



Thank you for accepting our invitation to participate in the Community Police Commission (CPC) Executive Director interview process.

The CPC has included a written component to the interview process to promote process transparency and provide additional insight into the finalist's skills and personal motivators. Written responses will be shared with Commissioners and stakeholders prior to their meetings with you. Your written responses will be a public document and will be incorporated into the CPC's meeting notes.

Your interviews and meetings will be conducted via video conference on Wednesday, July 19th as part of the CPC regularly scheduled meeting. The CPC meeting will begin at 9:00AM and the Commissioners will be meeting with SPD Chief Adrian Diaz for the first 30 minutes to discuss [a Seattle Times article](#) that mentioned in January 2021 a Trump banner hanging in an east precinct break room along with a mock tombstone bearing the name of a young black man killed by police. The CPC then will have a short orientation to the interview process that I would also encourage you to attend.

I will be sending you video links for the July 19th CPC Meeting separately. **This will also be the link you will use for your interview.** I will be sending you two meeting invitations with details (one for the CPC meeting, one for your interview) so you will have the links in your calendar. Your interview will be thirty minutes.

Logistics:

- For each question we ask that you limit your response to one page (about 500 words for each question).
- You may enlist assistance in proofreading only (i.e. finding and correcting mistakes in formatting, grammar and/or spelling). The responses should be your own work.
- Questions regarding the questions should be submitted via email to Pam Inch (Pam.Inch@seattle.gov).
- It is preferred that you submit your responses as a PDF document.
- Responses are to be submitted via e-mail **no later than 4:00PM (Pacific Standard Time) Monday, July 17th** to Pam Inch (Pam.Inch@seattle.gov).
- The written responses of all candidates participating in the interview will become a public document and may be submitted to the City Council as part of the confirmation process.

<p>Written Examination Questions</p>

1. How can the Executive Director best support the work of the Community Police Commissioners and staff? What strengths and experiences would you bring as the Executive Director?
2. How does your work reflect a commitment to those most affected by police violence? How do you ensure your work is aligned to their right to be safe?

Before I answer the questions that need to be addressed in my pursuit of the role of the Executive Director of the Community Police Commission, I'd be remiss if I didn't first acknowledge the deep disappointment and express how deeply disheartening I feel upon learning about what has taken place within the Seattle Police Department (SPD). Anytime officers feel comfortable and emboldened to promote partisan flags on break room walls and make a mockery of any life taken by placing a mock tombstone bearing the name Damarius Butts, his age (19), and the date he was killed by police, it is not only disturbing but also indicative of a deeply flawed SPD culture. The lack of accountability and the subsequent actions, or lack thereof, that have followed further erode community trust. The Seattle community deserves better, and we must ensure and oversee that they receive the justice, fairness, and policing integrity they rightfully deserve.

The question is asked: How can the Executive Director best support the work of the Community Police Commissioners and staff? What strengths and experiences would I bring as the Executive Director? I believe that addressing issues like these upfront and not allowing them to be minimized and brushed under the rug, acknowledging the harm and the breakdown of trust these actions cause are real, putting proactive measures at the forefront of police accountability work to change culture from the inside out, not just responding to issues as they arise but preventing issues before they arise would be one of my main missions as the Executive Director of the CPC.

The role of the Executive Director of the Police Commission is multifaceted. Their primary functions overlap, encompassing being a Community & Law Enforcement Liaison and a Public Advocate & Manager for policing equity initiatives. The role is to drive policy and practice changes within city law enforcement agencies, collaborating with community partners and organizations, and advocating for public and diverse communities. Providing technical assistance support to commissioners, leading and developing staff to meet not only their professional but personal development, creating innovative solutions to their work and development.

I see the director as an ombudsman, providing oversight for the city's law enforcement agencies, briefing the commission as the eyes and ears in public safety, policing, and intergovernmental affairs, working heavily with the two accountability partners/offices, the Office of Police Accountability (OPA) and the Office of Inspector General (OIG), to give independent consulting from the community commission's perspective, representing the interests of the commission, addressing complaints or perceived harms. The director should propose solutions to address shortcomings or failures in law enforcement services. The Executive Director collaborates with internal members and external stakeholders to evaluate policies, training, and operations, providing recommendations and implementing training to improve departmental practices. They support the Police Chief in implementing diverse and inclusive hiring policies and requirements, as well as integrating an equity lens into staff/volunteer recruitment, orientation, and training.

