

CITY OF OAKLAND  
PUBLIC ETHICS COMMISSION  
One Frank Ogawa Plaza (City Hall)  
Regular Commission Meeting  
Hearing Room 1  
Wednesday, March 8, 2023  
6:30 p.m.



**Effective March 1, 2023, all City of Oakland boards and commissions will conduct in-person meetings. Please check [www.oaklandca.gov](http://www.oaklandca.gov) for the latest news and [important information about the City's return to in-person meetings.](#)**

Commissioners: Ryan Micik (Chair), Charlotte Hill (Vice-Chair), Alea Gage, Arvon Perteet, Vincent Steele, and Francis Upton IV.

*Note: Under the provision Government Code 54953, Commission Upton IV will attend via telephone from:*

*Holiday Inn*

*Rua Professor Moraes 600 - Room number available upon request at the Front Desk*

*Belo Horizonte, Mg - MG, 30150-370*

*Brazil*

Commission Staff to attend: Suzanne Doran, Acting Executive Director/Lead Analyst; Ana Lara-Franco, Commission Analyst; Simon Russell, Enforcement Chief.

City Attorney Staff: Trish Shafie, Deputy City Attorney.

**PUBLIC ETHICS COMMISSION REGULAR MEETING AGENDA**  
**Revised to include off site location for Commissioner Upton**

- 1. Roll Call and Determination of Quorum.**
- 2. Staff and Commission Announcements.**
- 3. Open Forum.**
  - Please state your name each time you make public comment if you wish it to be included in the meeting minutes.
  - The Commission urges members of the public not to make complaints or ask the Commission to investigate alleged legal violations at public meetings since public disclosure of such complaints or requests may undermine any subsequent investigation undertaken. Contact staff at [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov) for assistance filing a complaint.

**ACTION ITEMS**

- 4. Approval of Commission Meeting Draft Minutes.**
  - a. January 11, 2023, Regular Meeting Minutes ([Meeting Minutes](#))



- b. February 15, 2023, Special Meeting Minutes ([Meeting Minutes](#))

## **DISCUSSION ITEMS**

5. **Reports on Subcommittees and Commissioner Assignments.** Commissioners may discuss subcommittee assignments, create a new subcommittee, or report on work done in subcommittees since the Commission's last regular meeting. Commissioners may also discuss assignments, efforts, and initiatives they undertake to support the Commission's work.
  - a. **Executive Director Selection Subcommittee** (ad hoc, created January 11, 2023) – Ryan Micik (Chair), Arvon Perteet, Francis Upton IV.
  - b. **Outreach Subcommittee** (ad hoc, created on June 8, 2022) – Francis Upton IV (Chair), Charlotte Hill.
  - c. **Measure W Implementation Subcommittee** (ad hoc, created December 14, 2022) – Arvon Perteet (Chair), Charlotte Hill, Francis Upton IV.
6. **Measure W Implementation - Oakland Fair Elections Act.** The Commission will review and discuss the activities necessary to implement Measure W, which passed the ballot on November 8, 2022, and which alters the Commission's staffing, authority, and creates a newly designed public financing program to be administered by the Public Ethics Commission. ([Staff Memo with timeline](#))

## **INFORMATION ITEMS**

7. **Disclosure and Engagement.** Commission Analyst Ana Lara-Franco provides a summary of compliance with disclosure requirements, education and advice, general outreach, and data illumination activities since the last regular Commission meeting. ([Disclosure and Engagement Report](#))
8. **Enforcement Program.** Enforcement Chief Simon Russell provides a summary of the Commission's ongoing enforcement work, including overall caseload status and enforcement-related litigation, as well as an update on complaint or case resolutions/submissions since the last regular Commission meeting. ([Enforcement Report](#); [Dismissal Letter 22-19: In the Matter of Carroll Fife](#))
9. **Executive Director's Report.** Acting Executive Director Suzanne Doran reports on overall priorities and PEC activities, such as budget, staffing, and PEC legislative and policy initiative not covered in other staff reports. ([Executive Director's Report](#))

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**10. Future Meeting Business.** Commissioners and staff may propose topics for action or discussion at future Commission meetings.

### **CLOSED SESSION**

**11. Personnel.** Pursuant to California Government Code section 54957(b), the Commission will meet in Closed Session to consider the appointment or employment of the next Executive Director.

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

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

Members of the public may submit written comments to [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov).

*The following options may be available to observe this meeting:*

- **Television:** KTOP channel 10 on Xfinity (Comcast) or ATT Channel 99, locate City of Oakland KTOP – Channel 10
- **Livestream online:** Go to the City of Oakland's KTOP livestream page here: <https://www.oaklandca.gov/services/ktop-tv10-program-schedule> click on "View"
- **Online video teleconference (via ZOOM):** Click on the link to join the webinar: <https://uso2web.zoom.us/j/84356782713> Please note: the Zoom link and access number are to view/listen to the meetings only, not for participation.
- **Telephone:** Dial (for higher quality, dial a number based on your current location): US: +1 669 900 6833 or +1 346 248 7799 or +1 253 215 8782 or +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592 Webinar ID: 843 5678 2713  
International numbers available: <https://uso2web.zoom.us/j/kcjNykyTac>

Should you have questions or concerns regarding this agenda, or wish to review any agenda-related materials, please contact the Public Ethics Commission at [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov) or visit our webpage at [www.oaklandca.gov/pec](http://www.oaklandca.gov/pec).

*Suzanne Doran*

2/24/23

Approved for Distribution

Date

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PUBLIC ETHICS COMMISSION  
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This meeting location is wheelchair accessible. Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov) or call (510) 238-3593 Or 711 (for Relay Service) five business days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov) o llame al (510) 238-3593 al 711 para servicio de retransmisión (Relay service) por lo menos cinco días antes de la reunión. Gracias.

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議五天前電郵 [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov) or 或致電 (510) 238-3593 或711 (電話傳達服務)。

Quý vị cần một thông dịch viên Ngôn ngữ Ký hiệu Mỹ (American Sign Language, ASL), tiếng Quảng Đông, tiếng Quan Thoại hay tiếng Tây Ban Nha hoặc bất kỳ sự hỗ trợ nào khác để tham gia hay không? Xin vui lòng gửi email đến địa chỉ [ethicscommission@oaklandca.gov](mailto:ethicscommission@oaklandca.gov) or hoặc gọi đến số (510) 238-3593 hoặc 711 (với Dịch vụ Tiếp âm) trước đó năm ngày.

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PUBLIC ETHICS COMMISSION  
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Teleconference  
Wednesday, January 11, 2023  
6:30 p.m.

