



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda

**Thursday, July 13, 2023
6:00 PM**

1 Frank H. Ogawa Plaza, Hearing Room 2
Oakland, CA

Selection Panel Members: Chairperson James Chanin (District 2), Vice Chairperson Brendalynn Goodall (Mayor), Gay Plair Cobb (At Large), Don Link (District 1), Vacant (District 3), Lorelei Bosserman (District 4), Monique Rivera (District 5), Rickisha Herron (District 6), and Bill Thomasson (District 7).

PUBLIC PARTICIPATION

The Oakland Police Commission Selection Panel encourages public participation in the online board meetings. The public may observe and/or participate in this meeting in several ways.

OBSERVE:

- To observe the meeting by video conference, please click on this link: <https://us02web.zoom.us/j/84892291074> at the noticed meeting time.

+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 646 558 8656 or +1 301 715 8592 or +1 312 626 6799. For each number, please be patient and when requested, dial the following Webinar ID: 848 9229 1074

After calling any of these phone numbers, if you are asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting By Phone.”

PROVIDE PUBLIC COMMENT: There are two ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment directly to the Selection Panel and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at fverdin@oaklandca.gov. Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Selection Panel prior to the meeting.
- Complete and submit a speaker card during the meeting.

If you have any questions about these protocols, please e-mail Felicia Verdin, at fverdin@oaklandca.gov.

**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda (Continued)

**Thursday, July 13, 2023
6:00 PM**

1. Roll Call and Determination of Quorum

2. Public Comment

All speakers will be allotted a maximum of two minutes unless the Chairperson allocates additional time.

ACTION ITEMS

3. 2023 Police Commissioner Applicant Candidate Statements

The Selection Panel will invite Police Commission Applicants to make up to a 5-10minute candidate statement on why they would like to serve on the Police Commission. The Selection Panel may ask questions from the Applicant Evaluation Tool and may ask follow-up question to clarify any statements made by the candidates. The Selection Panel may determine, discuss, and approve interview questions as needed.

- Selection Panel Applicant Interview Schedule and Candidate Applications (see attached)
- Selection of interview questions

Police Commission Applicant Schedule for the Police Commission Selection Panel

| | |
|--------------------------------------|-------------------------------|
| 1. Tyfahra Milele | July 12; 6:10pm |
| 2. Omar Farmer | July 12; 6:30pm |
| 3. Angela Jackson-Castain | July 12; 6:50pm |
| 4. Ricardo Garcia-Acosta | July 12; 7:10pm |
| 5. Karely Ordaz | July 12; 7:30pm |
| 6. Ayanna Weathersby | July 13; 6:10pm (via Zoom) |
| 7. Wilson Riles | July 13; 6:30pm |
| 8. Robert Merker | July 13; 6:50pm (via Zoom) |
| 9. Elizabeth Eto | July 13; 7:10pm |
| Jonathan Abel -withdrew from process | |

**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)**

Meeting Agenda (Continued)

**Thursday, July 13, 2023
6:00 PM**

4. Police Commissioner Nomination Process

The Selection Panel will discuss and take possible action on its process for appointing Police Commissioners during the 2023 nomination process, including which candidates will advance to the next phase in the interview and selection process. The Selection Panel may take action on the process to conduct reference checks and could also set or amend its future meeting schedule.

5. Rules of Procedure

The Selection Panel will discuss and take possible action on adopting Rules of Procedure for conducting its business.

- Proposed Rules of Procedures

6. Adjournment

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

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email fverdin@oaklandca.gov or call (510) 238-4756 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a fverdin@oaklandca.gov o llame al (510) 238-4756 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

你需要手語,西班牙語,粵語或國語翻譯服務嗎?請在會議前五個工作天電郵 fverdin@oaklandca.gov 或 致電 (510) 238-4756 或 (510) 238-2007 TDD/TTY.

Police Commission Applicants

Interviews with the Police Commission Selection
Panel on July 12 and July 13

2023



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

| Applicant Information | | | |
|-----------------------|-----------------------|--------------|-------------------------------|
| Full Name: | Milele | Tyfahra | D. S. |
| | <i>Last</i> | <i>First</i> | <i>M.I.</i> |
| Date: | 4/10/2023 | | |
| Home Address: | [REDACTED] | | |
| | <i>Street Address</i> | | <i>Apartment/Unit #</i> |
| | Oakland | CA | 94603 |
| | <i>City</i> | <i>State</i> | <i>ZIP Code</i> |
| Phone: | [REDACTED] | Email | TMilele@oaklandcommission.org |

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

 YES NO

I would like to be considered as a Mayoral Appointee?

 YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Brenda Harbin-Forte Relationship: Commissioner

E-Mail bharbin-forte@oaklandcommission.org Phone:

Full Name: Jesse Hsieh Relationship: Commissioner

E-Mail jhsieh@oaklandcommission.org Phone:

Full Name: Rudy Howell Relationship: Commissioner

E-Mail rhowell@oaklandcommission.org Phone:

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

- Woman I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

19 _____

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

- 0
 1-2
 3 or more

6. How did you hear about applying to be on the Police Commission?

Felicia Verdin sent an email to me. _____

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature: Tyfahra Milele Date: 04.10.2023

Completed applications must be received by **June 30, 2022**, by mail, hand-delivery, or email as follows:

| | |
|--|---|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

I have served for 2.5 years on the Oakland Police Commission, 1.5 of which was as Chair where I have overseen the passing of 22 policies and focused on steering the commission toward completing its Charter duties as outlined in both the Charter, the municipal code and the audit completed by the City Auditor. As Chair of the Commission, I have attended over 50 IAD meetings, all of the FRBs and EFRBs of my tenure, and also risk management meetings. I have also attended Labor and Arbitration Institute training which has deepened my understanding of the OPD discipline process as I continue to closely observe IAD proceedings. I have completed 9 ridealongs which I have been told is more than any Commissioner in Oakland's history. I will be doing more ridealongs next year after this my final term as Chair of the Commission if I am afforded the opportunity to be reappointed. During my ridealongs I have been able to get a wider perspective of the challenges facing OPD and its oversight. I feel I am an asset to the commission as I have demonstrated an ability to get things done while maintaining a calm professionalism despite a highly charged political atmosphere. While I don't make a lot of unnecessary noise on the commission, I believe there is a place for a style that is laser focused on results rather than politics. I have learned a lot about police reform on a micro and macro level and the commission would benefit from continuity as it builds out its permanent staff. I am also very open to feedback and have recently incorporated feedback from community asking for responses to live questions during commission meetings, a practice I had not seen done at other kinds of boards and commission meetings. I also have a background as an educator teaching critical race theory, critical thinking, reading and composition for 15 years to adult aged students in higher education and K-12. I believe that compassion, critical reflection, and an orientation towards results are my biggest contributions while

serving on both the rent board and the Police Commission. Although the commission is a more political body than I had anticipated, I still operate with impartiality and do my best to make space for the full commission. I'm able to recognize if and when policies and procedures require more critical thought and consideration. In addition, I have extensive experience as an executive level leader managing budgets, teams and organizational culture change efforts. I have also had exposure to working with unions as a high school principal. Currently, I am a contractor for several Summer Camps focusing on environmental education and building loving, healing communities for our youth. As a contractor I discuss diversity, equity, inclusion, belonging, policy, procedure, and grants fundraising.

2. Please describe your contacts or experiences with the Oakland Police Department.

Before joining the OPC, I had no contacts in the Oakland Police Department. My experiences with OPD had been very few and only regarding personal vehicle and property theft and damage which of course continues to be the case in Oakland where I have lived since 2004. Since joining the commission, I have had extensive contact with OPD by doing ridealongs and attending meetings that fall within the purview of the OPC as well as observing the recent protest in the aftermath of the murder of Tyre Nichols.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

a. as a police officer: none

b. as a criminal prosecutor or defense attorney: none

c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes:

I served as Principal of Civicorps Corpsmember Academy for nearly 3 years. Our students were adults 18-26 seeking a high school diploma. As many as 50% of our students had involvement with the criminal justice system. I wrote letters of support for our students on probation or needing to demonstrate their community service and involvement.

4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

I have nearly 7 years of board experience in the City of Oakland. I also served for four years on the Oakland Rent Board from 2013 to 2017 as a tenant representative. As my references from that board attested, I took the time to consider all sides of each case and listened carefully to all voices. Despite being proud to represent tenants (and I am still an Oakland tenant in district 7), I operated with both compassion and impartiality. I asked good questions and I listened to people's answers and reflected back when appropriate. I was able to make salient points and strategic compromises to keep things moving forward and my voting record reflected that. There were several lawyers on the board when I served and I was not one of them. Not being a lawyer, I make a point to clarify language that had different meanings for non-legal audiences knowing that both landlords and tenants needed to understand the board discussions and decisions being made before them. The most challenging aspects of board service have been getting out of my comfort zone in a political arena without being intrinsically interested in political maneuvering, especially with regard to the Police Commission. There is a lot of time consuming administrative work to do which makes the politics even more challenging. However, I believe I have met these challenges honorably and with humility as I learn how to navigate the political sphere with my continued calm, integrity and strong work ethic.



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

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Applicant Information

Full Name: FARMER OMAN T. Date: 30 MAY 23
Last First M.I.

Home Address: [REDACTED]
Street Address Apartment/Unit #
Oakland CA 94618
City State ZIP Code

Phone: [REDACTED] Email: [REDACTED]

Supplemental Questionnaire

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 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

(1) After being a selection panel finalist in 2020, I've been working with the Oakland Police Commission ("OPC") and other boards and commissions ever since because improving public safety services is something I'm passionate about. I also take pride in being thoughtful, transparent, thorough, and objective in all of my engagements. My experiences combined have sufficiently prepared me to contribute immediately. Overall I have approximately 130+ hrs of public safety oversight experience through the four experiences listed below.

Initially, I served on three OPC ad hocs: Armed and Unresponsive Persons, Dedicated Arrest Teams, and Militarized Equipment. Since no pre-existing policy for Armed and Unresponsive Persons existed, we created one. We were charged with completing all three in six months. This work gave me experience with both creating and revising policies, one of the OPC's core responsibilities. Concurrently, I was invited to be an Advisory Board member of the Reimagining Public Safety Task Force. During this, I joined two Advisory Boards and a total of six working groups. One Legal & Policy work group's focus was on the Negotiated Settlement Agreement and each public safety commission. The research we conducted provided me with additional insight into the OPC as well as their work as it relates to constitutional policing. Participating effectively in six working groups and three ad hocs during the same time frame shows that I have the time and bandwidth required for this role.

The other Advisory Board I joined was titled: OPD Organization & Culture. While there I wrote or co-wrote recommendations on topics such as remedies for misconduct, achieving compliance with the NSA, creating a crowd control ordinance, demilitarization, and renegotiating the union's memorandum of understanding. All passed by a super-majority. This shows my ability to work productively in groups and get buy-in across our city's landscape since the members who voted represented every public safety commission and district. Remedies for Misconduct was recently referenced by the OPC in a letter to Judge Orrick, which shows the sustainability of our work as it relates to some of their current issues: (pg 7)

<https://cao-94612.s3.amazonaws.com/documents/Oakland-Police-Commission-NSA-Memorandum-3.31.23.pdf>

Two recommendations City Council prioritized that I wrote and co-wrote, "Eliminating the BearCat ASAP" and "Demilitarization", both build on work currently being done by the Militarized Equipment ad hoc and OPD's compliance with AB 481. In addition to the BearCat recommendation, I co-created a community-driven petition to sunset the BearCat, which helped influence the OPC and OPD to agree on a Resolution to do so. An achievement for the OPC. From 2021-2022, I was also a part of the Community Policing and Electronic Communication Devices ad hocs where I got the chance to work with the future Director of CPRA. I also worked briefly with a representative from the Office of Inspector General through a Safety and Services Oversight Commission ("SSOC") ad hoc. These opportunities gave me an insider's perspective to many of the members who make up the OPC's staff, so I'm aware of everyone's role and how they fit into the mandates laid out in Measures LL and S1.

In late 2021, I was appointed to the SSOC, one of the three public safety commissions in Oakland. We're tasked with overseeing strategies that (1) reduce homicides, robberies, burglaries, and gun-related violence, (2) improve police and fire emergency 911 response times, and (3) invest in violence intervention and prevention initiatives. Through the SSOC I've implemented recommendations that are in line with our mission. One of those is to update the burglary ordinance to reflect a verified response requirement. In 2022, a city council staff member reached out to me to hear more about it. Currently they're considering sponsoring an update to the burglary ordinance to reflect a verified response requirement. A significant achievement for the SSOC. I'm also working with members of the California Alarm Association, who are helping us evaluate our verified response initiative among other things that could assist with improving 911 response times. This displays my ability to work well with outside groups or consultants and create recommendations that City Council may be interested in.

Last year I was appointed by the BART Board of Directors to be a member of the Transit Security Advisory Committee ("TSAC"), which oversees BART PD's authority to issue prohibition orders to people who are cited or arrested for certain offenses. The program aims to reduce the number of crime-related disruptions throughout the BART transit system. Our meetings are organized similarly to the OPC in that we review monthly crime statistics and interface with BART PD. Being a member of this board provides me with another lens that enhances my overall knowledge of law enforcement operations. It's also provided me with more hours to practice and prepare how to conduct detail oriented law enforcement oversight.

(2) In addition to working with OPD police officers during the five aforementioned OPC ad hoc committees while creating and revising policies. I also had a rare opportunity to be assigned to work with the President of the Police Union and a Command Staff officer while co-leading a working group in the OPD Organization and Culture Advisory Board of the Reimagining Public Safety Task Force titled "Interfacing with the Union." This workgroup gave me a unique experience to discuss and evaluate OPD's memorandum of understanding ("MOU") and ask questions regarding barriers to officer discipline and other aspects of the Oakland Police Officer Association MOU.

Currently, as an SSOC commissioner I also interface with our OPD liaison and other police officers while evaluating and assessing geographical policing strategies through our monthly meetings. Those strategies include operations for Community Resource Officers, Crime Reduction Teams, Ceasefire, Special Victim Section personnel, and the Violent Crime Operations Center. We're also charged with evaluating OPD's annual hiring plan and its mandate to maintain a minimum of 678 officers.

Evaluating OPD through three different lenses has expanded my knowledge and understanding of how many of their strategies are incorporated. During SSOC meetings we also discuss how OPD works jointly with the Department of Violence Prevention and the Oakland Fire Department so I've also learned about those aspects of their work as well.

(3) N/A. If you'd like to learn more about my employment experience or social justice work feel free to check out these links:

Work history

<https://www.linkedin.com/in/omar-farmer-he-him-6519b01b/>

Work recommendations

<https://www.linkedin.com/in/omar-farmer-he-him-6519b01b/details/recommendations/?detailScreenTabIndex=0>

Pet Care business

https://instagram.com/pack_leader?igshid=MjEwN2lyYWYwYWw==

The inspiration for my pet care business. A heartwarming story!

<https://www.youtube.com/watch?v=xm7wekZzyrM>

Co-founder of Oakland Neighbors Inspiring Trust ("ONiT")

https://www.facebook.com/permalink.php?story_fbid=2727820350677311&id=725413654251334

ONiT Cracking the Codes event

<https://www.mercurynews.com/2016/02/24/oakland-neighborhood-group-hosting-film-discussion-about-race/>

Preventing Racial Profiling Video credit from Nextdoor

https://help.nextdoor.com/s/article/Video-resources?language=en_US

(4) Since 2021 I've gained municipal, county, and intercounty board and commission experience. After being appointed to the Alameda County Veteran Affairs Commission ("ACVAC") for a year I'm now serving as their Chairperson. County staff recently selected me to be in their new board and commissioner recruiting video:

<https://vimeo.com/817402106/618f891c0f>. I also worked with the Alameda County, Area Agency on Aging, Social Services Agency steering committee to help develop their countywide survey for senior citizens. Throughout these experiences as well as in my professional and personal life, the most challenging and rewarding aspects of working in groups has been: putting one's group in a position to drive better results, managing group dynamics, and conducting constructive outreach to the public.

During my first term on the SSOC, I created a strategic planning ad hoc committee which led to implementing our first-ever Strategic Plan: <https://www.oaklandca.gov/documents/ssoc-2022-2024-strategic-plan-2>. Last November, I presented it to the City Council at our joint public safety meeting. To date, it's been transformational in organizing our oversight of the public safety strategies we oversee. Instead of reacting to reports, we're now being proactive and putting ourselves in a position to create more informed oversight, that we hope will provide better deliverables to Oakland residents. It also created a framework that put everyone on the same page, working towards a common goal, which has been excellent for our group dynamics. Moreover, it provides more transparency to the public, which builds

trust in our capabilities. Part three of the plan is focused on outreach to the public. We created this portion because we felt it was our civic duty to reach out to communities all across Oakland so folks can see how their taxpayer dollars generated through Measure Z are being spent. While time management for the community outreach portion has been challenging at times, our discussions have been productive and empowering for commissioners and members of the public. For me they're an opportunity to bond with the public and your fellow commissioner/s.

That said, as chairperson of the ACVAC, I created a schedule where we go to different county areas where there are high concentrations of veterans and conduct our monthly meetings to get feedback from those communities. Starting in June we're headed to the Swords to Plowshares auditorium in Jack London Square. My feeling is that going to various locations and working together on topics we're all passionate about will make more veterans feel included and the respective commissioners from those areas feel more appreciated with their role on the commission. Doing activities like this together will continue to build our rapport and make us a more functional and productive commission. Measure LL also states that the OPC is mandated to conduct meetings at public venues every year. This will provide me with experience at doing that.

Before becoming Chairperson I created a street renaming committee where we drafted a letter of support for the National Coalition of Black Veteran Organizations ("NCBVO") to use to campaign for three streets on the old Oakland Army base to be renamed after local Black veterans. After getting this letter approved for release by the Board of Supervisors, we're now working jointly with the NCBVO, and the daughter of one of those veterans, to make the renaming effort a reality. Our hope is that this will not only give these vets the recognition they deserve but that it will empower others in the Oakland community. All of the veterans highlighted attained new heights regarding rank, role, or achievement despite being members of a historically disenfranchised group. They include Sgt Morrie Turner, Major Howard Jackson, and Major General John Stanford. Working on this initiative together has been great for our group camaraderie.

As a member of the TSAC, I created a community engagement ad hoc where we'll soon be touring BART stations throughout the Bay Area to generate feedback from station agents and customers. We'll also be doing train ride-alongs with members of BART PD and our Crisis Outreach teams to see how prior recommendations are being implemented and determine their effectiveness. This is another way for us to move off of the dias and see each other in a different environment which I believe will be a good team building exercise.

Other boards I currently serve on are, the Military Officers Association of America, Alameda chapter and the Community Advisory Board for the Urban Strategies Council. I'm also a member of the Bay Area Racial Justice Network where I work alongside other folks who combat racial profiling and discrimination online. Those groups include Neighbors for Racial Justice and San Francisco Interrupting Racial Profiling. Last year we had a convention that included several groups from across the Bay Area. While it can be challenging to discuss this type of topic constructively, having a group where you can vent and compare ideas is essential for making everyone feel valued and respected.

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

YES

NO

I would like to be considered as a Mayoral Appointee?

