

City of Oakland Public Ethics Commission



ANNUAL REPORT 2018

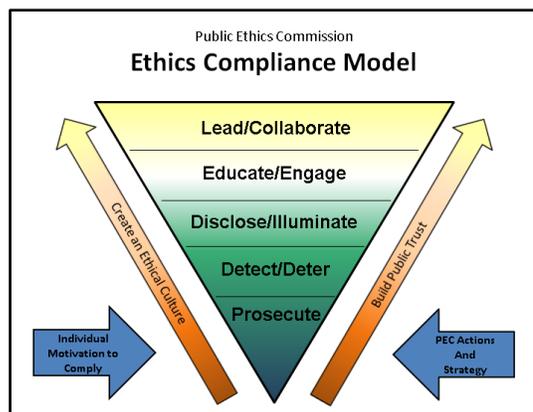
Public Ethics Commission
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ALIGNING SYSTEMS TO ENSURE COMPLIANCE

The Public Ethics Commission (PEC or Commission) uses a comprehensive approach, shown to the right, that aligns education, engagement, disclosure, and enforcement activities to ensure compliance with the City of Oakland's government ethics, campaign finance, transparency, and lobbyist registration laws that aim to promote fairness, openness, honesty, and integrity in City government.

In 2018, this aligned model was exemplified in the PEC's campaign finance work. During the Commission's first full election cycle as the City of Oakland's official filing officer for campaign statements in 2018, the PEC educated and supported candidates and committees in filing required data, made that data easily accessible to Oakland voters, and used that data to proactively identify, investigate and resolve most campaign finance cases before the election. This seamless process that focused on support first, then timely enforcement at the level of penalty commensurate to the violation, resulted in better, faster, and more accurate compliance as well as quicker enforcement of 2018 election-related violations.



2018 Highlights

- **Candidate/committee treasurer training** – Commission staff partnered with the California Fair Political Practices Commission to provide a comprehensive training on state and local campaign laws for candidates and committees participating in the 2018 election.
- **Campaign data illuminated** – in partnership with OpenOakland, the City's local Code for America civic hacker brigade, the Commission launched its 2018 edition of www.OpenDisclosure.io, an online application that consolidates campaign data in a user-friendly, understandable format for Oakland voters.
- **Advice and technical assistance calls rise again** – Commission staff responded to over 400 requests for advice or assistance with campaign finance, ethics, and transparency compliance.
- **Expanded enforcement** – the enforcement team continued to expand its breadth and depth by utilizing a range of enforcement options, including auditing and seeking immediate compliance and resolution of 22 campaign-related matters, and completing and publicizing almost all election-related cases before the election.
- **Campaign process redesign** – the Commission partnered with Maplight, UC Berkeley, and the Bay Area Political Equality Collaborative to explore barriers to engagement by low-income communities and communities of color, and conducted research and outreach to learn about options for policy and operational changes to broaden engagement in the political process.

As evidenced by the above highlights and the content within this report, the Commission is in an entirely different place heading into 2019 and toward the five-year anniversary of the Commission's augmented authority and staffing approved by Oakland voters in November 2014. Meanwhile, this report summarizes the Commission's work in 2018, an election year in which the Commission established its role as educator, compliance officer, data illuminator, investigator, enforcer, and overall leader in shaping compliance with campaign finance laws and initiating a conversation about how to expand and diversify civic engagement in the campaign process.

PEC MISSION AND ACTIVITIES

The Public Ethics Commission was created in 1996 to ensure fairness, openness, honesty and integrity in City government. The PEC's work is governed by local ordinances in three main areas: campaign finance, transparency, and ethics. The Commission's authority and ability to do its work is guided by the provisions outlined in the City Charter, as amended in 2014, as well as in each relevant ordinance, listed as follows:

- Oakland Campaign Reform Act
- Sunshine Ordinance
- Limited Public Financing Act
- Lobbyist Registration Act
- False Endorsement in Campaign Literature Act
- Government Ethics Act
- Conflict of Interest Code



TRANSFORMATION IN 2014

The legislative changes made in 2014 were designed to equip the Commission with more authority, independence, and resources to ensure compliance with ethics, transparency, and campaign finance laws.

Oakland City Charter:

Measure CC was adopted by Oakland voters on November 4, 2014, to amend the Oakland City Charter to augment the authority, independence, and staffing of the Public Ethics Commission. The new provisions became effective on January 1, 2015, and the new staff positions were budgeted in July 2015.

Government Ethics Act:

In December 2014, City Council approved the PEC's proposed Oakland Government Ethics Act, to consolidate government ethics rules into one local ordinance and to enhance education and enforcement of those rules in and around City Hall.

The Commission's activities, and the six-person staffing structure provided by the 2014 City Charter changes, are organized per the following ethics compliance framework to ensure a strong, effective, and fair ethics commission:

Lead/Collaborate – Lead by example and facilitate City policy, management, and technological changes to further the Commission's mission.

Educate/Engage – Provide education, advice, technical assistance, and formal legal opinions to promote awareness and understanding of the City's campaign finance, ethics, and transparency laws.

Disclose/Illuminate – Facilitate accurate, effective, and accessible disclosure of government integrity data, such as campaign finance reporting, conflicts of interest/gifts reports, and lobbyist activities, all of which help the public and PEC staff monitor filings, view information, and detect inconsistencies or noncompliance.

Detect/Deter – Conduct investigations and audits to monitor compliance with the laws within the Commission's jurisdiction.

Prosecute – Enforce violations of the laws within the Commission's jurisdiction through administrative or civil remedies.

LEAD AND COLLABORATE

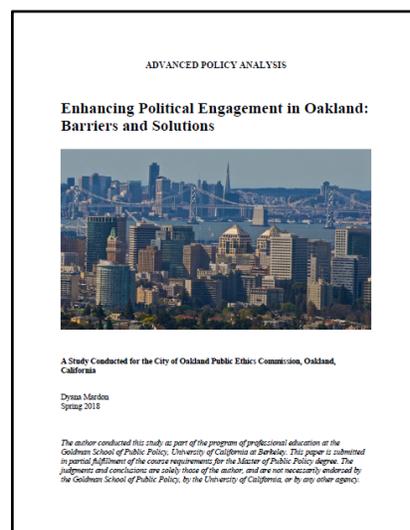
The Commission leads by example and employs collaborative approaches to facilitate changes in City laws, policies, systems, and technology to ensure fairness, openness, integrity, and innovation. A collaborative approach aims to leverage the efforts of City and community partners to enhance government integrity. Such an approach also recognizes that lasting results in transparency and accountability are achieved not through enforcement alone, but through a comprehensive strategy that aligns all points in the administration of City government – including clear laws, policies and process, effective management and use of staff resources, technology that facilitates desired outcomes, and an understanding of staff culture and citizen expectations.

CAMPAIGN PROCESS REDESIGN – COMMUNITY ENGAGEMENT

The Commission’s Campaign Finance subcommittee’s ongoing work in 2018 included research and outreach to **solicit input regarding the City’s existing campaign finance process and civic participation in the candidate campaign system.** The goal of the Campaign Finance subcommittee is to create meaningful reforms to local campaign finance and public financing laws, for City Council consideration, that will give all communities an equal opportunity to participate in and influence our local democracy.