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Commissioners: Arvon Perteet (Chair), Ryan Micik (Vice-Chair), Charlotte Hill, Joseph Tuman, and Francis Upton IV.

Commission Staff to attend: Suzanne Doran, Acting Executive Director/Lead Analyst; Ana Lara-Franco, Commission Analyst; Simon Russell, Enforcement Chief.

City Attorney Staff: Trish Shafie, Deputy City Attorney.

## **PUBLIC ETHICS COMMISSION REGULAR MEETING MINUTES**

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

The meeting was held via teleconference.

The meeting was called to order at 6:34 p.m.

Members present: Perteet, Micik, Hill, Tuman and Upton IV.

Staff present: Suzanne Doran, Ana Lara-Franco, and Simon Russell.

City Attorney Staff: Tricia Shafie

### **2. Staff and Commission Announcements.**

There were no announcements.

### **3. Open Forum.**

Public comment: There was one public speaker, Ralph Kanz.

A full recording of public comments is available in the meeting video. Video recordings are posted on the meeting webpage, which may be found at [www.oaklandca.gov/pec](http://www.oaklandca.gov/pec).

## **PRELIMINARY ACTION ITEMS**

### **4. Virtual meetings by the Public Ethics Commission.**

Commissioners reviewed the resolution establishing certain determinations to justify

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the ongoing need for virtual meetings following the California State Legislature's adoption and Governor's approval of AB 361 on September 16, 2021.

Public comment: None

Upton moved, and Tuman seconded to approve the renewal of RESOLUTION NO. 23-01.

Ayes: Perteet, Hill, Micik, Tuman, Upton IV.

Noes: None.

Vote: Passed 5-0.

**ACTION ITEMS**

**5. Approval of Commission Meeting Draft Minutes.**

- a. December 14, 2022, Regular Meeting Minutes.

Public comment: None

Micik moved, and Hill seconded to approve the December 14, 2022, Regular Meeting Minutes.

Ayes: Perteet, Hill, Micik, Tuman, Upton IV.

Noes: None.

Vote: Passed 5-0.

**6. Election of Officers (Chair and Vice-Chair) of the Commission.**

Public Comment: None

Perteet moved and Hill seconded to approve the appointment of Ryan Micik as Chair of the PEC for 2023.

Ayes: Perteet, Hill, Micik, Tuman, Upton IV.

Noes: None.

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Vote: Passed 5-0.

Perteet moved and Upton seconded to approve the appointment of Charlotte Hill for Vice-Chair for 2023.

Ayes: Perteet, Hill, Micik, Tuman, Upton IV.

Noes: None.

Vote: Passed 5-0.

#### 7. **New Commissioner Selection.**

The Commission received 8 applications for the PEC- appointed vacancy. Its Recruitment ad hoc subcommittee had conducted interviews and selected three finalists to appear before the full Commission for a public interview. Each finalist was given four minutes to introduce themselves to the Commission, followed by questions from Commissioners.

After all finalists presented and answered questions, the Commission voted to select two new members to begin their three-year term on January 22, 2023.

Public Comment: There was one public speaker, Ralph Kanz.

Commissioners voted and selected Alea Gage to fill the first seat.

Commissioners voted and selected Vincent Steele to fill the second seat.

Micik moved, and Hill seconded to accept both Alea Gage and Vincent Steele as the new commissioners.

Ayes: Perteet, Hill, Micik, Tuman, Upton IV.

Noes: None

Vote: Passed 5-0

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## DISCUSSION ITEMS

**8. Reports on Subcommittees and Commissioner Assignments.** Commissioners may discuss subcommittee assignments, create a new subcommittee, or report on work done in subcommittees since the Commission's last regular meeting. Commissioners may also discuss assignments, efforts, and initiatives they undertake to support the Commission's work.

- a. **Outreach Subcommittee** (*ad hoc*, created on June 8, 2022) – Francis Upton IV (Chair), Charlotte Hill.

Upton shared that they have not met and plan on meeting in March.

- b. **Recruitment Subcommittee** (*ad hoc*, created on October 12, 2022) – Ryan Micik (Chair), Charlotte Hill, Francis Upton IV.

Micik dissolved the *ad hoc* subcommittee.

- c. **Measure W Implementation Subcommittee** (*ad hoc*, created December 14, 2022) – Arvon Perteet (Chair), Charlotte Hill, Francis Upton IV.

Perteet shared that they met on Monday and are moving forward on the timeline Acting Director Doran had provided. Staff is working with the Human Resources Department on adding the new positions.

Public Comment: There was one public speaker, Ralph Kanz.

**9. Executive Director Recruitment.** (Update on Executive Director recruitment process.)

Perteet shared nineteen applications were received for the vacancy.

Perteet created the Executive Director Selection *ad hoc* subcommittee to review the applications. Members: Ryan Micik (Chair), Arvon Perteet, Francis Upton IV.

Public Comment: There was one public speaker, Ralph Kanz

**10. Transparency and Public Records Requests Improving Responsiveness.**

Upton had no updates to share.

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Public Comment: There was one public speaker, Ralph Kanz.

## **INFORMATION ITEMS**

### **11. Disclosure and Engagement.**

Ana Lara-Franco, Commission Analyst, provided a year-end summary of compliance with disclosure requirements, education and advice, general outreach, and data illumination activities, as well as an update on activities since the last regular Commission meeting.

Public Comment: None

### **12. Enforcement Program.**

Simon Russell, Enforcement Chief, provided a year-end summary of the Commission's enforcement work, including overall case status and legal actions, as well as an update on enforcement work since the last regular Commission meeting.

Public Comment: None

### **13. Executive Director's Report.**

Acting Director Doran provided a year-end summary of significant PEC activities not covered in other staff reports including budget, staffing, as well as ongoing PEC legislative and policy initiatives.

Public Comment: None

### **14. Future Meeting Business.**

Commissioners thanked Tuman for his service to the PEC and the City of Oakland.

The meeting adjourned at 9:02 p.m.

## Item 4b - Meeting Minutes

CITY OF OAKLAND  
PUBLIC ETHICS COMMISSION  
One Frank Ogawa Plaza (City Hall)  
Special Commission Meeting  
Teleconference  
Wednesday, February 15, 2023  
6:30 p.m.

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Commissioners: Ryan Micik (Chair), Charlotte Hill (Vice-Chair), Alea Gage, Arvon Perteet, Vincent Steele, and Francis Upton IV.

Commission Staff to attend: Suzanne Doran, Acting Executive Director  
Ana Lara-Franco, Commission Analyst

City Attorney Staff: Trish Shafie, Deputy City Attorney

### **PUBLIC ETHICS COMMISSION SPECIAL MEETING MINUTES**

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

The meeting was held via teleconference.

