



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
Meeting Agenda
Monday, August 5, 2024
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), Brendalynn Goodall (Mayor), Vacant (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Lorelei Bosserman (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

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://us02web.zoom.us/j/82106469139> at the noticed meeting time.

+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 two 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 fverdin@oaklandca.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 a speaker card during the meeting.

If you have any questions about these protocols, please e-mail Felicia Verdin, at fverdin@oaklandca.gov.

**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda (Continued)

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

**Monday, August 5, 2024
6:00 PM**

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

- July 24, 2024
- July 25, 2024

4. Reports from Selection Panel on completed reference checks

The Selection Panel will report out on the reference checks they completed. The Selection Panel may take action on the process to conduct reference checks.

5. The Selection Panel will conduct Police Commission applicant interviews, including opening statements and questions from the Panel

The Selection Panel will interview finalist candidates, discuss and take possible action on its process for nominating Police Commissioners during the 2024 nomination process, including which candidates will advance to the City Council for approval. The Panel may also choose to establish a reserve pool.

6. Agenda Building

The Panel will discuss their next meeting agenda.

7. Adjournment

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

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email 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 o llame al (510) 238-4756 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda (Continued)

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

**Monday, August 5, 2024
6:00 PM**

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 或 致電 (510) 238-4756 或 (510) 238-2007 TDD/TTY.



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
DRAFT Meeting Minutes
Wednesday, July 24, 2024
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), Brendalynn Goodall (Mayor), Vacant (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Lorelei Bosserman (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

1. Roll Call and Determination of Quorum

In attendance:

Chair Herron, Vice Chair Cobb and Panelists Goodall, Kakishiba, Eddy, Bosserman, Rivera and Thomasson.

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

- **July 10, 2024**

Motion to approve the minutes by Panelist Kakishiba, second by Panelist Gay Cobb. Panelists Goodall and Rivera abstained. The minutes were approved.

4. The Selection Panel will conduct Police Commission Applicant Interviews, including Opening Statements and Questions from the Panel

The Selection Panel will interview applicants, discuss and take possible action on its process for appointing Police Commissioners during the 2024 nomination process, including which candidates will advance to the next phase in the interview process. The Selection Panel may take action on the process to conduct reference checks and could also set or amend its future meeting schedule.

The Police Commission Selection Panel interviewed the following candidates:

- Charlene Wang
- Angela Jackson-Castain (via Zoom)
- Paul Costa

**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda (Continued)

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

**Wednesday, July 24, 2024
6:00 PM**

Each candidate was given 3-5 minutes to provide opening statements and Panelists were given the opportunity to ask questions from the Applicant Evaluation Tool.

The Panel discussed updating the incumbent questions and reviewing the reference check questions that are included in the Procedure Manual.

Additionally, the Panel discussed upcoming vacancies on the Panel and the process to fill them.

5. Agenda Building

The Panel will discuss their next meeting agenda.

The Panel's next meeting was scheduled to take place on July 25 and the agenda was published as of the time of this meeting. The Panel was scheduled to interview three additional candidates.

6. Adjournment

The meeting was adjourned.



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
DRAFT Meeting Minutes
Thursday, July 25, 2024
6:00 PM**

Oakland City Hall, Hearing Room 4
1 Frank H. Ogawa Plaza
Oakland, CA

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

1. Roll Call and Determination of Quorum

In attendance: Chair Herron, Vice Chair Cobb and Panelists Goodall, Thomasson, Eddy, Bosserman and Rivera.

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. The Selection Panel will conduct Police Commission Applicant Interviews, including Opening Statements and Questions from the Panel

The Selection Panel will interview applicants, discuss and take possible action on its process for appointing Police Commissioners during the 2024 nomination process, including which candidates will advance to the next phase in the interview process. The Selection Panel may take action on the process to conduct reference checks and could also set or amend its future meeting schedule.