YES

NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: David Muhammad Relationship: Collaborator

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Charles Blatcher III Relationship: Collaborator

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Nikki Fortunato Bas Relationship: Councilperson

E-Mail: [REDACTED] Phone: [REDACTED]

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

Male I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

15 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

| | |
|-------------------------------------|-----------|
| <input type="checkbox"/> | 0 |
| <input type="checkbox"/> | 1-2 |
| <input checked="" type="checkbox"/> | 3 or more |

6. How did you hear about applying to be on the Police Commission?

Previously applied in 2020.

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature: _____



Date: 30 MAY 23

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|--|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

To: Oakland Police Commission Selection Panel

Re: Recommendation for Omar Farmer

Dear Police Commission Selection Panel,

I have watched as the Police Commission has become less & less effective, which I think is in part due to not having the right people on the Commission. I am currently the chair of the Public Safety and Services Commission (SSOC) and I have a member of our Commission, Omar Farmer, who I think would be outstanding on the Police Commission. I am recommending him to you hoping Omar can continue with SSOC in addition to being on the Police Commission, but even if he can't stay with us I am recommending him to you. I do this because, although I am committed to the SSOC's role of overseeing the spending of Measure Z revenues, we all know that is hardly important at all compared to the enormously important task of holding OPD accountable.

I am a Gun Violence Prevention advocate. There is a clear, well documented correlation between community gun violence and a lack of trust in the police. For Oakland's terrible homicide rate to come down we must increase the community's trust in OPD by putting in place policies that both will hold OPD accountable and that the community trusts will hold them accountable. I have worked with Omar on the SSOC for two years and I have found him to be both detail-oriented, so he reads and understands proposed policies, and strategically oriented, so he looks at the overall effect of the proposed policies. But most importantly, Omar is a good leader within the Commission. When the League of Women Voters analyzed some of Oakland's commissions and noted that SSOC did not have a strategic plan, Omar organized commissioners to devise a plan, all along working with the other commissioners. He saw that the work of the SSOC was not well known, and with another commissioner has been giving talks on the SSOC to various groups. He is patient at meetings, focused, cooperative, and always does what he commits to do.

Part of the SSOC duties is to oversee the Measure Z funding of OPD, including Community Policing. Omar is the one commissioner who always has insightful questions. Seeing him ask these questions is what made me say: I think the Police Commission needs someone like him.

If you have questions, please contact me.

Paula Hawthorn



Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee? YES NO

I would like to be considered as a Mayoral Appointee? YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Lt. Colonel J. Rick Brown, Transparency Matters, LLC Relationship: Colleague

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Katherine Darke Schmitt, US Department of Justice, Deputy Director at the Office of Victims of Crime Relationship: Former Client

E-Mail: [REDACTED] Phone:

Full Name: Celiné Justice, Pivotal Ventures, Melinda French Gates Company Relationship: Friend/Professional

E-Mail: [REDACTED]

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

- Woman/Female/She/Her I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

Born and raised; 1982 - present

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

0

1-2

3 or more

6. How did you hear about applying to be on the Police Commission?

Family member and Terri McWilliams, also currently serving as alternate commissioner

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature:



Date: 06/07/2023

Completed applications must be received by **June 7, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|---|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

Application for Position of Commissioner: Supplemental Questionnaire

Applicant: Angela Jackson-Castain

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

As someone born and raised in Oakland, community engagement and advocacy were instilled in me at an early age. One of my first significant experiences preparing me for the work of the Commission was serving as Chair for the **City of Oakland's Mayor's Youth Advisory Commission** under former Mayor Jerry Brown while in high school. This experience afforded me insight into how communities addressed societal issues from a governance vantage point; and, not just as individuals experiencing them. This was my introduction into city government, I then went on to major in political science in college.

Another significant experience was through work. I was instrumental in establishing the **U.S. Department of Justice, Office of Justice Programs (OJP) Diagnostic Center** where I lead the delivery of national best practices, training and technical assistance, and data-driven solutions to **local communities across the country grappling with systemic criminal justice and law enforcement issues**.

In this capacity, I honed my expertise to become a nationally recognized **criminal justice professional and subject matter expert (SME)** with over twelve years of experience in quantitative and qualitative analytical techniques and the application of rigorous research methodologies to assess the **efficacy of law enforcement**, systemic violence and other serious crime problems. I collaborated with top executives in law enforcement, municipal and judicial sectors and other leaders in the criminal justice community to help communities address these complex justice issues by developing empirically-based recommendations and customized solutions to persistent public safety and organizational challenges. The goal of this work was to develop holistic, tangible solutions that encompassed all facets of the community to build local capacity to implement recommendations and monitor progress for sustainable change.

The experiences of my personal and professional life have more than adequately prepared me to contribute to the work of the Commission, as I have demonstrated experience in the following:

Policy & Practice

- Reviewing, customizing and developing **policing policy and procedures** in accordance with **national standards**; specifically, in the areas of police **misconduct and discipline, use of force, organizational risk management, police accountability** and the customization of Lexipol policies
- Establishing **police/civilian oversight, transparency and accountability** organizations
- Conducting **program evaluations** and developing and implementing **key performance indicators** and to track progress toward intended outcomes
- Serving as a **key contributor, panelist and trainer** at international and national conferences (i.e., IACP, NOBLE, NCJ, NFCJ, PERF; see resume for an exhaustive list and organizational affiliations)

Stakeholder Coordination & Collaboration, Strategic Planning & Resourcing

- Understanding of the **entire criminal justice system** and **key stakeholder groups** needed to support reforms and initiatives
- Establishing **criminal justice coordinating councils** for top officials across all sectors of the justice system
- Facilitating **community outreach and engagement**; hosting/moderating townhalls, focus groups, roundtable discussions, etc.
- Developing robust **strategic plans** with identification and prioritization of initiatives, projects and activities in alignment with **near- and long-term goals and objectives**
- Understanding **municipal finances**; including financial structures, budget management and resource allocation
- Identifying and coordinating **local, state and federal resources** to support program initiatives

Application for Position of Commissioner: Supplemental Questionnaire

Applicant: Angela Jackson-Castain

Expertise & Knowledge Base

- Possessing **up-to-date knowledge** of key issues such as **racial disparities** in policing and **unconstitutional policing practices** confronting justice and social systems
- Working with and on behalf of **marginalized populations** to improve police interactions
- Developing/coordinating **effective policing solutions** on a range of topics; such as **racial bias, mental health, substance abuse, recidivism, juvenile justice, domestic and intimate partner violence and homelessness**

My hope is to be able to leverage these skills and experience to enhance the work of the Commission. Through my working relationships with renowned experts and national organizations, I am well-positioned to bring innovative solutions to the Oakland Police Department and the City of Oakland.

I voted to establish the Commission in 2016 and I am still committed to its vision and mission to improve upon and ensure best practices in policing, specifically for people of color and other marginalized groups. Moreover, I am personally committed to the eradication of systemic racism and injustice. Working with the Oakland Police Commission would provide me an opportunity to directly contribute to the growth and development of my community.

2. Please describe your contacts or experiences with the Oakland Police Department.

Aside from the D.A.R.E. program as an Oakland public school student and more recent requests for support from law enforcement/community liaison officer to address specific incidents/concerns in my West Oakland neighborhood, I have had virtually no other contact with OPD. In a professional capacity, the local departments I have worked directly with include Richmond, Vallejo and Salinas PDs.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience: (a) as a police officer, (b) as a criminal prosecutor or defense attorney, (c) with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

N/A; neither I nor an immediate family member has worked or volunteered in these roles. I have only worked with the aforementioned in a professional capacity.

4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

City of Oakland Police Commission, Alternate Commissioner

I am currently serving as an Alternate Commissioner and was recently sworn-in June 16, 2022. As I am being onboarded and going through prerequisite training, I am also collaborating with Commissioners to determine where the greatest need lies and how I can be of most service. I anticipate being a key contributor to the policy-related ad hoc committees, such as Body Worn Cameras Policy, Racial Profiling Policy, Militarized Equipment Policy, Rules and Procedures, SOPs; as well as the Community Outreach ad hoc. I am also exploring the potential to stand up an ad hoc committee around Data and Analysis for to inform decision making. As I am still getting acclimated, no challenges to report at this time.

Application for Position of Commissioner: Supplemental Questionnaire

Applicant: Angela Jackson-Castain

YWCA Berkeley/Oakland Board of Directors, Executive Committee

For the last six years, I have served as a Board member on the Board of Directors for the YWCA Berkeley/Oakland to support of its mission to eliminate racism and empower women. I am currently on the Executive Committee and have served on a variety of subcommittees; such as the Asset, Financial Development, Program & Policy, Nominating, and Personnel committees. I supported the development, review and approval of annual budgets, audits; evaluated and nominated potential candidates for membership; supported program leads in delivering the YWCA programs' services to Oakland and Berkeley; and participated and spearheaded funding raising events.

Some of the most challenging aspects of my participation has been around representation. Until recently, I have been serving as the youngest Board member and being a Black woman on a Board that has historically been comprised of more affluent, white women closely aligned to the University (Cal Berkeley). Therefore, the approach to delivering services to underserved members of the community, in particular school-aged girls in Oakland, has come from a limited vantage point and perhaps, a lack of understanding of what needs should be met through our programming.

As a result, we have shifted the focus of the Board to improve understanding and awareness of systemic racism and the cascading impacts. As a Board, we recently received racial justice and anti-racism training, we are launching an initiative on digital equity and partnering with other organizations to align investments as shareholders to promote social corporate responsibility, particularly in the realm of diversity, equity and inclusion.

Other Local Activities

Active member of the National Alumnae Association of Spelman College – Bay Area Chapter, volunteer in Oakland Public School District, PICO California, and Faith in Action. As a youth, served as the Chair of the Mayor's Youth Advisory Commission for the City of Oakland and Chair of the Northern California chapter of A Better Chance.




Please see enclosed resume for full list of organization memberships and affiliations.

Encl.: Resume

Angela Jackson-Castain, M.S.

Criminal Justice and Public Safety Practitioner

Program & Project Manager

 [Redacted]
 [Redacted]
 California, 94608 (USA)

Security Clearances:

Active DoD Top Secret (since 04/04/2010)/SCI (in progress); DOJ Public Trust; DHS NPPD Suitability

Professional Qualifications

Over 16 years of professional experience in the private and non-profit sectors

Successfully organizes and manages large, cross-functional teams of professionals to complete complex projects

Astute quantitative and qualitative analytical skills

Recognized Subject Matter Expert in applied analytics, criminal justice, public safety and emergency management fields

Adept at building, maintaining and growing client relationships in a team-based, professional services environment

Education

Georgia Institute of Technology
Master of Science, 2008

Spelman College
Bachelor of Arts, 2004

Other Educational Experience

Stanford University
Domestic Exchange, 2003

La Universidad de Sevilla, Spain
Foreign Exchange, 2002

Core Competencies

Program Project Management

Organizational Change Management

Organizational Effectiveness

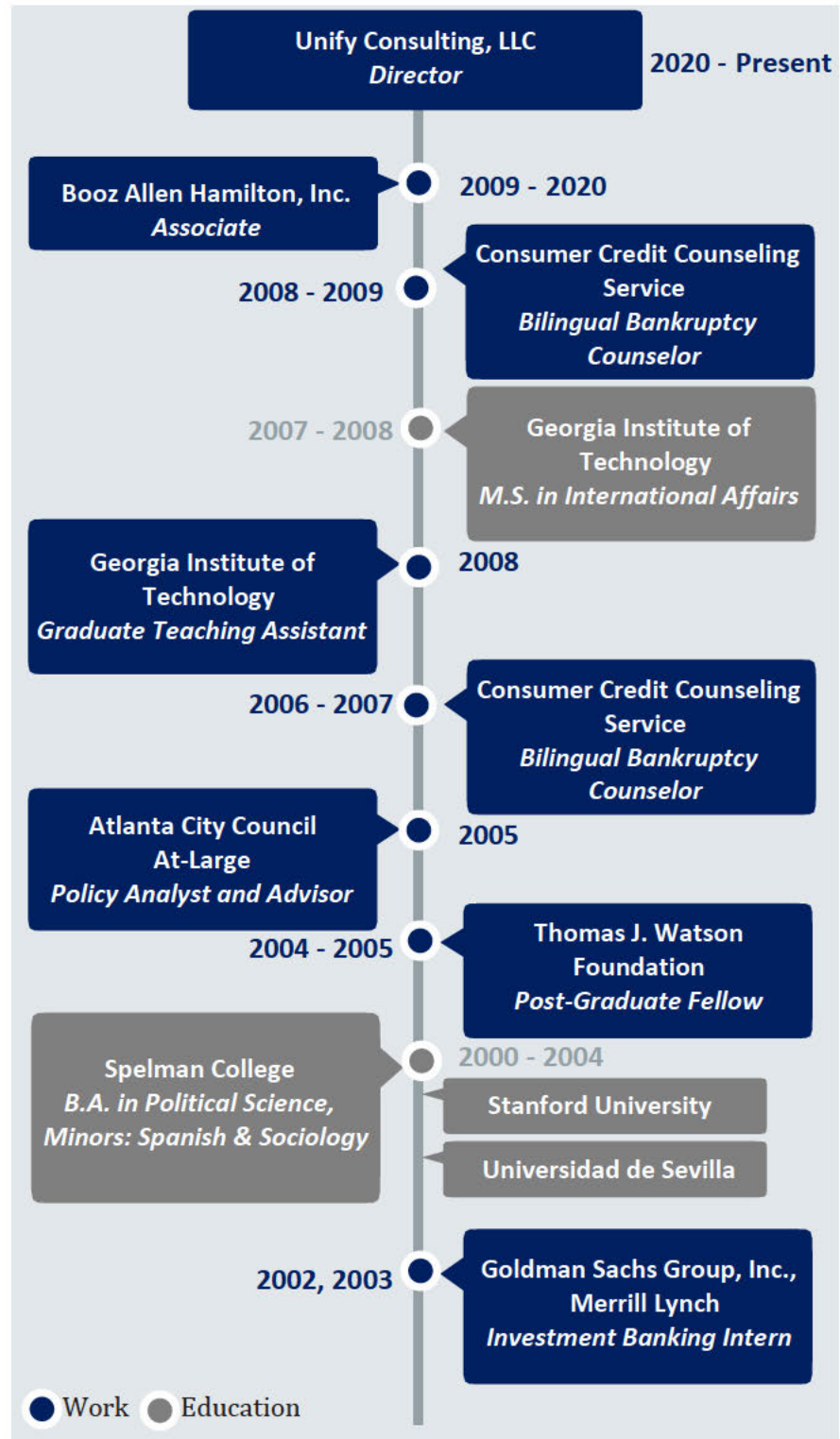
Business and Intelligence Analysis

Training and Technical Assistance

Empirical Research Methods

Socio-cultural Analysis

Modeling, Forecasting & Decision-making



Work Experience

2009-2020

Booz Allen Hamilton, Inc.

Washington, DC Metro Area

Associate

**Management
Consulting**

U.S. Department of Homeland Security (DHS), Cybersecurity and Infrastructure Security Agency
Facilitator 1, 2018 - 2020

- Provides strategic planning support and program management oversight on behalf of DHS' Cybersecurity and Infrastructure Security Agency (CISA) to enhance decision-making, coordination, and planning for emergency communications across all 56 states and territories.
- Serves as primary facilitator for CISA's Interoperable Communications Technical Assistance Program.
- Responsible for developing, delivering and facilitating multi-day, statewide workshops to ensure, accelerate and attain operable and interoperable emergency communications nationwide, while accounting for new/emerging technologies and national initiatives, for the national security/emergency preparedness community.
- Leads multi-disciplinary and multi-jurisdictional stakeholder groups in the development of strategic plans and implementation/monitoring tools to help states prioritize resources, strengthen governance, identify future investments, and address interoperability gaps.
- Manages project staff and program activities; including, staff oversight and development; development of Monthly Status Reports, project plans and tasks, program updates, and final deliverables; monitors and tracks project budgets, expenditures, billable activities; and coordinates resources across federal components to deliver training and technical assistance to the field.

U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center,
Diagnostic Specialist, 2012-2017

- Lead the delivery of highly-customized, data-driven training and technical assistance to more than 60 communities nationwide to address systemic violent crime and public safety challenges.
- Provided Subject Matter Expertise and innovative leadership to key stakeholders across the federal, state, local, and tribal justice systems, leveraging nationally-recognized evidence-based practices to address complex criminal justice issues of concern.
- Coordinated resources across DOJ's many components to deliver information, training, and resources to address challenges identified by requesting government entities.
- Managed, organized, and planned approximately 25 large-scale projects for various jurisdictions nationwide, examining justice systems to develop strategies and empirically-based recommendations to address crime problems and deliver required training and technical assistance to implement recommendations.
- Identified and executed consulting agreements and subcontracts with more than 50 technical assistance providers; to include, individuals, agencies, and organizations, maintaining strong controls and accountability over task execution and deliverables.
- Oversaw and facilitated the provision of direct technical assistance services to top-level executives in the criminal justice and law enforcement fields.
- Core activities included: overarching project management (e.g., tasks, deliverables, timelines, and budgets) and management of subcontractor and other support staff; conducting baseline organizational assessments, gap analysis, quantitative and qualitative data collection and analysis, policy review, meeting facilitation, strategic planning, peer-to-peer mentoring, criminal justice information sharing and training.

- Served as primary author of key contract deliverables and products to inform the broader justice community on data-driven approaches to identifying and solving the most pressing crime-related challenges confronting justice systems.

U.S. Department of Defense, *All-Source Intelligence Analyst, 2009–2012*

- Worked within the functional areas of threat modeling and applied analytics to develop methods and approaches to intelligence problems; provided data collection, analysis, and policy recommendations to U.S. Government (USG) clients in support of their security and defense missions.
- Conducted Research & Development, as a model and methods developer, leveraging a variety of social science methodologies and analytical techniques to systematically dissect complex problems and provide empirically-based recommendations.
- Conducted statistical, quantitative, and qualitative data coding and analysis, as well as social network analysis to research potential threats, terrorist and transnational crime networks.
- Authored case studies on relevant international human security issues and civil-military relations for countries of interest for the U.S. Combatant Commands (COCOMs).
- Provided geospatial analysis in support of U.S. Pacific Command (PACOM) to enhance hazard assistance disaster relief knowledge management platforms and for the Broadband Technology Opportunities Program to evaluate broadband and wireless capabilities for municipalities.
- Developed complex databases and methodology to analyze unstructured data on the global dispersion of populations of interest. In support of the same USG client, conducted in-depth interviews with key subject matter experts to develop a Best Practices Guide on Agent-Based Modeling.

**2008–2009 &
2006–2007**

Consumer Credit Counseling Service

Atlanta, GA

Bilingual Budget/Credit Counselor, Bilingual Bankruptcy Counselor

**Non-Profit
Financial**

- Provided financial counseling and high-quality customer care to English and Spanish-speaking clients faced with bankruptcy, budget, and credit issues.
- Responsible for training new employees on the process of counseling clients and the creation of personalized Debt Management Plans, as well as managing compliance with law firm affiliates.
- Served as media spokesperson to relay current market trends and program offerings to news media personnel and other key stakeholders.
- Supported educational outreach projects to provide basic financial education and budget management strategies to local residents.

2008

Georgia Institute of Technology

Atlanta, GA

Graduate Teacher Assistant

Education

- Served as sole teaching assistant for an Ethics in International Affairs course, serving approximately 200 undergraduate students.
- Managed and developed supplemental course material; developed and executed grading scheme for students' assignments.
- Assisted students by reinforcing course content presented by the professor, answering questions, and leading pre-exam tutorial sessions.

