

**Commission on Police Practices**

**COMMISSION ON POLICE PRACTICES**

**Thursday, May 7, 2026**

**4:00pm – 5:00pm**

**RECRUITMENT STANDING COMMITTEE AGENDA**

**Procopio Tower**

**525 B St., 17th Floor, Suite 1725 San**

**Diego, CA 92101**

**The link to join the meeting by computer, tablet, or smartphone at 4:00pm is:**

[Microsoft Meeting Link](#)

**Meeting ID: 283 674 536 506 111**

**Passcode: JJ99E4Sp**

*\*Downloading the latest version of Microsoft Teams is*

The Commission on Police Practices (Commission) meetings will be conducted pursuant to the provisions of California Government Code Section 54953 (a), as amended by Assembly Bill 2249.

The Commission Standing Committee meetings will be in person and the meeting will be open for in-person testimony. Additionally, we are continuing to provide alternatives to in-person attendance for participating in our meetings. In lieu of in-person attendance, members of the public may also participate via telephone/Teams.

- I. **CALL TO ORDER/WELCOME (Committee Chair Doug Case)**  
*Committee Members: Chair Doug Case, David Burton, Lupe Diaz, Kirby Knipp, Dan Lawton; Outreach Committee Liaison: Armando Flores*
- II. **ROLL CALL (Director of Community Engagement & Internship Programs Yasmeen Obeid)**
- III. **APPROVAL OF MEETING MINUTES**
  - A. CPP Regular Meeting Minutes of March 5, 2026
  - B. CPP Regular Meeting Minutes of April 2, 2026

**CHAIR REPORT (Chair Doug Case)**

**STAFF REPORT (Director of Community Engagement & Internship Programs Yasmeen Obeid)**

- IV. **NON-AGENDA PUBLIC COMMENT (Director of Community Engagement & Internship Programs Yasmeen Obeid)**

- V. NEW BUSINESS
  - A. CPP Orientation Debrief
  - B. Commissioner Candidate Evaluation and Interview Assessment Package & Scheduling
  - C. Youth Recruitment Plan
  - D. Upcoming Meeting: Thursday, June 4, 2026, from 4:00 – 5:00 pm

VI. COMMISSIONER COMMENTS

VII. ADJOURNMENT

**Materials Provided:**

- March 5, 2026 Recruitment Committee Meeting Minutes
- April 2, 2026 Recruitment Committee Meeting Minutes
- Interview Assessment Package
- Scheduling Candidate Interviews
- Youth Recruitment Plan

**In-Person Public Comment on an Agenda Item:** If you wish to address the CPP Standing Committee on an item on today's agenda, please complete and submit a speaker slip before the Committee hears the agenda item. You will be called at the time the item is heard. Each speaker must file a speaker slip with the CPP staff at the meeting at which the speaker wishes to speak indicating which item they wish to speak on. Speaker slips may not be turned in prior to the day of the meeting or after completion of in-person testimony. In-person public comment will conclude before virtual testimony begins. Each speaker who wishes to address the Committee must state who they are representing if they represent an organization or another person.

For discussion and information items each speaker may speak for up to three (3) minutes, subject to the Committee Chair's determination of the time available for meeting management purposes, in addition to any time ceded by other members of the public who are present at the meeting and have submitted a speaker slip ceding their time. These speaker slips should be submitted together at one time to the designated CPP staff. The Committee Chair may also limit organized group presentations of five or more people to 15 minutes or less.

**In-Person Public Comment on Matters Not on the Agenda:** You may address the Standing Committee on any matter not listed on today's agenda. Please complete and submit a speaker slip. However, California's open meeting laws do not permit the Standing Committee to discuss or take any action on the matter at today's meeting. At its discretion, the Standing Committee may add the item to a future meeting agenda or refer the matter to the CPP. Public comments are limited to three minutes per speaker. At the discretion of the Committee Chair, if a large number of people wish to speak on the same item, comments may be limited to a set period of time per item to appropriately manage the meeting and ensure the Standing Committee has time to consider all the agenda items. A member of the public may only provide one comment per agenda item. In-person public comment on items not on the agenda will conclude

before virtual testimony begins.

Speakers may not allocate their time to other speakers. If there are eight or more speakers on a single issue, the maximum time for the issue will be 16 minutes. The order of speaking generally will be determined on a first-come, first-served basis. A member of the public may only provide one non-agenda comment per agenda.

We welcome all viewpoints and encourage open participation. However, to ensure everyone has a chance to be heard and that we can complete our work, we ask that speakers respect time limits and refrain from disruptive behavior. Continued disruption after warning may result in removal as permitted under state law.

**Virtual Platform Public Comment to a Particular Item or Matters Not on the Agenda:**

When the item you would like to comment on is introduced (or it is indicated that it is time for Non-Agenda Public Comment), raise your hand by tapping on the “Raise Your Hand” button on your computer or tablet. To raise your hand in a Microsoft Teams meeting on your smartphone (iOS or Android), tap the three-dot menu, then select the "Raise Hand" option. You will be taken in the order in which you raised your hand. You may only speak once on a particular item. When it is indicated that it is your turn to speak, click the unmute prompt that will appear on your computer, tablet or Smartphone.

**Written Comment through Webform:** Comment on agenda items and non-agenda public comment may also be submitted using the [webform](#). If using the webform, indicate the agenda item number you wish to submit a comment for. All webform comments are limited to 200 words. On the [webform](#), members of the public should select Commission on Police Practices (even if the public comment is for a Commission on Police Practices Committee meeting).

The public may attend a meeting when scheduled by following the attendee meeting link provided above. To view a meeting archive video, click [here](#). Video footage of each Commission meeting is posted online [here](#) within 72 hours of the conclusion of the meeting.

Comments received no later than 8 am the day of the meeting will be distributed to the Commission on Police Practices. Comments received after the deadline described above but before the item is called will be submitted into the written record for the relevant item.

**Written Materials:** You may alternatively submit via U.S. Mail to Attn: Office of the Commission on Police Practices, 525 B Street, Suite 1725, San Diego, CA 92101.

Materials submitted via U.S. Mail must be received the business day prior to the meeting to be distributed to the Standing Committee.

If you attach any documents to your comment, they will be distributed to the Standing Committee in accordance with the deadlines described above.

**Late-Arriving Materials**

This paragraph relates to those documents received after the agenda is publicly noticed and during the 72 hours prior to the start of, or during, the meeting. Pursuant to the Brown Act, (California Government Code Section 54957.5(b)) late-arriving documents, related to the Commission on Police Practices' (“CPP”) meeting agenda

items, which are distributed to the legislative body prior to and/or during the CPP meeting are available for public review by appointment in the Office of the CPP located at Procopio Towers, 525 B Street, Suite 1725, San Diego, CA 92101. Appointments for public review may be made by calling (619) 533-5304 and coordinating with CPP staff before visiting the office. Late-arriving documents may also be obtained by email request to CPP staff at [commissiononpolicepractices@sandiego.gov](mailto:commissiononpolicepractices@sandiego.gov). Late-arriving materials received prior to the CPP meeting will also be available for review, at the CPP public meeting, by making a verbal request of CPP staff located in the CPP meeting. Late-arriving materials received during the CPP meeting will be available for reviewing the following workday at the CPP offices noted above or by email request to CPP staff.

**Access for People with Disabilities:** As required by the Americans with Disabilities Act (ADA), requests for agenda information to be made available in alternative formats, and any requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, may be made by contacting the Commission at (619) 236-6296 or [commissiononpolicepractices@sandiego.gov](mailto:commissiononpolicepractices@sandiego.gov).

Requests for disability-related modifications or accommodation required to facilitate meeting participation, including requests for auxiliary aids, services, or interpreters require different lead times, ranging from five business days to two weeks. Please keep this in mind and provide as much advance notice as possible to ensure availability. The city is committed to resolving accessibility requests swiftly.

**Commission on Police Practices**

**COMMISSION ON POLICE PRACTICES  
RECRUITMENT STANDING COMMITTEE  
MEETING MINUTES**

**Thursday, April 2, 2026  
4:00pm-5:00pm**

**Procopio Tower  
17<sup>th</sup> Floor, Suite 1725  
San Diego, CA 92101**

Click <https://youtu.be/-piDGZLS7wk> to view this meeting on YouTube.

**CPP Committee Members Present:**

Committee Chair Doug Case  
Lupe Diaz  
Kirby Knipp  
Dan Lawton

**Excused:**

David Burton

**Absent:**

Armando Flores

**CPP Staff Present:**

Yasmeen Obeid, Director of Community Engagement & Internship Programs  
Ethan Waterman, CPP Investigator (Virtual)

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- I. CALL TO ORDER/WELCOME: Committee Chair Doug Case called the meeting to order at 4:00pm.
- II. ROLL CALL: Director of Community Engagement & Internship Programs Yasmeen Obeid conducted the roll call for the Commission and established quorum.
- III. APPROVAL OF MEETING MINUTES
  - A. CPP Regular Meeting Minutes of March 5, 2026 – Discussion focused on clarification, but no formal vote was recorded.
- IV. NON-AGENDA PUBLIC COMMENT – None

CHAIR REPORT (*Timestamp 4:59*)

- Chair Doug Case announced that seven commission positions are open, including District 2, District 8, three low to moderate income seats, a new seat, and an at-large seat.
- Confirmation was requested that the application period is open, and it was noted that the call for nominations email had been sent out.
- Applications are always open, but there is a specific period for nominations and appointments.
- The timeline discussed includes an orientation session planned for late April, with interviews to be scheduled in May, and recommendations to be ready for the commission's June meeting.

STAFF REPORT

- V. NEW BUSINESS
  - A. Nominations and Appointments Timeline
    - Seven commission positions are open, including district seats and at-large seats.
    - The application period opened recently and closes in early May, with May 1 mentioned as the likely deadline.
    - The orientation session for candidates is planned for the week of April 27, with the deadline for applications five days later.
    - Interviews will be scheduled in May, after the application period closes, with the timeline dependent on the number of applicants.
    - Recommendations must be ready in time for the commission's June meeting.
  - B. Youth Recruitment Plan (*Timestamp 14:44*)
    - The youth recruitment plan prepared by Commissioner David Burton was reviewed, with feedback provided by the committee.
    - Key feedback included clarifying that the commission recruits, but city council makes final appointments, and that youth can apply for any seat, not just the two youth-designated seats.
    - Suggestions were made to broaden outreach beyond students to include young people not in school, and to add outreach to high schools, immigrant communities, and in different languages.
    - The proposed timeline should align with the city council's schedule, not just the school year.
    - Onboarding for youth commissioners needs clarification—whether it will follow the current process or have additional support.
    - The evaluation process was considered too detailed and should be simplified, with clear roles for committee and staff.
    - The plan is expected to be multi-year, with short-term and long-term goals distinguished.

