



**CITY OF OAKLAND
POLICE COMMISSION SELECTION PANEL
(SPECIAL MEETING)
Meeting Agenda
Tuesday, July 15, 2025
6:00 PM**

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

Selection Panel Members: Chair Rickisha Herron (District 6), Alexis Clewis (At Large), Vacant (Mayor), Vacant (District 1), David Kakishiba (District 2), Charlie Eddy (District 3), Vacant (District 4), Monique Rivera (District 5) and Covonne Page (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://us06web.zoom.us/j/82832448748> at the noticed meeting time.

To comment during the meeting, please raise your hand and staff will allow you to speak for the time allotted by the Chair.

+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 three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

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

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

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

Meeting Agenda (Continued)

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

**Tuesday, July 15, 2025
6:00 PM**

1. Roll Call and Determination of Quorum

2. Public Comment

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

ACTION ITEMS

3. Review and Approve Meeting Minutes

- April 29, 2025
- May 13, 2025

4. New Information Regarding Commissioner Application Submissions

- The Panel will review, discuss and will take possible action regarding Commissioner candidate interviews based on new information about timing of candidates' submissions.

5. Review and Discuss Candidate Interview Questions

- The Panel will review, discuss and take possible action on interview questions for the Police Commission applicants.

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

- The Selection Panel will interview Police Commission applicants, discuss and take possible action on its process for appointing Police Commissioners during the 2025 nomination process including specific questions for incumbents. The Selection Panel may take action on the process to conduct reference checks and could also set or amend its future meeting schedule.

The Panel will interview the following candidates for their second round of interviews: Ricardo Garcia Acosta, Omar Farmer and Daniel Ettlinger.
The Panel will interview the following candidates for their first round of interviews: Christina Michaud and Tulah Salahuddin

7. Agenda Building

The Panel will discuss their next meeting agenda.

8. Open Forum

**CITY OF OAKLAND
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(SPECIAL MEETING)**

Meeting Agenda (Continued)

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9. Adjournment

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

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email fverdin@oaklandca.gov or call (510) 238-3128 or (510) 238-2007 for TDD/TTY five days in advance.

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

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

Selection Panel – Oakland Police Commission

Revised 5.10.25

Questions to incumbents

1. Please provide a summary of the work and contributions you have made on the Police Commission during your current tenure. Please include AdHoc participation and contributions.
2. What have you done to move the commission forward in the best interest of the public?
3. What have you done or what will you do to collaborate effectively with all stakeholders to move the Oakland Police Commission forward?
4. What will you do to improve community engagement to move the Police Commission's work forward? For example, in the areas of collaboration, outreach to police-involved populations and youth, etc.
5. **(A)** What do you want the Police Commission to do differently to support Oakland Police Department (OPD) to complete the goals and requirements of Negotiated Settlement Agreement (NSA)? **(B)** How would you facilitate your ideas around the support of OPD completing these goals and requirements of the NSA?



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:	Garcia-Acosta	Ricardo	A	Date:	4/5/25
	Last	First	M.I.		
Home Address:					
	Street Address				Apartment/Unit #
	Oakland	CA			94605
	City	State			ZIP Code
Phone:			Email		

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: * Please See Attached Document

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

Required Questionnaire

4. How long have you lived in Oakland?

☐ 44 yrs. _____

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

☐ 0
☐ 1-2
☒ 3 or more

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

☐ Reapplying for a 2nd term. _____

Disclaimer and Signature

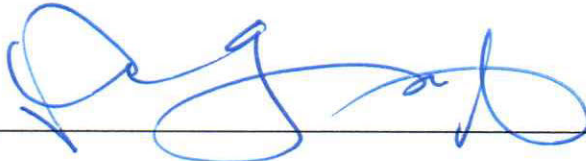
The City Charter requires background checks for all Police Commission members and alternates. Prior convictions will not eliminate you from consideration. The Selection Panel strongly encourages formerly incarcerated individuals to apply.

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.

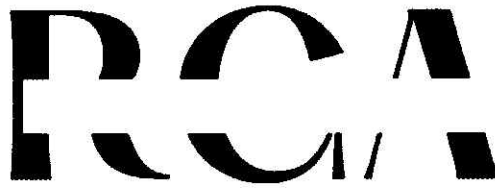
Signature: _____



Date: 4/5/25

Completed applications must be received by **April 25, 2025**, by mail, hand-delivery, or email as follows:

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



POLICE COMMISSION, APPLICATION FOR POSITION OF COMMISSIONER- SUPPLEMENTAL QUESTIONNAIRE

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

I am a lifelong Oaklander with a deep commitment and love for a city where I have raised my family and have called home for over 40 years. Having spent my formative years on School Street and Coolidge Avenue, attended school in North Oakland, and resided in Deep East Oakland as a homeowner for the past 17 years, I have observed Oakland's evolution under various Mayoral Administrations along with policies and practices within a Police Department with a painful history and relationship with the community it serves. These experiences have provided me with invaluable insights into public safety, policing practices, and community relations as well as a first-hand experience of what policing should, and should not look like for the residents of Oakland.