The Panel interviewed two applicants: Sandra Bethune and Samuel Dawit. The Panel was scheduled to interview Ayanna Weathersby, however; she withdrew from the process.

Panelist Bosserman made a motion to advance Angela Jackson with out interviewing her again. Seconded by Panelist Thomasson. The motion passed unanimously.

The Panel ranked the applicants with a yes vote on the applicants that will move to the final round. The applicants with the most votes moved to the final interview phase.

**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda (Continued)

**Oakland City Hall, Hearing Room 4
1 Frank H. Ogawa Plaza**

**Thursday, July 25, 2024
6:00 PM**

Panelist Bosserman moved that the Panel interview Charlene Wang, Paul Costa and Samuel Dawit. Seconded by Panelist Thomasson. The motion was approved unanimously.

The Panel chose to conduct reference checks for applicants moving to the finalist interviews as follows:

Panelist Rivera will check the references for Paul Costa. Panelist Thomasson will check Samuel Dawit's references. Chair Herron will check Angela Jackson-Castain's references. Panelist Goodall will check Charlene Wang's references.

Panelist will report out on their reference checks during the August 5 meeting. Questions to ask applicant references are included in the Procedure Manual under Appendix J. Panelist are recommended to ask references 4 or 5 of the questions listed in the Manual.

Panelist Eddy raised the question of standard questions for the finalist interviews to rate applicants based on common questions. Chair Herron agreed to develop and ask two standard questions. The Panel also discussed the need to publish their list of finalist questions. Deputy City Attorney Jady Leung agreed to provide a legal response.

The Panel requested that staff provide resumes for Charlene Wang and Samuel Dawit.

4. Agenda Building

The Panel will discuss their next meeting agenda.

At their next meeting, the Panel will report out on reference checks and conduct finalist interviews.

5. Adjournment

The Chair adjourned the meeting.

Police Commission - Selection Panel - Applicant Interviews

Monday, August 5, 2024

Confirmed

Time Slot	Applicant Name
6:15 PM	Paul Costa
6:35 PM	Samuel Dawit
6:55 PM	Charlene Wang



Police Commission

Application for Position of Commissioner – FACT SHEET

Purpose: Oversee the Oakland Police Department's policies, practices and customs to meet national standards of constitutional policing and oversee the Community Police Review Agency that investigates police misconduct and recommends discipline.

Membership: 7 regular commissioners & 2 alternate commissioners

Note. These positions are volunteer and unpaid.

Term Length: Typically, 3 years

Time Commitment: **Significant time commitment anticipated for both meeting preparation and attendance.** Regular meetings are held every second and fourth Thursdays of the month starting at 6:30 pm. Additional meetings for members serving on Ad Hoc or Standing Committees. Police commissioners should expect to spend 15-20 hours a week on commission business.

Minimum Requirements: Oakland resident
At least 18 years old

Note. Commissioners cannot be any of the following:

- current police officer or former Oakland police officer
- current City of Oakland employee
- current or former representative of a police officer labor union
- an attorney who has a pending claim or lawsuit against the Oakland Police Department
- an attorney who has filed a claim or lawsuit against the Oakland Police Department that was resolved during the past year

Description of Work: Oversee the Oakland Police Department

- Conduct annual public hearings, at minimum
- Issue subpoenas and take testimony on matters before it
- Propose changes to policies and procedures
- Approve changes to policies proposed by OPD
- Review OPD proposed budget and make recommendations
- Authority to fire the Chief of Police
- Recommend list of 4 candidates for Chief of Police to Mayor

Oversee the Community Police Review Agency

- Conduct performance review of Director of CPRA
- Serve as Discipline Committee to review proposed discipline of police officers when CPRA and Chief of Police do not agree
- Authority to fire the Director of CPRA
- Upon a vacancy, the Agency Director and the Inspector General shall be hired by the Commission

Submit annual report to the Mayor, City Council and public.

Application deadline is June 14, 2024. For language assistance contact (510) 238-3301.