- The committee endorsed the staff report and agreed to send it to Commissioner David Burton for finalization.
- C. Recruitment Materials (*Timestamp 21:27*)
- A new brochure was created with updated colors to distinguish the commission from the police department and city branding.
  - The brochure is intended for year-round use at tables, libraries, and other city locations, and will be professionally printed.
  - Minor changes were suggested and incorporated; the committee approved the brochure and delegated approval of the one-page summary and email to Yasmeen for timely distribution.
  - An email and a one-page PDF summary will be sent out, with the email including orientation session details and information about commission recommendations.
  - The recruitment materials aim to inform both current applicants and those considering applying about the commission's work and requirements.
- D. Recruitment Orientation (*Timestamp 25:53*)
- The orientation session is scheduled for April 27 at 6:00 PM, intended for both applicants and those considering applying.
  - The session will cover what serving on the commission entails, required commitments, and provide an opportunity for questions.
  - The committee decided to include Executive Director Roger Smith, CPP Chair Ada Rodriguez, and possibly Director of Community Engagement Yasmeen Obeid as presenters, with a commissioner available to answer questions about the recruitment process and timeline.
  - The session will be virtual, and the committee will finalize content and presenters in a brief online meeting.
- E. Candidate Interview Process (*Timestamp 59:01*)
- Commissioners David Burton and Armando Flores will lead development of interview questions and the scoring matrix, drawing on prior recruitment plan drafts and their expertise.
  - All candidates will be asked the same questions, focused on qualifications and relevant traits such as impartiality and other skills.
  - A scoring mechanism will be used to evaluate interview responses and guide final recommendations.
  - The committee will approve interview questions and process at the next meeting, and schedule interviews based on the number of applicants and nomination requests.
  - Interviews must be completed in time for recommendations to be sent to the full commission before the June meeting.
- F. Upcoming Meeting: Thursday, May 7, 2026, from 4:00–5:00pm

### Meeting Action Items:

- **Subcommittee Membership Confirmation** – Director of Community Engagement Yasmeen Obeid to confirm members of the orientation and interview subcommittees and follow up with Commissioners David Burton and Armando Flores regarding interview process.
- **Orientation Session Planning** – Orientation subcommittee (Executive Director Roger Smith, CPP Chair Ada Rodriguez, Committee Chair Doug Case, Director of Community Engagement Yasmeen Obeid, Executive Assistant Alina Conde and Commissioner Lupe Diaz) to organize the session content and logistics for April 27th.

- **Draft Recruitment Email** - Director of Community Engagement Yasmeen Obeid to prepare and send a draft recruitment email, including a graphic and PDF brochure, aiming for completion by next week.
- **Brochure Feedback Incorporation** - Director of Community Engagement Yasmeen Obeid to finalize the recruitment brochure with minor changes and prepare a one-page summary for distribution.
- **Organization Contact List Update** - Committee members to add contacts to the organization list for outreach; Director of Community Engagement Yasmeen Obeid to resend the link to the document.
- **Interview Questions Development** - Commissioners David Burton and Armando Flores to develop interview questions and scoring matrix for candidate interviews, to be approved at the next meeting.
- **Staff Report Endorsement** - Committee to endorse the staff report on youth recruitment and send it to Commissioner David Burton.

VI. COMMISSIONER COMMENTS - None

VII. ADJOURNMENT: The meeting adjourned at 5:00pm.

**Commission on Police Practices**

**COMMISSION ON POLICE PRACTICES  
RECRUITMENT STANDING COMMITTEE  
MEETING MINUTES**

**Thursday, March 5, 2026  
4:00pm-5:00pm**

**Procopio Tower  
17<sup>th</sup> Floor, Suite 1725  
San Diego, CA 92101**

Click <https://youtu.be/ZKeXS6P-hH8> to view this meeting on YouTube.

**CPP Committee Members Present:**

Committee Chair Doug Case  
David Burton  
Lupe Diaz (arrived at 4:10pm)  
Armando Flores  
Dan Lawton

**Excused:**

Kirby Knipp

**Absent:**

None

**CPP Staff Present:**

Yasmeen Obeid, Director of Community Engagement & Internship Programs  
Ethan Waterman, CPP Investigator (Virtual)

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- I. CALL TO ORDER/WELCOME: Committee Chair Doug Case called the meeting to order at 4:00pm.
- II. ROLL CALL: Director of Community Engagement & Internship Programs Yasmeen Obeid conducted the roll call for the Commission and established quorum.
- III. APPROVAL OF MEETING MINUTES
  - A. CPP Regular Meeting Minutes of February 5, 2026
    - Motion:** Commissioner David Burton moved to approve the CPP Recruitment Standing Committee Meeting Minutes of February 5, 2026. Commissioner Dan Lawton seconded the motion. The motion passed with a vote of 4-0-0.
    - Yeas: Case, Burton, Flores, Lawton
    - Nays: None
    - Abstained: None
- IV. NON-AGENDA PUBLIC COMMENT - None
- V. CHAIR REPORT (*Timestamp 3:54*)
  - Chair Doug Case reported on a productive meeting with the Council President's office staff to coordinate recruitment processes and timelines for the Commission on Police Practices.
  - The Council President's staff agreed to add a section to the application for candidates interested in CPP nomination, allowing the committee to access applications and conduct interviews.
  - There will be one recruitment in the spring for vacancies and Commissioners not seeking reappointment, aiming for Council appointments in June, though July is possible due to budget constraints.
  - Vacancies will be announced later in the month, with an orientation session planned for April for applicants and interested parties. May will be used for vetting, and nominations will be voted on in June.
  - Application improvements discussed include allowing applicants to save progress, view all questions, select multiple qualifying positions, and access a map for low/moderate income area eligibility.
  - The Council will fill a seat soon, with Damien Henson as the likely appointee, whose application will be shared when available.
- VI. STAFF REPORT (*Timestamp 11:15*)
  - Director of Community Engagement & Internship Programs Yasmeen Obeid contacted all Commissioners with terms ending June 30, 2026; at least two positions will be vacant, one is TBD, and the rest plan to continue. Current vacancies include one new seat at District 2, District 8, two low/moderate income seats, and possibly two at-large seats.
  - Currently working on a draft recruitment brochure and is creating a version in Canva for distribution.
  - All contact lists for outreach have been organized into one area for easier access and coordination.
  - A draft announcement email for recruitment outreach was created and will be reviewed and finalized with input from the committee.

## VII. NEW BUSINESS

### A. Recruitment Outreach Materials (*Timestamp 14:25*)

- Director of Community Engagement & Internship Programs Yasmeen Obeid presented a draft trifold brochure for recruitment, covering the Commission’s purpose, composition, eligibility, commitment, and application process. The brochure will be revised for clarity and accuracy, including meeting frequency and eligibility language. The brochure will be available in both trifold and one-page PDF formats for distribution at libraries, universities, nonprofits, and community events.
- The outreach materials will feature a “Why Join the Commission” section—potentially with a Commissioner quote—and include a customizable announcement email with the PDF brochure attached for each recruitment cycle.
- The committee will finalize language and content for both the brochure and email, with feedback to be sent directly to Yasmeen for compliance with meeting regulations.

### B. Community Email List (*Timestamp 44:25*)

- The constant contact email list contains approximately 1,000–1,200 subscribed contacts who have interacted with the Commission.
- This list is used for direct outreach, recruitment announcements, and updates.
- The list is regularly updated with new contacts from events, presentations, and community engagement activities.

### C. Spring Recruitment Timeline (*Timestamp 56:07*)

- **Application Period:** Vacancies will be announced later in March; application portal updates are pending IT department changes.
- **Orientation:** Orientation session for applicants and interested individuals will be held in April, with details to be advertised in the announcement.
- **Application Review:** Committee will vet applications throughout May.
- **Interviews:** Interviews may be conducted as part of the vetting process; interview questions and evaluation matrix are being developed by a designated subcommittee.
- **Presentation to Full Commission:** Recommendations for nomination will be presented to the full Commission at the first meeting in June for a vote.

### D. Youth Recruitment (*Timestamp 57:02*)

- Commissioner David Burton is preparing a comprehensive youth outreach and recruitment strategy document, currently about 50 pages, covering target institutions, recruiting channels, strategy, timeline, training, and success metrics.
- The document will serve as a reference for future youth recruitment efforts and is expected to be shared with the committee by next week for review and feedback.
- A summary and walkthrough of the youth recruitment strategy will be presented at the next meeting.

### E. Creation of Ad Hoc Committee for the Preparation of the Orientation Session and Interviews (*Timestamp 59:01*)

- Two ad hoc committees are being formed: one to organize the orientation session and another to develop interview questions and the evaluation matrix.
- Each committee will have two members to avoid Brown Act violations.

- Volunteers have been requested; Director of Community Engagement Yasmeen Obeid and Commissioner Lupe Diaz will work on the orientation session content, and Commissioner Armando Flores is expected to help with interview questions and the matrix.
- The orientation session is planned for April, and interview preparation will be finalized before interviews begin in May.

F. Upcoming Meeting: Thursday, April 2, 2026, from 4:00–5:00pm

**Meeting Action Items:**

- **Recruitment Announcement:** Announce the vacancies later this month.
- **Orientation Session:** Organize an orientation session in April for people who have applied or are interested in applying.
- **Brochure Content:** Update the brochure content to include a section on why to join the Commission and a quote from a current Commissioner.
- **Email Draft:** Finalize the draft email for recruitment outreach and send it to Chair Doug Case for review.
- **Community List Additions:** Add the planning groups and community councils to the community list.
- **Youth Outreach Strategy:** Send out the 2026 Youth Commissioner recruiting strategy document to the committee for review.
- **Orientation Session Planning:** The Ad Hoc Committee tasked to organize the orientation session content and decide on presenters.
- **Interview Questions and Matrix:** The Ad Hoc Committee tasked to develop interview questions and an evaluation matrix for the recruitment process.

VIII. COMMISSIONER COMMENTS - None

IX. ADJOURNMENT: The meeting adjourned at 5:05pm.



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**Re: Next steps for youth recruitment strategy**

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From Burton, David <DBurton@sandiego.gov>

Date Wed 4/22/2026 9:16 PM

To Obeid, Yasmeen <YObeid@sandiego.gov>; Case, Doug <DCase@sandiego.gov>

 1 attachment (18 MB)

Commission on Police Practices (CPP) Youth Recruitment Long-Range Strategic Plan (1).docx;

Yasmeen/Doug,

Good evening!!! Sorry for the delay 😊 Great feedback and took little bit longer to fix and respond 😊. I have incorporated the recommended revisions into the **Commission on Police Practices (CPP) Youth Recruitment Long-Range Strategic Plan**, with all changes clearly highlighted in yellow for ease of review. The updated document has been uploaded for your consideration here: While I appreciate the thoughtful feedback provided, I would like to respectfully offer several clarifications and counterpoints on three (3) key areas to ensure the strategic integrity, practicality, and long-term viability of the plan.

### 1. Language Access vs. English Proficiency Requirement

The feedback appropriately raises the importance of inclusivity for youth from immigrant backgrounds and suggests expanding language access through translated materials. While this is a commendable objective in principle, it is important to distinguish between *outreach accessibility* and *operational requirements of Commission service*.

Service on the CPP requires the ability to:

- Analyze complex investigative materials
- Engage in policy deliberation
- Participate in formal proceedings and discussions
- Review legal and procedural documentation

These functions are conducted in English, consistent with the operational standards of the City of San Diego and the Commission itself. As such, **English proficiency is not an arbitrary barrier, but a functional necessity tied directly to the responsibilities of the role.**

Requiring English proficiency should not be interpreted as exclusionary or inequitable—it is a **neutral, performance-based standard aligned with the demands of public governance within the host nation**. Introducing multilingual operational accommodations at the Commission level would create significant logistical, legal, and resource burdens that are not currently feasible nor aligned with the Commission's structure.

That said, there may be merit in ensuring that *awareness of the opportunity* reaches diverse communities. However, this should not be conflated with modifying the core qualifications required to effectively serve.

## 2. Recruitment Timeline Alignment (Academic Calendar vs. City Appointment Cycle)

The recommendation to align the youth commissioner term strictly with the City Council appointment cycle (July–June) does not fully account for the lived realities of the target demographic.

The 18–25 cohort—across all socioeconomic, racial, and immigrant backgrounds—is overwhelmingly:

- Enrolled in academic programs
- Participating in workforce training or transitional career phases
- Structuring their availability around academic and developmental cycles

Designing a recruitment and service model that aligns with the **academic calendar (August–May)** is not preferential—it is **strategically responsive to when youth are most available, stable, and capable of sustained engagement**.

Further, it is important to emphasize:

- Youth commissioners represent a **distinct demographic with fundamentally different life structures than adults 25+**
- Applying a uniform appointment model across all age groups disregards these structural differences
- A differentiated recruitment and service cycle enhances participation, retention, and overall program effectiveness

In short, aligning with the academic cycle is not exclusionary—it is **data-informed and operationally pragmatic**, particularly for ensuring equitable access for minority, immigrant, and economically disadvantaged youth who are disproportionately represented in structured educational pathways.