The meeting was called to order at 6:35 p.m.

Members present: Micik, Gage, Perteet, Steele, Upton IV. Hill arrived at 7:46 p.m.

Staff present: Suzanne Doran and Ana Lara-Franco.

City Attorney Staff: Tricia Shafie.

#### **2. Staff and Commission Announcements.**

Micik welcomed both new commissioners Gage and Steele.

Suzanne Doran, Acting Executive Director, shared that the City of Oakland is currently working to restore services that were impacted due to a ransomware attack. Meetings will resume in person starting March 1, 2023.

#### **3. Open Forum.**

Public comment: Ralph Kanz. A full recording of public comments is available in the meeting video. Video recordings are posted on the meeting webpage, which may be found at [www.oaklandca.gov/pec](http://www.oaklandca.gov/pec).

### **PRELIMINARY ACTION ITEMS**

#### **4. Virtual meetings by the Public Ethics Commission.**

The Commission reviewed and took action to adopt Resolution 23-02, establishing certain



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determinations to justify the need for a virtual subcommittee meeting following the California State Legislature's adoption and Governor's approval of AB 361 on September 16, 2021 (Chapter 165; Statutes of 2021).

Public comment: None.

Perteet moved, and Upton seconded to approve RESOLUTION NO. 23-02.

Ayes: Micik, Gage, Perteet, Steele, Upton IV.

Noes: None.

Absent: Hill.

Vote: Passed 5-0.

#### **ACTION ITEMS**

- 5. Approval of Commission Meeting Draft Minutes.**
  - a. January 11, 2023, Regular Meeting Minutes**

Public comment: Ralph Kanz.

Upton moved, and Perteet seconded to table the item until the next meeting due to a lack of quorum to approve the minutes. Gage and Steele were not present at the January meeting.

Ayes: Micik, Gage, Perteet, Steele, Upton IV.

Noes: None.

Absent: Hill.

Vote: Passed 5-0.

#### **DISCUSSION ITEMS**

- 6. Reports on Subcommittees and Commissioner Assignments.**

- a. Outreach Subcommittee (ad hoc, created on June 8, 2022) – Francis Upton IV



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(Chair), Charlotte Hill.

Upton shared they have not met recently and are working with staff.

- b. Measure W Implementation Subcommittee (ad hoc, created December 14, 2022) – Arvon Perteet (Chair), Charlotte Hill, Francis Upton IV.

Perteet shared they have not met since January but are working with staff on future dates.

- c. Executive Director Selection Subcommittee (ad hoc, created January 11, 2023) - Ryan Micik (Chair), Arvon Perteet, Francis Upton IV.

Micik shared that the Commissioners will meet during closed session to discuss the selection.

Public comment: Ralph Kanz.

#### **7. Cure and Correction:**

The September 14, 2022, Regular Commission meeting agenda included an Executive Director report with the item “Agenda Subscribers Update” in response to Commissioners’ request for follow-up after the discovery that an agenda subscriber did not receive their email copy of the Commission’s public meeting agenda after the PEC’s email subscriber lists were transferred to a new customer relations management system in late May. The report also noted that a representative of the Communications Department would be available to answer questions. Although the report was linked and attached to the agenda, the PEC is issuing this cure and correct out of an abundance of caution to ensure that anyone wishing to give public comment on the item is able to do so.

Public comment: Ralph Kanz.

#### **8. Measure W Implementation Update: Implementation of Measure W - Oakland Fair Elections Act and Public Ethics Commission Amendment to the City Charter.**

Acting Executive Director Doran reported on significant activities related to the implementation of Measure W since the Commission’s last meeting.

Public comment: Ralph Kanz.



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**CLOSED SESSION**

- 9. Personnel.** Pursuant to California Government Code section 54957(b), the Commission will meet in Closed Session to discuss the recruitment and appointment process of the next Executive Director.

Public comment: Ralph Kanz.

The commission went into closed session.

The Commission returned from closed session at 8:46 p.m.

Micik shared that Perteet left at 7:46 p.m. Hill arrived at 7:54 pm.

The meeting adjourned at 8:46 p.m.



# Item 6 - Staff Memo with timeline

Ryan Micik, Chair  
 Charlotte Hill, Vice Chair  
 Alea Gage  
 Arvon Perteet  
 Vincent Steele  
 Francis Upton IV

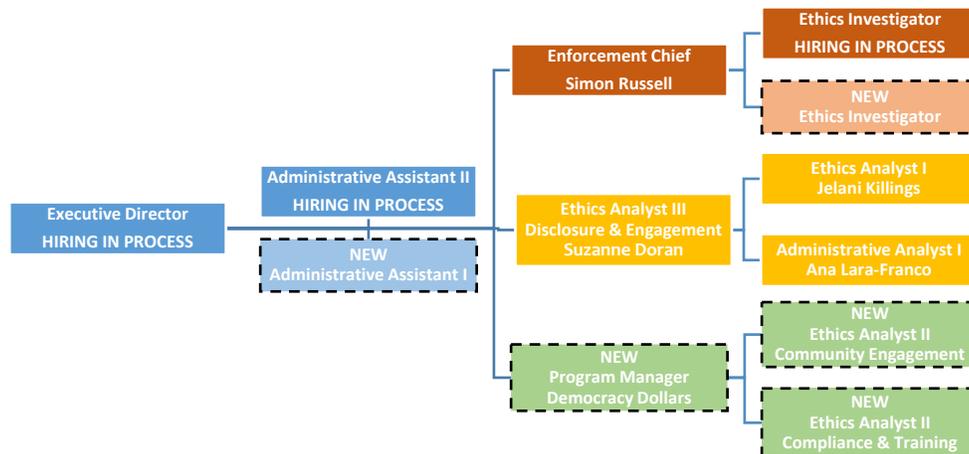
Suzanne Doran, Acting Executive Director

TO: Public Ethics Commission  
 FROM: Suzanne Doran, Acting Executive Director  
 DATE: February 24, 2023  
 RE: Measure W Oakland Fair Elections Act Implementation Update for the March 8, 2023, Regular PEC Meeting

With the passage of Measure W, the Oakland Fair Elections Act, the Public Ethics Commission (PEC or Commission) is planning for a transition of growth in staffing, structure, and responsibilities as administrator of a completely re-designed public financing program. This memorandum provides an update on implementation activities since the last Commission meeting and a timeline for implementation tasks.