Campaign finance data shows clear disparities among racial, socio-economic, and geographic populations participating in the campaign process in recent years (for which data has been collected electronically). In 2018, the Campaign Finance subcommittee began to **explore barriers to participating in the political process as experienced by community members, especially those from low-income communities and communities of color.**

As part of this work, Commission staff partnered with UC Berkeley Goldman School of Public Policy graduate student Dyana Mardon to **conduct research regarding how to enhance political engagement in Oakland candidate campaigns.** Ms. Mardon’s report provided background information and recommendations based on interviews with candidates and organizations in Oakland, and her work included creation of a survey tool to solicit input from Oaklanders city-wide. Commissioners and staff implemented the survey tool online and at events around town, receiving roughly 500 initial responses. This outreach work continues into 2019.



ENABLING LOBBYIST REGISTRATION FILING COMPLIANCE AND ACCESS

Per recent changes to the Lobbyist Registration Act, the Commission became the filing officer for lobbyist registration forms in January 2018, facilitating the Commission’s ability to **ensure compliance with filing requirements, support filers in their duty to file reports, and enforce deadlines and requirements.** It also allowed Commission staff to **make changes to enhance public access to lobbyist registration reports** by creating a portal for users to view reports online.

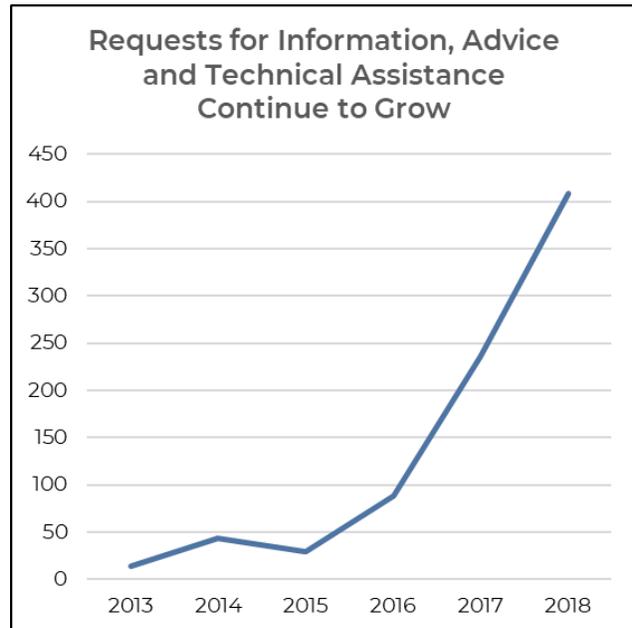
EDUCATE AND ENGAGE

Prevention activities consist of education, outreach, and online information to facilitate compliance with government integrity laws. The Commission educates and advises candidates for local elective office, elected officials, appointed officials, City staff, lobbyists, people doing business with Oakland, City residents, businesses, and organizations.

ADVICE AND ASSISTANCE

In 2018, Commission staff **responded to a record 408 requests for information, advice or assistance** regarding campaign finance, ethics, or lobbyist registration issues. That’s a 73 percent increase over requests in 2017 (251) and a thirty-fold increase over 2013 (14).

2018 was the Commission’s first election cycle as filing officer, allowing our team to **provide direct assistance to candidates and committees**. As a result, Commission staff responded to four times the number of campaign-related requests in 2018 than in the last two election years combined. Of the 408 requests received in 2018, nearly two-thirds (261) were campaign-related questions, mostly from treasurers, candidates, and law firms seeking to comply with campaign finance laws. Other questions were from City staff and officials, lobbyists, members of the public, and others regarding about misuse of public resources, gift restrictions, conflicts of interests, and lobbying rules, to name a few.

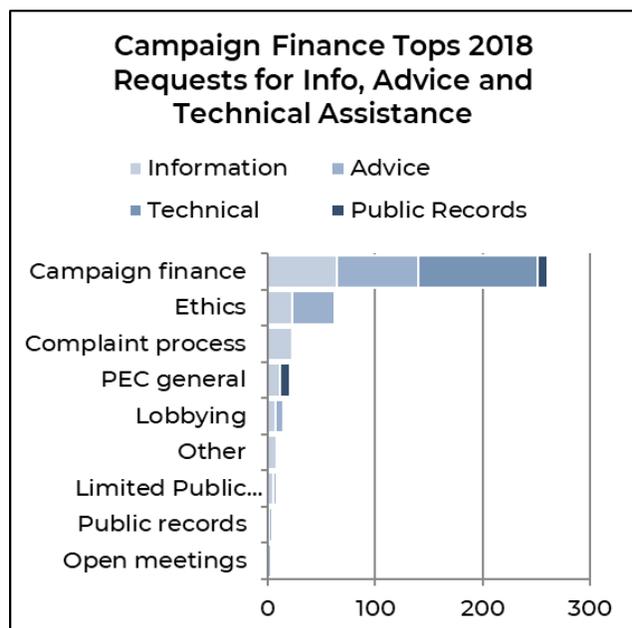


CAMPAIGN FINANCE TRAINING

Commission staff **proactively connected with candidates and committees early, often, and ongoing throughout the election season**, including a one-on-one orientation for all candidates as they initiated their campaign filings, as well as monthly reminders and comprehensive trainings.

PEC staff **partnered with the Fair Political Practices Commission in April 2018 to provide a joint, comprehensive candidate and treasurer training** on on both state and local campaign rules, reaching 25 local candidates/committees.

Commission staff also **provided public financing training to candidates and their campaign staff** in August to promote participation in the 2018



Limited Public Financing (LPF) program for District City Council candidates. A total of 21 candidates and/or campaign representatives attended the training, representing 14 of the 15 City Council candidates certified to appear on the 2018 ballot.

ETHICS TRAINING

Commission staff continued offering regular ethics trainings upon request, with an increase in the number of training attendees by 28 percent over last year.

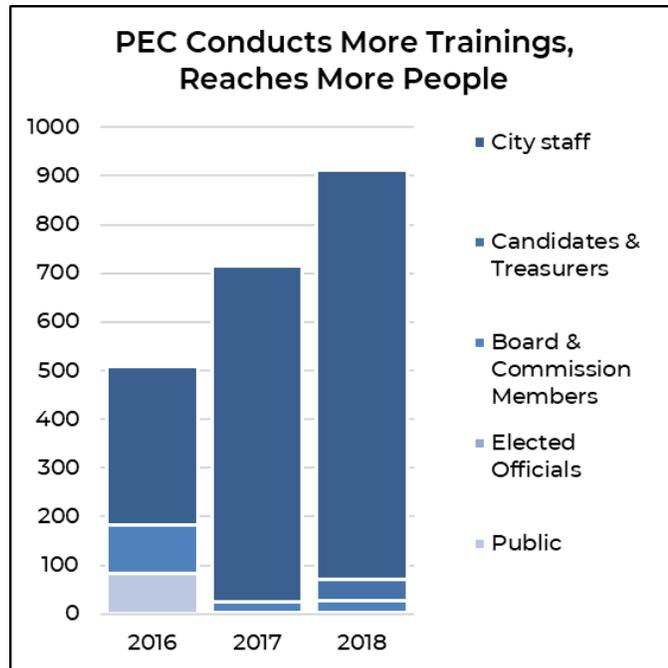
New Employee Orientation – Commission staff presented an overview of the City’s Government Ethics Act and Commission services at every New Employee Orientation provided by the City. A total of 12 presentations in 2018 reached roughly 333 new employees.