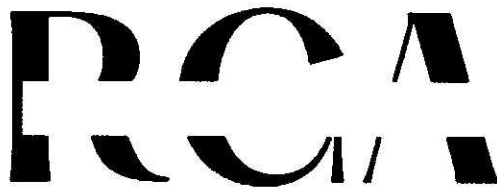
My firsthand experience with the consequences of ineffective policing practices, combined with my personal journey, has underscored the importance of effective law enforcement in addressing gun violence and fostering trust between the police and communities of color. This understanding has driven my commitment to community service and collaboration with stakeholders to cultivate safe and vibrant neighborhoods.

For over two decades, I have worked with high-risk youth and young adults, serving as a thought leader in crisis response and community interventions rooted in traditional healing practices. My efforts have focused on reducing gun violence and promoting community peace-building strategies. I dedicated eight years to violence prevention in San Francisco, leading the City's Street Outreach and Crisis Response Initiative. Upon returning to Oakland in 2014, I managed nationally recognized programs for Youth ALIVE!, focusing on hospital response to shooting victims and supporting young individuals and their families as they navigate the trauma of homicide.

In 2016, I was privileged to serve as the City of Oakland's inaugural Violence Prevention Liaison, facilitating communication between community-based organizations, the Mayor's Office, and the Oakland Police Department. Subsequently, I returned to San Francisco in late 2019 to direct the Roadmap to Peace Initiative, overseeing the development of a comprehensive, community-driven collective impact model that created new pathways for criminal justice diversion efforts. Additionally, I played a significant role in bridging relationships between community-based providers and the SF Juvenile Probation Department and SF Collaborative Courts.

Most recently, as the Director of Community Peace Initiatives for Communities United for Restorative Youth Justice (CURYJ), I oversaw Violence Interruption, Life Coaching, and Community Peace Building strategies. My experience and professional associations have prepared me to contribute to the Commission's important work. Through my current role and past involvement with various organizations and initiatives, I remain committed to nurturing and overall well-being of youth and families and communities of Oakland.

In my capacity as Chair of the OPC, I preside over all Commission meetings and undertake all necessary responsibilities inherent to this role. Currently, I serve as the OPC's representative in meetings and communications with public officials, the media, and the public. During my initial months as Chair, I addressed intricate political matters initiated externally by Governor Newsome. To manage these issues, I collaborated with OCA, the Chief of Police, the Mayor and City Administrator's offices. Importantly, I also convened a community Town Hall to ensure the public was well-informed and to gather community perspectives on this significant policy proposal. To further public awareness, we disseminated press releases, provided FAQs on our website, and conducted online polls to facilitate community input through various channels and identified key issues for consideration including: Reviewing pursuit data at regular intervals and collecting data on first responder vehicles that are involved in fatalities during police pursuits; data on inter-jurisdictional pursuits; development of accurate reporting and analyses of crashes that involve police pursuits; and methodology to manage risk of vehicle pursuits as to mitigate and negative outcomes and prevent backsliding under the NSA.



**POLICE COMMISSION, APPLICATION FOR POSITION OF COMMISSIONER-
SUPPLEMENTAL QUESTIONNAIRE- CONTINUED**

In addition to these matters, my recurring duties as Chair between Commission meetings include regular consultations with the CPRA Director, Inspector General, Chief of Police, OCA, and our Chief of Staff and General Counsel. I am also responsible for establishing regular meeting agendas and prioritizing future discussion items. Furthermore, I attend IAB and IMT meetings with the Federal Monitor when feasible. I am also engaged in strategic outreach to address the repercussions of Oakland's budget challenges and impacts it has on our ability to satisfy the NSA and federal monitorship.

Following the Strategic Planning Retreat conducted earlier this year, I have collaborated with the OPC to determine priority areas, as well as necessary ad hoc assignments and commissioner leadership roles. I currently chair the Budget ad hoc, Discipline Matrix ad hoc, and Staff search ad hoc committees. In this capacity, I led the hiring processes for the permanent Chief of Staff, Inspector General, and Interim Executive Director of CPRA. Additionally, I have actively participated in the Strategic Planning Retreat, CPRA & OIG policies, and racial profiling, and militarized weapons ad hoc committees.

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

City of Oakland – Ceasefire Program

During my tenure as the Violence Prevention Liaison for the City of Oakland, I served in a critical role coordinating between Oakland Unite, now known as the Department of Violence Prevention (DVP), and the Oakland Police Department (OPD). My responsibilities included contributing to the development of comprehensive communication structures and participating in "call-ins," a critical component of Ceasefire's targeted enforcement strategy. These call-ins were directly aimed at individuals at the highest risk of involvement in gun violence.