CITY OF OAKLAND 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: Paul A. Costa

Date: June 1, 2024

Home Address: [REDACTED]

City: Oakland

State: California

ZIP Code: 94605

Phone: [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 (Question 1, 2, 3 and 4 below.)

• 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). **SEE INCLUDED RESPONSES**

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.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

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.

These have been included in a separate attached document

Full Name: Relationship: E-Mail Phone:

Full Name: Relationship: E-Mail Phone:

Full Name: Relationship: E-Mail Phone:

Voluntary Self-Identification Questionnaire

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

- White
- Black or African American**
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- 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

Required Questionnaire

4. How long have you lived in Oakland?

70 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

0

1-2

3 or more

6. How did you hear about applying to be on the Police Commission?

I saw the application on the website after attending several meetings and wanted to contribute

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: **Paul A. Costa**

Date: **June 1, 2024**

Completed applications must be received by **June 14, 2024**, by mail, hand-delivery, or email as follows:

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

Below are my answers to the supplemental questions as part of my application to be used to evaluate my qualifications to serve on the Oakland Police Commission. I understand that this application, along with the answers to these questions will be used by the Selection Panel to select the most suitably qualified candidate(s).

Thank you.

June 1, 2024

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

While I have actively participated/lead many organized volunteer efforts, the most significant experiences I will bring to the Commission will be my 30+ years as a Human Resource professional. I will bring a proven track record of leading all facets of HR, resolving complex employee relations matters (Title VII investigations), as well as negotiating labor agreements involving outcomes upwards of \$7B. I possess a solid history of success in fostering positive labor-management relationships and mitigating workplace disputes. I am well-versed in enhancing people engagement, and as well as establishing rapport and credibility at all organizational levels. All my experiences to date have supported me in collaborating with all teams to align initiatives with corresponding organizational goals.

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

To date, all my contacts/experiences with the Oakland Police Department have been social and formal, i.e. breakfasts, banquets, dinners, etc.

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.

A, B, nor C are applicable.

4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

I have served on several boards/commissions. The most relevant here include:

- a) An appointment to the Contra Cost County Substance Abuse Advisor Board,
- b) Contra Costa County Board of Education, Business Advisory Board, and
- c) Two (2) HOAs (Homeowner Associations).

Most of these experiences took place early in my career and prepared me for the success I would achieve later. I also learned that working with volunteers can be as challenging, if not more so, than individuals in business settings. Getting members to be willing to listen to other perspectives/opinions and have them see that we may not get everything we want I believe is the first step to compromise and progress towards a common goal. Here the significant elements are communication and time.

I will be proud to submit my reference contact information at a time closer to the end of the selection process.

Any other questions, please advise. Thank you.

June 1, 2024

References for Paul A. Costa

All contact information will be provided at an appropriate time in this process.
Thank you.

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Name: Mr. Dennis Dabney

Relationship: SVP, Kaiser Permanente Labor Relations, retired

Current: Director, Labor Relations Training, HR Policy Association

Email:

Phone:

Name: Mr. Henry Diaz

Relationship: Executive Director, Kaiser Permanente Labor Relations, retired

Email:

Phone:

Name: Mr. Jon Sylvester

Relationship: Emeritus Visiting Professor, U.C. San Francisco Law,

Email:

Phone:

Paul A. Costa

HR Management

www.linkedin.com/in/pac4hr/

Oakland, CA 94605

Trusted advisor and strategic business partner; known for driving profitable workforce growth, organizational development, and successful career transitions in domestic and foreign settings.

Proven track record of leading all facets of HR, resolving complex employee relations matters, and negotiating labor agreements. Solid history of success in fostering positive labor-management relationships and mitigating workplace disputes. Well-versed in enhancing engagement, people, and profits as well as establishing rapport and credibility at all organizational levels. Adept at collaborating with executive teams to align HR initiatives with business objectives.

