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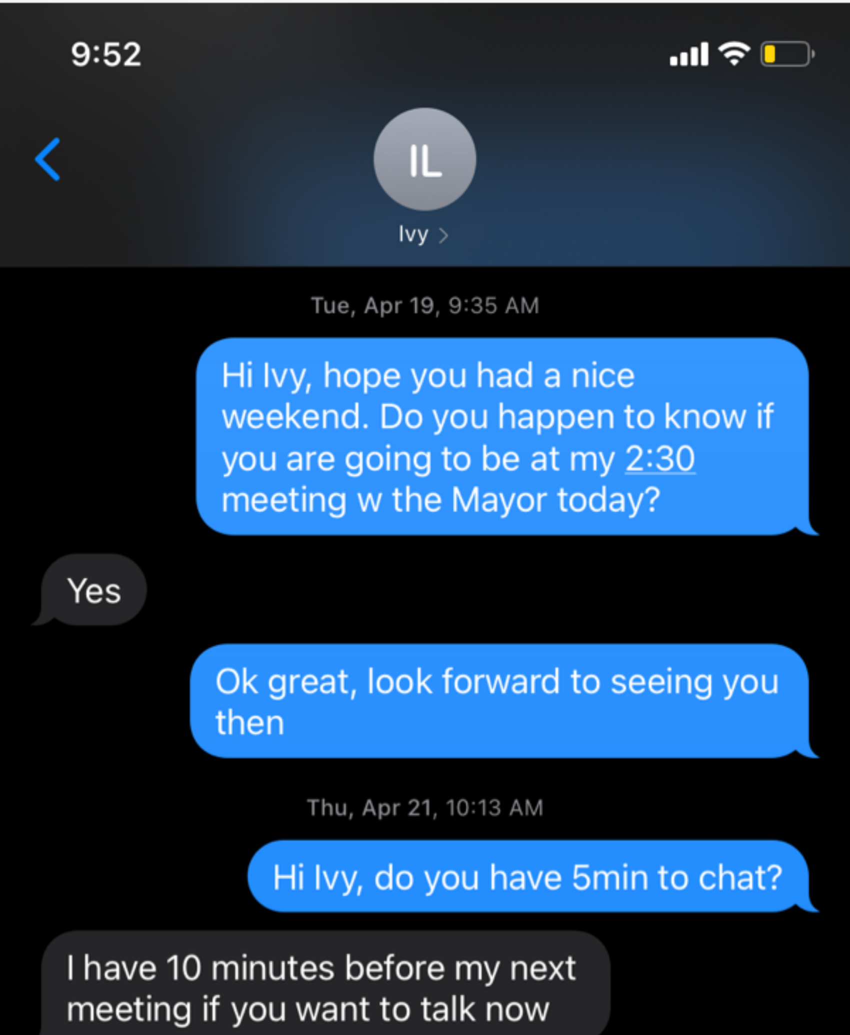


Tue, Apr 19, 9:35 AM

Hi Ivy, hope you had a nice weekend. Do you happen to know if you are going to be at my 2:30 meeting w the Mayor today?

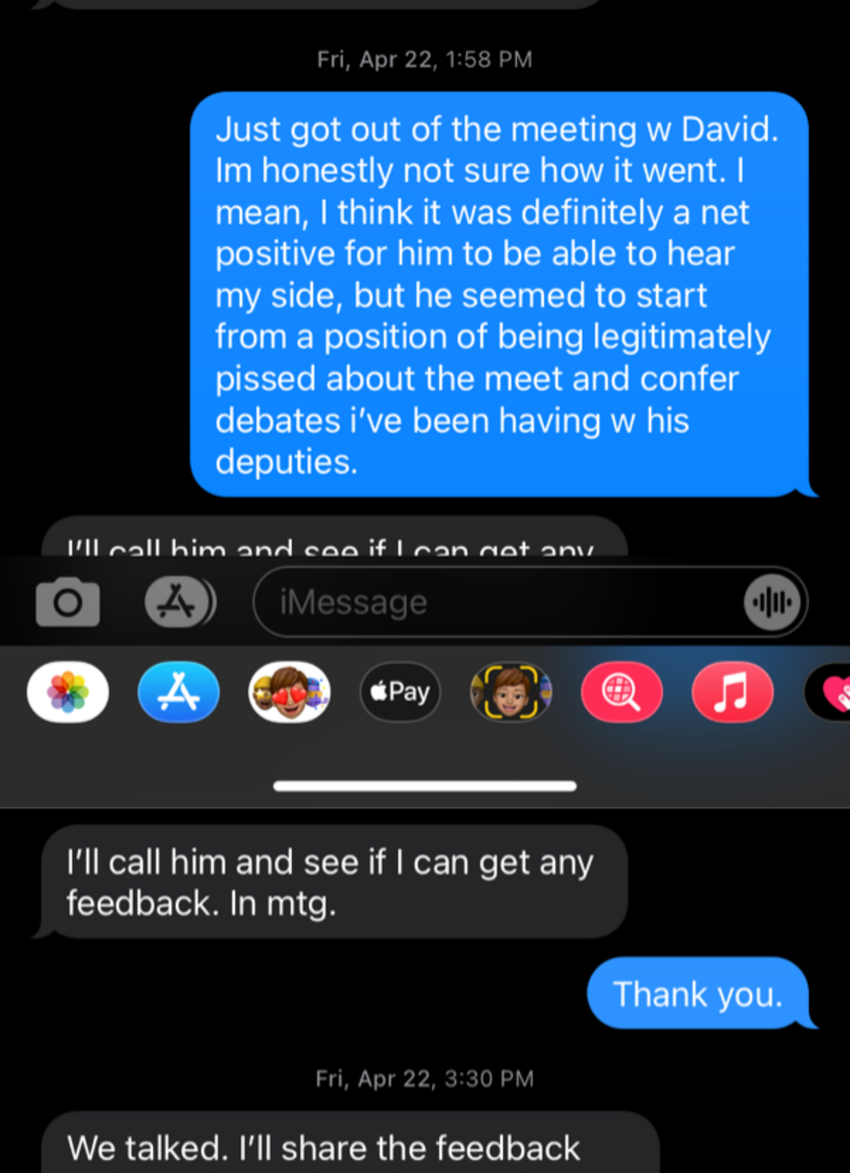
Yes

Ok great, look forward to seeing you then

Thu, Apr 21, 10:13 AM

Hi Ivy, do you have 5min to chat?

I have 10 minutes before my next meeting if you want to talk now



Fri, Apr 22, 1:58 PM

Just got out of the meeting w David. Im honestly not sure how it went. I mean, I think it was definitely a net positive for him to be able to hear my side, but he seemed to start from a position of being legitimately pissed about the meet and confer debates i've been having w his deputies.

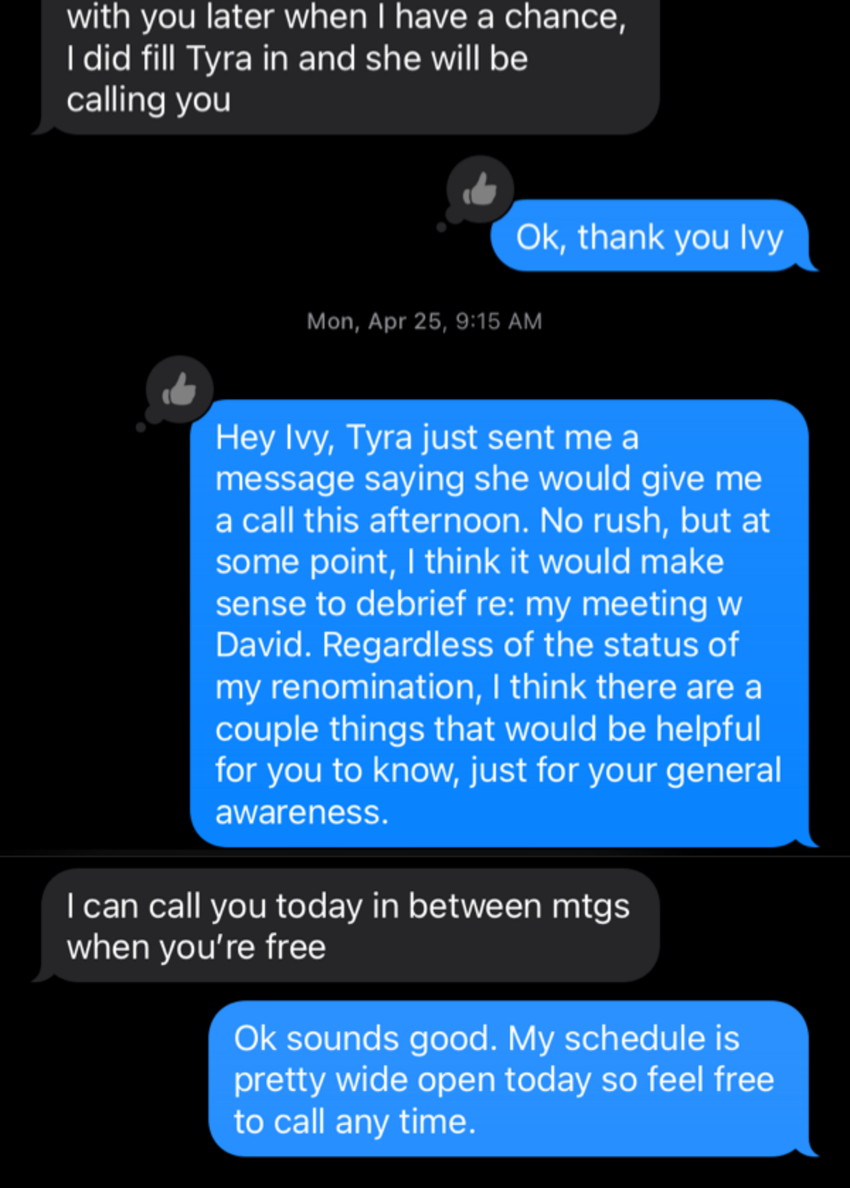
I'll call him and see if I can get any

I'll call him and see if I can get any feedback. In mtg.

Thank you.

