



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
Meeting Agenda
Tuesday, August 13, 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/82106469139> 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
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Meeting Agenda (Continued)

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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. Reports from Selection Panel on completed reference checks

The Selection Panel will report out on reference checks for the finalist candidates.

4. The Selection Panel may discuss interviews with Police Commission finalist candidates and take action on nominations to the City Council

The Panel will take action on the finalist interviews that occurred on August 5, 2024, including its process for nominating Police Commissioners during the 2024 nomination process. The finalist candidates include: Paul Costa, Samuel Dawit, Angela Jackson-Castain and Charlene Wang. The Panel could also choose to establish a reserve pool.

5. The Selection Panel will discuss and review process improvements

The Panel will set a standing meeting schedule, create a procedure manual/Police Commission application ad hoc committee (the ad hoc could review the Police Commission application, general and incumbent questions, voting decision-making process, candidate selection process, etc.) and discuss adding items to website. The Panel may also set a future meeting date.

6. Agenda Building

The Panel will discuss their next meeting agenda.

7. 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.

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¿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.

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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: August 13, 2024

Action Requested:

For the Selection Panel to:

1. Review, discuss and/or modify the 2024 Nomination Schedule.
2. Determine which applicants will be nominated for approval by the City Council. The Panel may nominate two (2) candidates. See Table 1 below.

Executive Summary:

On July 24 and 25, the Panel interviewed 5 applicants: Charlene Wang, Paul Costa, Angela Jackson-Castain, Paul Costa, Sandra Bethune and Samuel Dawit. They chose to advance four (4) applicants to the finalist round of interviews. The Panel voted to advance Angela Jackson-Castain as a finalist without interviewing her again. On August 5, the Panel interviewed three finalist applicants: Paul Costa, Samuel Dawit and Charlene Wang.

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 |
| Vacant, <i>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

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

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 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.

Selection Procedure for Selection Panel Members

1. PURPOSE

- 1.1 The Selection Panel (SP), with the assistance of the City Administrator, solicits and reviews applications, and interviews applicants interested in serving on the City of Oakland Police Commission.

2. APPOINTMENTS

- 2.1 Selection Panel members are appointed to the panel by City Councilpersons and the Mayor-the Appointing Authority.
- 2.2 In the event that the Appointing Authority—as defined in the City Charter— for a seat on the Selection Panel fails to fill a vacant seat within their 120-day period to do so, the Selection Panel shall fill the vacancy. Absent exigent circumstances, the Selection Panel should endeavor to fill the vacancy within 120 days after the Appointing Authority’s 120-day period to make an appointment has run. In the absence of an amendment to the City Charter expressly to provide to the contrary, the power to fill a vacancy shall remain with the Selection Panel once the Appointing Authority’s 120-day period to make an appointment has run. The Selection Panel’s appointment must be confirmed by the City Council.
- 2.3 The Selection Panel will engage public solicitation that will be posted across the City of Oakland that includes an application form. All timely applications within the set application window will be reviewed and candidates selected from the applicant pool. Selection Panelist will interview selected candidates and select for appointment via majority vote.

3. TERM LENGTH

- 3.1 Selection Panelist may serve up to 5 years once appointed.
- 3.2 No member of the Selection Panel may serve more than 5 years, or such shorter term as specified in an amended Oakland City Charter (City Charter). Once a member of the Selection Panel has served for a period of five years or shorter authorized term, their term expires and their seat become vacant. Such a member may not continue to serve as a holdover.

Selection Procedure for Oakland Police Commission

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.

###

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



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.)

0

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



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: | Dawit | Samuel | Date: | 06/14/2024 |
| | <i>Last</i> | <i>First</i> | | <i>M.I.</i> |
| Home Address: | [REDACTED] | | [REDACTED] | |
| | <i>Street Address</i> | | <i>Apartment/Unit #</i> | |
| | Oakland | CA | 94605 | |
| | <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: Adante Pointer

Relationship: Mentor

E-Mail: _____

Phone: _____

Full Name: Oscar Stewart

Relationship: Ethics Professor

E-Mail: _____

Phone: _____

Full Name: Daniel Ettlinger

Relationship: Chariman of CPAB

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?

27 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?

Oakland board staff, community members, my own research.

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: Samuel Dawit Date: 06/14/2024