2005

Atlanta City Council – Post 3: At Large

Atlanta, GA

Policy Analyst and Advisor

Government

- Addressed constituent concerns, researched legislation, and attended Neighborhood Planning Unit and council meetings.
- Served as Supervisory Office Manager and managed a staff of five; provided workforce training skills to staff members and facilitated community engagement activities.

| | | |
|-----------------------------|--|--------|
| 2004–2005 | Thomas J. Watson Fellowship <i>Watson Fellow</i> | Global |
| Independent Research | <ul style="list-style-type: none"> • Conducted post-graduate independent research in Brazil, Egypt, India, and the Dominican Republic to analyze the impact of the international monetary lending system and on local education. • Examined aggregate statistical data on education and international funding; conducted in-depth research on national educational systems. • Conducted structured interviews of government officials, non-profit organizations, local school administrators, parents, and students to observe and document educational disparities among various populations of the countries visited. • Authored a paper: “Education for All? A Comparative Study of Educational Disparities” documenting all findings and outcomes of the study and presented at a national conference. | |

Other Relevant Skills

Computer Applications & Programming Languages

- Proficient in Windows 11 and MS Office, all versions through 2013/365, MS Project, MS Planner, MS Access, ASANA, SharePoint, Adobe Acrobat Professional, ArcGIS and ESRI products, APAN, Social Network Analysis tools, Palantir, SPSS, Stata, Stella, Web 2.0 tools, Bloomberg, HOSTaccess and Timpani

Additional Professional Training Courses

- Project Management Academy Bootcamp
- Salesforce, Software as a Service (Saas), Customer Relationship Management (CRM)
- Organizational Leadership and Team Development
- Tableau Fundamentals
- Agile Fundamentals
- Intelligence Analysis Bootcamp
- Financial Intelligence
- Advanced Geospatial Information Systems

Languages

- Spanish (Fluent), Portuguese (Novice - Conversational), Arabic (Novice)

Other Professional Experience

Conferences & Training Events

- **Nevada District Court Judges: 2018 Annual Seminar, April 2018**
Faculty
Topic: “Pretrial Risk Assessment: History and Developing Trends”
- **Nevada Limited Jurisdiction Judges: 2018 Winter Seminar, February 2018**
Faculty
Topic: “The Design and Validation of the Nevada Pretrial Risk Assessment”
- **Vera Institute and Police Foundation, October 2017**
Subject Matter Expert
Participation requested for a national professional focus group to advise on methods, opportunities, and approaches to harvesting useful data from the community, law enforcement, and other criminal justice system for improved policing as part of a formal research project to inform the development of CompStat 2.0.
- **International Association of Crime Analysts (IACA): 27th Annual IACA Training Conference, September 2017**
Instructor
Topic: “Data Analytics for Violence: A Two-City Case Study on Gun and Interpersonal Violence and Developing a Targeted Violence Reduction Strategy”

**Conferences &
Training Events
(continued)**

- **National Organization of Black Law Enforcement Executives (NOBLE): 41st Annual Training Conference and Exhibition, August 2017**
Moderator
Topic: “Building Community Engagement and Reducing Violent Crime in Richmond, California”
- **National Council of Juvenile and Family Court Judges (NCJFCJ): 80th Annual Conference, July 2017**
Faculty, Panelist & Moderator
Topic: “Prioritizing Reform: Nevada Blue Ribbon for Kids Commission’s Strategic Reform of the Child Welfare System”
Topic: “Improving the City of Seattle and King County’s Capacity to improve Responses to Juvenile Domestic Violence”
- **International Association of Chiefs of Police (IACP), October 2015**
Topic: “Addressing Police Misconduct and Accountability: Two Case Studies”
- **National Organization of Black Law Enforcement Executives (NOBLE): 39th Annual Training Conference and Exhibition, July 2015**
- **Academy of Criminal Justice Sciences (ACJS), March 2015**
- **National Criminal Justice Association (NCJA): National Forum, August 2014**
Panelist
Topic: “Offender Reentry: The Burden of Shifting Case Loads”
- **National Forum on Criminal Justice (NFCJ), 2014**
- **Police Executive Research Forum (PERF), May 2014**
- **Smart Policing Initiative (SPI) Conference: April 2013**
- **George Mason University, April 2013**
- **World-Wide Human Geography Data Working Group, March 2012**
- **Computational Social Science Society of the Americas (CSSSA) Conference, October 2011**
Agent-Based Modeling Workshop

**Professional
Affiliations &
Memberships**

- Project Management Institute (PMI)
- International Association of Chiefs of Police (IACP)
- Computational Social Science Society of the Americas (CSSSA)
- American Political Science Association
- Military Operations Research Society



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

| Applicant Information | | | |
|-----------------------|-------------------------------|-------------------------|---------------------|
| Full Name: | <u>Garcia-Acosta, Ricardo</u> | <u>A</u> | Date: <u>6/6/23</u> |
| | <i>Last</i> | <i>First</i> | <i>M.I.</i> |
| Home Address: | <u>[REDACTED]</u> | | |
| | <i>Street Address</i> | <i>Apartment/Unit #</i> | |
| | <u>Oakland, CA 94605</u> | | |
| | <i>City</i> | <i>State</i> | <i>ZIP Code</i> |
| Phone: | <u>[REDACTED]</u> | Email: | <u>[REDACTED]</u> |

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

 YES NO

I would like to be considered as a Mayoral Appointee?

 YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Vaughn Crandall Relationship: Colleague / Community Partner

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Anne C. Marks Relationship: Former Supervisor

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Peter Kim Relationship: Colleague / Community Partner

E-Mail: [REDACTED] Phone: [REDACTED]

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

Male I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

42 yrs.

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

0
 1-2
 3 or more

6. How did you hear about applying to be on the Police Commission?

Other Community members & Public Announcements

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature: _____



Date: _____

6/6/23

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|---|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |



RICARDO GARCIA-ACOSTA

██████████ Oakland, CA 94605
██

POLICE COMMISSION- APPLICATION FOR POSITION OF COMMISSIONER SUPPLEMENTAL QUESTIONAIRE

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission

I am a lifelong Oaklander deeply committed to enhancing public safety within our city. Having grown up on School Street and Coolidge Avenue, attended school in North Oakland, and resided as a homeowner in Deep East Oakland for the past 15 years, I have witnessed the transformation of Oakland through various Mayoral Administrations – both good and bad; and throughout my life, I have observed numerous changes in leadership within the Police Department, which have greatly impacted public safety, policing practices, and community relations.

Having personally experienced the consequences of ineffective policing practices and being formerly incarcerated myself, I have gained firsthand insight into the significance of effective law enforcement within a city grappling with the challenges of gun violence and the crucial need to foster trust between police and communities of color. It is this understanding that has driven me to dedicate my career to community service and collaborate with stakeholders to establish safe and vibrant neighborhoods.

Over the span of two decades, I have worked extensively with high-risk, systems-impacted youth and young adults. Serving as a thought leader in crisis response and community interventions rooted in traditional healing practices, I have consistently sought to reduce gun violence and promote strategies for building community peace. For eight years, I played a pivotal role in San Francisco's violence prevention efforts, leading the City's Street Outreach and Crisis Response Initiative, until my return to Oakland in 2014, where I managed nationally recognized programs for Youth ALIVE!, focused on hospital response to shooting victims and providing support to young individuals and their families as they navigate the trauma of homicide.

In 2016, I had the privilege of becoming the City of Oakland's inaugural Violence Prevention Liaison, where I helped establish crucial lines of communication between community-based organizations, the Mayor's Office, and the Oakland Police Department. Subsequently, I returned to San Francisco in late 2019 to serve as the Director of the Roadmap to Peace Initiative, overseeing the development of a comprehensive, community-driven collective impact model that created new pathways for criminal justice diversion efforts. During this time, I also played a significant role in bridging relationships between community-based providers and the Juvenile Probation Department.

Currently, I serve as the Director of Community Peace Initiatives for Communities United for Restorative Youth Justice (CURYJ), overseeing Violence Interruption, Life Coaching, and Community Peace Building Strategies. My passion for collective healing, self-determination, and accountability continue to guide my commitment to build systems that best support youth and families heal from the impacts of violence.

Additionally, I actively serve on the UCSF Police Department's Community Safety Board, contributing to the ongoing pursuit of trust-building initiatives between communities of color and law enforcement across Oakland and the broader Bay Area.

In summary, my extensive experience and professional associations have prepared me to contribute to the Commission's important work. Through my current role as Director of Community Peace Initiatives for CURYJ, as well as my involvement with various organizations and initiatives throughout my career, I remain steadfast in my commitment to nurturing the well-being of youth and families affected by violence.

Pertinent experience and professional associations:

- Director of Community Peace Initiatives for Communities United for Restorative Youth Justice, overseeing Violence Interruption, Life Coaching and Community Peace Building Efforts in the City of Oakland with a particular focus on the Fruitvale District. (2022-Present)
- Founder & Partner, In All My Relations Independent Consulting (IAMRIC) & Paradigm Shifting Consultant Group. (2018-Present)
- Director of the Roadmap to Peace Initiative, a community-driven collective-impact model that provides violence prevention services to Latinx youth (ages 13-24) city-wide in San Francisco. (2019-2022)
- Violence Prevention Liaison for the City of Oakland Coordinating Gun Deterrence Strategies between law enforcement and community providers. (2016-2018)
- Community-Based Shooting and Homicide Response Manager for Youth ALIVE! contracting with the City of Oakland. (2013-2016)
- Regional Director of the Community Response Network, then San Francisco's Street Intervention and Crisis Response Program providing Individual and Family Case Management Services, Outreach Intervention, and Crisis Response following a shooting or homicide. (2007-2013)
- UCSF Wraparound Project at SFGH where I developed their Hospital-Based Violence Prevention Program (HVIP) and coordinated response to surviving shooting victims between CBOs and Law enforcement Efforts. (2005-2008)

2. Please describe your contacts or experiences with the Oakland Police Department.

City of Oakland – Ceasefire Program

During my tenure as the Violence Prevention Liaison for the City of Oakland, I assumed a pivotal role in the coordination between Oakland Unite, now known as the Department of Violence Prevention (DVP), and the Oakland Police Department (OPD). As part of my responsibilities, I contributed to the development of comprehensive communication structures, and actively participated in "call-ins," forming a critical component of Ceasefire's targeted enforcement strategy. These call-ins directly addressed individuals at the highest risk of engaging in gun violence.

I also played a key role in facilitating dialogue and aligning efforts between community-based service providers and law enforcement. By ensuring seamless coordination, we aimed to maximize the uptake of vital services for the community. Furthermore, I conducted comprehensive training sessions for OPD's Investigative Units on procedural justice and implicit bias, specifically emphasizing their interactions with families affected by homicides. This training fostered a more empathetic approach and underscored the importance of fair and equitable treatment. Additionally, I provided valuable support to OPD in developing best practices for engaging with families and the community at the scene of shootings or homicides. By establishing effective communication channels, we sought to bridge the gap between law enforcement and the community, ensuring a more compassionate response during times of crisis. Simultaneously, I conducted training sessions for grantees on professional standards and effective communication practices when collaborating with OPD.

Lastly, I collaborated directly with OPD to offer critical assistance to shooting victims in need of emergency relocation services. Working closely with OPD, the District Attorney's Victim Services Unit, and the City of Oakland Human Services Division, I actively contributed to the development of criteria and a meticulous vetting process for the City's pioneering Temporary Emergency Relocation pilot program. This initiative, spearheaded by community-based providers, aimed to swiftly provide support and relocation options to those affected by violence. The success of this pilot program led to its adoption as a core violence prevention strategy, ensuring its ongoing funding by the DVP.

OPD Executive Notifications

Through past roles with the City of Oakland and community-based providers, as well within my current role at CURYJ, I have been an authorized individual to receive Executive Notifications when shootings and homicides occur in Oakland. In real time, I receive information from OPD which allows me to deploy resources accordingly to support victims and to prevent potential retaliation through Violence Interruption services. Through the course of my career, I have handled such sensitive information without incident. It is through this window that I witness first-hand the magnitude of the sacrifices that are made by our law enforcement and community leaders that respond to incidents of gun violence.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

- a. as a police officer,
- b. as a criminal prosecutor or defense attorney,
- c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.

Working with Victims of Violence and Homicide Response

Throughout my career, including with my current role at CURYJ, I have the unique opportunity to partner with OPD's Homicide and Investigative Units to provide immediate support to families impacted by Homicides. This required consistent communication with OPD to help link families to immediate resources and to connect families directly to investigators for those seeking justice. This role also required me to have regular communication with the Alameda County Sheriff's Department and DA Victim Services unit.

4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

For over a decade I have served on various community advisory boards, non-profit board of directors and community safety boards supporting local law enforcement and policing efforts. During these commitments, I have always prioritized balancing community needs and input from those that are often left voiceless, while supporting decisions that are fiscally sound and equitable. I have learned to value input from various perspectives and have used a data-driven approach to reaching hard decisions while still aligning with values of healing, justice, and accountability. Current boards I currently serve on include:

1. **UCSF Police Department, Oakland Children's Hospital- Community Safety Board:** As a board member representing 1 of 2 community seats, my focus is to facilitate and enhance communication between the Police Department and the UCSF community. Collectively we work collaboratively on issues involving safety and security to create a shared learning environment; supporting officers and members of the UCSF community to interact and learn together through a holistic, inclusive and tiered response model for safety services based on transparency, continuous improvement through data, accountability and independent oversight. (2022-Present)
2. **Us4Us, San Francisco:** I currently serve as a board member for small community-based organization in San Francisco. My primary responsibility was to support with establishing the policy and procedures, and to oversee hiring practices and fund-raising efforts of the organization. I also am on the committee that hosts community events to build open lines of communication and engagement with the community as well as working with San Francisco Juvenile Probation to explore community-based solutions such as diversion, restorative justice and the implementation of credible messenger strategies for youth on Secure Track detention. (2021-Present)



RICARDO GARCIA-ACOSTA

Director of Community Peace,
Communities United for
Restorative Youth Justice (CURYJ)
Oakland, California

SUMMARY OF QUALIFICATIONS

Dedicated professional with extensive experience and networks across all areas of current Violence Prevention & Intervention efforts in the Oakland/ San Francisco Bay Area. Thought leader in Crisis Response, Community Peace Building, and Care Management Frameworks rooted in traditional healing practices.

PROFESSIONAL ASSOCIATIONS

Board Member, UCSF Police

Department- Community Safety Board
2022-Present

Board Member, Us4Us San Francisco

2021-Present

Founder & Partner, In All My Relations

Independent Consulting (IAMRIC) &
Paradigm Shifting Consultant Group
2019-Present

Founding Member, Mission Peace

Collaborative, SF 2007-Present

CONTACT

██████████
Oakland, CA 94605

Phone: ██████████

Email: ██████████

EXPERIENCE

CURYJ- Oakland, CA

Director of Community Peace, May 2022- Present

- Oversees the day-to-day functions of CURYJ's Community Peace Initiatives of over 2.1Mil in funding, including partnerships with the City of Oakland DVP, State of California CalVIP, National Parks Service and Northern California Stop the Hate Cohort; Responsible for the completion of contract objectives, program planning, and oversight of data management and quality assurance.
- Maintains collaborations with outside agencies and partner organizations; systems and development; identifies themes for year-round trainings and general staff development; represents the organization on the national landscape for healing and peace building efforts.

Instituto Familiar de la Raza, Inc.- San Francisco, CA

Roadmap to Peace, Initiative Director, Jan 2020-June 2022

- Oversaw the RTP Service Network of a collaborative of 7 community-based organizations; Led funding efforts and leverage resources to ensure collective impact; Developed goals, objectives, and strategies to inform the RTP 5-year plan and to expand RTP's role in leading pathways for juvenile justice referrals for migrant youth and young adults.
- Prepared monthly progress reports to funding agencies; Increase funding by 500k expanding RTP's role in supporting city-wide crisis response coordination and Peace Building across the City following the Covid Pandemic.

Youth Alive! - Oakland, CA

Intervention Services Manager Jan 2018- Jan 2020

- Managed the Caught in the Crossfire and Violence Interruption Programs; Liaison to collaborative partners; Managed and maintained data collection and entry, specifically with Hospital and Funding Agencies while providing updates and coordination across program delivery to ensure cross-integration of resources.
- Conducted staff performance & file reviews; quality assurance for multiple programs & represented YA! in the media, to public officials, community leaders, etc. on strategies to prevent gun violence.

City of Oakland, Human Services, Oakland Unite- Oakland, CA

Violence Prevention Liaison/Program Officer, Mar 2016-2018

- Coordinated Communication between Area Team Leads, Oakland Unite and other Collaborative Partners regarding: Executive Notifications, Ceasefire Custom Notifications, Alameda County Hospital Referrals, & Funeral Requests for OPD and Street Outreach Support.
- Ensured that Policies and Procedures Regarding Services and Operations are followed by the contracted agencies of

RICARDO GARCIA-ACOSTA

Director of Community Peace,
Communities United for
Restorative Youth Justice (CURYJ)
Oakland, California

the Street Outreach & Violence Interruption Program Model with 5 Funded Grantees in a portfolio totaling over 1.6 million dollars; and assisted OPD on Procedural Justice Principles, working with community-based partners to develop holistic, community-led commitments for OPD.

City and County of San Francisco, Juvenile Probation- SF, CA Community Builder/JAC Coordinator Feb 2013-2016

- Monthly Probation Orientations for 1st time Probationers and their Families; Developed Juvenile Advisory Council (JAC) as a resource to the Chief Probation Officer to incorporate youth perspectives as new programs, policies and initiatives were developed within the Department.
- Bolstered youth leadership component; Led annual Camping Trip to Camp Mather, Yosemite in collaboration with various CBO's and City Departments.

OTHER PROFESSIONAL EXPERIENCE

Khadafy Washington Project (Homicide Response)- Oakland, CA
Project Manager 2013-2016

Arriba Juntos- San Francisco, CA

Program Director- Community Response Network 2007-2013

CERTIFICATES, TRAINING, & EDUCATION

Certified Circle Keeper, National Compadres Network, 2023

Certificate in Professional Development and Volunteer Management,
UC Berkely Extension- Berkeley, CA, 2019

Certified Violence Peer Counselor, State of CA CalVCP, 2015

Roots Fellow- San Francisco Department of Children Youth and Their Families, July 2009- June 2010 Fellowship in Management Leadership Reflection and Skill Building; Organizational Capacity; Community Building; Creating Systems of Change.

CALMECAC Member- House of Learning Leadership Training, Jan 2006- Feb 2007- Instituto Familiar de la Raza; Process of Change- Personal and Community; Understanding and Managing Energy- Individual and Collective Impact

University of California, East Bay (Formally Cal State Hayward)-
General Education Courses, 2000-2002

PUBLICATIONS AND PRESENTATIONS

"San Francisco Vision Zero: Homicides, D-10 Safety Plan"

Co-Author in Partnership with SF SAFE, San Francisco, CA- 2019

"Oakland Unite, Street Outreach Program Model", assisted with development with Bright Research Group, Oakland, CA- Mar 2016

"Managing Crisis to Long Term Community Healing",

Presenter, National Network of Hospital Based Violence Intervention, National Conference, Oakland, CA- Apr 2012

"Local Gangs, Fact vs. Fiction", Presenter, United States Federal Public Defender CJA Panel Seminar, U.C. Hastings College of Law San Francisco, CA- 2010



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information

Full Name: Ordaz Salto Karely M Date: 06/03/2023
Last First M.I.

