



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

**Meeting Agenda**

**Wednesday, June 22, 2022**

5:30 PM

Via Teleconference

Selection Panel Members: Chairperson James Chanin (District 2), Vice Chairperson Brendalynn Goodall (Mayor), Gay Plair Cobb (At Large), Don Link (District 1), Langston Buddenhagen (District 3), Lorelei Bosserman (District 4), Monique Rivera (District 5), Rickisha Herron (District 6), and Bill Thomasson (District 7).

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**Pursuant to the Governor's Executive Order N-29-20, members of the Police Commission Selection Panel, as well as City staff, will participate via phone/video conference, and no physical teleconference locations are required.**

**PUBLIC PARTICIPATION**

The Oakland Police Commission Selection Panel encourages public participation in the online 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/88284741875> at the noticed meeting time.

Instructions on how to join a meeting by video conference are available at: <https://support.zoom.us/hc/en-us/articles/201362193>, which is a webpage entitled "Joining a Meeting"

- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):

+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: 882 8474 1875

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

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

- Comment in advance. To send your comment directly to the Selection Panel and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov). Please note that

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**Meeting Agenda (Continued)**

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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.

- By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand In Webinar.”

- By Phone. To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing STAR-NINE (“\*9”) to request to speak when Public Comment is being taken on a eligible agenda item at the beginning of the meeting. Once it is your turn, you will be unmuted and allowed to make your comment. After the allotted time, you will be re-muted. Instructions of how to raise your hand by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting by Phone.”

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

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

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

**2. Open Forum**

Speakers will be called on by the facilitator as speakers “raise their hand” through video conference or by telephone. All speakers will be allotted a maximum of three minutes unless the Chairperson allocates additional time.

**3. Resolution to Continue Teleconferencing Meetings (Attachment 1)**

The Selection Panel will consider re-adoption of a resolution determining that conducting in-person meetings of the Selection Panel and its committees would present imminent risks to attendees’ health, and electing to continue conducting meetings using teleconferencing in accordance with California Government Code Section 54953(e) as amended by California Assembly Bill No. AB-361

**ACTION ITEMS**

**4. Approval of Selection Panel Meeting Minutes (Attachment 2)**

- Meeting minutes from April 11, 2022

**5. 2022 Police Commissioner Nomination Process (Attachment 3)**

The Selection Panel will discuss and take possible action on its process for appointing Police Commissioners during this current selection process, including setting its future meeting schedule.

- Staff Report: 2022 Nomination Process

**6. Outreach Strategy and Process for Selecting Commissioners (Attachment 4)**

The Selection Panel will discuss and take possible action on its process and strategy for informing Oakland residents of, and encouraging applications for, the position of Police Commissioner.

- Selection Panel Outreach Plan
- Town Nights flyers
- Outreach distribution list for non-profit organizations

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

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7. **Report from the Procedure Improvement Ad hoc Committee**  
The Ad hoc Committee will discuss their findings to improve the procedures of the Selection Panel. The Selection Panel will discuss and take possible action on improving the selection process.
  - Selection Procedure Draft Report
8. **Discussion Regarding Public Comment & Open Forum**  
The Selection Panel will discuss and take possible action on how it will receive public comment on the items listed on its meeting agendas. The Selection Panel will discuss and take possible action on when it will schedule Open Forum during its meetings.
9. **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](mailto:fverdin@oaklandca.gov) or call (510) 238-4756 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov) o llame al (510) 238-4756 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

你需要手語,西班牙語,粵語或國語翻譯服務嗎?請在會議前五個工作天電郵 [rluna@oaklandca.gov](mailto:rluna@oaklandca.gov) 或 致電 (510) 238-4756 或 (510) 238-2007 TDD/TTY.

APPROVED AS TO FORM AND LEGALITY



CITY ATTORNEY'S OFFICE

## Police Commission Selection Panel

### RESOLUTION NO. 22-003

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**ADOPT A RESOLUTION DETERMINING THAT CONDUCTING IN-PERSON MEETINGS OF THE POLICE COMMISSION SELECTION PANEL BOARD AND ITS COMMITTEES WOULD PRESENT IMMINENT RISKS TO ATTENDEES' HEALTH, AND ELECTING TO CONTINUE CONDUCTING MEETINGS USING TELECONFERENCING IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTION 54953(e), A PROVISION OF AB-361.**

**WHEREAS**, on March 4, 2020, Governor Gavin Newsom declared a state of emergency related to COVID-19, pursuant to Government Code Section 8625, and such declaration has not been lifted or rescinded. See <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.4.20-Coronavirus-SOE-Proclamation.pdf>

**WHEREAS**, on March 9, 2020, the City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050(C); and

**WHEREAS**, City Council Resolution No. 88075 remains in full force and effect to date; and

**WHEREAS**, the Centers for Disease Control (CDC) recommends physical distancing of at least six (6) feet whenever possible, avoiding crowds, and avoiding spaces that do not offer fresh air from the outdoors, particularly for people who are not fully vaccinated or who are at higher risk of getting very sick from COVID-19. See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

**WHEREAS**, the CDC recommends that people who live with unvaccinated people avoid activities that make physical distancing hard. See <https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19/caring-for-children/families.html>;

**WHEREAS**, the CDC recommends that older adults limit in-person interactions as much as possible, particularly when indoors. See <https://www.cdc.gov/aging/covid19/covid19-older-adults.html>;

**WHEREAS**, the CDC, the California Department of Public Health, and the Alameda County Public Health Department all recommend that people experiencing COVID-19 symptoms stay home. See <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>;

**WHEREAS**, persons without symptoms may be able to spread the COVID-19 virus. See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

**WHEREAS**, fully vaccinated persons who become infected with the COVID-19 Delta variant can spread the virus to others. See <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/fully-vaccinated.html>;

**WHEREAS**, the City's public-meeting facilities are indoor facilities that are not designed to ensure circulation of fresh/outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart;

**WHEREAS**, holding in-person meetings would encourage community members to come to City facilities to participate in local government, and some of them would be at high risk of getting very sick from COVID-19 and/or would live with someone who is at high risk; and

**WHEREAS**, in-person meetings would tempt community members who are experiencing COVID-19 symptoms to leave their homes in order to come to City facilities and participate in local government; and

**WHEREAS**, attendees would use ride-share services and/or public transit to travel to in-person meetings, thereby putting them in close and prolonged contact with additional people outside of their households; now therefore be it:

**RESOLVED:** that the Police Commission Selection Panel finds and determines that the foregoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

**FURTHER RESOLVED:** that, based on these determinations and consistent with federal, state and local health guidance, the Police Commission Selection Panel determines that conducting in-person meetings would pose imminent risks to the health of attendees; and be it

**FURTHER RESOLVED:** that the Police Commission Selection Panel firmly believes that the community's health and safety seriously and the community's right to participate in local government, are both critically important, and is committed to balancing the two by continuing to use teleconferencing to conduct public meetings, in accordance with California Government Code Section 54953(e), a provision of AB-361; and be it

**FURTHER RESOLVED:** that the Police Commission Selection Panel will renew these (or similar) findings at least every thirty (30) days in accordance with California Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Police Commission Selection Panel Board finds that in-person meetings no longer pose imminent risks to the health of attendees, whichever is occurs first.

