



**OAKLAND POLICE COMMISSION
PERSONNEL COMMITTEE
SPECIAL MEETING AGENDA
June 26, 2019 • 5:00 PM
Hearing Room 2, 1st Floor
1 Frank H. Ogawa Plaza, Oakland, CA 94612**

I. Call to Order

II. Roll Call and Determination of Quorum

III. Request for Community Input

The public is invited to submit questions, either in writing or orally, that they would like the Committee to ask of the candidates. The Committee will decide which questions, if any, they will ask.

- a. Discussion
- b. Public Comment
- c. Action, if any

IV. Interviews for Executive Director of the Community Police Review Agency (CPRA)

The Committee will conduct the following interviews for the position of Executive Director of CPRA:

5:20 pm – 6:05 pm	Saleemah Jones	(Attachment 1)
6:15 pm – 7:00 pm	Sokhom Mao	(Attachment 2)
7:15 pm – 8:00 pm	John Alden	(Attachment 3)
8:15 pm – 9:00 pm	Branford Brown	(Attachment 4)

- a. Discussion
- b. Public Comment
- c. Action, if any

V. Candidate Selection

The Committee will vote to select the candidates who will go before the Police Commission on June 27, 2019.

- a. Discussion
- b. Public Comment
- c. Action, if any

VI. Open Forum (2 minutes per speaker)

The Committee will welcome and call public speakers.

VII. Adjournment



This meeting location is wheelchair accessible. To request disability-related accommodations or to request an ASL, Cantonese, Mandarin or Spanish interpreter, please e-mail mnisperos@oaklandca.gov or call 510-238-7401 or TDD/TTY 510-238-2007 at least five working days before the meeting. Please refrain from wearing scented products to this meeting as a courtesy to attendees with chemical sensitivities.

Esta reunión es accesible para sillas de ruedas. Si desea solicitar adaptaciones

relacionadas con discapacidades, o para pedir un intérprete de en español, Cantonés, Mandarín o de lenguaje de señas (ASL) por favor envíe un correo electrónico a mnisperos@oaklandca.gov o llame al 510-238-7401 o 510-238-2007 por lo menos cinco días hábiles antes de la reunión. Se le pide de favor que no use perfumes a esta reunión como cortesía para los que tienen sensibilidad a los productos químicos. Gracias.

會場有適合輪椅出入設施。需要殘障輔助設施, 手語, 西班牙語, 粵語或國語翻譯服務, 請在會議前五個工作天電郵 mnisperos@oaklandca.gov 或致電 510-238-7401 或 510-238-2007 TDD/TTY。請避免塗搽香氛產品, 參加者可能對化學成分敏感。

Because some persons are sensitive to certain chemicals, persons attending this meeting are requested to refrain from wearing scented products.

Attachment 1**EMPLOYMENT APPLICATION**

CITY OF OAKLAND
150 Frank H. Ogawa Plaza - 2nd Floor
Oakland, California 94612
(510) 238-3112

<http://www2.oaklandnet.com/Government/o/HumanResources/index.htm>

Jones, Saleemah S
18-EM229-04 EXECUTIVE DIRECTOR, COMMUNITY POLICE REVIEW AGENCY
(CPRA)

Received: 4/19/18 4:28 PM
For Official Use Only:
QUAL: _____
DNO: _____
 Experience
 Training
 Other: _____

PERSONAL INFORMATION

POSITION TITLE: EXECUTIVE DIRECTOR, COMMUNITY POLICE REVIEW AGENCY (CPRA)		EXAM ID# : 18-EM229-04
NAME: (Last, First, Middle) Jones, Saleemah S		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: CA Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PREFERENCES

MINIMUM COMPENSATION: \$100,000.00 per year	ARE YOU WILLING TO RELOCATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Rotating, Weekends, On Call (as needed)	
OBJECTIVE: Accomplished Attorney with 15 years of experience working within fast-paced environments, with an emphasis on targeted plans, productive processes, and superior service to internal and external contacts. Knowledgeable and innovative professional who achieves desired outcomes for clients, colleagues, and the organization itself through excellent programs and services. Strong communication skills to work with individuals of all professional levels and personal backgrounds.	

EDUCATION

DATES:	SCHOOL NAME: Grambling State University	
LOCATION: (City, State) Grambling, Louisiana	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: English	UNITS COMPLETED:	
DATES:	SCHOOL NAME: Thurgood Marshall School Of Law	
LOCATION: (City, State) Houston, Texas	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Doctorate
MAJOR:	UNITS COMPLETED:	

WORK EXPERIENCE

DATES: From: 5/2017 To: Present	EMPLOYER: Bay Area Legal Aid	POSITION TITLE: Staff Attorney
ADDRESS: (Street, City, State, Zip Code) 1735 Telegraph Ave, Oakland, California, 94612		COMPANY URL:
PHONE NUMBER: 510-663-4744	SUPERVISOR: Ariella Hyman - Managing Attorney	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 35	# OF EMPLOYEES SUPERVISED:	
DUTIES: <ul style="list-style-type: none"> • Work closely with each client. Build rapport and establish solid working relationships while outlining services and obtaining information. Counsel clients on applicable laws and next steps. Provide support throughout the process. • Communicate with other legal and government professionals on case information as well as schedules for meetings and court appearances. Negotiate terms and agreements if possible to resolve cases. • Draft legal documents that range from in-depth reports to general correspondence. Submit pleadings and other documentation to the courts. Maintain the highest level of accuracy and confidentiality on all documentation. 		
REASON FOR LEAVING:		
DATES: From: 9/2013 To: 1/2017	EMPLOYER: Linebarger Goggan Blair & Sampson, LLP	POSITION TITLE: Associate Attorney
ADDRESS: (Street, City, State, Zip Code) 1600 JFK Blvd, Philadelphia, Pennsylvania, 19103		COMPANY URL:

Attachment 1

PHONE NUMBER: 215-790-1117	SUPERVISOR: Sharon Humble - Managing Attorney	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 4	
DUTIES: <ul style="list-style-type: none"> Oversee all aspects of client financial recovery efforts by representing multiple municipalities in disputes with debtors Litigate matters in Illinois Circuit Court, and administrative hearings Litigate trial and appeal matters in Commonwealth and Supreme Court of Pennsylvania Supervise support staff Draft necessary pleadings, memorandum, and conduct legal research Negotiate agreements with debtors and their legal counsel Assure compliance with local, state, and federal law throughout foreclosure proceedings 		
REASON FOR LEAVING: Relocation		
DATES: From: 2/2008 To: 8/2013	EMPLOYER: City Of Ft Worth	POSITION TITLE: Prosecutor
ADDRESS: (Street, City, State, Zip Code) Ft Worth, Texas		COMPANY URL:
PHONE NUMBER: (817) 392-1000	SUPERVISOR: Loretta Stone	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED:	
DUTIES: <ul style="list-style-type: none"> Counsels with clients, victims, or police concerning the commencement of proceedings in court or related forums. Perform in-depth research for cases. Evaluate police reports and other case records. Identify, locate, and prepare evidence and witnesses. Analyze local, state, and federal laws in order to build a viable case for each client. Appears in court and/or related forums to select juries, present and cross-examine evidence, make legal arguments, and act as an oral advocate. Identifies, locates, and prepares witnesses to present testimony effectively in court or related forums. Counsels and advises witnesses within the bounds of confidentiality, when applicable, regarding legal issues in all phases of litigation or other contested matters. Identifies and prepares non-testimonial forms of evidence for use in court and related forums. Negotiates with attorneys/defendants to settle litigation or other contested matters or to assist in solving problems with legal implications. Responsible for developing and interpreting prosecution to defendants within community court with regard to homeless defendants. Continues legal education in applicable area of law to keep pace with constant developments and to impart this knowledge and skills to others in various settings. Performs all other related duties involved in the operation of the division as assigned or required. 		
REASON FOR LEAVING: Re-location		
DATES: From: 9/2004 To: 1/2008	EMPLOYER: Legal Aid Of NorthWest Texas	POSITION TITLE: Staff Attorney
ADDRESS: (Street, City, State, Zip Code) Ft Worth, Texas		COMPANY URL:
PHONE NUMBER: (817) 336-3957	SUPERVISOR: Monique Hinkley - Supervising Attorney	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 4	
DUTIES: <ul style="list-style-type: none"> Gathered evidence, conducted civil lawsuits, drafted legal documents and advised clients of their legal rights. Interviewed clients and witnesses; as well as handled other details in preparation for client legal representation and assistance. Represented clients in court and before quasi-judicial or administrative agencies of government. Developed and implemented program to disseminate grant funds to the community for housing crisis. Served as a resource and liaison between Legal Aid and its clients in low-income areas. Interpreted laws, rulings, and regulations for clients and client community. Negotiated issues regarding property settlements, custody, and public benefits. Provided quality and competent advice and/or representation. Involved with outreach and community education 		
REASON FOR LEAVING: Career Opportunity		
DATES: From: 4/2003 To: 8/2004	EMPLOYER: Attorney General Of Texas	POSITION TITLE: Child Support Officer III
ADDRESS: (Street, City, State, Zip Code) Arlington, Texas		COMPANY URL:
PHONE NUMBER:	SUPERVISOR: Noah Cano	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED:	
DUTIES: <ul style="list-style-type: none"> Responded to routine and moderately complex inquiries and complaints regarding child support case processing and status, including contact with state and federal officials, the legislature, and agencies outside of Texas. Researched child support policies and procedures, Texas Family Law, federal regulations and other state regulations. Assessed child support cases to determine appropriate actions or documents needed to collect child support. Obtained documents needed to process cases and refer cases to the appropriate field office staff for needed establishment or enforcement actions. Explained Child Support Program policies, procedures, and regulations to clients. 		

Attachment 1

REASON FOR LEAVING: Career Opportunity

CERTIFICATES AND LICENSES

TYPE: State Bar License	
LICENSE NUMBER: 315672	ISSUING AGENCY: State of Pennsylvania
TYPE: State Bar License	
LICENSE NUMBER: 24040171	ISSUING AGENCY: State of Texas
TYPE: State Bar License	
LICENSE NUMBER: 6322237	ISSUING AGENCY: State Bar of Illinois

Skills

Nothing Entered For This Section

ADDITIONAL INFORMATION

Professional Associations

- Tarrant County Bar Association
- JL Turner Legal Association
- Emmett J. Conrad Leadership Program

Black Women's Lawyers Association
Barristers Legal Association
Volunteer Experience
Career day at various schools
Worked legal clinics
Assist homeless shelters
Professional Memberships
Pennsylvania State Bar Association

REFERENCES

REFERENCE TYPE: Professional	NAME: Claudia Martinez	POSITION: Judge
ADDRESS: (Street, City, State, Zip Code)		
EMAIL ADDRESS:		PHONE NUMBER: (817) 875-0104
REFERENCE TYPE: Professional	NAME: Nakiba Williams	POSITION: Attorney
ADDRESS: (Street, City, State, Zip Code)		
EMAIL ADDRESS:		PHONE NUMBER: 281-381-9377
REFERENCE TYPE: Professional	NAME: Crystal Brown-Tatum	POSITION: Public Relations Specialist
ADDRESS: (Street, City, State, Zip Code)		
EMAIL ADDRESS:		PHONE NUMBER: (832) 867-4660
REFERENCE TYPE: Professional	NAME: Stephanie Beamer	POSITION: Attorney
ADDRESS: (Street, City, State, Zip Code)		
EMAIL ADDRESS:		PHONE NUMBER: (817) 307-1027

Attachment 1

Agency-Wide Questions

1. Are you an Oakland Resident?
No
2. Are you a veteran or disabled veteran? (Must submit proof of honorable discharge Form - DD214 to receive Veteran's Credit.) You may scan a copy of the DD214 and submit as an attachment to your application.
No
3. Other names used while employed by the City of Oakland:
4. Are you a current City of Oakland employee?
No
5. Have you previously been employed by the City of Oakland?
No
6. If you were previously employed by the City of Oakland, please list the dates and the titles of the positions previously held.
7. Identify the language(s) for which you have bilingual conversational proficiency. If you do not have bilingual conversational proficiency in any of the identified languages, check the appropriate box. For positions that require it, bilingual skills will be tested prior to a final offer of employment; screening for bilingual skills may be conducted on the same day as a written exam or oral board interview.
I do not have bilingual conversational proficiency in any of the identified languages, but I am still interested in the position.
8. Are you authorized to lawfully work in the United States?
Yes
9. Will you now or in the future require the City of Oakland to commence an immigration case in order to employ you? (This is sometimes called "sponsorship" for an employment-based visa status.)
No
10. Where did you first learn of this opportunity?
City of Oakland Website
11. I understand and acknowledge that attaching a resume or stating "see resume" is not sufficient to provide the required work history information and that if my application does not include required information, then my application may be rejected as incomplete and I may be disqualified from consideration.
Yes
12. If you answered "Other", "Other Internet" or "Professional Organization - Website or Mailing List" in response to the question "Where did you first learn of this opportunity?", please list the exact source:
City of Oakland website

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application and any supplemental questionnaire is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of Oakland and will not be returned. I understand the City of Oakland may contact prior employers and other references. I understand that I must notify the Human Resources Management Department of any changes in my name, address, email address, or phone number. I also understand that it is my responsibility to check my spam, junk and/or clutter folders for emails regarding my application status.