## 3. Scope and Depth of Evaluation Framework

The feedback suggests that the proposed evaluation process may exceed current staffing capacity and recommends simplification.

Respectfully, this recommendation conflates **strategic design** with **immediate operational execution**.

This document is explicitly a **long-range strategic plan**, not a short-term implementation memo. As such:

- The evaluation framework is intentionally comprehensive
- It is designed to establish **aspirational standards, accountability mechanisms, and program maturity benchmarks**
- It provides a **scalable model** that can be adapted as capacity evolves

Prematurely constraining the evaluation framework based on current staffing limitations risks:

- Undermining long-term program quality
- Limiting the Commission's ability to measure impact effectively
- Creating structural gaps in accountability and continuous improvement

Clarification of roles and responsibilities can and should occur during the implementation phase. However, at the strategic level, it is both appropriate and necessary to **define a robust evaluation architecture that reflects the importance of the initiative.**

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### Closing Perspective

The overarching objective of this plan is to establish a **credible, sustainable, and high-impact youth engagement model** that strengthens the Commission's mission of transparency, accountability, and community trust.

The revisions made reflect a deliberate effort to balance:

- Inclusivity with operational feasibility
- Accessibility with performance standards
- Strategic vision with practical implementation considerations

Additionally, the document control framework is intentionally designed to support adaptability and continuous improvement. The **Chair and/or designated Commission staff should serve as the formal document owner(s)**, with full authority to revise, update, and operationalize the plan as they deem appropriate. Stakeholders are encouraged to propose edits and refinements; however, the document owner is empowered to incorporate changes, maintain version control, and document all updates without requiring my direct involvement...in layman's terms: you two can change it however/whenever you need/see fit 😊.

### Dr. David M. Burton (PhD, MBA, BBA)

Commissioner (At Large)

Office of the Commission on Police Practices

Procopio Towers, 17<sup>th</sup> Floor – Suite 1725

525 B Street

San Diego, CA 92101

Work Cell: (619) 215-3254

Email: [Dburton@sandiego.gov](mailto:Dburton@sandiego.gov)

CPP Website: <https://www.sandiego.gov/cpp>

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**From:** Obeid, Yasmeen <YObeid@sandiego.gov>

**Sent:** Wednesday, April 22, 2026 11:03 AM

**To:** Burton, David <DBurton@sandiego.gov>; Case, Doug <DCase@sandiego.gov>

**Subject:** Re: Next steps for youth recruitment strategy

Hi David,

Staff report can be found on pages 60 + 61 (last two pages) of this agenda:

<https://www.sandiego.gov/sites/default/files/2026-03/cpp-recruitment-committee-agenda-260402.pdf>



## Yasmeen Obeid



Director of Community Engagement &  
Internship Programs

Office of the Commission on Police Practices

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**From:** Burton, David <[DBurton@sandiego.gov](mailto:DBurton@sandiego.gov)>

**Sent:** Tuesday, April 21, 2026 3:29 PM

**To:** Case, Doug <[DCase@sandiego.gov](mailto:DCase@sandiego.gov)>; Obeid, Yasmeen <[YObeid@sandiego.gov](mailto:YObeid@sandiego.gov)>

**Subject:** Re: Next steps for youth recruitment strategy

Yasmeen,

Just sent you a text. Can you resend the staff report to me? Thanks!

---

**From:** Case, Doug <[DCase@sandiego.gov](mailto:DCase@sandiego.gov)>

**Sent:** Friday, April 3, 2026 1:38 PM

**To:** Burton, David <[DBurton@sandiego.gov](mailto:DBurton@sandiego.gov)>

**Subject:** Re: Next steps for youth recruitment strategy

The staff report was included in yesterday's committee agenda packet. If you didn't receive it contact Yasmeen.

Doug

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**From:** Obeid, Yasmeen <[YObeid@sandiego.gov](mailto:YObeid@sandiego.gov)>

**Sent:** Thursday, April 2, 2026 4:34:35 PM

**To:** Burton, David <[DBurton@sandiego.gov](mailto:DBurton@sandiego.gov)>

**Cc:** Case, Doug <DCase@sandiego.gov>  
**Subject:** Next steps for youth recruitment strategy

Hi David,

Thank you so much for working on the youth recruitment strategy. The committee voted to adopt the staff report into the proposal. Please incorporate and send over the final version. No other feedback was shared.

Thank you,



# Yasmeen Obeid



Director of Community Engagement & Internship Programs

Office of the Commission on Police Practices

☎ C (619) 859-8542

🌐 [www.sandiego.gov/cpp](http://www.sandiego.gov/cpp)

✉ [YObeid@sandiego.gov](mailto:YObeid@sandiego.gov)

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**Commission on Police Practices (CPP)**  
**Commissioner Candidate Evaluation and Interview Assessment**  
**Package**  
**(2026)**

**Candidate Name:**

**Date:**

**Time:**

**Location:**

**Interview Panel Member (1):**

**Interview Panel Member (2):**

**Interview Panel Member (3):**

## **Biographical Information**

**Full Legal Name:**

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**Preferred Name (if applicable):**

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**Residential Status (confirmation of residency within the City of San Diego, if required)**

---

**Contact Information (email, phone):**

---

**Current Employer / Organizational Affiliation:**

---

**Current Job Title / Role:**

---

## Evaluation Scale (5-Point Anchored Rubric)

Score	Descriptor	Behavioral Indicators
<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
<b>3 – Competent</b>	Meets baseline expectations	Provides relevant but moderately developed responses; limited depth or framework application
<b>2 – Limited</b>	Below expectations	Vague, theoretical, or minimally relevant responses; lacks applied experience
<b>1 – Deficient</b>	Does not meet expectations	Inability to provide examples; demonstrates poor judgment or misunderstanding

## Weighted Competency Matrix

Question (#)	Competency Area	Weight (%)	Score (1–5)	Weighted Score
1	Investigative Judgment & Analysis	20%		
2	Impartiality & Bias Mitigation	20%		
3	Community Trust & Engagement	15%		
4	Policy & Systems Oversight	15%		
5	Ethical Decision-Making	15%		
6	Transparency & Accountability	15%		
	<b>TOTAL</b>	<b>100%</b>		

## Overall Candidate Rating Bands

Final Score Range	Recommendation
<b>4.5 – 5.0</b>	Highly Recommended (Top-tier Commissioner candidate)
<b>3.8 – 4.49</b>	Recommended (Strong candidate)
<b>3.0 – 3.79</b>	Consider with Reservations
<b>&lt; 3.0</b>	Not Recommended

## Interview Question(s)

### 1. Investigative Judgment & Evidentiary Analysis

**Question:**

“Describe a situation in which you were required to evaluate conflicting accounts or incomplete evidence to arrive at a defensible conclusion. What analytical framework did you employ, and how did you ensure your determination was both objective and evidence-based?”

**Target Competency:**

- Investigative rigor
- Analytical reasoning
- Evidence-based decision-making

	<b>Score</b>	<b>Descriptor</b>	<b>Behavioral Indicators</b>
<b>(Circle Choice)</b>	<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
	<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
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	<b>1 – Deficient</b>	Does not meet expectations	Inability to provide examples; demonstrates poor judgment or misunderstanding

**Comments:**

## 2. Impartiality & Bias Mitigation

**Question:**

“The CPP must render unbiased determinations, often under conditions of public pressure and competing narratives. How do you actively identify, mitigate, and guard against both conscious and unconscious bias in high-stakes decision-making environments?”

**Target Competency:**

- Impartiality
- Bias awareness and mitigation
- Ethical neutrality

	<b>Score</b>	<b>Descriptor</b>	<b>Behavioral Indicators</b>
<b>(Circle Choice)</b>	<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
	<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
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	<b>2 – Limited</b>	Below expectations	Vague, theoretical, or minimally relevant responses; lacks applied experience
	<b>1 – Deficient</b>	Does not meet expectations	Inability to provide examples; demonstrates poor judgment or misunderstanding
<b>Comments:</b>			

### 3. Community Trust & Stakeholder Engagement

**Question:**

“Given the CPP’s role in strengthening community trust in law enforcement oversight, how would you engage with communities that have historically experienced distrust or harm? Provide a concrete approach to ensuring their perspectives are meaningfully incorporated into Commission processes.”

**Target Competency:**

- Community engagement
- Cultural competence
- Trust-building and legitimacy

	Score	Descriptor	Behavioral Indicators
(Circle Choice)	<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
	<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
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	<b>1 – Deficient</b>	Does not meet expectations	Inability to provide examples; demonstrates poor judgment or misunderstanding
<b>Comments:</b>			

#### 4. Governance, Policy Oversight & Systems Thinking

**Question:**

“CPP Commissioners are responsible for evaluating policies, training, and systemic practices within SDPD. Describe how you would assess whether a policy or procedure is effective, equitable, and aligned with best practices. What metrics or frameworks would you use?”

**Target Competency:**

- Policy analysis
- Systems-level thinking
- Governance oversight

	Score	Descriptor	Behavioral Indicators
(Circle Choice)	<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
	<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
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	<b>1 – Deficient</b>	Does not meet expectations	Inability to provide examples; demonstrates poor judgment or misunderstanding
<b>Comments:</b>			

## 5. Ethical Decision-Making Under Ambiguity

### Question:

“Describe a time when you had to make a decision involving significant ethical ambiguity, where the ‘right’ answer was not immediately clear. How did you navigate competing values, and what principles guided your final decision?”

### Target Competency:

- Ethical reasoning
- Integrity
- Judgment under uncertainty

	Score	Descriptor	Behavioral Indicators
(Circle Choice)	<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
	<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
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	<b>1 – Deficient</b>	Does not meet expectations	Inability to provide examples; demonstrates poor judgment or misunderstanding
<b>Comments:</b>			

## 6. Accountability, Transparency & Public Communication

### Question:

“The CPP must operate with transparency while handling sensitive investigations. How would you balance the need for confidentiality with the public’s expectation for accountability and transparency? Provide an example or framework.”

### Target Competency:

- Transparency and accountability
- Public communication
- Governance credibility

	Score	Descriptor	Behavioral Indicators
(Circle Choice)	<b>5 – Exceptional</b>	Demonstrates mastery and strategic insight	Provides sophisticated, real-world examples; applies structured frameworks; anticipates second-order implications; aligns with CPP mission
	<b>4 – Strong</b>	Clearly above standard expectations	Offers clear examples; demonstrates sound reasoning and alignment with role expectations
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<b>Comments:</b>			

Commission on Police Practices  
(CPP) Youth Recruitment **Long**  
**Range** Strategic Plan

Building the Next Generation of  
Community Oversight Leaders for  
San Diego's Commission on Police  
Practices (2026)

Dr. David M. Burton (PhD, MBA, BBA, PMP)

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**DOCUMENT CONTROL**

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1.3			Approved
1.4			Final Release
2.0	January 2027		Annual Review
2.1			Updated
2.2			Approved
2.3			Final Release

**APPROVAL**

Name (Print)	Title	Signature	Date
	Chair, Recruitment Committee		
	Chair, Commission on Police Practices		
	Executive Director, CPP		

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## EXECUTIVE SUMMARY

The City of San Diego's Commission on Police Practices (CPP) plays a vital role in strengthening transparency, accountability, and public trust in law enforcement through independent civilian oversight of the San Diego Police Department. As the Commission continues to evolve and expand its community engagement efforts, the intentional inclusion of youth representatives presents a significant opportunity to broaden perspectives, cultivate future civic leaders, and strengthen long-term community relationships with public safety institutions. This long-range recruitment strategy outlines a comprehensive annual plan for identifying, attracting, and nominating qualified youth candidates for City Council to consider for appointment.