PASSED BY THE FOLLOWING VOTE:

AYES-

NOES-

ABSENT-

ABSTENTION-

ADOPTED ON THIS \_\_\_ DAY OF \_\_\_\_\_, 2022.



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

**Draft Meeting Minutes**

**Monday, April 11, 2022**  
Via Teleconference

Selection Panel Members: Gay Plair Cobb (At Large), Don Link (District 1), James Chanin (District 2), Langston Buddenhagen (District 3), Lorelei Bosserman (District 4), Mary Vail (District 5), Rickisha Herron (District 6), Bill Thomasson (District 7), and Brendalynn Goodall (Mayor).

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

Quorum was determined and the meeting started at 6:16 pm.

Members present: Lorelei Bosserman, Langston Buddenhagen, James Chanin, Gay Plair Cobb, Brendalynn Goodall, Rickisha Herron, Don Link and Mary Vail.

Absent: Bill Thomasson

Staff present: Felicia Verdin

City Attorney Staff present: Allison Dibley

**2. Open Forum**

Public comments were provided by the following speakers:

Rashidah Grinage  
Assata Olugbala  
Cathy Leonard

**3. Resolution to Continue Teleconferencing**

A motion was made by Panelist Cobb, seconded by Vice Chair Goodall to approve the Resolution to Continue Teleconferencing.

There was no discussion.

The motion passed with eight ayes, (Bosserman, Buddenhagen, Chanin, Cobb, Goodall, Herron, Link, Thomasson, Vail)  
Bill Thomasson, absent

Public Comment:  
none



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

**Meeting Minutes (Continued)**

**Monday, April 11, 2022**  
Via Teleconference

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**4. Determining Selection of Chairperson**

Selection Panel will determine a Chairperson for the Selection Panel's 2022 nomination process.

Panelist Vail, moved to defer this matter to the next meeting and not elect a chairperson and vice Chairperson during this meeting. It was seconded by Panelist Herron.

There was no Discussion.

The motion passed with eight ayes, (Bosserman, Buddenhagen, Chanin, Cobb, Goodall, Herron, Link, Thomasson, Vail)  
Bill Thommasson, absent

Absent: Thomasson

Public Comment was provided by the following speaker:  
Assata Olugbala

**5. Determining Selection of Vice Chairperson**

Selection Panel will determine a vice chairperson for the Selection Panel's 2022 nomination process period.

Panelist Vail moved to defer this matter and not elect a chairperson and Vice Chairperson during this meeting. It was seconded by Vice Chair Goodall.

There was no discussion on this item.

The motion passed with eight ayes, (Bosserman, Buddenhagen, Chanin, Cobb, Goodall, Herron, Link, Vail)

Absent: Thomasson

Public Comment: none

**6. Approval of Selection Panel Meeting Minutes from July 29, 2021**

There was no discussion on this item.

The motion passed with eight ayes, (Bosserman, Buddenhagen, Chanin, Cobb, Goodall, Herron, Link, Vail)

Absent: Thomasson

There was no public comment on this item.

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

**Meeting Minutes (Continued)**

**Monday, April 11, 2022**  
Via Teleconference

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**7. 2022 Police Commissioner Application and Selection Process**

The Selection Panel will discuss and take possible action on its process for appointing Police Commissioners and Alternate Police Commissioners during this current selection process, including filling vacancies and setting its future meeting schedule.

Chairperson Chanin explain that the Panel had several options: 1) elevate someone from the reserve pool, 2) open the process up for applications, 3) elevate someone from the reserve pool in the future.

If the Police Commission elevates Mr. Hsieh to Commissioner than the Police Commission will have an alternate vacancy. Panelist Mary Vail indicated that Gage resigned on April 6; however, at the time of this meeting there was technically not an alternate vacancy due to the next meeting of the Police Commission taking place on April 14 where they would make the final decision about how to handle Gage's vacancy.

Staff reported that Ginale Harris, Jose Dorado and Angela Jackson-Castain are the top three reserve pool candidates. It was requested that the top three reserve pool candidates return to a meeting of the Panel to be interviewed. Panelist indicated that it was their obligation to fill the Alternate vacancy, however a decision was not made during the meeting.

Motion was made by Panelist Cobb and seconded by Panelist Link requesting that staff contact the top 3 candidates on the reserve pool: Mr. Dorado, Ms. Harris, and Ms Castain. Staff will contact reserve pool candidates to determine their availability and interest to serve as an Alternate on the Police Commission.

The motion passed unanimously.

There was no public comment on this item.

The Selection Panel had a discussion on the upcoming Police Commission vacancies and clarified that the terms ending in October 2022 included two vacancies, an alternate and full commissioner. Vice Chair Goodall clarified that staff would be requested to send out a recruitment announcement and determine a plan of action and timeline. In addition to an update from the procedure improvement committee.

The Panel requested that staff bring back the reserve pool for a short interview and discussion. Panelist Herron requested to know if members of the reserve pool have been engaged in the work of the Commissioner since last year's interview process.

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(SPECIAL MEETING)**

**Meeting Minutes (Continued)**

**Monday, April 11, 2022**  
Via Teleconference

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Motion made by Vice Chair Goodall for staff to contact the top three individuals on the reserve pool list to determine if they are interested in participating in an interview and moving onto an Alternate and/or full commissioner or most current vacancy.

The Panel will invite them back to their next meeting to an interview in 20-minute intervals. Chair Chanin made a friendly amendment that other Panelists may ask additional questions. Questions will be asked during the interviews, including has the applicant continued to remain engaged in and follow the Police Commission's work.

The motion passed with eight ayes, (Bosserman, Buddenhagen, Chanin, Cobb, Goodall, Herron, Link, Vail)

Absent: Thomasson

Public Comment was provided by the following speaker:

Assata Olugbala  
Mariano Contreras

**8. Adjournment**

The meeting was adjourned at 8:02 pm.



# SELECTION PANEL REPORT

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

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

**SUBJECT:** 2022 Nomination Process

**DATE:** June 20, 2022

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## Action Requested:

For the Selection Panel to:

1. Review, discuss and/or modify the 2022 Nomination Schedule.
2. Review, discuss and/or modify the 2022 Selection and Interview Process.
3. Determine its next meeting or series of meetings.

## Executive Summary:

In April 2022, the Selection Panel initiated its months long process in nominating a new candidate to serve on the Oakland Police Commission. As such, the Panel continues to review its 2022 nomination process, evaluation tools, and schedule to determine what changes, if any, should be made for this year.

The term for the nominee will initiate on October 17, 2022. Staff proposes the Selection Panel make its decision no later than mid-August 2022, which will allow staff time to complete the required background check and submit the scheduling request and staff report to be heard at the City Council meeting of September 20, 2022.

During its April 26, 2022, the Selection Panel nominated Angela Jackson-Castain to serve as an Alternate on the Police Commission. Ms. Jackson-Castain appointment is on the consent calendar of the June 7, 2022 City Council meeting.