In-Person Trainings – PEC staff trained 160 new employees of the Oakland Parks, Recreation, and Youth Development Department during their summer staff orientation and conducted ethics training specific to ballot measure activities and misuse of City resources for 115 library staff and 15 members of the library commission in relation to the June ballot measure for the Oakland library.

Supervisor Academy – Commission staff partnered with the the City’s Department of Human Resources Management (DHRM) to include ethics training at the Supervisor Academies, which provide training to supervisors on City policies and procedures, internal systems, and leadership skills relating to day-to day-supervision. This forum allowed PEC staff to dive into discussions of ethical issues, scenarios and skills-based training to deal with ethical dilemmas with over 40 supervisor-level City employees in 2018.

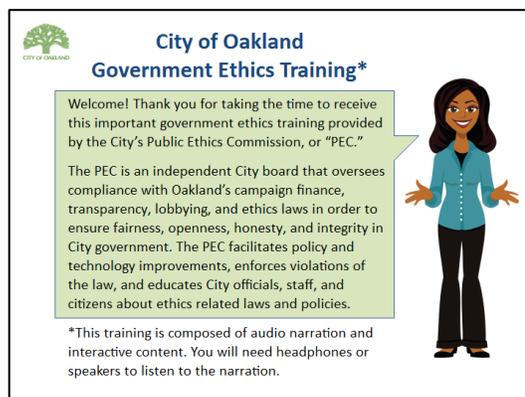
Board and Commission Support – Commission staff provided introductory ethics trainings to City board and commission members as part of a program that began in 2016. This past year, staff presented the Government Ethics Act and overview of PEC services to members of the newly created Affordable Housing and Infrastructure Public Oversight Committee and the Oakland Fund for Children and Youth Oversight Committee.

Commission staff further joined with the Mayor’s office, City Clerk, and City Attorney to conduct a comprehensive training for City Boards and Commissions staff liaisons who provide administrative support to City boards. The training covered all relevant laws and responsibilities, including Sunshine and GEA requirements, pertaining to boards and commissions to ensure understanding and compliance, and attendees received copies of the PEC’s Boards and Commission Members Handbook to share with their members.



ONLINE ETHICS TRAINING

The PEC's **newly created one-hour online ethics training for the City's Form 700 filers** launched in early 2018. The comprehensive training includes interactive training modules that provide case studies, hypothetical scenarios, and short quizzes to increase Oakland public servants' comprehension of local and state ethics laws. In collaboration with the City's Department of Human Resources Management (DHRM) the training was integrated with the City's learning management system, Target Solutions, so that employees could access the training online.



A total of 190 employees completed the online training through Target Solutions in 2018, far short of the Commission's goal to ensure the training was delivered to all staff, officials, and board and commission members, as well as consultants contracting with the City. While the exact number of City employees required to file Form 700 is unknown, Commission staff estimates that between 500-750 employees should be filing the Form, leaving a gap of 300 to 500 not completing the training.¹

While the creation, launch, and City Administrator support of the Commission's online ethics training for Form 700 filers was an accomplishment, ensuring actual delivery of ethics training to all Form 700 filers remains a priority into 2019.

OUTREACH AND PUBLICATIONS

Commissioners and staff **presented at three public events reaching over 200 Oaklanders** including community events such as the Art and Soul Festival and OpenOakland's Annual CityCamp. Commissioners, staff and volunteers also **conducted nearly 70 in-person surveys with Oakland residents** as part of the project to explore how campaign finance policy could improve public engagement.

The Commission **made substantial revisions to two comprehensive guides** that are intended to assist the regulated community in complying with local laws: the Lobbyist Registration Act Guide and the Limited Public Financing Program Guide.

PEC staff also **published the sixth edition of its *Public Trust* newsletter** highlighting the Commission's activities to keep the Commission's regulated community and the general public informed about the Commission's work. The PEC newsletter was distributed to 1,428 email subscribers, and shared widely via social media and the Commission's website, with hard-copies in the PEC office and circulated during community outreach.

¹ This estimate is a result of two lists available: one from the City Clerk which includes 1,025 names of individuals who filed Form 700's with the Clerk's Office in 2017 (270 of which appear to be no longer employed with the City based on email error messages), and one from the Department of Human Resources Management that reflects employees who were entered into the City payroll system as being required to file a Form 700 (triggered by a check-off box on the New Employee Entry Record). The latter list indicates 499 employees whose forms noted they were Form 700 filers, 1,642 that were marked as not a filer, and 3,007 that were left blank with neither "yes" nor "no" checked on the form, out of a total of 5,148 City employees.

DISCLOSE AND ILLUMINATE

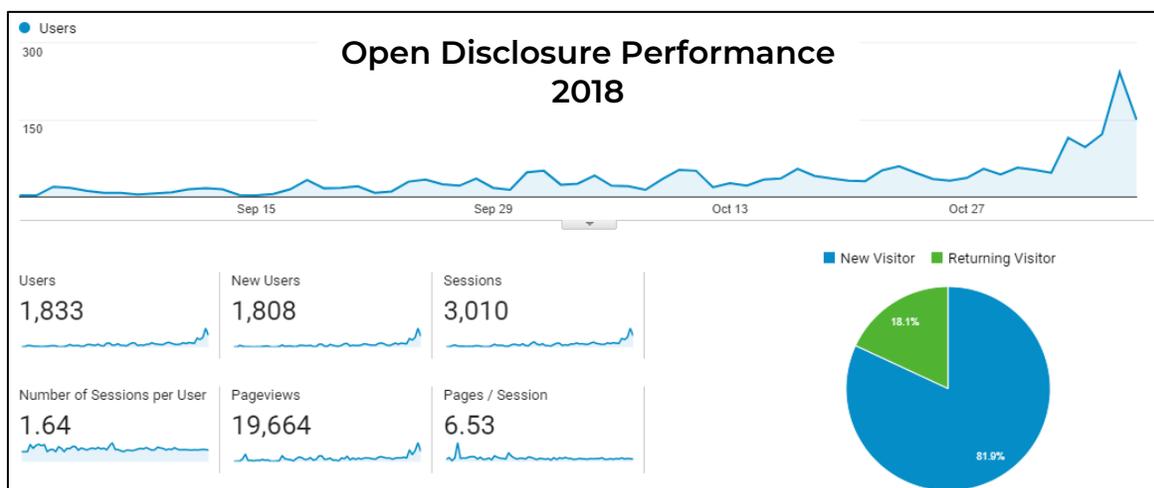
The Commission's Disclosure Program aims to help candidates submit required data and ensure Oaklanders can easily access campaign finance and ethics-related data and information that is accurate, user-friendly, and understandable so that the public and the PEC may monitor filings, view information, and detect inconsistencies or noncompliance. This program utilizes a collaborative transparency approach, which reaches beyond the traditional minimum of providing copies of filings. The Commission proactively shares data in user-centered formats, invites participation and feedback, and facilitates shared discussion around community needs.

