



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
Meeting Agenda
Wednesday, July 24, 2024
6:00 PM**

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

Selection Panel Members: Chair Rickisha Herron (District 6), Vice Chair Gay Plair Cobb (At Large), Brendalynn Goodall (Mayor), Vacant (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Lorelei Bosserman (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

PUBLIC PARTICIPATION

The Oakland Police Commission Selection Panel encourages public participation in their 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/82832448748> 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: 828 3244 8748

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 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)

**Oakland City Hall, Hearing Room 2
1 Frank H. Ogawa Plaza**

**Wednesday, July 24, 2024
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. Approve Selection Panel Meeting Minutes

- July 10, 2024

4. The Selection Panel will conduct Police Commission Applicant Interviews, including Opening Statements and Questions from the Panel

The Selection Panel will interview applicants, discuss and take possible action on its process for appointing Police Commissioners during the 2024 nomination process, including which candidates will advance to the next phase in the interview 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. Agenda Building

The Panel will discuss their next meeting agenda.

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) 238-3128 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.



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
DRAFT Meeting Minutes
Wednesday, July 10, 2024
6:00 PM**

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

Selection Panel Members: Chair Rickisha Herron (District 6), Brendalynn Goodall (Mayor), Gay Plair Cobb (At Large), Vacant (District 1), David Kakishiba (District 2), Vacant (District 3), Lorelei Bosserman (District 4), Monique Rivera (District 5) and Bill Thomasson (District 7).

1. Roll Call and Determination of Quorum

In attendance: Chair Herron, Vice Chair Cobb, Panelists Bosserman, Thomasson and Kakishiba

Absent: Panelists Goodall and Rivera

2. Public Comment

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

No Public Comment.

ACTION ITEMS

3. Approve Selection Panel Meeting Minutes

○ **May 30, 2024**

Panelist Cobb moved approval of the minutes for May 30. Second by Panelist Thomasson.

Minutes were approved. Panelist Bosserman abstained.

○ **June 24, 2024**

Panelist Cobb shared a correction for the spelling of Anne Janks name. It was incorrectly spelled Jenks.

Panelist Cobb moved approval of the minutes as corrected. Second by Panelist Thomasson

Minutes were approved. Chair Herron abstained

4. Nomination of Vice Chair

The Selection Panel will nominate a vice chair. The Panel will discuss and take possible action on their nomination. (Memo with roles of Chairperson and Vice Chairperson Responsibilities attached)

Panelist Thomasson nominated Panelist Cobb to serve as Vice Chair. Second by Panelist Bosserman.

There was no discussion. The motion passed unanimously.

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

DRAFT Meeting Minutes (Continued)

**Oakland City Hall, Hearing Room 2
1 Frank H. Ogawa Plaza**

**Wednesday, July 10, 2024
6:00 PM**

5. Discuss the Police Commission Recruitment and Nomination Process for 2024

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 process. The Selection Panel may take action on the process to conduct reference checks and could also set or amend its future meeting schedule.

Staff provided an update on the report included in the agenda packet. The Panel received a total of 11 applications during the 2024 recruitment process. Staff shared a rating sheet for Panelists to rank the applications.

The Panel discussed the current vacancies on the Police Commission. Staff shared that there is an upcoming vacancy for the seat currently held by Angela Jackson-Castain and the seat previously held by Karely Ordaz.

As per their Rules of Procedure, the Panel may also establish a reserve pool.

Vice Chair Cobb made a motion to interview the applicants that received the most votes on July 24 and 25. There was no opposition or abstentions. The motion was approved unanimously. The applicants that received the most votes are: Angela Jackson-Castain, Ayanna Weathersby, Charlene Wang, Paul Costa, Samuel Dawit, Sandra Bethune and Zachary Linowitz.

The Panel agreed to 5 minute presentations and 15 minute interviews by the Selection Panel. Applicants will provide opening remarks, discuss their background and why they are interested in serving on the police commission.