Former Commissioner Jose Dorado has requested that staff share the attached letter and email.

## Background:

In 2022, the Selection Panel will be nominating a slate of one (1) appointee to the Police Commission and (1) Alternated Police Commissioner for City Council approval. The term for Commissioner Jesse Hsieh, currently serving on the Police Commission will expire October 2022. If Angela Jackson-Castain is appointed by the City Council, her term will also expire in October 2022.

## Police Commissioner Terms

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

<b>Commissioner</b>	<b>Appointing Authority</b>	<b>Term End Date</b>
Tyfahra Milele, <i>Chair</i>	Selection Panel	Oct. 2023
Marsha Peterson, <i>Vice-Chair</i>	Mayor	Oct. 2023
Jess Hsieh	Selection Panel	Oct. 2022
Brenda Harbin-Forte	Mayor	Oct. 2022
Rudolph Howell	Selection Panel	Oct 2024
Regina Jackson	Mayor	Oct. 2021
David Jordan	Mayor	Oct. 2023
<i>Angela Jackson-Castain, Alternate</i>	Selection Panel	Oct. 2022
Karely Ordaz, <i>Alternate</i>	Mayor	Oct. 2023

## Nomination Schedule

The Selection Panel will need to decide its 2021 nomination schedule. Staff is providing the 2020 nomination schedule as reference and for review (**Table 2**).

**Table 2: 2022 Nomination Schedule**

<b>Activity</b>	<b>Date</b>
Application released	May 2022
Joint press release with Mayor announcing 2022 nomination period	May 20, 2022
Incumbents notified	May 27, 2022
Application deadline	June 30, 2022
Candidate interviews (first round)	July 2022
Finalist interviews (second round)	August 2022
Determination of slate	August 2022
Background check process complete	early-September 2022
Council confirmation	September 20, 2022

As previously mentioned, if the goal is to get a nominee scheduled for confirmation at the City Council meeting of September 20, 2022, the Selection Panel will need to determine the nominee no later than mid-August 2022. All other dates can be adjusted accordingly based on input from the Selection Panel.

## Interviews

At its meeting on May 4, 2021, the Selection Panel decided to do the following during its interviews:

- Allow candidates two (2) minutes to make an opening statement.
- Before and after interviewing incumbents, remind the public that the incumbent's interview is only part of what the Selection Panel considers, and that the Selection Panel also considers the incumbent's demonstrated performance as a commissioner. If needed, the Selection Panel can refer the public to the video recordings and agenda packets from the last three (3) years of Police Commission meetings.

- Allow discussion of a candidate's merits and any concerns the Selection Panel has but do not require such a discussion.

### 2022 Police Commission Application

The current Police Commission application available on the City's website at <https://cao-94612.s3.amazonaws.com/documents/Police-Commission-2022-Application.pdf>

The Police Commissioner Application is available online in English, Spanish, Chinese and Vietnamese on the Police Commission webpage ([www.oaklandca.gov/boards-commissions/police-commission](http://www.oaklandca.gov/boards-commissions/police-commission)).

Additionally, staff is able to provide the following outreach:

- Press release to all media contacts
- See attached Outreach Plan from staff
- Email communication to announce and request distribution of information to:
  - Mayor's Office
  - City Council Offices
  - City service provider networks
  - Selection Panel Members
  - Oakland Police Commissioners
  - Community Police Review Agency
  - Oakland Neighbors Inspiring Trust
  - Latino Task Force
  - Oakland Community Organizations

Panelist Cobb arranged to have recruitment ads for the Police Commission run in the Post Newspaper during the weeks of June 10 and June 17.

In 2020, Vice Chairperson Brendalynn Goodall worked with KLBX radio to run a 15-second Public Service Announcement (PSA) leading up to the application deadline. The PSA was advertised free of charge and aired 30 times between May 29 to June 12, 2020.

Also in 2020, Member Lorelei Bosserman organized outreach efforts by the Selection Panel and maintained a database of organizations that were contacted directly by Selection Panel Members.

### Applicant Statistics

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

**Table 3: Applications Statistics by Year**

Nomination Year	Applications Received	Applicants Invited to Interview	Nominations made by Selection Panel
2017	146	28	4 Commissioners; 1 Alternate
2019	16	10	1 Commissioner; 1 Alternate
2020	68	17	2 Commissioners

## Evaluation Tools

**Attachment B** is the Applicant Evaluation Tool that the Selection Panel used during the interview process in 2020. This evaluation tool was last reviewed and edited on July 22, 2020.

**Attachment C** includes the questions asked to all finalists in the 2020 second round interviews. The Selection Panel finalized these questions on August 10, 2020, prior to initiating the finalist interviews.

## Outreach

The Police Commissioner application is available online in English, Spanish, Chinese and Vietnamese on the Police Commission webpage ([www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission)). Additionally, staff has completed the following outreach:

- Press release to all media contacts
- Email communication to announce and request distribution of information to:
  - Mayor's and City Council Offices
  - Selection Panel Members
  - Oakland community-based organizations
  - Oakland Police Commissioners
  - Community Police Review Agency
- See attached outreach plan

Vice Chairperson Brendalynn Goodall worked with KLBX radio to run a 15-second Public Service Announcement (PSA) leading up to the application deadline. The PSA was advertised free of charge and aired 30 times between May 29 to June 12, 2020.

Panelist Lorelei Bosserman organized outreach efforts by the Selection Panel and maintained a database of organizations that were contacted directly by Selection Panel Members.

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

### Attachment:

- 1) 2022 Press Release
- 2) List of Organizations
- 3) Outreach Plan
- 4) 2021 Applicant Evaluation Tool
- 5) 2021 Finalist Interview Questions



News from: **City of Oakland**

## **IMMEDIATE 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

**Media Contact:**

Felicia Verdin  
City of Oakland  
City Administrator’s Office  
(510) 593-5616  
[fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov)



sworn employees; current or former employees, officials, or representatives of an employee association representing sworn police officers; attorneys with pending claim or lawsuit against OPD; and attorneys who have filed a claim or lawsuit against OPD that was resolved during the past year.