ENSURING ACCURATE REPORTING AND EFFECTIVE DISCLOSURE

With 2018 being the Commission's first election year as campaign filing officer, PEC staff **implemented a comprehensive compliance program** that includes direct support for candidates and committees as well as continued oversight and review of filings to ensure strict compliance. In all, Commission staff **processed and reviewed nearly 1,000 campaign-related filings** during 2018 and **assessed \$2,330 in late fees against ten filers**. In addition to facial review, Commission staff **utilized campaign finance data** for the first time to screen for potential contribution violations during the pre-election period enabling resolution of enforcement referrals prior to the election.

As of December 2018, the City of Oakland had 91 active committees required to file periodic campaign disclosure statements, 54 candidate and officeholder committees, 21 general purpose committees, 10 primarily-formed ballot measure committees, 4 independent expenditure committees, and 2 primarily-formed candidate committees.

The Commission again **partnered with Open Oakland volunteers and launched the updated www.OpenDisclosure.io campaign finance app** in September showing the flow of money in Oakland's 2018 elections in an easy to understand, interactive format. New features provided a more comprehensive picture of campaign spending by highlighting independent expenditures to support and oppose candidates and providing links to view contributors to those committees in addition to those of candidates. 1,808 new users visited and actively engaged with the site generating 3,010 sessions and 19,664 pageviews between September 1 and November 6.



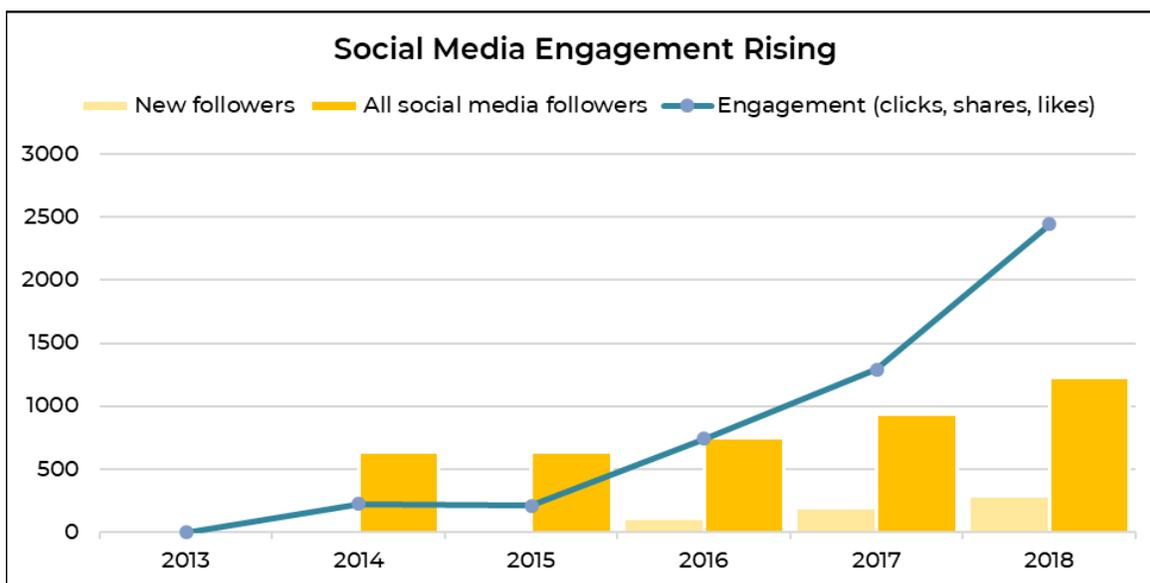
ILLUMINATING LOBBYIST DISCLOSURE REPORTS

In 2018, City Council adopted the PEC's proposed amendments to the Oakland Lobbyist Registration Act (LRA) to change the location for filing lobbyist forms from the City Clerk's Office to the Public Ethics Commission. As of January 2018, all Oakland lobbyist forms and reports must be filed with the Public Ethics Commission. In 2018, **45 lobbyists submitted 186 lobbyist reports to the PEC disclosing over \$1,815,978** in compensation received by lobbyists to influence City officials; 27 contributions to Oakland officials solicited by registered lobbyists were reported.

The PEC team **worked to solidify filing officer processes** such as noticing deadlines, tracking non-filers, enforcement referrals, and records management. PEC staff **utilized Netfile to provide searchable online public access to filings for the first time**, with staff **uploading prior years' filings** to the public access system. Staff improved the content on Commission webpages for lobbyist rules, registration and disclosure and sent targeted communications to lobbyist filers to raise awareness of the change in filing officer and highlight online resources for lobbyists, such as fillable report forms. As with behested payment data collection and disclosure, staff continues to explore options for improving e-filing and disclosure of lobbyist information.

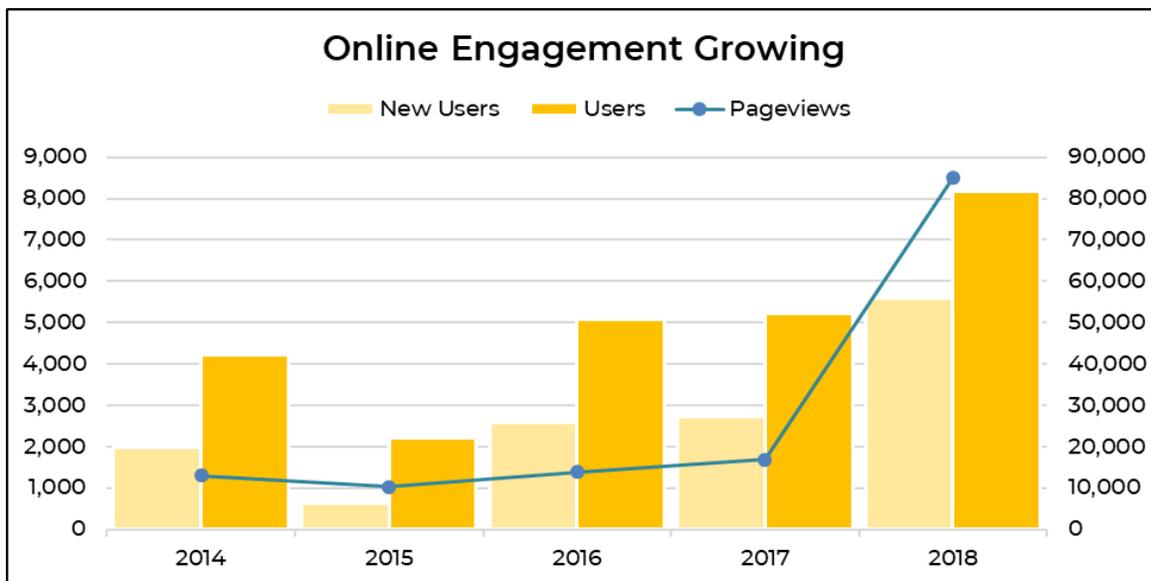
ONLINE ENGAGEMENT AND OUTREACH

In 2018, Commission staff continued highlighting specific PEC policy areas, activities or client-groups via social media and saw a positive increase in followers and engagement with PEC-content. Social media posts generated over 200,000 impressions (views of PEC content) and almost 2,500 user engagements (likes, shares or retweets, clicks on links, and new followers). PEC social media followers continued to grow, with nearly 300 new followers joining in 2018.