Areas of Expertise

- Business Development & Growth
- Employee Performance Evaluation
- Knowledge & Change Management
- Strategic Planning & Execution
- HR & Succession Planning
- Issue & Conflict Resolution
- HR Operations Management
- Talent Acquisition & Retention
- Employee Engagement
- Superior Client Support
- Excellent Communication
- Stakeholder Engagement

Professional Experience

Principal (Consulting Practice), paulCosta Associates, Oakland, CA

2011 — Present

Guide and provide strategic direction to diverse clientele, while enhancing and optimizing operational strategies with focus on regulatory adherence. Execute comprehensive Title VII investigations within mental health and medical clinic settings. Contribute as instructor at St. Mary's College in Moraga, CA. and Holy Names University in Oakland, CA.

Key Accomplishments:

- Re-engineered \$15M non-profit by using staffing and career development strategies.
- Led FLSA compliance project for \$10.3B hardware company by safeguarding organization from legal and financial repercussions.
- Engaged in reorganization of \$35M medical clinic for ensuring smooth transitions and optimal operational efficiency.
- Facilitated SHRM certification courses, resulting in higher than national average student pass rates.

Director, National Labor Relations — Operations, Kaiser Permanente, Inc., Oakland, CA

2013 — 2020

Responsible for a comprehensive portfolio of activities, including providing tactical support for labor relations across the Kaiser Permanente's enterprise. Delivered high-level labor relations consultation to KP management clients, navigated within confines of KP Coalition of Labor Unions for largest integrated health care consortium in the US, headquartered in Oakland. Revised curriculum content and taught labor relations course tailored for National KP audience, empowering line managers and labor relations leaders to improve dynamic KP Coalition environment.

Key Accomplishments:

- Assumed role of acting Labor Relations Consultant and Chief Labor Negotiator in re-engineering of KP Northern California Region \$1.0B Medical-Surgical Distribution system, resulting in substantial \$90M savings over a decade.
- Contributed as acting Labor Relations Consultant and Chief Negotiator in re-engineering of National KP Pharmaceutical Distribution system, achieving impressive savings of \$112M over ten-year span.

Senior Manager/Business Partner, Corporate Employee Relations, Blue Shield of California, San Francisco, CA

2005 — 2010

Spearheaded tactical and strategic support as business partner at corporate offices, operational call centers in Sacramento, Los Angeles, and Woodland Hills, and Sales organizations for third largest health plan not-for-profit in California. Trained Recruiters in advanced legal staffing techniques. Formulated and delivered comprehensive training and coaching sessions on performance management across all business levels. Executed thorough labor organizing risk audit, addressing significant federal legislative concerns.

Key Accomplishments:

- Collaborated with leadership to navigate business through various organizational re-designs and challenging reductions in force (RIFs).
- Implemented targeted interventions on functional topics, encompassing Performance Improvement, Conflict Management, Compensation, and Sexual Harassment.
- Investigated 75+ Title VII allegations.

Director, HR & Facilities Administration, Case Central, Inc., San Francisco, CA

2004 — 2005

Led HR functions for an eDiscovery internet-based document hosting (ASP) firm. Formulated company's inaugural HR strategic plan, encompassing '05 Sales Comp. and Employee Handbook. Collaborated with the Compensation Committee on Executive Compensation matters and employee SOP.

Key Accomplishments:

- Delivered Executive Staffing support in recruiting VP of Marketing and COO.
- Teamed up with Leadership team to shape organizational design and executed staffing strategy.
- Specified structure and essential elements of initial Human Resource Information System (HRIS).

Director, Human Resources, BASE Consulting Group, Oakland, CA

2001 — 2003

Managed HR systems by coordinating employee relations, ensuring regulatory compliance, handling budgets, evaluating staffing needs, building teams, and developing compensation plans for prominent providers of small data business intelligence and training services. Elevated employee satisfaction with benefits plan while concurrently enhancing employee contributions.