This application was submitted by Saleemah S Jones on 4/19/18 4:28 PM

Signature _____

Date _____

SALEEMAH JONES



April 19, 2018

The City of Oakland
1 Frank H. Ogawa Plaza
Oakland, CA 94612

Dear Hiring Manager:

Thank you for taking the time to review my resume. I would like to be considered for the Executive Director, Community Police Review Agency (CPRA) opportunity with the City of Oakland. After learning more about City of Oakland, I believe that my abilities can make an immediate and positive impact with both you and your organization. It appears that I have the qualifications necessary to be successful in this position.

For over 15 years I have had the opportunity to work in positions with regards to conducting criminal and civil investigations, interviewing and gathering information from witnesses, and working closely with the community in the private and public sector. Within these positions, I have gained valuable experience in dealing with handling problems with effective outcomes and developing my oral and interpersonal and written skills.

I am now looking to apply my skills and knowledge with the City of Oakland, where my experience will make me a valuable asset to your organization. Specifically, my transferable skills include:

- Uncovering needs and developing appropriate solutions to meet those needs.
- Creating solutions and then backing them with top-quality service.
- Managing detailed projects and programs from inception to completion.
- Building relationships with coworkers, clients, managers, and business partners.
- Developing processes and strategies that increase productivity and overall effectiveness.
- Leading teams that meet or exceed set goals and objectives.

The chance to meet with you would be a privilege and a pleasure. I look forward to examining any of the ways my background and skill set would benefit the City of Oakland. You can reach me at  to arrange an interview. Thank you for your time and consideration.

Sincerely,

Saleemah Jones

SENIOR-LEVEL ATTORNEY AND LEGAL PROFESSIONAL

SUMMARY OF QUALIFICATIONS

Accomplished **Attorney** with 15 years of experience working within fast-paced environments, with an emphasis on targeted plans, productive processes, and superior service to internal and external contacts. Knowledgeable and innovative professional who achieves desired outcomes for clients, colleagues, and the organization itself through excellent programs and services. Strong communication skills to work with individuals of all professional levels and personal backgrounds. Excellent management skills to lead successful teams, projects, and operations. Proven record in achieving goals.

AREAS OF EXPERTISE

Strategy and Planning • Research and Data Collection • In-Depth Analysis • Legal Proceedings • Records and Reports Public, Private, and Non-Profit Sectors • High Volume Communications • Client Relationships • Ongoing Service and Support Project and Program Management • Team Training and Leadership • Operations Management • Standards and Compliance

HIGHLIGHTED ACCOMPLISHMENTS

- ✓ Consistently met or exceeded objectives in all positions.
 - ✓ Received high marks on employment reviews and excellent scores on surveys from internal and external contacts.
 - ✓ Continually given leadership roles due to outstanding performance.
 - ✓ Served as Lead Prosecutor for the City of Fort Worth.
 - ✓ Managed special projects and programs, with responsibility for planning, direction, and results-tracking.
 - ✓ Led teams of up to 4 members through detailed plans, comprehensive training, and motivational management.
 - ✓ Gained valuable experience in a range of legal actions within the public and private sectors, assisting clients with financial recovery, property settlements, custody, public assistance, veteran's benefits, consumer law and legal aid.
 - ✓ Developed and implemented a successful program that disseminated grant funding to qualified applicants.
 - ✓ Regularly receive compliments from clients and colleagues for delivering excellent results and service.
-

CURRENT AND RECENT LEGAL EXPERIENCE

Attorney

2005 – Present

Bay Area Legal Aid, as Staff Attorney | 5/2017 - Present

Linebarger Goggan Blair & Sampson, as Associate Attorney | 9/2013 – 1/2017

City of Fort Worth, as Prosecuting Attorney | 2/2008 – 8/2013

Legal Aid of Northwest Texas, as Staff Attorney | 9/2005 – 1/2008

Represent clients in civil and criminal cases as well as for legal aid, overseeing the entire cycle from initial meetings and information gathering to legal representation and ongoing support.

- Work closely with each client. Build rapport and establish solid working relationships while outlining services and obtaining information. Counsel clients on applicable laws and next steps. Provide support throughout the process.
- Perform in-depth research for cases. Evaluate police reports and other case records. Identify, locate, and prepare evidence and witnesses. Analyze local, state, and federal laws in order to build a viable case for each client.
- Communicate with other legal and government professionals on case information as well as schedules for meetings and court appearances. Negotiate terms and agreements if possible to resolve cases.
- Draft legal documents that range from in-depth reports to general correspondence. Submit pleadings and other documentation to the courts. Maintain the highest level of accuracy and confidentiality on all documentation.

- Train and supervise legal teams of up to 4 employees. Mentor staff members on best practices for client services and legal procedures. Manage Human Resource functions such as orientation, personnel paperwork, and reviews.
- Assist with the management of office operations, financials, and administration.
- Take on additional duties, often working extra hours to manage special projects or assist with overflow work.

SALEEMAH JONES

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SENIOR-LEVEL ATTORNEY AND LEGAL PROFESSIONAL

ADDITIONAL EXPERIENCE

Child Support Officer III | Attorney General of Texas

4/2003 – 8/2005

Managed a wide range of duties that supported the child support system, working with clients as well as government officials and agencies to obtain information, explain policies and procedures, assess cases, determine actions, respond to issues, and manage records.

EDUCATION, LICENSES, AND TRAINING

Juris Doctorate | Thurgood Marshall School of Law | 2002

Bachelor of Arts Degree | Grambling State University | 1998

Licensed to practice law in Illinois, Pennsylvania, and Texas

Completed numerous coursework, seminars, and on-the-job training sessions on topics involving client services, business practices, administration, project/program management, and team leadership.

TECHNICAL SKILL SET

Windows Operating Systems and Microsoft Office (Word, Excel)

Database Systems (Oracle)

Industry and organization-specific applications for record-keeping and reporting

Web-based tools for online research and communications

PROFESSIONAL AFFILIATIONS

Black Women Lawyer’s Association of Greater Chicago, Inc.

Barristers’ Association of Philadelphia (Executive Board Member)

Pennsylvania Bar Association

Texas Bar Association

COMMUNITY OUTREACH

Active member of the community, serving as a board member, project manager, and volunteer for service projects that have included fun runs, low-income housing projects, food drives, health fairs, career fairs, and legal clinics.

MORE INFORMATION ON SALEEMAH JONES

<https://www.linkedin.com/in/saleemah-jones-33745066/>

What do you understand to be the greatest challenges currently facing the Oakland Police Department, what is your vision of the role of the CPRA Executive Director and its relationship with the Police Commission and OPD leadership in addressing them?

The greatest challenges currently facing the Oakland Police Department (OPD) is that OPD has been subject to federal oversight since 2003. Despite several achievements towards compliance, OPD is still not in compliance with the Negotiated Settlement Agreement (NSA) from 2003, with an initial five (5) year timeline. The OPD also faces issues with under reporting the use of force incidents which also falls under a condition of the NSA. Due to misconduct and mishandling of investigations, OPD struggles to have creditability in the community.

As Executive Director of the Community Police Review Agency (CPRA), my primary vision is ensuring OPD comes into compliance with the NSA. Responsiveness to community complaints with prompt and impartial investigations of police misconduct and recommending appropriate discipline will mark a clear milestone towards compliance. My primary goal would be to engage the community and provide awareness that the CPRA is available to them to make complaints of police misconduct, and that all complaints will be taken seriously and dispositioned effectively. CPRA's duty is to ensure all officers who have been accused of police misconduct have a thorough and unbiased investigation into the complaint. The investigatory process will be managed in the best interest of the accused as well as the complaint to safeguard the process and report findings transparently.

It is imperative that the Executive Director, the Police Commission, and OPD goals and mission align. The task of protecting and serving the public is carried out differently by each department, but the underlying mission should be to move towards 21st century policing, resulting in a progressive police department that conforms to national standards and constitutional policing. As the Executive Director, my primary focus would be to work collaboratively with both the Police Commission and OPD leadership, and to have open communication with each department. I will clearly articulate the mandate of the CPRA, which is not to expose the Departments failures, but to ensure the communities voices heard and their rights are protected. The CPRA model aims to clear an officer of inappropriate actions or hold an officer accountable for actions if those actions violate constitutional policing.

CPRA investigations that lead to misconduct can ultimately assist OPD leadership in implementing policies and procedures that ensure compliance in the future. Moreover, as required policies and procedures are implemented, the Department would be closer to compliance with the NSA. Once compliance is achieved, OPD can pursue accreditation programs that mandate standards of excellence such as the Commission on Accreditation for Law Enforcement Agencies.

What are the key factors to building trust between the police department and the community it serves, and how can your personal background and experiences help enable the CPRA to support such trust in the short, intermediate, and long terms?

The key factors in building trust between the community and the police department are communication, accountability, and transparency. Before a relationship can exist, there must be meaningful communication between the parties. Communication between the police and the community should be the first step to building the trust necessary to rebuild relationships and establish trust. As the Executive Director I would establish community listening sessions creating a safe space to discuss issues involving policing in the community and opportunities for improvement. The forum would also provide regular interaction between police and the community working together to bring about change to issues causing concern. CPRA would seek to partner with OPD to engage other organizations such as National Organization of Black Law Enforcement Executives (NOBLE) to improve communication methods. Both the community and the police department must understand that they may not agree on all issues, but that if a problem exist together they must find the best solution.

Most people in the community believe that the police department is not held accountable for their actions of misconduct. I believe that individuals may not file complaints of police misconduct if they feel inadequate action will be taken if any action at all. Lack of accountability further divides the trust of the community with the individuals who have sworn to protect and serve them. This is the reason the CPRA is vital to the linkage of community and the police department. The independent investigations lead by CPRA will hold the officers accountable for their actions if the officer's actions were in violation. Oversight of the police department will unquestionably lead to improved behavior. When the community recognizes that the police department will be held accountable for its misconduct and policing is held to the proper standard the divide of trust between the community and the police department can start to close.

Effective communication and accountability bring about transparency. Transparency allows the police department to show that they are here to protect and serve the community in the appropriate manner, and the community to discern if that is being done according to standard. Communities are more likely to respect law enforcement when they trust those who enforce it will treat them equally with dignity and respect, regardless of what they look like and where they live.

As an attorney for Legal Aid for over five years I had the opportunity to work with disadvantaged communities. I worked in several areas of law assisting individuals in veterans, housing, public benefits and family law. I provided more than legal assistance. I became a social worker, life coach and information guide. I formed a level of trust within the attorney client relationship and ensured them that I was working passionately for them. To achieve this trust, I fostered adequate communication, accountability for all parties involved, and being transparent about their case especially if the expected outcome was unattainable. As such, I understand the issues and people in the communities were complaints may stem from. I recognize they want someone to listen to them, their concerns, and sufficiently assist with their compliant.

As a prosecutor for over five years, I worked daily with police officers and developed positive relationships. Our interactions were constructive, and we worked together to achieve a common purpose. The relationship between the prosecutor and the police requires a level of trust and respect. The officers understood that as a prosecutor you are not fighting for the alleged violations they sought but seeking justice. That required communicating with the police officers effectively about a case, holding them accountable if a case could not be pursued because of their error, and being transparent about the entire process. Having grown up in Oakland, I

have firsthand knowledge of how policing impacts our city, but as a former prosecutor I also know it's necessary.