Fri, Apr 22, 3:30 PM

We talked. I'll share the feedback



with you later when I have a chance, I did fill Tyra in and she will be calling you

👍

Ok, thank you Ivy

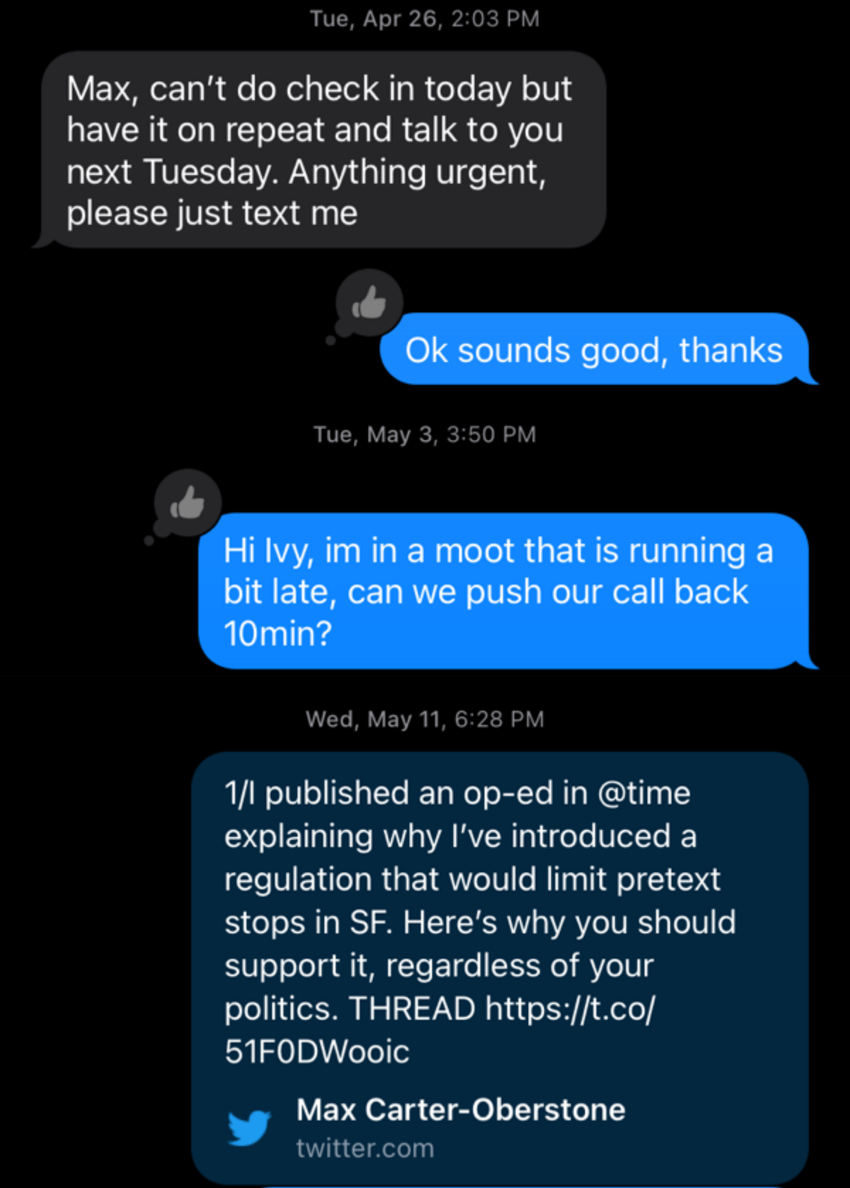
Mon, Apr 25, 9:15 AM

👍

Hey Ivy, Tyra just sent me a message saying she would give me a call this afternoon. No rush, but at some point, I think it would make sense to debrief re: my meeting w David. Regardless of the status of my renomination, I think there are a couple things that would be helpful for you to know, just for your general awareness.

I can call you today in between mtgs when you're free

Ok sounds good. My schedule is pretty wide open today so feel free to call any time.



Tue, Apr 26, 2:03 PM

Max, can't do check in today but have it on repeat and talk to you next Tuesday. Anything urgent, please just text me

👍

Ok sounds good, thanks

Tue, May 3, 3:50 PM

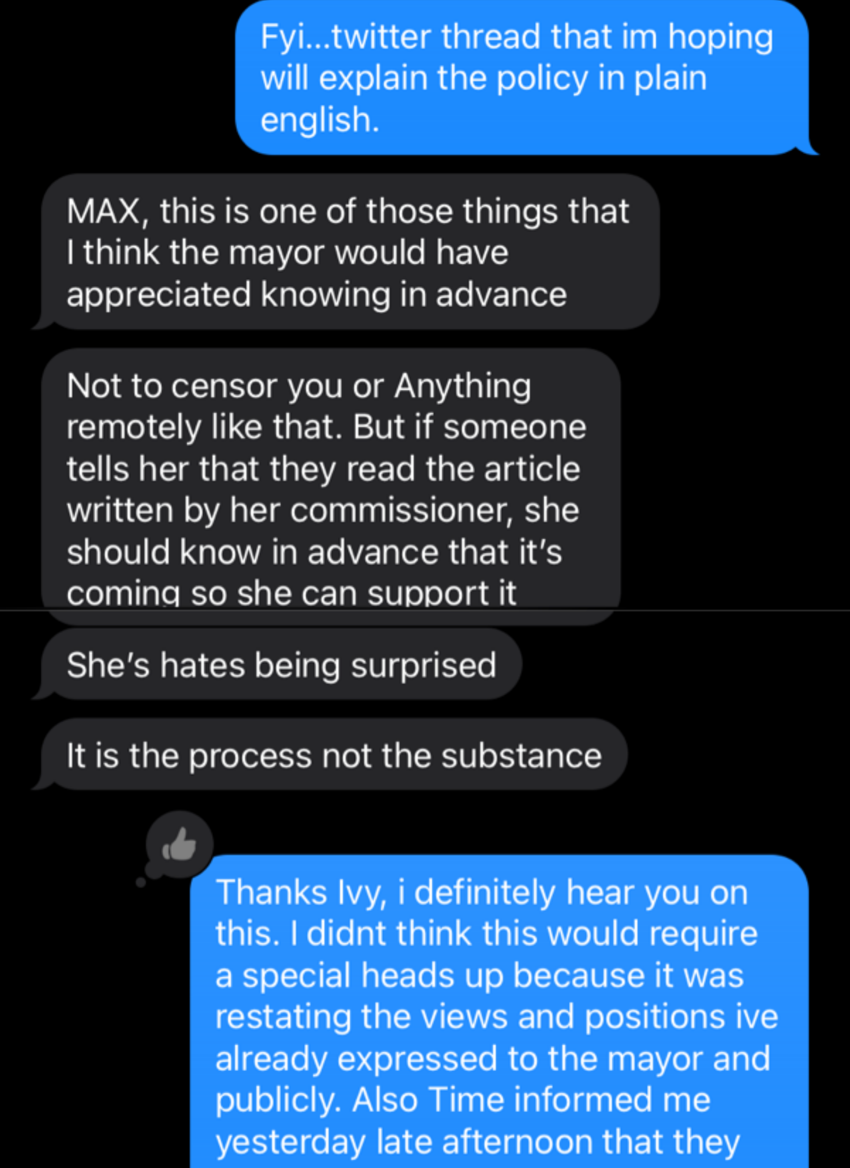
👍

Hi Ivy, im in a moot that is running a bit late, can we push our call back 10min?

Wed, May 11, 6:28 PM

1/I published an op-ed in @time explaining why I've introduced a regulation that would limit pretext stops in SF. Here's why you should support it, regardless of your politics. THREAD https://t.co/51F0DWooic

Max Carter-Oberstone
twitter.com



Fyi...twitter thread that im hoping will explain the policy in plain english.

MAX, this is one of those things that I think the mayor would have appreciated knowing in advance

Not to censor you or Anything remotely like that. But if someone tells her that they read the article written by her commissioner, she should know in advance that it's coming so she can support it

She's hates being surprised

It is the process not the substance

Thanks Ivy, i definitely hear you on this. I didnt think this would require a special heads up because it was restating the views and positions ive already expressed to the mayor and publicly. Also Time informed me yesterday late afternoon that they would accept my piece and it was published today so didnt have much heads up myself.

Office just sent me this second article quoting you

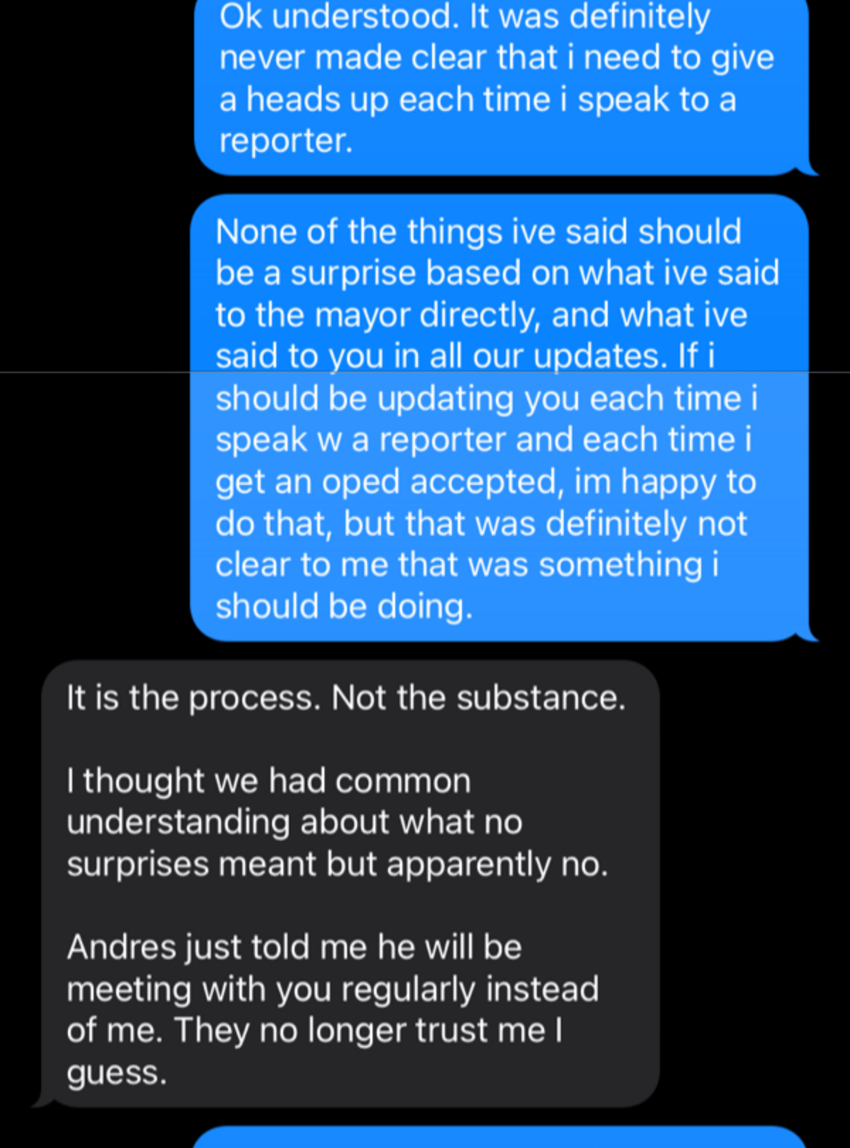
SAN FRANCISCO
POLICE

Why S.F. might be about to prohibit police from making low-level traffic stops

sfchronicle.com

Again. Zero heads up.

I don't know how much clearer I can be about no surprises.



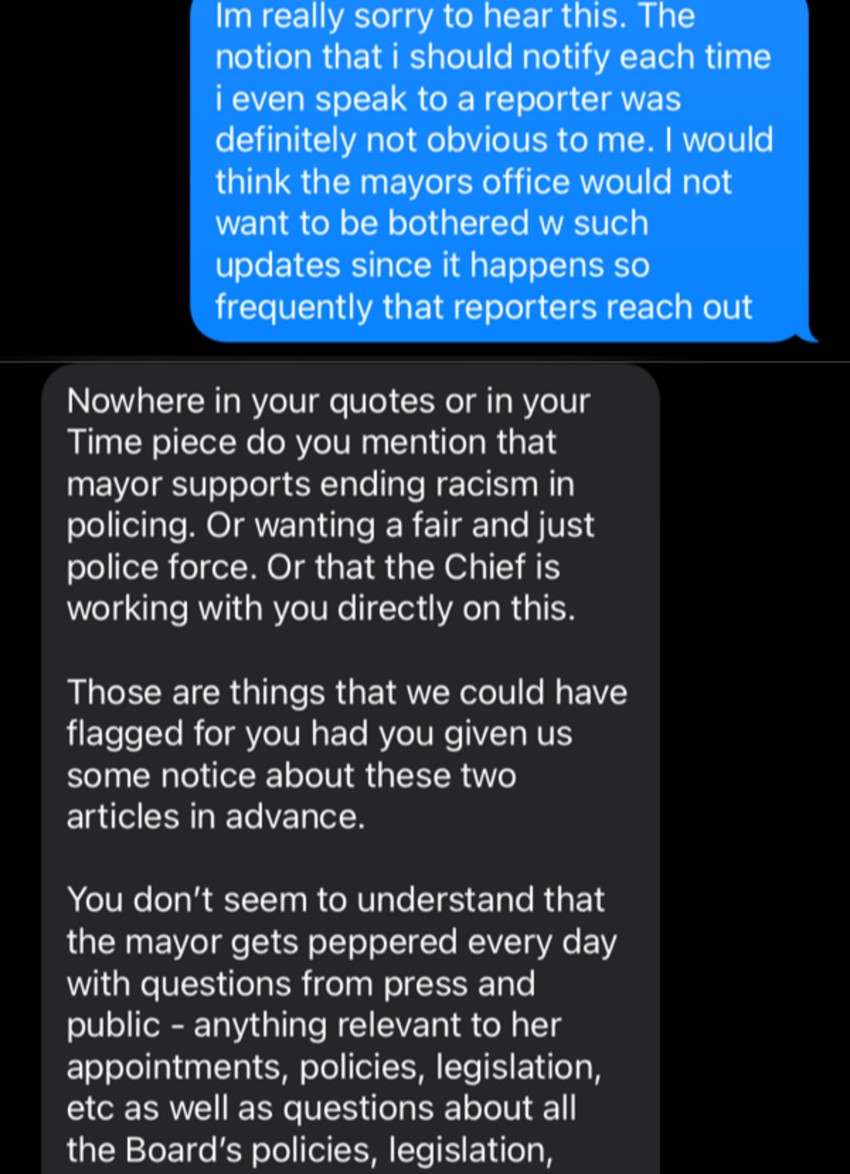
Ok understood. It was definitely never made clear that i need to give a heads up each time i speak to a reporter.