After a multi-year process, the City of Oakland launched a new website content management system (CMS) in early 2018 aimed at improving accessibility of website content and maximizing the success of user searches. Staff worked diligently to **complete the transition by the launch date** and the new website, www.OaklandCA.gov/pec, went live on April 23rd as the first City department to complete the migration process and sunset its legacy site. Staff **restructured and enhanced learning elements**

on the PEC website to expand education resources to PEC clients and help users quickly find information about laws under the PEC’s jurisdiction. New users and views of PEC content on the new site showed a strong increase over prior years.²



PAYMENTS MADE AT THE BEHEST OF CANDIDATES

California law requires Oakland elected officials to file an FPPC Form 803 report with the PEC any time they fundraise or otherwise solicit payments of \$5,000 or more for a legislative, governmental or charitable purpose, usually from a person to a nonprofit organization. Since assuming filing officer duties in 2017, the PEC **received approximately 80 filings that disclose over \$25 million in payments** at the behest of elected Oakland officials. Commission staff **worked with the City’s IT Department (ITD) to develop and test a prototype** for an online filing system in 2018, and staff **expanded the NetFile campaign filing system** to allow users to search for and view Behested Payment filings online. Staff continues to explore options to create a more effective e-filing and disclosure process for this data.

² 2018 website analytics include users and views of both the legacy and new website and the structure of the www.oaklandca.gov website multiplied the number of PEC webpages and therefore the number of pageviews. 2019 results will provide a more accurate baseline for future online engagement.

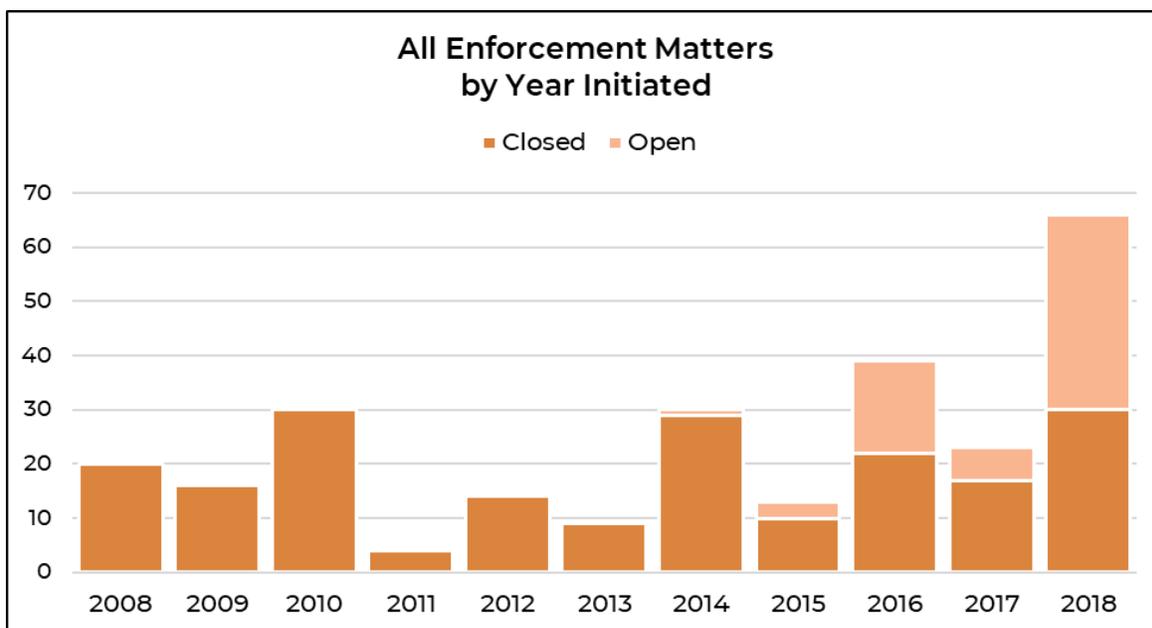
ENFORCEMENT

The Commission conducts investigations, holds public hearings, issues subpoenas, and imposes fines and penalties as provided for by ordinance. City ordinances give the Commission the authority to impose penalties for violations of ethics laws, campaign finance laws, and lobbyist registration requirements. The Commission also can mediate or recommend “cure and correction” for violations of public records and open meetings laws, respectively.

HIGH VOLUME OF ENFORCEMENT

The Commission’s enforcement caseload more than doubled between 2017 and 2018, with Commission staff **reviewing or initiating a total of 66 allegations** of potential violations in 2018. This compares to 23 in 2017, 39 in 2016, 13 in 2015, 30 in 2014, nine in 2013, 14 in 2012, and four in 2011.

The total number of allegations reviewed or initiated in 2018 breaks down as follows: Commission staff **received a record 46 formal complaints submitted by members of the public** alleging violations of campaign finance, conflicts of interest, open meetings, public records, and other ethics-related laws.



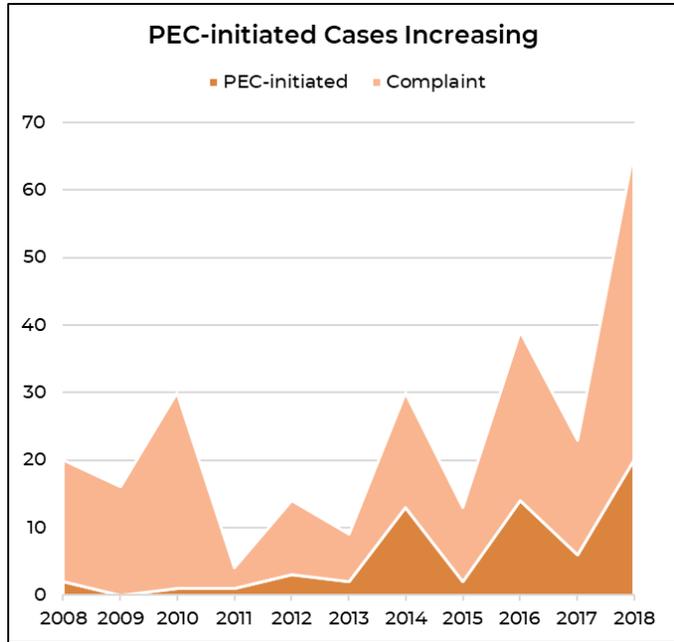
Every formal complaint received in 2018 was **acknowledged in writing by enforcement staff**, and analyzed and investigated to varying degrees depending on the nature of the allegations and the extent to which additional documentation was deemed necessary. This includes obtaining additional information from the complainant, respondent, and other sources to determine whether to dismiss or recommend further action to the PEC.

ENFORCEMENT PRIORITIES

The Commission continued to prioritize enforcement activities based on the following considerations to determine priority level: 1) the extent of Commission authority to issue penalties; 2) the impact of a Commission decision; 3) public interest, timing, and relevancy; and 4) Commission resources.