## Operational Changes and Tasks

**Budget** – Commission staff submitted its budget proposal to the City administration on February 21, requesting full funding for the Democracy Dollars program including additional staff positions in accordance with the Oakland Fair Elections Act. Staff will be meeting with City administration in the coming weeks regarding these requests as part of the Mayor’s budget development and proposal process that will head to City Council in May. The organization chart below reflects the PEC proposal with new positions shown in the boxes with dotted outlines.



## Administrative Processes and Technology

**Technology** – Staff is reviewing feedback from other City stakeholders and Measure W subcommittee members on the draft business requirements document describing the conditions and capabilities that must be met for the Democracy Dollars technology system. Staff is preparing a request for information (RFI) to gather more information from potential

vendors. Issuing an RFI allows staff to seek information on technology solutions available in the market and potential costs to assist development of a future request for proposals (RFP). It is a request for information only and does not commit the City to contract for service.

**Performance Measures**

Implementation includes defining goals and providing measurements to assesses how well Democracy Dollars Program objectives are achieved. Measures should be service-specific, designed to assess results, and indicate impact. City policy requires measures disaggregate impact for different racial/ethnic groups and communities. Program data needs to link to demographic characteristics by Council District and other geographic units, such as zip code or census track, to measure equity impacts. The table below provides a sample list of outputs (program activities) and measures to initiate discussion.

Program Goals	Program Output	Success Measure
<i>Public funds allow candidates to conduct viable campaigns without relying on wealthy donors, donors outside Oakland, or personal funds.</i>	<ul style="list-style-type: none"> <li>Number of candidates participating in Democracy Dollars program</li> </ul>	<ul style="list-style-type: none"> <li>% of participating candidates</li> <li>% of small contributions increases</li> <li>% of contributions from Oakland residents increases</li> </ul>
<i>Increase candidate engagement with residents.</i>	<ul style="list-style-type: none"> <li>Number of candidate forums</li> <li>Number of vouchers collected directly by campaigns</li> </ul>	<ul style="list-style-type: none"> <li>% of participating candidates</li> <li>% of vouchers collected by campaigns</li> </ul>
<i>Increase resident participation in the campaign process.</i>	<ul style="list-style-type: none"> <li>Number of Democracy Dollars vouchers issued</li> <li>Number of Democracy Dollars vouchers returned</li> <li>Number of community outreach events or attendees at events</li> </ul>	<ul style="list-style-type: none"> <li>% of Democracy Dollars redeemed</li> <li>% increase voter participation</li> </ul>
<i>Program accountability and transparency</i>	<ul style="list-style-type: none"> <li>Program publishes transparency dashboard and webpages</li> <li>Number of program audits conducted</li> </ul>	<ul style="list-style-type: none"> <li>Transparency webpages meet/exceed requirements</li> <li>Program audits meet/exceed requirements</li> </ul>
<i>Program delivery meets deadlines</i>	<ul style="list-style-type: none"> <li>Number of Democracy Dollars distributed to residents</li> <li>Amount of funds issued to candidates</li> </ul>	<ul style="list-style-type: none"> <li>% of Democracy Dollars issued by Program deadlines</li> <li>% of funds issued by Program deadlines</li> </ul>

**Outreach**

As noted in the February 3 update, the Commission will participate in an online panel discussion, “Democracy Dollars: Creating a More Democratic System in Oakland,” on April 20 from 12:30 - 1:30 PM hosted by the San Francisco Bay Area Planning and Urban Research Association (SPUR). Panelists include representatives of the Seattle Ethics and Elections Commission, Common Cause, and the Oakland League of Women Voters. Links to the event will be shared through the PEC’s communication channels when available.

OAKLAND FAIR ELECTIONS ACT – DEMOCRACY DOLLARS PROGRAM

## Implementation Overview with Key Dates

Phase 1: Preliminary Tasks	
Nov 2022 – June 2023 Activities and Outcomes	
Nov 2022	<ul style="list-style-type: none"> <li>✓ Preliminary research and analysis of requirements for program administration.</li> <li>✓ Begin coordination with other City stakeholders and agencies.</li> </ul>
Dec 2022 – Jan 2023	<ul style="list-style-type: none"> <li>✓ 2023 – 2025 fiscal year budget preliminary deliverables including Democracy Dollars (DD) program complete</li> <li>✓ Updates to job specifications and civil service examination process for new staff positions – in progress</li> <li>✓ Business requirements for technology outlined in partnership with ITD</li> <li>✓ Establish advisory group/liason with City Administrator’s office and internal stakeholders</li> </ul>
Feb 2023	<ul style="list-style-type: none"> <li>✓ Submit budget proposal with funding for DD program.</li> <li>• Approval of DD job specifications and exams in partnership with HR. – in progress</li> <li>• Draft tech system RFI and/or RFP in partnership with ITD. – in progress</li> <li>• Determine DD design, printing, and distribution needs – in progress</li> </ul>
Mar 2023	<ul style="list-style-type: none"> <li>• Determine milestones, success metrics for program roll-out.</li> <li>• Develop program webpages to chart implementation progress.</li> <li>• Issue tech system RFI/RFP in partnership with ITD.</li> </ul>
Apr – Jun 2023	<ul style="list-style-type: none"> <li>• Issue RFI/RFP for DD design, printing, and distribution.</li> <li>• Vendor selection and approval in partnership with ITD and Finance Departments.</li> <li>• Vendor selected for printing and mailing of DD packets.</li> <li>• Recruitment for new positions, examination/interview process.</li> <li>• Identify policy questions requiring Commission action prior to 2024 launch.</li> <li>• Ongoing engagement with stakeholders to raise awareness of the DD program and gain input through various available channels.</li> </ul>
Phase 2: Program Foundations	
Jul - Dec 2023	
Jul 2023	<p><b>MILESTONE 1:</b> Program funds budgeted and available for 2023 – 2024.</p> <p><b>MILESTONE 2:</b> Vendor approved; tech system development begins.</p>
Aug 2023	<p><b>MILESTONE 3:</b> New positions filled; staff onboarded.</p> <p><b>MILESTONE 4:</b> Vendor approved for printing and mailing of DD packets.</p> <ul style="list-style-type: none"> <li>• Preliminary development of forms, systems for program administration.</li> <li>• Outreach plan development in partnership with community partners.</li> </ul>
Sep – Oct 2023	<ul style="list-style-type: none"> <li>• DD and packet design selected.</li> <li>• Adopt Commission regulations prior to 2024 launch, as needed.</li> <li>• Outreach and training materials developed for Oakland residents, candidates.</li> <li>• Monitor milestones required for 2024 launch date.</li> </ul>
Nov – Dec 2023	<p><b>MILESTONE 5:</b> DD voucher, packet, and mailing information ready for printing and distribution.</p> <p><b>MILESTONE 6:</b> Tech system MVP tested and ready to deploy.</p>
Phase 3: Program Launch	
Jan - Apr 2024	
Jan – Mar 2024	<ul style="list-style-type: none"> <li>• Tech system live.</li> <li>• DD funds available announced.</li> <li>• Candidate application process begins.</li> <li>• Ongoing outreach to raise awareness of Democracy Dollars program.</li> </ul>