None of the things ive said should be a surprise based on what ive said to the mayor directly, and what ive said to you in all our updates. If i should be updating you each time i speak w a reporter and each time i get an oped accepted, im happy to do that, but that was definitely not clear to me that was something i should be doing.

It is the process. Not the substance.

I thought we had common understanding about what no surprises meant but apparently no.

Andres just told me he will be meeting with you regularly instead of me. They no longer trust me I guess.

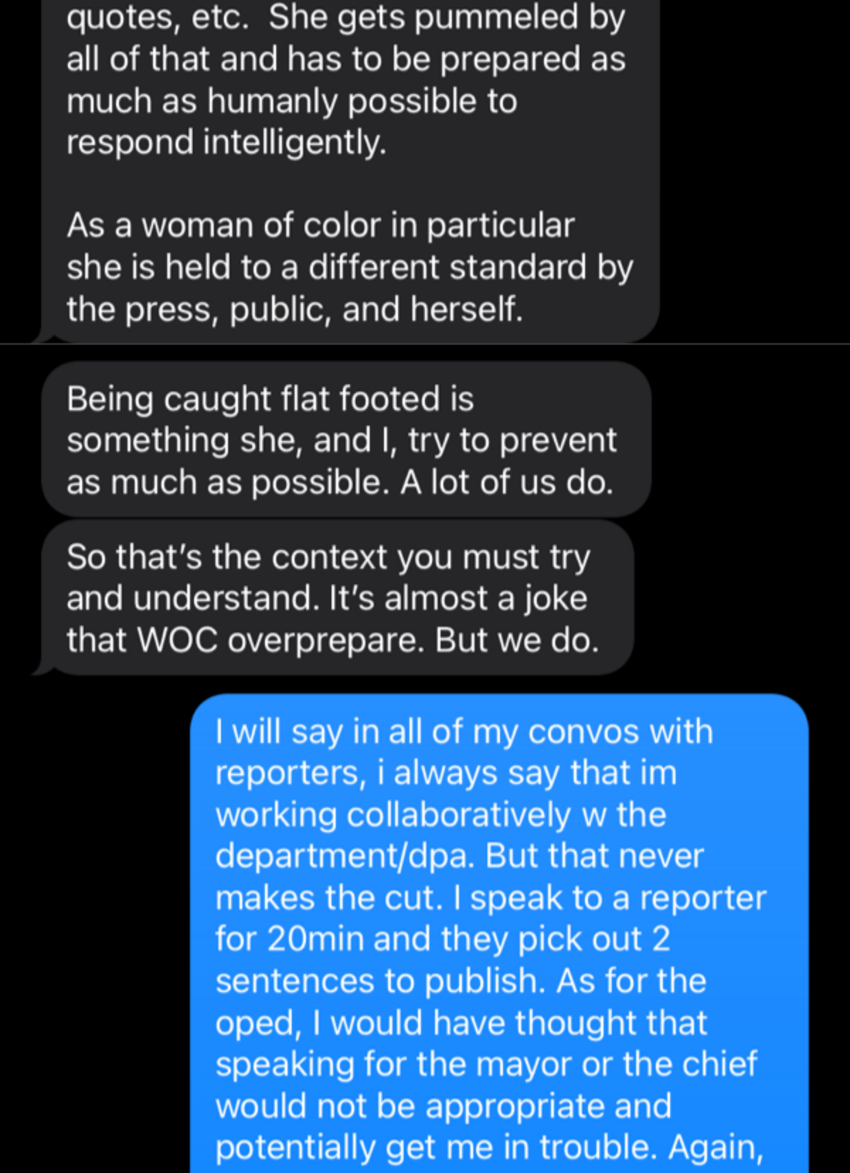


Im really sorry to hear this. The notion that i should notify each time i even speak to a reporter was definitely not obvious to me. I would think the mayors office would not want to be bothered w such updates since it happens so frequently that reporters reach out

Nowhere in your quotes or in your Time piece do you mention that mayor supports ending racism in policing. Or wanting a fair and just police force. Or that the Chief is working with you directly on this.

Those are things that we could have flagged for you had you given us some notice about these two articles in advance.

You don't seem to understand that the mayor gets peppered every day with questions from press and public - anything relevant to her appointments, policies, legislation, etc as well as questions about all the Board's policies, legislation,



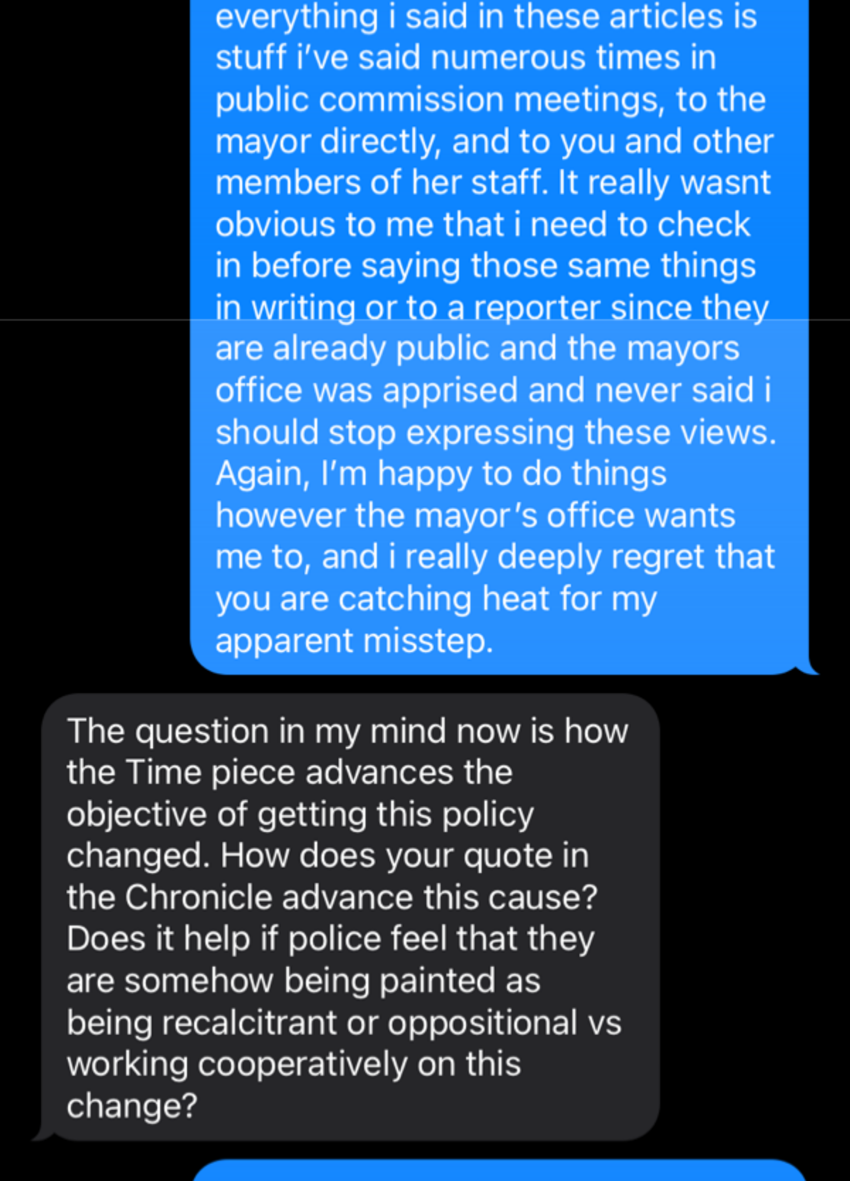
quotes, etc. She gets pummeled by all of that and has to be prepared as much as humanly possible to respond intelligently.

As a woman of color in particular she is held to a different standard by the press, public, and herself.

Being caught flat footed is something she, and I, try to prevent as much as possible. A lot of us do.

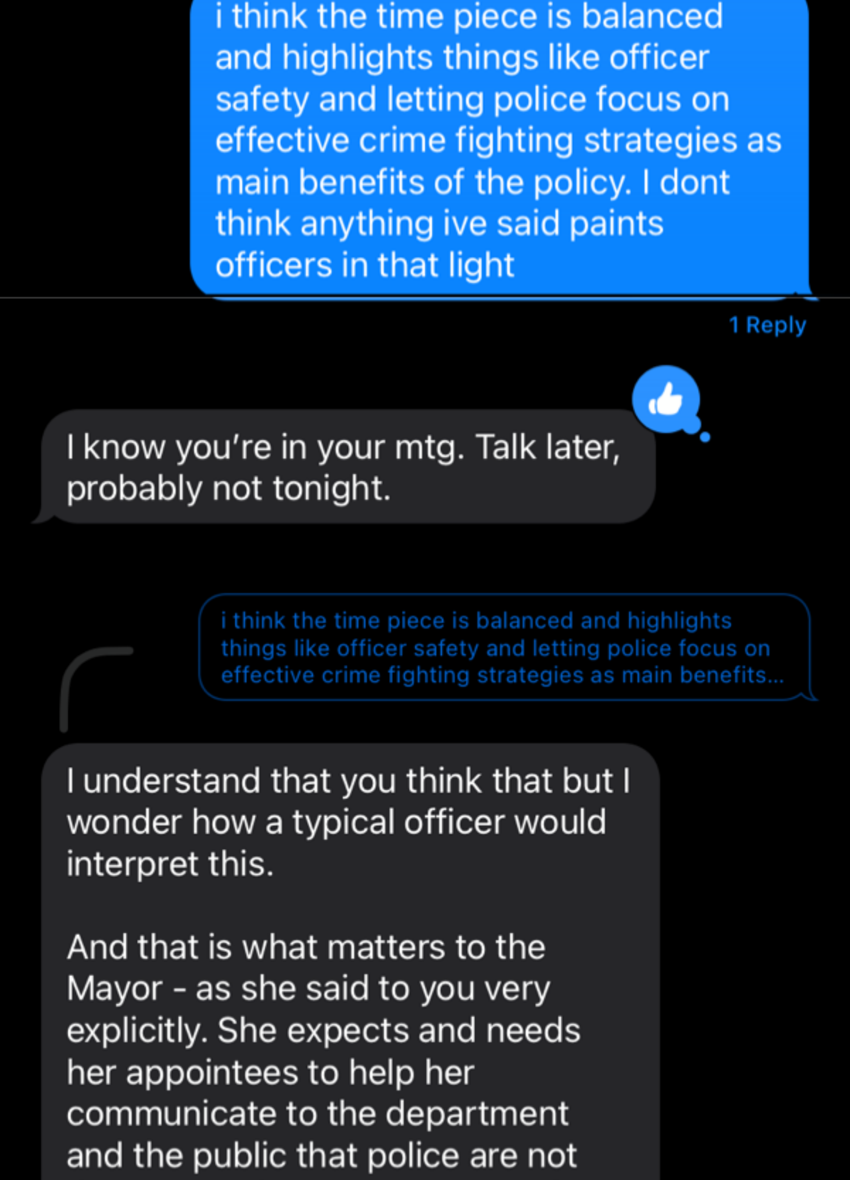
So that's the context you must try and understand. It's almost a joke that WOC overprepare. But we do.