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

# # #

aartik@advancingjustice-alc.org  
aclu.alamedacounty@gmail.com  
acontreras@sscf.org  
admin@donoharmcoalition.org  
administration@fcsn1996.org  
aKazmi@cair.com  
amarks@youthalive.org  
aperez@safepassages.org  
apex@kpfa.org  
asata\_coords@asata.org  
ben@asianprisonersupport.org  
brandon@raheem.org  
burmarefugeefamilynetwork@gmail.com  
candice@eastoaklandcollective.com  
catscreatives@gmail.com  
coco@thecil.org  
croakland@criticalresistance.org  
david@nicjr.org  
davidh@urbanstrategies.org  
destiny@justcities.work  
director@stjamesinfirmary.org  
dorsey@prisonerswithchildren.org  
dsmoreno@berkeley.edu  
dthongsy@gmail.com  
eastsideculturalcenter@gmail.org  
ed@cafwd.org  
Etom@ahschc.org  
evans.regina@gmail.com  
galvin@partnersforjustice.org  
general@kcceb.org  
geordee@caljustice.org  
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grover@ebho.org  
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info@esplerp.org  
info@essiejusticegroup.org  
info@familybridges.org  
info@fvlc.org  
info@HealthyCommunities.us  
info@initiatejustice.org  
info@justicehouseoakland.org  
info@kidsfirstoakland.org  
info@lotusbloomfamily.org  
info@lwvoakland.org  
info@neighborsforracialjustice.org  
info@oaklandcommunity.org  
Info@OaklandRising.org  
info@oaklandtrybe.org  
info@occurnow.org  
info@operationdignity.org  
info@sahahomes.org  
info@self-sufficiency.org  
info@streetlevelhealthproject.org  
info@tandembayarea.org  
info@urbanpeacemovement.org  
info@vacceb.org  
info@wordafc.org  
info@youthtogether.net  
info-laclinica@laclinica.org  
jack@turnout.org  
jackie@blackorganizingproject.org  
janetta@tgijp.org  
jasmin@apienc.org  
jcastillo@stmaryscenter.org  
jessamyn@oaklandrising.org  
jonathans@advancingjustice-alc.org  
juanita@mujeresunidas.net  
jwest@ebac.org  
kaija@cjjc.org  
kate.wadsworth@cerieastbay.org  
ken@prisonerswithchildren.org  
khamilton@dralegal.org  
khayashi@transgenderlawcenter.org  
kkatcher@rootandrebound.org  
kmagcastillo@communityworkswest.org  
LatinoTaskForce.OAK@gmail.com

leadership@hyphenmagazine.com  
leonard@insightprisonproject.org  
leva.zand@cerieastbay.org  
maria@visionycompromiso.org  
media@accfb.org  
Mlok@ahschc.org  
oakland@calorganize.org  
oaklandlgbtqcenter@gmail.com  
oaklandnaacp1051@yahoo.com  
ocook@lfcd.org  
ofarmer@hotmail.com  
peoplescommunitymedics@gmail.com  
ppwfco@googlegroups.com  
president@ebyd.org  
press@blacklivesmatter.com  
Rchan@apilegaloutreach.org  
reception@stmaryscenter.org  
rimikoka@gmail.com  
robin@asianrefugees.org  
saintbenedictcrh@aol.com  
servantbk@fiaeastbay.org  
sfitz@self-sufficiency.org  
sisteransar@usoac.org  
smruti@fiaeastbay.org  
staff@bwopa.org  
staff@ebho.org  
steveg@wohc.org  
susannah@netrj.org  
tdouangviseth@youthtogether.net  
terence@ellabakercenter.org  
tinisch@safeandjust.org  
tmc@mentor.org  
vanessa@cjjc.org  
winniey@selfhelpelderly.org  
wrap@wraphome.org  
zach@ellabakercenter.org



**APPLICANT EVALUATION TOOL**  
**Position: Police Commissioner (Volunteer)**

**Position Description**

Serve on Police Commission public body of seven (7) members plus two (2) alternates. The Police Commission's role is to 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.

**Core Competencies, Interview Questions & Evaluation**

Core competencies are the identified knowledge, skills, and/or abilities that are necessary to the successful performance of an Oakland Police Commissioner. The objective of the interview is to assess the competency and qualifications for serving as a Police Commissioner. The Selection Panel will ask each applicant a series of questions that are designed to understand the applicant's qualifications in the following areas:

- A. Interpersonal / Collaborative
  - a. Works cooperatively and productively with others to achieve results.
  - b. Respects and welcomes diverse perspectives. Able to process multiple points of view and achieve constructive results.
  - c. Respects the confidentiality of information or concerns shared by others.
  - d. Strong communications skills – both written and oral.
- B. Judgement / Decision-Making
  - a. Has a strong sense of urgency about solving problems and getting work done.
  - b. Effectively analyzes and interprets rules and regulations.
  - c. Understands inter-relational systems and influences.
  - d. Applies factual information, due diligence and sound judgment in making decisions and dealing with confidential and/or sensitive information.
- C. Analytic / Investigative Practices
  - a. Has knowledge and/or experience in sound investigative practices.
  - b. Has knowledge and/or experience in applying a racial equity framework and systems thinking approach to identifying and addressing issues.
- D. Values / Commitment / Perspective
  - a. Seeks and synthesizes community perspective into decision-making.
  - b. Able to commit time and energy to serving on Police Commission.
  - c. Brings perspective of community most impacted by law enforcement (e.g., race, gender, disability, residency, etc.)
- E. Level of Interest
  - a. Understands role and authority of Police Commission.

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

Evaluator Initials: \_\_\_\_\_

A. Based on the responses to the following interview questions, rate the applicant’s strength of the **Core Competency – Interpersonal / Collaborative**:

1. Tell us about your experience working effectively with others, including your experience working on other boards, commissions and groups. How did you handle conflict in these situations?
  
2. Scenario: The Commission's members strongly disagree on an issue. What would you do to forge a consensus or reach a compromise?

Core Competency	Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Acceptable (1)
<b>Interpersonal / Collaborative</b>					
Comments	<i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i>				

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

Evaluator Initials: \_\_\_\_\_

B. Based on the responses to the following interview questions, rate the applicant’s strength of the **Core Competency – Judgement / Decision-Making**:

3. While serving on the Police Commission there will be a great deal of pressure from the public, fellow commission members and City staff. What skills will you draw on to manage this and come to a fact-based decision?
4. Tell us about your experience and/or opinion of the Oakland Police Department.
5. Describe an experience where you had to make a difficult decision that affected someone’s life.
6. Being a Commissioner may involve being insulted by the public and criticized by the police. Have you ever been publicly insulted? What advice would you give to someone about how to handle it?
7. Has someone you disagreed with ever changed your mind about something? Please provide an example.

Core Competency	Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Acceptable (1)
<b>Judgement / Decision-Making</b>					
Comments	<i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i>				

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

Evaluator Initials: \_\_\_\_\_

C. Based on the responses to the following interview questions, rate the applicant’s strength of the **Core Competency – Analytic / Investigative Practices**:

8. Throughout the Federal Court's oversight of O.P.D., the Court has consistently criticized OPD's Internal Affairs Division for the thoroughness, objectivity and professionalism of its investigations of alleged officer misconduct and there is a public perception that both line police officers and their supervisors are rarely held accountable. What structural or policy changes should the Commission explore to address this issue?
  
9. How does institutional racism and systemic oppression impact the department’s ability to achieve compliance with the Negotiated Settlement Agreement?
  
10. How do you define police brutality and what are the key elements that produce it?
  
11. With the assistance of a Court-appointed expert, it has been fully established that OPD officers have for some time and continue to make racially-biased stops of motorists and pedestrians. What actions should the Commission take to change this OPD practice?