<b>Apr 2024</b>	<ul style="list-style-type: none"><li>• DD distributed to Oakland registered voters by April 1, 2024.</li><li>• Voucher assignment system and public program dashboard live.</li></ul>
<b>May – Nov 2024</b>	<ul style="list-style-type: none"><li>• PEC staff processes DD vouchers, disburses funds to candidates.</li></ul>
<b>Phase 4: Post-election Evaluation</b>	
<b>Dec 2024 - ongoing</b>	<ul style="list-style-type: none"><li>• Candidates return unused funds.</li><li>• Program audit, performance evaluation reports for Commission and City Council.</li><li>• Tech system and outreach development continues, user-experience, data-informed improvements.</li></ul>

# Item 7 - Disclosure and Engagement Report



Ryan Micik, Chair  
Charlotte Hill, Vice Chair  
Alea Gage  
Arvon Perteet  
Vincent Steele  
Francis Upton IV

Suzanne Doran, Acting Executive Director

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TO: Public Ethics Commission  
FROM: Jelani Killings, Ethics Analyst  
Ana Lara Franco, Commission Analyst  
Suzanne Doran, Acting Executive Director  
DATE: February 24, 2023  
RE: Disclosure and Engagement Monthly Report for the March 8, 2023, Meeting

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This memorandum provides a summary of major accomplishments in the Public Ethics Commission's (PEC or Commission) Disclosure and Engagement program activities since the last monthly meeting. Commission staff disclosure activities focus on improving online tools for public access to local campaign finance and other disclosure data, enhancing compliance with disclosure rules, and conducting data analysis for PEC projects and programs as required. Engagement activities include training and resources provided to the regulated community, as well as general outreach to Oakland residents to raise awareness of the Commission's role and services and to provide opportunities for dialogue between the Commission and community members.

## Filing Officer – Compliance

**Campaign Finance Disclosure** – January 31 was the deadline for campaign committees to file their campaign statements (FPPC Form 460) covering the period from October 23 through December 31, 2022. All active campaign committees registered with the City of Oakland must file. Ninety percent of committees have now filed their campaign statements. Outreach to bring four non-filers into compliance is ongoing. Campaign statements are available to view and download at the [PEC's Public Portal for Campaign Finance Disclosure](#).

**Lobbyist Registration and Reporting Program** – The Oakland Lobbyist Registration Act (LRA) requires any person that qualifies as a lobbyist to register annually with the Public Ethics Commission before conducting any lobbying activity. It also requires lobbyists to submit quarterly reports disclosing their lobbying activities to ensure that the public knows who is trying to influence City decisions. The annual lobbyist registration deadline passed on January 31. To date, there are 63 individuals registered to lobby the City of Oakland in 2023.

The 2022 fourth quarter lobbyist activity report deadline passed on January 30. To date, 63 reports have been filed. Commission staff is reaching out to three possible non-filers to gain

## Item 7 - Disclosure and Engagement Report

compliance and/or clarify filing status. At the time of writing the OakApps system is offline and the Lobbyist Registration portal is not available. Once services are restored, lobbyist registration and activity reports may be viewed online at the [PEC's Lobbyist Dashboard and Data webpage](#).

### Advice and Engagement

**Advice and Technical Assistance** – Staff continues to respond to requests for advice and technical assistance. Performance data will be reported once access to the PEC's performance tracking tools is restored.

**New Employee Orientation** – Staff continues to make presentations at the City's monthly New Employee Orientation (NEO) providing new employees with an introduction to the PEC and overview of the Government Ethics Act (GEA).

**Supervisory Academy** – On January 26, staff presented and facilitated an ethics discussion for the City's quarterly Supervisory Academy. The discussions are intended to allow for more meaningful dialogue concerning ethical values in decision making with a focus on identifying ethical dilemmas that City staff face in carrying out their daily duties. Staff provided an overview of the Government Ethics Act including conflicts of interests, gift restrictions, and post-employment restrictions.

**Government Ethics Training for Form 700 Filers** – On January 19, PEC staff conducted a live Government Ethics Training for Form 700 Filers via Zoom. The training was hosted by the Department of Human Resources (HR) and served as an alternative for employees that have not completed the PEC's mandatory online training.

**City Council Orientation** – On January 11, staff participated in an orientation for City Councilmembers organized by Council President Bas and the City Attorney's Office. PEC staff gave an overview of the Commission and briefly shared about the laws within our jurisdiction. Councilmembers were provided with a checklist of activities to complete including filing Form 700, completing ethics training, and scheduling a time to meet with PEC staff one on one.

**Form 700 Compliance** – On January 13, PEC staff met with the City Clerk's Office to discuss opportunities to collaborate on Form 700 compliance. The joint effort seeks to improve compliance among required filers by sharing data between offices, issuing joint communications, and updating the City's Conflict of Interest Code. Next steps include reviewing data to assess department compliance with requirements to categorize employees by Form 700 filer status. In addition, the Department of Human Resources Management continues its effort to synchronize City systems (Oracle and NEO GOV) to ensure an accurate Form 700 filers list and tracking mandatory ethics training for Form 700 filers.



Ryan Micik, Chair  
Charlotte Hill, Vice Chair  
Alea Gage  
Arvon Perteet  
Vincent Steele  
Francis Upton IV

Suzanne Doran, Acting Executive Director

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TO: Public Ethics Commission  
FROM: Simon Russell, Enf. Unit Chief  
DATE: February 24, 2023  
RE: Enforcement Program Monthly Report for the March 8, 2023, PEC Meeting

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### **Current Enforcement Activities**

Due to the ransomware attack and associated security measures, Enforcement staff is unable to access its electronic files containing aggregate caseload data. As such, we are unable to provide our regular monthly caseload statistics. Once access to our electronic files is restored, we will provide an update covering caseload trends since December 21, 2022 (the date of the most recent Enforcement Unit Program report prior to the ransomware attack).