Panelist Bosserman requested that the letter to applicants in the Procedure Manual is sent to applicants.

6. Agenda Building

The Panel will discuss their next meeting agenda.

Items 1 – 3 on the standard agenda
4. Candidate Interviews
Agenda Building

Meeting adjourned at 7:21pm



SELECTION PANEL REPORT

TO: Selection Panel for the
Oakland Police Commission

FROM: Felicia Verdin
Assistant to the City Administrator

SUBJECT: 2024 Police Commissioner
Application and Selection Process

DATE: July 22, 2024

Action Requested:

For the Selection Panel to:

1. Review, discuss and/or modify the 2024 Nomination Schedule.
2. First round interviews to consider 6 applicants to serve on the Police Commission.
3. Determine which candidates will go to the finalist round.

Executive Summary:

On July 10, the Panel met to consider the 11 applications that were submitted to the Selection Panel. Staff provided non-redacted applications to the Panel and a ranking sheet with a list of all the applicants with one column labeled "To Interview" and another column labeled "Not Interview". The Panel shared their rankings with staff and voted to interview 7 applicants. One candidate declined to interview at this time, therefore the Panel will interview 6 applicants. The redacted applications and ranking sheet can be found on the [Panel's website](#).

During your meeting on June 24, 2024, the Selection Panel nominated Charlie Eddy to fill the District 3 vacancy on the Police Commission Selection. The Panel interviewed a total of 4 candidates. Staff submitted a report and resolution to the Oakland City Council and Mr. Eddy was appointed by the Council on July 16, 2024. He will fill the District 3 seat vacated by Langston Buddenhagen in early 2023.

On May 21, 2024, the Panel selected Omar Farmer to serve as an Alternate on the Police Commission to fill the vacancy left by Ricardo Garcia-Acosta. Staff submitted a report and resolution to the Council and on June 18, Omar Farmer was appointed to serve as an Alternate Police Commissioner.

The Selection Panel currently has one vacant seat on the Police Commission since Karely Ordaz's resignation was effective on June 30, 2024. During this nomination cycle, the Panel will also need to consider the seat held by Commissioner Angela Jackson-Castain that expires on October 17, 2024.

As such, the Panel is being asked to review its 2024 nomination process, schedule and to interview applicants for the Police Commission.

Recruitment Update

The Panel initiated its months long process in nominating new candidates to serve on the Oakland Police Commission during the spring. The City of Oakland issued a press release on May 6, 2024, and the Police Commission recruitment effort was shared on social media and emailed to non-profits across Oakland. Panel members were encouraged to share the recruitment announcement with their networks. The Oakland Post also ran an ad in their newspaper. Flyers were made available for Panelist to distribute during community events. The application deadline for the community to apply and join the Police Commission was June 14. A total of 11 applications were received.

Simultaneously, the Panel ran a recruitment to fill the District 3 vacancy on the Selection Panel. The deadline for applicants to apply was June 7. A total of 5 applicants applied and 4 were interviewed by the Panel on June 24. Following the interviews, the Panel voted and chose Charlie Eddy to serve on the Panel.

Background:

Staff proposes the Selection Panel make its decisions to fill the Police Commission seats no later than mid-August 2024, which will allow staff time to complete the required background checks and submit the scheduling request, staff report and resolution to be heard by the City Council in early October 2024.

During this selection period, the Panel is required to fill the vacant seat previously held by Karely Ordaz. Angela Jackson-Castain is completing the term of Rudolph Howell who resigned on October 14, 2023. (**Table 1**).

The Police Commission also has the option to elevate the Alternate to a full commissioner.