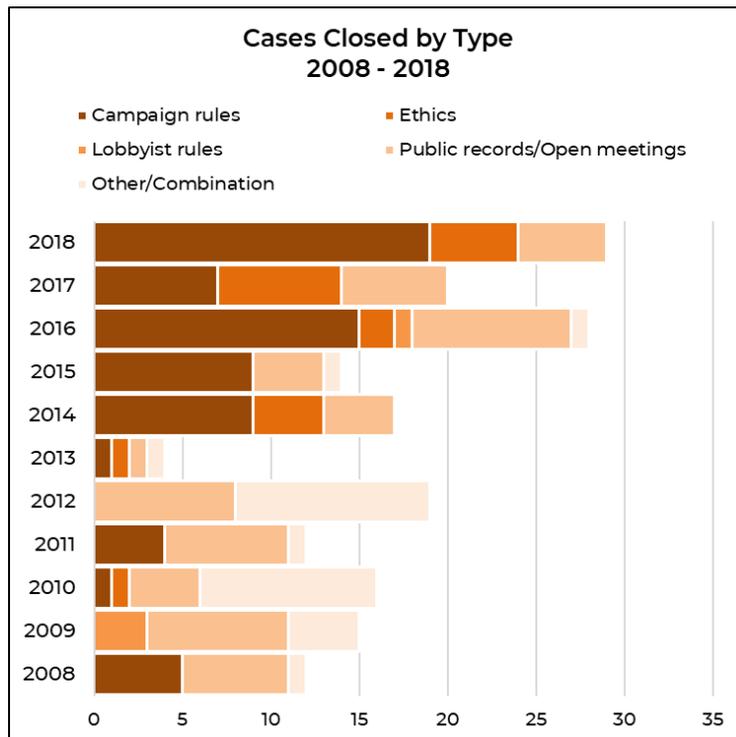
PROACTIVE ENFORCEMENT

Commission staff **opened 20 cases proactively** based on hearing or reading of suspicious activities, receiving anonymous tips, or obtaining information from third parties. Proactive cases show that the Commission is aggressively investigating possible violations without waiting for a complaint to be submitted. In some cases this year, Commission staff proactively **opened a case before a complaint was submitted**, resulting in more timely enforcement during an election season. Recent trends show that proactive cases have constituted 30 percent of all cases opened in the past 5 years, compared with .04 percent over the 1997-2013 timeframe.



CASE COMPLETIONS SHOW ELECTION SEASON, ETHICS FOCUS

During the last few months before the November 2018 election, Enforcement staff **coordinated with the Commission’s filing officer to review and seek compliance with contribution limits** across all campaigns. The Enforcement team **found 25 contribution limit violations** and worked expeditiously to resolve and bring 22 of these cases to the Commission and the public in advance of the election.



Commission staff also **continued to bring important ethics matters to resolution** or on to the next step in the process, including final completion of a conflict of interest administrative prosecution against a City Councilmember and a 47-count investigation and finding of probable cause against a City employee for self-dealing, bribery, and conflicts of interest allegations.

Following adoption of the Government Ethics Act in 2014, which codified and strengthened ethics laws locally while equipping the PEC with authority to enforce ethics laws, ethics-related cases have been prioritized first alongside election-related campaign finance cases. This is due to the importance of the subject matter as well as the lack of PEC authority, and

therefore lack of attention, to ethics violations historically. These kinds of cases continue to be a priority for the PEC, as ethics cases such as bribery, misuse of public resources, conflicts of interest, unlawful gifts, and failure to report gifts, tickets, or outside income typically are more serious, more complex, and more impactful than cases in other issue areas.

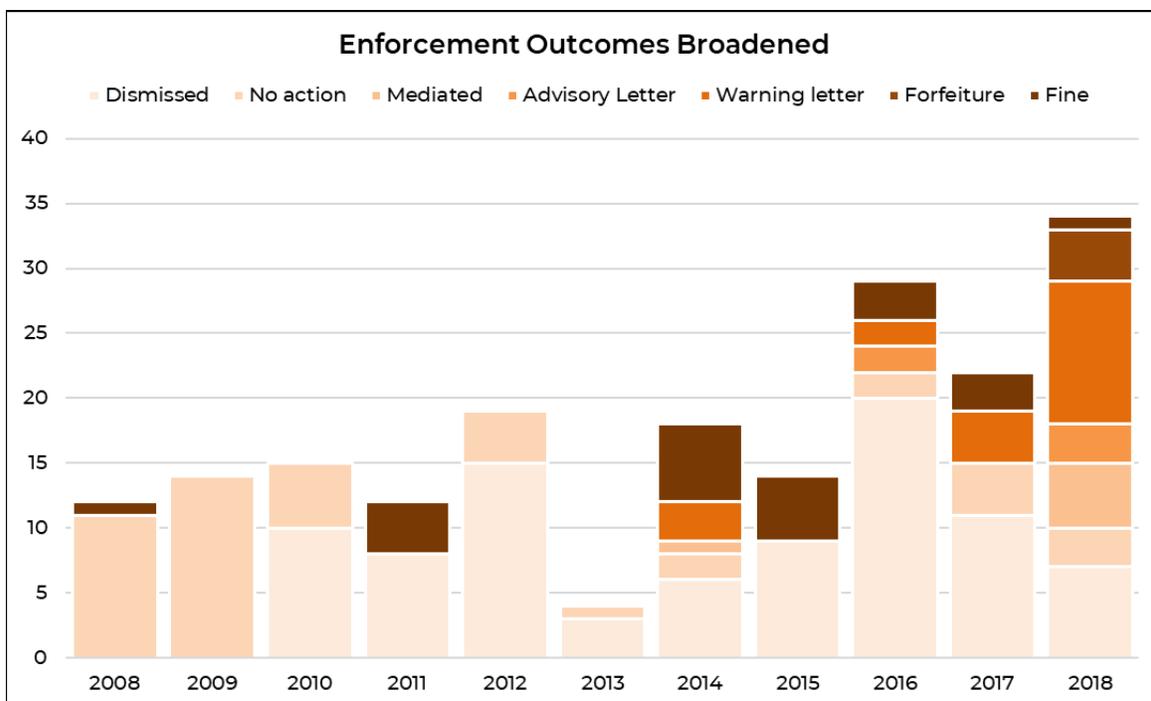
In addition, the Commission hired a law clerk to assist with mediation requests, **completing five successful mediations in 2018** in which the requestors were satisfied with the records they received.

ENFORCEMENT ACTIONS SHOW BREADTH AND DEPTH

By the end of 2018, the Commission **resolved 34 cases and imposed a \$2,550 fine and \$5,425 in forfeitures**. The 34 cases the Commission closed in 2018 were resolved as follows:

- One fine
- Four forfeitures of contributions received over the contribution limit
- 11 warning letters
- Three advisory letters
- Five mediations completed (Public Records Requests)
- Three cases closed after an investigation and legal review found no violation
- Seven complaints dismissed following a preliminary review, with Commission staff finding no cause of action within the Commission’s jurisdiction