Aeiramique Glass Response to Question 1

The Executive Director serves at the pleasure of the commission as the liaison between the Seattle Police Department, community stakeholders, and public/city officials. They have a track record of advocating for community change while maintaining rapport with law enforcement and city/county officials.

Throughout my 15-year career, I have consistently demonstrated a passion for driving transformative change within the criminal justice and public safety system. I have served in many leadership capacities, dedicating my time and expertise as an executive director, policy director, community organizer, program manager, conflict resolution facilitator, law enforcement trainer, and community cohesion and race relations consultant. Each of these roles has allowed me to make a meaningful impact and empower those around me. They have provided me with invaluable skills and knowledge that are essential for the position of Executive Director for the Community Police Commission (CPC). The unique experience I provide is the ability to comprehensively approach this work from every angle needed because of my diverse and expansive background. I have experience in nearly every area and have the ability to pull from those experiences to collaboratively lead this work forward in partnership with the community, commission, staff, and accountability partners. Engagement & outreach to sharing information and providing facilitation and opportunities to learn & have dialogue, to supporting the commission and providing technical assistance, to managing, problem-solving, and developing staff, making sure they have the tools, resources, and support necessary not only for their professional development but also for their personal development. My passion for supervising and leading people, managing programs, and achieving remarkable outcomes that have fostered genuine transformative change. These experiences have shaped me into the leader I am today, one who is dedicated to creating positive and lasting change within our community. I am proud to be actively involved in multiple boards, embracing the opportunity to serve and make a difference. From my role as Chairwoman of the San Diego Chief of Police Board of Advisors to my contributions on the City Attorney's Advisory Board and the Chief of Probation's Advisory Board, I strive to bring about equitable, transparent, and accountable practices. In addition, I am honored to serve on other boards and coalitions throughout the state, working collectively with passionate individuals to effect change on a larger scale.

My commitment to empowering marginalized communities is unwavering. I collaborate closely with community leaders, clergy, students, school officials, law enforcement, public officials, and those most affected by systemic issues. Together, we forge paths toward sustainable and effective change, particularly for the most vulnerable populations and communities of color. I firmly believe that by empowering those closest to the pain, we can create a future that uplifts and supports everyone in need. My leadership extends to the forefront of racial and social justice, where I actively address pressing matters such as police misconduct, police practices, policy change, and the creation of new legislation. Through training sessions and engaging presentations, I strive to educate and inspire others on the importance of racial justice, equity, and reimagining public safety. Moreover, I proudly serve as a trusted consultant

Aeiramique Glass Response to Question 1

and advisor to law enforcement and public officials, providing insights on community engagement, race relations, and strategies that promote justice, equity, and equality within the community, especially for black, brown, and other marginalized populations. In times of crisis, I am swift to respond, offering support and guidance when violence, shootings, police harassment, brutality, and other critical issues arise within the community. It is during these challenging moments that I am driven to make a positive impact and help restore peace and justice to those affected.

I am humbled and honored to have been celebrated as a Phenomenal Woman by the San Diego Union-Tribune and the Women's Museum of California. These acknowledgments serve as a testament to the character and reputation I have built within the community. My proven track record, extensive experience, and strengths are what I believe will best support the work of the Community Police Commissioners and staff.

Aeiramique Glass Response to Question 2

I don't believe you can effectively do police oversight, public safety accountability, and criminal justice reform work without doing it equitably. I've seen many people trying to lead this work by taking shortcuts, trying to achieve equality and peace by putting bandages on issues that need a cure. I understand that in order to find the cure, you must get to the root causes and origins. You see, equality gives everyone the same thing, while equity gives people what they need. I believe in giving communities what they need. You see, although equality is the goal, equity is the process we should utilize to meet our goals and achieve our shared values.

