members vote yes or no on selecting that individual. An individual must get 2/3 of the vote to be selected. (If the SP consists of 9 members, the selected finalist must get at least 6 votes.)
- 5.16 Creating a Reserve Pool
  - 5.16.1 The SP can create a Reserve Pool, if desired, made up of applicants who were not selected in the current year.
  - 5.16.2 The purpose of a Reserve Pool is to make it easier to fill an unexpected vacancy in the coming year. If a commissioner who was selected by the SP resigns or is



removed before their term has expired, the SP must fill the vacancy. If a Reserve Pool exists, the SP can select a member of the Reserve Pool to fill the vacancy.

- 5.16.3 A Reserve Pool is typically created at the end of a selection cycle.
  - 5.16.4 The criteria for inclusion in the Reserve Pool are decided each year by the SP. The members of the Reserve Pool may be some of the finalists who were not selected in the current year.
  - 5.16.5 The Reserve Pool must consist of at least 3 people.
  - 5.16.6 People who are selected for the Reserve Pool must be asked if they want to be in the Reserve Pool and if they are willing to inform the SP if they become unavailable to serve on the commission.
  - 5.16.7 Important: Members of the Reserve Pool must be informed that (a) being in the Reserve Pool does not guarantee that they will be appointed in the event of a vacancy on the PC, (b) being in the Reserve Pool does not guarantee that they will be appointed in the following year, (c) membership in the Reserve Pool expires on August 1 of the following year, and (d) if they want to be considered during the next year's selection cycle, they must submit a new application. (For example: If a Reserve Pool is created in July 2022, it will not expire until August 1, 2023, but anyone who wants to be considered in the regular selection cycle in 2023 must submit a new application by the application deadline in spring or summer of 2023.)
  - 5.16.8 It is the responsibility of the chair of the SP to communicate the above points to the members of the Reserve Pool or to delegate the task to a designee (preferably a member of the SP). It is the responsibility of staff to confirm that this information has been communicated to the members of the Reserve Pool. See Appendix K for a sample letter.
- 5.17 Background Checks and Submission to City Council
- 5.17.1 Staff performs background checks for the selected individual(s) and submits their name(s) to the City Council in time for the City Council to confirm their appointments before the terms of the outgoing commissioners expire on October 15.

## 6. POST-SELECTION TASKS

- 6.1 After the selections are made, certain tasks should be done before the SP adjourns for the year.
- 6.2 Letter to Future Applicants
  - 6.2.1 Write and approve a letter to send to people who apply in the next year. (See Appendix G for a sample letter.) Request that staff send the letter to anyone who applies.

### 6.3 Next Year's Schedule

- 6.3.1 Choose an application deadline for the following year, which can be used in outreach material for the next 11 months.
- 6.3.2 Ask staff to update the application information on the PC and SP websites, including the application deadline.
- 6.3.3 Choose a date for the next SP meeting (typically in February or March).

### 6.4 Revising the Application

- 6.4.1 The SP may choose to revise the application for the following year. This should be done as soon as possible, so that people who apply during the year can use the new version. This work can be delegated to an ad hoc committee or an individual SP member.

### 6.5 Revising the Procedure

- 6.5.1 Create a process improvement ad hoc committee to review the process in October, November, and/or January and create a list of recommended changes for presentation to the full SP at the beginning of the following year's selection cycle (in February or March). Alternatively, the full SP could meet in October, November, and/or January to review and revise the process.

### 6.6 Updating the SP Website

- 6.6.1 The SP reviews the SP website and decides on any changes.
- 6.6.2 Staff implements the changes.
- 6.6.3 Staff removes the information about this year's applications from the PC and SP websites, replacing it with information for next year's application process (including the deadline for the next year).

## 7. FILLING VACANCIES

- 7.1 If a commissioner who was selected by the SP resigns or is removed before their term has expired, the SP must fill the vacancy.
- 7.2 The SP may choose to select someone from the Reserve Pool (if one exists). Members of the Reserve Pool can be interviewed again, or the SP can vote on who to select without interviewing them again.
- 7.3 Alternatively, the SP may choose to hold a special recruitment and selection cycle, although that is very time consuming. The SP could also choose to fill the vacancy during that year's regular selection cycle, particularly if the vacancy occurs in the spring or summer and the regular selection cycle is already underway.
- 7.4 If the SP chooses to interview members of the Reserve Pool again, the chair of the SP (or a designee) explains the process to the public, explaining that the selection is based on information obtained previously, from candidates' applications, interviews, and references.