Core Competency	Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Acceptable (1)
<b>Analytic / Investigative Practices</b>					
Comments	<i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i>				



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

Evaluator Initials: \_\_\_\_\_

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D. Based on the responses to the following interview questions, rate the applicant's strength of the **Core Competency – Values / Commitment / Perspective**:

12. Tell us about your current schedule outside your career or volunteer community work. How would you manage the additional hours (up to 20 hours per week) required to participate on the Police Commission?
13. Tell us about your community involvement and what groups you are affiliated with.
14. While serving on the Commission you will learn information that may not be familiar to your life experience, share a brief experience where you had to see through many lenses.
15. Why do you want to be part of the Oakland Police Commission and what impacts would you like to see the Oakland Police Commission have and accomplish?
16. What skills would you bring to the Oakland Police Commission?
17. What is the Police Commission doing right?
18. If you became a Police Commissioner, what would you do differently?
19. For you personally, which of your work, community service and/or organizational leadership experiences would help you in serving on the Oakland Police Commission?

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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

Evaluator Initials: \_\_\_\_\_

Core Competency	Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Acceptable (1)
<b>Values / Commitment / Perspective</b>					
Comments	<i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i>				

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

Evaluator Initials: \_\_\_\_\_

E. Based on the responses to the following interview questions, rate the applicant’s strength of the Core **Competency – Level of Interest:**

20. When did you first become interested in the Police Commission? What have you done to learn more about it? And what are your impressions?

21. Have you attended any Police Commission meetings either in person or virtually?

Core Competency	Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Acceptable (1)
<b>Level of Interest</b>					
Comments	<i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i>				

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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

Evaluator Initials: \_\_\_\_\_

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	Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Acceptable (1)
<b>Overall Score</b>					
Comments					

## 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 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 is the most important asset that a candidate for Inspector General should possess? -OR- In the coming year, the Commission will likely recruit and hire its first Inspector General. What do you believe are the most important skills, experience and other qualifications that candidates for this position 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. It's often been said that police culture has police policy for lunch. What strategies can the 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. With guidance from the Commission, the CPRA Executive Director is in the process of developing a uniform process for charge intake, categorization, investigation and timely decision or resolution of complaints of officer misconduct. What do you believe are the most important components of such a case-handling system?
21. How long have you lived in Oakland?
22. 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.)
23. Have you read any of the minutes or agenda packets for any of the Police Commission meetings? (Available on the Police Commission

## Finalist Interview Questions

website, <https://www.oaklandca.gov/boards-commissions/police-commission>. Under "Meetings," click "View All Meetings, Minutes & Agendas.")

**DRAFT - Police Commission Recruitment Outreach Plan – June 2022**

<b>Press Release</b>	<b>Date</b>	<b>Reach</b>	<b>Responsible</b>
Issued by the City's PIO team	May 20, 2022	citywide	Comm Team
<b>Social Media</b>	<b>Date</b>	<b>Reach</b>	<b>Responsible</b>
Nextdoor	Posted 6-2-22	150k neighbors	Staff
City of Oakland Twitter feed	Posted 6-2-22	46.8k followers	Staff
Instagram	TBD		Staff
<b>Print/Traditional Media</b>			
Oakland Post	June 10-17	5k+	Gay Cobb
Oaklandside	Week of June 12		Jim Chanin, Panelist
El Mundo			Gay Cobb, Panelist
East Bay Times			
<b>Television</b>			
KTOP	TBD	Unk	Staff
Telemundo	TBD	unk	Monique Rivera, Panelist
<b>Email Distribution List</b>			
Send to non-profit contacts	June 13, 2022	100+ organizations	Staff
<b>Flyer Distribution</b>			
Print	June 20, 2022		Staff
Flyers to Libraries	Week of June 20, 2022		Staff
<b>Table at Events</b>			
Town Nights First Friday	June 24, 2022		Staff/Panel Members?
<b>Newsletters</b>			
Mayor's Office	Requested May 25, 2022. (Recruitment announcement was included in newsletter).		Staff
City Council Newsletters	Sent to City Council DL on June 6		Staff

Unk = unknown



# TOWN NIGHTS

**FREE ENTRY FOR ALL AGES**

**FRIDAY JUNE, 17    FRIDAY JUNE, 24  
FRIDAY JULY, 1    FRIDAY JULY, 8  
6:00PM-10:00PM**

**FREE FOOD GAMES SPORTS  
ENTERTAINMENT AND MORE!**

## LOCATIONS

**HOOVER ELEMENTARY SCHOOL  
HOOVER-FOSTER RESIDENT  
ACTION COUNCIL IN  
PARTNERSHIP WITH URBAN PEACE  
MOVEMENT  
890 Brockhurst ST  
Oakland CA 94608**

**LINCOLN SQUARE PARK  
FAMILY BRIDGES  
261 11th ST  
Oakland, CA 94607**

**JOSIE DE LA CRUZ  
COMMUNITIES UNITED FOR  
RESTORATIVE YOUTH JUSTICE  
1637 Fruitvale AVE  
Oakland, CA 94601**

**ARROYO VIEJO PARK  
HOMIES EMPOWERMENT  
IN PARTNERSHIP WITH  
BLACK CULTURAL ZONE  
7800 Olive ST  
Oakland, CA 94621**

**ACORN LEARNING CENTER  
KHADAFY WASHINGTON  
FOUNDATION IN PARTNERSHIP  
WITH URBAN PEACE MOVEMENT  
1143 10th ST  
Oakland, CA 94607**

**SAN ANTONIO PARK  
TRYBE, INC  
1701 E 19th ST  
Oakland, CA 94606**

**LIBERATION PARK  
BLACK CULTURAL ZONE  
7101 Foothill BLVD  
Oakland, CA 94605**

**VERDESE CARTER PARK  
(SUNNYSIDE PARK)  
BOSS & ADAMIKA VILLAGE  
9600 Sunnyside ST  
Oakland, CA 94603**

**ELMHURST PARK  
BASIC MINISTRY  
9700 C ST  
Oakland, CA 94603**

**FOR MORE INFORMATION CONTACT  
JENNIFER ARGUETA AT [JARGUETA@OAKLANDCA.GOV](mailto:JARGUETA@OAKLANDCA.GOV)**





## Proposed Selection Procedure

### 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. *Let's appoint an ad hoc committee to ask current and former commissioners what they think we should look for.*

- 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 *Let's appoint an ad hoc committee to ask current and former commissioners what they think we should look for.*

- 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 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 even if some finalists withdraw from the process. 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 [date]. It will become effective on January 1, 2023.

## 9. REVISIONS AND EXCEPTIONS

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

## 10. APPENDICES

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



## APPENDIX A

### SAMPLE PRESS RELEASE

May 20, 2022

Oakland Residents Encouraged to Apply for Police Commission

Applications Due June 30, 2022

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

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

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

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

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

Commissioners must meet two criteria:

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

The Selection Panel strongly encourages formerly incarcerated individuals to apply.

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

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

###

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

Help oversee the Oakland Police Department!

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

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

**APPENDIX C****SAMPLE ANNOUNCEMENTS FOR NEWSLETTERS OR WEBSITES****SHORT ANNOUNCEMENT**

Do you want to help oversee the Oakland Police Department?

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

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

**LONG ANNOUNCEMENT**

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

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

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

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

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

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

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

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

Subject: Time to apply for the Police Commission

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

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

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

Help oversee the Oakland Police Department!