My work has always reflected the most impacted, harmed, and affected—the most vulnerable—those communities closest to the pain, historically, systemically, and presently. Data only proves what we already know to be true, what many of us live through and experience every day in black, brown, and indigenous communities of color. We are the most impacted people who have been deeply harmed by deeply flawed systems, culture, policies, and people who uphold these systems. Fifteen years ago, I started in the mental and behavioral health field, working as a juvenile justice counselor. I found myself effectively helping youth and young adults who look like me, from my community, change their lives around. I provided tools, skills, and met their needs by hearing their voices, analyzing their surroundings, and addressing their lack of resources and opportunities. I quickly found myself spending more and more time advocating for their needs, expressing what works and identifying further sources of harm. I found myself trying to convince white-led organizations and leaders who came into communities of color, taking up resources and speaking for our communities they did not understand, telling us what we needed instead of listening to our needs and the pain the community was dealing with.

I found myself trying to convince people what our communities need to be successful and healthy. I was creating programs around restorative justice practices and diversion to keep people out of the criminal justice system because I quickly learned that the system was set up to fail them. As I was doing the direct service work, I also began advocating, organizing. I had no choice but to become a full-blown activist. After years of activism, as a black woman, the more I put my body on the line, I learned what excessive force feels like. I know what it feels like to be shot with rubber bullets and bean bags, I know what pepper spray and tear gas feel like, I know how it feels to be surrounded by snipers on the roof and police who look like they are military showing up to a town hall ready for war at a community conversation event. One day, I myself became a survivor of police brutality. I was strangled and dragged by police to the point I turned purple, and only because they realized who I was and people started screaming out to help me, they stopped. I think of the people no one knows, who is yelling out for them? I know what it feels like to be mistreated while in jail and dealing with a medical emergency, and then waiting until the last minute and having to be rushed to the hospital. See, if that happened to me, a person who works to build bridges, working willingly with law enforcement, a person who would get arrested, go to jail, and get out and go to work, having to work with the very agency that harmed me, what about the people who suffer in silence? What about the people who don't have the chief's number to call, or public officials as friends, what about the people

Aeiramique Glass Response to Question 2

who suffer in silence? I committed to screaming out for them, as those people did for me when I was being dragged and strangled.

As much as I loved organizing and empowering my community, I quickly realized that building power and creating change in policy was how we achieve sustainable change. I knew we needed to be in the backroom meetings, having our voice at the table, tables we are normally not invited to. We needed to not only have a seat at the table, we needed to build power, decision-making power around issues and policies that impact us most. So, using my counseling, community organizing, advocacy, and activism experience, I moved fully into policy, political, and intergovernmental work. I began to analyze data and existing policies, addressing policy through policy change, helping to draft policy, but also working to be in positions on boards and committees to oversee how those policies were implemented. San Diego is the nation's 8th largest city and the 5th largest county. I became an advisor to nearly every branch of law enforcement operating in the county, including the police department, sheriffs, probation, and state law enforcement like the highway patrol. At times, because San Diego is a border city, I would act as a liaison between leaders, Border Patrol, and corrections, going into spaces and places with law enforcement and public officials that others did not want to go into but still wanted their voices to be heard and their stories to be told.

I didn't just go to work every day and collect a paycheck; I lived this work, and I sacrificed. I became focused on tearing down walls and building bridges because I know conflict when nurtured properly produces growth, and that looks like the police accountability, implementation, and oversight work I do every day. That looks like doing innovative policy directing work, screaming out, doing community outreach and engagement, learning and listening sessions, facilitating community forums and informational sessions, teaching know your rights and cop watch workshops, empowering people to get civilly engaged. It looks like serving as the chairwoman of the San Diego Chief of Police Board of Advisors, serving on the City Attorney's Board of Advisors, looking at city data and lawsuits filed against the police department and city regarding the use of force. It looks like helping lead the successful ban on corridor restraints (chokeholds), helping pass measure B- the new independent commission on police practice CPC in San Diego helping people through participatory defense programs and understanding how to file a police complaint. Advising public officials on policy and implementation, creating comprehensive approaches to addressing policy practice and procedure change from a diversity and equity lens and approach. Teaching law enforcement to understand that although all communities want safety, different communities have different ideas on how to keep their communities safe, and finding ways to honor and respect that. Helping police departments implement community-oriented policing for communities that desire relationships with the officers. I have been a part of participating in hiring and promotions within police departments. Their ideas are created around race, culture, environment, socioeconomic status, lived experience, and even historical trauma.