## 8. DOCUMENT APPROVAL

- 8.1 This document was approved by a majority of the SP on February 28, 2023. It became effective immediately.

## 9. REVISIONS AND EXCEPTIONS

- 9.1 This document can be changed at any time. Changes must be approved by a majority of the SP.
- 9.2 Improvements from year to year are encouraged. Changing the procedure at the last minute is discouraged.
- 9.3 Exceptions to this procedure must be documented and approved by a majority of the SP.

## 10. APPENDICES

- 10.1 The sample text in the appendices can be used or modified if desired. Using this wording is not required.

## APPENDIX A

### SAMPLE PRESS RELEASE

May 20, 2022

Oakland Residents Encouraged to Apply for Police Commission

Applications Due June 30, 2022

*Oakland, CA* – Mayor Libby Schaaf and the Selection Panel for the Police Commission today announced the opening of the application process to serve on the Oakland Police Commission.

“Oakland’s volunteer Police Commission is currently the most powerful and independent Police Commission in the country,” **Oakland Mayor Libby Schaaf** said. “When the actions of a member of the Oakland Police Department are called into question, the public must have total confidence that allegations of misconduct are taken seriously, investigations are thorough, transparent, and fair, and offenders are held accountable when appropriate. The City remains committed to ongoing and nationally recognized strides the Oakland Police Department has been making.”

Establishing and maintaining public trust and confidence in the Oakland Police Department (OPD) is essential for the department to provide the highest level of service to the community.

Selection Panel Chairperson **Jim Chanin**: “We are seeking dedicated community members that will hold the Oakland Police Department to the highest standards and speak up for the community at-large. If you can be fair to all parties, and are passionate about police accountability issues and justice, we want to hear from you.”

The Selection Panel will seek to make appointments that reflect Oaklanders’ diversity of experiences, especially individuals from communities experiencing the most frequent contact with the police. Strong commitment to police accountability and public service will be prioritized. Duties include overseeing the Community Police Review Agency, which conducts investigations into allegations of officer misconduct; overseeing the Office of the Inspector General, which will conduct independent audits of OPD; proposing changes to, approving, or rejecting current or proposed OPD policies; and removing the Chief of Police for cause, as well as other duties.

Commissioners must meet two criteria:

- a. be a resident of the City of Oakland; and
- b. be over 18 years of age by the date of the first Commission meeting.

The Selection Panel strongly encourages formerly incarcerated individuals to apply.

Individuals meeting the following criteria are not eligible to serve on the Police Commission: current sworn police officers; current City employees; former OPD sworn employees; current or former employees, officials, or representatives of an employee association representing sworn police officers; attorneys with pending claim or lawsuit against OPD; and attorneys who have filed a claim or lawsuit against OPD that was resolved during the past year.

Applications are available at [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission) and will be accepted until June 30, 2022, when the Selection Panel will begin to interview candidates. Appointments will be made no later than October 16, 2022. Interested applicants are encouraged to apply as soon as possible.

###

**APPENDIX B**  
**SAMPLE SOCIAL MEDIA POST**

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

[www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)

## APPENDIX C

### SAMPLE ANNOUNCEMENTS FOR NEWSLETTERS OR WEBSITES

#### SHORT ANNOUNCEMENT

Do you want to help oversee the Oakland Police Department?

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities. Applications are due by [date].

[www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)

#### LONG ANNOUNCEMENT

**Do you want to help oversee the Oakland Police Department?**

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities.

The panel that selects most of the commissioners is looking for diversity and encouraging people from heavily policed communities to apply. Commissioners must be over 18 and live in Oakland. They cannot be police officers or City employees. A high school diploma is not required, and formerly incarcerated people are encouraged to apply.

**This year applications are due by [date].**

To apply, go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission), where you can also find more information about the Police Commission. You can watch videos of past meetings, find out about upcoming meetings, and learn about City Code section 604, which describes the powers and responsibilities of the Police Commission.