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

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

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

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

Thank you!

**APPENDIX E****SAMPLE OUTREACH EMAIL TO ORGANIZATIONS**

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

Dear [name of organization or contact],

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

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

Help oversee the Oakland Police Department!

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

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

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

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

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

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

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

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

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

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

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

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

## APPENDIX G

### SAMPLE LETTER TO APPLICANTS

Dear applicant,

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

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

Recommended activities:

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

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

## APPENDIX H

### SAMPLE STATEMENT TO INTERVIEWEES

This sample statement can be used or modified to satisfy the instructions in Steps 5.12.3 and 5.12.4.

Dear applicant,

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

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

We deeply appreciate your participation in this demanding process.

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

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

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



## **APPENDIX J**

### **QUESTIONS TO ASK REFERENCES**

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

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

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

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

Dear finalist,

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

Please note:

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

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

Thank you.

## APPENDIX L

### SAMPLE RADIO ANNOUNCEMENTS

#### SHORT ANNOUNCEMENT

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

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

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

#### LONG ANNOUNCEMENT

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

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

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

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

## APPENDIX M

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

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

Dear members,

You can change Oakland policing.

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

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

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

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

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

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

Help oversee the Oakland Police Department!

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

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

Thank you for supporting police accountability in Oakland!

## APPENDIX N

### SAMPLE RECRUITMENT FLYER

## Who can hold Oakland police accountable?

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

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

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

## We need you.

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

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

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

## You can do this.

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

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

## Learn more.

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

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

Revised 6/13/2020

## ~~Proposed-Redlined~~ Selection Procedure

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### 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 by {date}. 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. ~~(This procedure is described in Section 7.)~~ Alternatively, the SP may choose to find a replacement during the regular annual selection process, or to hold a special recruitment and selection cycle.

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### 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 ~~or who have lived without housing in the past~~, young people, and immigrants.

~~3.3.3.3.4~~ 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.

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### 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

~~5.4-~~~~5.5.6~~ Setting the Schedule

~~5.5.6.1~~ 5.5.6.1 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

~~5.5.6.2~~ 5.5.6.2 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.

~~5.5.3~~ The names of the nominees must be submitted to the City Council by [date].

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~~5.5.4~~ The names of the nominees should be submitted to the City Council before the terms of the outgoing commissioners expire.

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~~5.5.5~~~~5.6.3~~ The City Council must approve the nominees before October 16, when the new commissioners begin their terms.

#### ~~5.6.5~~~~5.7~~ Outreach (Recruiting Applicants)

~~5.6.15~~~~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.

~~5.6.25~~~~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.

#### ~~5.6.35~~~~7.3~~ Contact Person

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~~5.6.3~~~~15~~~~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.

#### ~~5.6.45~~~~7.4~~ Press Release

~~5.6.4~~~~15~~~~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.

~~5.6.4~~~~25~~~~7.4.2~~ Staff writes a press release and gets the mayor's approval. (See Appendix A for a sample press release.)

~~5.6.4~~~~35~~~~7.4.3~~ Staff includes the press release and the City's usual list of recipients in the agenda packet for the next meeting.

~~5.6.4~~~~45~~~~7.4.4~~ The SP approves the press release as is or requests changes.

~~5.6.4~~~~55~~~~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.

~~5.6.4~~~~65~~~~7.4.6~~ If desired, the SP asks staff to distribute the press release to additional recipients.

~~5.6.4~~~~75~~~~7.4.7~~ Staff distributes the press release to the City's usual recipients and any additional recipients designated by the SP.

~~5.6.4~~~~85~~~~7.4.8~~ The SP asks staff to keep a running list of who will be notified.

~~5.6.4~~~~95~~~~7.4.9~~ The SP asks staff to keep a running list of who has been notified.

~~5.6.4.10~~5.7.4.10 If desired, a press conference can be held by the SP, the chair of the SP, and/or the mayor.

~~5.6.5~~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.

~~5.6.6~~5.7.6 See Appendix L for sample radio announcements.

~~5.6.7~~5.7.7 Social Media Posts, Newsletter Announcements, and Website Announcements

~~5.6.7.1~~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.

~~5.6.7.2~~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.

~~5.6.7.3~~5.7.7.3 The SP asks staff to post the suggested text on the PC and SP websites and remove it ~~on~~after the application due date.

~~5.6.8~~5.7.8 Letter to the Mayor and City Council Members

~~5.6.8.1~~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.

~~5.6.8.2~~5.7.8.2 The SP asks staff to send the email to the mayor and City Council members.

~~5.6.9~~5.7.9 Personal Contacts

~~5.6.9.1~~5.7.9.1 SP members post information on their own social media accounts and ask their friends and associates to do the same.

~~5.6.9.2~~5.7.9.2 SP members reach out to individuals they think should apply to be on the PC.

~~5.6.9.3~~5.7.9.3 SP members reach out to Neighborhood Councils.

~~5.6.9.4~~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).

~~5.6.9.5~~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.  
*Let's appoint an ad hoc committee to ask current and former commissioners what they think we should look for.*

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~~5.6.10.5~~ ~~7.10~~ The recommended procedure for contacting organizations and individuals includes the following steps:

~~5.6.10.4~~ ~~5.7.10.1~~ If possible, find a contact name as well as a phone number and email address.

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~~5.6.10.2~~ ~~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:

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- 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 ~~sequence~~ 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 ~~the message an attachment~~.)
  - Does your organization have a meeting where someone could make an announcement?

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~~5.6.10.3~~ ~~5.7.10.3~~ Follow up with a phone call.

~~5.6.11.5~~ ~~7.11~~ Contacting Commissioners ~~Whose Terms Are Expiring~~

~~5.6.11.4~~ ~~5.7.11.1~~ Staff determines which commissioners have terms that are expiring in October of the current year.

~~5.6.11.2~~ ~~5.7.11.2~~ Staff notifies them that their terms are expiring.

~~5.6.11.3~~ ~~5.7.11.3~~ Staff includes commissioners who were appointed by the mayor as well as those appointed by the SP.

~~5.6.11.4~~ ~~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.

~~5.6.11.5~~ ~~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.

~~5.6.12~~~~5.7.12~~ Assistance from the Public

~~5.6.12.1~~~~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.

~~5.6.12.2~~~~5.7.12.2~~ Staff adds this announcement to the agenda for every SP meeting.

~~5.6.12.3~~~~5.7.12.3~~ Staff makes sample text available to the public electronically. (See Appendix B and Appendix C for sample text.)

~~5.6.12.4~~~~5.7.12.4~~ The SP designates someone to make announcements at PC meetings. (See Appendix F for sample wording.)

~~5.7.5.8~~ Reviewing This Procedure Every Year

~~5.7.45.8.1~~ 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.

~~5.7.25.8.2~~ If a process improvement ad hoc committee was appointed the previous year, they present their recommended changes and the SP votes on them.

~~5.7.35.8.3~~ 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.

~~5.7.45.8.4~~ This can also be done after the current selection cycle is complete, sometime after July, for use in the following year.