Aeiramique Glass Response to Question 2

When I do law enforcement training, I communicate to LEAs that when going into communities, they should be trauma-informed and take the time to learn about the community's culture, what they take pride in, and how they view and see the police, whether or not they agree with that view. Understanding that is their truth and experience, that is the low-hanging fruit to be proactive and intentional about building trust. I also work with my community from a comprehensive standpoint, making it clear that as we are policing the police and policing systems, we also need to police, protect, and serve ourselves. Gun Violence Prevention and community violence are not just about smart gun policy or criminalizing illegal gun possession. Gun violence and community violence are symptoms, and we must address the deeply rooted causes, and we must be accountable to each other.

Currently, I work for the County of Los Angeles, the nation's largest county, moving juvenile justice from probation into a new department. I manage and support multiple teams consisting of directors, program managers, analysts, and staff. I also provide oversight of law enforcement, managing oversight and relationships, and analyzing data, sharing and addressing racial and socioeconomic disparities in the over-representation and treatment of black and brown youth and young adults. I help manage the transition in the diversion division and provide oversight and changes through an equity lens. So when asked, "How does your work reflect a commitment to those most affected by police violence? How do you ensure your work is aligned to their right to be safe?" My answer is my commitment is woven into every part of this work, and I understand it from a place of lived experience and working from the top down and bottom up. I understand that in order to get to peace, you must first go through justice, and in order to get to justice, you must first go through equity and accountability. And I am committed, unapologetic, and unwavering in my commitment to justice and true public safety and service.

Question 1: How can the Executive Director best support the work of the Community Police Commissioners and staff? What strengths and experiences would you bring as the Executive Director?

Response: The Executive Director (“ED”) can best support the Community Police Commissioners and staff by collaborating effectively with the Community Police Commission’s (“CPC”) Accountability Partners, engaging in community outreach, fostering community dialogue on issues of law enforcement policy, and effectively identifying and advocating for state law reforms to enhance public trust in policing and the criminal justice system.

Collaborating with Accountability Partners

The ED’s effectiveness will largely depend on her ability to communicate and support the ideas, opinions, and decisions of the CPC in a collaborative but effective manner to the Directors of the Office of Police Accountability (“OPA”) and the Office of the Inspector General (“OIG”). The ED must have a firm understanding of the roles of each of the three accountability entities, the ability to communicate effectively and professionally, and a demonstrated ability to propose and execute solutions to complex problems.

As an attorney with over 12 years of legal experience, I would bring strong written and verbal communication, negotiation, and problem-solving skills to the role of ED. I’ve negotiated thousands of legal cases of varying degrees of complexity, finding solutions to problems with advantageous results for all parties. Beyond my legal experience, I was employed as a civilian in charge of all internal investigations of a police department. My role was very similar to the role of Seattle’s OPA Director. In that position, I also worked with city auditors to objectively and accurately assess the effectiveness of various police department units. This experience gives me a unique understanding of the challenges OPA and OIG face, and will allow me to connect with these partners through trust and shared experience.

Fostering Community Outreach and Dialogue re: Law Enforcement Policy

The ED can provide substantial support to the CPC Commissioners by ensuring that CPC staff engage in meaningful, genuine, and open community outreach to foster honest dialogue with community members regarding their views, interactions, and opinions of the police department. The ED must be able to make and maintain relationships with members of underrepresented and disenfranchised communities.

I would bring years of sympathetic, relationship-building experience to this role. For over five years, I led the Victim Advocate Unit of the City Attorney’s Office; in this role, I had daily interaction with crime victims from underrepresented communities who were distrustful of prosecutors and police. I worked as a prosecutor in drug court, working to rebuild lives of the unhoused population of my community. I developed a court program to divert indigent citizens with mental health challenges out of the court system. I helped develop and lead a city-wide Diversity, Equity, and Inclusion Coalition, and developed a relationship with our local LGBTQ center to partner on Inclusion initiatives.