Home Address: [REDACTED]
Street Address Apartment/Unit #
Oakland, CA 94603
City State ZIP Code

Phone: [REDACTED] Email [REDACTED]

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

 YES NO

I would like to be considered as a Mayoral Appointee?

 YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Mariano Contreras

Relationship: Mentor

E-Mail

Phone:

Full Name: Andrew Park

Relationship: Colleague

E-Mail

Phone:

Full Name: Monique Berlanga

Relationship: Colleague

E-Mail

Phone:

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

- Female I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

28 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

- 0
- 1-2
- 3 or more

6. How did you hear about applying to be on the Police Commission?

I was invited to apply by the Selection Panel.


Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature:  Date: 06/03/2023

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|---|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

Police Commission Application

Supplemental Questionnaire

Karely Ordaz Salto, MPA

Question #1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

My professional, community, and lived experience have prepared me to contribute meaningfully to the work of the Commission. I believe I'm a strong candidate to continue to serve on the Oakland Police Commission for the following reasons:

1) I have a proven track record of holding the Oakland Police Department accountable by raising critical questions as an Alternate Commissioner. Over the last 10 months, I have been a consistent and active member of the Oakland Police Commission. Since day one, I've asked hard questions, respectfully challenged information that seemed inaccurate or inconsistent, and critically analyzed all information presented to me. I am prepared for all meetings and attend meetings consistently. I understand the seriousness of the work of the Commission and don't take for granted the responsibility Oaklanders have instilled in the body.

2) I have deep Oakland roots and strong, authentic relationships with the Oakland community. I grew up in East and Deep East Oakland and understand firsthand the public safety challenges in the city as well as the history of police misconduct and abuse. I work at an anchor institution in Oakland (Unity Council) and have extensive connections with community-based organizations and community leaders throughout the city. I have consistently sought community input and led effective community outreach. I bring a critical perspective to the Commission as, what seems, the first Latina on the body.

3) I have extensive governance and leadership experience including crisis and change management. I have over 10 years of leadership and governance experience. I have served on six (6) boards including the City of Oakland's Commercial Sexual Exploitation of Children (CSEC) Task Force. On governance boards, I've managed executive director transitions, led executive search processes, approved multi-million dollar budgets, and developed policy in partnership with leadership. I've led strategic planning sessions, facilitated closed session discussions, managed crises, and participated in governance and leadership trainings including the Brown Act and Robert's Rules of Order. I enjoy, and have a track record of, working collaboratively with others to meet goals and achieve social impact.

4) I have extensive policy, advocacy and legislative experience at the local, regional, state, and federal level. For over 5 years, I worked as a legislative and mayoral aide in the City of Oakland. In my roles, I developed and negotiated policy solutions to many Oakland problems including illegal dumping. I understand the public policy and legislative process (at all levels) and the stakeholder engagement necessary to find common ground. I have a Master of Public Affairs Degree from the

Police Commission Application

Supplemental Questionnaire

Karely Ordaz Salto, MPA

Goldman School of Public Policy at UC Berkeley, the number one school for policy analysis. I recently completed a Chief of Staff Certification from the Said School of Business at the University of Oxford focused on transformational leadership, status behavior, and leadership performance.

5) For years I've worked with the Oakland Police Department. In my roles as a constituent liaison in the Oakland City Council and special assistant to the mayor, I interacted with the Oakland Police Department almost daily, working with both sworn and non sworn personnel. As Chair of the CSEC Task Force, I worked closely with OPD's Vice/Child Exploitation Unit. In my job and as a resident of beat 34X, I interact regularly with OPD on violence and crime.

6) I am a strong communicator (written and oral) with media experience. I have formally presented to the Oakland City Council and spoken publicly at town halls of 500+ attendees, local community meetings, City of Oakland and Alameda County public meetings, commencement ceremonies (as keynote), and graduate students (as guest speaker). I have connections to the Bay Area bilingual media ecosystem and have served as a public spokesperson for organizations and leaders.

7) I have extensive and meaningful relationships inside City Hall. I understand the intertwined relationship that the Commission has with the City of Oakland. The OPC must operate independently, but within the structure of the City. I believe it's necessary to have people on the Commission who understand how City Hall works AND have relationships with key leaders. I have personal, positive relationships with city staff and elected officials. These relationships are necessary to ensure the work of the Commission moves forward.

Question #2. Please describe your contacts or experiences with the Oakland Police Department.

Oakland Police Commission: As a member of the Oakland Police Commission, I've engaged with members of the department including the Chief of Police. I believe all my interactions have been respectful and rooted in the work of the Commission.

Commercial Sexual Exploitation of Children (CSEC) Taskforce: For 2 years, I was the Chair of the Commercial Sexual Exploitation of Children (CSEC) Taskforce, a victim-centered and survivor-informed collaborative comprised of individuals and organizations that serve, educate, protect, and advocate for victims and Survivors/Thrivers of commercial sex trafficking. OPD's Vice/Child Exploitation Unit was a critical partner in the Task Force and I worked closely with Lt. Jill Encinias, who led the unit at the time.

Police Commission Application

Supplemental Questionnaire

Karely Ordaz Salto, MPA

OPD CSEC Awareness Trainings: When the OPD's sexual misconduct was uncovered in 2016, I was tasked with responding to the community impact including anger and mistrust. As a response, we secured funding for CSEC Awareness Training across all community-facing City of Oakland departments including OPD. I co-design the curriculum and led the implementation of the trainings across city departments which included OPD.

Public Safety in East Oakland: As a constituent liaison for District 5, 6, and 7, I worked with OPD officers, at all levels of the command chain, to respond to community concerns, questions and recommendations for improving public safety.

In 2016 in the Office of the Mayor, I organized city-wide Chief of Police Community Forums to hear directly from Oaklanders on the qualities and skills necessary for OPD's Chief of Police as well as what's needed to improve community safety and police-community relations.

Community Advocate: In my role as Chief of Staff at The Unity Council, I engage with OPD regarding public safety concerns in Fruitvale and East Oakland. I've given walk-throughs of the Fruitvale Transit Village to OPD officers including the Chief of Police.

Question #3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

- A. as a police officer, - N/A
- B. as a criminal prosecutor or defense attorney, - N/A
- C. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes. - I've worked with the Spanish Speaking Citizens Foundation, an anchor institution in Fruitvale, on victims of crime cases. I partner and support Centro Legal de la Raza, another anchor institution in Fruitvale that represents victims of violent crime.

Question #4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Over the last 10 years, I've served on six (6) governance bodies (see list below).

Please describe your experiences. What were the most challenging aspects of your participation? The most challenging aspect of my participation has been balancing the needs of all stakeholders and time. I've learned to 1) listen, 2) value and respect all perspectives, 3) make decisions based on the best available information, and 4) have a long-term perspective. I do my best to plan my time accordingly to meet my responsibilities.

Governance & Leadership Experience:

- 1) **Oakland Police Commission:** I was appointed by Mayor Schaaf as an Alternate Commissioner and approved unanimously by the City Council last year. I've been on the Commission since August 2022.
- 2) **Alameda County-Oakland Community Action Partnership (AC-OCAP):** The AC-OCAP aims to improve community by creating pathways that lead to economic empowerment and prosperity. As a representative for District 5, I provided anti-poverty funding in the areas of job training, employment placement, and housing & community development for households at or below 100% of the federal poverty guidelines. (2013-2015).
- 3) **City of Oakland's Commercial Sexual Exploitation of Children (CSEC) Task Force:** I was a member of the newly formed CSEC Task Force in 2013. By 2015, I was the Chair. I convened stakeholders; created a new governance structure; increased community engagement; wrote two annual reports presented to the City Council; advocated for statewide legislation; secured funding; launched [reportjohn.org](#); and worked with the San Jose Police Department to launch a [similar program](#). (2013-2018).
- 4) **Amethod Public Charter Schools (AMPS):** AMPS is a charter school management organization whose mission is to prepare students from underserved communities to succeed in college and beyond. The organization operates 6 schools in 2 counties. I was the first Alumni to serve on the board. I was the Board Secretary then the Chair during the last year of my term. (2015-2019)
- 5) **East Oakland Boxing Association (EOBA):** For over 30 years, EOBA has empowered underserved youth in East Oakland to be well-rounded champions at home, at school, and in their communities. As Board Chair, I led the most recent executive search process, hired an executive director, managed an organization transition, and recruited new board members. (2016 - present)
- 6) **Goldman School of Public Policy Alumni Board:** In 2022 I was elected to the GSPP Alumni Board of Directors to improve the public policy decision-making in the public, private, and nonprofit sectors, and assist GSPP in keeping its curriculum relevant to the needs of public policy practitioners, among other responsibilities.

Karely Ordaz Salto, MPA

Oakland, CA • [REDACTED] • [REDACTED] • [REDACTED]

CAREER PROFILE

Public sector leader with 10+ years of experience working in government and community-based institutions. Strengths include executive leadership, policy analysis, management, community organizing, stakeholder engagement, and fundraising. Proven ability to align teams around strategic initiatives and build private-public partnerships.

CORE COMPETENCIES

Bilingual (English & Spanish) | Leadership | Strategy | Policy | Public Affairs | Communications | Management | Advocacy | Change Management | Public Speaking | High Level Project Management | Diplomacy

PROFESSIONAL EXPERIENCE

[The Unity Council](#)

Chief of Staff

Oakland, CA – December 2020 – present

- **Executive Advisor:** Advise CEO in various areas including strategy, politics, advocacy, policy, partnerships, and special projects
- **Intergovernmental Affairs:** Drive the organization's policy & advocacy priorities and serve as liaison to local, regional, state, and federal governments.
- **Collective Impact:** Lead the Resilient Fruitvale Collaborative comprised of 19 organizations and align services for collective impact.
- **Grant Management:** Manage a \$2M COVID-19 contract with Alameda County and \$4.5M philanthropic grant.
- **Advocacy:** Led advocacy campaign to keep East Oakland together during the Oakland and Alameda County redistricting process

[Hamilton Families](#)

Chief of Staff

San Francisco, CA – October 2018 – December 2020

- **Change Management & Leadership Alignment:** Led the transition of 4 CEOs. Planned and executed strategic planning sessions for two leadership teams. Supported and advised CEOs in culture, management, strategy, operations and personnel.
- **Operations & Fundraising:** Strengthened internal communication systems across six sites and 150 employees by revamping processes and clarifying expectations. Wrote weekly internal newsletter. Oversaw workflows in finance, operations, administration, development, human resources, programs, data & evaluation, and strategic partnerships. Raised over \$500,000 in unrestricted funds and managed key donor relationships.
- **Board Governance:** Strengthened board governance by amending bylaws and updating key governance documents. Led strategic discussions between the board and the executive team during transitions.
- **Cross Departmental Initiatives:** Managed and led organizational consultants providing cross-departmental services in the areas of mental health, board governance, and diversity, equity and inclusion (DEI).

City of Oakland, [Office of Mayor Libby Schaaf](#)

Oakland, CA - March 2015 – September 2018

Special Assistant to the Mayor

- **Policy & Legislation:** Served as Mayor's policy advisor on various issues including human trafficking, immigration, illegal dumping, and gender equity. Wrote Sanctuary city legislation adopted by the Alameda County Conference of Mayors in 2017.
- **Communications & Public Relations:** Served as liaison to Spanish-speaking communities in the Bay Area. Managed media relations, coordinated interviews, prepared talking points and led the Mayor's Spanish language communication strategy. Produced written and online communications, including press releases, talking points, media advisories, speeches, briefing materials, and social media posts. Translated documents from English to Spanish and vice-versa.
- **Leadership & Advocacy:** Chaired the City of Oakland's Task Force on the Commercial Sexual Exploitation of Children (CSEC) and tripled membership by engaging cross sector stakeholders. Led process for CSEC Awareness Training for city employees and co-developed trauma-informed curriculum. Wrote the Task Force's annual reports. Partnered directly with the Alameda County District Attorney to transition the Task Force to the County. Led community efforts in support of [AB 1206](#) passed in 2017.
- **Community Outreach:** Developed community engagement strategies to increase civic engagement and saturate the Mayor's priorities. Led the institutionalization of the [Civic Design Lab](#). Co-developed the [Oakland Promise Ambassador Program](#). Led community engagement process for the hire of the OPD Chief of Police in 2016.
- **Special Projects & Initiatives:**

Karely Ordaz Salto, MPA

Oakland, CA

- **1) Resilience & Climate Change:** Co-developed Oakland's resilience agenda presented at the United Nations (UN) Conference on Housing and Sustainable Urban Development ([Habitat III](#)) in Quito, Ecuador. Wrote application that won the City of Oakland the Global Green City Award presented by the 11th Global Forum on Human Settlements.
- **2) Private-Public Partnerships:** Led the planning, development, launch and implementation of [reportjohn.org](#), an iOS & Android app used to report sex buyers to the Oakland Police Department, increasing reports of sex offenders by 100%. The app was highlighted in the [New York Times](#) in 2016.
- **3) Events:** Planned and executed the first [Bay Area Women's Summit in 2016](#), a regional conference focused on equity and the economic advancement of women in the workforce. Raised over \$3M. Coordinated high profile guest speakers and conducted outreach to attract approximately 2,000 attendees. Developed the Mayor's commitments to advancing economic equity for women and ensured those commitments were met within a year.

City of Oakland, [City Council](#)

Oakland, CA - March 2013 - March 2015

Policy Analyst & Constituent Liaison

- **Policy Analysis:** Monitored, researched and analyzed local, state and federal policy issues and legislation. Authored legislation including the unanimously adopted [Censure Policy](#).
- **Community Engagement:** Used data to assess needs of the Council district, served as a liaison to all neighborhoods, cultivated and maintained relations with businesses, nonprofits, and community leaders. Received, processed, and responded to constituent requests.
- **Lobbying:** Lobbied for state legislation banning sweepstake casinos (AB 1439) and legislation to allow the City to tow vehicles of people caught dumping illegally or sexually exploiting minors (AB 1206). Coordinated across city departments to close five sweepstake casinos in the Fruitvale District.

American Indian Model Schools (AIMS)

Oakland, CA - August 2012 - March 2013

Secretary to the Board of Directors

- **Administration:** Prepared board meeting agendas, minutes, and policies. Researched, compiled, and prepared the organization's response to the Notice of Violation, Notice of Revocation and FCMAT report.
- **Compliance:** Monitored compliance with the Ralph M. Brown Act, California Education Code, the California Public Records Act, and applicable regulations.

EDUCATION

University of California, Berkeley

Goldman School of Public Policy
Master of Public Affairs

University of California, Berkeley

College of Letters & Science
Bachelor of Arts in American Studies
Concentration: Environment, Policy and Public Health

COMMUNITY LEADERSHIP & CIVIC ENGAGEMENT

Oakland Police Commission, Alternate Commissioner

Oakland, CA – 2022 – present

Member of the following Adhoc Committees: CPRA Polices, Staff Evaluations, Contracts, OBOA Association, Community Engagement

Goldman School of Public Policy Alumni Association, Member and Mentor

Berkeley, CA – 2022 – present

Elected for a 3-year term to advance the mission of GSPP, increase engagement among alumni, and improve the student of color experience

East Oakland Boxing Association, Past Chair

Oakland, CA – 2016 – present

Led executive search process, fiscal oversight, strategic planning, fundraising, partnership cultivation, supervision of Executive Director

Amethod Public Charter Schools, Board Secretary & Past Chair

Oakland, CA – 2015 – 2019

Fiscal oversight, development and implementation of five-year strategic plan, managed relationships with school districts, growth management

Alameda County-Oakland Community Action Partnership, Board Member

Alameda County – 2013 – 2015

Provided anti-poverty funding in the areas of job training, employment placement and housing & community development for households at or below 100% of the Department of Health and Human Services federal poverty guidelines



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information

Full Name: Weathersby Ayanna T Date: 6-7-23
Last First M.I.

Home Address: [Redacted]
Street Address Apartment/Unit #
Oakland CA 94608
City State ZIP Code

Phone: [Redacted] Email: [Redacted]

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

 YES NO

I would like to be considered as a Mayoral Appointee?

 YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Dina Dacus

Relationship: Supervisor

E-Mail: [REDACTED]

Phone: _____

Full Name: Richard Johnson

Relationship: Business Associate

E-Mail: [REDACTED]

Phone: [REDACTED]

Full Name: Maryann Mitchell

Relationship: Friend/Church member

E-Mail: suncitygiftx@yahoo.com

Phone: [REDACTED]

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

female I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

50 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

0
 1-2
 3 or more

6. How did you hear about applying to be on the Police Commission?

from the community + Channel 2 news

Disclaimer and Signature

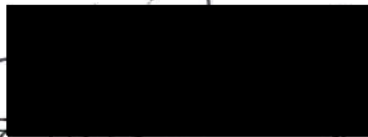
The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature:




Date:

6-7-2023

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|--|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3 rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

Through life experience, my career in community services and now as a community Pastor, I have worked in the Oakland community and with various non-profit organization for over 30 years. A large portion of my work has been in leadership positions that required accountability, decision-making, analysis and resourcefulness. I have served on several board providing oversight and performing the tasks required to sustain the organization. Those tasks include presentations to the planning council, operating a 40-bed CDCR funded Residential Multi-service Center, coordinating and facilitating community meetings and conducting community engagement events. In May 2023, I completed my Advanced Certification in Conflict Resolution at UC Davis, and in 2021 I completed a Human Resources Certificate at Cal State Easy Bay.

2. Please describe your contacts or experiences with the Oakland Police Department. I served as Chair of the Board for Allied Fellowship Service, a community reentry program, and California Prostitute Education Project (CAL-PEP), a health education and HIV/AIDS organization. In both roles I collaborated with the Oakland Police Department at community events, and in an official-safety capacity. Additionally, my church has collaborated with the Oakland Police Department for over 15 years providing Thanksgiving groceries for over 150 families each year. Half of the referrals resulted from emergency calls where an officer would respond, identify a need in the home and submitted the families name to our church for assistance. In many instances, the officers donated funds and assisted with the delivery of groceries. To the contrary, I am aware of unethical police tactics from past and current events that have had a negative impact on the City, its residents and our overall image and ability to maintain justice, inclusion and equity.

3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:

a. as a police officer - No

b. as a criminal prosecutor or defense attorney - No

c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes – Yes

- While employed at Allied Fellowship Service as the Facility Director, we provided peer-based support services to ex-offenders. My role was to supervise and support the program participants while maintaining site/program compliance.

- I currently Pastor three individuals who are serving 5 to 64 years in prison for violent crimes, one of which was a victim himself of a heinous violent crime for most of his youth. I also counseled individual who are victims of crimes involving domestic violence, homicides, theft and sex crimes.

- On a personal note, on three occasions my baby cousins, Eugene Carrol (age 14), Lee Weathersby III (age 14) and Joshua Weathersby were killed on the streets of Oakland from gun violence.

4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

** Additional details on my experience is listed in question 2.

- I am the Board Secretary and advisor for a non-profit called Formerly Incarcerated Giving Back whose mission is to restore the community and it's youth while making amends for their once crimes through giving back..

- I witness many successes on a daily basis where participants maintain employment, become business owners and live crime-free lives. However, I continue to be challenged with my participant's appetite for crime, failure to utilize employment and life skill resources, and their recidivism.