In the short-term, communication, accountability, and transparency will determine what relationship exist and how to foster the relationship between the police and the community. Intermediately, the key factors will nurture the community – police relationship and determine if the methods being used are bridging the trust between the community and the police department, and what changes need to be made. In the long term you want communities who trust law enforcement, as they are more likely to call for assistance when they need it, or to provide critical information that helps to prevent and solve crimes.

SALEEMAH JONES

Tell us your thoughts on why poverty in Oakland exists and how it is connected to the work of the ED of the CPRA?

Poverty exist in Oakland for various reasons: mental health, lack of jobs, lack of education, and violence, but the concern at the forefront is the housing crisis and lack of information. Housing is the foundation of living and without a proper foundation everything begins to crumble. There is a lack of housing in the Bay Area but more importantly a lack of affordable housing. Even if there were enough homes for everyone in need; if individuals can't afford the home it defeats the purpose. This of course doesn't mean that individuals shouldn't be able to make a living in the housing industry but there should be stricter housing laws that assist the community with housing concerns. If someone is without stable housing all other areas of their life become impacted, their physical and mental health, family life, and employment. Growing up in Oakland has afforded me an up-close view of the effects of gentrification on the community, and it's resulting impacts to the plight of poverty in Oakland. I have a unique vantage point of what Oakland was like when I was growing up; coming back to the Bay Area and witnessing tent cities as if it is normal life demonstrates that housing is inextricably linked to poverty in Oakland. Upgrading the value of property shouldn't force others out of their community and onto the streets.

Lack of information is directly tied to poverty. When the community isn't equipped with the knowledge to help themselves regarding housing concerns they become a vulnerable population. I have worked with clients who because of the lack of information they have been taken advantage of and become homeless. In other instances, the lack of information has led to individuals living in subpar conditions not wanting to invoke their rights for fear of retaliation in the form of raised rent or being evicted. Others may not speak up because they can't afford to rent anywhere else and are forced to be content with demeaning living conditions. When the community is empowered on their rights they are better equipped to handle the situations they encounter. Empowerment can be the difference of being able to stay in your home or living on the street.

The work of the Executive Director (ED) of the CPRA is directly connected to the vulnerable populations and communities discussed above. These are likely the same individuals that will make a complaint, are in fear of making a complaint, or just refuse to make a complaint regarding police misconduct. These are the individuals that the CPRA are here to assist, the disadvantaged community. The job of the ED can assist in empowering the community it serves. The ED can make sure the community knows that the CPRA is available to them and it is a safe place to lodge complaints regarding police misconduct. The ED can ensure that complaints are handled promptly, feedback is given timely, provide transparency regarding the process of how a complaint is handled and the reason for the outcome. The ED can also be involved in know your right seminars on various topics such as how to respond when encountering the police. We want the community we serve to be empowered when coming to the CPRA as it can be the difference between taking a stand and standing alone.

Sokhom Mao

COMMUNITY AGENCY EXECUTIVE

PROFILE SUMMARY

Police accountability expert, civic engagement strategist, investigative oversight with more than 14 years of experience developing, planning, coordinating, investigating, inspecting, and implementing regional operations; Skilled in outreaching, police policies, general orders, community engagement, inspections, complaint intake, and promoting with multiple community stakeholders (including: academic institutions, public agencies, nonprofits, government officials and philanthropic foundations) to conduct strategic planning, civic engagement, board management, budget oversight, events, build & design and systems, create work plans, investigative procedures, monitor complaint process, develop evaluation tools to measure programs and outcomes; mobilized advocacy and community in support of local initiatives and policies which includes police reform, criminal justice, juvenile justice, poverty, and equity.

Core Competencies include:

- Investigations & Inspections
- Government Relations
- Communications
- Agency Management
- Community Relations & Engagement
- Executive Leadership
- Police Departmental Policy & General Orders
- Budgetary Oversight

EDUCATION & TRAINING

San Francisco State University **May 2010**
Bachelor of Arts in Criminal Justice Administration

KDD Philanthropy **April 2015**
Fundraising Essentials Bootcamp 1.0 (Fund Development Training)

PROFESSIONAL EXPERIENCE

Chief Development Officer (*MANAGEMENT, ADMINISTRATIVE, & OPERATIONS*) May 2018—*Present*
Senior Development Officer *January 2018—May 2018*

Lao Family Community Development | Oakland, California

- Leads the agency's strategic plan to create a set of organization-wide priorities that are backwards mapped from goals and priorities of the multi-year plan that will ensure achievement of agency's priorities and goals.
- In partnership with the Executive Team, lead an annual budget of over 9.5 million dollars with oversight and supervisory to over 70 staff; 7 direct service offices in 3 counties throughout Northern California.
- Advises the CEO, board members, and staff of current resources, trends, obstacles, and developments in revenue generation and donor relations.
- Develops and maintains positive relationships with community leaders and organizations, businesses, staff, and others contacted in the performance of duties.

Director of Development (*COMMUNICATIONS & ADMINISTRATION*) January 2017—December 2017

Booker T. Washington Community Service Center | San Francisco, California

- Creates organizational and management practices and methods, program development, evaluation, and implementation; budget oversight; and personnel management and coaching.
- Presented recommendations and advice to the boards, development and finance committees; Administered the development budget which includes salaries and operating funds.

Community Engagement Officer (*COMMUNITY ENGAGEMENT & RELATIONS*) Feb. 2016—Dec. 2016
Sunny Hills Services | San Anselmo, California

- Ensured successful implementation of a planned giving program both by informing marketing and prospecting strategy; Successfully created and implemented outreach strategies to increase public visibility of the agency and engage the community to the work of the agency.

Chairman (*Police Commissioner*) (*INVESTIGATION & POLICE ACCOUNTABILITY*) Jan. 2011—Jan. 2016
Citizens' Police Review Board | Oakland, California

- Increased the agency staff capacity from 4 to 14 full time employee and successfully advocated to the city council for the need to increase the annual operating budget from \$697,269 to \$2,723,724.
- Developed and implemented the Citizens' Police Review Board Agency's goals, policies, and strategic plans; managed the allocation of resources and service levels to meet client needs.
- Oversaw the operation of the Agency's operations, activities and programs; outlined objectives and monitor the performance of Agency Director.
- Implemented administrative supervision, impartial analysis, compliance and judgment on highly specialized investigations with complexities and choices of action.
- Planned, conducted and supervised investigations, including those involving serious allegations of misconduct (such as officer involved shootings and in custody deaths), investigations involving large number of complaints, witnesses or officers, high profile investigations and those involving multiple law enforcement agencies or significant policy issues.
- Reviewed Criminal justice procedures, investigative techniques, and issues involving police and civilian oversight practices and police-community relations.

Juvenile Justice Commissioner & Officer of the Courts (*INSPECTIONS*) July 2009—Jan. 2011
Superior Courts of the State of California / County of Alameda, California

- Court appointed authority to conduct investigations and inspections to over 26 lock-up facilities and law enforcement agencies in the County of Alameda; investigated allegations of misconduct or ethical violations (police officers or group home staff); investigations related to abuse of civil or human rights or abuse violations in accordance to federal, state, and municipal codes.
- Served as a liaison with the Superior Courts of California on Investigations and Inspections.
- Prepared, reviewed and coordinated the preparation of a wide variety of full reports for presentation to the California Superior Courts and state agencies.
- Responsible for conducting civil and factual investigation; gathered, analyzed and evaluated evidence, conducted interviews with a variety of witnesses, documented information in written form.
- Created, and implemented programs to increase public visibility of the Juvenile Justice Commission; Secured and maintained highly confidential information, records, and files.

Assistant to the Chief of Police (*GENERAL ORDERS & POLICE ADMINISTRATION*) Jan. 2005—June 2009
San Francisco State University Police Department | San Francisco, California

- Attended meetings and observed, inspected, or monitored the behavior of office or field. personnel to determine and maintain compliance with departmental policies and procedures.; Coordinated Police Department's office daily operations and organizes work projects.

AWARDS & RECOGNITIONS

- | | |
|--|---|
| • California State University Notable Alum, 2016 | • White House Champion of Change, 2015 |
| • United States Congressional Award, 2015 | • County of Alameda, Commendation, 2011 |
-

ADDITIONALS

- Language: Fluent in Cambodian (*Khmer language*)
- Specialized Skills: Legal Research Database (*LexisNexis*) and Investigatory Processes and Procedures

Sokhom Mao, Candidate for the Executive Director of the Citizen Police Review Agency, City of Oakland
Essay Questions

1. What do you understand to be the greatest challenges currently facing the Oakland Police Department, what is your vision of the role of the CPRA Executive Director and its relationship with the Police Commission and OPD leadership in addressing them?

Challenges in Policing Oakland

For nearly two decades, the Oakland Police Department has been under federal court decree and the latest academic study on implicit racial bias merely reinforces community and police distrust. The department has been under federal watch since 2001 from a federal civil rights lawsuit filed against 4 four Oakland Police Officers. The outcome of the case required major reforms at the Oakland Police Department under a Negotiated Settle Agreement (NSA).

Drawing from the conclusion of the Federal Monitor's report, the Monitor sites major concern for task 30 of the Negotiated Settlement Agreement:

- Task 30: Executive Force Review Board (EFRB) *"The questioning lacked inquisitiveness, and served to support the officers' assertions of justification—rather than being directed towards resolving the inconsistencies between the officers' statements and available video evidence. The EFRB failed to address these deficiencies."*

The Oakland Police Department today is in jeopardy of failing to comply with Task 30 of the NSA. If the Oakland Police Department fails to meet Task 30, the department might be on the brink of federal receivership. Any resistance from reforms and major improvements in community policing, constitutional policing, cultural competency training, and other Negotiated s tasks will stop the department from making headways in reforms. The Negotiated Settlement Agreements and the implicit racial bias policing are the two major currently facing the Oakland Police Department.

Relationship Between Government Entities

Firstly, the role of the Executive Director should always represent the mission and goals of the Citizen Police Review Agency (CPRA). Secondly, the Executive Director must carry out the duties of impartial investigation of police officer misconduct, provide exemplarily leadership and support to CPRA staff, engage the community in the work of the Police Commission and CPRA, manage and prepare dockets, serve at the directive of the Police Commission, and be a committed public servant.

The connection between the Executive Director and the Police Commission should be in line with the commission's mission as the focus. The Executive Director should be a trusted advisor to the Police Commission and help carry out directives and requests to the Chief of Police and Command Staff. The relationship dynamic between the Executive Director and the Police Department should always be an independent working relationship, should always be focused on mission, mutual respect, and understanding.

2. What are the key factors to building trust between the police department and the community it serves, and how can your personal background and experiences help enable the CPRA to support such trust in the short, intermediate, and long terms?

Building Trust

The key factors in building trust between police department and community are ensuring police accountability, independent investigations into any suspected misconduct, developing police policies addressing implicit racial biases, and holding officers accountable.

Sokhom Mao, Candidate for the Executive Director of the Citizen Police Review Agency, City of Oakland
Essay Questions**Leveraging Personal Experience to Help CPRA**

My personal background as a former foster youth, person of color, Cambodian-American, and a born and raised Oakland native positions me seamlessly to achieve said factors. In the short term, being an Oakland native and understanding the challenges the community are faced with will allow me to convey and articulate the needs of the community to the police. The first short term goal is to hold community conversations with law enforcement of color and residents of color and providing spaces for racial healing by acknowledging the historical role of policing in the creation of racial inequities. And taking more incremental steps to strengthen ties between police and the community.

My intermediate strategy is to leverage and strengthen the CPRA's credibility by empowering the community to be in control of their police department through engagement with the help of city wide outlets (*NCPC, community based organization, faith based, etc*).

The ultimate long term strategy and goal is to make the Police Commission a well-known independent, respected, trusted community driven body that addresses all concerns of law enforcement within Oakland's diverse community across all boundaries.