The goal of this strategy is to **establish a structured and sustainable pipeline of responsible, mature, and civically engaged young people** who reflect the diversity and values of San Diego's communities. Youth commissioners will bring fresh perspectives, generational insights, and a strong interest in civic service to the Commission's work, while gaining firsthand experience in public governance, investigative review processes, and community oversight. By involving youth leaders in the CPP's mission, the City of San Diego not only strengthens current oversight efforts but also invests in the next generation of professionals and civic leaders who will shape public safety policy in the future.

This strategy focuses on targeted outreach to universities, academic programs, and community organizations that develop emerging leaders in fields closely aligned with public service and community oversight. Priority recruitment efforts will focus on students and recent graduates studying law, criminal justice, public administration, political science, sociology, public policy, and related disciplines. Key institutional partners include the University of

California San Diego, San Diego State University, the University of San Diego, California Western School of Law, National University, Point Loma Nazarene University, and institutions within the San Diego Community College District. In addition to **higher education institutions**, outreach efforts will include collaboration with educational nonprofits and **youth leadership organizations** such as **Reality Changers** and other community-based programs that serve diverse student populations throughout the region.

This recruitment strategy also emphasizes the importance of identifying candidates who represent the **geographic, cultural, and socioeconomic diversity** of San Diego. Youth commissioners should possess **strong character, maturity, communication skills**, and a demonstrated commitment to community service and ethical leadership. These individuals will contribute meaningful perspectives on community-police relations while helping the Commission better understand the concerns, experiences, and expectations of younger residents.

The implementation of this strategy will occur throughout the year in a phased approach that includes outreach, application solicitation, candidate evaluation, and appointment by City Council. Early phases will focus on building partnerships with universities and community organizations, hosting informational sessions, and distributing recruitment materials. Subsequent phases will include formal application periods, structured interviews, and a transparent selection process designed to identify candidates who demonstrate the leadership qualities necessary for effective service on the Commission.

Ultimately, the successful recruitment of youth commissioners will enhance the CPP's ability to represent the full spectrum of the San Diego community while reinforcing the Commission's commitment to inclusive governance. By providing opportunities for young leaders to engage directly in oversight and accountability processes, the Commission helps

cultivate informed citizens who understand the responsibilities of public service and the importance of maintaining trust between law enforcement and the communities they serve. This strategy provides the framework for ensuring that youth participation becomes a meaningful and enduring component of San Diego’s approach to community-centered policing oversight.



Figure 1 - Recruitment Strategy

## BACKGROUND

The San Diego Commission on Police Practices (CPP) serves as an independent civilian oversight body responsible for reviewing, evaluating, and investigating matters involving the San Diego Police Department (SDPD). Established to strengthen transparency, accountability, and community trust, the Commission performs a critical function in ensuring that law enforcement policies, practices, and conduct are subject to independent community review. The CPP investigates officer-involved shootings and in-custody deaths, evaluates complaints against police personnel, and reviews departmental policies and procedures in order to make informed recommendations that reflect the interests and expectations of the community. Through these responsibilities, the Commission operates as an important bridge between law enforcement and the residents of San Diego.

As community oversight continues to evolve, it has become increasingly important that oversight bodies reflect the diversity and perspectives of the communities they serve. One important component of this effort is the intentional inclusion of youth voices within the Commission's work. **Young people represent a significant portion of San Diego's population** and frequently interact with public safety systems in schools, universities, public spaces, and neighborhood environments. Their experiences, perspectives, and expectations regarding public institutions are often distinct from those of older generations. Ensuring that these perspectives are represented within the oversight process strengthens the Commission's ability to understand and respond to community concerns in a comprehensive and forward-looking manner.

## PURPOSE

The inclusion of youth commissioners also serves a broader civic purpose. Youth participation in governance helps foster civic engagement, leadership development, and institutional understanding among **the next generation of community leaders**. By involving young adults in the Commission's investigative, analytical, and policy-review processes, the CPP provides a unique opportunity for emerging leaders to learn firsthand how accountability mechanisms function within democratic institutions. This experience helps individuals to better understand public oversight systems while encouraging thoughtful participation in civic life. Additionally, youth representation contributes to the Commission's ability to **anticipate emerging issues** that may influence policing and community relations in the future. Younger generations often engage deeply with topics such as community equity, technology in public safety, civil liberties, and evolving expectations of institutional transparency. Their insights can help inform policy discussions and ensure that oversight efforts remain responsive to changing societal dynamics.

From a strategic standpoint, youth service on the Commission also supports the development of a **long-term leadership pipeline for public service**. Many young people pursuing academic programs in law, criminal justice, public administration, public policy, sociology, and related disciplines seek opportunities to apply their education in real-world governance settings. Serving as a youth commissioner provides exposure to investigative procedures, policy evaluation, ethical deliberation, and complex stakeholder engagement. These experiences help prepare future professionals who may go on to serve in law, government, community advocacy, academia, or nonprofit leadership.

The purpose of this recruitment strategy is therefore **twofold**. **First**, it aims to ensure that the Commission benefits from the perspectives and contributions of capable and diverse youth representatives. **Second**, it seeks to establish a structured and intentional recruitment framework that identifies mature, articulate, and civically engaged young people who are prepared to participate meaningfully in the Commission’s oversight responsibilities. By creating a thoughtful and sustainable recruitment process, the CPP strengthens both its current effectiveness and its long-term connection to the communities it serves.

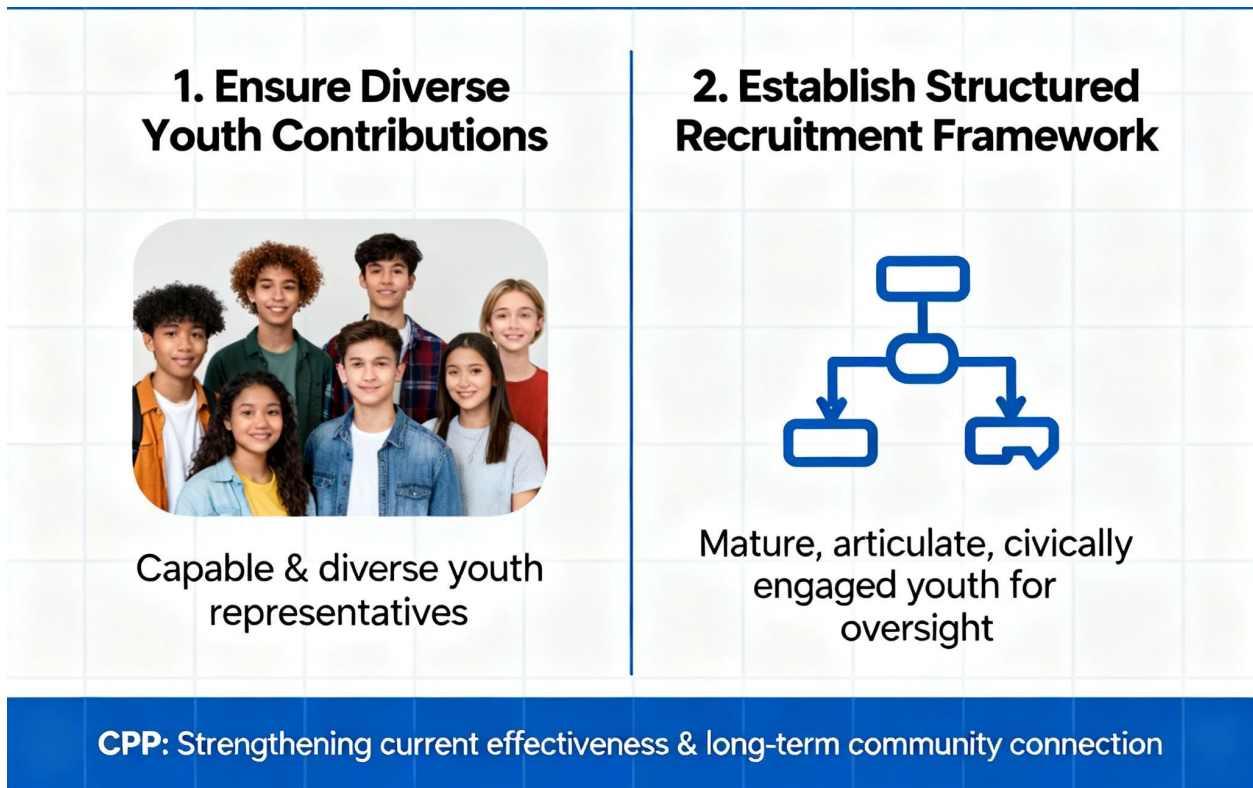


Figure 2 - Two-Fold Purpose

## RECRUITMENT OBJECTIVES

The recruitment of youth commissioners for the San Diego Commission on Police Practices (CPP) must be conducted through a deliberate and structured strategy designed to identify candidates who **demonstrate maturity, integrity, and a genuine commitment** to community service. The **primary objective** of this recruitment effort is to attract and appoint highly qualified young individuals who can contribute thoughtful perspectives to the Commission's work while representing the diversity and experiences of San Diego's communities.

One of the **central objectives** of this strategy is to establish a reliable and sustainable recruitment pipeline that connects the Commission with educational institutions and leadership development programs throughout the region. San Diego is home to a number of universities, colleges, and nonprofit organizations that cultivate students interested in public service, governance, and community leadership. By building relationships with these institutions, the Commission can identify promising candidates who possess the academic background, intellectual curiosity, and civic commitment necessary to participate in oversight work.

A **second objective** is to target academic disciplines that align closely with the Commission's mission and responsibilities. Students pursuing degrees in fields such as law, criminal justice, public administration, public policy, political science, sociology, and related disciplines often have a strong interest in issues related to governance, justice systems, and community accountability. These programs provide students with foundational knowledge that can support informed participation in the Commission's work, including policy evaluation, ethical reasoning, and institutional analysis.

Another **key objective** of this recruitment strategy is to ensure that youth commissioners reflect the cultural, geographic, and socioeconomic diversity of the San Diego region. The Commission's effectiveness depends on its ability to represent and understand the full range of community experiences. Recruitment efforts will therefore prioritize outreach to institutions and organizations that serve diverse student populations across the city and county. This includes universities, community colleges, and educational nonprofits that support students from historically underrepresented communities.

Serving on the Commission requires the ability to evaluate complex issues, engage in respectful dialogue, and contribute thoughtfully to discussions involving sensitive matters related to public safety and community trust. Youth candidates should therefore demonstrate maturity, sound judgment, and a commitment to ethical decision-making. In addition to identifying strong candidates, the recruitment process seeks to **provide meaningful educational and professional development** opportunities for participating youth. Youth commissioners will gain exposure to investigative procedures, public policy analysis, governance processes, and community engagement strategies. This experience not only benefits the individual participants but also contributes to the broader goal of cultivating future leaders who are knowledgeable about civilian oversight and community-centered public safety.

Finally, this recruitment strategy aims to establish a **clear and transparent selection process** supported by defined timelines, outreach efforts, and evaluation criteria. By implementing a structured recruitment framework, the Commission can ensure that youth appointments are made through a thoughtful and inclusive process that identifies individuals capable of contributing meaningfully to the Commission's mission of promoting accountability, transparency, and trust between law enforcement and the community.

## CANDIDATE PROFILE (TARGET RECRUITMENT CRITERIA)

The effectiveness of youth representation on the San Diego Commission on Police Practices (CPP) depends largely on identifying candidates who possess the **maturity, integrity, and intellectual curiosity** necessary to contribute meaningfully to the Commission’s work. Unlike many youth leadership programs that focus primarily on mentorship or observational experiences, service on the CPP requires active participation in discussions and deliberations involving sensitive matters related to policing, community accountability, and public governance. For this reason, the recruitment strategy must prioritize candidates who demonstrate a combination of academic preparation, civic commitment, and personal responsibility. Establishing a clear candidate profile helps guide recruitment efforts toward individuals who are well-positioned to engage constructively in the Commission’s oversight responsibilities.