### **Case and Complaint Resolutions or Submissions**

Since the last Enforcement Unit Program report on December 21, 2022, the following Enforcement matters have been resolved or submitted to the Commission for its decision:

1. **In the Matter of Carroll Fife (PEC No. 22-19).** On November 4, 2022, the PEC received a formal complaint alleging that District 3 City Councilmember Carroll Fife had (1) failed to report a financial interest in a nonprofit of which she was alleged to be an officer, (2) served as an officer of a nonprofit that allegedly engaged in Paycheck Protection Program (PPP) fraud, and (3) had a financial conflict of interest when she voted on a legal settlement between the City of Oakland and a nonprofit organization of which she was alleged to be an officer. Enforcement staff conducted a preliminary review of the allegations and found (1) that there is insufficient evidence that Councilmember Fife was an officer of, or received annual income over \$500 from, the nonprofit in question; therefore she had no reporting requirement on her Form 700s; (2) the PEC lacks jurisdiction over the PPP allegation (complainant has been referred to other authorities with appropriate jurisdiction); and (3) there is insufficient evidence that Councilmember Fife was an officer of, or received any income over \$500 from, the nonprofit entity involved in the legal settlement; therefore she had no financial conflict of interest. Accordingly, Enforcement staff

has dismissed the complaint, and its current status is now “Closed.” (See Attachment)

### Legal Actions/Litigation

Since the last Enforcement Unit Program report on December 21, 2022, the following public court actions have been submitted or scheduled by or on behalf of the Enforcement Unit:

1. **In the Matter of City of Oakland Public Ethics Commission v. Mark Hung Tran (Alameda County Case No. RG20075540).** On December 22, 2022, this matter was dismissed by request of the PEC.
2. **In the Matter of City of Oakland Public Ethics Commission v. Margaret Tran (Alameda County Case No. RG20075526).** On December 22, 2022, this matter was dismissed by request of the PEC.
3. **In the Matter of City of Oakland Public Ethics Commission v. Charlie Ngo (Alameda County Case No. RG20070117).** On January 25, 2023, the parties filed a “Stipulation to Continue Hearing on Contempt of Court.” A hearing in this matter is scheduled for March 29, 2023, at 1:30 PM in Department 511.
4. **In the Matter of City of Oakland Public Ethics Commission v. Harriet Hutchinson (Alameda County Case No. 22CV019951).** A Hearing on Petition To Enforce Investigative Subpoena is scheduled for February 28, 2023, at 10:00 AM in Department 14.

Except where otherwise noted, no allegations have yet been proved or admitted in any of the above matters, and the existence of these cases and associated litigation should not be taken as an indication that the potential respondent(s) necessarily violated any laws. This information is being provided for the PEC’s informational purposes only.

# Item 8a - Dismissal Letter 22-19: In the Matter of Carroll Fife



CITY OF OAKLAND

ONE FRANK H. OGAWA PLAZA • CITY HALL • 1<sup>ST</sup> FLOOR, #104 • OAKLAND • CA 94612

Public Ethics Commission  
Enforcement Unit

(510) 238-3593  
FAX (510) 238-3315  
TDD (510) 238-3254

January 13, 2023

Carroll Fife  
Councilmember, District 3



Via email: [Redacted]

## Re: Public Ethics Commission Complaint No. 22-19; Notice of Dismissal

To Councilmember Carroll Fife:

On November 4, 2022, the City of Oakland Public Ethics Commission (PEC) received a complaint (#22-19) alleging that you had a position in, or derived financial benefit from, a nonprofit organization called Affect Real Change (ARC). The complaint further alleged that ARC is the same entity as, or closely related to, another entity called Community Ready Corps (CRC), and that:

1. CRC may have submitted a fraudulent application for federal Paycheck Protection Program (PPP) relief funds in or around 2020-2021; and
2. You had a conflict of interest when you voted on July 5, 2022, to approve a civil settlement between the City of Oakland and CRC, among other plaintiffs.

I am writing to inform you that the PEC has completed its preliminary review of the complaint and has dismissed it with no further action. We did this because there was either insufficient evidence to support the allegations, and/or the PEC lacks jurisdiction over a particular allegation. For more detail, you can consult the dismissal letter that we sent to the complainant, a copy of which is attached here pursuant to our Complaint Procedures.

No action is necessary on your part; this letter is just a courtesy notice.

We are required to inform the Public Ethics Commission of the resolution of this matter at an upcoming public meeting, as part of our regular monthly update on Enforcement actions. The date/time and agenda of that meeting will be posted on the Commission's website in advance

**March 8, 2023, PEC Meeting Agenda Packet Pg. 22**

## Item 8a - Dismissal Letter 22-19: In the Matter of Carroll Fife

PEC Dismissal Letter, 22-19

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of the meeting. The report will be purely informational, and no action will be taken by the Commission regarding this matter, which is now closed. However, you are welcome to call-in to that meeting to listen and/or give public comment if you wish. You may also submit written comments to us before that meeting, and we will add them to the meeting materials.

If you have any questions regarding this matter, please feel free to contact me at (510) 424-3200 or [srussell@oaklandca.gov](mailto:srussell@oaklandca.gov).

Sincerely,

*Simon Russell*

Simon Russell  
Chief of Enforcement  
City of Oakland Public Ethics Commission

/Enclosure

# Item 8a - Dismissal Letter 22-19: In the Matter of Carroll Fife



CITY OF OAKLAND

ONE FRANK H. OGAWA PLAZA • CITY HALL • 1<sup>ST</sup> FLOOR, #104 • OAKLAND • CA 94612

Public Ethics Commission  
Enforcement Unit

(510) 238-3593  
FAX (510) 238-3315  
TDD (510) 238-3254

January 13, 2023

Ryan Lester

[REDACTED]  
[REDACTED]

Via email: [REDACTED]

## Re: Public Ethics Commission Complaint No. 22-19; Notice of Dismissal

To Ryan Lester:

On November 4, 2022, the City of Oakland Public Ethics Commission (PEC) received your complaint (#22-19) alleging that City Councilmember Carroll Fife has a position in, or derives financial benefit from, a nonprofit organization called Affect Real Change (ARC). Your complaint further alleged that ARC is the same entity as, or closely related to, another entity called Community Ready Corps (CRC), and that:

1. CRC may have submitted a fraudulent application for federal Paycheck Protection Program (PPP) relief funds in or around 2020-2021; and
2. Councilmember Fife had a conflict of interest when she voted on July 5, 2022, to approve a civil settlement between the City of Oakland and CRC, among other plaintiffs.

The PEC has completed its preliminary review of the allegations and found that there is either insufficient evidence to support them, or the PEC lacks jurisdiction. I will explain our findings and reasoning for each allegation below.