Ayanna Weathersby

SUMMARY

Compassionate Human Services Supervisor with over 29 years serving communities. Self-starting, diversely trained individual skilled at maintaining contractually complaint private and public funded programs serving dual and triple diagnosed adults and youth living in subsidized housing, parolees with intellectual disabilities, senior citizens, sex offenders and the LGBTQA community. Task-driven supervisory expert in areas such as tracking expenses, processing invoices, communicating with residents/clients, managing operations, staff training, addressing unit habitability concerns and resolving conflicts

SKILLS

- Apple Platform
- Microsoft 365
- Google Docs
- Theworknumber.com
- Graphic Design
- SLACK
- Database Management
- CLARITY
- SAGE
- ZOOM
- Social Media
- MONDAY
- CalWIN
- COMPASS
- PILOT MEDS
- IDIS
- Marketing
- HIPPA Certification

EXPERIENCE

Asset and Relocation Manager Bernal Heights Neighborhood Center | San Francisco, CA 10/2015 – present

- Worked collaboratively and transparently with the property management companies and construction managers, funders, and community partners to ensure the long-term sustainability of 16 affordable and project-based housing sites
- Process project invoices, assembles draw requests and maintain ledgers for construction projects and site repairs; track relocation expenses, audit expenses and AR/AP
- Partner with service teams to eliminate housing barriers; promote healthy housing, provide family support and stabilization services
- Collect, track and submit data for annual compliance reports using SAGE/CLARITY
- Apply for new funding and submit annual NOFA renewals
- Develop budgets and procedures to support the re-syndication process
- Created a relocation department, relocation plan, policies and tenant agreements; secured rental units and legal services; monitored/managed vendor contracts
- Provide on-going in-person and virtual relocation services for tenants in small-to-large multi-family and scattered-site units
- Partner with construction and development teams to implement relocation duties
- Develop polices, operations plans and trainings for St. Vincent de Paul Domestic Violence Shelter, and to manage departmental controls for the Relocation and Asset Management Department
- Wrote and was awarded multi-year HOPWA Cares grant funds

- Through ambition and showing competence promoted over the course of employment from Community Engagement Coordinator to Relocation Manager to current role.
- Created and maintained the Relocated Department based on MOHCD regulations; established lasting relations with tenants, landlords, moving companies, funders, service teams, and other vendors
- Coordinate logistics of over 200 residential move-ins/outs; resolve claims
- Created and facilitated scheduling, planning, unit assignment, tenant council, owner and conference call meetings; convene regular community and services meetings; explain conclusions, justify recommendations, and answer questions on the relocation program
- Worked with RAD services team to ensure residents are connected to services, coordinates special projects
- Detailed record keeping and data tracking using EXCEL; host weekly meetings and take/distribute minutes; created relocation plans, reports, budgets, correspondence
- Performed resident surveys and relocation studies, maintained and disseminated project schedule
- High degree of resident and community engagement in housing developments with community leaders, tenants/neighbors, grantor's.
- Served as owner-representative in meetings and events
- Design marketing tools and outreach strategies to increase community involvement
- Coordinate leadership development and public safety activities, including violence prevention groups and Resident Outreach Leader workshops

EDUCATION

| | | |
|--|---------------------------------------|------|
| Certificate in Advance Conflict Resolution | UC Davis | 2023 |
| Certificate in Non-profit Management | California State University, East Bay | 2021 |
| Master of Arts in Culture and Spirituality | Holy Names University | 2013 |
| Graduate courses Forensic Psychology | Argosy University | 2010 |
| Bachelor of Science in Business Management | University of Phoenix | 2003 |
| Associate of Arts in Social Science | Laney College | 2000 |



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information

| | | | | | |
|---------------|-----------------------|--------------|--------------|-------------------------|----------|
| Full Name: | Riles | Wilson | C | Date: | 3/4/2023 |
| | <i>Last</i> | <i>First</i> | <i>M.I.</i> | | |
| Home Address: | [REDACTED] | | | | |
| | <i>Street Address</i> | | | <i>Apartment/Unit #</i> | |
| | Oakland | | CA | 94619 | |
| | <i>City</i> | | <i>State</i> | <i>ZIP Code</i> | |
| Phone: | [REDACTED] | Email | [REDACTED] | | |

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

- Applications submitted without a completed supplemental questionnaire will not be considered.
- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

 YES NO

I would like to be considered as a Mayoral Appointee?

 YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: Walter Riley Relationship: friend

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Orlando Johnson Relationship: friend

E-Mail: [REDACTED] Phone: [REDACTED]

Full Name: Janani Ramachandran Relationship: friend

E-Mail: [REDACTED] Phone: [REDACTED]

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

- Male _____ I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

50 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

- 0
- 1-2
- 3 or more

6. How did you hear about applying to be on the Police Commission?

From my activist friends

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature: _____

Date: 03/09/2023

Completed applications must be received by **June 30, 2022**, by mail, hand-delivery, or email as follows:

| | |
|--|---|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

Q-A. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.

A-A. In 1968 I graduated from Stanford University with a B.A. in psychology with a minor in mathematics. I spent two years in the Peace Corp teaching math in a secondary school in Sierra Leone West Africa. A few years after returning to the United States, I entered a Masters in Education program at U.C. Berkeley where I took courses in statistics. These experiences give me educational foundations to more than adequately cope with the statistical data issues and the social psychological translation of data into the dynamics of collective behavior that is often at issue in police policy.

I have taught math in both middle school and high school in Oakland. I have been the principal at two different high schools where I had positive relationships with police officers. In 1979 I was elected to the Oakland City Council to represent District 5 in East Oakland. I have taken ride-a-long's in both the helicopter and cars. As a Council Member, I reviewed and voted on Police Department budgets, labor contracts, and police policy from 1979 through 1992. Because crime and the police have been and remain a major part of the City's budget and a predominant aspect of Oakland's perceived character, I have researched, explored, and discussed the issues that come before the Commission with experts both inside and outside of Oakland.

When I declined to run for reelection in 1992, the Mayor and the City Council asked me to chair a taskforce to shape Oakland's efforts to create a "community policing" program. At that time and still to a great extent today, the definition and understanding of "community policing" is diverse, contradictory, and confused. The 1992 taskforce that I chaired was able to agree on an understanding and create legislation that the City Council passed unanimously. Oakland's "community policing" program is still functioning to this day.

Q-B. Please describe your contacts or experiences with the Oakland Police Department.

A-B. Besides my engagement with the Oakland Police as a Council Member from 1979 through 1992, I have had four other instances of engagement:

- (1) I do not remember the year but I was arrested at an “anti-apartheid” demonstration. I was protesting the City of Oakland purchasing goods and services from national companies that were doing business with the racist government of South Africa. I was never incarcerated and the charges were dropped.
- (2) In 1994 my daughter was kidnapped, raped, and stuffed in the trunk of her car. Although she was saved by the East Bay Regional Parks police, the case was investigated by the Oakland Police Department. Leading up to the prosecution of the perpetrator, I and my family had a number of positive interactions with OPD.
- (3) There have been several minor paper-work interactions with the Oakland police involving a towed car and the times I needed a crime report on stolen items for my insurance company.
- (4) In 2021 I was violently arrested in the offices of the Zoning Department. Although the charges were dropped, my attorney brought a civil rights law suit against the City and OPD. Almost two years later the City settled without admitting fault.

These are the interactions that I remember. I have had engagements with other police departments (Alameda, Livermore, and Sacramento). Also, I was very briefly engaged with some members of the National Secret Service who had been assigned to protect Presidential candidate Shirley Chisholm when I was her senior staff person in Northern California in 1974. I have never been convicted of a crime or served time other than pretrial.

Q-C. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience: a.) as a police officer, b.) as a criminal prosecutor or defense attorney, c.) with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes. Q-D. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

A-C. My brother-in-law, Ron Bostic, who has passed away, was a police officer in Navato and San Jose. Before he passed away, he moved to Pennsylvania and did not return to police work. My sister, Narvia Bostic, did work in Pennsylvania for the State Justice Department in juvenile services. She no longer works for that agency or in law enforcement. I have no other immediate relatives in law enforcement.

A-D. As I have indicated elsewhere, I chaired Oakland's taskforce that drafted the legislation for the City Council to create the City's Community Policing Program. As I remember, there were two challenging aspects to this work.

One challenge was the novelty and variety of understandings of the concept of "community policing" both nationally and locally. This combined with the huge amount of ignorance and misunderstanding that exists generally about police history, practices, criminology, and the interplay or lack of it between overlapping systemic structures in our justice apparatus. This made the taskforce's work long and laborious.

The second challenge was that the work of the taskforce was later undermined by the systemic problems within OPD. The work of these citizens was not taken seriously by OPD. Debilitating implementation of the Council passed policy included initial "housing" of the community policing agency in the Police Department under the finger of a Police Lieutenant who had little understanding or capacity for community organizing. Also, rather than giving much priority or standing to community policing officers, their work was denigrated within the Department and officers were frequently pulled off that duty and reassigned. The work product of the taskforce was seriously corrupted.

I am elated to have the opportunity to serve on the Oakland Police Commission. I have over many years studied, researched, and supported the creation and empowerment of police commissions both nationally in other cities and in Oakland. I am proud of the evolution of Oakland's Commission to one of the best in the Country. I am committed to give Oakland and the Commission my best, should I be chosen to serve.



Police Commission

Application for Position of Commissioner

The purpose of the Police Commission is to oversee the Oakland Police Department in order to make sure that its policies, practices and customs meet national standards of constitutional policing.

A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information

Full Name: Merker Robert (Rob) 5/23/23
Last *First* *M.I.* Date: 5/23/23

Home Address: [REDACTED]
Street Address *Apartment/Unit #*

Oakland CA 94618
City *State* *ZIP Code*

Phone: [REDACTED] Email [REDACTED]

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

- Applications submitted without a completed supplemental questionnaire will not be considered.
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Please respond (in writing) to the following questions:

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2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Application Considerations

Check all that apply:

I would like to be considered as a Selection Panel appointee?

 YES NO

I would like to be considered as a Mayoral Appointee?

 YES NO

References

Please list three professional or personal references who are familiar with your background, experience and qualifications, and who can answer questions about your ability to serve as a Commissioner.

Full Name: SEE ATTACHED LIST Relationship: _____

E-Mail _____ Phone: _____

Full Name: _____ Relationship: _____

E-Mail _____ Phone: _____

Full Name: _____ Relationship: _____

E-Mail _____ Phone: _____

Voluntary Self-Identification Questionnaire

1. With which race and/or ethnicity do you identify? (Check all that apply.)

- White
- Black or African American
- Latino
- Native Hawaiian or other Pacific Islander
- Asian
- American Indian or Alaskan Native
- Other: _____
- I do not wish to Self-Identify

2. What is your gender?

- Male I do not wish to self-identify

3. You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history of such an impairment or medical conditions.

Please check one of the boxes below:

- Yes, I have a disability (or previously had a disability)
- No, I do not have a disability
- I do not wish to answer

Required Questionnaire

4. How long have you lived in Oakland?

13 Years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

| | |
|---|-----------|
| | 0 |
| | 1-2 |
| X | 3 or more |

6. How did you hear about applying to be on the Police Commission?

Oaklandside article

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature: _____



Date: 5/23/23

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|---|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

Police Commission Application – Supplemental Questionnaire
Robert (Rob) Merker, PhD

1. Experience: I moved from New York to Oakland 14 years ago to begin an early retirement. Prior to my move I took an interest in Philosophy and Ethics, and 10 years ago I completed a doctorate in Philosophy with a specialization in Ethics at the City University of New York. I believe that incorporating ethical principles and viewpoints can make a significant contribution to the Commission.

In addition to creating a successful business, I have served on numerous committees and boards as detailed below. So, I have a proven track record of being an effective member of groups such as the Police Commission. I have a lot of experience with accounting, so am very proficient on budgets and statistical data.

2 & 3. Police: I have not had any significant contacts with OPD, and do not have any family members who are connected to the police or criminal justice arena. I heard about the openings on the Police Commission in an article that said there were not enough applications. I am a concerned citizen who cares about Oakland and have both the time and capability to serve on the commission, which is why I am applying.

I am a fast learner and have a proven ability to come up to speed very quickly in new domains, so I would be able to serve as an informed member from day one.

4. Boards and Committees: Prior to moving to Oakland, I served on church and non-profit boards. These included "Literacy Nassau" which assisted adult learning, and a trade group which raised money for local non-profits. After moving here I served for a number of years on the board of "Strive for Change" a local organization that raised money to fund programs which assist people in obtaining job skills. My current board and committee positions are the following:

-Kaiser Oakland Hospital Ethics Committee: This group deals with ethical issues that arise in treating patients.

-University of California at Berkeley Institutional Review Board: I am on both of the campus' Committees to Protect Human Subjects. These committees are responsible for reviewing all experiments and research projects undertaken at Cal to ensure that they are not mistreating or harming people who are subjects of the research.

-Bay City News: I both serve on the board and am the primary advisor to the head of this organization. Bay City News and the Bay City News Foundation has over 20 reporters throughout the Bay Area and provides news used by many of the area's major TV, radio stations and newspapers.

In all my board and committee work, one of the most important and challenging aspects is helping people with diverse backgrounds and opinions to find consensus. I believe I have developed the skills necessary to foster this process.

I am willing to devote considerable time and energy to serving on the Police Commission and look forward to the opportunity.

Rob Merker, Police Commission Application
References

1. Jocelyn [REDACTED], 714-812-1007, Jlarking@ImpactFund.org
Executive Director of Impact Fund a legal non-profit which brings class action suits to promote social justice. These include the sex discrimination case against Walmart which went to the supreme court.
2. Mike [REDACTED], [REDACTED], [REDACTED], 714-437-8888
Oakland Budget Commission representative for district 4.
3. Katherine [REDACTED], [REDACTED]
Owner of Bay City News a local news "wire service" with 20+ reporters throughout the Bay area providing news to many of the areas major Newspapers and TV stations.



Police Commission

Application for Position of Commissioner

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A Selection Panel of volunteer community members will select Oakland residents to serve on the Police Commission. Seated Commissioners are volunteers and will not be compensated.

Applicant Information

Full Name: Eto Elizabeth H Date: May 30, 2023
Last First M.I.

Home Address: [Redacted]
Street Address Apartment/Unit #

Oakland CA 94618
City State ZIP Code

Phone: [Redacted] Email [Redacted]

Supplemental Questionnaire

The purpose of this supplemental questionnaire is to evaluate your qualifications to serve on the Police Commission. This application, along with your answers to these questions, will be used by the Selection Panel to select the most suitably qualified candidates (Question 1, 2, 3 and 4 below.)

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- Please limit your response to each question to one 8.5" x 11" sheet of paper (single or double spaced).

Please respond (in writing) to the following questions:

1. Please describe any life work and significant community volunteer experiences that prepare you to contribute to the work of the Commission.
2. Please describe your contacts or experiences with the Oakland Police Department.
3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:
 - a. as a police officer,
 - b. as a criminal prosecutor or defense attorney,
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes.
4. Have you ever served on a board, committee, commission, or other group? (Examples might include church boards or school organizations.) Please describe your experiences. What were the most challenging aspects of your participation?

Required Questionnaire

4. How long have you lived in Oakland?

36 years

5. How many meetings of the Police Commission have you attended, on Zoom or in person? (You can find a link to the next meeting on the agenda for that meeting, which can be found at www.oaklandca.gov/policecommission. You can also find video recordings of past meetings there.)

| | |
|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> | 0 |
| <input checked="" type="checkbox"/> | 1-2 - recordings of past meetings |
| <input type="checkbox"/> | 3 or more |

6. How did you hear about applying to be on the Police Commission?

Oaklandside article and Dan Kolb newsletter

Disclaimer and Signature

The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

I certify that I am over eighteen years of age and that my answers are true and complete to the best of my knowledge.

My signature below also indicates my acknowledgement that, by applying for the position of Commissioner, I will be subject to a background check.

Once submitted, your application form, along with all attachments, becomes a public record.

Signature:  Date: May 30, 2023

Completed applications must be received by **May 31, 2023**, by mail, hand-delivery, or email as follows:

| | |
|--|--|
| Mail or Hand-Delivery (Monday-Friday, 8:30 am – 5:00 pm) | Selection Panel for Police Commission c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3 rd Floor Oakland, CA 94612 |
| Email | Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application |
| For assistance or additional information contact | City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301 |

Responses to Supplemental Questionnaire

1. I am an attorney in civil practice. I received my license to practice law in 1985 and was hired by John Burris. At that time, he had just started a private practice focused on civil rights litigation, including police misconduct. Judges and juries were less sympathetic to police misconduct allegations at the time, before video imaging of police/community interactions became commonplace. Developing legal skills in this field was very much a school of hard knocks and a profound professional learning experience.

I stopped practicing as a full-time trial lawyer when I had children, one of whom has special needs. I have operated a private practice providing free-lance research and writing support to a number of plaintiffs' civil attorneys since the early 1990's. From time to time over the years, I have been involved in cases involving police misconduct, including several successful appeals to the Ninth Circuit, but that has not been the mainstay of my practice. (I have not been involved in litigation against the Oakland Police Department for many years.)

Nonetheless, policing issues continue to retain my critical concern and attention. I follow developments in the law and in events involving area police departments, particularly the Oakland Police Department.

While engaged in police misconduct litigation, I had many exposures to the one-sided investigations performed by Departments' Internal Affairs personnel. These investigations virtually never resulted in any recognition of problematic behavior, nor in discipline or retraining of officers who were the targets of complaints. And it was likewise impossible for a citizen who had brought a complaint to receive compassionate or humane, respectful regard, or for that matter, any satisfaction whatsoever.

In short, my professional experiences are what lead me to make this application to the Commission. I strongly favor the development of objective, community resources to review police activities and would like to support these resources to the extent that I am able. The policing function needs to be re-envisioned and reformed. I believe that I have useful perspectives and experience to contribute to this process.

As for volunteer experiences, I have participated in a number of activities that involved one-to-one support for individuals in the community. I have worked as a writing coach at Fremont High School in Oakland. I have volunteered my time with a local bar association program that connects members of the public with attorneys for free consultations. I was a legal intern providing mental health patients' rights services in San Francisco. Before I attended law school I was a volunteer draft counselor, advising concerned teens about registration for the military draft and legal options available if the federal government reinstated the draft to populate the armed services.

Through these encounters, I have had the opportunity to meet and engage with people from varied backgrounds with different life experiences from my own, relatively advantaged existence. In addition to the clients I served as a civil rights attorney, I believe that these experiences help me to better understand the needs and frustrations shaping the lives of Oakland residents.

2. Apart from my litigation experiences, my most salient contacts with the Oakland Police Department have occurred in connection with my special needs child. She has neurological and emotional disabilities that led to violent outbursts necessitating emergency psychiatric hospitalization. On some of these occasions, we sought help through the emergency dispatch system and OPD officers responded whenever we made a call of this type. We found that they were generally compassionate, and their presence helped us to manage the crises. I have also had limited contacts with officers investigating area crimes.

3. See my response to #1. I am not related to anyone who works in the justice system.

4. When my children attended public schools I served in various leadership volunteer positions with parent associations. This was rewarding, since my efforts generated direct benefits for students. I also served on an elementary principal's committee on the contentious issue of

school uniforms. This was an opportunity to learn how to manage disagreement in a group. For one year, I was a member of a middle-school committee that reviewed the school site's use of various government grants. This was frustrating because the school principal did not make the information available to review in any meaningful way, and apparently only formed the committee and conducted meetings to nominally satisfy a regulatory requirement.