**CANDIDATE PROFILE**  
(TARGET RECRUITMENT CRITERIA)

- MUST reside in San Diego**  
18-24 years of age
- YOUNG ADULT**  
18-24 years of age
- COMMITTED STUDENT**  
This recruitment targets students currently enrolled in college.
- DIVERSE COMMUNITY**  
A goal is to reflect San Diego's diverse population.
- CIVIC-MINDED**  
Demonstrates interest in civic engagement and service.

Figure 3 - Candidate Profile

## **Age and Eligibility**

The target recruitment group consists of young adults between the ages of **18 and 25**.

Though there are two (2) designated youth seats, a youth may be appointed to other seats on the commission and/or appointed to another seat after turning 25. This age range captures

individuals who are typically enrolled in undergraduate or graduate programs, early-career professionals, or participants in leadership development initiatives. Candidates must reside in the City of San Diego and are preferred to have strong ties to the community through education, employment, or civic engagement. Because the Commission's work requires an understanding of the local community, candidates should demonstrate familiarity with San Diego's diverse neighborhoods and the issues affecting residents throughout the region.

## **Educational Background**

While youth commissioners are not expected to possess professional expertise in policing or legal matters, candidates should demonstrate a substantive interest in civic institutions, public governance, and community well-being. **Importantly, enrollment in a college or university is not a requirement for youth commissioner eligibility. The Commission's recruitment strategy will therefore adopt an inclusive, community-wide approach that engages young people across both traditional and nontraditional educational and professional pathways within the City of San Diego.** Outreach efforts will include, but not be limited to, individuals pursuing or engaged in disciplines aligned with the Commission's mission, such as:

- **Law**
- **Criminal Justice**
- **Public Administration**
- **Public Policy**
- **Political Science**

- **Sociology**
- **Urban Studies**
- **Social Justice Studies**
- **International Relations**
- **Government or Civic Leadership programs**

At the same time, the Commission will intentionally expand recruitment beyond traditional academic pipelines to include young people enrolled in trade schools, adult education programs, workforce development initiatives, and other alternative learning environments. This broader approach ensures representation from individuals who may be gaining practical, community-based, or vocational experience that is equally relevant to public oversight and civic participation.

Candidates from both traditional and nontraditional pathways often cultivate foundational competencies in governance, institutional accountability, ethical reasoning, and community engagement. These perspectives can provide meaningful context when youth commissioners are evaluating policies, reviewing complaints, and contributing to deliberations on public safety practices.

Ultimately, the objective is not to prescribe a narrow academic or professional profile, but to identify individuals who demonstrate intellectual curiosity, civic awareness, and a commitment to public service—regardless of their educational or career trajectory.

### **Civic Engagement and Community Involvement**

A key indicator of a strong candidate is a demonstrated commitment to civic participation and community engagement. Youth commissioners should have a record of involvement in activities that reflect a genuine interest in improving their communities and contributing to public dialogue. Examples of relevant experiences may include:

- **Participation in student government or campus leadership organizations**
- **Volunteer service with community nonprofits or advocacy groups**
- **Involvement in civic engagement initiatives or public policy programs**

- **Leadership roles in community-based organizations**
- **Participation in youth leadership programs such as educational nonprofits or service initiatives**
- **Experience organizing or facilitating community events or discussions**

Candidates who have demonstrated sustained involvement in community activities are more likely to bring thoughtful perspectives and a strong sense of responsibility to their role on the Commission. These experiences also suggest that the individual understands the importance of collaboration, public dialogue, and community representation.

### **Leadership Potential**

Youth commissioners should possess emerging leadership qualities that indicate their ability to contribute constructively to a collaborative governance environment. Leadership potential does not necessarily require extensive formal leadership roles; rather, it may be reflected through initiative, responsibility, and the ability to engage respectfully with others. Strong candidates may demonstrate leadership through experiences such as:

- **Leading student organizations or community initiatives**
- **Coordinating volunteer activities or service projects**
- **Facilitating discussions or forums on community issues**
- **Mentoring peers or younger students**
- **Participating in academic research or policy analysis projects**

Leadership potential is particularly important because youth commissioners will be expected to engage in discussions with experienced commissioners, legal professionals, and community members. Candidates should therefore demonstrate the confidence and communication skills necessary to contribute thoughtfully to complex discussions.

## **Communication Skills**

Effective communication is a critical requirement for service on the Commission on Police Practices. Youth commissioners must be able to articulate ideas clearly, listen respectfully to differing perspectives, and engage in constructive dialogue on issues that may be complex or sensitive. Recruitment efforts will prioritize candidates who demonstrate strong verbal and written communication abilities. Indicators of strong communication skills may include:

- **Public speaking experience**
- **Participation in debate, mock trial, or academic presentations**
- **Writing experience in research papers, policy analysis, or journalism**
- **Participation in forums, panels, or public discussions**

The ability to communicate effectively is essential for fostering productive dialogue within the Commission and ensuring that youth perspectives are presented thoughtfully and respectfully.

## **Ethical Judgment and Integrity**

Given the nature of the Commission's responsibilities, ethical judgment and personal integrity are essential characteristics for youth commissioners. The CPP reviews matters involving allegations of misconduct, use-of-force incidents, and other sensitive issues that require thoughtful and impartial evaluation. Candidates must therefore demonstrate a strong commitment to fairness, accountability, and ethical reasoning.

Evidence of ethical judgment may be reflected through:

- **Academic or professional references**
- **Leadership roles that required responsibility and trust**
- **Community service experiences**
- **Participation in programs emphasizing ethics, leadership, or public service**

Candidates should also demonstrate the ability to approach complex issues with an open mind and a willingness to consider multiple perspectives before forming conclusions.

### **Professional Maturity**

While youth commissioners are early in their professional journeys, they must demonstrate a level of maturity appropriate for participation in a formal governance body. Commission meetings and discussions may involve legal, policy, and investigative topics that require thoughtful analysis and respectful engagement. Professional maturity may be demonstrated through:

- **Reliability and accountability in academic or leadership roles**
- **Respectful engagement with individuals from diverse backgrounds**
- **Ability to maintain confidentiality when appropriate**
- **Willingness to approach complex issues thoughtfully and responsibly**

Candidates who exhibit these qualities are more likely to contribute positively to the Commission's work and benefit from the professional development opportunities associated with service on the CPP.

### **Commitment to Diversity and Community Representation**

Finally, recruitment efforts will prioritize candidates who reflect the demographic and cultural diversity of the San Diego community. The Commission's mission is rooted in community trust and representation, and youth commissioners should embody this principle by bringing perspectives shaped by a wide range of life experiences.

This includes representation across:

- **Racial and ethnic backgrounds**
- **Socioeconomic experiences**

- **Geographic neighborhoods throughout San Diego**
- **Educational institutions and academic disciplines**

By intentionally recruiting candidates from diverse backgrounds, the Commission strengthens its ability to understand and represent the experiences of the communities it serves.



*Figure 4 - Candidate Venn Diagram*

## TARGET INSTITUTIONS AND ORGANIZATIONS

An effective recruitment strategy for youth commissioners requires intentional engagement with institutions and organizations that cultivate civic leadership, academic excellence, and community engagement among young people. San Diego is home to a diverse ecosystem of universities, colleges, nonprofit organizations, and leadership development programs that prepare students for careers in public service, law, governance, and community advocacy. By strategically partnering with these institutions, the Commission on Police Practices (CPP) can identify candidates who demonstrate the maturity, academic preparation, and civic commitment necessary to contribute meaningfully to the Commission's oversight responsibilities. The recruitment strategy will focus on two primary categories of organizations: **higher education institutions** and **educational nonprofit leadership programs**. Each of these sectors plays an important role in developing emerging leaders who are engaged in issues related to public governance, justice systems, and community well-being.

### **Universities and Higher Education Institutions**

Universities represent one of the most effective pipelines for recruiting qualified youth candidates. Many academic programs encourage students to engage with real-world governance issues, participate in civic leadership opportunities, and apply their academic training in practical settings. By collaborating with faculty, department chairs, and student organizations within relevant academic disciplines, the Commission can identify students who possess both the intellectual curiosity and the civic commitment necessary for youth commissioner service. Key universities within the San Diego region include but are not limited to:

#### **California State University San Marcos (CSUSM)**

California State University San Marcos is a rapidly growing public university that serves a

diverse student population across North San Diego County. The university offers programs in Political Science, Criminology and Justice Studies, Sociology, Public Administration, and Global Studies that align closely with the mission of the Commission on Police Practices. Many CSUSM students are actively involved in community engagement initiatives, public policy discussions, and local government internships. The university's strong emphasis on civic learning and community-based research provides an excellent pipeline of students who are interested in public accountability, social justice, and community leadership.

**California Western School of Law**

Located in downtown San Diego, California Western School of Law offers a range of legal programs that focus on criminal justice, civil rights, and public interest law. Law students seeking practical exposure to oversight systems and policy analysis represent

**National University**

National University serves a large population of working professionals and adult learners, many of whom pursue degrees in criminal justice, public administration, and public service. The university's diverse student population offers an important opportunity to recruit candidates who represent a broad range of life experiences and community perspectives.

**Point Loma Nazarene University (PLNU)**

Point Loma Nazarene University is a private institution known for its strong emphasis on leadership, ethics, and service-oriented education. The university offers relevant academic programs in Political Science, International Development, Public Administration, Sociology, and Organizational Leadership. PLNU's mission-driven focus on civic responsibility and community engagement encourages students to apply their education toward meaningful public service. Students involved in leadership programs, community outreach initiatives, and policy-focused

coursework represent strong candidates for youth commissioner roles, particularly those interested in ethical governance, community advocacy, and public leadership.

**San Diego Community College District (SDCCD)**

The SDCCD system—including **San Diego City College, Mesa College, and Miramar College**—serves thousands of students across the region. Community college students often bring valuable perspectives rooted in diverse socioeconomic and cultural backgrounds. Students studying administration of justice, political science, and social sciences at these institutions represent an important recruitment population.

**San Diego Christian College**

San Diego Christian College provides a values-based education that emphasizes ethical leadership, civic responsibility, and community engagement. Academic programs in Political Science, Business Administration, Communication, and Leadership Studies encourage students to explore issues related to governance, ethics, and social responsibility. Students at San Diego Christian College often participate in service-learning programs, community outreach projects, and leadership development initiatives that align well with the goals of the Commission on Police Practices. These experiences help cultivate students who are committed to public service, integrity, and constructive community engagement.

**San Diego State University (SDSU)**

SDSU offers strong programs in Criminal Justice, Public Administration, Political Science, and Sociology. The university has a long history of preparing students for careers in government, public safety, and nonprofit leadership. Students in these programs often study law enforcement systems, public administration frameworks, and community engagement strategies, making them strong candidates for participation in civilian oversight initiatives.

**Thomas Jefferson School of Law**

Thomas Jefferson School of Law is a San Diego-based institution dedicated to preparing students for careers in legal practice, public service, and policy advocacy. The school offers specialized programs in criminal law, public interest law, civil rights law, and constitutional law that provide students with a strong foundation in legal systems and justice-related issues. Law students interested in public accountability, community advocacy, and government oversight may bring valuable analytical perspectives to the Commission's work. Participation in clinics, legal research programs, and public interest initiatives further prepares students to contribute meaningfully to civilian oversight and policy discussions.

**University of California San Diego (UCSD)**

UCSD is one of the region's leading public research universities and offers several academic programs closely aligned with the mission of the CPP. Relevant departments include Political Science, Public Policy, Sociology, Urban Studies and Planning, and International Studies. Students enrolled in these programs often engage with issues related to governance, institutional accountability, and public policy analysis. UCSD also maintains numerous student organizations focused on public service, civic engagement, and social justice.

**University of San Diego (USD)**

USD hosts the **Knauss School of Business**, the **School of Leadership and Education Sciences**, and the **USD School of Law**, which are nationally recognized for their programs in law, public leadership, and governance. Law students and graduate students pursuing degrees in public leadership or international relations may bring particularly valuable perspectives to the Commission's work.

a valuable recruitment pool for youth commissioner roles.