Police Commissioner Terms

Table 1: Terms for Current Police Commissioners

Commissioner	Appointing Authority	Term End Date
Marsha Peterson, <i>Chair</i>	Mayor	Oct. 16, 2023
Vacant, Commissioner	Selection Panel	Oct. 16, 2026
Regina Jackson	Mayor	Oct. 16, 2024
Ricardo Garcia-Acosta	Selection Panel	Oct. 16, 2025
Wilson Riles	Selection Panel	Oct. 16, 2026
Angela Jackson-Castain	Selection Panel	Oct. 16, 2024
<i>Vacant, Commissioner</i>	Mayor	
Omar Farmer, <i>Alternate</i>	Selection Panel	Oct. 16, 2025
<i>Vacant, Alternate</i>	Mayor	Oct. 16, 2024

Nomination Schedule

The Selection Panel's 2024 nomination schedule is below. (**Table 2**).

Table 2: 2024 Nomination Schedule

Activity	Date
Application deadline	June 14, 2024
Joint press release announcing 2024 nomination period ¹	May 6, 2024
Incumbent notified	May 16, 2024
Selection Panel annual training and other agenda items as needed	May 30, 2024
Panel meets to discuss and review applications	July 10, 2024
Candidate interviews (first round)	July 24 and 25, 2024
Finalist interviews (second round)	To be determined (TBD)
Determination of slate	TBD
Background check process complete	August 2024
Council confirmation	October 2024

Again, during this recruitment process, the Selection Panel received a total of 11 applications. The Panel determined which applicants will be interviewed in July (please see attached interview schedule).

As previously mentioned, if the goal is to get nominees scheduled for confirmation at the City Council meeting of October 5, 2024, the Selection Panel will need to determine the nominees no later than mid-August 2024. All other dates can be adjusted accordingly based on input from the Selection Panel.

2023 Nomination Process Details

During its 2023 nomination process, the Panel utilized the Applicant Evaluation Tool to review and evaluate applications. The applicant evaluation tool is attached. Each Selection Panelist reviewed all 34 applications submitted for consideration to the Police Commission.

The Panel provided a ranking of their top 8 applications during their June 20, 2023 meeting. They proceeded to rank additional candidates that Panelist prioritized in a review of the applications and voted to interview 10 candidates. Two rounds of interviews were held on two separate dates: July 12 and July 13, 2023. The Panel interviewed 9 candidates and voted on their top 5.

On July 25, the Panel completed their finalist interviews with the following candidates: Omar Farmer, Karely Ordaz, Wilson Riles, Angela Jackson-Castain and Ricardo Garcia-Acosta. The Panel voted and nominated Karely Ordaz and Wilson Riles to fill the two vacancies on the Police commission.

The Panel created a reserve pool that consisted of three members: Omar Farmer, Angela Jackson-Castain and Ricardo Garcia-Acosta.

In October 2023, Rudolph Howell resigned from the Police Commission and Angela Jackson-Castain was elevated by the Police Commission to fill the seat vacated by Mr. Howell. This left an alternate vacancy on the Police Commission. On November 2, 2023, the Selection Panel

¹ <https://www.oaklandca.gov/news/city-of-oakland-encourages-residents-to-apply-for-police-commission>

held a special meeting and interviewed the two remaining members of the reserve pool. During the meeting, the Panel voted and chose Ricardo Garcia-Acosta to fill the vacant seat.

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	9	2 Commissioners
2024	11	7	

Reserve Pool

The Selection Panel does not currently have a reserve pool.

For questions regarding this report, contact Felicia Verdin at (510) 238-3128 or fverdin@oaklandca.gov.



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. Additional duties include hearing citizen complaints, making decisions determining outcomes.

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.

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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>				

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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. 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?