My impression is that the best way for organizations to demonstrate respect for the time and contributions of volunteers is to provide adequate training and ongoing support for their anticipated effort.



APPLICANT EVALUATION TOOL
Position: Police Commissioner (Volunteer)

Position Description

Serve on Police Commission public body of seven (7) members plus two (2) alternates. The Police Commission's role is to oversee the Oakland Police Department's policies, practices and customs to meet national standards of constitutional policing and oversee the Community Police Review Agency that investigates police misconduct and recommends discipline.

Core Competencies, Interview Questions & Evaluation

Core competencies are the identified knowledge, skills, and/or abilities that are necessary to the successful performance of an Oakland Police Commissioner. The objective of the interview is to assess the competency and qualifications for serving as a Police Commissioner. The Selection Panel will ask each applicant a series of questions that are designed to understand the applicant's qualifications in the following areas:

- A. Interpersonal / Collaborative
 - a. Works cooperatively and productively with others to achieve results.
 - b. Respects and welcomes diverse perspectives. Able to process multiple points of view and achieve constructive results.
 - c. Respects the confidentiality of information or concerns shared by others.
 - d. Strong communications skills – both written and oral.
- B. Judgement / Decision-Making
 - a. Has a strong sense of urgency about solving problems and getting work done.
 - b. Effectively analyzes and interprets rules and regulations.
 - c. Understands inter-relational systems and influences.
 - d. Applies factual information, due diligence and sound judgment in making decisions and dealing with confidential and/or sensitive information.
- C. Analytic / Investigative Practices
 - a. Has knowledge and/or experience in sound investigative practices.
 - b. Has knowledge and/or experience in applying a racial equity framework and systems thinking approach to identifying and addressing issues.
- D. Values / Commitment / Perspective
 - a. Seeks and synthesizes community perspective into decision-making.
 - b. Able to commit time and energy to serving on Police Commission.
 - c. Brings perspective of community most impacted by law enforcement (e.g., race, gender, disability, residency, etc.)
- E. Level of Interest
 - a. Understands role and authority of Police Commission.

Applicant Name: _____

Evaluator Initials: _____

A. Based on the responses to the following interview questions, rate the applicant’s strength of the **Core Competency – Interpersonal / Collaborative**:

1. Tell us about your experience working effectively with others, including your experience working on other boards, commissions and groups. How did you handle conflict in these situations?

2. Scenario: The Commission's members strongly disagree on an issue. What would you do to forge a consensus or reach a compromise?

| Core Competency | Exceptional (5) | Strong (4) | Fair (3) | Weak (2) | Not Acceptable (1) |
|--------------------------------------|---|---------------|-------------|-------------|--------------------------|
| Interpersonal / Collaborative | | | | | |
| Comments | <i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i> | | | | |

Applicant Name: _____

Evaluator Initials: _____

B. Based on the responses to the following interview questions, rate the applicant’s strength of the **Core Competency – Judgement / Decision-Making**:

3. While serving on the Police Commission there will be a great deal of pressure from the public, fellow commission members and City staff. What skills will you draw on to manage this and come to a fact-based decision?
4. Tell us about your experience and/or opinion of the Oakland Police Department.
5. Describe an experience where you had to make a difficult decision that affected someone’s life.
6. Being a Commissioner may involve being insulted by the public and criticized by the police. Have you ever been publicly insulted? What advice would you give to someone about how to handle it?
7. Has someone you disagreed with ever changed your mind about something? Please provide an example.

| Core Competency | Exceptional (5) | Strong (4) | Fair (3) | Weak (2) | Not Acceptable (1) |
|--|---|---------------|-------------|-------------|--------------------------|
| Judgement / Decision-Making | | | | | |
| Comments | <i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i> | | | | |

Applicant Name: _____

Evaluator Initials: _____

C. Based on the responses to the following interview questions, rate the applicant’s strength of the **Core Competency – Analytic / Investigative Practices**:

8. Throughout the Federal Court's oversight of O.P.D., the Court has consistently criticized OPD's Internal Affairs Division for the thoroughness, objectivity and professionalism of its investigations of alleged officer misconduct and there is a public perception that both line police officers and their supervisors are rarely held accountable. What structural or policy changes should the Commission explore to address this issue?

9. How does institutional racism and systemic oppression impact the department’s ability to achieve compliance with the Negotiated Settlement Agreement?

10. How do you define police brutality and what are the key elements that produce it?

11. With the assistance of a Court-appointed expert, it has been fully established that OPD officers have for some time and continue to make racially-biased stops of motorists and pedestrians. What actions should the Commission take to change this OPD practice?

| Core Competency | Exceptional (5) | Strong (4) | Fair (3) | Weak (2) | Not Acceptable (1) |
|---|---|---------------|-------------|-------------|--------------------------|
| Analytic / Investigative Practices | | | | | |
| Comments | <i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i> | | | | |

Applicant Name: _____

Evaluator Initials: _____

D. Based on the responses to the following interview questions, rate the applicant's strength of the **Core Competency – Values / Commitment / Perspective**:

12. Tell us about your current schedule outside your career or volunteer community work. How would you manage the additional hours (up to 20 hours per week) required to participate on the Police Commission?
13. Tell us about your community involvement and what groups you are affiliated with.
14. While serving on the Commission you will learn information that may not be familiar to your life experience, share a brief experience where you had to see through many lenses.
15. Why do you want to be part of the Oakland Police Commission and what impacts would you like to see the Oakland Police Commission have and accomplish?
16. What skills would you bring to the Oakland Police Commission?
17. What is the Police Commission doing right?
18. If you became a Police Commissioner, what would you do differently?
19. For you personally, which of your work, community service and/or organizational leadership experiences would help you in serving on the Oakland Police Commission?

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

Applicant Name: _____

Evaluator Initials: _____

| Core Competency | Exceptional (5) | Strong (4) | Fair (3) | Weak (2) | Not Acceptable (1) |
|--|---|---------------|-------------|-------------|--------------------------|
| Values / Commitment / Perspective | | | | | |
| Comments | <i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i> | | | | |

Applicant Name: _____

Evaluator Initials: _____

E. Based on the responses to the following interview questions, rate the applicant’s strength of the Core **Competency – Level of Interest:**

20. When did you first become interested in the Police Commission? What have you done to learn more about it? And what are your impressions?

21. Have you attended any Police Commission meetings either in person or virtually?

| Core Competency | Exceptional (5) | Strong (4) | Fair (3) | Weak (2) | Not Acceptable (1) |
|--------------------------|---|---------------|-------------|-------------|--------------------------|
| Level of Interest | | | | | |
| Comments | <i>Note. The Comments section allows for a qualitative assessment, to complement the quantitative scores.</i> | | | | |

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

Applicant Name: _____

Evaluator Initials: _____

| | Exceptional (5) | Strong (4) | Fair (3) | Weak (2) | Not Acceptable (1) |
|----------------------|--------------------|---------------|-------------|-------------|--------------------------|
| Overall Score | | | | | |
| Comments | | | | | |

Standard Questions

1. Would you tell the Panel about your involvement in Public Safety matters in Oakland, and how that involvement has influenced your desire to serve on the Oakland Police Commission?

Follow-up, time permitting

What do you hope to achieve on the Commission?

2. How can the commission make the best use of the data in VISION?

If they don't know, explain it to them and then get an answer.

3. What change in OPD policy is needed to break up the 'thin blue line' or code of silence?
4. What concrete steps should the Commission take to expand community engagement and input? And, what would you do to educate and engage the community in the work of the Commission? Please be specific.
5. While serving on the Commission you will learn information that may not be familiar to your life experience. Please share a brief experience where you had to see through someone else's life experience and give an example.
6. How would you work to gain consensus in a chaotic situation where the Commission is deeply divided on an issue? Are there any similar examples where you have done this?
7. What is your approach to creating highly effective teamwork with colleagues on the Commission, even when belief systems about the work may vary widely? Please give examples where you have done that.
8. How would you handle specific concerns and complaints about the OPD, which are brought to the Commission? These can include instances of excessive force, failure to act in a situation that requires police intervention, etc.
9. What would you advocate as the best process to use to identify the recommendations for the next Police Chief? Would you give preference to promoting from within OPD or to an outsider?
10. How does institutional racism and historic bias influence the effectiveness of efforts by the Courts, the Commission and OPD leadership to revise and implement policy and operational reforms.
11. Since social media plays an enormous role in our culture, what are your thoughts on how Police Commissioners should or should not utilize social media to comment on issues which may come before the Commission, or which may affect the perception of the Commission as a whole?

Optional & Follow Up Questions

12. How do you define police brutality, and what are the key factors responsible for it?
13. How would you grade the Oakland Police Commission's accomplishments to date, and what are its major challenges going forward?
14. What is the most important asset that a candidate for Inspector General should possess? -OR- In the coming year, the Commission will likely recruit and hire its first Inspector General. What do you believe are the most important skills, experience and other qualifications that candidates for this position should have?
15. Describe an experience where you had to make a difficult decision that affected someone's life.
16. Has anyone you disagreed with ever changed your mind about something? Please provide an example.
17. If you are appointed, what would you want your legacy to be after completing your term? What significant contribution would you want the Commission to remember you for?
18. It's often been said that police culture has police policy for lunch. What strategies can the Commission use to align the pace of policy change and cultural change at OPD?
19. In Oakland, in the area of crowd/demonstration control the OPD's "cycle" is to violate both the law and its existing policy, the City to be sued, the City to settle the new lawsuits, sometimes with revisions to its prior policy, and OPD commanders and line personnel to again violate the same laws and policy during future demonstrations. What steps can the Commission take to help break this cycle?
20. With guidance from the Commission, the CPRA Executive Director is in the process of developing a uniform process for charge intake, categorization, investigation and timely decision or resolution of complaints of officer misconduct. What do you believe are the most important components of such a case-handling system?
21. How long have you lived in Oakland?
22. Have you read Measure LL, the 21-page document that defines the Police Commission? (Available on the Police Commission website, <https://www.oaklandca.gov/boards-commissions/police-commission>. Scroll down to "About," near the bottom of the page.)
23. Have you read any of the minutes or agenda packets for any of the Police Commission meetings? (Available on the Police Commission

Finalist Interview Questions

website, <https://www.oaklandca.gov/boards-commissions/police-commission>. Under "Meetings," click "View All Meetings, Minutes & Agendas.")

Submitted by Lorelei Bosserman

1. **First question:** " How long have you known them and in what context? Tell me about this person in relation to their interest in wanting to serve on the Police Commission."
2. What is this person's greatest strength?
3. In what areas do you think the person can improve?
4. Do you know if they have ever worked on a board, commission, or other body of people? Do you know how they handled that experience?
5. How does _____ respond to criticism and resolve interpersonal conflicts?
6. Can they cooperate with people they disagree with?
7. Are they receptive to other points of view?
8. Have you ever seen them compromise or change their mind?
9. How would you describe their communication skills? Both verbal and written.
10. How would you describe their listening skills and ability to engage with others?

Submitted by Don Link

1. Are you familiar with the roles and responsibilities of an Oakland Police Commissioner? Do you think _____ would be a good Oakland Police Commissioner?

Why do you say that?

2. Has _____ been involved in Public Safety matters in the past?

(If yes) Please describe how:

3. Has _____ been involved in the Oakland community and public service?

(If yes) For how long, and please describe his/her activities

4. Do you think _____ has the time and energy to do the work required of an Oakland Police Commissioner? It is estimated that between Commission meetings, studying meeting materials, and Subcommittee work, approximately 20 hours a week are required.

5. Do you think that _____ has the capacity to be fair and unbiased? In your experience, how has that been demonstrated?

6. Is there anything else you would like to add?



SELECTION PANEL REPORT

TO: Selection Panel for the
Oakland Police Commission

FROM: Felicia Verdin
Assistant to the City Administrator

SUBJECT: 2023 Nomination Process

DATE: June 15, 2023

Action Requested:

For the Selection Panel to:

1. Review, discuss and/or modify the 2023 nomination schedule.
2. Review, discuss and/or modify the evaluation and interview schedule.
3. Determine its next meeting or series of meetings.

Executive Summary:

During its August 10, 2022 meeting, the Selection Panel nominated Jesse Hsieh to serve as a full commissioner and Angela Jackson-Castain to serve as an Alternate on the Police Commission. On September 20, 2023, Mr. Jesse Hsieh and Ms. Jackson-Castain's appointments were confirmed by the Oakland City Council meeting.

Background:

In 2023, the Selection Panel will be nominating a slate of two (2) appointees to the Police Commission. Chair Tyfahra Milele and David Jordan's terms ends in October 2023. As the Panel may recall, David Jordan was originally appointed to the Police Commission by the Selection Panel as an Alternate in 2019 and was elevated to a full commissioner by the Police Commission.

Police Commissioner Terms

Table 1: Terms for Current Police Commissioner

| Commissioner | Appointing Authority | Term End Date |
|--|----------------------|---------------|
| Tyfahra Milele, <i>Chair</i> | Selection Panel | Oct. 2023 |
| Marsha Peterson, <i>Vice-Chair</i> | Mayor | Oct. 2023 |
| Brenda Harbin-Forte | Mayor | Oct. 2022 |
| Rudolph Howell | Selection Panel | Oct. 2024 |
| Jesse Hsieh | Selection Panel | Oct 2025 |
| Regina Jackson | Mayor | Oct. 2024 |
| David Jordan | Selection Panel | Oct. 2023 |
| <i>Angela Jackson-Castain, Alternate</i> | Selection Panel | Oct. 2025 |
| Karely Ordaz, <i>Alternate</i> | Mayor | Oct. 2023 |

Nomination Schedule

The Selection Panel determined the 2023 nomination schedule as reference below in **Table 2**:

Table 2: 2022 Nomination Schedule

| Activity | Date |
|--|------------------------|
| Determine application deadline | February 2023 |
| Joint press release with Mayor announcing 2023 nomination period | April 10, 2023 |
| Incumbents notified | Week of March 20, 2023 |
| Application deadline | May 31, 2023 |
| Review and discuss applications | June 20, 2023 |
| Candidate interviews (first round) | July 12, 2023 |
| Finalist interviews (first round) | July 25, 2023 |
| Determination of slate | TBD |
| Background check process complete | TBD |
| Council confirmation | TBD |

As previously mentioned, if the goal is to get a nominee scheduled for confirmation at the City Council meeting of September 20, 2023, the Selection Panel will need to determine the two (2) nominees no later than mid-August 2023. All other dates can be adjusted accordingly based on input from the Selection Panel.

Candidate responses:

Staff reached out to the three (3) reserve pool candidates. Margaret Grimsly, Rakita O'Neal and Dr. Stacey Thompson to be considered for the Police Commission in 2023. Rakita O'Neal and Dr. Thompson declined to participate in the process this year. Ms. Grimsly's application is included in the packet.

Incumbents Police Commissioners Tyfahra Milele and David Jordan each submitted applications. Current alternates also submitted applications, including Angela Jackson-Castain and Karely Ordaz.

2023 Police Commission Application

The current Police Commission application available on the City's website at <https://www.oaklandca.gov/boards-commissions/police-commission>

The Police Commissioner Application is available online in English, Spanish, Chinese and Vietnamese.

In 2023, staff was able to provide the following outreach:

- Press release to all media contacts
- Email communication to announce and request distribution of information were sent to:
 - Mayor's Office
 - City Council Offices

- City service provider networks
- Selection Panel Members
- Oakland Police Commissioners
- Community Police Review Agency
- Latino Task Force
- Oakland Community Organizations
- Ads placed in the Oakland POST
- Postings citywide on Nextdoor
- An article was written by the Oaklandside announcing and promoting the Police Commission recruitment

Applicant Statistics

Table 3 shows application statistics by nomination year. There were no nominations required in 2018.

Table 3: Applications Statistics by Year

| Nomination Year | Applications Received | Applicants Invited to Interview | Nominations made by Selection Panel |
|------------------------|------------------------------|--|--|
| 2017 | 146 | 28 | 4 Commissioners; 1 Alternate |
| 2019 | 16 | 10 | 1 Commissioner; 1 Alternate |
| 2020 | 68 | 17 | 2 Commissioners |
| 2021 | 16 | 5 | 1 Commissioner |
| 2022 | 13 | 13 | 1 Commissioner; 1 Alternate |
| 2023 | 35 (4 incomplete) | TBD | 2 Commissioners |

Also, included in your packet are letters and attachments that were previously emailed to you by staff from Tyfahra Milele, Regina Jackson and the Coalition for Police Accountability.

Selection Procedure

1. PURPOSE

- 1.1 This document describes the procedure used by the Selection Panel (SP) for recruiting and selecting people to serve on the Oakland Police Commission (PC).

2. OVERVIEW

- 2.1 Selections are made every year, to replace or reappoint commissioners whose terms expire. The selection process typically takes place between February and July and consists of recruiting applicants (outreach), reviewing applications, interviewing applicants, checking applicant references, and voting on who to appoint. The final selections should be made by August, so that there is enough time for staff to do background checks before the nominees are submitted to the City Council for approval. The nominees must be submitted to the City Council before the terms of the outgoing commissioners expire on October 15. If approved by the City Council, the new commissioners begin their terms on October 16.
- 2.2 If a commissioner who was selected by the SP resigns or is removed before their term expires, the SP must fill the vacancy. The SP may hold a special meeting and select someone from the Reserve Pool (if one exists) to fill the vacancy. Alternatively, the SP may choose to find a replacement during the regular annual selection process, or to hold a special recruitment and selection cycle.

3. PRINCIPLES

3.1 Mission

- 3.1.1 The goal of the SP is to select a diverse group of commissioners who can maintain an objective perspective, focus on facts, and exhibit a spirit of collaboration and community focus, for the betterment of policing in the City of Oakland.

3.2 Diversity

- 3.2.1 One important element of a strong commission is diversity—diversity of race, gender, class, background, neighborhood, age, job experience, and personal experience. The diversity of the commission ensures its likelihood to serve the diverse community in the City of Oakland. People with different backgrounds bring different skill sets, different perspectives, and different insights to the work.

3.3 Representation

- 3.3.1 Another important element of a strong commission is representation. The commission must include people from the communities that are most heavily impacted by police misconduct. People who have experienced or witnessed police misconduct know more about what needs to change, what changes are most likely to work, and what the potential pitfalls of new approaches might be.
- 3.3.2 National statistics show that Black people, Native American people, and Latino people are significantly more likely to be killed by police officers than white people. Presumably they are also more likely to experience other types of police misconduct.
- 3.3.3 Other groups that are often heavily impacted by police misconduct include LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people who are living without housing, young people, and immigrants.
- 3.3.4 Historically, the victims of certain types of crime have often been neglected or mistreated by the criminal justice system. Examples include members of communities that are often targeted by hate crimes, victims of sexual assault, victims of sexual exploitation, and victims of domestic violence. People who have experienced this kind of neglect or mistreatment at the hands of the criminal justice system can also bring valuable perspectives and insights to the work of the PC.

3.4 The Applicant's Experience

- 3.4.1 Applying to be on the PC and undergoing the public selection process is difficult and stressful. Every effort should be made to minimize the unpleasantness of the applicant's experience (without compromising the effectiveness of the process). The SP should express appreciation to the applicants—individually and collectively, verbally and in writing.