I will say in all of my convos with reporters, i always say that im working collaboratively w the department/dpa. But that never makes the cut. I speak to a reporter for 20min and they pick out 2 sentences to publish. As for the oped, I would have thought that speaking for the mayor or the chief would not be appropriate and potentially get me in trouble. Again,



everything i said in these articles is stuff i've said numerous times in public commission meetings, to the mayor directly, and to you and other members of her staff. It really wasnt obvious to me that i need to check in before saying those same things in writing or to a reporter since they are already public and the mayors office was apprised and never said i should stop expressing these views. Again, I'm happy to do things however the mayor's office wants me to, and i really deeply regret that you are catching heat for my apparent misstep.

The question in my mind now is how the Time piece advances the objective of getting this policy changed. How does your quote in the Chronicle advance this cause? Does it help if police feel that they are somehow being painted as being recalcitrant or oppositional vs working cooperatively on this change?



i think the time piece is balanced and highlights things like officer safety and letting police focus on effective crime fighting strategies as main benefits of the policy. I dont think anything ive said paints officers in that light

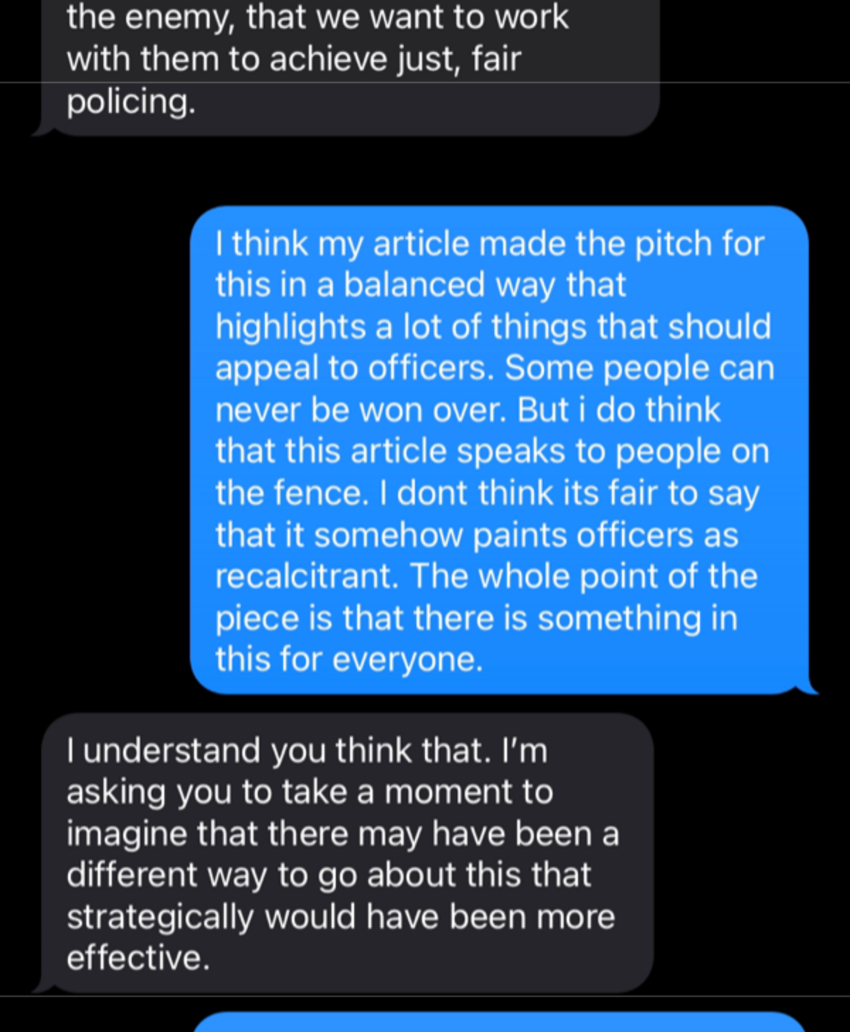
1 Reply

I know you're in your mtg. Talk later, probably not tonight.

i think the time piece is balanced and highlights things like officer safety and letting police focus on effective crime fighting strategies as main benefits...

I understand that you think that but I wonder how a typical officer would interpret this.

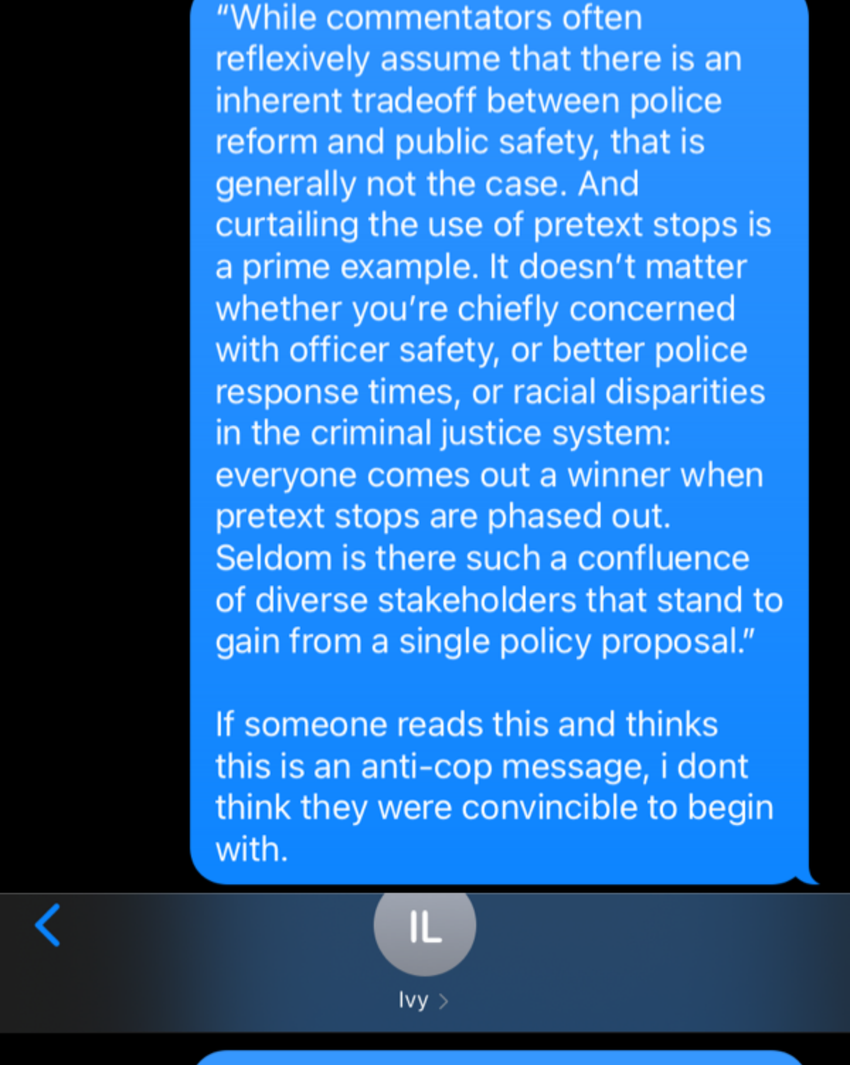
And that is what matters to the Mayor - as she said to you very explicitly. She expects and needs her appointees to help her communicate to the department and the public that police are not



the enemy, that we want to work with them to achieve just, fair policing.

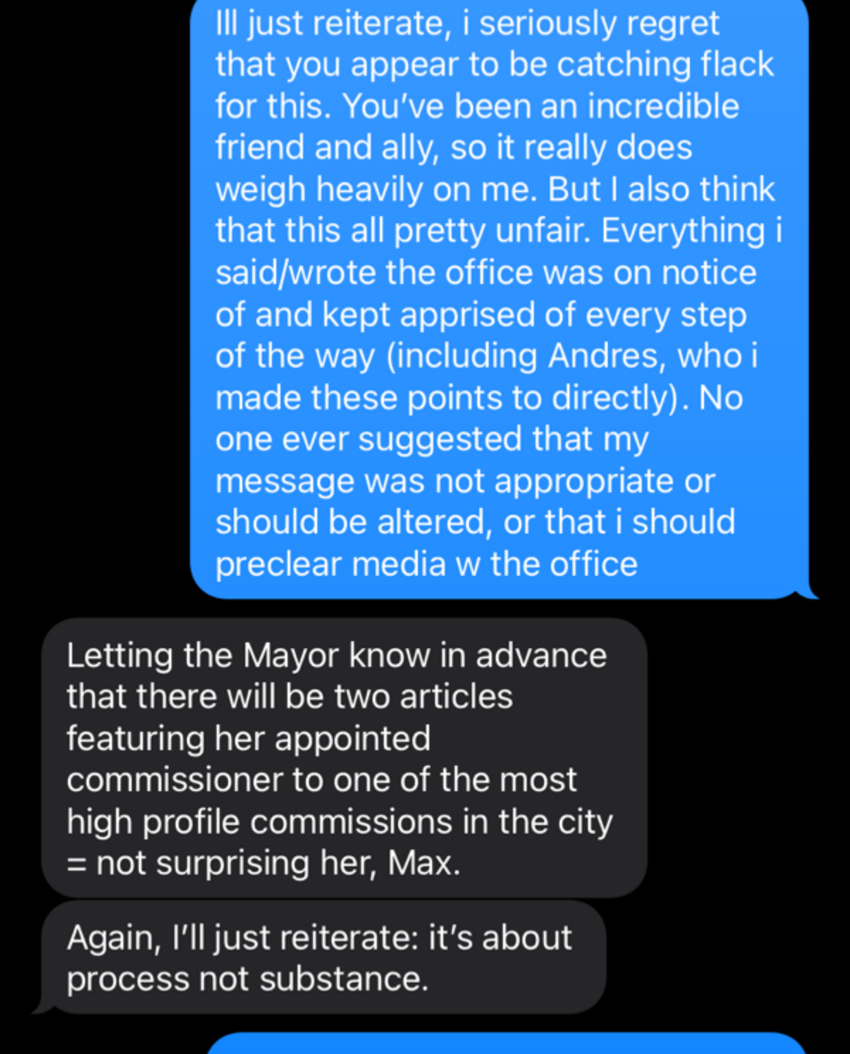
I think my article made the pitch for this in a balanced way that highlights a lot of things that should appeal to officers. Some people can never be won over. But i do think that this article speaks to people on the fence. I dont think its fair to say that it somehow paints officers as recalcitrant. The whole point of the piece is that there is something in this for everyone.

I understand you think that. I'm asking you to take a moment to imagine that there may have been a different way to go about this that strategically would have been more effective.



"While commentators often reflexively assume that there is an inherent tradeoff between police reform and public safety, that is generally not the case. And curtailing the use of pretext stops is a prime example. It doesn't matter whether you're chiefly concerned with officer safety, or better police response times, or racial disparities in the criminal justice system: everyone comes out a winner when pretext stops are phased out. Seldom is there such a confluence of diverse stakeholders that stand to gain from a single policy proposal."