**If you have any questions** please call [phone number] between [10:00 am and 8:00 pm, any day of the week].

**APPENDIX D****SAMPLE EMAIL FOR MAYOR AND CITY COUNCIL MEMBERS**

Note: If using this sample email, be sure to attach a document with the sample wording for announcements (see Appendix C). Or delete the sentence that says, "There are longer posts in the attached document, for newsletters or web pages." Also be sure to add the actual information (mayor's name or council member's name at the top, contact's phone number at the bottom, etc.).

Subject: Time to apply for the Police Commission

Dear council members and staff / Dear Mayor[name]:

It's time for interested community members to apply to be on the Police Commission! The deadline for applications is [date]. Will you help us spread the word?

If you have a newsletter, web page, or social media account, please consider posting something. Here is some sample language:

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

[www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)

There are longer posts in the attached document, for newsletters or web pages.

If you have any questions, please call Selection Panel Member [name] at [phone number] (between 10:00 am and 8:00 pm) or email her at [email address].

Thank you!

## APPENDIX E

### SAMPLE OUTREACH EMAIL TO ORGANIZATIONS

Note: This sample email contains references to documents that can be attached to the email. Either attach the documents or delete the sentence that refers to them. An example of the first referenced document can be found in Appendix C, and an example of the second referenced document can be found in Appendix M.

Dear [name of organization or contact],

It's time for people to apply to be on the Oakland Police Commission! Are you interested in being on the commission? Can you think of someone you know who would be a good commissioner? Will you help us spread the word?

If you have a newsletter, website, or social media account, please consider posting something. Here is some sample wording:

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

[www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)

Sample wording for longer announcements is attached, and so is a sample letter that you could send to your members if you wish.

The Police Commission rewrote OPD's policy on use of force. It has the authority to discipline officers and fire the chief of police for cause. When the mayor hires a new chief of police, the mayor must choose from a list provided by the commission.

Commissioners must be over 18 and must live in Oakland. They cannot be police officers or City employees. Being a commissioner takes significant time, but it is a chance to really change policing in Oakland. A high school diploma is not required, and formerly incarcerated people are encouraged to apply.

If you would like someone to give a 5-minute presentation at a meeting, or if you have any questions, please call [number] between [10:00 am and 8:00 pm, any day of the week].

Thanks in advance for anything you can do to get the word out!



**APPENDIX F****SAMPLE WORDING FOR ANNOUNCEMENTS AT OTHER MEETINGS**

Note: This wording can be used when making announcements at Police Commission meetings or meetings of other organizations.

Hello, my name is----- and I want to remind everyone that you can apply to be on the Police Commission. Get a pen, because I'm about to give you a website address. Applications are accepted all year, and every summer the Selection Panel chooses a replacement for a commissioner whose term is expiring. The deadline to be considered this year is [date].

If you are interested, or you know someone who might be interested, go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). Or Google "Oakland Police Commission".

You must be an Oakland resident and at least 18 years old to apply, and you cannot be a police officer or a City employee. You do not need a high school diploma, and formerly incarcerated residents are encouraged to apply. That website again is [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission), and this year's deadline is [date].

## APPENDIX G

### SAMPLE LETTER TO APPLICANTS

Dear applicant,

Thank you for applying to be on the Oakland Police Commission. This important work depends on people who are willing to volunteer their time and expertise.

Please take some time to learn about the Police Commission so you will be prepared if you are selected for an interview.

Recommended activities:

- Attend at least 3 meetings of the Oakland Police Commission.
  - Meetings are usually held at [5:30 or 6:30 pm] on [the second and fourth Thursdays of the month]. To find out when the next meeting is, go to the Police Commission website ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)).
  - During the COVID pandemic, meetings are being held virtually by Zoom. To find the link for the next meeting, go to the Police Commission website ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)) and find the agenda for the next meeting. A link for the meeting should be in the first two pages of the agenda.
  - If you cannot attend 3 meetings before your interview date, watch the video recordings of at least 3 past meetings. The videos are available on the Police Commission website ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)).
- Read the agenda packets for at least 3 meetings.
  - They can be found on the Police Commission website ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)).
- Read City Code section 604.
  - Section 604 describes the Police Commission's powers and responsibilities.
  - A link to the text of section 604 can be found near the bottom of the Police Commission website ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)).
- Look around on the Police Commission website ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)).