## **Educational Nonprofits and Leadership Programs**

In addition to universities, the Commission will actively recruit from nonprofit organizations that prepare young people for leadership and civic engagement. These organizations often serve students from diverse communities and provide mentorship, academic support, and leadership development opportunities.

### **Reality Changers**

Reality Changers is a San Diego-based nonprofit that prepares first-generation college students from underserved communities to become college graduates and community leaders. The organization emphasizes leadership development, civic responsibility, and academic excellence. Students affiliated with Reality Changers often demonstrate exceptional motivation, resilience, and commitment to community improvement.

### **YMCA Youth & Government**

The YMCA Youth & Government program engages high school and college students in civic education, public policy simulations, and leadership training. Participants gain firsthand experience in governance processes and public policy debate, making them strong candidates for youth commissioner roles.

### **San Diego Youth Leadership Institute**

This organization focuses on empowering young people through leadership development, civic engagement, and public health initiatives. Participants often demonstrate strong community awareness and leadership potential.

### **Urban League of San Diego County**

The Urban League provides leadership development programs that promote economic empowerment, educational access, and community advocacy. Young leaders involved in these

programs may bring valuable perspectives on community equity and representation.

**Mid-City CAN**

A community-based collaborative focused on advancing health equity, education, and civic engagement in historically underserved neighborhoods. Youth participants often have direct experience with grassroots organizing and community advocacy.

**PANA Youth Congress**

A youth-led initiative that empowers immigrant and refugee youth through civic engagement, policy advocacy, and leadership development, offering critical perspectives on inclusion and community voice.

**Youth Will**

Develops youth leadership capacity through advocacy, storytelling, and systems-change initiatives, often centering historically underrepresented voices in public discourse.

**UCSD Health Youth Advisory Council**

Engages young people in healthcare-related civic dialogue and systems awareness, fostering analytical thinking around institutional practices and community impact.

**Global ARC Youth**

Focuses on global citizenship, cross-cultural understanding, and youth leadership, preparing participants to engage thoughtfully in complex societal issues.

**Majdal Arab Community Center Youth Program**

Supports youth from Arab and Middle Eastern communities through cultural engagement, leadership development, and civic participation, contributing important cultural and community-based perspectives.

## **Importance of Institutional Partnerships**

Establishing partnerships with these institutions and organizations is essential to building a sustainable recruitment pipeline. Faculty members, program directors, nonprofit leaders, and student advisors can play an important role in identifying candidates who demonstrate strong leadership potential and civic commitment. These partners can also assist with distributing recruitment materials, recommending candidates, and encouraging students to apply.

Through these institutional partnerships, the Commission will be able to reach a wide and diverse pool of potential applicants. By engaging both academic institutions and community-based organizations, the recruitment strategy ensures that youth candidates represent a broad cross-section of San Diego's communities, experiences, and perspectives.

## **Expanded Outreach Commitment**

This list is not exhaustive. The Commission will intentionally broaden its outreach to include:

- Cultural and identity-based resource centers on college and university campuses
- National and regional leadership institutes such as the USC Institute for Civic Engagement
- Community-based and youth-serving organizations that are deeply trusted within specific neighborhoods and cultural communities across the City of San Diego

This expansive approach ensures that recruitment efforts are inclusive, community-informed, and reflective of the full diversity of lived experiences across San Diego's youth population—particularly those whose voices are often underrepresented in traditional civic pathways.

*Table 1- Top Colleges and Educational Programs in San Diego*

<b>Top Colleges &amp; Universities in San Diego</b>	<b>Educational Nonprofits &amp; Youth Leadership Programs (San Diego)</b>
University of California, San Diego (UCSD)	Reality Changers
San Diego State University (SDSU)	YMCA Youth & Government
University of San Diego (USD)	San Diego Youth Leadership Institute
Point Loma Nazarene University (PLNU)	Urban League of San Diego County – Youth Programs
California State University San Marcos (CSUSM)	Boys & Girls Clubs of Greater San Diego – Keystone Leadership Program
National University	San Diego Diplomacy Council – Youth Programs
California Western School of Law	Live Well San Diego Youth Sector
Thomas Jefferson School of Law	Barrio Logan College Institute
San Diego City College (SDCCD)	Jackie Robinson YMCA Leadership Programs
San Diego Mesa College (SDCCD)	SAY San Diego Youth Leadership & Mentorship Programs

## RECRUITMENT CHANNELS

The success of the youth commissioner recruitment initiative depends not only on identifying the right institutions and organizations, but also on utilizing a diverse set of recruitment channels to effectively communicate the opportunity to potential candidates. A multi-channel recruitment strategy ensures that information about youth commissioner positions reaches students, emerging professionals, and community leaders across the San Diego region. By leveraging both traditional institutional networks and modern digital platforms, the Commission on Police Practices can maximize awareness of the opportunity and encourage applications from highly qualified individuals.

### **University Career Centers and Academic Departments**

One of the most effective recruitment channels involves collaboration with university career centers and academic departments. Career centers frequently serve as a central hub where students seek internships, fellowships, and leadership opportunities that align with their academic and professional interests. By distributing recruitment materials through these offices, the Commission can reach students who are actively seeking experiential learning opportunities related to public service. In addition to career centers, outreach to **department chairs and faculty members** within relevant academic programs—such as criminal justice, political science, public administration, and law—can significantly expand recruitment reach. Professors often have direct knowledge of students who demonstrate strong academic performance, leadership ability, and civic engagement. Faculty recommendations can therefore play a valuable role in identifying promising candidates for youth commissioner positions.

## **Student Organizations and Campus Leadership Groups**

Student organizations represent another important recruitment channel. Many universities host **clubs and organizations dedicated to public service, law, policy analysis, debate**, and community engagement. Examples include student government associations, pre-law societies, criminal justice clubs, and public policy organizations. These groups often consist of highly motivated students who already demonstrate an interest in civic leadership and governance. By presenting the youth commissioner opportunity to these organizations—either through meetings, presentations, or informational sessions—the Commission can directly engage students who are likely to be strong candidates.

## **Nonprofit and Community Leadership Networks**

Educational nonprofits and community leadership programs provide an additional recruitment channel for identifying diverse and civically engaged youth candidates. Organizations such as Reality Changers, the YMCA Youth & Government program, and youth leadership institutes maintain strong networks of students who have demonstrated leadership potential and community involvement. Partnering with these organizations allows the Commission to reach candidates who may not be directly connected to traditional academic recruitment pipelines. This approach helps ensure that the youth recruitment effort remains inclusive and representative of San Diego’s diverse communities.

## **Digital and Online Recruitment Platforms**

Digital platforms will also play an essential role in expanding recruitment outreach. Posting the youth commissioner opportunity on the **CPP website**, city government job and volunteer boards, and university online portals allows interested candidates to easily access information about the position. Social media platforms—including LinkedIn, **X**, **Instagram**, and

university communication channels—can further expand visibility among younger audiences.

Short informational posts, digital flyers, and event announcements can help generate interest and encourage prospective applicants to learn more about the opportunity.

### **Public Information Sessions and Webinars**

Hosting informational sessions and webinars will provide an opportunity for prospective candidates to learn more about the responsibilities of youth commissioners and the broader mission of the Commission. These sessions can also serve as a forum for answering questions and clarifying the expectations associated with the role. Public information sessions can be conducted both in-person and virtually, allowing the Commission to reach a wider audience of potential applicants. These sessions also provide an opportunity to highlight the educational and professional development benefits associated with youth commissioner service.

## OUTREACH STRATEGY

A successful outreach strategy is essential to ensuring that the youth commissioner recruitment initiative attracts a diverse and highly qualified pool of applicants. The outreach strategy for the Commission on Police Practices will emphasize **proactive engagement, institutional partnerships, and sustained communication** with organizations that develop emerging civic leaders. By combining direct outreach with strategic partnerships, the Commission can effectively communicate the importance of youth participation in civilian oversight and encourage strong candidates to apply.

### **Proactive Institutional Engagement**

The outreach strategy will begin with direct engagement with targeted universities and educational institutions across the San Diego region. Commission representatives or designated recruitment coordinators will establish contact with department chairs, faculty advisors, and program directors within relevant academic fields. These individuals often serve as trusted mentors who can identify students with strong leadership potential and encourage them to consider applying. Outreach efforts will include **scheduled meetings, presentations, and informational briefings** with faculty and administrative staff. These engagements will help ensure that institutional partners understand the mission of the Commission and the role youth commissioners play in strengthening community oversight.

### **Campus Presentations and Information Sessions**

Campus presentations represent a key component of the outreach strategy. These presentations may be conducted during classroom sessions, student organization meetings, or university-sponsored leadership events. During these presentations, Commission representatives will **provide an overview of the Commission's responsibilities**, explain the youth

commissioner role, and highlight the professional and civic benefits associated with participation. Informational sessions will also provide prospective candidates with an opportunity to ask questions and learn more about the application process. These sessions may be conducted both **in-person and virtually** to accommodate students across multiple institutions.

### **Collaboration with Nonprofit Leadership Programs**

In addition to universities, the outreach strategy will include collaboration with educational nonprofits and community leadership programs. Organizations such as Reality Changers, youth leadership institutes, and civic engagement programs often work with students who have demonstrated exceptional resilience, leadership potential, and commitment to community improvement. By partnering with these organizations, the Commission can ensure that the recruitment process reaches young leaders from a wide range of backgrounds, including those who may not traditionally participate in government-related opportunities.

### **Faculty and Community Nominations**

Another component of the outreach strategy involves encouraging faculty members, nonprofit leaders, and community mentors to **nominate promising candidates**. Nomination-based recruitment can help identify individuals who may not otherwise seek out the opportunity but possess the qualities necessary for effective service on the Commission. Faculty and community nominations can serve as a valuable supplement to the formal application process, ensuring that highly qualified individuals are encouraged to participate.

### **Informational Materials and Communications**

To support outreach efforts, the Commission will develop clear and accessible informational materials describing the youth commissioner role. These materials may include

digital flyers, informational brochures, and online application guides. Communication materials should highlight the mission of the Commission, the responsibilities of youth commissioners, and the benefits of participating in a civic oversight body.

### Building a Long-Term Recruitment Pipeline

Finally, the outreach strategy should aim to **establish long-term relationships** with partner institutions and organizations. Rather than relying on one-time recruitment efforts, the Commission should **cultivate ongoing partnerships** that allow for consistent identification of promising candidates each year. By maintaining these relationships, the Commission can develop a sustainable recruitment pipeline that continues to attract responsible, articulate, and community-oriented youth leaders. Through proactive engagement, strategic partnerships, and clear communication, the outreach strategy will ensure that the youth commissioner recruitment effort reaches a broad and diverse group of potential applicants while strengthening the Commission’s connection to the communities it serves.



Figure 5 - Outreach Strategy

## 2026 RECRUITMENT TIMELINE

A structured and well-defined recruitment timeline is essential to ensuring that the Commission on Police Practices (CPP) successfully identifies, evaluates, and appoints qualified youth candidates. The recruitment process should occur over the course of the calendar year in a phased approach that allows adequate time for outreach, application review, and thoughtful selection of candidates. By organizing recruitment activities into clearly defined stages, the Commission can maximize participation from educational institutions and community organizations while maintaining a transparent and orderly selection process.



*Figure 6 - Condensed Recruitment Timeline*

This recruitment timeline is designed to **align with the academic calendar**, ensuring that outreach, applications, and interviews occur when students are most accessible and engaged. Conducting recruitment during the spring semester allows universities, nonprofits, and faculty partners sufficient time to identify and recommend strong candidates. Scheduling applications before summer break avoids conflicts with midterms and finals, while interviews in early summer provide flexibility for student schedules. Beginning the youth commissioner term in the fall semester ensures participants are settled into their academic routines and able to commit

consistently throughout the year. This structure maximizes participation, improves candidate quality, and supports meaningful engagement during the youth commissioner term.