3. Tell us your thoughts on why poverty in Oakland exists and how it is connected to the work of the ED of the CPRA?

Poverty and its Connection to CPRA

The rising cost of living and decades of negligence for communities of color experiencing violence, historical trauma, inadequate school financing, and substance abuse have led to Oakland's rate of poverty over the years. The majority of the population who are living below the poverty rate happens to be African American and Latinos. The role of the Executive Director of CPRA will be critical in addressing the socioeconomic disparities, equity, emotional trauma, and how can the police utilize the department's resources to help customize their services to meet the needs of families and individuals living in poverty or below the poverty line in Oakland.

Attachment 3**EMPLOYMENT APPLICATION**

CITY OF OAKLAND
150 Frank H. Ogawa Plaza - 2nd Floor
Oakland, California 94612
(510) 238-3112
<http://www.oaklandca.gov/>

Alden, John
18-EM229-04 EXECUTIVE DIRECTOR, COMMUNITY POLICE REVIEW AGENCY
(CPRA) (CONTINUOUS)

Received: 8/19/18 11:47 PM
For Official Use Only:
QUAL: _____
DNO: _____
 Experience
 Training
 Other: _____

PERSONAL INFORMATION

POSITION TITLE: EXECUTIVE DIRECTOR, COMMUNITY POLICE REVIEW AGENCY (CPRA) (CONTINUOUS)		EXAM ID# : 18-EM229-04
NAME: (Last, First, Middle) Alden, John		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: CA Number: [REDACTED]	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PREFERENCES

MINIMUM COMPENSATION:	ARE YOU WILLING TO RELOCATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)	
OBJECTIVE: To ensure accountability and transparency in policing, which I believe both improves the quality of policing, and defends the Constitutional rights of the public. To work collaboratively with city leaders dedicated to 21st Century Constitutional policing. To substantially advance the cause of civilian oversight of police generally, so as to better achieve the first two goals.	

EDUCATION

DATES:	SCHOOL NAME: UC Berkeley	
LOCATION: (City, State) Berkeley, California	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Mass Communications	UNITS COMPLETED: 120 - Semester	
DATES:	SCHOOL NAME: UC Berkeley School of Law	
LOCATION: (City, State) Berkeley, California	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Doctorate
MAJOR: Law (J.D.)	UNITS COMPLETED: 90 - Semester	

WORK EXPERIENCE

DATES: From: 4/2018 To: 8/2018	EMPLOYER: San Francisco District Attorney's Office, Independent Investigations Bureau (IIB)	POSITION TITLE: Managing Assistant District Attorney
ADDRESS: (Street, City, State, Zip Code) San Francisco, California, 94103		COMPANY URL: https://sfdistrictattorney.org/iib
PHONE NUMBER: 415-551-9572	SUPERVISOR: Cristine Soto DeBerry - Chief of Staff	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 13	

DUTIES:

- Set program objectives and monitor the performance of 14 subordinate staff in a prosecution unit investigating criminal cases of police officer misconduct, such as Officer Involved Shootings, In-Custody Deaths, and Excessive Use of Force.
- Monitor expenditures to ensure compliance with the budget.
- Prioritize cases given limited budget and personnel.
- Set program objectives and monitor the performance of subordinate staff.
- Recruit, orient, manage, evaluate, and provide training for all subordinate staff.
- Assign cases to teams of attorneys and investigators, review and approve case work and investigation results, finalize public investigative reports.
- Coordinate Grand Jury investigations led by subordinates into the conduct of police officers, firefighters, and deputy sheriffs.
- Ensure investigations are fair, thorough, complete and nonbiased.

Attachment 3

- Create IIB policies and procedures, including investigative procedures standards.
- Establish program evaluation benchmarks and deliverables both proactively and in response to a city audit.
- Monitor the organizational structure, staff assignments, service levels, and administrative systems required to accomplish the IIB's mission and objectives in an efficient and effective manner; direct the identification and analysis of opportunities for service enhancements.
- Prepare reports and responses to performance audits for presentation to the San Francisco Controller, and the Board of Supervisors and its committees.
- Represent the IIB at conferences and a variety of community and public meetings.
- Coordinate the Meet and Confer process with the San Francisco Police Officers' Association as to a new Memoranda of Understanding regarding the criminal investigation of Officer Involved Shootings, In Custody Deaths, and Excessive Use of Force cases.
- Review legislation, court cases, and other legal authorities relevant to the work of the IIB.
- Maintain the confidentiality of criminal investigative files, and other sensitive documents, such as personnel documents.

REASON FOR LEAVING:

Still working at IIB.

DATES: From: 5/2016 To: 4/2018	EMPLOYER: San Francisco Department Of Police Accountability (DPA) / Office of Citizen Complaints (OCC)	POSITION TITLE: Attorney
ADDRESS: (Street, City, State, Zip Code) San Francisco, California, 94102		COMPANY URL:
PHONE NUMBER: 415-241-7711	SUPERVISOR: Paul Henderson - Executive Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 5	

DUTIES:

- Served on the Executive Team, which set program objectives, monitored the performance of staff, developed investigative strategies, and set policies for the DPA.
- Developed the annual budget for DPA and supervised its passage through the City and County of San Francisco Budget process.
- Recruited, hired, oriented, and trained new investigative staff.
- Directed all training for investigators and attorneys.
- Reviewed and approved case work and investigation results, finalized investigative reports, and litigated disciplinary cases resulting from those investigations.
- Ensured investigations are fair, thorough, complete and nonbiased.
- Established the DPA's first Audit Team, which proactively audits the performance of the San Francisco Police Department.
- Prepared quarterly program and statistical reports for presentation to the San Francisco Police Commission, and the Board of Supervisors and its committees.
- Represented the DPA at conferences and community and public meetings, such as NACOLE.
- Coordinated the Meet and Confer process with the San Francisco Police Officers' Association as to changes in the investigative processes of DPA and the Police Commission.
- Reviewed legislation, court cases, and other legal authorities relevant to the work of the DPA. Advised local elected officials on local legislation on behalf of DPA, such as charter amendments.
- Maintained the confidentiality of sensitive personnel documents.
- Advised the Police Commission on multiple policy changes, especially relating to disciplinary processes, officer use of force, and immigration issues.
- Served in COPS Collaborative Reform Task Force groups on Use of Force, Accountability, and Personnel and Recruitment.

REASON FOR LEAVING:

To accept a position at the Independent Investigations Bureau (IIB) of the San Francisco District Attorney's Office, which offered more management experience, and unusual opportunities to advance the cause of police accountability. The IIB position was also a promotive position unavailable at DPA.

DATES: From: 1/2009 To: 5/2016	EMPLOYER: San Francisco Police Department, Internal Affairs Division (IAD)	POSITION TITLE: Attorney - Internal Affairs Division
ADDRESS: (Street, City, State, Zip Code) San Francisco, California, 94103		COMPANY URL:
PHONE NUMBER:	SUPERVISOR: Greg McEachern - Commander	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	

DUTIES:

- Advised and trained investigative staff, and reviewed their investigative work.
- Litigated disciplinary cases against SFPD personnel before Skelly hearing officers and the San Francisco Police Commission.
- Coordinated SFPD and third-party agency criminal investigations into SFPD personnel with administrative investigations as much as permitted by law.
- Ensured investigations are fair, thorough, complete and nonbiased.
- Created IAD policies and procedures, including investigative procedures, the SFPD Brady Process, and information sharing with other agencies.
- Prepared reports for, and responses to queries from, the San Francisco Police Commission.
- Represented IAD at conferences and public meetings.
- Reviewed legislation, court cases, and other legal authorities relevant to the work of the IAD.
- Created strong working relationships with SFPD Command Staff, the City Attorney's Office, and other local agencies.
- Maintained the confidentiality of personnel documents.
- Advised the Chief of Police on individual disciplinary cases, policy projects with the Police Commission, and internal personnel management strategies.

REASON FOR LEAVING:

To secure more diverse management and supervisory experience at DPA. I also preferred that DPA focused more on complaints from the public, as opposed to complaints from supervisors about their subordinates.

Attachment 3

DATES: From: 10/2006 To: 12/2008		EMPLOYER: Law Offices of John Alden	POSITION TITLE: Owner
ADDRESS: (Street, City, State, Zip Code) San Rafael, California, 94901		COMPANY URL:	
PHONE NUMBER:	SUPERVISOR: self	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 5		
DUTIES: * Ran a small law firm as the primary attorney and proprietor. * Hired and supervised my own staff. * Created and managed my own budget and finances. * Litigated a variety of civil and criminal cases for private clients, including employment law cases.			
REASON FOR LEAVING: To accept SFPD position in 2009, which presented a greater professional challenge.			
DATES: From: 11/2003 To: 6/2006		EMPLOYER: Abbey Weitzenberg Warren and Emery	POSITION TITLE: Associate
ADDRESS: (Street, City, State, Zip Code) Santa Rosa, California		COMPANY URL:	
PHONE NUMBER:	SUPERVISOR: Patrick Emery - Managing Partner	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1		
DUTIES: Provided litigation services for a civil law firm, such as conducting depositions, investigating civil claims, and conducting trials.			
REASON FOR LEAVING: I felt I was not a good fit for the community which the firm served, and decided to open my firm instead.			
DATES: From: 9/1998 To: 11/2003		EMPLOYER: Marin County District Attorney's Office	POSITION TITLE: Deputy District Attorney
ADDRESS: (Street, City, State, Zip Code) San Rafael, California, 94903		COMPANY URL:	
PHONE NUMBER:	SUPERVISOR: Robert Nichols - Deputy District Attorney	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED:		
DUTIES: • Independently tried approximately 30 criminal jury trials to verdict. • Served three years in the Consumer and Environmental Protection Unit, working on fraud and civil consumer protection cases. Worked with state agencies to investigate complex white collar crimes. Responsible for over \$1 million in civil judgments. • Supervised District Attorney investigators, paralegals, and new attorneys.			
REASON FOR LEAVING: To expand my skill set by practicing civil law.			
DATES: From: 10/1997 To: 9/1998		EMPLOYER: California State Assembly	POSITION TITLE: Assembly Fellow
ADDRESS: (Street, City, State, Zip Code) Sacramento, California		COMPANY URL:	
PHONE NUMBER:	SUPERVISOR: Kevin Shelley - Assembly Majority Leader	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0		
DUTIES: • Selected from a pool of over 300 to be one of 18 Fellows in the 1998 Legislature. • Received unique training in researching and evaluating California legislative history, and analyzing how bills would affect public agencies. • Drafted bills for the Assembly Majority Leader, arranged their passage through the Assembly and Senate, and secured their signature by the Governor.			
REASON FOR LEAVING: This was a one-year limited term Fellowship, so I left once I had completed the program.			
DATES: From: 2/1997 To: 9/1997		EMPLOYER: Sonoma County District Attorney	POSITION TITLE: Deputy District Attorney
ADDRESS: (Street, City, State, Zip Code) Santa Rosa, California		COMPANY URL:	
PHONE NUMBER:	SUPERVISOR: Kathy DeLoe - Deputy District Attorney	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0		
DUTIES: • Prosecuted misdemeanor criminal cases, typically handling 180 cases each week split between settlement negotiations, pleas, sentencings, and probation matters. • Independently tried six criminal jury trials to verdict.			
REASON FOR LEAVING: To accept the Assembly Fellowship.			