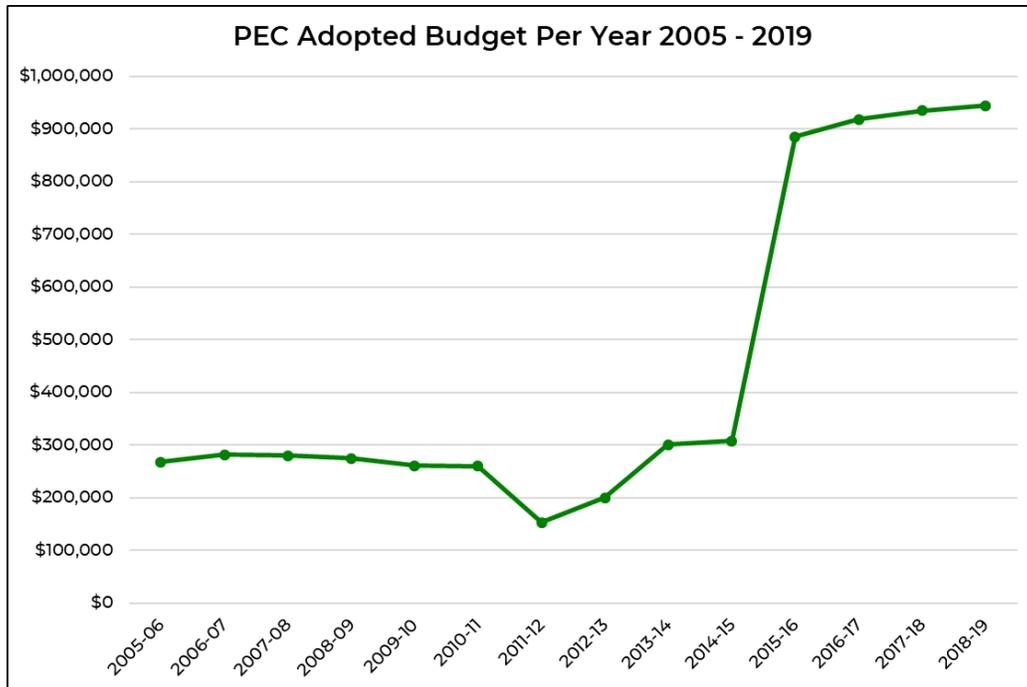
The enforcement team’s work this year continues to grow in depth and breadth compared with past years, showing a broader spread of enforcement tools utilized including forfeiture of contributions received inadvertently over the limit as well as completion of an administrative hearing, proving the Commission ready and able to proceed through the full enforcement process where necessary. This array of enforcement actions, combined with expanded ethics enforcement authority, again demonstrates a stronger, more diverse, and more agile enforcement program than in prior years.



ADMINISTRATION

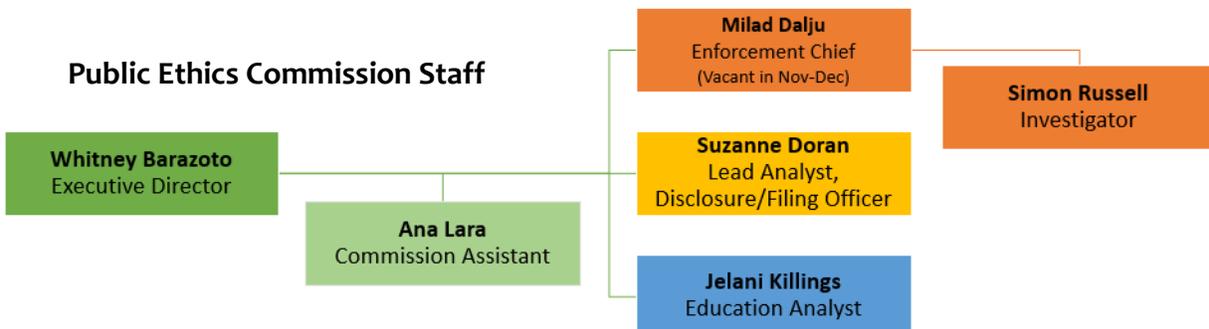
BUDGET

The adopted budget for the Commission was \$934,746 for Fiscal Year 2017-18 and \$966,466 for Fiscal Year 2018-19. The Commission’s budget had tripled in 2015 because of the voter-approved City Charter amendment in 2014 that strengthened the Commission’s authority, independence, and staffing, with funding effective July 2015 for six full-time positions.



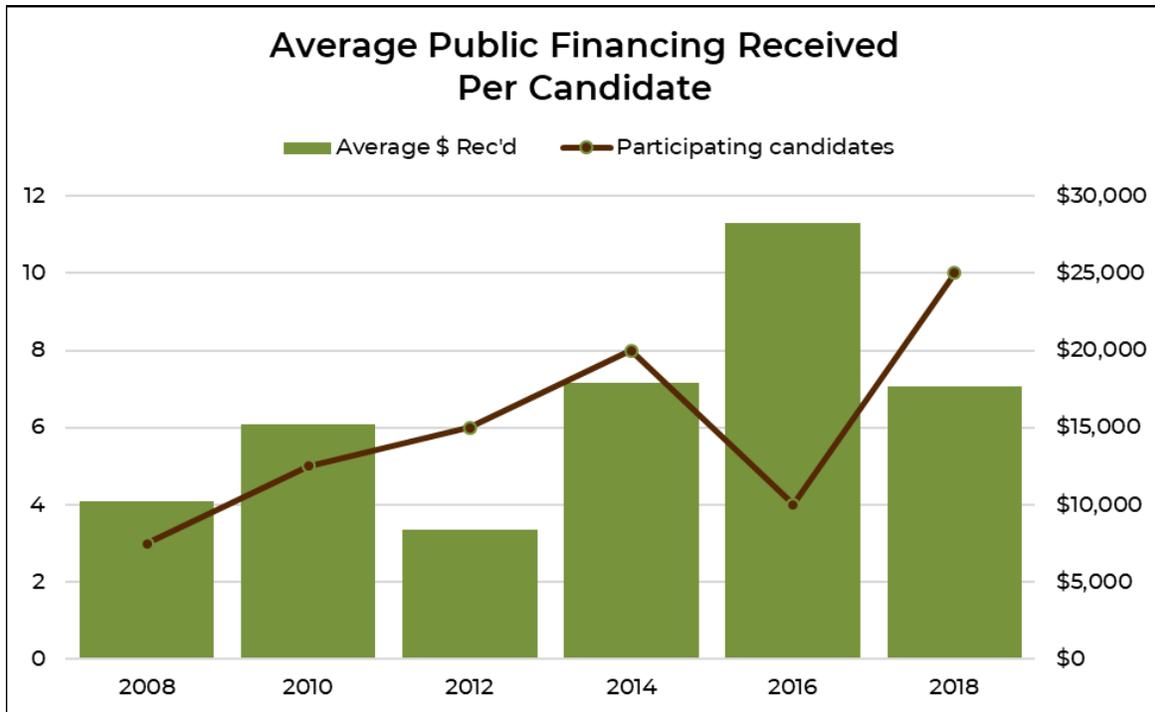
STAFFING

Commission staff are responsible for the Commission’s day-to-day operations, including investigations and enforcement casework, education and advice, data collection and illumination activities, and law and policy projects. Staff continue to **participate in ongoing professional development**, including opportunities through U.C. Berkeley, California State Bar, Alameda County Law Library, International Association for Public Participation, the City of Oakland, and Code for America.



PUBLIC FUNDS FOR CANDIDATES

As part of the Commission’s administrative activities, staff **managed the Oakland Limited Public Financing (LPF) program** for the 2018 election and **distributed \$176,489 (96 percent) of the available funds to ten candidates**. Through the LPF program candidates for City Council district seats may apply to receive public money via reimbursement for eligible campaign expenses. Ten of the 15 City Council candidates certified to appear on the 2018 ballot participated, with each receiving all or most of the \$18,345 that was available per candidate to help fund their respective campaigns.