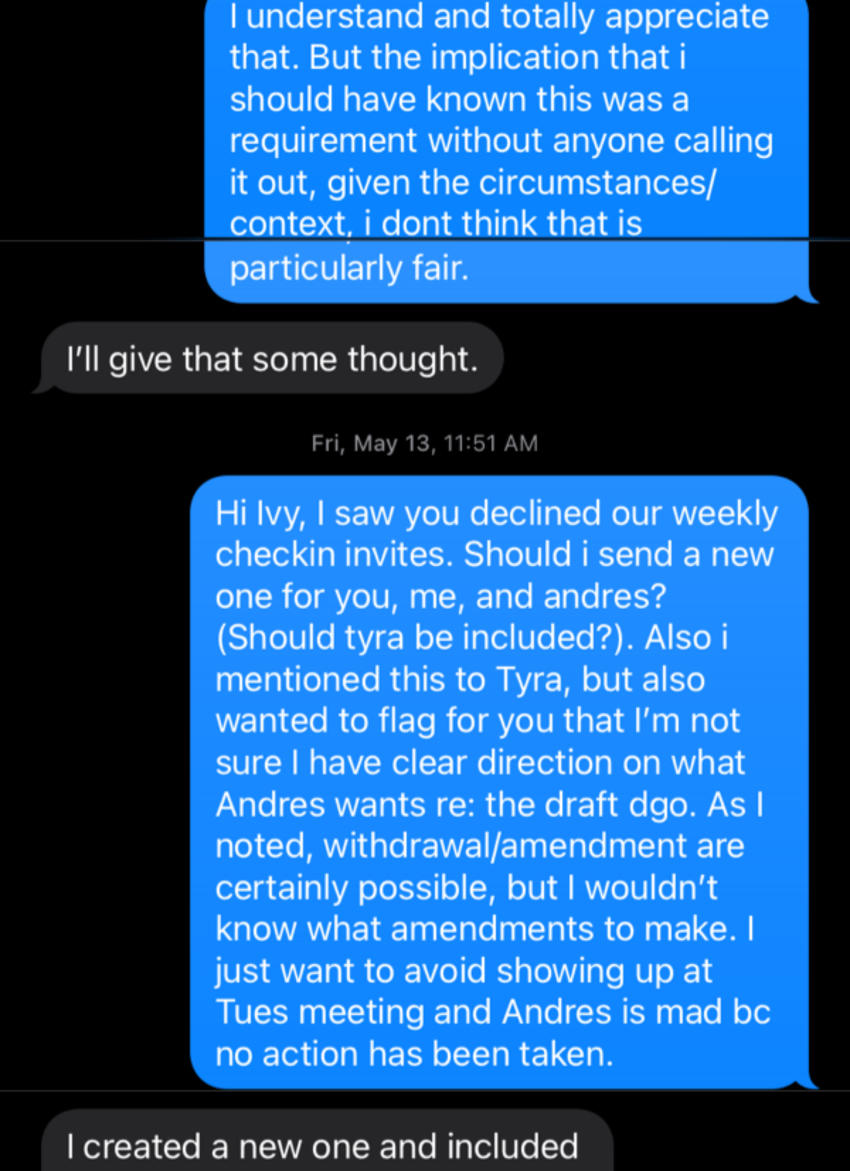
If someone reads this and thinks this is an anti-cop message, i dont think they were convincible to begin with.



Ill just reiterate, i seriously regret that you appear to be catching flack for this. You've been an incredible friend and ally, so it really does weigh heavily on me. But I also think that this all pretty unfair. Everything i said/wrote the office was on notice of and kept apprised of every step of the way (including Andres, who i made these points to directly). No one ever suggested that my message was not appropriate or should be altered, or that i should preclear media w the office

Letting the Mayor know in advance that there will be two articles featuring her appointed commissioner to one of the most high profile commissions in the city = not surprising her, Max.

Again, I'll just reiterate: it's about process not substance.



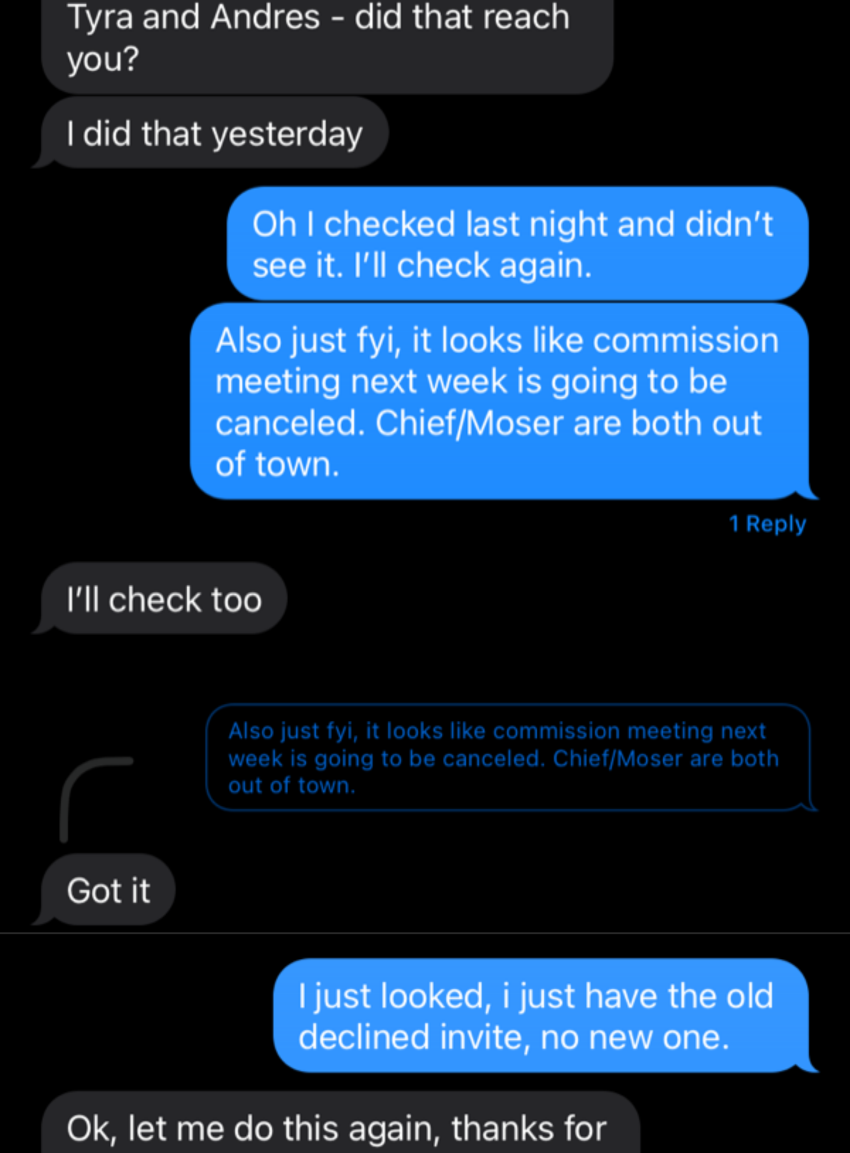
I understand and totally appreciate that. But the implication that i should have known this was a requirement without anyone calling it out, given the circumstances/ context, i dont think that is particularly fair.

I'll give that some thought.

Fri, May 13, 11:51 AM

Hi Ivy, I saw you declined our weekly checkin invites. Should i send a new one for you, me, and andres? (Should tyra be included?). Also i mentioned this to Tyra, but also wanted to flag for you that I'm not sure I have clear direction on what Andres wants re: the draft dgo. As I noted, withdrawal/amendment are certainly possible, but I wouldn't know what amendments to make. I just want to avoid showing up at Tues meeting and Andres is mad bc no action has been taken.

I created a new one and included



Tyra and Andres - did that reach you?

I did that yesterday

Oh I checked last night and didn't see it. I'll check again.

Also just fyi, it looks like commission meeting next week is going to be canceled. Chief/Moser are both out of town.

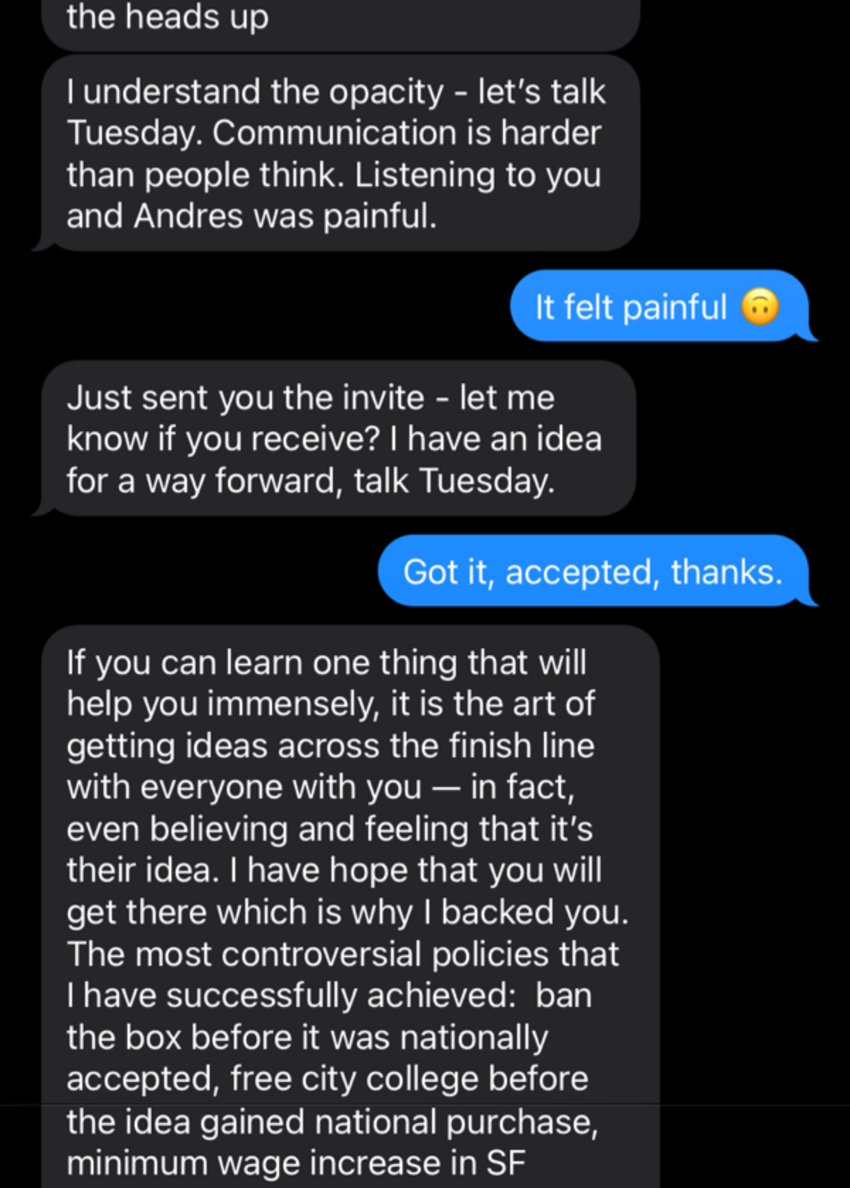
I'll check too

Also just fyi, it looks like commission meeting next week is going to be canceled. Chief/Moser are both out of town.

Got it

I just looked, i just have the old declined invite, no new one.