5. 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>				

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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**:

6. 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? KEEP

7. 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>				

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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**:

8. Tell us about your community involvement and what groups you are affiliated with.
9. 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.
10. 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?
11. What skills would you bring to the Oakland Police Commission?
12. What is the Police Commission doing right?
13. If you became a Police Commissioner, what would you do differently?
14. 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>				

POLICE COMMISSIONER APPLICANT EVALUATION TOOL

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**:

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

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					

Police Commission - Selection Panel - Applicant Interviews

Wednesday, July 24, 2024

Confirmed

Time Slot	Applicant Name
6:15 PM	Charlene Wang
6:35 PM	Angela Jackson-Castain
6:55 PM	Paul Costa



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:	Wang	Charlene	A
	<i>Last</i>	<i>First</i>	<i>M.I.</i>
Date:	June 10, 2024		
Home Address:	[REDACTED]		Apt 1
	<i>Street Address</i>	<i>Apartment/Unit #</i>	
	Oakland	CA	94606
	<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: Piyachat Terrell Relationship: Supervisor

E-Mail [REDACTED] Phone: [REDACTED]

Full Name: Marietta Daniel Relationship: Former colleague

E-Mail [REDACTED] Phone: [REDACTED]

Full Name: Kathy Dwyer 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?

- 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?

15 months as an adult, but grandparents have lived here since childhood

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.)

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 1-2
 3 or more

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

Heard about it from an OPD employee

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: 6/14/2024

Completed applications must be received by **June 14, 2024**, 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

Supplemental Questionnaire

1. I have spent my work in advancing equity in public service. I sat on the board of the Family Violence Center, an organization in Oakland that provides legal and emergency services to survivors of domestic violence, sexual assault, and trafficking. I am currently appointed to Alameda County's Consumer Affairs Commission where I have been working on efforts such as education on homeownership and protecting the public from toxic substances in goods. I currently work at the U.S. Environmental Protection Agency on civil rights and environmental justice, and previously was appointed to the Biden Administration where I served at the U.S. Department of Transportation where I stood up a \$4 billion program to reconnect communities razed by highways, started a workforce program for incarcerated individuals exiting prison to get jobs in highway construction, updated civil rights processes, and fought to update regulations that govern the compensation of people forcibly displaced by eminent domain. I have also worked on homelessness programs, and universal preschool and Headstart programs for low income children.
2. I have had my credit card and bank accounts hacked into, draining my checking account, which I have reported to OPD from their online form. None of these cases have been resolved as far as I know. My most substantive interaction with OPD was after a driver attempted to assault me with a vehicle for entertainment, while filming the incident. I found it challenging to get a hold of OPD to take my report. Because the driver was young and luckily I did not get hurt, I wanted to see restorative justice in the form of revoking their driver's license until many hours of community service were performed. OPD has yet to identify the driver. I have interacted with the New York City Police Department as a victim of domestic violence, when neighbors called the police on my partner at the time and I chose not the press charges, but found the process frustrating because I was forced to downplay the incident in the official report otherwise the officers stated they would be forced to charge him with assault although I was not interested in pursuing that path. I was also forced to pick up my report at the local police station, which was close to this partner's home in order to file a restraining order in court instead of being able to get a copy of the report emailed to me. This caused me distress. I also called the Washington, D.C. police on my neighbor who beat and assaulted his girlfriend. I tried to identify a non-police response given my fears of how the police might escalate given that the couple was Black American, but there was no other resource available and I called the police during a serious incident.
3. I was a board member for the Family Violence Law Center, which provides services to victims of sexual assault, domestic violence, and trafficking.
4. I have found that the most challenging aspects to be lack of engagement, such as many commission members not showing up to meetings and lacking a quorum in order to move actions forward. I have always taken my appointments seriously and have good attendance.

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: [rt](#) Phone:

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

E-Mail: Phone:

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

E-Mail: [c](#) 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/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.)

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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: Angela Jackson-Castaneda 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