Identifying and Advocating for State Law Reforms to Enhance Public Trust

Finally, the ED must be able to translate community concerns and input into identifiable policy and reform proposals, and have the skills to advocate for appropriate changes in the law to accomplish those goals.

As ED, I would bring over 12 years of experience in legal issue-spotting and advocacy. I have drafted city ordinances and state legislation that have become law in Nevada. I have testified on various bills before the Nevada legislature, and worked on draft revisions with lawmakers.

Question 2: How does your work reflect a commitment to those most affected by police violence? How do you ensure your work is aligned to their right to be safe?

Response: I want to acknowledge immediately that the people most affected by police violence are marginalized and/or minority communities, including people of color, indigenous people, LGBTQ+, etc. The most impactful work I've done that reflects my commitment to the victims of police violence was in my role as Deputy Director of a police department, overseeing all accountability functions. My role was very similar to Seattle's Director of the Office of Police Accountability. In this role, I restructured and refocused the police department's investigatory teams to enhance and improve use of force ("UOF") investigations. I co-wrote a new UOF policy that set forth specific rules governing the UOF by police. Finally, in my role as a Diversity, Equity, and Inclusion ("DEI") Coalition Co-Chair, I held city-wide employee support sessions after nationally publicized police violence events to listen to feedback and answer concerns about our local department.

Restructure and Refocus the Police Department's Investigatory Teams to Improve UOF Investigations

In 2021, I began working directly for the police department in my city, overseeing all aspects of police accountability. In this position, I supervised a unit called the Critical Incident Review Unit ("CIRU"). Before my employment at the police department, CIRU was a unit that "investigated" department uses of force and critical incidents¹ for the sole purpose of improving training. Before my involvement, CIRU investigators were not able to send an investigation of a bad UOF through a disciplinary process or refer a case to internal affairs, no matter how egregious the behavior of the officer.

Under my direction, CIRU's purpose changed. I relocated CIRU from the training division to an independent location separate from all other police operations, akin to the independence of internal affairs. I removed the chain of command between CIRU and myself so that I could personally shape and guide the quality of UOF investigations. Under my direction, CIRU began reviewing every single piece of evidence in every UOF reported by the department, challenging conclusory language used by officers in UOF reports, and physically dispatching to all critical incident scenes to collect evidence on site. The detail and quality of their investigations improved drastically. CIRU began sending UOF and critical incident events to internal affairs for disciplinary investigations, under my direction.

New UOF Policy

With the collaboration of the City Attorney and a consulting firm, I co-wrote a new UOF policy for the police department. The new policy incorporated purpose statements about valuing life, and required that all force be necessary, reasonable, and proportional. The policy increased UOF reporting requirements and provided more specificity for the Duty to Intervene.

DEI Coalition Support Sessions

After the national conversation about police violence increased drastically in response to the murder of George Floyd by police, the DEI Coalition began noticing that city employees from marginalized communities were struggling at work. The DEI Coalition began holding support sessions after each major national event of police violence to allow city employees to come and voice their feelings about the status of policing in this country and their concerns about our police department. I attended these events to re-center my focus on the feelings and concerns of the community, and to communicate the steps our department was taking toward preventing police violence. These sessions helped to ensure that my work was aligned with our marginalized communities' right to be safe.

¹ Critical incidents include officer-involved shootings, firearm discharges, injuries to citizens by officer force or during officer contact, in-custody deaths, etc.

Cali Ellis Response to Question 1

How can the Executive Director best support the work of the Community Police Commissioners and staff? What strengths and experiences would you bring as the Executive Director?

The most important work of the Community Police Commission (CPC) Executive Director is to ensure that the CPC is a functional, resilient organization that can fulfill its statutory obligations to engage all of Seattle's diverse communities effectively. Beyond the critical work of community engagement, this requires a comprehensive understanding of the city and state laws and policies that provide opportunities and challenges for oversight of effective, constitutional policing. This work also requires flexibility to adapt to unexpected changes in the legal, political, and social landscapes of Seattle and Washington, now and in the future.