Ok, let me do this again, thanks for



the heads up

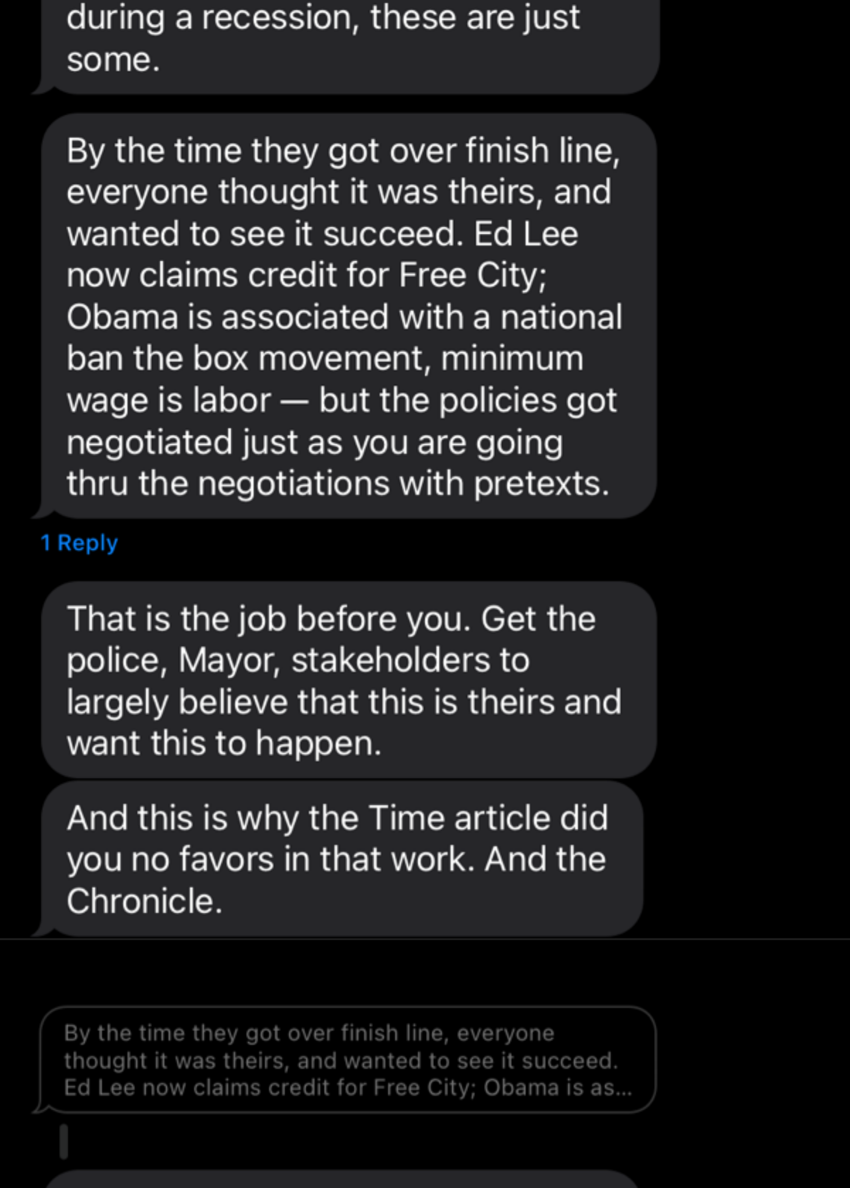
I understand the opacity - let's talk Tuesday. Communication is harder than people think. Listening to you and Andres was painful.

It felt painful 🙃

Just sent you the invite - let me know if you receive? I have an idea for a way forward, talk Tuesday.

Got it, accepted, thanks.

If you can learn one thing that will help you immensely, it is the art of getting ideas across the finish line with everyone with you — in fact, even believing and feeling that it's their idea. I have hope that you will get there which is why I backed you. The most controversial policies that I have successfully achieved: ban the box before it was nationally accepted, free city college before the idea gained national purchase, minimum wage increase in SF



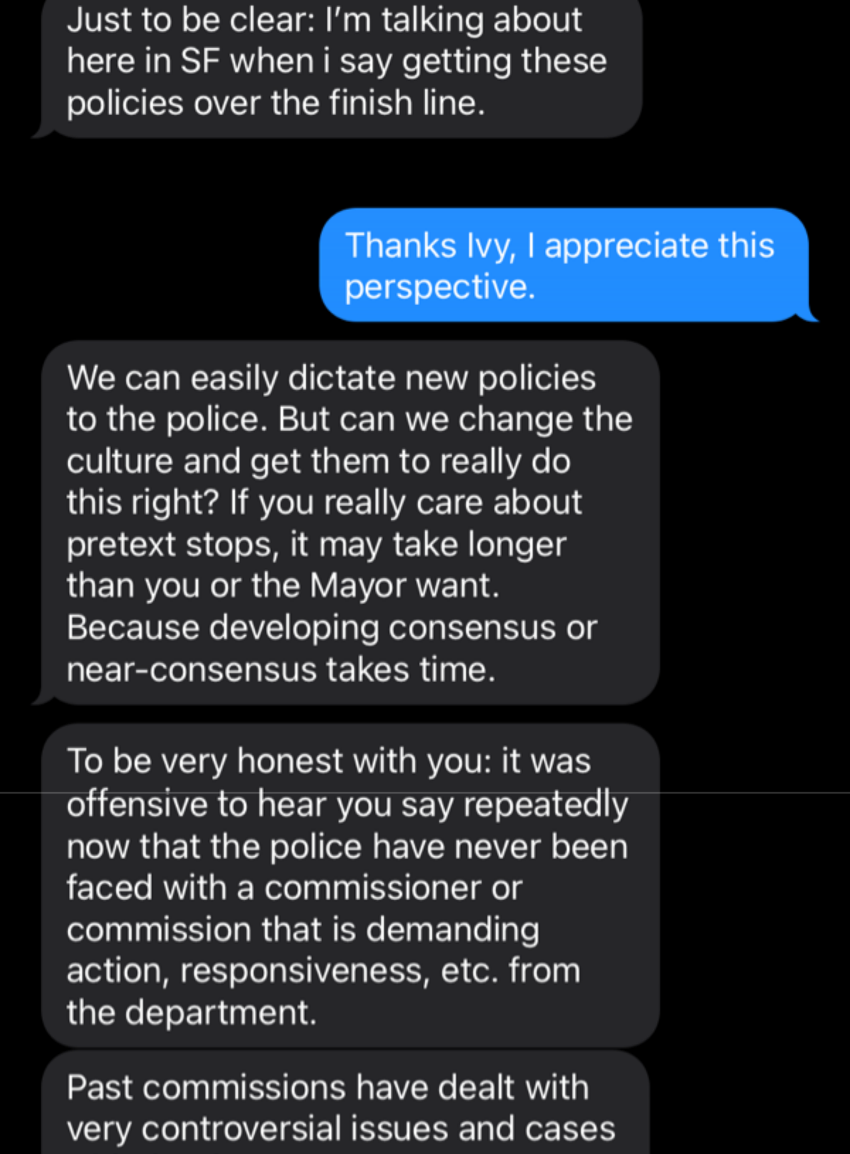
during a recession, these are just some.

By the time they got over finish line, everyone thought it was theirs, and wanted to see it succeed. Ed Lee now claims credit for Free City; Obama is associated with a national ban the box movement, minimum wage is labor — but the policies got negotiated just as you are going thru the negotiations with pretexts.

That is the job before you. Get the police, Mayor, stakeholders to largely believe that this is theirs and want this to happen.

And this is why the Time article did you no favors in that work. And the Chronicle.

By the time they got over finish line, everyone thought it was theirs, and wanted to see it succeed. Ed Lee now claims credit for Free City; Obama is as...



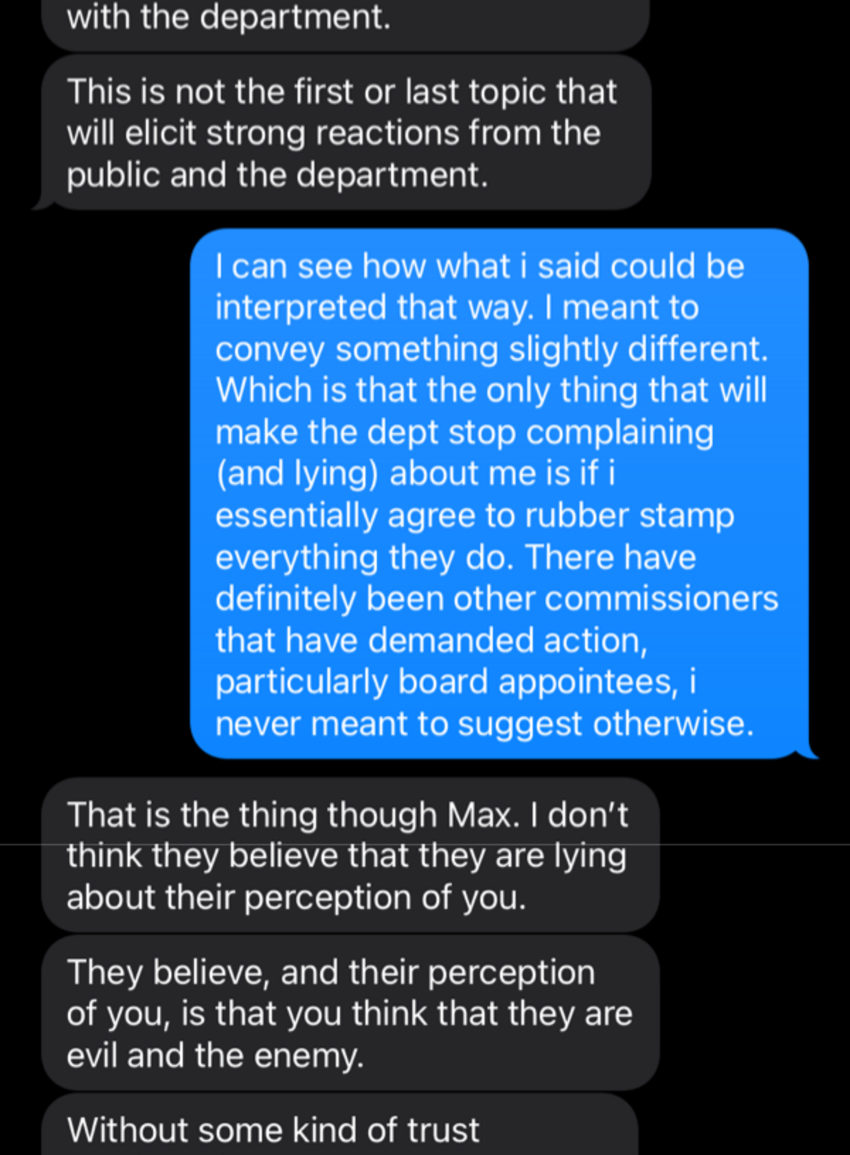
Just to be clear: I'm talking about here in SF when i say getting these policies over the finish line.

Thanks Ivy, I appreciate this perspective.

We can easily dictate new policies to the police. But can we change the culture and get them to really do this right? If you really care about pretext stops, it may take longer than you or the Mayor want. Because developing consensus or near-consensus takes time.

To be very honest with you: it was offensive to hear you say repeatedly now that the police have never been faced with a commissioner or commission that is demanding action, responsiveness, etc. from the department.

Past commissions have dealt with very controversial issues and cases



with the department.