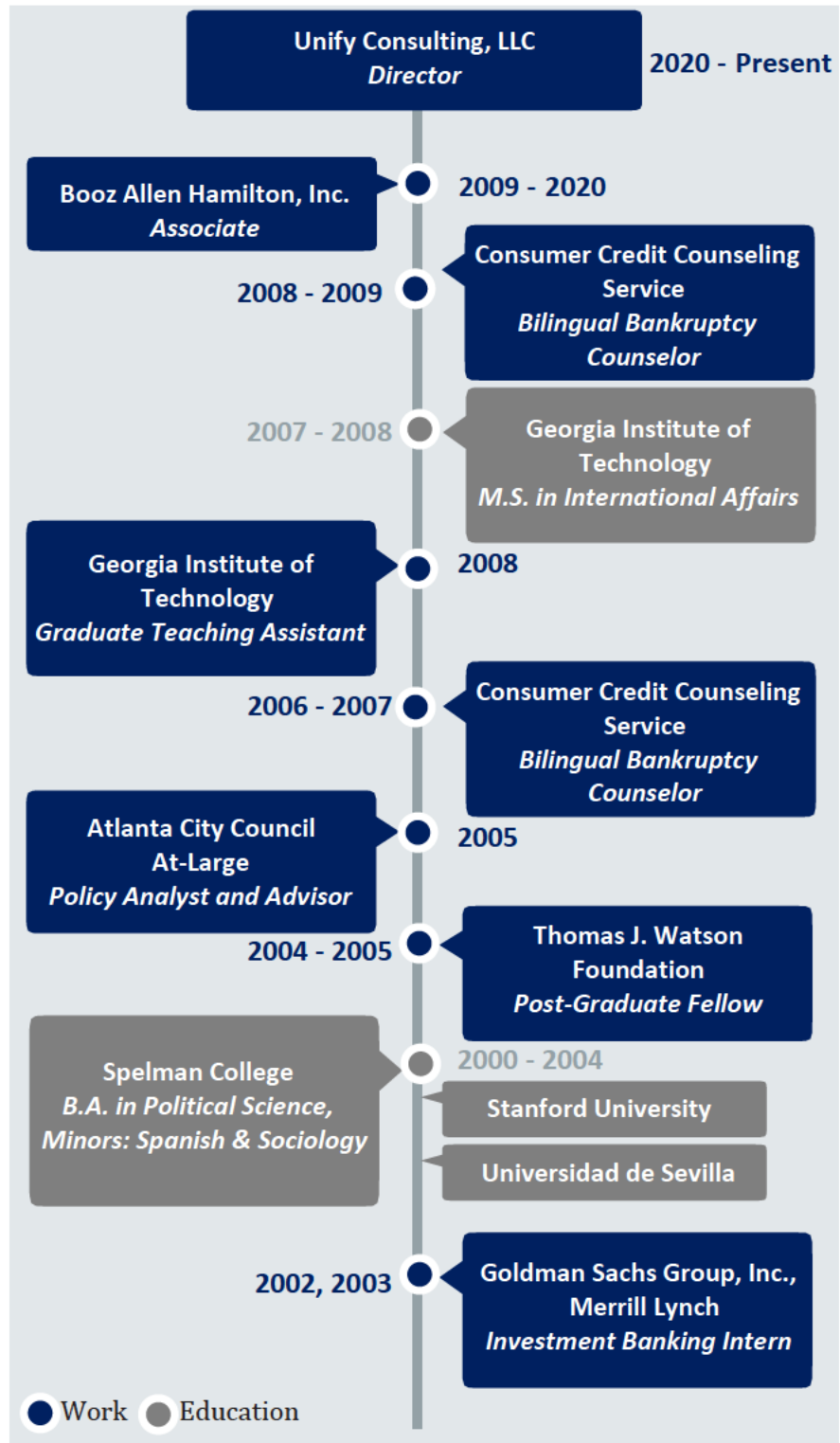
Business and Intelligence Analysis

Training and Technical Assistance

Empirical Research Methods

Socio-cultural Analysis

Modeling, Forecasting & Decision-making



Work Experience

2009-2020	Booz Allen Hamilton, Inc. <i>Associate</i>	Washington, DC Metro Area
Management Consulting	U.S. Department of Homeland Security (DHS), Cybersecurity and Infrastructure Security Agency <i>Facilitator 1, 2018 - 2020</i>	
	<ul style="list-style-type: none">• 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, <i>Diagnostic Specialist, 2012-2017</i>	
	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Spanish (Fluent), Portuguese (Novice - Conversational), Arabic (Novice)