My vision for the CPC is to enhance public trust in the police oversight system by implementing evidence-based approaches to our work in policy and community engagement that incorporate best practices from other civilian oversight organizations across the country while respecting the distinct voices of the Seattle community. With ongoing community input and commitment from Commissioners, the CPC can be effective and reliable policy advocates at the city, county, and state levels.

In my position as Interim Executive Director, I have worked to re-establish relationships and rebuild trust with our partners – the Office of Police Accountability, the Office of Inspector General and the Seattle Police Department – as well as our elected officials and community leaders through regular meetings, information sharing, and collaboration.

Since January of 2023, I have guided CPC staff through challenges of sudden and unexpected leadership change, hired four permanent staff through an open competitive process, working with Human Resources on position development, recruiting, and selection. Working with city partners in CBO and FAS, I stabilized the CPC budget and implemented cost reductions by eliminating redundant and unused equipment, subscriptions, and other materials so that we can more effectively plan for a budget in 2024.

I have worked with existing CPC staff to focus our policy priorities on meeting the requirements of the accountability ordinance and our responsibilities to oversight partners and city leaders. I have supported our Community Engagement staff in their important work of rebuilding community trust with and enhancing public awareness of the CPC. All of this was publicly highlighted in my presentation to the Public Safety and Human Services Committee on July 11, 2023 as part of the Mid-Year Accountability Report. Moving forward, I plan to work closely with staff to develop a shared vision and mission for our work that reflects the organizational changes of the past year and challenges for the future.

I have supported CPC Co-Chairs in accomplishing their objectives by providing regular, timely information and strategic planning that has helped the Commission move forward in important ways, including recruiting and onboarding five new Commissioners, supporting public statements and developing and sending policy letters. I have also worked closely with CPC Co-Chairs and city staff in the City Attorney's Office, Human Resources, City Council, and the City Budget Office to prepare for a new deputy position, requiring work on our governing ordinance and a public presentation to City Council.

I will continue to work closely with the CPC Commissioners and staff to bring the wide diversity of Seattle's communities together using the requirements set forth in our ordinance.

Cali Ellis Response to Question 2

How does your work reflect a commitment to those most affected by police violence? How do you ensure your work is aligned to their right to be safe?

The CPC is specifically charged with engaging the community to develop recommendations regarding the police accountability system and provide a community-based perspective on law enforcement-related policies, practices and services. I understand and deeply appreciate the critical need to implement and engage in authentic diversity practices in all aspects of public work, and, as our governing ordinance mandates, include “the voice and values of the community that is being policed.” Through the public-facing work of our Community Engagement staff, maintaining connections with representatives of a wide diversity of communities and community groups is central to our work and informs our interactions with accountability partners, the Seattle Police Department, city and state elected officials, and the public at large.

My focus on authentic engagement in community spaces is informed by my demonstrated commitment to implementing such practices in my former position. Prior to returning to public service, I was a faculty member in the MPA program The Evergreen State College in Olympia. As my students would tell you, I am passionate about public policy and bringing the highest standards of excellence to policy research, analysis, and implementation to support policymakers and the diverse communities they serve.

My professional development as a faculty member focused making the Evergreen MPA curriculum more explicitly focused on understanding and addressing institutional racism, social equity and inclusion. Through the changes to the required seminar readings for students in the 1st and 2nd year core classes that I taught, making an understanding of institutional racism in research methods central to their learning, I advocated for and implemented fundamental reform in the core curriculum of the MPA program to better address these social needs and the needs of MPA students.

I have brought my own experiences working in the complex world of public policy to my experience as a professor, CPC policy director, and CPC Interim Executive Director and centered justice and equity in all of my work. At the same time, I am passionately focused on outcomes that will be meaningful and impactful for affected community members. By listening thoughtfully and with authenticity to the values and interests of all communities, I hope that the CPC can support the right of community members to feel safe and thrive in Seattle.