4. AD HOC COMMITTEES AND DESIGNEES

- 4.1 Ad hoc committees can be formed to perform any of the tasks in this procedure except the final applicant interviews and the final vote to select the commissioners (which must be done by the full SP).
- 4.2 Similarly, any task in this procedure (except the final applicant interviews and the final vote to select the commissioners) can be delegated to a single member of the SP (a designee).
- 4.3 Typically, committees and designees make recommendations which are voted on by the entire SP. If desired, the SP can authorize the committee or designee to perform the task as they see fit without getting approval from the SP on the details. (For example, the SP may authorize a designee to write a letter and send it without bringing the letter back to the SP for approval.)

5. RECRUITING APPLICANTS AND SELECTING COMMISSIONERS

- 5.1 The SP typically meets from February to August each year, meeting monthly or more often as required.
- 5.2 The most urgent tasks are setting the schedule for the year—particularly the application deadline—and doing outreach to recruit applicants. If possible, these tasks should be addressed at the first meeting of the year (typically in February).
- 5.3 Applications are accepted all year.
- 5.4 Staff includes all the applications received to date in the agenda packet for every meeting, so that SP members can begin reviewing the applications at any time.
- 5.5 Every agenda packet should include the following:
- This procedure
 - The Applicant Evaluation Tool
 - All applications received so far
- 5.6 Setting the Schedule
- 5.6.1 With staff guidance, decide on a schedule for the year. In 2021, the schedule was as follows:

| Activity | Date |
|---|----------------------|
| Incumbents notified | March 5, 2021 |
| Updated application released | April 21, 2021 |
| Joint press release with Mayor announcing 2021 nomination period | April 21, 2021 |
| Community organizations contacted by staff | April 23, 2021 |
| Previous applicants invited to reapply | April 26, 2021 |
| Email to Mayor and City Council Offices requesting officials to share information | April 28, 2021 |
| Application deadline | June 15, 2021 |
| Deadline for Selection Panel to review applications | TBD |
| Candidate interviews (first round) | TBD |
| Finalist interviews (second round) | TBD |
| Determination of slate | Mid-August 2021 |
| Background check process complete | Early-September 2021 |
| Council confirmation | October 5, 2021 |

- 5.6.2 The final selections must be made in time for staff to complete background checks before the names of the nominees are submitted to the City Council.
- 5.6.3 The City Council must approve the nominees before October 16, when the new commissioners begin their terms.

- 5.7 Outreach (Recruiting Applicants)
 - 5.7.1 The goal of outreach is to let people in a variety of communities know that they can apply to be on the PC and give them information about the PC and how to apply.
 - 5.7.2 It is especially important to reach people who are members of communities that are heavily impacted by police misconduct, such as Black people, Native American people, Latino people, LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people who are living without housing or who have lived without housing in the past, young people, and immigrants.
 - 5.7.3 Contact Person
 - 5.7.3.1 The SP designates someone (preferably an SP member) to be the contact person for members of the public who have questions about applying to be on the PC. This person's name and/or contact information appear on outreach literature.
 - 5.7.4 Press Release
 - 5.7.4.1 The SP asks staff to write a press release and obtain a copy of the City's current list of people and organizations that usually receive press releases from the City.
 - 5.7.4.2 Staff writes a press release and gets the mayor's approval. (See Appendix A for a sample press release.)
 - 5.7.4.3 Staff includes the press release and the City's usual list of recipients in the agenda packet for the next meeting.
 - 5.7.4.4 The SP approves the press release as is or requests changes.
 - 5.7.4.5 The SP asks staff to distribute the press release to the City's list of people and organizations that usually receive press releases from the City.
 - 5.7.4.6 If desired, the SP asks staff to distribute the press release to additional recipients.
 - 5.7.4.7 Staff distributes the press release to the City's usual recipients and any additional recipients designated by the SP.
 - 5.7.4.8 The SP asks staff to keep a running list of who will be notified.
 - 5.7.4.9 The SP asks staff to keep a running list of who has been notified.
 - 5.7.4.10 If desired, a press conference can be held by the SP, the chair of the SP, and/or the mayor.
 - 5.7.5 The SP asks staff to do outreach to radio stations, local social media accounts, KTOP-TV, the local press, including the minority press, and more.
 - 5.7.6 See Appendix L for sample radio announcements.

- 5.7.7 Social Media Posts, Newsletter Announcements, and Website Announcements
 - 5.7.7.1 The SP reviews the suggested text in Appendix B and Appendix C, makes any desired changes, and then approves the text for use this year. If desired, the SP can designate a committee or designee to rewrite this text.
 - 5.7.7.2 The SP asks staff to post the suggested text on the city's social media platforms, newsletters, etc. and requests that the text be posted weekly until the application due date.
 - 5.7.7.3 The SP asks staff to post the suggested text on the PC and SP websites and remove it after the application due date.
- 5.7.8 Letter to the Mayor and City Council Members
 - 5.7.8.1 The SP reviews the sample email message in Appendix D, makes any desired changes, and then approves the text for use in the current year.
 - 5.7.8.2 The SP asks staff to send the email to the mayor and City Council members.
- 5.7.9 Personal Contacts
 - 5.7.9.1 SP members post information on their own social media accounts and ask their friends and associates to do the same.
 - 5.7.9.2 SP members reach out to individuals they think should apply to be on the PC.
 - 5.7.9.3 SP members reach out to Neighborhood Councils.
 - 5.7.9.4 SP members reach out to individuals and organizations that could spread the word to Oakland residents, especially Oakland residents from communities that are heavily impacted by police violence and other police misconduct (such as Black people, Native American people, Latino people, LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people who are living without housing or who have lived without housing in the past, young people, and immigrants).
 - 5.7.9.5 SP members reach out to organizations whose members have skills or expertise doing the types of work that Police Commissioners do, such as reviewing and rewriting policies, overseeing organizations, community engagement, labor relations, or personnel administration.

- 5.7.10 The recommended procedure for contacting organizations and individuals includes the following steps:
- 5.7.10.1 If possible, find a contact name as well as a phone number and email address.
- 5.7.10.2 Send an email (see Appendix E for a sample email) describing the PC, the application process, and the deadline, and asking the following:
- Are you interested in applying?
 - Can you think of someone you know who would be perfect for this?
 - Can you help us spread the word?
 - Would you please post something on your social media accounts and ask your friends to do the same? (Include sample text in the email message.)
 - Does your organization have a newsletter or website or email list or social media accounts that you could put an announcement/email/post in? (Include sample text in an attachment.)
 - Does your organization have a meeting where someone could make an announcement?
- 5.7.10.3 Follow up with a phone call.
- 5.7.11 Contacting Commissioners Whose Terms Are Expiring
- 5.7.11.1 Staff determines which commissioners have terms that are expiring in October of the current year.
- 5.7.11.2 Staff notifies them that their terms are expiring.
- 5.7.11.3 Staff includes commissioners who were appointed by the mayor as well as those appointed by the SP.
- 5.7.11.4 If the commissioners are eligible to be re-appointed (if they have served only one term), staff invites them to apply and includes the application form for sitting commissioners. Staff asks the incumbents to inform the SP by a certain date whether or not they intend to reapply.
- 5.7.11.5 Staff notifies Alternate Commissioners that they are eligible to apply to be Regular Commissioners. Staff includes the application form for sitting commissioners. Staff asks the Alternate Commissioners to inform the SP by a certain date whether or not they intend to reapply.
- 5.7.12 Assistance from the Public
- 5.7.12.1 The SP chair or designee makes an announcement at every SP meeting encouraging members of the public to help spread the word.
- 5.7.12.2 Staff adds this announcement to the agenda for every SP meeting.

- 5.7.12.3 Staff makes sample text available to the public electronically. (See Appendix B and Appendix C for sample text.)
- 5.7.12.4 The SP designates someone to make announcements at PC meetings. (See Appendix F for sample wording.)

5.8 Reviewing This Procedure Every Year

- 5.8.1 The SP should review and revise this procedure as early as possible each year, preferably in February or March, so applicants have adequate time to notify references and prepare for interviews.
- 5.8.2 If a process improvement ad hoc committee was appointed the previous year, they present their recommended changes and the SP votes on them.
- 5.8.3 If there was no process improvement ad hoc committee or designee, or if the committee or designee makes no recommendations, the SP decides whether to review and revise the procedure as a full panel or use the current procedure.
- 5.8.4 This can also be done after the current selection cycle is complete, sometime after July, for use in the following year.
- 5.8.5 Improvements from year to year are encouraged. Changing the procedure at the last minute is discouraged.
- 5.8.6 Any or all of the following documents can be revised:
 - this document
 - the interview questions for new applicants
 - the interview questions for incumbents
 - the Application Evaluation Tool
 - the application for new applicants
 - the application for incumbents
- 5.8.7 This document is revised as necessary.
- 5.8.8 Staff includes the new version in the agenda packets for future meetings.
- 5.8.9 Staff posts the current version of this document on the SP website.

5.9 Training

- 5.9.1 Training in ethics, equity, and City Code section 604 is mandatory and will be arranged by staff.
- 5.9.2 In addition, it may be desirable to consult the City of Oakland's Human Resources Department or hire a human resources professional to provide training in recruiting applicants, writing interview questions, interviewing candidates, and evaluating candidates. If possible, this should happen before the interview questions are finalized.

- 5.10 Acknowledging Applications
- 5.10.1 Throughout the year, staff sends a letter to everyone who applies to be on the PC. (See Appendix G for a sample.)
- 5.10.2 Before adjourning for the year, the SP writes and approves the letter for the following year.
- 5.11 Updating Interview Questions
- 5.11.1 If desired, the SP can review and revise the interview questions in the Applicant Evaluation Tool.
- 5.11.2 Staff includes the current Applicant Evaluation Tool in every agenda packet.
- 5.12 Reviewing Applications and Selecting Applicants to Interview
- 5.12.1 The SP schedules a meeting for approximately one week after the application due date, unless staff asks for a different timeline.
- 5.12.2 Staff makes sure the agenda packet for that meeting includes the following:
- All the applications received by the due date.
 - A table showing the names and demographic information of all the applicants. (See previous years for examples.)
 - The Application Evaluation Tool.
- 5.12.3 At that meeting, the SP makes a tentative decision about how many applicants to interview and agrees on a method for choosing those applicants. For example, if there are 100 applicants, the SP may decide that every SP member can vote for 20 applicants, then staff will tally the votes, and the SP as a whole will consider interviewing the 30 applicants who got the most votes.
- 5.12.4 Also at that meeting, the SP determines a deadline for SP members to finish reviewing all the applications and send their votes to staff.
- 5.12.5 The SP schedules a meeting for approximately one week after the deadline, unless staff asks for a different timeline.
- 5.12.6 Every SP member reads every application.
- 5.12.7 SP members consider several things, including the following:
- the applicant's level of dedication to police accountability work
 - the applicant's knowledge of the PC
 - the applicant's relevant lived experiences interacting with the police or witnessing police interactions with other members of the community

- the applicant's skills and expertise doing the types of work that Police Commissioners do, such as policy review and drafting experience, overseeing an organization, community engagement, labor relations, or personnel administration.
- the applicant's ability to present clear and objective views, based on facts
- the applicant's ability to work constructively with others
- the applicant's established connections with the community
- the current makeup of the PC
- which applicants can provide diversity and representation

Important: Issues of diversity and representation should be considered even in these early steps. We can't choose diversity and representation at the end of the process if we eliminate it at the beginning of the process.

Important: Try to avoid eliminating candidates for reasons related to class or profession or level of education. For example, people in some lines of work might be more likely to have resumes. This may make a good impression, but it does not mean they would be better commissioners.

5.12.8 Each SP member sends their votes to staff by the due date.

5.12.9 Staff tallies the votes and includes the results in the agenda packet for the next meeting, including how many votes each applicant got and which SP members voted for which applicants, and listing the applicants in order of how many votes they got.

Important: Staff must make it clear in the agenda packet that these votes do not indicate the SP's final decisions about who to interview.

5.12.10 At the meeting, the SP discusses the votes and the candidates.

5.12.10.1 First, identify a preliminary group to consider. Depending on the votes, the SP may decide to consider a different number of applicants than originally planned. (For example, if the SP has decided to interview the top 30 vote-getters but there is a three-way tie for number 29, the SP may choose to interview the top 28 vote-getters or the top 31 vote-getters.)

5.12.10.2 If a member of the SP thinks there is an applicant who should be interviewed even though they didn't make it into this preliminary group, the panel member can explain why. Some possible reasons might be: (1) the applicant has an important quality that may have been overlooked by other panel members; (2) the applicant could bring more diversity to the commission; or (3) the applicant could increase the representation of impacted communities on the commission. For

example, if the PC currently consists of attorneys and CEOs, the SP might be interested in appointing a working-class person if a qualified working-class person applies. If there is a working-class applicant with a really great application who makes it into the top 40 vote-getters but not the top 30, the SP may choose to interview that applicant in addition to the top 30.

5.12.10.3 The SP discusses the pros and cons of interviewing any applicant who didn't make the cutoff but is being advocated for by an SP member.

5.12.10.4 The SP votes on whether to interview any applicants who did not make the cutoff.

Important: Issues of diversity and representation should be considered even in these early steps. We can't choose diversity and representation at the end of the process if we eliminate it at the beginning of the process.

Important: Try to avoid eliminating candidates for reasons related to class or profession or level of education. For example, people in some lines of work might be more likely to have resumes.

5.13 Interviewing Candidates

5.13.1 The SP decides whether to ask candidates to make 5-minute statements before holding full interviews.

5.13.2 Staff contacts the candidates and schedules 5-minute statements and/or 30-minute interviews.

5.13.3 When contacting a candidate to schedule an interview or 5-minute statement, staff informs the candidate of the following (in writing):

- The SP appreciates their willingness to apply for this very difficult and demanding work.
- The number of people who will be interviewing them.
- The interview will be broadcast live and recorded and stored for public access.
- The SP may discuss their strengths and weaknesses in public.

5.13.4 Staff sends a statement about evaluation criteria to the candidates, along with a copy of the Applicant Evaluation Tool. See Appendix H for a sample.

5.13.5 When sending letters to applicants who are not being interviewed, make sure the letters include information about next steps they can take to get involved in the work of the PC and/or who they can contact for questions.

- 5.13.6 At every meeting that includes an interview or a 5-minute statement from a candidate:
- Explain the selection process to the public.
 - Inform the public that the interview questions and priorities are listed in the Applicant Evaluation Tool (which is in the agenda packet) although follow-up questions are also allowed.
 - Inform the public that evaluation criteria are listed in this document (which is in the agenda packet) and have been sent to all the applicants who are being interviewed.
 - If incumbents are being interviewed, remind the public that the incumbent's interview is only part of what the SP considers. The SP also considers the incumbent's demonstrated performance as a commissioner. Refer the public to the video recordings and agenda packets from the last 3 years of PC meetings.
 - Express appreciation to the candidates for applying and undergoing public interviews.
- 5.13.7 For full interviews:
- Typically, the members of the SP take turns asking candidates questions from the Applicant Evaluation Tool. Follow-up questions are also allowed.
 - Consider including 3-5 minutes at the beginning or end of each interview for the candidate to make a presentation (especially if they did not make 5-minute presentations earlier).
- 5.13.8 After the initial interviews or 5-minute statements, the SP decides who to invite to the next round of interviews.
- Important: Try to avoid eliminating candidates for reasons related to class or profession or level of education. For example, people in some lines of work might be more experienced and comfortable with the kind of interviews the SP is conducting.*
- 5.13.9 Discussing candidates is allowed but not required. When doing so, be mindful of the candidates' feelings and their public reputations. SP meetings are recorded, and the recordings will be available online for years to come, easily accessible by family members and potential employers. Never insult candidates publicly, and avoid criticizing them publicly unless it is absolutely necessary in order to explain specific concerns to the other SP members. Do not speculate on unknown facts, such as an applicant's country of origin or what a formerly incarcerated person's alleged crime was.
- 5.13.10 At least 6 finalists should be interviewed, so there are enough vetted finalists to form a Reserve Pool. If two commissioners need to be selected, at least 7 finalists should be interviewed.

- 5.13.11 Every finalist should be interviewed at least twice, for at least 30 minutes each time, before a final decision is made.
 - 5.13.12 After each round of interviews, SP members are given another chance to discuss the candidates and share information, observations, and opinions. Be mindful of the finalists' feelings and public reputations.
 - 5.13.13 Letters to candidates who were not selected should express appreciation for applying for a volunteer position and undergoing public interviews. They should also include information about how they can get involved in the work of the PC and/or who they can contact for questions.
 - 5.13.14 Letters to candidates who were selected for the Reserve Pool should also express appreciation for applying and undergoing public interviews, and they should also include information about how they can get involved in the work of the PC and/or who they can contact for questions.
 - 5.13.15 Additional interviews or other measures can be added to the process if desired by a majority of the SP.
- 5.14 Checking References
- 5.14.1 Before the final interviews, SP members call each finalist's three references and ask a set of agreed-upon questions. (See Appendix J for a sample list of questions.)
 - 5.14.2 SP members report on what the candidates' references said at an SP meeting. Be mindful of the candidates' feelings and public reputations.
- 5.15 Selecting Commissioners
- 5.15.1 The final selections should be made by mid-August, so there is enough time for staff to do background checks before the names of the nominees are submitted to the City Council for approval. The nominees must be confirmed by the City Council before the terms of the outgoing commissioners expire on October 15.
 - 5.15.2 If desired, the SP discusses the finalists. Be mindful of the finalists' feelings and public reputations.
 - 5.15.3 If desired, the SP takes a vote to see which finalists get the most votes.
 - 5.15.4 Someone makes a motion to select one of the finalists, and the SP members vote yes or no on selecting that individual. An individual must get 2/3 of the vote to be selected. (If the SP consists of 9 members, the selected finalist must get at least 6 votes.)
- 5.16 Creating a Reserve Pool
- 5.16.1 The SP can create a Reserve Pool, if desired, made up of applicants who were not selected in the current year.
 - 5.16.2 The purpose of a Reserve Pool is to make it easier to fill an unexpected vacancy in the coming year. If a commissioner who was selected by the SP resigns or is

removed before their term has expired, the SP must fill the vacancy. If a Reserve Pool exists, the SP can select a member of the Reserve Pool to fill the vacancy.

- 5.16.3 A Reserve Pool is typically created at the end of a selection cycle.
 - 5.16.4 The criteria for inclusion in the Reserve Pool are decided each year by the SP. The members of the Reserve Pool may be some of the finalists who were not selected in the current year.
 - 5.16.5 The Reserve Pool must consist of at least 3 people.
 - 5.16.6 People who are selected for the Reserve Pool must be asked if they want to be in the Reserve Pool and if they are willing to inform the SP if they become unavailable to serve on the commission.
 - 5.16.7 Important: Members of the Reserve Pool must be informed that (a) being in the Reserve Pool does not guarantee that they will be appointed in the event of a vacancy on the PC, (b) being in the Reserve Pool does not guarantee that they will be appointed in the following year, (c) membership in the Reserve Pool expires on August 1 of the following year, and (d) if they want to be considered during the next year's selection cycle, they must submit a new application. (For example: If a Reserve Pool is created in July 2022, it will not expire until August 1, 2023, but anyone who wants to be considered in the regular selection cycle in 2023 must submit a new application by the application deadline in spring or summer of 2023.)
 - 5.16.8 It is the responsibility of the chair of the SP to communicate the above points to the members of the Reserve Pool or to delegate the task to a designee (preferably a member of the SP). It is the responsibility of staff to confirm that this information has been communicated to the members of the Reserve Pool. See Appendix K for a sample letter.
- 5.17 Background Checks and Submission to City Council
- 5.17.1 Staff performs background checks for the selected individual(s) and submits their name(s) to the City Council in time for the City Council to confirm their appointments before the terms of the outgoing commissioners expire on October 15.