Other Professional Experience

Conferences & Training Events	<ul style="list-style-type: none"> • Nevada District Court Judges: 2018 Annual Seminar, April 2018 <i>Faculty</i> Topic: “Pretrial Risk Assessment: History and Developing Trends” • Nevada Limited Jurisdiction Judges: 2018 Winter Seminar, February 2018 <i>Faculty</i> Topic: “The Design and Validation of the Nevada Pretrial Risk Assessment” • Vera Institute and Police Foundation, October 2017 <i>Subject Matter Expert</i> 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 <i>Instructor</i> Topic: “Data Analytics for Violence: A Two-City Case Study on Gun and Interpersonal Violence and Developing a Targeted Violence Reduction Strategy”
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**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



CITY OF OAKLAND Police Commission

Application for Position of Commissioner – FACT SHEET

Purpose: 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.

Membership: 7 regular commissioners & 2 alternate commissioners

Note. These positions are volunteer and unpaid.

Term Length: Typically, 3 years

Time Commitment: **Significant time commitment anticipated for both meeting preparation and attendance.** Regular meetings are held every second and fourth Thursdays of the month starting at 6:30 pm. Additional meetings for members serving on Ad Hoc or Standing Committees. Police commissioners should expect to spend 15-20 hours a week on commission business.

Minimum Requirements: Oakland resident
At least 18 years old

Note. Commissioners cannot be any of the following:

- current police officer or former Oakland police officer
- current City of Oakland employee
- current or former representative of a police officer labor union
- an attorney who has a pending claim or lawsuit against the Oakland Police Department
- an attorney who has filed a claim or lawsuit against the Oakland Police Department that was resolved during the past year

Description of Work: Oversee the Oakland Police Department

- Conduct annual public hearings, at minimum
- Issue subpoenas and take testimony on matters before it
- Propose changes to policies and procedures
- Approve changes to policies proposed by OPD
- Review OPD proposed budget and make recommendations
- Authority to fire the Chief of Police
- Recommend list of 4 candidates for Chief of Police to Mayor

Oversee the Community Police Review Agency

- Conduct performance review of Director of CPRA
- Serve as Discipline Committee to review proposed discipline of police officers when CPRA and Chief of Police do not agree
- Authority to fire the Director of CPRA
- Upon a vacancy, the Agency Director and the Inspector General shall be hired by the Commission

Submit annual report to the Mayor, City Council and public.

Application deadline is June 14, 2024. For language assistance contact (510) 238-3301.



CITY OF OAKLAND 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: Paul A. Costa

Date: June 1, 2024

Home Address: [REDACTED]

City: Oakland

State: California

ZIP Code: 94605

Phone: [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). **SEE INCLUDED RESPONSES**

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.

These have been included in a separate attached document

Full Name: 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?

70 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.)

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1-2

3 or more

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

I saw the application on the website after attending several meetings and wanted to contribute

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: **Paul A. Costa**

Date: **June 1, 2024**

Completed applications must be received by **June 14, 2024**, 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

Below are my answers to the supplemental questions as part of my application to be used to evaluate my qualifications to serve on the Oakland Police Commission. I understand that this application, along with the answers to these questions will be used by the Selection Panel to select the most suitably qualified candidate(s).

Thank you.

June 1, 2024

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

While I have actively participated/lead many organized volunteer efforts, the most significant experiences I will bring to the Commission will be my 30+ years as a Human Resource professional. I will bring a proven track record of leading all facets of HR, resolving complex employee relations matters (Title VII investigations), as well as negotiating labor agreements involving outcomes upwards of \$7B. I possess a solid history of success in fostering positive labor-management relationships and mitigating workplace disputes. I am well-versed in enhancing people engagement, and as well as establishing rapport and credibility at all organizational levels. All my experiences to date have supported me in collaborating with all teams to align initiatives with corresponding organizational goals.