Attachment 3

CERTIFICATES AND LICENSES

TYPE: License to Practice Law in California	
LICENSE NUMBER: 184236	ISSUING AGENCY: California State Bar

Skills

OFFICE SKILLS: Typing: Data Entry:
OTHER SKILLS:
LANGUAGE(S): Spanish - <input type="checkbox"/> Speak <input type="checkbox"/> Read <input type="checkbox"/> Write

ADDITIONAL INFORMATION

Nothing Entered For This Section

REFERENCES

Nothing Entered For This Section

Attachment 3

Agency-Wide Questions

- 1. I understand and acknowledge that attaching a resume or stating "see resume" is not sufficient to provide the required work history information and that if my application does not include required information, then my application may be rejected as incomplete and I may be disqualified from consideration.
Yes
- 2. Are you an Oakland Resident?
No
- 3. Are you a veteran or disabled veteran? (Must submit proof of honorable discharge Form - DD214 to receive Veteran's Credit.) You may scan a copy of the DD214 and submit as an attachment to your application.
No
- 4. Are you a current City of Oakland employee?
No
- 5. Other names used while employed by the City of Oakland:
- 6. Have you previously been employed by the City of Oakland?
No
- 7. If you were previously employed by the City of Oakland, please list the dates and the titles of the positions previously held.
Identify the language(s) for which you have bilingual conversational proficiency. If you do not have bilingual conversational proficiency in any of the identified languages, check the appropriate box. For positions that require it, bilingual skills will be tested prior to a final offer of employment; screening for bilingual skills may be conducted on the same day as a written exam or oral board interview.
Spanish
- 9. Are you authorized to lawfully work in the United States?
Yes
- 10. Will you now or in the future require the City of Oakland to commence an immigration case in order to employ you? (This is sometimes called "sponsorship" for an employment-based visa status.)
No
- 11. Where did you first learn of this opportunity?
Professional Organization - Website, Mailing List, Meeting or Conference
- 12. If you answered "Other", "Other Internet" or "Professional Organization - Website or Mailing List" in response to the question "Where did you first learn of this opportunity?", please list the exact source:
NACOLE
- 13. Do you have any known family relationships, consensual romantic, and/or cohabitant relationships with any existing City Official, manager or employee? (which includes City Council, Mayor's Office, Administrator, Attorney, Auditors as well as employees of City Agencies and Departments). Information concerning cohabitant and consensual romantic relationships will be treated as confidential and disclosed only on a need-to-know basis.
No
- 14. If you answered "Yes" to the question "Do you have any known family relationships, consensual romantic, and/or cohabitant relationships with any existing City Official, manager or employee?", please indicate the name of the person, Department, Job Title and relationship. (Article IX, Sec. 907 of the City of Oakland Charter & Ordinance 12908) If you answered "No", please enter "N/A" in this box.
N/A

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application and any supplemental questionnaire is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of Oakland and will not be returned. I understand the City of Oakland may contact prior employers and other references. I understand that I must notify the Human Resources Management Department of any changes in my name, address, email address, or phone number. I also understand that it is my responsibility to check my spam, junk and/or clutter folders for emails regarding my application status.

This application was submitted by John Alden on 8/19/18 11:47 PM

Signature_____

Date_____

JOHN ALDEN



POSITIONS HELD:

Managing Assistant District Attorney, Independent Investigations Bureau (IIB), San Francisco District Attorney's Office, 4/18 – present.

- Set program objectives and monitor the performance of 14 subordinate staff in a prosecution unit investigating criminal cases of police officer misconduct, such as Officer Involved Shootings, In-Custody Deaths, and Excessive Use of Force.
- Recruit, orient, manage, evaluate, and provide training for all subordinate staff.
- Assign cases to teams of attorneys and investigators, review and approve case work and investigation results, finalize public investigative reports.
- Coordinate Grand Jury investigations led by subordinates.
- Create IIB policies and procedures, including investigative procedures standards.
- Establish program evaluation benchmarks and deliverables both proactively and in response to a city audit.
- Prepare reports and responses to performance audits for presentation to the San Francisco Controller, and the Board of Supervisors and its committees.
- Represent the IIB at conferences and a variety of community and public meetings.
- Coordinate the Meet and Confer process with the San Francisco Police Officers' Association as to a new Memoranda of Understanding regarding the criminal investigation of Officer Involved Shootings, In Custody Deaths, and Excessive Use of Force cases.
- Review legislation, court cases, and other legal authorities relevant to the work of the IIB.
- Maintain the confidentiality of criminal investigative files, and other sensitive documents, such as personnel documents.
- Monitor expenditures to ensure compliance with the budget.

Attorney, San Francisco Department of Police Accountability (formerly Office of Citizen Complaints), 5/16 – 4/18.

- Managed a team of investigators conducting administrative disciplinary cases against police officers, including Officer Involved Shootings and Excessive Force. Prosecuted resulting cases before the San Francisco Police Commission.
- Led an internal revision of office policies, reporting structure, and investigator training to improve efficiency and quality of investigations.
- Served as Acting CFO 2017-2018. Crafted 2018-2019 agency budget. Shepherded that budget through the Mayor's Office and Board of Supervisors.
- Implemented creation of an audit team overseeing San Francisco Police Department Use of Force and Discipline using best practices from other jurisdictions.
- Member of Department's Executive Team, working directly with Executive Director. Acted for the Director in his/her absence as needed.

- Worked with appointed and elected officials at the state and local levels on statutory changes to expand the Department's authority and resources.
- Collaborated with community stakeholders and city agencies to accomplish reforms mandated by a federal review of the Police Department, including use of force tracking and assessment.
- Created positive working relationships with other stakeholders, especially employee unions, the Police Department, District Attorney, City Attorney, and Public Defender.
- Hired and trained employees of the Department, especially investigators.

Attorney, Internal Affairs Division, San Francisco Police Department, 1/09 – 5/16.

- Prosecuted administrative disciplinary cases against police officers before the San Francisco Police Commission. Tried 5 Commission-level disciplinary cases to conclusion, including a pair of 6-month trials, and presented approximately another 15 cases to the Commission through different stages in their proceedings.
- Directed investigations into Officer Involved Shootings, In Custody Deaths, and Excessive Force.
- Analyzed and revised Department policies. Researched best practices and legal issues in order to advise the Department about proposed changes to policies and procedures.
- Advised and assisted investigators in the Internal Affairs Division as to how to investigate allegations of misconduct made against police officers.
- Created positive working relationships with other stakeholders, especially employee unions, the Office of Citizen Complaints, District Attorney, City Attorney, Public Defender, and Courts.
- Supervised and trained paralegals, secretaries, and other attorneys.
- Completed over 120 hours of training in investigation of police officer use of force, and over 120 hours of training in managing internal affairs investigations.

Principal Attorney, Law Offices of John Alden, San Rafael, CA, 10/06-12/08.

- Formed own AV-rated law firm in San Rafael, and later added two partners.
- Litigated criminal, probate, and civil cases, including two jury trials, with emphasis on personal injury, employment, and wage and hour class action cases.
- Hired and supervised employees, including attorneys, paralegals, and secretaries.

Associate, Abbey Weitzenberg Warren and Emery, Santa Rosa, CA, 11/03 – 6/06.

- Performed general legal work in a civil practice, with special emphasis on personal injury, employment, and wage and hour class action cases.
- Tried a complex industrial accident case, achieving a winning verdict.
- Took depositions, investigated complicated cases, and supervised legal staff.

Deputy District Attorney, Marin County District Attorney's Office, San Rafael, CA, 9/98 – 11/03.

- Independently tried approximately 30 criminal jury trials to verdict.
- Served three years in the Consumer and Environmental Protection Unit, working on fraud and civil consumer protection cases. Worked with state agencies to investigate complex white collar crimes. Responsible for over \$1 million in civil judgments.
- Supervised District Attorney investigators, paralegals, and new attorneys.

Assembly Fellow, Office of Majority Leader Kevin Shelley, California State Assembly, Sacramento, CA, 10/97 – 9/98.

- Selected from a pool of over 300 to be one of 18 Fellows in the 1998 Legislature.
- Received unique training in researching and evaluating California legislative history, and analyzing how bills would affect public agencies.
- Drafted bills for the Assembly Majority Leader, arranged their passage through the Assembly and Senate, and secured their signature by the Governor.

Deputy District Attorney, Sonoma County District Attorney's Office, Santa Rosa, CA, 2/97 - 9/97.

- Prosecuted misdemeanor criminal cases, typically handling 180 cases each week split between settlement negotiations, pleas, sentencings, and probation matters.
- Independently tried six criminal jury trials to verdict.

EDUCATION:

Boalt Hall School of Law, University of California, Berkeley. J.D., 1996.

Highest-graded student in Trial Practice Skills, Spring 1996.

University of California, Berkeley. B.A. with Honors, Mass Communications, 1992.

LANGUAGES:

Proficient in Spanish.

PROFESSIONAL HONORS:

AV rated by Martindale-Hubbell.

August 19, 2018

City of Oakland
Human Resources Department

Re: Application for Position of Executive Director, CPRA

To Whom It May Concern:

This letter accompanies my application for the position of Executive Director of the Community Police Review Agency (CPRA).

Over the last decade, I have served in three positions within San Francisco's civilian-led system of police oversight: first as a civilian attorney in the Internal Affairs Division, then as part of the executive team of the San Francisco Department of Police Accountability (DPA, formerly known as the Office of Citizen Complaints), and most recently as the Managing Assistant District Attorney of the Independent Investigations Bureau (IIB) of the San Francisco District Attorney's Office. These experiences have taught me that civilian oversight of policing is essential to achieving 21st Century Constitutional policing in this country.

The City of Oakland's renewed investment in civilian oversight in the last few years has been inspirational to me. The public's passage of Measure LL and city leaders' continuing commitment to creating the Police Commission and CPRA envisioned in that Measure make clear that Oakland will be a cutting-edge model of accountability and transparency in the years to come. I would be thrilled to be part of such a team.

My experience in managing both DPA and IIB makes me uniquely positioned to lead your CPRA. I have the legal expertise to understand the complexities of California law in this field, the management experience to successfully guide teams of investigators in complex cases, and the practical experience of a decade in another similar system to recognize the many pitfalls on the path to reform. I would be honored to put these strengths to work for you and the residents of Oakland.

Thank you for your kind attention to my application.

Sincerely,

/s/

John Alden

Essay Answers from John Alden

- 1. What do you understand to be the greatest challenges currently facing the Oakland Police Department, what is your vision of the role of the CPRA Executive Director and its relationship with the Police Commission and OPD leadership in addressing them?**

The greatest challenges facing the Oakland Police Department (OPD) are many. Accountability appears weak. The federal Monitor has critiqued the most recent OPD Officer Involved Shooting (OIS) investigation. The Negotiated Settlement Agreement (NSA) provisions still have not been completed. OPD's public credibility has been damaged by OPD failures to adequately investigate its own officers, and repeated failures to successfully sustain discipline in arbitration. The community has expressed deep concern about OPD use of force, biased policing, and traffic and investigative stops. Dr. Eberhardt's analysis of the language in body-worn camera footage of traffic stops shows a racial bias by officers. OPD has a middling record with respect to transparency with CPRA and the Police Commission.

Not all of these challenges can be solved by the CPRA Executive Director alone. But the CPRA Executive Director can do four things to improve the situation in concert with the Commission and OPD: 1) ensure quality investigations into complaints, 2) create of a culture of accountability throughout OPD, 3) enforce transparency between OPD and CPRA and also between CPRA and the Commission, and 4) provide quality policy advice. The CPRA Executive Director can also help to build community trust, as detailed separately in the next essay.

First, the Executive Director must complete high quality investigations, and present solid disciplinary cases against officers when those complaints are sustained. Thorough investigations followed by discipline that survives appeal is essential to enforcing the policies the Commission implements, to changing the culture within the OPD rank and file, and to give voice to the community. I have a decade of experience in the discipline of police officers in California. I know all the ways an officer's defense team can undermine disciplinary proceedings, and am prepared to ensure that the Oakland Police Commission can impose discipline that will stick.

Second, the Executive Director can use such disciplinary cases to create a culture of accountability within OPD amongst both line officers and supervisors. I would lead by example to make creation of that culture a high priority for OPD leadership, too, so that OPD leadership is strongly invested in CPRA success. For example, the potential liability of supervisors on the scene of an OIS should be assessed immediately. Not only is the role of the supervisor often more important than that of the line officers in preventing excessive force, but many in the police discipline field (myself included) believe that the courts are unlikely to extend criminal tolling to non-shooting supervisors, such that assessing supervisorial liability must be completed immediately regardless of the timing of the District Attorney's inquiry.

Third, at the top levels of both OPD and the CPRA, I see a lack of transparency. The recent public revelation that most of OPD's investigative file in the Pawlik OIS investigation was not transmitted to CPRA until nearly a year after the OIS is unacceptable. (Likewise, CPRA's apparent willingness to do nothing in the Pawlik OIS case until the OPD file was provided shows a lack of commitment to thorough investigative practices.) Moreover, OPD appears to refuse to provide the Commission, its supervisor, with details on its investigations of officers. While there is reason why

some such details are best provided in closed sessions, or might jeopardize the eventual imposition of discipline by Disciplinary Committee, these are questions that should, in my opinion, be resolved by the Commission, not OPD.