~~5.7.55.8.5~~ Improvements from year to year are encouraged. Changing the procedure at the last minute is discouraged.

~~5.7.65.8.6~~ 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

~~5.7.75.8.7~~ This document is revised as necessary.

~~5.7.85.8.8~~ Staff includes the new version in the agenda packets for future meetings.

~~5.7.95.8.9~~ Staff posts the current version of this document on the SP website.

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5-85.9 Training

~~5-8-15.9.1~~ Training in ethics, equity, and City Code ~~Section 604 of the City Charter~~ is mandatory and will be arranged by staff.

~~5-8-25.9.2~~ 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.

5-95.10 Acknowledging Applications

~~5-9-15.10.1~~ Throughout the year, staff sends a letter to everyone who applies to be on the PC. (See Appendix G for a sample.)

~~5-9-25.10.2~~ Before adjourning for the year, the SP writes and approves the letter for the following year.

5-105.11 Updating Interview Questions

~~5-10-15.11.1~~ If desired, the SP can review and revise the interview questions in the Applicant Evaluation Tool.

~~5-10-25.11.2~~ Staff includes the current Applicant Evaluation Tool in every agenda packet.

5-115.12 Reviewing Applications and Selecting Applicants to Interview

~~5-11-15.12.1~~ The SP schedules a meeting for approximately **one week** after the application due date, **unless staff asks for a different timeline.**

*Felicia, is one week enough time to prepare the agenda packet (as described below) and distribute it in advance of the meeting?*

~~5-11-25.12.2~~ 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.

~~5-11-35.12.3~~ 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.

~~5-11-45.12.4~~ Also at that meeting, the SP determines a deadline for SP members to finish reviewing all the applications and send their votes to staff.

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5-11-55.12.5 The SP schedules a meeting for approximately ~~one week~~ after the deadline, ~~unless staff asks for a different timeline.~~

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*Felicia, is one week enough time for you tally the votes and prepare the agenda packet and distribute it in advance of the meeting?*

5-11-65.12.6 Every SP member reads every application.

5-11-75.12.7 SP members consider several things, including the following:

- the applicant's level of dedication to ~~the work~~ 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 *Let's ~~ask~~ appoint an ad hoc committee to ask current and former commissioners what they think we should look for.*
- ~~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.*

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*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.~~*

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5-11-85.12.8 Each SP member sends their votes to staff by the due date.

5-11-95.12.9 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.**

~~5.11.10~~5.12.10 At the meeting, the SP discusses the votes and the candidates.

~~5.11.10.15~~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.)

~~5.11.10.25~~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.

~~5.11.10.35~~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.

~~5.11.10.45~~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.*

### ~~5.125.13~~ Interviewing Candidates

~~5.12.15~~5.13.1 The SP decides whether to ask candidates to make 5-minute statements before holding full interviews.

~~5.12.25~~5.13.2 Staff contacts the candidates and schedules 5-minute statements or 30-minute interviews.

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~~5.12.35.13.3~~ 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.

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~~5.12.45.13.4~~ ~~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.

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~~5.12.55.13.5~~ 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.

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~~5.12.65.13.6~~ At every meeting that includes an interview or a 5-minute statement from a candidate:

- Explain the selection process to the public.
- ~~Remind-Inform~~ the public that the interview questions and priorities are listed ~~in the agenda packet~~, 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.

~~5.12.75.13.7~~ 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).

~~5.12.95.13.8~~ 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.~~*

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~~5.12.95.13.9~~ 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.

~~5.12.105.13.10~~ At least 6 finalists should be interviewed, so there are enough vetted finalists to form a Reserve Pool even if some finalists withdraw from the process. If two commissioners need to be selected, at least 7 finalists should be interviewed.

~~5.12.115.13.11~~ Every finalist should be interviewed at least twice, for at least 30 minutes each time, before a final decision is made.

~~5.12.125.13.12~~ 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.

~~5.12.135.13.13~~ 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.

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~~5.12.145.13.14~~ 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.

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~~5.12.155.13.15~~ Additional interviews or other measures can be added to the process if desired by a majority of the SP.

#### ~~5.135.14~~ Checking References

~~5.13.15.14.1~~ 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.)

~~5.13.25.14.2~~ SP members report on what the candidates' references said at an SP meeting. Be mindful of the candidates' feelings and public reputations.

5.14.5.15 ~~Selecting Commissioners and Creating a Reserve Pool~~

~~5.14.15.15.1~~ 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 ~~submitted to confirmed by~~ the City Council ~~before the terms of the outgoing commissioners expire on October 15 by [DATE]~~.

~~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.)~~

~~5.14.2~~ The final selection must be voted on individually (one person, yes/no) by the entire SP. Someone makes a motion that a specific candidate be selected, and the SP members vote yes or no on that candidate. The selected finalist must get at least 2/3 of the SP's votes. (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, ~~typically made up of the finalists who got the most votes.~~

~~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.

~~5.14.3~~ The Reserve Pool must consist of at least 3 people. If a commissioner resigns or is removed before their term expires, the SP can select their replacement from the Reserve Pool. See Section 7, Reserve Pool.

~~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.

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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.)

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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.

5.15.17 Background Checks and Submission to City Council

5.15.17.1 Staff performs background checks ~~on~~ for the selected ~~finalist~~ 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 by [date].

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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 sends 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 ~~revise~~ update the ~~post~~ application information on the PC and SP websites ~~about applying to be on the PC, updating 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.

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## 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.

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~~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).

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7. ~~RESERVE POOL-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.

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~~A Reserve Pool can be created in case a commissioner resigns or is removed before their term has expired.~~

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~~7.1~~ Creating a Reserve Pool

~~7.1.1~~ If desired, the SP can choose to create a Reserve Pool at the end of the year's selection cycle. 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 appointed that year.

~~7.1.2~~ 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.

~~7.1.3~~ 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 before the next year's appointments are made, and (d) if they want to be considered during the next year's selection cycle, they must submit a new application.

~~7.1.4~~ 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.

~~7.1.5~~ If an applicant is not selected for a Reserve Pool but is put on "standby" status or something similar, the applicant must be informed that it does not guarantee that they will be appointed to the PC in the future and that they will have to submit a new application to be considered during the next year's selection cycle. This, too, must be communicated by the chair of the SP or a designee, and the communication must be confirmed by staff.

~~7.2~~ Expiration of the Reserve Pool

~~7.2.1~~ The Reserve Pool expires the day the following year's applications are due.

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~~8~~ PC RESIGNATIONS AND REMOVALS

~~8.1~~ If a commissioner who was selected by the SP resigns or is removed before their term has expired, the SP must fill the vacancy. 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.

~~8.2~~ 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 and the regular selection cycle is already underway.

~~8.3~~ 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.

~~9-8~~ DOCUMENT APPROVAL

~~9.18.1~~ This document was approved by a majority of the SP on [date]. It will become effective on January 1, 2023.

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~~10-9~~ REVISIONS AND EXCEPTIONS

~~10.19.1~~ This document can be changed at any time. Changes must be approved by a majority of the SP.