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

To date, all my contacts/experiences with the Oakland Police Department have been social and formal, i.e. breakfasts, banquets, dinners, etc.

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.

A, B, nor C are applicable.

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 served on several boards/commissions. The most relevant here include:

- a) An appointment to the Contra Cost County Substance Abuse Advisor Board,
- b) Contra Costa County Board of Education, Business Advisory Board, and
- c) Two (2) HOAs (Homeowner Associations).

Most of these experiences took place early in my career and prepared me for the success I would achieve later. I also learned that working with volunteers can be as challenging, if not more so, than individuals in business settings. Getting members to be willing to listen to other perspectives/opinions and have them see that we may not get everything we want I believe is the first step to compromise and progress towards a common goal. Here the significant elements are communication and time.

I will be proud to submit my reference contact information at a time closer to the end of the selection process.

Any other questions, please advise. Thank you.

June 1, 2024

References for Paul A. Costa

All contact information will be provided at an appropriate time in this process.
Thank you.

////////////////////////////////////

Name: Mr. Dennis Dabney

Relationship: SVP, Kaiser Permanente Labor Relations, retired

Current: Director, Labor Relations Training, HR Policy Association

Email:

Phone:

Name: Mr. Henry Diaz

Relationship: Executive Director, Kaiser Permanente Labor Relations, retired

Email:

Phone:

Name: Mr. Jon Sylvester

Relationship: Emeritus Visiting Professor, U.C. San Francisco Law,

Email:

Phone:

Paul A. Costa

HR Management

www.linkedin.com/in/pac4hr/

Oakland, CA 94605

Trusted advisor and strategic business partner; known for driving profitable workforce growth, organizational development, and successful career transitions in domestic and foreign settings.

Proven track record of leading all facets of HR, resolving complex employee relations matters, and negotiating labor agreements. Solid history of success in fostering positive labor-management relationships and mitigating workplace disputes. Well-versed in enhancing engagement, people, and profits as well as establishing rapport and credibility at all organizational levels. Adept at collaborating with executive teams to align HR initiatives with business objectives.

Areas of Expertise

- Business Development & Growth
- Employee Performance Evaluation
- Knowledge & Change Management
- Strategic Planning & Execution
- HR & Succession Planning
- Issue & Conflict Resolution
- HR Operations Management
- Talent Acquisition & Retention
- Employee Engagement
- Superior Client Support
- Excellent Communication
- Stakeholder Engagement

Professional Experience

Principal (Consulting Practice), paulCosta Associates, Oakland, CA

2011 — Present

Guide and provide strategic direction to diverse clientele, while enhancing and optimizing operational strategies with focus on regulatory adherence. Execute comprehensive Title VII investigations within mental health and medical clinic settings. Contribute as instructor at St. Mary's College in Moraga, CA. and Holy Names University in Oakland, CA.

Key Accomplishments:

- Re-engineered \$15M non-profit by using staffing and career development strategies.
- Led FLSA compliance project for \$10.3B hardware company by safeguarding organization from legal and financial repercussions.
- Engaged in reorganization of \$35M medical clinic for ensuring smooth transitions and optimal operational efficiency.
- Facilitated SHRM certification courses, resulting in higher than national average student pass rates.

Director, National Labor Relations – Operations, Kaiser Permanente, Inc., Oakland, CA

2013 — 2020

Responsible for a comprehensive portfolio of activities, including providing tactical support for labor relations across the Kaiser Permanente's enterprise. Delivered high-level labor relations consultation to KP management clients, navigated within confines of KP Coalition of Labor Unions for largest integrated health care consortium in the US, headquartered in Oakland. Revised curriculum content and taught labor relations course tailored for National KP audience, empowering line managers and labor relations leaders to improve dynamic KP Coalition environment.