### *Alleged Position in ARC*

Your complaint states that Councilmember Fife was an officer of ARC from 2015-2019. Although not expressly stated in the complaint, the complaint implies that Councilmember Fife has continued to serve as an officer of ARC since 2019. If so, she may have had to report this on her annual Form 700 (Statement of Economic Interests) if ARC was a for-profit entity doing business in Oakland or if she received income of \$500 or more from ARC.

## Item 8a - Dismissal Letter 22-19: In the Matter of Carroll Fife

PEC Dismissal Letter, 22-19

Page 2 of 4

However, ARC's business registration filings with the California Secretary of State confirm that she was no longer an officer of ARC at least as of December 4, 2020. Councilmember Fife did not assume office on the City Council until 2021, and she had no obligation to report any former business positions on her Form 700s after assuming office.

Before becoming a Councilmember, Fife did serve on the City's Affordable Housing & Infrastructure Bond Public Oversight Committee (I-BOND). As a member of that body, she was required to file Form 700s. However, because ARC is a nonprofit, she was not required to list her position with ARC as a "business position" on her Form 700.<sup>1</sup> She would have been required to report any income above \$500 received from ARC, but neither your complaint nor (as explained in more detail below) Councilmember Fife's tax records indicate that she received any income from ARC during her time on the I-BOND. Therefore, she was under no obligation to report ARC as a source of income.

### *Alleged PPP Fraud*

Regarding the allegation of PPP fraud, the PEC has no jurisdiction over the PPP program and takes no position on that allegation. Allegations of PPP fraud should be made to the Office of the Inspector General at the federal Small Business Administration.<sup>2</sup> Furthermore, as explained below, there is no evidence that Councilmember Fife has a position in CRC, so the PEC also lacks personal jurisdiction over this allegation, as it appears that the alleged fraud concerns an entity in which she has no position.

More generally, none of the laws enforced by the PEC give us jurisdiction over allegations of private fraud, so long as the alleged fraud does not affect the City government or an Oakland electoral campaign. Allegations of private fraud should be made to the District Attorney.

### *Alleged Conflict of Interest re: CRC Settlement*

Regarding Councilmember Fife's alleged conflict of interest in voting upon a civil settlement affecting CRC, your complaint provides no evidence that Councilmember Fife had any position in, or received any financial benefit from, CRC. ARC and CRC are separate entities, as evidenced by the documents included with your complaint (Secretary of State ID numbers 3903069 and 5117824, respectively).<sup>3</sup> But even if they were related entities for purposes of Oakland's conflict of interest laws, there is no evidence that Councilmember Fife had a position with, or received any income from, either entity at the time she voted on the

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<sup>1</sup> Cal. Govt. Code § 82005; FPPC Martin Advice Letter, No. 4-99-289.

<sup>2</sup> The complaint form can be found at <https://www.sba.gov/about-sba/oversight-advocacy/office-inspector-general/office-inspector-general-hotline>

<sup>3</sup> As shown in your complaint, there is also an entity called Affect Real Change Safety Ready Corps (SOS ID # 4684464). The PEC downloaded all of its business registration filings from the Secretary of State; none of them make any reference to Councilmember Fife as an officer, director, or agent of the company.

## Item 8a - Dismissal Letter 22-19: In the Matter of Carroll Fife

PEC Dismissal Letter, 22-19

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settlement in 2022. As noted in your complaint, Councilmember Fife has not been an officer of ARC since December 4, 2020, about a year and a half before the CRC settlement vote took place.

Your complaint also provides no evidence that Councilmember Fife received any form of income from either ARC or CRC in the twelve months leading up to the settlement vote. Nevertheless, the PEC did reach out to Councilmember Fife and she confirmed that she did not receive any income of \$500 or more (the threshold for a conflict of interest based upon income received) from either ARC, CRC, or any of the other named plaintiffs in the civil settlement.

Though not required to do so, Councilmember Fife also voluntarily provided the PEC with copies of her tax returns (Form 1040) and W-2 information covering tax years 2019-2021. Councilmember Fife's tax information confirms that she received no income in those years from ARC, CRC, or any other person or entity involved in the CRC settlement. Her tax returns also confirm that she was unmarried in 2019-2021, and therefore could not have had a conflict of interest via a spouse.

It should also be noted that your complaint erroneously states that CRC "received part of a \$1.5 million settlement" upon which Councilmember Fife voted. An examination of the settlement agreement available on the City Council's public online records database shows that CRC received \$0 in the settlement agreement.<sup>4</sup> While the PEC finds no reason to doubt the accuracy of Councilmember Fife's statements to the PEC and tax information provided, the negligible financial impact of Councilmember Fife's vote upon CRC gives the PEC little reason to investigate further into the Councilmember's personal finances.

We are required to inform the Public Ethics Commission of the resolution of this matter at an upcoming public meeting, as part of our regular monthly update on Enforcement actions. That meeting date/time and agenda will be posted on the Commission's website in advance of the meeting. The report will be purely informational, and no action will be taken by the Commission regarding this matter, which is now closed. However, you are welcome to call-in to that meeting to listen and/or give public comment if you wish. You may also submit written comments to us before that meeting, and we will add them to the meeting materials.

Thank you for bringing this matter to our attention. If you have other questions regarding this matter, please feel free to contact me.

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<sup>4</sup> <https://oakland.legistar.com/View.ashx?M=F&ID=11012394&GUID=41FD5142-E8DA-46C5-9D69-D6A66B471293>

## Item 8a - Dismissal Letter 22-19: In the Matter of Carroll Fife

PEC Dismissal Letter, 22-19

Page 4 of 4

Sincerely,

*Simon Russell*

Simon Russell, Enforcement Chief  
City of Oakland, Public Ethics Commission  
(510) 424-3200  
[srussell@oaklandca.gov](mailto:srussell@oaklandca.gov)



## Item 9 - Executive Director's Report

Ryan Micik, Chair  
Charlotte Hill, Vice Chair  
Alea Gage  
Arvon Perteet  
Vincent Steele  
Francis Upton IV

Suzanne Doran, Acting Executive Director

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TO: Public Ethics Commission  
FROM: Suzanne Doran, Acting Executive Director  
DATE: February 24, 2023  
RE: Executive Director's Monthly Report for the March 8, 2023, PEC Meeting

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This memorandum provides an overview of the Public Ethics Commission's (PEC or Commission) significant activities not included in other program reports since the last regular meeting. The attached overview of Commission Programs and Priorities includes the ongoing goals and key projects for 2023 for each program area.