*Table 2 – Phased Recruitment Timeline*

<b>Phase</b>	<b>Activity</b>	<b>Months</b>
Phase 1	Strategic Planning	Jan – Feb
Phase 2	Outreach	Feb – Apr
Phase 3	Applications	Apr – May
Phase 4	Interviews	May – Jun
Phase 5	Selection & Onboarding	Jun – Jul
<b>Phase 6</b>	<b>Youth Commissioner Term</b>	<b>Aug – May</b>

**Phase 1: Strategic Planning and Preparation ( January - February )**

The first phase of the recruitment timeline will focus on preparation and coordination. During this period, the Commission will finalize recruitment materials, outreach messaging, and application procedures for youth commissioner candidates. Informational materials should clearly outline the responsibilities of youth commissioners, eligibility requirements, and the benefits of participating in the Commission’s work. The Commission will also establish formal contact with targeted universities, academic departments, and nonprofit organizations during this stage. Faculty advisors, career centers, and program directors will be notified about the upcoming opportunity and invited to assist in identifying qualified students. Establishing these partnerships early in the year ensures that institutions have sufficient time to share information with students before application periods begin.

**Phase 2: Institutional Outreach and Awareness (February - April )**

Once recruitment materials and partnerships are established, the second phase will focus on active outreach and awareness. Commission representatives will conduct informational presentations and outreach sessions at targeted universities and nonprofit leadership programs. These presentations may occur during classroom visits, student organization meetings, career

development events, or leadership workshops. Virtual information sessions will also be offered to allow interested candidates from multiple institutions to learn more about the Commission's mission and the role of youth commissioners. These sessions provide an opportunity to answer questions, explain the expectations associated with the position, and encourage strong candidates to apply. Digital outreach will also be expanded during this phase through announcements on university job boards, student newsletters, and the CPP website. Social media and institutional mailing lists may further help increase visibility of the opportunity among students and young professionals.

### **Phase 3: Application Period (April -May)**

The formal application period will occur during the **academic spring semester**. During this time, interested candidates will submit application materials that may include a written statement of interest, résumé, academic or professional references, and documentation of relevant leadership or community involvement. The application window should remain open long enough to allow students and recent graduates sufficient time to prepare thoughtful submissions. Outreach efforts will continue throughout this period to ensure that potential candidates are aware of the application deadline and encouraged to apply. At the conclusion of the application period, Commission staff or designated selection committee members will begin reviewing submitted materials to identify candidates who meet the established recruitment criteria.

### **Phase 4: Candidate Evaluation and Interviews (May - June)**

During this phase, shortlisted candidates will participate in structured interviews with Commission representatives or a designated youth selection panel. The interview process will

evaluate candidates based on leadership potential, communication skills, civic engagement, and their ability to thoughtfully engage with complex public policy issues.

Interview questions may focus on candidates' interest in civilian oversight, their understanding of community-police relationships, and their perspectives on community accountability and public service. The evaluation process should be conducted in a fair and transparent manner to ensure that the most qualified candidates are selected.

**Phase 5: Final Selection and Appointment (June – July)**

The final phase of the recruitment timeline will involve selecting youth commissioners and preparing them for service on the Commission. Selected candidates will be formally notified and provided with orientation materials outlining the responsibilities and expectations associated with their role. During this period, the Commission will also conduct onboarding sessions and training workshops to familiarize youth commissioners with the structure of the Commission, investigative processes, confidentiality requirements, and ethical guidelines. By the end of 2026, newly appointed youth commissioners should be fully prepared to participate in Commission activities beginning in the following term.

**Phase 6: Term and Mentorship (August - May) (Academic Year)**

During this phase, selected youth commissioners will serve a structured term aligned with the academic year, typically from August through May. Throughout their term, youth members will actively participate in Commission meetings, observe investigative review processes, and contribute perspectives that reflect the experiences and concerns of younger members of the community. Each youth commissioner will be paired with an experienced commissioner who will provide mentorship, guidance, and professional development support.

## DIVERSITY AND COMMUNITY REPRESENTATION

A central principle of the San Diego Commission on Police Practices (CPP) is that effective civilian oversight must reflect the communities it serves. San Diego is one of the most diverse cities in the United States, encompassing a wide range of racial, ethnic, cultural, socioeconomic, and geographic communities. Ensuring that youth commissioners represent this diversity is essential to maintaining the credibility, legitimacy, and effectiveness of the Commission's work. A recruitment strategy that intentionally prioritizes diversity and community representation strengthens the Commission's ability to understand and respond to the perspectives of residents across the region.



*Figure 7 - Diversity and Community Representation*

Civilian oversight bodies function most effectively when they are perceived as inclusive and representative of the broader community. When community members see individuals who

reflect their experiences and backgrounds participating in oversight processes, it strengthens confidence that the system operates fairly and transparently. Youth commissioners can play a particularly important role in this effort by bringing perspectives shaped by generational experiences, educational environments, and community engagement initiatives that may differ from those of more traditional governance structures.

San Diego's population is characterized by substantial racial and cultural diversity, including significant Latino, Asian American, African American, Indigenous, and immigrant communities. Recruitment efforts for youth commissioners must therefore prioritize outreach to institutions and organizations that serve students from these communities. Educational nonprofits, community-based organizations, and public institutions often work directly with young people who represent the cultural and linguistic diversity of the region. Engaging with these organizations helps ensure that youth candidates reflect the lived experiences of a broad cross-section of San Diego residents.

Geographic representation is another important dimension of community diversity. San Diego County includes a wide range of neighborhoods with distinct social, economic, and cultural characteristics—from urban communities in the city's central and southern neighborhoods to suburban and coastal areas throughout the region. Youth commissioners who come from different geographic areas bring valuable insights into how policing practices and community relationships with law enforcement can vary across neighborhoods. Recruitment strategies should therefore seek candidates from institutions located throughout the region, including universities, community colleges, and nonprofit programs that serve students from diverse neighborhoods.

Socioeconomic diversity is equally important when identifying youth candidates for the Commission. Students and young professionals from different economic backgrounds may have experienced different forms of interaction with public institutions, including law enforcement and the broader justice system. Recruitment efforts that include community colleges, nonprofit educational programs, and scholarship-based leadership initiatives can help ensure that youth commissioners represent a wide range of socioeconomic perspectives.

Educational diversity should also be considered as part of the recruitment process. While the Commission may prioritize candidates pursuing degrees related to law, criminal justice, public administration, and public policy, it is valuable to include youth with interdisciplinary perspectives as well. Students studying sociology, psychology, urban planning, communications, social work, or international relations may bring insights that enrich the Commission's discussions. Encouraging applicants from a variety of academic backgrounds helps promote more holistic analysis of community-police relationships and public safety policies.

Another important aspect of diversity involves ensuring that youth commissioners represent a range of lived experiences and viewpoints. Individuals who have engaged in community organizing, nonprofit leadership, student government, or public service programs may bring valuable perspectives that contribute to thoughtful deliberation and policy evaluation. Diversity of thought and experience can strengthen discussions by encouraging commissioners to consider multiple perspectives when evaluating complex issues related to public safety and community accountability.

In addition to recruiting diverse candidates, it is important that the Commission **foster an inclusive environment** that supports meaningful participation from youth commissioners once they are appointed. Creating a respectful and collaborative environment allows youth members

to share their perspectives confidently and engage fully in discussions. Mentorship opportunities, training programs, and supportive leadership structures can help ensure that youth commissioners feel empowered to contribute their insights to the Commission's work.

Intentional diversity in youth recruitment also aligns with the broader mission of the Commission to increase community trust in policing. When community members observe that oversight bodies reflect the diversity of the populations they serve, it reinforces the idea that oversight mechanisms operate with fairness, transparency, and community accountability. Youth commissioners who represent different backgrounds can also help serve as ambassadors to their communities by sharing knowledge about the Commission's work and encouraging greater public engagement with oversight processes.

Finally, prioritizing diversity in recruitment contributes to the development of a future generation of civic leaders who understand the importance of inclusive governance. Young people who participate in the Commission will gain firsthand experience working within a diverse and collaborative decision-making environment. These experiences can help shape future careers in law, public service, community leadership, and policy development while reinforcing the value of equitable representation in public institutions.

Incorporating diversity and community representation into the recruitment process is therefore not only a matter of fairness, but also a **strategic investment** in the effectiveness and legitimacy of the Commission's work. By intentionally seeking youth candidates who reflect the demographic, geographic, and experiential diversity of San Diego, the Commission can ensure that its oversight efforts remain grounded in the perspectives of the communities it serves. This approach strengthens both the quality of the Commission's deliberations and the long-term trust between public safety institutions and the residents of San Diego.

## SUCCESS METRICS

A well-designed recruitment strategy must include clear and measurable indicators of success in order to evaluate whether the initiative effectively identifies, attracts, and appoints qualified youth commissioners. Success metrics provide a framework for assessing the effectiveness of recruitment efforts, identifying areas for improvement, and ensuring accountability in the implementation of the strategy. For the San Diego Commission on Police Practices (CPP), success metrics will focus on several key dimensions, including applicant volume, diversity of candidates, institutional engagement, candidate quality, and long-term program impact.

One of the most basic indicators of success is the **overall number of applicants** generated through the recruitment process. A strong recruitment effort should produce a robust applicant pool that allows the Commission to evaluate multiple qualified candidates. Tracking the number of applications received during each recruitment cycle will help determine whether outreach efforts are reaching the intended audience. A healthy applicant pool indicates that the recruitment channels and outreach strategies are successfully raising awareness of the opportunity among students and young professionals throughout the region.

Beyond application volume, it is equally important to evaluate the **quality of applicants**. The Commission should assess whether candidates demonstrate the leadership potential, maturity, and civic engagement necessary to contribute meaningfully to oversight discussions. Indicators of candidate quality may include academic achievements, leadership roles in student organizations or community programs, volunteer experience, and demonstrated interest in public service or public policy. The goal is not simply to attract a large number of applicants, but to

identify individuals who are capable of participating thoughtfully in complex discussions related to policing policy, accountability, and community trust.

Another critical success metric involves **diversity and community representation within the applicant pool**. Because the Commission seeks to reflect the diverse communities of San Diego, recruitment efforts should be evaluated based on the extent to which applicants represent different racial, ethnic, socioeconomic, and geographic backgrounds. Tracking demographic information—when voluntarily provided by applicants—can help determine whether outreach efforts are successfully engaging students from a wide range of communities and institutions. A diverse applicant pool ensures that the selection process can identify candidates who collectively represent the varied experiences and perspectives of San Diego residents.

**Institutional engagement** also serves as an important measure of recruitment success. The Commission should track the number of universities, colleges, and nonprofit organizations that actively participate in the recruitment process. Metrics may include the number of faculty members who distribute recruitment materials, the number of campus presentations conducted, and the number of partnerships established with educational nonprofits or leadership programs. Strong institutional engagement indicates that the recruitment strategy has successfully established relationships with organizations that can serve as long-term partners in identifying future youth commissioners.

The **effectiveness of outreach activities** should also be measured. For example, the Commission may track attendance at informational sessions, participation in webinars, engagement with recruitment materials, and website traffic related to the youth commissioner application process. Monitoring these indicators can help identify which outreach methods

generate the greatest interest among potential candidates and which strategies may require adjustment in future recruitment cycles.

Another key success metric involves the **selection and retention of youth commissioners** once they are appointed. It is important to evaluate whether selected youth members remain actively engaged throughout their term and contribute meaningfully to Commission activities. Indicators of successful engagement may include consistent attendance at meetings, participation in discussions and committees, and completion of training and onboarding programs. Retention rates can provide insight into whether the recruitment process is identifying candidates who are both capable and committed to fulfilling the responsibilities of the role.