Key Accomplishments:

- Established specifications for the initial HRIS and made final product selection.
- Increased 34% in profit by developing and executing all-encompassing compensation program for consultants and sales organization.

*Additional experience as **Director, Human Resources** at **EVOLVE Software, INC.** in Oakland, CA and **Corporate Senior Human Resources Manager/Business Partner** at **NEOPOST, INC.** in Hayward, CA.*

Education

M. S., HR & Organization Development | University of San Francisco, San Francisco, CA
B. S., Cell Biology/Biochemistry | University of California, Riverside, CA

Professional Affiliations

National Certification Instructor for SHRM SPHR/PHR Certification Exam – 2004 – 2013
Member, Society of Human Resources Management
Guest Panelist, Substance Abuse Program Administrators Association Meeting San Francisco,
Guest Panelist on television program "Contra Costa Works: Sexual Harassment in the Workplace"
Guest Panelist, International Quality and Productivity Center Career Development Conference
Appointed, Contra Costa County Substance Abuse Advisor Board
Contra Costa County Board of Education, Business Advisory Board
Instructor, St. Mary's College, School of Extended Education
Instructor, Holy Names University
Life Member, Kappa Alpha Psi Fraternity, Inc.

Professional Development

U.S. Labor Relations Professional Certification, H. R. Policy Association
Senior Professional in Human Resource (SPHR) certified
D. D. I. /Interaction Management Certified Training Instructor
DISC Certified Trainer



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:	Dawit	Samuel	Date:	06/14/2024
	<i>Last</i>	<i>First</i>		<i>M.I.</i>
Home Address:	[REDACTED]		[REDACTED]	
	<i>Street Address</i>		<i>Apartment/Unit #</i>	
	Oakland	CA	94605	
	<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 (Question 1, 2, 3 and 4 below.)

- 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.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

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: Adante Pointer

Relationship: Mentor

E-Mail: _____

Phone: _____

Full Name: Oscar Stewart

Relationship: Ethics Professor

E-Mail: _____

Phone: _____

Full Name: Daniel Ettlinger

Relationship: Chariman of CPAB

E-Mail: _____

Phone: _____

Voluntary Self-Identification Questionnaire

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

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- 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

Required Questionnaire

4. How long have you lived in Oakland?

27 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

- 0
- 1-2
- 3 or more

6. How did you hear about applying to be on the Police Commission?

Oakland board staff, community members, my own research.

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: Samuel D. Davis Date: 06/14/2024

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612
Email	Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application
For assistance or additional information contact	City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301

OPC Supplemental Questionnaire Responses: Samuel Dawit

1. My dedication to public safety and community well-being is evident in my experience serving as a commissioner on the Public Safety and Services Violence Prevention Oversight Commission (SSOC) and as a board member on the Community Policing Advisory Board (CPAB). Furthermore, my volunteer work with my fraternity, Alpha Phi Alpha Inc., City Team, and Community Ready Corps (CRC) has provided me with valuable firsthand experience working within the community to address the root causes of violence and promote positive change. These combined experiences have equipped me with a deep understanding of the issues the Commission faces and the skills necessary to contribute meaningfully to its work.
2. My contacts with OPD have been insightful. I have worked with Deputy Chief Beere, Assistant Chief Trevelyan Jones, and a handful of other officers as part of my work with the Community Policing Advisory board.
3. In college I was the lead undergraduate law clerk/intern at the Law Offices of John L. Burris. We sued Police Departments for wrongful uses of force, wrongful death and other over reaches of power. My work with the Law office concluded in August of 2018.
4. I have served on one board and one Commission. When I joined the Community Policing Advisory Board (CPAB), we were expected to have a thorough understanding of the activities and issues faced by the neighborhood councils in our area and elevate these concerns to city services such as the OPD command staff, the City Administrator's office, Neighborhood Services, and others. However, I discovered that the CPAB was almost entirely disconnected from the neighborhood councils. I then collaborated with the board to ensure that we attend at least a handful of neighborhood council meetings each month, allowing us to gain a more accurate understanding of what is happening in our neighborhoods.
 - a. Additionally, on the Community Policing Advisory Board, our charter resolution 79235 stated that the city should provide meeting spaces to neighborhood councils on Oakland Unified School District (OUSD) properties. However, even the longest-serving board members were unaware of any processes or contacts to facilitate this. I am currently working with OUSD leadership, including the superintendent, to establish a clear path forward to ensure neighborhood councils have access to these meeting spaces citywide.
 - b. Work experience - For the past four years, I have led Technology Partnership efforts for my previous employer, Fivetran, and my current employer, Postman. I have negotiated complex partnerships that have brought different organizations and numerous departments together to rally around a singular effort. I have balanced and analyzed budgets and served as the sole liaison to internal and external C-suite stakeholders. I may not be the traditional well-seasoned attorney that you have a handful of on your board, but I am born/raised in Oakland, a quick learner, experienced at navigating complex issues with executive stakeholders and am ready to learn and serve. Thanks for your time!