6. POST-SELECTION TASKS

- 6.1 After the selections are made, certain tasks should be done before the SP adjourns for the year.
- 6.2 Letter to Future Applicants
 - 6.2.1 Write and approve a letter to send to people who apply in the next year. (See Appendix G for a sample letter.) Request that staff send the letter to anyone who applies.

6.3 Next Year's Schedule

- 6.3.1 Choose an application deadline for the following year, which can be used in outreach material for the next 11 months.
- 6.3.2 Ask staff to update the application information on the PC and SP websites, including the application deadline.
- 6.3.3 Choose a date for the next SP meeting (typically in February or March).

6.4 Revising the Application

- 6.4.1 The SP may choose to revise the application for the following year. This should be done as soon as possible, so that people who apply during the year can use the new version. This work can be delegated to an ad hoc committee or an individual SP member.

6.5 Revising the Procedure

- 6.5.1 Create a process improvement ad hoc committee to review the process in October, November, and/or January and create a list of recommended changes for presentation to the full SP at the beginning of the following year's selection cycle (in February or March). Alternatively, the full SP could meet in October, November, and/or January to review and revise the process.

6.6 Updating the SP Website

- 6.6.1 The SP reviews the SP website and decides on any changes.
- 6.6.2 Staff implements the changes.
- 6.6.3 Staff removes the information about this year's applications from the PC and SP websites, replacing it with information for next year's application process (including the deadline for the next year).

7. FILLING VACANCIES

- 7.1 If a commissioner who was selected by the SP resigns or is removed before their term has expired, the SP must fill the vacancy.
- 7.2 The SP may choose to select someone from the Reserve Pool (if one exists). Members of the Reserve Pool can be interviewed again, or the SP can vote on who to select without interviewing them again.
- 7.3 Alternatively, the SP may choose to hold a special recruitment and selection cycle, although that is very time consuming. The SP could also choose to fill the vacancy during that year's regular selection cycle, particularly if the vacancy occurs in the spring or summer and the regular selection cycle is already underway.
- 7.4 If the SP chooses to interview members of the Reserve Pool again, the chair of the SP (or a designee) explains the process to the public, explaining that the selection is based on information obtained previously, from candidates' applications, interviews, and references.

8. DOCUMENT APPROVAL

- 8.1 This document was approved by a majority of the SP on February 28, 2023. It became effective immediately.

9. REVISIONS AND EXCEPTIONS

- 9.1 This document can be changed at any time. Changes must be approved by a majority of the SP.
- 9.2 Improvements from year to year are encouraged. Changing the procedure at the last minute is discouraged.
- 9.3 Exceptions to this procedure must be documented and approved by a majority of the SP.

10. APPENDICES

- 10.1 The sample text in the appendices can be used or modified if desired. Using this wording is not required.

APPENDIX A

SAMPLE PRESS RELEASE

May 20, 2022

Oakland Residents Encouraged to Apply for Police Commission

Applications Due June 30, 2022

Oakland, CA – Mayor Libby Schaaf and the Selection Panel for the Police Commission today announced the opening of the application process to serve on the Oakland Police Commission.

“Oakland’s volunteer Police Commission is currently the most powerful and independent Police Commission in the country,” **Oakland Mayor Libby Schaaf** said. “When the actions of a member of the Oakland Police Department are called into question, the public must have total confidence that allegations of misconduct are taken seriously, investigations are thorough, transparent, and fair, and offenders are held accountable when appropriate. The City remains committed to ongoing and nationally recognized strides the Oakland Police Department has been making.”

Establishing and maintaining public trust and confidence in the Oakland Police Department (OPD) is essential for the department to provide the highest level of service to the community.

Selection Panel Chairperson **Jim Chanin**: “We are seeking dedicated community members that will hold the Oakland Police Department to the highest standards and speak up for the community at-large. If you can be fair to all parties, and are passionate about police accountability issues and justice, we want to hear from you.”

The Selection Panel will seek to make appointments that reflect Oaklanders’ diversity of experiences, especially individuals from communities experiencing the most frequent contact with the police. Strong commitment to police accountability and public service will be prioritized. Duties include overseeing the Community Police Review Agency, which conducts investigations into allegations of officer misconduct; overseeing the Office of the Inspector General, which will conduct independent audits of OPD; proposing changes to, approving, or rejecting current or proposed OPD policies; and removing the Chief of Police for cause, as well as other duties.

Commissioners must meet two criteria:

- a. be a resident of the City of Oakland; and
- b. be over 18 years of age by the date of the first Commission meeting.

The Selection Panel strongly encourages formerly incarcerated individuals to apply.

Individuals meeting the following criteria are not eligible to serve on the Police Commission: current sworn police officers; current City employees; former OPD sworn employees; current or former employees, officials, or representatives of an employee association representing sworn police officers; attorneys with pending claim or lawsuit against OPD; and attorneys who have filed a claim or lawsuit against OPD that was resolved during the past year.

Applications are available at www.oaklandca.gov/policecommission and will be accepted until June 30, 2022, when the Selection Panel will begin to interview candidates. Appointments will be made no later than October 16, 2022. Interested applicants are encouraged to apply as soon as possible.

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APPENDIX B
SAMPLE SOCIAL MEDIA POST

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

www.oaklandca.gov/policecommission

APPENDIX C

SAMPLE ANNOUNCEMENTS FOR NEWSLETTERS OR WEBSITES

SHORT ANNOUNCEMENT

Do you want to help oversee the Oakland Police Department?

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities. Applications are due by [date].

www.oaklandca.gov/policecommission

LONG ANNOUNCEMENT

Do you want to help oversee the Oakland Police Department?

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities.

The panel that selects most of the commissioners is looking for diversity and encouraging people from heavily policed communities to apply. Commissioners must be over 18 and live in Oakland. They cannot be police officers or City employees. A high school diploma is not required, and formerly incarcerated people are encouraged to apply.

This year applications are due by [date].

To apply, go to www.oaklandca.gov/policecommission, where you can also find more information about the Police Commission. You can watch videos of past meetings, find out about upcoming meetings, and learn about City Code section 604, which describes the powers and responsibilities of the Police Commission.

If you have any questions please call [phone number] between [10:00 am and 8:00 pm, any day of the week].

APPENDIX D**SAMPLE EMAIL FOR MAYOR AND CITY COUNCIL MEMBERS**

Note: If using this sample email, be sure to attach a document with the sample wording for announcements (see Appendix C). Or delete the sentence that says, "There are longer posts in the attached document, for newsletters or web pages." Also be sure to add the actual information (mayor's name or council member's name at the top, contact's phone number at the bottom, etc.).

Subject: Time to apply for the Police Commission

Dear council members and staff / Dear Mayor[name]:

It's time for interested community members to apply to be on the Police Commission! The deadline for applications is [date]. Will you help us spread the word?

If you have a newsletter, web page, or social media account, please consider posting something. Here is some sample language:

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

www.oaklandca.gov/policecommission

There are longer posts in the attached document, for newsletters or web pages.

If you have any questions, please call Selection Panel Member [name] at [phone number] (between 10:00 am and 8:00 pm) or email her at [email address].

Thank you!

APPENDIX E

SAMPLE OUTREACH EMAIL TO ORGANIZATIONS

Note: This sample email contains references to documents that can be attached to the email. Either attach the documents or delete the sentence that refers to them. An example of the first referenced document can be found in Appendix C, and an example of the second referenced document can be found in Appendix M.

Dear [name of organization or contact],

It's time for people to apply to be on the Oakland Police Commission! Are you interested in being on the commission? Can you think of someone you know who would be a good commissioner? Will you help us spread the word?

If you have a newsletter, website, or social media account, please consider posting something. Here is some sample wording:

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

www.oaklandca.gov/policecommission

Sample wording for longer announcements is attached, and so is a sample letter that you could send to your members if you wish.

The Police Commission rewrote OPD's policy on use of force. It has the authority to discipline officers and fire the chief of police for cause. When the mayor hires a new chief of police, the mayor must choose from a list provided by the commission.

Commissioners must be over 18 and must live in Oakland. They cannot be police officers or City employees. Being a commissioner takes significant time, but it is a chance to really change policing in Oakland. A high school diploma is not required, and formerly incarcerated people are encouraged to apply.

If you would like someone to give a 5-minute presentation at a meeting, or if you have any questions, please call [number] between [10:00 am and 8:00 pm, any day of the week].

Thanks in advance for anything you can do to get the word out!

APPENDIX F**SAMPLE WORDING FOR ANNOUNCEMENTS AT OTHER MEETINGS**

Note: This wording can be used when making announcements at Police Commission meetings or meetings of other organizations.

Hello, my name is ----- and I want to remind everyone that you can apply to be on the Police Commission. Get a pen, because I'm about to give you a website address. Applications are accepted all year, and every summer the Selection Panel chooses a replacement for a commissioner whose term is expiring. The deadline to be considered this year is [date].

If you are interested, or you know someone who might be interested, go to www.oaklandca.gov/policecommission. Or Google "Oakland Police Commission".

You must be an Oakland resident and at least 18 years old to apply, and you cannot be a police officer or a City employee. You do not need a high school diploma, and formerly incarcerated residents are encouraged to apply. That website again is www.oaklandca.gov/policecommission, and this year's deadline is [date].

APPENDIX G

SAMPLE LETTER TO APPLICANTS

Dear applicant,

Thank you for applying to be on the Oakland Police Commission. This important work depends on people who are willing to volunteer their time and expertise.

Please take some time to learn about the Police Commission so you will be prepared if you are selected for an interview.

Recommended activities:

- Attend at least 3 meetings of the Oakland Police Commission.
 - Meetings are usually held at [5:30 or 6:30 pm] on [the second and fourth Thursdays of the month]. To find out when the next meeting is, go to the Police Commission website (www.oaklandca.gov/policecommission).
 - During the COVID pandemic, meetings are being held virtually by Zoom. To find the link for the next meeting, go to the Police Commission website (www.oaklandca.gov/policecommission) and find the agenda for the next meeting. A link for the meeting should be in the first two pages of the agenda.
 - If you cannot attend 3 meetings before your interview date, watch the video recordings of at least 3 past meetings. The videos are available on the Police Commission website (www.oaklandca.gov/policecommission).
- Read the agenda packets for at least 3 meetings.
 - They can be found on the Police Commission website (www.oaklandca.gov/policecommission).
- Read City Code section 604.
 - Section 604 describes the Police Commission's powers and responsibilities.
 - A link to the text of section 604 can be found near the bottom of the Police Commission website (www.oaklandca.gov/policecommission).
- Look around on the Police Commission website (www.oaklandca.gov/policecommission).

Thank you again for applying. If you have any questions, please contact [the designated SP member] at [contact information].

APPENDIX H

SAMPLE STATEMENT TO INTERVIEWEES

This sample statement can be used or modified to satisfy the instructions in Steps 5.13.3 and 5.13.4.

Dear applicant,

The Selection Panel for the Police Commission would like to interview you, and [name] will be contacting you to schedule a time.

You will be interviewed by a panel of 9 people. The interview will be part of a public Zoom meeting, and it will be recorded and posted on the Police Commission website. The Selection Panel may discuss your strengths and weaknesses at the meeting. Members of the public may express their opinions about the candidates.

We deeply appreciate your participation in this demanding process.

During the interview you may be asked some of the questions in the Applicant Evaluation Tool, [which is attached]. The Selection Panel considers several things when evaluating applicants, including the following:

- level of dedication to police accountability work
- knowledge of the Police Commission
- lived experiences interacting with the police or witnessing police interactions with other members of the community
- skills and expertise doing the types of work that Police Commissioners do
- ability to present clear and objective views, based on facts
- ability to work constructively with others
- established connections with the community
- who can add to the diversity of the Police Commission
- who represents a community that is heavily impacted by police violence and other police misconduct (such as Black people, Native American people, LGBTQ people, poor people, formerly incarcerated people, residents of East Oakland, residents of West Oakland, people **who are living** without housing, young people, and immigrants)

Sincere thanks for your commitment to making the Police Commission the best it can be. If you have any questions, please contact [SP member] at [contact information].

APPENDIX J

QUESTIONS TO ASK REFERENCES

If desired, these questions can be asked when interviewing a candidate's references. It might be best to start with general questions, to see what they say before we say something that indicates what we are looking for.

1. How do you know this person?
2. How long have you known this person?
3. What can you tell me about them?
4. What is their greatest strength?
5. In what areas could they improve?
6. Have they ever worked on a board, commission, or other body of people? (That you know of.) How did they handle that experience? (Do you know?)
7. Do you know if they have been involved in the Oakland community and public service? Do you know how long? Can you describe their activities?
8. Do you think they have the capacity to be fair and unbiased? In your experience, how has that been demonstrated? OR: Can you give me an example?
9. How would you describe their listening skills and ability to engage with others? In your experience, how has that been demonstrated? OR: Can you give me an example?
10. Would you say they are receptive to other points of view? In your experience, how has that been demonstrated? OR: Can you give me an example?
11. Have you ever seen them change their mind? Please describe.
12. How do they resolve interpersonal conflicts? In your experience, how has that been demonstrated? OR: Can you give me an example?
13. How do they respond to criticism? In your experience, how has that been demonstrated? OR: Can you give me an example?
14. Can they cooperate with people they disagree with? In your experience, how has that been demonstrated? OR: Can you give me an example?

15. How would you describe their communication skills—both verbal and written?
16. Do you know if they have been involved in public safety issues in the past? Do you know how long? Can you describe their activities?
17. Do you think they would be a good police commissioner—are you familiar with the roles and responsibilities of an Oakland Police Commissioner? [Describe, if necessary.] Do you think they would do a good job in that role? Why do you think so?
18. Being a police commissioner takes a lot of time. Between commission meetings, studying meeting materials, and committee work, it is estimated that a police commissioner needs to spend 20 hours a week on Police Commission business. Do you think this person has the time and energy to do the work required of an Oakland Police Commissioner?
19. What is this person's interaction style?
20. Have you seen this person work with people they disagree with? How do they handle the situation?
21. Have you seen this person help someone else achieve their goals?
22. What would make this person a good Police Commissioner? (First tell them a little about what is involved in being on the Police Commission.)
23. Is there anything you would like to add?

APPENDIX K**SAMPLE LETTER TO MEMBERS OF THE RESERVE POOL**

Dear finalist,

The Selection Panel would like to invite you to be in the Reserve Pool for the Police Commission. If a Police Commissioner resigns or is removed in the next year, the Selection Panel may choose to select the commissioner's replacement from the Reserve Pool.

Please note:

- Being in the Reserve Pool does not guarantee that you will be appointed to fill the next vacancy on the Police Commission.
- If you want to be considered again next year, you must submit a new application.
- Membership in the Reserve Pool expires on August 1 of [2023].

If you are interested in being in the Reserve Pool, and are willing to inform the Selection Panel if you become unavailable to serve on the Police Commission, please inform [staff member] by [date].

Thank you.

APPENDIX L

SAMPLE RADIO ANNOUNCEMENTS

SHORT ANNOUNCEMENT

Do you want to help oversee the Oakland Police Department?

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities. Applications are due by [date].

Google “Oakland police commission” or go to www.oaklandca.gov/policecommission

LONG ANNOUNCEMENT

Do you want to help oversee the Oakland Police Department?

Apply to be on the Police Commission, which is changing OPD policies and overseeing police discipline. It takes significant time in meetings, meeting prep, and committee work, but you can help bring fair and just policing to Oakland communities.

The panel that selects most of the commissioners is looking for diversity and is encouraging people from impacted communities to apply. You must be over 18 and live in Oakland, and you cannot be a police officer or a City employee. Formerly incarcerated individuals are encouraged to apply. A high school diploma is not required.

Applications are due by [date]. To apply, Google “Oakland police commission” or go to www.oaklandca.gov/policecommission. At the Police Commission website you can also find more information about the Police Commission and Oakland City Code section 604, which describes the powers and responsibilities of the Police Commission. You can watch videos of past meetings and find out about upcoming meetings. If you have any questions, please call [phone number], [any day of the week].

APPENDIX M

SAMPLE LETTER FOR OTHER ORGANIZATIONS TO SEND TO THEIR MEMBERS

Note: This document is intended to be an attachment to an email we would send to an organization. It is a sample of what the organization could send to their members.

Dear members,

You can change Oakland policing.

The Oakland Police Commission is looking for new members. Are you interested? Do you know someone who would be interested? Please help us spread the word. Applications are due [date and year].

The Police Commission was created by Oakland voters in 2016, and it is taking major steps to reform the Oakland Police Department.

The work is hard, and it is unpaid at this time. It takes significant time in meetings, meeting prep, and committee work. It requires working with people you disagree with. You could face opposition and criticism from many quarters. But you can help bring fair and just policing to Oakland communities.

The panel that selects the majority of the commissioners is looking for diversity and encouraging people from impacted communities to apply. You must be over 18 and live in Oakland. You cannot be a police officer or a City employee. You do not need a high school diploma, and formerly incarcerated people are encouraged to apply.

To apply, go to www.oaklandnet.gov/policecommission, where you can also find more information about the Police Commission. You can watch videos of past meetings, find out about upcoming meetings, and learn about City Code section 604, which describes the powers and responsibilities of the Police Commission. If you have any questions, please call [phone number] between [10:00 am and 8:00 pm, any day of the week].

Please spread the word on social media. You can use the wording below if you like:

Help oversee the Oakland Police Department!

Apply by [date] to be on the Police Commission, which is changing OPD policies and overseeing discipline. It takes significant time but can bring fair policing to Oakland.

www.oaklandca.gov/policecommission

Thank you for supporting police accountability in Oakland!

APPENDIX N

SAMPLE RECRUITMENT FLYER

Who can hold Oakland police accountable?

Who can change OPD policies? Who can discipline police officers who don't follow the rules?

The Oakland Police Commission can. The Police Commission has been rewriting OPD policies, such as the policy on use of force. What happens if officers don't follow the policy? The commission can discipline them.

The Police Commission was created by Oakland voters in 2016. Commissioners are community members, not police officers or politicians.

We need you.

We need committed people to apply to be on the Police Commission. You must be over 18 and live in Oakland, and you can't be a police officer or City employee. You do not need to have a high school diploma or work history. Formerly incarcerated individuals are encouraged to apply.

It is not an easy job. Are you ready to spend time on meetings, meeting preparation, and committee work? Are you ready to face resistance from City Hall and criticism from the community?

Can you work with people you disagree with? Can you disagree without being disrespectful? Are you ready to be part of public meetings that are recorded and shown on KTOP (the City's cable station)? Are you willing to learn more?

You can do this.

To apply, go to www.oaklandca.gov/policecommission. If you don't have access to the Internet, or if you have any questions, call [phone number] [between 10:00 am and 8:00 pm, any day]. Applications are due [date].

When you submit an application, it becomes a public record and can be viewed by anyone, although personal contact information is removed.

Learn more.

For more information, visit www.oaklandca.gov/policecommission. You can watch videos of past meetings, find out about upcoming meetings, read Oakland City Code, section 604 (the law that defines the Police Commission's powers and duties), and more.

Questions? Please call [number] [between 10:00 am and 8:00 pm any day of the week].

Revised 6/13/2020