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 |

OPC Supplemental Questionnaire Responses: Samuel Dawit

1. My dedication to public safety and community well-being is evident in my experience serving as a commissioner on the Public Safety and Services Violence Prevention Oversight Commission (SSOC) and as a board member on the Community Policing Advisory Board (CPAB). Furthermore, my volunteer work with my fraternity, Alpha Phi Alpha Inc., City Team, and Community Ready Corps (CRC) has provided me with valuable firsthand experience working within the community to address the root causes of violence and promote positive change. These combined experiences have equipped me with a deep understanding of the issues the Commission faces and the skills necessary to contribute meaningfully to its work.
2. My contacts with OPD have been insightful. I have worked with Deputy Chief Beere, Assistant Chief Trevelyan Jones, and a handful of other officers as part of my work with the Community Policing Advisory board.
3. In college I was the lead undergraduate law clerk/intern at the Law Offices of John L. Burris. We sued Police Departments for wrongful uses of force, wrongful death and other over reaches of power. My work with the Law office concluded in August of 2018.
4. I have served on one board and one Commission. When I joined the Community Policing Advisory Board (CPAB), we were expected to have a thorough understanding of the activities and issues faced by the neighborhood councils in our area and elevate these concerns to city services such as the OPD command staff, the City Administrator's office, Neighborhood Services, and others. However, I discovered that the CPAB was almost entirely disconnected from the neighborhood councils. I then collaborated with the board to ensure that we attend at least a handful of neighborhood council meetings each month, allowing us to gain a more accurate understanding of what is happening in our neighborhoods.
 - a. Additionally, on the Community Policing Advisory Board, our charter resolution 79235 stated that the city should provide meeting spaces to neighborhood councils on Oakland Unified School District (OUSD) properties. However, even the longest-serving board members were unaware of any processes or contacts to facilitate this. I am currently working with OUSD leadership, including the superintendent, to establish a clear path forward to ensure neighborhood councils have access to these meeting spaces citywide.
 - b. Work experience - For the past four years, I have led Technology Partnership efforts for my previous employer, Fivetran, and my current employer, Postman. I have negotiated complex partnerships that have brought different organizations and numerous departments together to rally around a singular effort. I have balanced and analyzed budgets and served as the sole liaison to internal and external C-suite stakeholders. I may not be the traditional well-seasoned attorney that you have a handful of on your board, but I am born/raised in Oakland, a quick learner, experienced at navigating complex issues with executive stakeholders and am ready to learn and serve. Thanks for your time!

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.)

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: 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

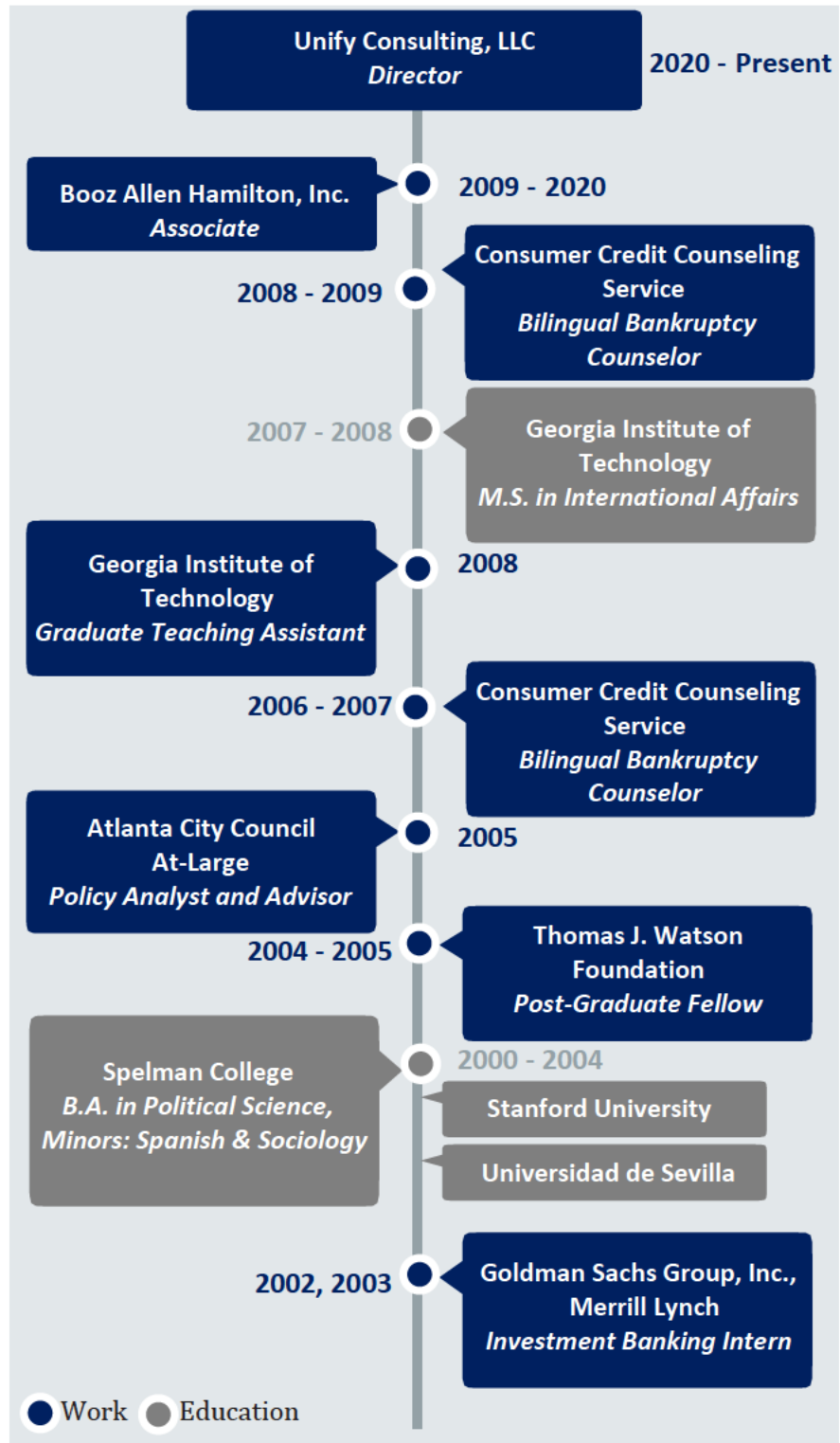
Business and Intelligence Analysis

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

- 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: | Wang | Charlene | A |
| | <i>Last</i> | <i>First</i> | <i>M.I.</i> |
| 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.)
- 0
 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.