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:	Wang	Charlene	A
	<i>Last</i>	<i>First</i>	<i>M.I.</i>
Home Address:	[Redacted]		Apt 1
	<i>Street Address</i>		<i>Apartment/Unit #</i>
	Oakland	CA	94606
	<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 (Question 1, 2, 3 and 4 below.)

- 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.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

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: Piyachat Terrell Relationship: Supervisor

E-Mail [REDACTED] Phone: [REDACTED]

Full Name: Marietta Daniel Relationship: Former colleague

E-Mail [REDACTED] Phone: [REDACTED]

Full Name: Kathy Dwyer Relationship: Friend

E-Mail [REDACTED] Phone: [REDACTED]

Voluntary Self-Identification Questionnaire

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

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- 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

Required Questionnaire

4. How long have you lived in Oakland?
 15 months as an adult, but grandparents have lived here since childhood
5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)
- 0
 1-2
 3 or more
6. How did you hear about applying to be on the Police Commission?
 Heard about it from an OPD employee

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: 6/14/2024

Completed applications must be received by **June 14, 2024**, by mail, hand-delivery, or email as follows:

Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm)	Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612
Email	Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application
For assistance or additional information contact	City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301

Supplemental Questionnaire

1. I have spent my work in advancing equity in public service. I sat on the board of the Family Violence Center, an organization in Oakland that provides legal and emergency services to survivors of domestic violence, sexual assault, and trafficking. I am currently appointed to Alameda County's Consumer Affairs Commission where I have been working on efforts such as education on homeownership and protecting the public from toxic substances in goods. I currently work at the U.S. Environmental Protection Agency on civil rights and environmental justice, and previously was appointed to the Biden Administration where I served at the U.S. Department of Transportation where I stood up a \$4 billion program to reconnect communities razed by highways, started a workforce program for incarcerated individuals exiting prison to get jobs in highway construction, updated civil rights processes, and fought to update regulations that govern the compensation of people forcibly displaced by eminent domain. I have also worked on homelessness programs, and universal preschool and Headstart programs for low income children.
2. I have had my credit card and bank accounts hacked into, draining my checking account, which I have reported to OPD from their online form. None of these cases have been resolved as far as I know. My most substantive interaction with OPD was after a driver attempted to assault me with a vehicle for entertainment, while filming the incident. I found it challenging to get a hold of OPD to take my report. Because the driver was young and luckily I did not get hurt, I wanted to see restorative justice in the form of revoking their driver's license until many hours of community service were performed. OPD has yet to identify the driver. I have interacted with the New York City Police Department as a victim of domestic violence, when neighbors called the police on my partner at the time and I chose not the press charges, but found the process frustrating because I was forced to downplay the incident in the official report otherwise the officers stated they would be forced to charge him with assault although I was not interested in pursuing that path. I was also forced to pick up my report at the local police station, which was close to this partner's home in order to file a restraining order in court instead of being able to get a copy of the report emailed to me. This caused me distress. I also called the Washington, D.C. police on my neighbor who beat and assaulted his girlfriend. I tried to identify a non-police response given my fears of how the police might escalate given that the couple was Black American, but there was no other resource available and I called the police during a serious incident.
3. I was a board member for the Family Violence Law Center, which provides services to victims of sexual assault, domestic violence, and trafficking.
4. I have found that the most challenging aspects to be lack of engagement, such as many commission members not showing up to meetings and lacking a quorum in order to move actions forward. I have always taken my appointments seriously and have good attendance.