Thank you again for applying. If you have any questions, please contact [the designated SP member] at [contact information].

## APPENDIX H

### SAMPLE STATEMENT TO INTERVIEWEES

This sample statement can be used or modified to satisfy the instructions in Steps 5.13.3 and 5.13.4.

Dear applicant,

The Selection Panel for the Police Commission would like to interview you, and [name] will be contacting you to schedule a time.

You will be interviewed by a panel of 9 people. The interview will be part of a public Zoom meeting, and it will be recorded and posted on the Police Commission website. The Selection Panel may discuss your strengths and weaknesses at the meeting. Members of the public may express their opinions about the candidates.

We deeply appreciate your participation in this demanding process.

During the interview you may be asked some of the questions in the Applicant Evaluation Tool, [which is attached]. The Selection Panel considers several things when evaluating applicants, including the following:

- level of dedication to police accountability work
- knowledge of the Police Commission
- lived experiences interacting with the police or witnessing police interactions with other members of the community
- skills and expertise doing the types of work that Police Commissioners do
- ability to present clear and objective views, based on facts
- ability to work constructively with others
- established connections with the community
- who can add to the diversity of the Police Commission
- who represents a community that is heavily impacted by police violence and other police misconduct (such as Black people, Native American people, LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people **who are living** without housing, young people, and immigrants)

Sincere thanks for your commitment to making the Police Commission the best it can be. If you have any questions, please contact [SP member] at [contact information].

## APPENDIX J

### QUESTIONS TO ASK REFERENCES

If desired, these questions can be asked when interviewing a candidate's references. It might be best to start with general questions, to see what they say before we say something that indicates what we are looking for.

1. How do you know this person?
2. How long have you known this person?
3. What can you tell me about them?
4. What is their greatest strength?
5. In what areas could they improve?
6. Have they ever worked on a board, commission, or other body of people? (That you know of.) How did they handle that experience? (Do you know?)
7. Do you know if they have been involved in the Oakland community and public service? Do you know how long? Can you describe their activities?
8. Do you think they have the capacity to be fair and unbiased? In your experience, how has that been demonstrated? OR: Can you give me an example?
9. How would you describe their listening skills and ability to engage with others? In your experience, how has that been demonstrated? OR: Can you give me an example?
10. Would you say they are receptive to other points of view? In your experience, how has that been demonstrated? OR: Can you give me an example?
11. Have you ever seen them change their mind? Please describe.
12. How do they resolve interpersonal conflicts? In your experience, how has that been demonstrated? OR: Can you give me an example?
13. How do they respond to criticism? In your experience, how has that been demonstrated? OR: Can you give me an example?
14. Can they cooperate with people they disagree with? In your experience, how has that been demonstrated? OR: Can you give me an example?

15. How would you describe their communication skills—both verbal and written?
16. Do you know if they have been involved in public safety issues in the past? Do you know how long? Can you describe their activities?
17. Do you think they would be a good police commissioner—are you familiar with the roles and responsibilities of an Oakland Police Commissioner? [Describe, if necessary.] Do you think they would do a good job in that role? Why do you think so?
18. Being a police commissioner takes a lot of time. Between commission meetings, studying meeting materials, and committee work, it is estimated that a police commissioner needs to spend 20 hours a week on Police Commission business. Do you think this person has the time and energy to do the work required of an Oakland Police Commissioner?
19. What is this person's interaction style?
20. Have you seen this person work with people they disagree with? How do they handle the situation?
21. Have you seen this person help someone else achieve their goals?
22. What would make this person a good Police Commissioner? (First tell them a little about what is involved in being on the Police Commission.)
23. Is there anything you would like to add?

**APPENDIX K****SAMPLE LETTER TO MEMBERS OF THE RESERVE POOL**

Dear finalist,

The Selection Panel would like to invite you to be in the Reserve Pool for the Police Commission. If a Police Commissioner resigns or is removed in the next year, the Selection Panel may choose to select the commissioner's replacement from the Reserve Pool.

Please note:

- Being in the Reserve Pool does not guarantee that you will be appointed to fill the next vacancy on the Police Commission.
- If you want to be considered again next year, you must submit a new application.
- Membership in the Reserve Pool expires on August 1 of [2023].