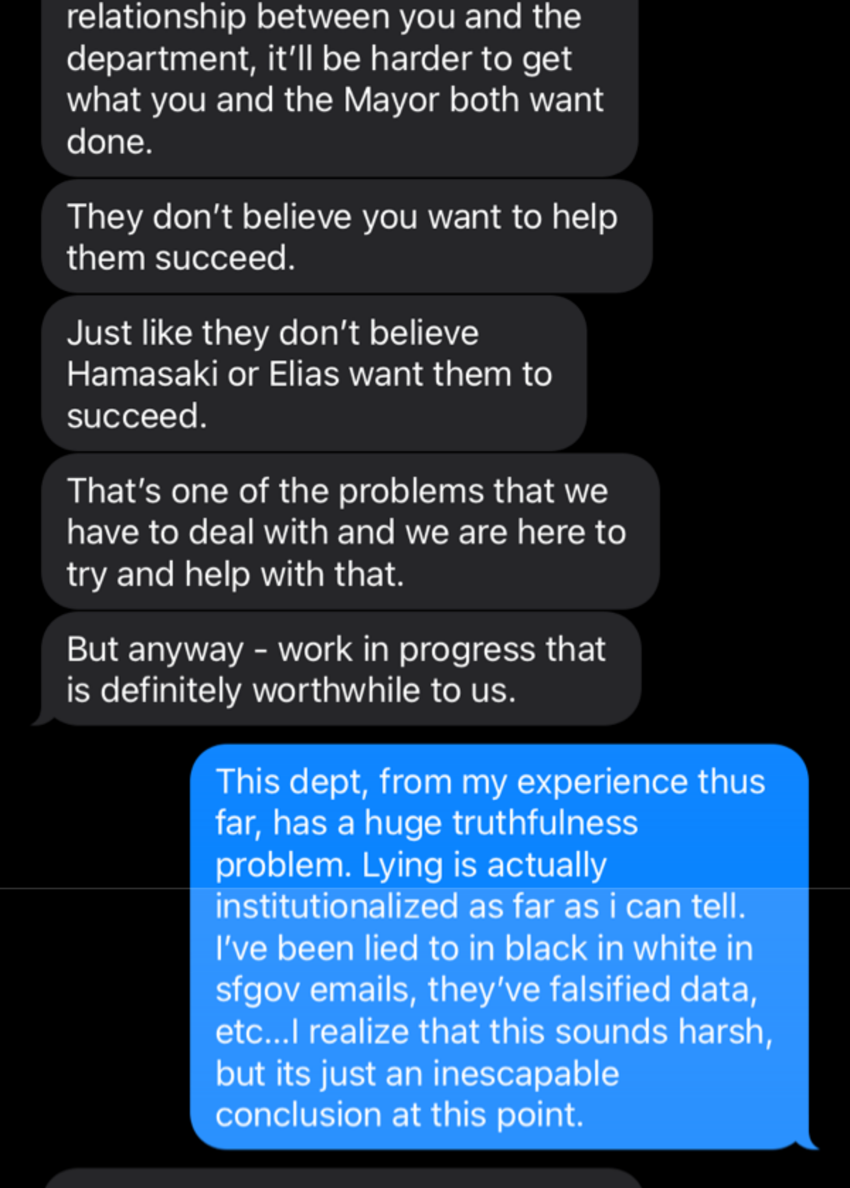
This is not the first or last topic that will elicit strong reactions from the public and the department.

I can see how what i said could be interpreted that way. I meant to convey something slightly different. Which is that the only thing that will make the dept stop complaining (and lying) about me is if i essentially agree to rubber stamp everything they do. There have definitely been other commissioners that have demanded action, particularly board appointees, i never meant to suggest otherwise.

That is the thing though Max. I don't think they believe that they are lying about their perception of you.

They believe, and their perception of you, is that you think that they are evil and the enemy.

Without some kind of trust



relationship between you and the department, it'll be harder to get what you and the Mayor both want done.

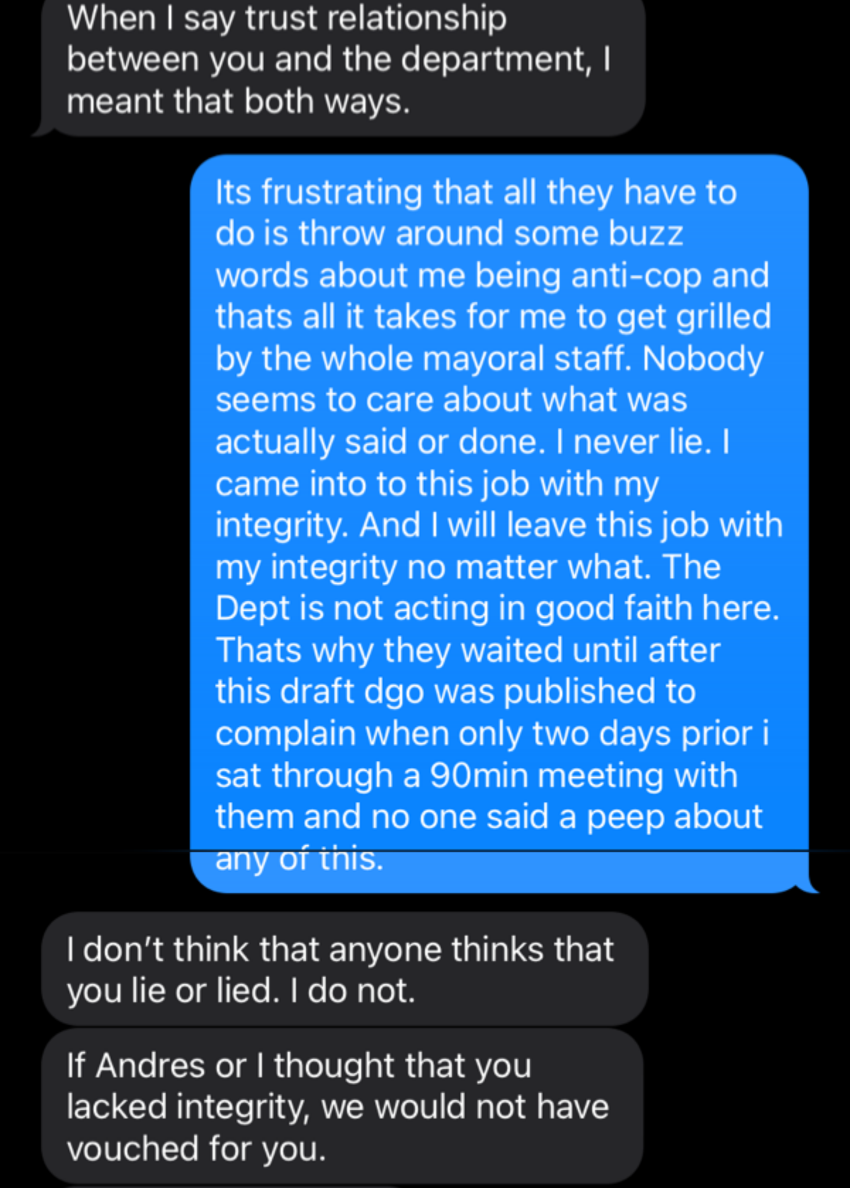
They don't believe you want to help them succeed.

Just like they don't believe Hamasaki or Elias want them to succeed.

That's one of the problems that we have to deal with and we are here to try and help with that.

But anyway - work in progress that is definitely worthwhile to us.

This dept, from my experience thus far, has a huge truthfulness problem. Lying is actually institutionalized as far as i can tell. I've been lied to in black in white in sfgov emails, they've falsified data, etc...I realize that this sounds harsh, but its just an inescapable conclusion at this point.

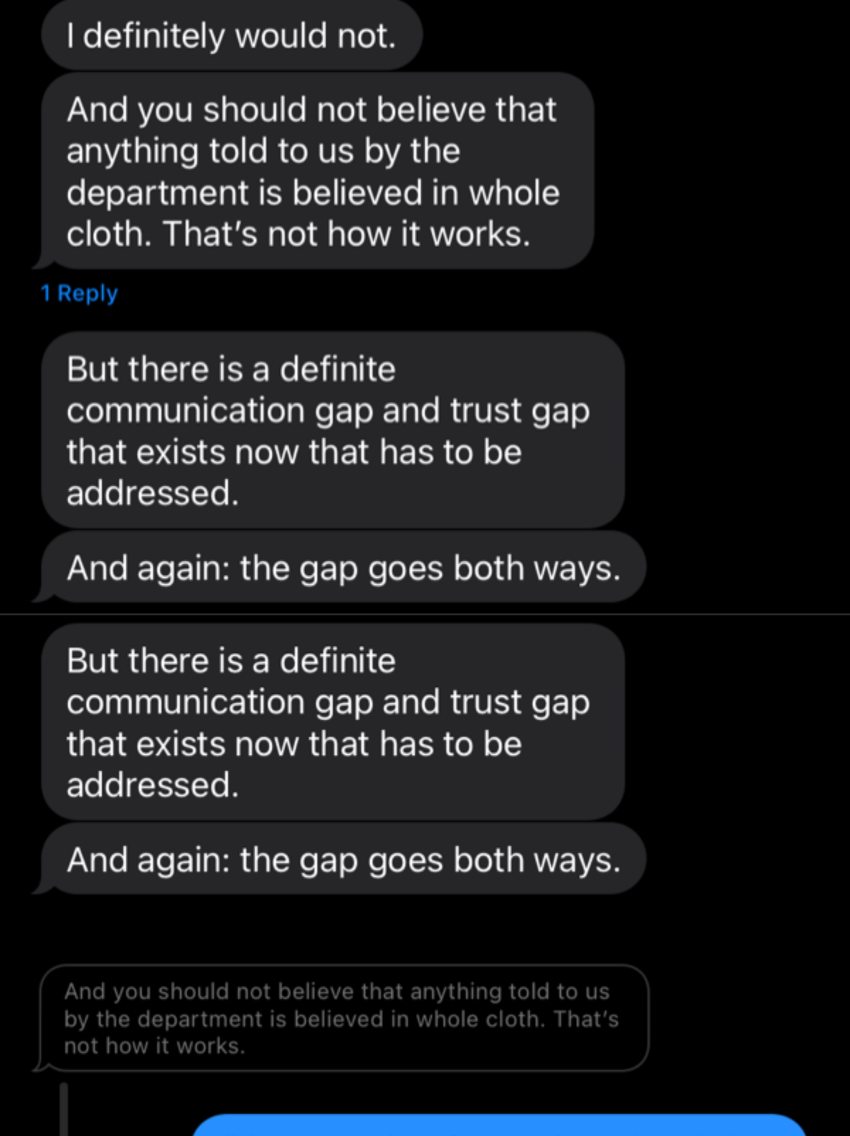


When I say trust relationship between you and the department, I meant that both ways.

Its frustrating that all they have to do is throw around some buzz words about me being anti-cop and thats all it takes for me to get grilled by the whole mayoral staff. Nobody seems to care about what was actually said or done. I never lie. I came into to this job with my integrity. And I will leave this job with my integrity no matter what. The Dept is not acting in good faith here. Thats why they waited until after this draft dgo was published to complain when only two days prior i sat through a 90min meeting with them and no one said a peep about any of this.

I don't think that anyone thinks that you lie or lied. I do not.

If Andres or I thought that you lacked integrity, we would not have vouched for you.



I definitely would not.

And you should not believe that anything told to us by the department is believed in whole cloth. That’s not how it works.

But there is a definite communication gap and trust gap that exists now that has to be addressed.

And again: the gap goes both ways.