Standard Questions

1. Would you tell the Panel about your involvement in Public Safety matters in Oakland, and how that involvement has influenced your desire to serve on the Oakland Police Commission?
Follow-up, time permitting
What do you hope to achieve on the Commission?
2. How can the commission make the best use of the data in VISION?
If they don't know, explain it to them and then get an answer.
3. What change in OPD policy is needed to break up the 'thin blue line' or code of silence?
4. What concrete steps should the Commission take to expand community engagement and input? And, what would you do to educate and engage the community in the work of the Commission? Please be specific.
5. While serving on the Commission you will learn information that may not be familiar to your life experience. Please share a brief experience where you had to see through someone else's life experience and give an example.
6. How would you work to gain consensus in a chaotic situation where the Commission is deeply divided on an issue? Are there any similar examples where you have done this?
7. What is your approach to creating highly effective teamwork with colleagues on the Commission, even when belief systems about the work may vary widely? Please give examples where you have done that.
8. How would you handle specific concerns and complaints about the OPD, which are brought to the Commission? These can include instances of excessive force, failure to act in a situation that requires police intervention, etc.
9. What would you advocate as the best process to use to identify the recommendations for the next Police Chief? Would you give preference to promoting from within OPD or to an outsider?
10. How does institutional racism and historic bias influence the effectiveness of efforts by the Courts, the Commission and OPD leadership to revise and implement OPD policy and operational reforms.
11. Since social media plays an enormous role in our culture, what are your thoughts on how Police Commissioners should or should not utilize social media to comment on issues which may come before the Commission, or which may affect the perception of the Commission as a whole?

Optional & Follow Up Questions

12. How do you define police brutality, and what are the key factors responsible for it?
13. How would you grade the Oakland Police Commission's accomplishments to date, and what are its major challenges going forward?
14. What do you believe are the most important skills, experience and other qualifications that candidates for Inspector General should have?
15. Describe an experience where you had to make a difficult decision that affected someone's life.
16. Has anyone you disagreed with ever changed your mind about something? Please provide an example.
17. If you are appointed, what would you want your legacy to be after completing your term? What significant contribution would you want the Commission to remember you for?
18. What strategies can the Police Commission use to align the pace of policy change and cultural change at OPD?
19. In Oakland, in the area of crowd/demonstration control the OPD's "cycle" is to violate both the law and its existing policy, the City to be sued, the City to settle the new lawsuits, sometimes with revisions to its prior policy, and OPD commanders and line personnel to again violate the same laws and policy during future demonstrations. What steps can the Commission take to help break this cycle?
20. How long have you lived in Oakland?
21. Have you read Measure LL, the 21-page document that defines the Police Commission? (Available on the Police Commission website, <https://www.oaklandca.gov/boards-commissions/police-commission>. Scroll down to "About," near the bottom of the page.)
22. Have you read any of the minutes or agenda packets for any of the Police Commission meetings? (Available on the Police Commission website, <https://www.oaklandca.gov/boards-commissions/police-commission>. Under "Meetings," click "View All Meetings, Minutes & Agendas.")

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 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

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

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, 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

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

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. 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, 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).
 - 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) 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).
- Read the agenda packets for at least 3 meetings.
 - They can be found on the Police Commission website (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).
- Look around on the Police Commission website (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

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. 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, 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

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. 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. 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