I would replace this culture of secrecy with a culture of transparency by demanding transparency from OPD, and demonstrating transparency to the Commission. OPD should provide OIS investigative materials to CPRA on a rolling, immediate basis so that CPRA's OIS investigation is in-depth and immediate. CPRA should use subpoenas to enforce this expectation. Moreover, CPRA should lead by example on transparency by providing whatever information to the Commission the Commission may request.

Finally, the CPRA Executive Director can also provide the Police Commission and OPD thoughtful and cutting-edge policy advice. Fire control (the number of officers shooting in an incident, and the number of rounds each fires), responses to sleeping subjects, and use of force overall need improvement. Ensuring that training and supervision within OPD reinforces, rather than undercuts, the new probation and parole search policy is also essential. I have extensive experience with the POBRA appeal process, and could provide assistance with the creation of an Oakland appeal process. Finally, I have relationships with thought leaders on these topics throughout the county, which I would use to bring cutting edge ideas to Oakland.

2. What are the key factors to building trust between the police department and the community it serves, and how can your personal background and experiences help enable the CPRA to support such trust in the short, intermediate, and long terms?

OPD can only build trust with the community if it is transparent about its goals, sets progressive goals in collaboration with the community, and publicly holds accountable officers who deviate from those goals. While some of this work must be done by OPD, I see opportunities for CPRA to help. CPRA can add a community voice in setting OPD policies, help the community give feedback to OPD through the complaint process, and hold OPD officers accountable when they deviate from those policies.

My journey in the criminal justice system comes from a strong sense of outrage at injustice. Before law school, I was a progressive in the staunchly conservative city of Cincinnati, Ohio, an area beset by police violence against African Americans, gay men, and poor Appalachian whites. I worked for a civil rights attorney who frequently sued the police on behalf of victims of police violence. After law school, I felt I could make a difference in the criminal justice system by working as a prosecutor in the Bay Area, because I could use my discretion to push the system in a progressive direction. I prioritized domestic violence, elder abuse, and consumer protection cases, all of which I felt traditional prosecutors often neglected. Often my most important work was dropping charges against the innocent, or advocating for rehabilitation over jail.

In 2008, I was recruited to work for a reform-oriented San Francisco Chief of Police, Heather Fong. She had been appointed in the wake of a scandal involving off-duty abuse of power, excessive force, and a cover-up by command staff members. My job as a member of her legal team was to successfully prosecute administrative disciplinary cases against police officers, despite opposition from traditionalists within SFPD. I worked for two more reform Chiefs after her, and then in the civilian oversight office, the Department of Police Accountability (DPA).

I was shocked at the entitlement and resistance to change I saw within SFPD. While I worked with many reform-minded police officers, I also saw others who believed that employment at SFPD was an inherited right, that civilian oversight was an evil to be undercut, and that anyone outside their own cultural circle was suspect. I saw Captains undercut discipline imposed by the Chief, I saw officers lie to cover up misconduct, and I saw officers mock the disciplinary system. I heard the term “testa-lie” – meaning to commit perjury to secure a conviction. I saw officers’ representatives use political connections to Police Commissioners to prevent discipline. I learned of Internal Affairs investigators who were threatened with violence unless they dropped specific investigations. I’ve seen horrifically racist text messages exchanged between police officers and their supervisors, all the way up to Captains.

In short, my experience in San Francisco was that even in a progressive city with a robust civilian oversight structure, police corruption resisted reform. While I deeply respect a good cop, nothing makes me angrier than a bad cop. And I can only imagine the anger – and fear – instilled in those who suffer from police violence at the hands of the bad cops. But I also saw that persistence in the face of these barriers can lead to substantial reform: I did see many bad cops fired, and progressive policies implemented, such as San Francisco’s groundbreaking Use of Force Policy.

In the short term, this decade of challenging experiences in a Commission-driven police discipline system give me the deep and detailed understanding of what it takes politically, legally, and practically to change police culture. I know I can contribute fair and professional investigations, legally pristine disciplinary cases, and practical tactics to defeat obstructionism. I have the experience in a parallel civilian oversight system – DPA – to educate, manage, and where needed reform, the CPRA.

In the medium term, my management experience in San Francisco gives me the skills with budgeting, personnel, internal policy, and culture changes to make any necessary changes in CPRA’s structure and operations to accomplish the above goals. These cultural and structural changes can be slow, but I have the persistence to continue to press forward on them. I also understand the need for deep listening and restorative justice to develop community trust and confidence in the discipline process, which may take a long time to build.

In the long run, I have the national relationships to bring the best and brightest techniques and policy ideas to Oakland. And I have the personal experience with creating long-term change to see through long-term initiatives.

3. Tell us your thoughts on why poverty in Oakland exists and how it is connected to the work of the ED of the CPRA?

I see poverty in Oakland as primarily a result of structural racism. While the decline of industry in the last fifty years reduced Oakland’s employment base, it also true that housing discrimination, the construction of freeways through neighborhoods of color, and predatory lending targeting people of color eroded middle class wealth and concentrated poverty in Oakland during that same time. Mandatory minimum sentencing for minor narcotics offenses in the 1980s radically

increased incarceration among the poor in general in the United States, and especially of people of color in Oakland. While these forces especially hurt the African American community, the effect was similar for the Latino community, which also suffered from discriminatory immigration policies and language discrimination.

In my experience in police oversight, structural racism and the criminalization of poverty both continue to loom large in American policing. Historically, American policing arose in part to enforce the institution of slavery, and the penal system in general has been used to criminalize poverty. For these reasons, modern policing struggles to separate the very real need to protect the public from violent crime from the historical American tendency to fuse criminality with poverty and race. Progressive, constitutional policing requires awareness of these historical roots, and thoughtfully distinguishing the community's need for legitimate police services from long-standing regressive policing traditions.

I often see police discipline systems fail to separate the two. For example, I have often seen Internal Affairs investigators start officer involved shooting investigations by checking the past criminal history of the person shot, but not the prior disciplinary history of the officer who fired. In these cases, the prior criminal history (if any) of the person shot is then used to justify the officer's decision to shoot, even when the officer had no knowledge of that history when the incident occurred. Because prior criminal history is more often, in my opinion, an indicator of socio-economic status, and poverty is disproportionately experienced by people of color, this tendency places people of color in a position of structural disadvantage even before the shooting occurs. Constitutional policing requires the opposite approach: we should instead check the officer's prior disciplinary history, if any, first. The history of the person the officer shot should only be considered to the extent the officer knew that history, and that history had some rational reason to suggest the person was a danger in that moment.

In the work of the Executive Director, these principles also directly apply to the handling of complaints. For example, some complainants will have prior criminal history, suffer from conditions exacerbated by poverty such as mental illness, and possibly present with other indicators of the chronic stress caused by poverty. Too often police will use these conditions as justification to find a complainant not credible. I believe complainants from such backgrounds are more often the experts in police misconduct, because they are subjected to it more often than anyone else in the community. I believe credibility should thus turn on objective unbiased factors, such as corroboration from body-worn cameras or other witnesses. The Executive Director must provide the leadership to make such principles part of the culture of the CPRA and communicate the same to the community.

Likewise, it is important that complainants experience restorative justice when coming to CPRA. At a minimum, they must feel heard and valued when making their complaint to CPRA staff. Communicating clearly and frequently with complainants about the status of their case and the results is also essential. And especially communicating why cases are or are not sustained is key to building community trust.

Finally, when an officer does engage in misconduct, it is essential that the Executive Director be able to translate the experience of the community, especially that of people subjected to poverty,

into an investigative file that leads to officer discipline. I will never forget an officer in San Francisco who routinely bragged that he was not afraid of Police Commission discipline because, in his opinion, the Commission never successfully fired anyone. That officer later survived attempts to fire him, as he predicted. That result deeply undermined the ability of the Police Commission to change police culture, and undermined community trust. It is deeply important to me that that experience is not repeated in Oakland.

Attachment 4**EMPLOYMENT APPLICATION**

CITY OF OAKLAND
150 Frank H. Ogawa Plaza - 2nd Floor
Oakland, California 94612
(510) 238-3112
<http://www.oaklandca.gov/>

Brown, Branford D
18-EM229-04 EXECUTIVE DIRECTOR, COMMUNITY POLICE REVIEW AGENCY
(CPRA) (CONTINUOUS)

Received: 7/23/18 4:55 PM
For Official Use Only:
QUAL: _____
DNO: _____
 Experience
 Training
 Other: _____

PERSONAL INFORMATION

POSITION TITLE: EXECUTIVE DIRECTOR, COMMUNITY POLICE REVIEW AGENCY (CPRA) (CONTINUOUS)		EXAM ID# : 18-EM229-04
NAME: (Last, First, Middle) Brown, Branford D		SOCIAL SECURITY NUMBER: N/A
ADDRESS: (Street, City, State, Zip Code) [REDACTED]		EMAIL ADDRESS: [REDACTED]
HOME PHONE: [REDACTED]	ALTERNATE PHONE: [REDACTED]	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DRIVER'S LICENSE: State: OH Number:	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PREFERENCES

MINIMUM COMPENSATION: \$140,000.00 per year	ARE YOU WILLING TO RELOCATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular	
TYPES OF WORK YOU WILL ACCEPT: Full Time	
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)	
OBJECTIVE: Seeking employment that aligns with my passion. Desirous of a leadership position in line with my past management experience.	

EDUCATION

DATES:	SCHOOL NAME: The Ohio State University	
LOCATION: (City, State) Columbus, Ohio	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Sociology	UNITS COMPLETED:	
DATES:	SCHOOL NAME: University Of Cincinnati	
LOCATION: (City, State) Cincinnati, Ohio	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional
MAJOR: Juris Doctorate	UNITS COMPLETED:	

WORK EXPERIENCE

DATES: From: 2/2013 To: 11/2015	EMPLOYER: Branford D. Brown	POSITION TITLE: Attorney/Consultant
ADDRESS: (Street, City, State, Zip Code) 10189 Amberwood Court, Cincinnati, Ohio, 45241		COMPANY URL:
PHONE NUMBER: (513) 518-4988	SUPERVISOR: Donna Jones Baker - President & CEO	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 15	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: PRESIDENTIAL RESPONSIBILITY FOR ARTICULATING A CLEAR STRATEGIC VISION, RAISING THE MARKETING AND PUBLIC VISIBILITY OF THE COMPANY'S BRAND, AND ENSURING THE PROVISION OF HIGH QUALITY CLIENT SERVICES. MANAGED ALL ASPECTS OF THE ORGANIZATION, INCLUDING RECRUITING, MANAGING AND RETAINING HIGH-QUALITY STAFF. DEVELOPED MANAGEMENT POLICIES THAT HELD THE ORGANIZATION ACCOUNTABLE TO ITS MISSION, BOARD, CLIENTS, AND FUNDERS. Private Practice		
REASON FOR LEAVING: Better Opportunities		
DATES: From: 12/2010 To: 2/2013	EMPLOYER: Greater Hartford Legal Aid	POSITION TITLE: Executive Director
ADDRESS: (Street, City, State, Zip Code) 999 Asylum Avenue, Hartford, Connecticut, 06105		COMPANY URL: www.ghla.org
PHONE NUMBER: (860) 541-5000	SUPERVISOR: Board of Directors - Board of Directors	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Attachment 4