Key Accomplishments:

- Assumed role of acting Labor Relations Consultant and Chief Labor Negotiator in re-engineering of KP Northern California Region \$1.0B Medical-Surgical Distribution system, resulting in substantial \$90M savings over a decade.
- Contributed as acting Labor Relations Consultant and Chief Negotiator in re-engineering of National KP Pharmaceutical Distribution system, achieving impressive savings of \$112M over ten-year span.

Senior Manager/Business Partner, Corporate Employee Relations, Blue Shield of California, San Francisco, CA

2005 — 2010

Spearheaded tactical and strategic support as business partner at corporate offices, operational call centers in Sacramento, Los Angeles, and Woodland Hills, and Sales organizations for third largest health plan not-for-profit in California. Trained Recruiters in advanced legal staffing techniques. Formulated and delivered comprehensive training and coaching sessions on performance management across all business levels. Executed thorough labor organizing risk audit, addressing significant federal legislative concerns.

Key Accomplishments:

- Collaborated with leadership to navigate business through various organizational re-designs and challenging reductions in force (RIFs).
- Implemented targeted interventions on functional topics, encompassing Performance Improvement, Conflict Management, Compensation, and Sexual Harassment.
- Investigated 75+ Title VII allegations.

Director, HR & Facilities Administration, Case Central, Inc., San Francisco, CA

2004 — 2005

Led HR functions for an eDiscovery internet-based document hosting (ASP) firm. Formulated company's inaugural HR strategic plan, encompassing '05 Sales Comp. and Employee Handbook. Collaborated with the Compensation Committee on Executive Compensation matters and employee SOP.

Key Accomplishments:

- Delivered Executive Staffing support in recruiting VP of Marketing and COO.
- Teamed up with Leadership team to shape organizational design and executed staffing strategy.
- Specified structure and essential elements of initial Human Resource Information System (HRIS).

Director, Human Resources, BASE Consulting Group, Oakland, CA

2001 — 2003

Managed HR systems by coordinating employee relations, ensuring regulatory compliance, handling budgets, evaluating staffing needs, building teams, and developing compensation plans for prominent providers of small data business intelligence and training services. Elevated employee satisfaction with benefits plan while concurrently enhancing employee contributions.

Key Accomplishments:

- Established specifications for the initial HRIS and made final product selection.
- Increased 34% in profit by developing and executing all-encompassing compensation program for consultants and sales organization.

*Additional experience as **Director, Human Resources** at **EVOLVE Software, INC.** in Oakland, CA and **Corporate Senior Human Resources Manager/Business Partner** at **NEOPOST, INC.** in Hayward, CA.*

Education

M. S., HR & Organization Development | University of San Francisco, San Francisco, CA
B. S., Cell Biology/Biochemistry | University of California, Riverside, CA

Professional Affiliations

National Certification Instructor for SHRM SPHR/PHR Certification Exam – 2004 – 2013
Member, Society of Human Resources Management
Guest Panelist, Substance Abuse Program Administrators Association Meeting San Francisco,
Guest Panelist on television program "Contra Costa Works: Sexual Harassment in the Workplace"
Guest Panelist, International Quality and Productivity Center Career Development Conference
Appointed, Contra Costa County Substance Abuse Advisor Board
Contra Costa County Board of Education, Business Advisory Board
Instructor, St. Mary's College, School of Extended Education
Instructor, Holy Names University
Life Member, Kappa Alpha Psi Fraternity, Inc.

Professional Development

U.S. Labor Relations Professional Certification, H. R. Policy Association
Senior Professional in Human Resource (SPHR) certified
D. D. I. /Interaction Management Certified Training Instructor
DISC Certified Trainer

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 OPD 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 do you believe are the most important skills, experience and other qualifications that candidates for Inspector General 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. What strategies can the Police 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. How long have you lived in Oakland?
21. 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.)
22. Have you read any of the minutes or agenda packets for any of the Police Commission meetings? (Available on the Police Commission website, <https://www.oaklandca.gov/boards-commissions/police-commission>. Under "Meetings," click "View All Meetings, Minutes & Agendas.")