Longer-term success metrics should also consider the **professional and civic development of youth commissioners**. Serving on the Commission provides young leaders with exposure to public governance, investigative processes, and community engagement. Tracking the continued involvement of former youth commissioners in civic leadership roles, public service careers, or community advocacy initiatives can help demonstrate the broader impact of the program. These outcomes reflect the Commission's role not only in oversight, but also in developing future leaders who understand the importance of accountability and transparency in public institutions.

Feedback from participants and institutional partners can also serve as an important evaluation tool. Youth commissioners, faculty advisors, nonprofit partners, and Commission members may provide valuable insights into the effectiveness of the recruitment process and the onboarding experience. Surveys or informal feedback sessions can help identify strengths and areas for improvement within the recruitment strategy.

Finally, the Commission should periodically review recruitment outcomes to determine whether the program is meeting its overall objectives. Annual assessments of recruitment metrics can help refine outreach strategies, strengthen partnerships with educational institutions, and ensure that the recruitment process continues to attract strong candidates who reflect the diversity of San Diego's communities. By establishing clear success metrics and regularly evaluating recruitment outcomes, the Commission on Police Practices can ensure that its youth recruitment initiative remains effective, transparent, and responsive to the needs of the community. These metrics will help guide continuous improvement while supporting the Commission's broader mission of strengthening accountability, transparency, and community trust in policing.

Table 3 - Youth Commissioner Recruitment Program Evaluation Rubric

**Youth Commissioner Recruitment Program Evaluation Rubric**

<b>Evaluation Category</b>	<b>Metric / Indicator</b>	<b>Measurement Method</b>	<b>Success Benchmark</b>	<b>Score (1-5)</b>	<b>Notes / Findings</b>
<b>Quality of Applicants</b>	Academic achievement, leadership experience, civic engagement, and alignment with CPP mission	Application review scoring rubric	Majority of applicants demonstrate leadership roles, civic involvement, and relevant academic interests		
<b>Diversity &amp; Community Representation</b>	Representation across race, ethnicity, socioeconomic background, gender identity, LGBTQ+ community, and geographic areas of San Diego	Demographic data (voluntary self-report), applicant background analysis	Applicant pool reflects the demographic diversity of San Diego communities		
<b>Institutional Engagement</b>	Number of universities, colleges, and nonprofits participating in recruitment outreach	Track partner institutions and presentations conducted	Engagement with at least 8-12 institutions and leadership programs annually		
<b>Effectiveness of Outreach Activities</b>	Participation in info sessions, website traffic, application conversions, and campus engagement	Attendance tracking, application source tracking, digital analytics	Outreach activities generate strong application volume from multiple institutions		
<b>Selection &amp; Retention of Youth Commissioners</b>	Completion of full service term and active participation in meetings and mentorship	Attendance records and program completion tracking	90% or greater retention and consistent meeting participation		
<b>Professional &amp; Civic Development</b>	Growth in leadership skills, policy understanding, and civic engagement	Self-assessment surveys, mentor feedback, post-program evaluations	Participants report meaningful leadership and civic learning outcomes		

<b>Evaluation Category</b>	<b>Metric / Indicator</b>	<b>Measurement Method</b>	<b>Success Benchmark</b>	<b>Score (1–5)</b>	<b>Notes / Findings</b>
<b>Participant &amp; Institutional Feedback</b>	Feedback from youth commissioners, mentors, universities, and nonprofit partners	Post-program surveys and stakeholder interviews	Majority of feedback indicates high satisfaction and program impact		

### Scoring Scale

**Score    Performance Level**

- 1    Needs Improvement
- 2    Developing
- 3    Meets Expectations
- 4    Strong Performance
- 5    Exceptional Performance

### Overall Program Score

- Total Score      Program Assessment**
- 30–35      Exceptional Program Performance
  - 24–29      Strong Program Performance
  - 18–23      Meets Expectations
  - 12–17      Needs Improvement



## LONG-TERM SUSTAINABILITY

For the youth commissioner initiative to achieve lasting impact, it must be supported by a long-term sustainability strategy that ensures consistent recruitment, meaningful engagement, and continuous program development. While the initial recruitment cycle establishes the foundation for youth participation on the San Diego Commission on Police Practices (CPP), long-term sustainability requires institutionalizing the program so that youth representation remains a permanent and effective component of civilian oversight. By developing stable partnerships, maintaining structured recruitment cycles, and creating opportunities for ongoing engagement, the Commission can ensure that youth participation continues to strengthen community oversight for years to come.

One of the most important elements of long-term sustainability is the establishment of a **recurring annual recruitment cycle**. Rather than relying on occasional recruitment initiatives, the Commission should implement a predictable yearly process for identifying and appointing youth commissioners. This cycle should include regular outreach to universities, community colleges, and educational nonprofit organizations at consistent times each year. Establishing an annual recruitment timeline helps partner institutions anticipate opportunities for their students and allows faculty advisors, career centers, and nonprofit leaders to actively encourage qualified candidates to apply.

Sustained partnerships with educational institutions will also play a critical role in maintaining the long-term viability of the youth commissioner program. Universities and colleges throughout the San Diego region represent a reliable source of students who are interested in public service, governance, and community leadership. By maintaining relationships with faculty members, department chairs, and student leadership organizations, the

Commission can create a dependable pipeline of candidates from academic programs aligned with its mission. These partnerships may include guest lectures, informational sessions, or collaborations with academic programs focused on law, criminal justice, public administration, and public policy.

In addition to higher education institutions, long-term sustainability will depend on ongoing collaboration with **community-based nonprofit organizations** that develop emerging leaders from diverse backgrounds. Organizations such as educational nonprofits, youth leadership programs, and civic engagement initiatives often work directly with students who demonstrate strong leadership potential and commitment to community service. Maintaining partnerships with these organizations helps ensure that recruitment efforts continue to reach young leaders from a broad range of communities, including individuals who may not follow traditional academic pathways into public service.

Another important component of sustainability involves providing meaningful support and development opportunities for youth commissioners during their service. Youth members who feel supported and engaged are more likely to participate actively and complete their terms successfully. Structured mentorship programs, training workshops, and opportunities for leadership development can help youth commissioners gain confidence and deepen their understanding of the Commission's work. Mentorship relationships between experienced commissioners and youth members can also provide valuable guidance and encourage long-term interest in civic engagement.

Creating an **alumni network of former youth commissioners** can further strengthen the program's long-term impact. Alumni who have previously served on the Commission can remain engaged as ambassadors for the program, helping to promote future recruitment efforts and

mentoring new youth members. Former youth commissioners may also pursue careers in law, public administration, public policy, or community leadership, and their experiences can serve as powerful examples of the value of youth participation in civic oversight.

Program evaluation and continuous improvement are also essential to sustaining the initiative over time. The Commission should periodically assess recruitment outcomes, applicant diversity, and participant engagement in order to determine whether the program is meeting its objectives. Feedback from youth commissioners, institutional partners, and Commission leadership can help identify areas for improvement and guide future adjustments to recruitment strategies or training programs.

Institutional support within the Commission itself is equally important. Staff and Commission leadership should designate clear roles and responsibilities for managing youth recruitment, coordinating outreach activities, and supporting youth commissioners during their service. Establishing these responsibilities within the Commission's operational framework helps ensure that the program remains consistent even as leadership or membership changes over time. Long-term sustainability also requires maintaining a clear understanding of the program's broader purpose. Youth participation in the Commission is not only intended to support current oversight activities but also to cultivate future leaders who understand the importance of transparency, accountability, and community engagement in public institutions. By investing in youth leadership today, the Commission helps strengthen the long-term relationship between law enforcement and the communities it serves.

Ultimately, the sustainability of the youth commissioner program will depend on consistent commitment from both the Commission and its community partners. By maintaining strong institutional partnerships, supporting youth leadership development, and regularly

evaluating program outcomes, the Commission on Police Practices can ensure that youth representation remains a vibrant and meaningful component of civilian oversight in San Diego. Through these efforts, the program can continue to foster civic engagement, strengthen community trust, and prepare the next generation of leaders dedicated to responsible and transparent public governance.

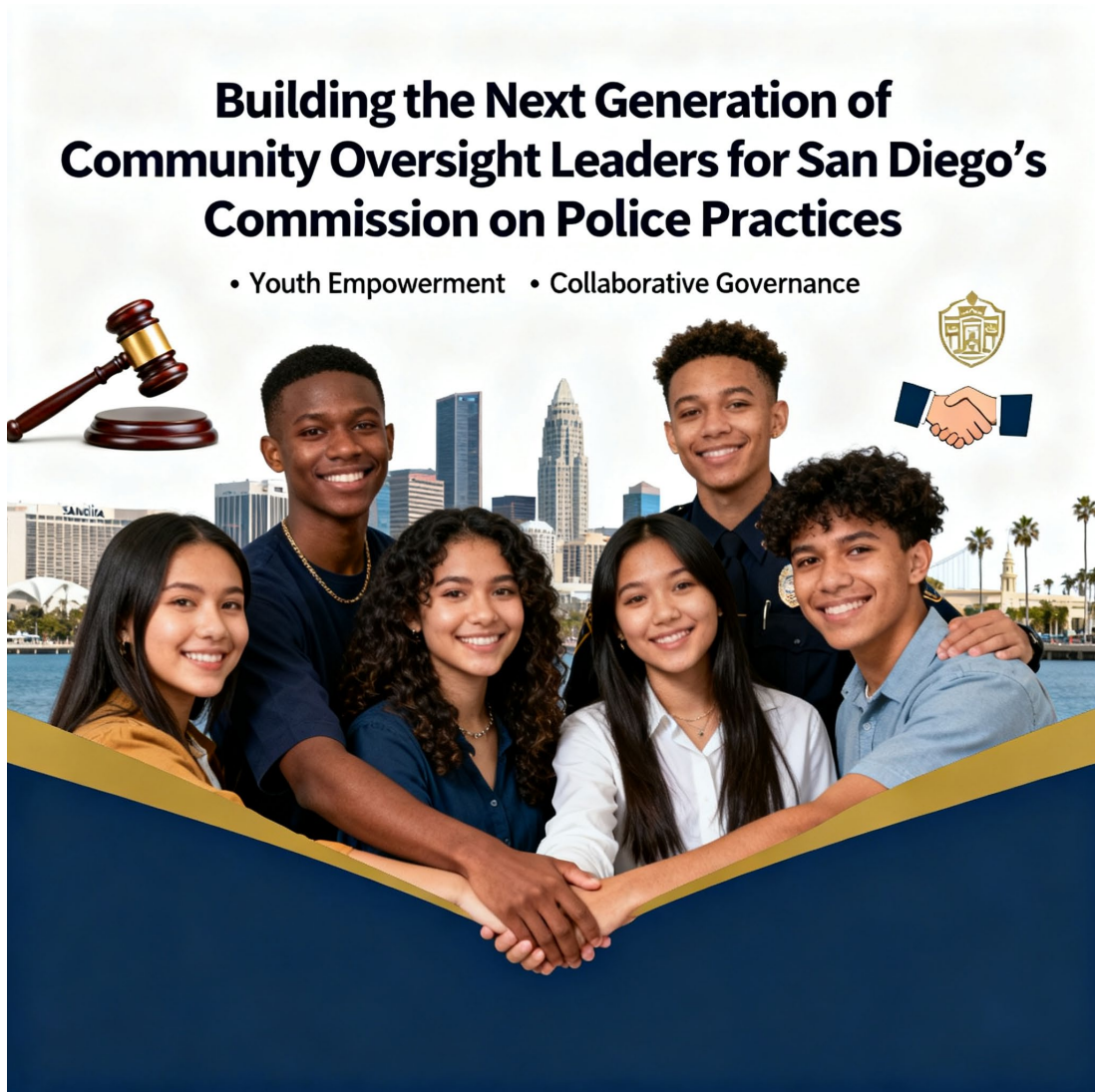


Figure 8 - Building the Next Generation of Leaders