### Upcoming Matters

Over the next few months, Commission staff will be focused on the following administration-related activities:

**Budget** – Commission staff submitted its budget proposal to the City administration, requesting funding for the Democracy Dollars program be appropriated to the Commission budget in accordance with the Oakland Fair Elections Act, as well as five additional positions to staff the new program and address expanding enforcement caseload. City administration asked departments to identify new revenue sources to address a projected budget shortfall. A staff memo with options for a lobbyist registration fee for consideration by the Commission will be included in an upcoming agenda. Staff will be meeting with City administration in the coming weeks regarding these requests as part of the Mayor's budget development and proposal process that will head to City Council in May.

**Staffing** – Interviews for the Commission Administrative Assistant as well a Temporary Investigator and Management Intern/Law Clerk to support the Enforcement Program were completed in February. Offers have been made to fill all three positions, and Staff hopes to complete the hiring process in the coming month.

**Annual Report** – PEC staff is in the process of drafting the Commission's annual report for 2022, for review and potential approval at the Commission's April meeting.

**New Commissioners/Onboarding** – In January, the Commission welcomed two new Commissioners selected by the PEC through its annual public recruitment process at the end of 2022, Alea Gage and Vincent Steele. Staff will provide a three-hour orientation to our newest commissioners in the coming month. One additional Commission seat remains open, to be filled by the Mayor.

**City Attorney and City Auditor Salary Calculation** – Oakland voters approved Measure X, Good Governance Charter Reform, in November 2022, which added setting the salaries of the City Auditor and City Attorney to the Commission's duties. In February, staff met with the Director of Human Resources to discuss the methodologies for the salary calculations and information sources for the positions identified in the new Charter language in preparation for a staff memo to the Commission.

Attachments: Commission Programs and Priorities.

**Item 9 - Executive Director's Report  
PUBLIC ETHICS COMMISSION  
Programs and Priorities 2023**

<b>Program</b>	<b>Goal</b>	<b>Desired Outcome</b>	<b>Program Activities</b>	<b>2023 Major Projects</b>
<b>Lead/ Collaborate (Policy, Systems, Culture)</b>	PEC facilitates changes in City policies, laws, systems, and technology and leads by example to ensure fairness, openness, honesty, integrity, and innovation.	Effective campaign finance, ethics, and transparency policies, procedures, and systems are in place across City agencies	<ul style="list-style-type: none"> <li>○ Lead Measure W implementation</li> </ul>	<ul style="list-style-type: none"> <li>○ Public Records Performance Tool</li> <li>○ GSPP project re contractor pay-to-play restrictions and improving disclosure</li> </ul>
<b>Educate/ Advise</b>	Oakland public servants, candidates for office, lobbyists, and City contractors understand and comply with City campaign finance, ethics, and transparency laws.	The PEC is a trusted and frequent source for information and assistance on government ethics, campaign finance, and transparency issues; the PEC fosters and sustains ethical culture throughout City government.	<ul style="list-style-type: none"> <li>● Regular ethics training</li> <li>● Information, advice, and technical assistance</li> <li>● Targeted communications to regulated communities</li> <li>● New trainings as needed for diversion</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop Democracy Dollars training resources for candidates</li> <li>○ Collaboration with Clerk and HR on process improvements for ethics onboarding/exit and Form 700 compliance</li> <li>○ Public Records training</li> </ul>
<b>Outreach/ Engage</b>	Citizens and regulated community know about the PEC and know that the PEC is responsive to their complaints/questions about government ethics, campaign finance, or transparency concerns.	The PEC actively engages with clients and citizens demonstrating a collaborative transparency approach that fosters two-way interaction between citizens and government to enhance mutual knowledge, understanding, and trust.	<ul style="list-style-type: none"> <li>● Public Records mediations</li> <li>● Commissioner-led public outreach</li> <li>● Outreach to client groups – targeted training and compliance</li> <li>● PEC social media outreach</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop content to reflect Measure W changes and Democracy Dollar Program</li> <li>○ Develop Democracy Dollars Community Engagement plan</li> </ul>
<b>Disclose/ Illuminate</b>	<p>PEC website and disclosure tools are user-friendly, accurate, up-to-date, and commonly used to view government integrity data.</p> <p>Filing tools collect and transmit data in an effective and user-friendly manner.</p>	<p>Citizens can easily access accurate, complete campaign finance and ethics-related data in a user-friendly, understandable format.</p> <p>Filers can easily submit campaign finance, lobbyist, and ethics-related disclosure information.</p>	<ul style="list-style-type: none"> <li>● Monitor compliance (campaign finance/lobbyist/ticket use)</li> <li>● Proactive engagement with filers</li> <li>● Technical assistance</li> <li>● Assess late fees/refer non-filers for enforcement</li> <li>● Maintain data assets</li> </ul>	<ul style="list-style-type: none"> <li>○ Democracy Dollars admin system development</li> <li>○ Democracy Dollars performance tracking and public data development</li> <li>○ Updates to Ticket Distribution (Form 802) database</li> </ul>

## Item 9 - Executive Director's Report

Program	Goal	Desired Outcome	Program Activities	2023 Major Projects
<b>Detect/ Deter</b>	PEC staff proactively detects potential violations and efficiently investigates complaints of non-compliance with laws within the PEC's jurisdiction.	Public servants, candidates, lobbyists, and City contractors are motivated to comply with the laws within the PEC's jurisdiction.	<ul style="list-style-type: none"> <li>• Process and investigate complaints</li> <li>• Initiate proactive cases</li> <li>• Collaborate/coordinate with other government law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>○ Digital complaint form/mediation request</li> <li>○ Improve Enforcement database</li> </ul>
<b>Prosecute</b>	Enforcement is swift, fair, consistent, and effective.	Obtain compliance with campaign finance, ethics, and transparency laws, and provide timely, fair, and consistent enforcement that is proportional to the seriousness of the violation.	<ul style="list-style-type: none"> <li>• Prioritize cases</li> <li>• Conduct legal analyses, assess penalty options</li> <li>• Negotiate settlements</li> <li>• Make recommendations to PEC</li> </ul>	<ul style="list-style-type: none"> <li>○ Resolve 2016 and 2017 case backlog</li> <li>○ Review/revise policies for release of public information and election-related complaints</li> <li>○ Develop internal Enforcement staff manual</li> </ul>
<b>Administration/ Management</b>	PEC staff collects and uses performance data to guide improvements to program activities, motivate staff, and share progress toward PEC goals.	PEC staff model a culture of accountability, transparency, innovation, and performance management.	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Budget proposal</li> <li>• Ongoing professional development and staff reviews</li> <li>• Fill staff vacancies</li> <li>• Commissioner onboarding</li> </ul>	<ul style="list-style-type: none"> <li>○ 2023 – 2025 strategic plan preparation/retreat</li> <li>○ Develop process for City Attorney and City Auditor Salary Adjustment</li> </ul>