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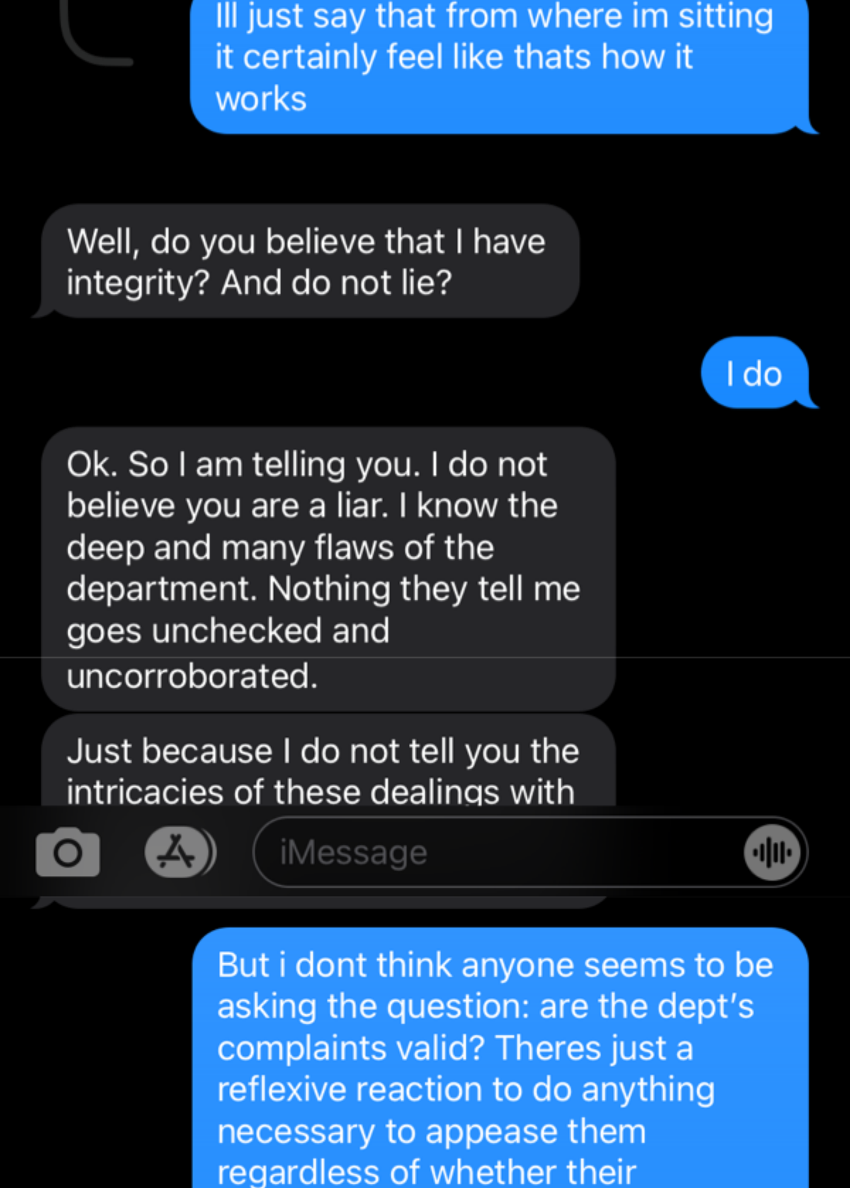


Ill just say that from where im sitting it certainly feel like thats how it works

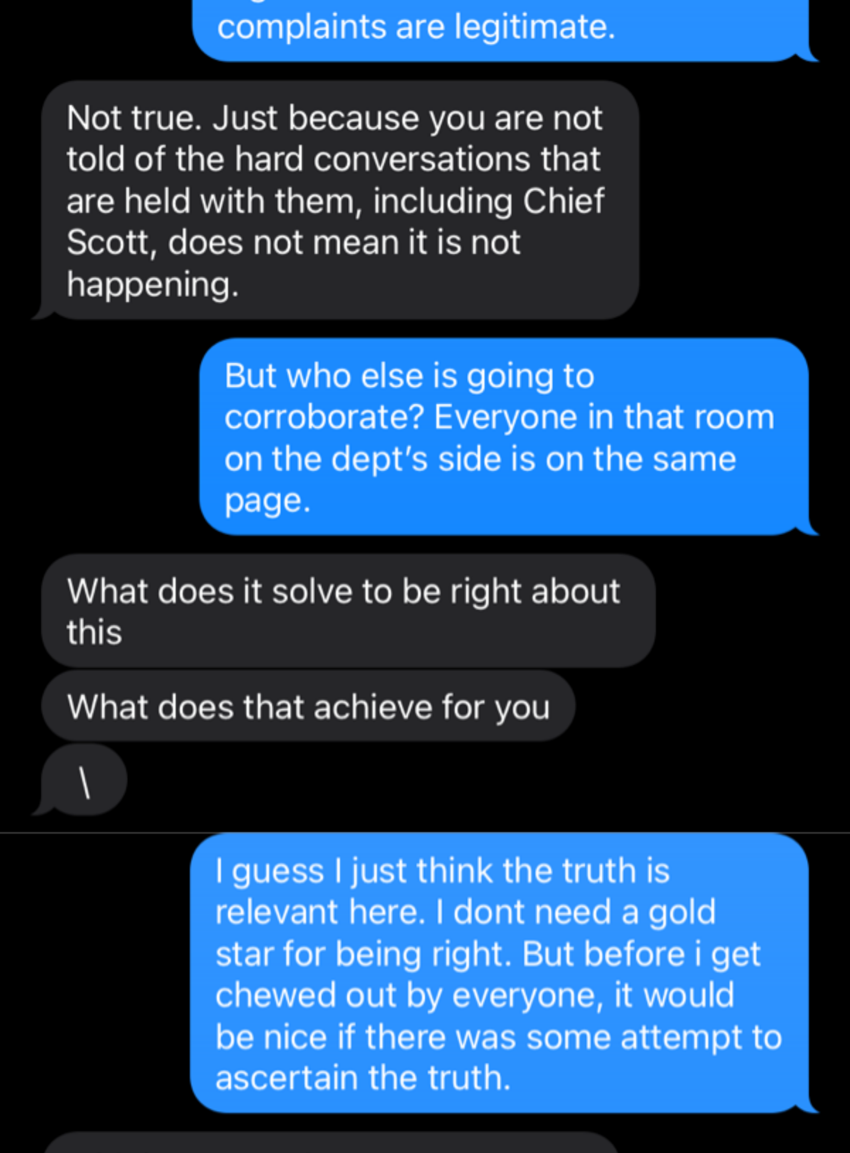
Well, do you believe that I have integrity? And do not lie?

I do

Ok. So I am telling you. I do not believe you are a liar. I know the deep and many flaws of the department. Nothing they tell me goes unchecked and uncorroborated.

Just because I do not tell you the intricacies of these dealings with

But i dont think anyone seems to be asking the question: are the dept's complaints valid? Theres just a reflexive reaction to do anything necessary to appease them regardless of whether their



complaints are legitimate.

Not true. Just because you are not told of the hard conversations that are held with them, including Chief Scott, does not mean it is not happening.

But who else is going to corroborate? Everyone in that room on the dept's side is on the same page.

What does it solve to be right about this

What does that achieve for you

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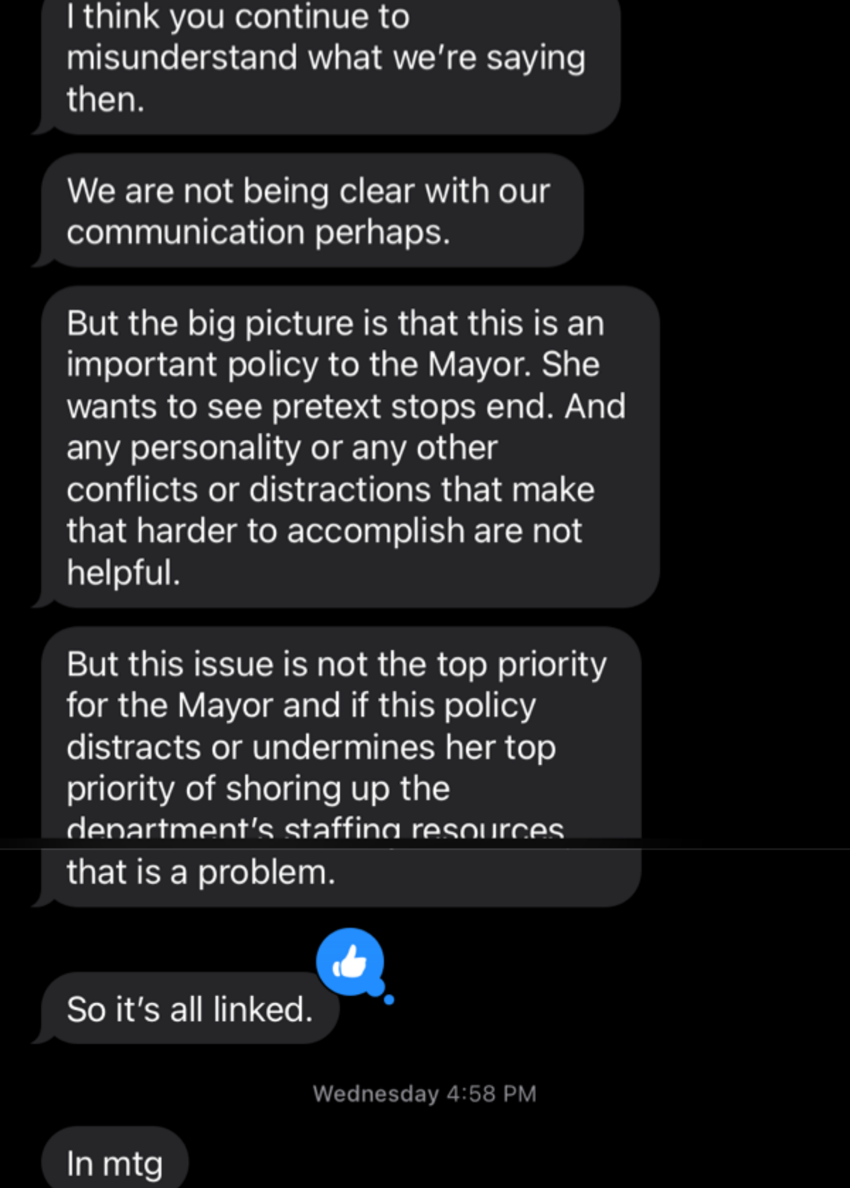
I guess I just think the truth is relevant here. I dont need a gold star for being right. But before i get chewed out by everyone, it would be nice if there was some attempt to ascertain the truth.



I think you continue to misunderstand what we're saying then.

We are not being clear with our communication perhaps.

But the big picture is that this is an important policy to the Mayor. She wants to see pretext stops end. And any personality or any other conflicts or distractions that make that harder to accomplish are not helpful.

But this issue is not the top priority for the Mayor and if this policy distracts or undermines her top priority of shoring up the department's staffing resources

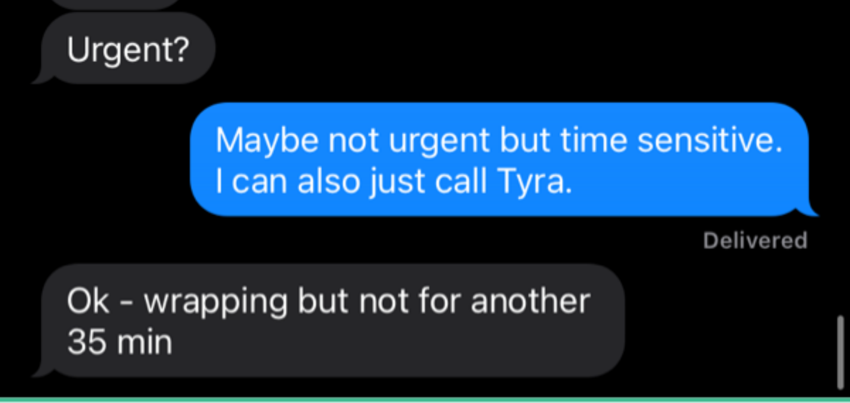
that is a problem.

👍

So it's all linked.

Wednesday 4:58 PM

In mtg



Urgent?

Maybe not urgent but time sensitive. I can also just call Tyra.

Ok - wrapping but not for another 35 min

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