HOURS PER WEEK: 55	# OF EMPLOYEES SUPERVISED: 35	
DUTIES: a. chief executive officer responsible for overall programmatic, personnel, administrative, and financial matters of the agency. b. Provides advice to the board of directors on the establishment, development and implementation of policy. c. Directs overall operation of the program in compliance with the policies and guidelines established by the board of directors and funding sources. d. Maintains public relations activities of the program, i.e., communicating with the courts, Bar Associations, legislative bodies, governmental agencies, and community organizations will be performed by the executive director unless otherwise delegated by executive director to the deputy director. e. Prepares narratives in grant reports and applications for ongoing reports. f. Oversees work of program administrator. g. Oversees professional staff employment hiring and termination, as well as all other personnel-related matters of the program. h. Evaluates Program performance. i. Involves staff in affirmative efforts to become aware of the legal, social, and economic problems of the local low-income community and of social agencies attempting to serve those needs. j. Convenes regular office meetings to discuss cases, office problems and program-wide development. Holds meetings with the management team members to form agency's work plan for establishing policies and goals. k. Prepares comprehensive annual report for the board of directors, reporting office activities, problem and futures. L. Provides for and/or oversees staff development planning.		
REASON FOR LEAVING: Needed direct access to Ohio		
DATES: From: 1/2008 To: 12/2009	EMPLOYER: AppalReD Legal Services	POSITION TITLE: Deputy Director
ADDRESS: (Street, City, State, Zip Code) 120 North Front Avenue, Prestonsburg, Kentucky, 41653		COMPANY URL: www.ardfky.org/
PHONE NUMBER: (606) 886-3876	SUPERVISOR: Cynthia Elliot - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 75	
DUTIES: Assisted and acted on behalf of the Director See attachment		
REASON FOR LEAVING: Wanted a more diverse work environment		
DATES: From: 2/1997 To: 12/2008	EMPLOYER: Legal Aid of Western Ohio	POSITION TITLE: Managing Attorney
ADDRESS: (Street, City, State, Zip Code) 333 W. First Street, Dayton, Ohio, 45402		COMPANY URL: http://www.lawolaw.org/
PHONE NUMBER: (937) 228-8088	SUPERVISOR: Kevin Mulder - Executive Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 28	
DUTIES: Face of Legal Aid Managed and developed Staff Assisted with grants and budget Presented to board Collaborated w/community partners Please note that due to a series of acquisitions and mergers my legal employment with "Legal Aid" appears more complex than it actually was. I was an employee of "Legal Aid" in Dayton for over ten years through its various legal names.		
REASON FOR LEAVING: Opportunity to advance		

CERTIFICATES AND LICENSES

TYPE: Ohio Bar	
LICENSE NUMBER: 0021404	ISSUING AGENCY: Ohio Supreme Court

Skills

OFFICE SKILLS: Typing: 72 Data Entry: 0
OTHER SKILLS:
LANGUAGE(S):

ADDITIONAL INFORMATION

Attachment 4

Additional Information
 Accomplishments
 AppalReD Accomplishments:
 Drafted Disaster Plan
 Co-Drafted Management and Performance Standards
 Facilitated Training on LSC Restrictions
 Conducted First Ever Case Reviews for Directing Attorneys
 Initiated Uniform Forms & Documents Program Wide
 Assumed Responsibility for Client Grievances
 Assumed Primary Responsibility for all Personnel Actions
 COURT RELATED ACTIVITIES:
 Felony Support Round Table
 Juvenile Court Disproportionate Minority Content Committee--local
 Disproportionate Minority Content--State
 Common Pleas Court Inclusiveness Committee
 Mock Trial Instructor
 Domestic Violence Forum
 CITY AND COUNTY ACTIVITIES:
 City of Dayton Human Relations Council--Fair Housing Impediment Review
 Community Wide Task Force on Prisoner Reentry
 a. Co-Chair Legal Sub Committee
 Fatherhood Initiative collaborators
 County Commissioners Drug and Alcohol Task Force
 BOARD MEMBERSHIPS:
 MonDay Program --Board Member
 Spirit of Peace Community Development Corporation -Board Member
 Kin

REFERENCES		
REFERENCE TYPE: Professional	NAME: Donna Jones Baker	POSITION: President and CEO
ADDRESS: (Street, City, State, Zip Code) 3458 Reading Road, Cincinnati, Ohio 45229		
EMAIL ADDRESS: DJBaker@ulgso.org	PHONE NUMBER: 5135174877	

Attachment 4

Agency-Wide Questions

- 1. I understand and acknowledge that attaching a resume or stating "see resume" is not sufficient to provide the required work history information and that if my application does not include required information, then my application may be rejected as incomplete and I may be disqualified from consideration.
Yes
- 2. Are you an Oakland Resident?
No
- 3. Are you a veteran or disabled veteran? (Must submit proof of honorable discharge Form - DD214 to receive Veteran's Credit.) You may scan a copy of the DD214 and submit as an attachment to your application.
No
- 4. Are you a current City of Oakland employee?
No
- 5. Other names used while employed by the City of Oakland:
NA
- 6. Have you previously been employed by the City of Oakland?
No
- 7. If you were previously employed by the City of Oakland, please list the dates and the titles of the positions previously held.
Identify the language(s) for which you have bilingual conversational proficiency. If you do not have bilingual conversational proficiency in any of the identified languages, check the appropriate box. For positions that require it, bilingual skills will be tested prior to a final offer of employment; screening for bilingual skills may be conducted on the same day as a written exam or oral board interview.
I do not have bilingual conversational proficiency in any of the identified languages, but I am still interested in the position.
- 9. Are you authorized to lawfully work in the United States?
Yes
- 10. Will you now or in the future require the City of Oakland to commence an immigration case in order to employ you? (This is sometimes called "sponsorship" for an employment-based visa status.)
No
- 11. Where did you first learn of this opportunity?
Friend or Relative (not a City employee)
- 12. If you answered "Other", "Other Internet" or "Professional Organization - Website or Mailing List" in response to the question "Where did you first learn of this opportunity?", please list the exact source:
NA
- 13. Do you have any known family relationships, consensual romantic, and/or cohabitant relationships with any existing City Official, manager or employee? (which includes City Council, Mayor's Office, Administrator, Attorney, Auditors as well as employees of City Agencies and Departments). Information concerning cohabitant and consensual romantic relationships will be treated as confidential and disclosed only on a need-to-know basis.
No
- 14. If you answered "Yes" to the question "Do you have any known family relationships, consensual romantic, and/or cohabitant relationships with any existing City Official, manager or employee?", please indicate the name of the person, Department, Job Title and relationship. (Article IX, Sec. 907 of the City of Oakland Charter & Ordinance 12908)
NA

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button, I hereby certify that every statement I have made in this application and any supplemental questionnaire is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of Oakland and will not be returned. I understand the City of Oakland may contact prior employers and other references. I understand that I must notify the Human Resources Management Department of any changes in my name, address, email address, or phone number. I also understand that it is my responsibility to check my spam, junk and/or clutter folders for emails regarding my application status.

This application was submitted by Branford D Brown on 7/23/18 4:55 PM

Signature _____

Date _____

July 23, 2018

City of Oakland

Dear Search Committee Chairperson:

Please accept this letter as my application for the position of Executive Director, Community Police Review Agency. I became aware of this position from a colleague who is a member of the National Association for Civilian Oversight of Law Enforcement (N.A.C.O.L.E.). I believe that I have the credentials, background and experience to build on the current strengths of your city government and to take this division to the next level.

I bring over 25 years of experience in the legal profession working in governmental, entrepreneurial and nonprofit legal practice areas. I also have more than 20 years of leadership experience having worked in organizational management throughout my career.

I am currently employed with the Urban League of Greater Southwestern Ohio. As the Executive Director of the northern division. In this role I serve on the Community Police Council, The Citizens (Police) Review Board, and on the Justice Advisory Committee—a group that was appointed by Montgomery County, the city of Dayton and the Sheriff's office to evaluate and review the county jail based on several pending and alleged civil rights/liberties violations.

From my appointed civic work and as an advocate (both from the prosecutorial and defense perspectives) I have ample experience conducting civil, criminal and factual investigations where I've utilized my training and experience to analyze and evaluate evidence, policies and procedures.

I have substantial experience interacting with politicians, boards, constituents and other stakeholders to implement and fulfill organizational missions and visions. I have demonstrated my ability to successfully engage the community to form and strengthen partnerships and to maximize community impact. I am accustomed to utilizing the latest mechanisms to provide strategic direction for organizations.

On September 28, 2018, I will be attending the National Association for Civilian Oversight of Law Enforcement's Annual Conference. This will be my third consecutive conference and after the conference I intend to apply for full

accreditation as a Certified Practitioner of Oversight. I believe that my education, experience, training and passion makes me a prime candidate to fulfill the position.

I would welcome the opportunity to meet with you to discuss how I can contribute to your organization. Please feel free to contact me at [REDACTED]. Thank you for your consideration.

Sincerely,

Branford D. Brown
Attorney at Law
[REDACTED]

BRANFORD D. BROWN

EXECUTIVE DIRECTOR CANDIDATE

QUALIFICATIONS PROFILE

Highly self-motivated and results-driven Legal professional with a Doctorate in Law and more than 25 years in the legal profession as an entrepreneurial legal practitioner with extensive experience providing leadership to daily business operations and numerous organizations. Focus on family, juvenile, probate and criminal law, a nonprofit director, consultant, defense attorney, and government prosecutor. Detail-oriented, analytical and methodical with insightful critical thinking to identify and resolve people-centric conflicts and issues with practical solutions even under stressful work conditions. Well-organized and resourceful with multitasking and prioritization skills that optimize resources to achieve outstanding results from concurrent tasks. Strong leadership, people management, and interpersonal communication skills that inspire confidence with clients while forging teamwork synergies with colleagues across diverse communities.

KEY EXPERTISE

- Employee/Labor Relations
- Staff Administration & Development
- Public & Community Relations
- Legal Investigative Research
- Time and Resource Optimization
- Cultural Competency
- National Skills Trainer
- Change Implementation
- Strategic Business Planning
- Fiscal Management
- Fundraising Administration
- Budget Management
- Client Services Management
- Office Workflow Improvement
- People Management & Team Building

MAJOR CAREER ACCOMPLISHMENTS

- Successfully written and prepared narratives and applications for maintaining and creating grant funding.
- Directed strategic planning processes and developed systems for evaluating program performance.
- Directed the overall operation of the organization in compliance with the policies and guidelines established by the board of directors and funding sources.
- Wrote and/or edited policies and procedures manuals that streamlined operations and management practices.
- Written emergency management manual that identified contact points, expectations and accountabilities.
- Actively participated on the National Training Team for Legal Services Managers.
- Worked with corporate leadership for successful board recruitment and development.
- [Appointed to Acting President & CEO of the Urban League of Greater Southwestern Ohio for two months](#)

PROFESSIONAL EXPERIENCE

URBAN LEAGUE OF GREATER SOUTHWESTERN OHIO ☒ CINCINNATI, OH

EXECUTIVE DIRECTOR

NOV 2014-PRESENT

RESPONSIBLE FOR ARTICULATING A CLEAR STRATEGIC VISION, RAISING THE MARKETING AND PUBLIC VISIBILITY OF THE COMPANY'S BRAND, AND ENSURING THE PROVISION OF HIGH QUALITY CLIENT SERVICES. MANAGED ALL ASPECTS OF THE ORGANIZATION, INCLUDING RECRUITING, MANAGING AND RETAINING HIGH-QUALITY STAFF. DEVELOPED MANAGEMENT POLICIES THAT HELD THE ORGANIZATION ACCOUNTABLE TO ITS MISSION, BOARD, CLIENTS, AND FUNDERS.

BRANFORD D. BROWN, ATTORNEY AT LAW • CINCINNATI, OH

Attorney/ Consultant

Feb 2013 – Nov 20114

Responsible for providing and maintaining a Family, Juvenile, Criminal, and Probate based practice and offer consultations on Second Chance Act and New Business Incubations.

GREATER HARTFORD LEGAL AID • HARTFORD, CONNECTICUT, OH

Executive Director

Dec 2010 - Feb 2013

Responsible for articulating a clear strategic vision, raising the marketing and public visibility of the company's brand, and ensuring the provision of high quality legal services. Managed all aspects of the organization, including recruiting,

BRANFORD D. BROWN

managing and retaining high-quality staff. Developed management policies that held the organization accountable to its mission, Board, clients, and funders.

- Secured the organization's stability through sound financial planning and management.
- Developed, implemented and operationalized fundraising plans and programs to cover all operating costs.
- Developed relationships with community partners and stakeholders to secure additional public and private financial support.

BRANFORD D. BROWN, ATTORNEY AT LAW • CINCINNATI, OH*Attorney/Consultant***Dec 2009 - Dec 2010**

Maintained and grew a private law practice in the areas of Family, Juvenile, Criminal, and Probate and offering consultations on Second Chance Act and New Business Incubations.

APPALACHIAN RESEARCH AND DEFENSE FUND • PRESTONSBURG, KY*Deputy Director***Jan 2009 - Dec 2009**

Reported directly to the Executive Director and was a key member of the leadership team. Worked closely with the Executive Director and the Board on many key aspects of the administration, including strategic planning, staff oversight and personnel issues, recruiting and developing collaborative partnerships with other organizations.