If you are interested in being in the Reserve Pool, and are willing to inform the Selection Panel if you become unavailable to serve on the Police Commission, please inform [staff member] by [date].

Thank you.

## APPENDIX L

### SAMPLE RADIO ANNOUNCEMENTS

#### SHORT ANNOUNCEMENT

##### **Do you want to help oversee the Oakland Police Department?**

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities. Applications are due by [date].

Google “Oakland police commission” or go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)

#### LONG ANNOUNCEMENT

##### **Do you want to help oversee the Oakland Police Department?**

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities.

The panel that selects most of the commissioners is looking for diversity and is encouraging people from impacted communities to apply. You must be over 18 and live in Oakland, and you cannot be a police officer or a City employee. Formerly incarcerated individuals are encouraged to apply. A high school diploma is not required.

**Applications are due by [date].** To apply, Google “Oakland police commission” or go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). At the Police Commission website you can also find more information about the Police Commission and Oakland City Code section 604, which describes the powers and responsibilities of the Police Commission. You can watch videos of past meetings and find out about upcoming meetings. If you have any questions, please call [phone number], [any day of the week].

## APPENDIX M

### SAMPLE LETTER FOR OTHER ORGANIZATIONS TO SEND TO THEIR MEMBERS

Note: This document is intended to be an attachment to an email we would send to an organization. It is a sample of what the organization could send to their members.

Dear members,

You can change Oakland policing.

The Oakland Police Commission is looking for new members. Are you interested? Do you know someone who would be interested? Please help us spread the word. Applications are due [date and year].

The Police Commission was created by Oakland voters in 2016, and it is taking major steps to reform the Oakland Police Department.

The work is hard, and it is unpaid at this time. It takes significant time in meetings, meeting prep, and committee work. It requires working with people you disagree with. You could face opposition and criticism from many quarters. But you can help bring fair and just policing to Oakland communities.

The panel that selects the majority of the commissioners is looking for diversity and encouraging people from impacted communities to apply. You must be over 18 and live in Oakland. You cannot be a police officer or a City employee. You do not need a high school diploma, and formerly incarcerated people are encouraged to apply.

To apply, go to [www.oaklandnet.gov/policecommission](http://www.oaklandnet.gov/policecommission), where you can also find more information about the Police Commission. You can watch videos of past meetings, find out about upcoming meetings, and learn about City Code section 604, which describes the powers and responsibilities of the Police Commission. If you have any questions, please call [phone number] between [10:00 am and 8:00 pm, any day of the week].

Please spread the word on social media. You can use the wording below if you like:

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

[www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)

Thank you for supporting police accountability in Oakland!



## APPENDIX N

### SAMPLE RECRUITMENT FLYER

## Who can hold Oakland police accountable?

Who can change OPD policies? Who can discipline police officers who don't follow the rules?

The Oakland Police Commission can. The Police Commission has been rewriting OPD policies, such as the policy on use of force. What happens if officers don't follow the policy? The commission can discipline them.

The Police Commission was created by Oakland voters in 2016. Commissioners are community members, not police officers or politicians.

## We need you.

We need committed people to apply to be on the Police Commission. You must be over 18 and live in Oakland, and you can't be a police officer or City employee. You do not need to have a high school diploma or work history. Formerly incarcerated individuals are encouraged to apply.

It is not an easy job. Are you ready to spend time on meetings, meeting preparation, and committee work? Are you ready to face resistance from City Hall and criticism from the community?

Can you work with people you disagree with? Can you disagree without being disrespectful? Are you ready to be part of public meetings that are recorded and shown on KTOP (the City's cable station)? Are you willing to learn more?

## You can do this.

To apply, go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). If you don't have access to the Internet, or if you have any questions, call [phone number] [between 10:00 am and 8:00 pm, any day]. Applications are due [date].

When you submit an application, it becomes a public record and can be viewed by anyone, although personal contact information is removed.

## Learn more.

For more information, visit [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). You can watch videos of past meetings, find out about upcoming meetings, read Oakland City Code, section 604 (the law that defines the Police Commission's powers and duties), and more.

Questions? Please call [number] [between 10:00 am and 8:00 pm any day of the week].

Revised 6/13/2020