~~10.29.2~~ Improvements from year to year are encouraged. Changing the procedure at the last minute is discouraged.

~~10.39.3~~ Exceptions to this procedure must be documented and approved by a majority of the SP.

10. APPENDICES

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

**APPENDIX A**  
**SAMPLE PRESS RELEASE**

May 20, 2022

Oakland Residents Encouraged to Apply for Police Commission

Applications Due June 30, 2022

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

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

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

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

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

Commissioners must meet two criteria:

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

The Selection Panel strongly encourages formerly incarcerated individuals to apply.

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

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

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

Help oversee the Oakland Police Department!

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

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

**APPENDIX C**

**SAMPLE ANNOUNCEMENTS FOR NEWSLETTERS OR WEBSITES**

**SHORT ANNOUNCEMENT**

Do you want to help oversee the Oakland Police Department?

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

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

**LONG ANNOUNCEMENT**

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

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

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

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

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

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

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**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.).

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Subject: Time to apply for the Police Commission

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

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It's time for people interested community members to apply to be on the Police Commission! The deadline for applications is [date]May 30. Will you help us spread the word?

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

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Help oversee the Oakland Police Department!

Apply by [date]May 30 to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

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

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

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

Thank you!

**APPENDIX E**

**SAMPLE OUTREACH EMAIL TO ORGANIZATIONS**

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

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Dear [name of organization or contact],

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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?

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

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Help oversee the Oakland Police Department!

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Apply by ~~[date] June 15~~ 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.

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

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

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The Police Commission rewrote OPD's policy on use of force, ~~and fired the police officers who killed Joshua Pawlik in 2018. (The officers are trying to appeal that decision, of course, but so far it hasn't worked.)~~ The commission It has the authority to discipline officers and fire the chief of police for cause. When the mayor hires a new chief of police, ~~and~~ the mayor must choose ~~the next chief of police~~ from a list provided by the commission.

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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.

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If you would like someone to give a 5-minute presentation at a meeting, or if you have any questions, please call ~~Lorelei at (408) 275-9567~~ ~~[number]~~ between ~~10:00 am and 8:00 pm~~, any day of the week].

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

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**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.

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

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

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

**APPENDIX G  
SAMPLE LETTER TO APPLICANTS**

Dear applicant,

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

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

Recommended activities:

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

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

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**APPENDIX H**

**SAMPLE STATEMENT TO INTERVIEWEES**

This sample statement can be used or modified to satisfy the instructions in Steps 5.12.3 and 5.12.4.

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Dear applicant,

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

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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.

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We deeply appreciate your participation in this demanding process.

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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:

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- 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)

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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].

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**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?

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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 commissione 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?

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**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.

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**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]~~ **May 30**.

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

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**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. ~~If you are You must be~~ over 18 and live in Oakland, ~~you qualify as long as you are not and you cannot be~~ a police officer, ~~a former Oakland police officer, or~~ a City employee, ~~a current or former representative of a police union, or an attorney who has filed a claim or lawsuit against OPD~~. Formerly incarcerated individuals are encouraged to apply. A high school diploma is not required.

**Applications are due by** ~~[date]~~ **May 30**. To apply, Google "Oakland police commission" or go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). At the Police Commission website you can also find more information about the Police Commission and Oakland City Code section 604, which describes the powers and responsibilities of the Police Commission. You can watch videos of past meetings and find out about upcoming meetings. If you have any questions, please call ~~[name]~~ at ~~[phone number]~~, ~~[any day of the week]~~.

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**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. ~~It has rewritten policies and fired people. The commission has the authority to fire the chief of police for cause, and the mayor must choose the next chief of police from a list provided by the commission.~~

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.

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

To apply, go to [www.oaklandnet.gov/policecommission](http://www.oaklandnet.gov/policecommission), where you can also find more information about the Police Commission. You can watch videos of past meetings, find out about upcoming meetings, and learn about City Code section 604, which describes the powers and responsibilities of the Police Commission. If you have any questions, please call ~~(name) at~~ [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] May 30~~ to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

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

Thank you for supporting police accountability in Oakland!



**APPENDIX N**

**SAMPLE RECRUITMENT FLYER**

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**Who can hold Oakland police accountable?**

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

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

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

**We need you.**

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

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

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

**You can do this.**

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

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

**Learn more.**

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

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

Revised 6/13/2020

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# Contratación de la Comisión de Policía de la Ciudad de Oakland

## ¡SE ACEPTAN SOLICITUDES PARA LA COMISIÓN DE POLICÍA!

¿Quién puede responsabilizar a la policía de Oakland?

¿Quién puede cambiar las políticas del OPD?

¿Quién puede disciplinar a los policías que no siguen las reglas?

La Comisión de Policía ha estado reescribiendo las políticas del OPD, como la política sobre el uso de la fuerza.

¿Qué pasa si los oficiales no siguen la política?

La Comisión de Policía les puede imponer medidas disciplinarias.

La Comisión de Policía fue creada por los votantes de Oakland en 2016. Los Comisionados de Policía son miembros de la comunidad, no son oficiales de policía ni políticos.

### Le necesitamos.

Necesitamos personas comprometidas que se presenten para formar parte de la Comisión de Policía.

Debe ser mayor de 18 años y vivir en Oakland, y no puede ser un agente de policía o un empleado de la ciudad.

No es necesario tener un diploma de secundaria o un historial de trabajo.

Se anima a las personas que han sido encarceladas a presentar su solicitud.

- El trabajo de un Comisario de Policía es gratificante, pero no es un trabajo fácil.
- ¿Está listo/a para dedicar tiempo a las reuniones, a la preparación de las mismas y al trabajo en los comités?
- ¿Está dispuesto/a a aprender más?

### Involúcrese.

Para presentar su solicitud, visite [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission).

Las solicitudes se deben presentar antes del 30 de junio de 2022.

### Más información.

Para más información, visite [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). Puede ver videos de las reuniones anteriores, informarse acerca de las próximas reuniones, consultar la sección 604 del Código de la Ciudad de Oakland (la ley que define los poderes y deberes de la Comisión de Policía), y mucho más.

### ¿Preguntas?

Comuníquese con Felicia Verdin, Ciudad de Oakland al (510) 593-5616, [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov) entre las 9:00 de la mañana y las 5:30 de la tarde, de lunes a viernes.



CITY OF  
OAKLAND

# Accepting Applications for the Oakland Police Commission Now!

Who can hold Oakland Police accountable?

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

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

The Police Commission was created by Oakland voters in 2016. Police 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.

- The job of Police Commissioner is rewarding, but it's not an easy job.
- Are you ready to spend time in meetings, meeting preparation, and committee work?
- Are you willing to learn more?

## Get Involved.

To apply, go to [www.oaklandca.gov/policecommission](http://www.oaklandca.gov/policecommission). Applications are due June 30, 2022.

## Learn More.

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

Questions? Please contact Felicia Verdin, City of Oakland at (510) 593-5616 or via email at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov) between 9:00 am and 5:30 pm Monday - Friday. All inquiries will be responded to promptly.



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OAKLAND