LEGAL AID OF WESTERN OHIO/LEGAL AID SOCIETY • DAYTON, OH*Managing Attorney***Jan 2004 - Dec 2008**

Responsible for providing leadership and direction to the Dayton branch of a 32-county nonprofit law firm, and for staff development, performance, evaluation and work discipline. Collaborated with community partners to meet the needs of legal aid clients. Managed several grants and promoted the company brand.

LEGAL AID SOCIETY, INC. • DAYTON, OH*Managing Attorney***Feb 1997 - Jan 2004**

Responsible for case acceptance, supervision, and review. Supervised the Safety and Security team

LEGAL AID SOCIETY • LOUISVILLE, KY*Staff Attorney***Feb 1994 - Feb 1997**

Maintained a practice concentrating on Housing, Juvenile, & Family law.

MONTGOMERY COUNTY PROSECUTOR'S OFFICE • DAYTON, OH*Assistant Prosecutor***Sep 1992 - Feb 1994**

Prosecuted felony cases in the Juvenile Division.

LEGAL AID SOCIETY, INC., LEGAL AID SOCIETY OF DAYTON • DAYTON, OH *Staff Attorney***Jan 1990 - Sep 1992**

BRANFORD D. BROWN

Represented clients with Housing, Juvenile, and Family Law cases

STARK COUNTY PROSECUTOR'S OFFICE • CANTON, OH
Assistant Prosecuting Attorney

Jun 1990 - Jan 1992

Prosecuted abuse, neglect, and dependency cases.

EDUCATION

UNIVERSITY OF CINCINNATI, COLLEGE OF LAW - Cincinnati, OH (1988)

Juris Doctorate: Law

Treasurer: Black Law Student Association • Honor Council

THE OHIO STATE UNIVERSITY - Columbus, OH (1981)

Bachelor of Arts: Sociology, Honor's College

Essay Questions (each answer not to exceed 750 words)

Branford D. Brown

1. What do you understand to be the greatest challenges currently facing the Oakland Police Department, what is your vision of the role of the CPRA Executive Director and its relationship with the Police Commission and OPD leadership in addressing them?

The Oakland Police Department faces several challenges that need to be addressed in the near future. Like most police departments in major US cities, there is a deficiency in maintaining mutual trust between the community and the police department.

After 13 years, the department is still under federal oversight originally thought to last 7 years. This oversight was initiated in large part due to generally a marred history between the department and its practices and a horrific police misconduct case involving a group of veteran officers known as the “Riders,” who allegedly beat, kidnapped and planted evidence on residents.

The brittle relationship was recently challenged again when a sexually exploited teen allege that (as a minor) several officers had given her information and protection in exchange for sexual favors. Some in the community believe that the investigation into this matter was troubling and flawed.

There is some good news in that the number of homicides dropped from 93 in 2015 to 87 in 2016. Overall violent crime was down 5 percent in 2016. However, there are allegations that the department only investigates cases of extreme violence and sexual assault with any intensity.

There are issues with limited resources in the budget. The average number of residents per officer in Oakland is 573. For the 50 largest American cities, the average number of residents per officer is 487.3 in 2014, Oakland experienced 53 Part I crimes per officer (43 property crimes and 10 violent crimes). This was the highest in country and nearly twice the national average of 27.¹

In 2014 the Oakland City Council commissioned a research group from Stanford University to analyze data relevant to the Oakland Police Department. Their findings were plenary and their recommendations were as follows:

The OPD has a culture whereby it's more acceptable to stop, search, handcuff, and arrest African Americans than Whites. They recommended that the OPD and other agencies institute monthly reviews of policies, practices, and procedures for evidence of disparate impacts.

As less-experienced officers show more racial disparities in their actions, better training of new officers could likely reduce disparate treatment. To this end, Strategies for Change presents several recommendations for how to improve officer training.

¹ Oakland Police Department
Strategic Plan 2016

Although the OPD collects copious amounts of data, few measures track the OPD's relationship with its community. In *Strategies for Change*, there were several recommendations specific call to actions that the OPD and other law enforcement agencies can take to measure what matters most.

- More broadly, the study suggests that OPD officers view data as evidence to be used for punishment, rather than as feedback to be used for improvement. Consequently, the department has been slow to collect and use data, including BWC footage. In *Strategies for Change*, we recommend more than a dozen actions that the OPD and other law enforcement agencies can take to better leverage data, especially BWC data.²

While I couldn't find any data to substantiate my assertion here, I've got to believe that the hiring of a progressive police chief who is from outside of the ranks and a woman has to be a challenge to some of the rank and file officers. Her agenda to change the culture of the department and to implement 21st Century policing principles is likely to be an arduous task.

I believe that the Executive Director must be the bridge between the Commission, the police department and the community. I believe that consistency in the application of policies and procedures of the agency, transparency in the work of the office (as much as State and local laws and ordinances allow) and working with the community will be a primary function of the Executive Director.

² *Strategies for Change*
Research Initiatives and Recommendations to Improve
Police-Community Relations in Oakland, Calif.
Edited by Jennifer L. Eberhardt
June 15, 2016

2. What are the key factors to building trust between the police department and the community it serves, and how can your personal background and experiences help enable the CPRA to support such trust in the short, intermediate, and long terms?

The evolution of social media and the recent deluge of incidents of police shootings of African American males have forced this nation to wrestle with the concepts of trust and accountability between police and the communities they serve. I believe that my background and experience will advance the establishment and support of trust between the police and the community.

I don't believe that I have to be creative in what the key factors are in building trust between the police department and the community it serves. I would reference the evidence base body of work put out by the International Association of Chiefs of Police as it attempted to apply President Obama's Task Force on 21st Century Policing Final Report

BUILDING TRUST AND LEGITIMACY

Numerous research studies validate the link among procedural justice, legitimacy, and community trust. While research on how law enforcement can increase procedural justice in practice is limited and, in some instances, inconsistent, a larger body of research exists on how procedural justice in law enforcement workplace practices affects employee legitimacy perceptions. Additionally, it is important for agencies to measure trust and legitimacy to assess perceptions and changes over time.

Building Trust and Legitimacy Evidence-Based Recommendations:

- Engage in strategic planning with personnel to balance a warrior mind-set with a guardian approach.
- Promote procedural justice in daily interactions with citizens. Perceptions of treatment can affect how citizens view interactions with authority figures.
- Promote examples of procedural justice and legitimacy by practicing these principles internally. This can be achieved, in part, by giving all ranks of officers a greater voice and by ensuring the fairness of disciplinary procedures.
- Whenever possible, recruit staff who represent the diversity of the community with attention to race, gender, language, life experience, and cultural background.
- Focus on positive, non-enforcement activities during citizen-police interactions such as problem-solving, situational prevention, and community collaboration.
- Implement periodic community surveys to obtain community feedback.
- Consider working with research partners to develop surveys and target the surveys to those communities most impacted by crime or police services.³

I believe my past work experience will help to support trust as I am:

- I am trained as an attorney and have served in the roles of prosecuting attorney as well as defense attorneys. I have successfully worked with police departments and community members to ensure that individuals have their fair day in Court. I

³ Website: International Association of Chiefs of Police
Starting with What Works/Using Evidence Based Strategies

have worked with statistical analysis of data, case evaluation and preparation, witness investigation, legal research and mediating resolutions between opposing parties.

- I have also served as the head of a leading Civil Rights organization in the city of Dayton where I have represented the community in challenging police actions as well as bringing the police and community together to work together.
- From 2017- 2018, I have served as a member of the Jail Justice Board for Montgomery County Ohio which investigated and evaluated several issues relating to the processing of inmates, housing, civil rights, medical, women and youth issues, staff, policies and procedures of the jail and was a primary author of the finished report.
- I currently sit as a member of the Community Police Council whose mission is: The Dayton Community Police Council (CPC) is committed to expanding mutual responsibility for public safety through the development of accountability, respect and trust among and between residents and the police.
- I have conducted community presentations (in Partnership with the Dayton Police Chief) entitled “What Do I Tell My Son or Daughter about Interacting with an Officer on the Streets of Dayton.”
- I also Co-chair the Community Police Council’s policies and procedures subcommittee.
- I serve as a member of the Citizen’s Review Board which meets (minimally quarterly) to review appeals of community complaints against police officers.

- I am awaiting certification (I've completed the mandatory requirements) from the National Association for Civil Oversight of Law Enforcement.

3. Tell us your thoughts on why poverty in Oakland exists and how it is connected to the work of the ED of the CPRA?

The causes of poverty in Oakland are complicated and extensive. The simplistic explanation would assert that there is scarcity of resources combined with a lack of motivation, skills, education, and opportunities for the poor. Many who subscribe to this perspective believe that pursuant to the mythological American ideologies, that those who are poor are somehow responsible for their plight and that if they would only work harder or make better choices, they could improve their lot and pull themselves up the socioeconomic ladder and live the American dream. This dated and unachievable dream is called bootstrapping. The concept of bootstrapping dates back to at least the 1890s, when Horatio Alger wrote novels about boys who worked hard and rose up the social ladder from poverty and is intertwined with other mythical ideals of the American Dream.⁴ Today, however, according to the recent Pew Study on the American Dream, social mobility between the lowest levels of American society and the middle class is increasingly difficult, if not impossible.⁵

⁴ Time Magazine: The Myth of Bootstrapping
By Noliwe M. Rooks @nr rookie Sept. 07, 2012

⁵ Pew Research Center:
Most think the 'American dream' is within reach for them
BY SAMANTHA SMITH OCTOBER 31, 2017

A more profound exploration into the root cause of poverty in Oakland and other American communities would posit that governmental, political, business, educational, and cultural institutions have with clear intent, designed, created and maintained systems, that have unfairly disadvantaged a portion of the citizenry. These organized efforts of those controlling forces have traditionally hindered the ability of those disadvantaged citizens to realistically move forward in society and those yet intact systems continue to morass progress.

Oakland is one of the most ethnically diverse major U.S. cities, ranking 4th in diversity with a diversity score of 91.4. The white population had fallen from 95.3% in 1940 to 32.5% in 1990, and it has become a center for the African American population of Northern California, although it has lost nearly 25% of its black community since 2000, with many leaving for the Southern U.S. or the Bay Area suburbs.⁶ The growth of the African Americans in the area occurred in the 1940's with the advent of the Second World War. Oakland was producing ships and war related goods at record pace during the war years, and this impressive industrial growth led to a surge in the population.

As was typical in major city of this era, The Federal Housing Administration (FHA) intervened in Oakland to provide housing for the influx of migrant war-industry workers. The FHA created over 30,000 public housing units in the East Bay, housing 90,000 war workers, and their family members [4]. Important precedents were made in housing stock patterns and in racial segregation of housing units. The FHA promoted construction of all-white suburban developments and were not afraid to use redlining and racial covenants to carefully control the

⁶ World Population Review
Oakland, California Population 2019

racial composition in the new developments. Overcrowding in West Oakland, the traditional black hub of the city, became a problem: instance of overcrowding doubled in West Oakland between 1940 and 1950 [5]. African Americans began to reject the slums, inequities and political slighting in West Dayton and in the mid 1960's frustration along with the birth of the National Black Panther Party; West Oaklanders began to reject the two tiered experiences and disparities that existed between White Oakland residents and those trapped in poverty of West Oakland. ⁷

Poor and African Americans populations created major challenges for the Oakland Police Department. Rising crime rates, attacks on police and their headquarters, disintegrating police community relations, Federal Consent Decrees, racism, and issues with training, culture and policing models have contributed to an environment where those who are expected to serve and protect and those who see themselves in need of smarter, relevant, and an accountable police force are at odds.

As the Executive Director of the Community Police Review Agency, I believe that it important to work with the police department and the community (including and maybe especially poor and disenfranchised members) to resolve the disparities between both groups and to bridge the communications and practical gaps in order to make all more accountable and to build trust between adverse components. I also believe that a plan has to be developed to strengthen low income communities and to provide (social and others) services to the community to provide alternatives to criminal behavior. As Executive

⁷ Website: THE PLANNING HISTORY OF OAKLAND, CA

Director I would work with other city departments and community serving agencies to address community development needs in marginalized communities and to help change people's perceptions of their neighborhoods. Together we would work to identify infrastructure strategies that help people feel good about their community and increase the desire for them to make personal investments in public safety.