2018 COMMISSIONERS

Jonathan Stein, Chair

City Auditor Appointee 1/22/2016 - 1/21/2019

Jonathan Stein is head of the voting rights program at Asian Americans Advancing Justice - Asian Law Caucus and was formerly a voting rights attorney at the ACLU of California. His work is focused on increasing access to California's democracy for historically disenfranchised communities, including communities of color, low-income communities, people with disabilities, young people, and the formerly incarcerated. He is the Chair of the Board of Directors of the government reform nonprofit organization California Common Cause.



While studying to receive his master's in public policy and J.D. from UC Berkeley, Mr. Stein served as the Student Regent on the University of California's Board of Regents, advocating for the interests of 230,000 student constituents across the UC system. At Berkeley Law, Mr. Stein was a member of the Men of Color Alliance and the South Asian Law Student Association. Prior to graduate school, Mr. Stein spent four years at Mother Jones magazine as a researcher, assistant editor, blogger, and campaign correspondent during the 2008 presidential elections.

Jodie Smith, Vice-Chair

Commission Appointee 6/22/2017 - 1/21/2020



Jodie Smith is an attorney with Moscone Emblidge & Otis LLP in San Francisco. She specializes in resolving civil disputes, especially public law issues. She was a fellow in the California Attorney General's Civil Law Division, a clerk in the Oakland City Attorney's Office, and an extern for the Honorable Joseph C. Spero, U.S. District Court, Northern District of California. Prior to practicing law, Jodie worked in and around state government as the Public Policy Director for Texans Care for Children, an analyst in the Texas House of Representatives, a public servant in two agencies, and an adjunct instructor in Government at Austin Community College.

Ms. Smith graduated from Texas Christian University in political science and continued on to the Harvard Kennedy School of Government for a Master of Public Policy degree. She later moved to California, where she obtained her law degree from U.C. Hastings College of the Law. Ms. Smith chairs the Civic & Judicial Appointments Committee of the Queen's Bench Bar Association and represents young people in school expulsion matters with Legal Services for Children.

Jill Butler

City Attorney Appointee 11/13/2018 - 1/21/2021

Jill Butler is a Manager of System wide Human Resources at the University of California (UC) Office of the President. In this role, she manages a system-wide compliance policy that ensures Senior Management executives' outside activities do not pose a reputational risk nor Conflict of Interest or Commitment to the University. She is responsible for enforcing the policy and educating Senior Management executives, UC Regents and Human Resources staff at the University's ten campuses and medical centers.



Ms. Butler has over 10 years of public policy and legal experience having held Counsel and Legislative Affairs positions in the United States Congress, Social Security Administration and the American Federation of State, County and Municipal Employees (AFSCME). She graduated from U.C. Berkeley with a B.A. in Political Science, and she earned her J.D. from Seattle University School of Law.

Lisa Crowfoot

Mayoral Appointee 1/22/2017 - 1/21/2020

Lisa Crowfoot is an attorney who has practiced law and been engaged in California for almost two decades. She currently enjoys doing legal work for an international solar and storage company that is a leading innovator in the space. Previously, she was a partner at a national law firm where her litigation practice focused on representing and counseling design professionals, builders and developers. In that practice, Ms. Crowfoot gained experience regarding the various rules, regulations and limits that apply to both public servants and those seeking to do business with public entities. She also gained an appreciation for the importance of transparency and openness in governance. She joined the Public Ethics Committee with the hope of strengthening Oakland by helping to ensure fairness, openness, honesty and integrity in government.



Ms. Crowfoot obtained her B.A. degree in English Literature from the University of Colorado, Boulder and her J.D. degree from Whittier Law School. She is an active volunteer who is dedicated to supporting her community. She and her husband enjoy raising their daughter near beautiful Lake Merritt.

James E.T. Jackson

Commission Appointee 1/22/2018 - 1/21/2021



With more than 25 years in healthcare administration, James Jackson is the Chief Operating Officer of Seton Medical Center & Seton Coastside, part of the Verity Healthcare System. Prior to this role, he served as Chief Administrative Officer of San Leandro & Alameda Hospitals, as well as the Administrator of Fairmont Hospital, both part of the Alameda Health System. Previously, Mr. Jackson was a Support Services Assistant Administrator with Kaiser Foundation Hospitals in the Diablo Service Area and the Chief Operating Officer of Saint Francis Memorial Hospital in San Francisco, California. Prior to joining Saint Francis, he held several positions at Children's Hospital and Research Center in Oakland, California, where he ultimately served as the Vice President of Ancillary and Support Services. His career in healthcare administration began with his service in the United States Navy at the Naval Hospital in Oakland, California.

Mr. Jackson has served his community as a Big Brother, was the Chair of the African American Outreach program for the local American Diabetes Association chapter, and was named Volunteer of the Year. He served as the Chair of the Blind Babies Foundation, is a director with the San Leandro Chamber of Commerce, and serves on the Alameda Chamber of Commerce as well. A Bay Area native, Mr. Jackson holds a Master's Degree in Public Health from the University of California in Berkeley and a Bachelor's Degree in Economics from Morehouse College in Atlanta, Georgia. He lives in Oakland with his wife and two children.

Gail Kong**Commission Appointee 1/22/2017 - 1/21/2020**

Gail Kong is a retired nonprofit and government executive. Most recently she was founding President of the Asian Pacific Fund, a community foundation serving the San Francisco Bay Area dedicated to increasing philanthropy among Asians. As President she was responsible for raising more than \$28 million, primarily from Asian donors and designing and executing grants, education, and cultural programs. Prior to her return to the West Coast in 1990, Ms. Kong was Executive Director of the City Volunteer Corps, a demonstration program that was the precursor to AmeriCorps, and head of the New York City foster care and child protective services agency. She also held executive staff positions in the New York City Human Resources Administration. She has served on several nonprofit boards including Asian Americans Advancing Justice and the Diversity in Health Training Institute.

A graduate of Stanford University with graduate studies at Hunter College School of Social Work and the Harvard Kennedy School of Government, Ms. Kong was born and raised in Gilroy, California and is a third-generation Chinese American. She has lived in Oakland for 21 years.

Krisida Nishioka**Commission Appointee 1/22/2016 - 1/21/2019**

Krisida Nishioka is a retired Mental Health Hearing Officer for Alameda County and Santa Clara County. Prior to that appointment, she worked as an attorney in the Office of the County Counsel for Alameda County and as a Deputy City Attorney for the City of Oakland. Ms. Nishioka was born in Louisiana and moved to California during the migration of African Americans from the segregated South during the 1960's. Ms. Nishioka began her college education while awaiting the birth of her fifth child. She completed her studies in four years and began her law school education at Boalt Hall, University of California School of Law, Berkeley. While in law school, Ms. Nishioka clerked at the Neighborhood Legal Services Office in Berkeley, California.



After graduation, Ms. Nishioka worked for various federal agencies while remaining active in neighborhood organizations near her homes on East 27th Street and later on Hanover Avenue. Ms. Nishioka has been a member of the Committee of Bar Examiners, serving on the Moral Character subcommittee. She served as a member of the State Bar Committees on Professional Responsibility and Conduct, Human Rights and Public Employment. Ms. Nishioka was on the Board of Directors for the California Association of Mental Health Hearing Officers, Oakland Youth Chorus, Family Builders by Adoption, Black Women Lawyers, Law and Government Academy for the Oakland Unified School District, and Sisters 3, a breast cancer advocacy group for African American women, among others.