Moreover, I facilitated dialogue and aligned efforts between community-based service providers and law enforcement to ensure the seamless coordination, aimed at maximizing the accessibility of vital services for the community. I also conducted comprehensive training sessions for OPD's Investigative Units on procedural justice and implicit bias, focusing on interactions with families affected by homicides. These sessions promoted a more empathetic approach and emphasized fair and equitable treatment. Furthermore, I supported OPD in developing best practices for engaging with families and the community at the scenes of shootings or homicides. By establishing effective communication channels, our objective was to bridge the gap between law enforcement and the community, ensuring a more compassionate response during times of crisis. Simultaneously, I provided training sessions for grantees on professional standards and effective communication practices when collaborating with OPD.

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

Through prior positions with the City of Oakland and community-based providers, as well as my most recent role at CURYJ, I was authorized to receive Executive Notifications when shootings and homicides occur in Oakland. In real time, I received information from OPD, enabling me to deploy resources to support victims and prevent potential retaliation through Violence Interruption services.

Throughout my career, I have managed such sensitive information without incident. This vantage point has allowed me to witness firsthand the considerable sacrifices made by our law enforcement and community leaders who respond to incidents of gun violence. In my current capacity as Chair of OPC, I handle highly confidential information such as M-04.1 Notifications, and CPRA and IAB review of Investigations. Subsequently, I have led Discipline Committee hearings with multiple Commissioners, ruling on difficult cases when the Chief of Police and CPRA do not agree on investigative findings and recommendations for discipline.



**POLICE COMMISSION, APPLICATION FOR POSITION OF COMMISSIONER-
SUPPLEMENTAL QUESTIONNAIRE- CONTINUED**

- 3. Please describe, if applicable, if you or an immediate family member has had significant volunteer or employment experience:**
- a. as a police officer-** No
 - b. as a criminal prosecutor or defense attorney-** No
 - c. with a public agency or nonprofit community group serving or advocating for crime victims or persons charged or convicted of crimes-** Yes

My professional experience has provided me with the privilege of collaborating with the Oakland Police Department's (OPD) Homicide and Investigative Units in various capacities over the years. These collaborations have allowed for the provision of timely support to families affected by homicides.

In these roles, consistent communication with the OPD has been essential for connecting families with vital resources and facilitating direct contact with investigators to support their pursuit of justice. Furthermore, my previous responsibilities included regular engagement with both the Alameda County Sheriff's Department and the District Attorney Victim Services unit.

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

For more than ten years, I have participated on various community advisory boards, non-profit boards of directors, and community safety boards, all dedicated to supporting local law enforcement and policing initiatives. Throughout these experiences, my priority has consistently been to harmonize community requirements with the perspectives of those frequently unheard, while also advocating for equitable and financially responsible decisions.

I have come to appreciate the importance of diverse viewpoints and have utilized a data-driven methodology for navigating challenging decisions, always ensuring alignment with the principles of healing, justice, and accountability. Currently, I am actively involved with the following boards:

- Oakland Police Commission, Oakland, CA: I currently serve as the Chair of the OPC, unanimously voted by my fellow Commissioners in January 2025. During my tenure, I have navigated complex issues (i.e. pursuit policy, budget crisis, and OPC member transitions) and have led the Commission in reestablishing itself as a functional, curious and active body.
- UCSF Police Department, Oakland Children's Hospital Community Safety Board: As one of two community representatives, my primary objective is to improve the dialogue between the Police Department and the UCSF community. Together, we engage in collaborative efforts concerning safety and security, fostering a shared learning environment. We support officers and UCSF community members in engaging and learning collaboratively, employing an inclusive and tiered response model for safety services. This model is grounded in transparency, continuous data-driven improvement, accountability, and independent oversight. (2022–Present)
- Us4Us, San Francisco: I am a current board member for a small community-based organization located in San Francisco. My main duties included helping to develop the organization's policies and procedures, along with supervising hiring procedures and fundraising initiatives. Additionally, I participate in a committee responsible for organizing community events aimed at fostering transparent communication and engagement. I also collaborate with the San Francisco Juvenile Probation Department to investigate community-based solutions, such as diversion programs, restorative justice practices, and the application of credible messenger strategies for youth in Secure Track detention. (2021–Present).



Ricardo Garcia-Acosta (He, Him, El)

Organizational & Program Consultant | Trainer | Coach

Community Advocate | Chair Oakland Police Commission

! Oakland, CA | 4 [REDACTED]

www.linkedin.com/in/ricardo-garcia-acosta

ABOUT

Dynamic and visionary leader with over 20 years of transformative impact in community violence prevention across the San Francisco Bay Area. Renowned for driving systemic change through strategic advising, cross-sector coalition building, and culturally rooted healing frameworks. Expert in crisis response, gang intervention, and trauma-informed care with a proven ability to lead multi-agency collaborations and influence public policy. Trusted subject matter expert in community safety, outreach innovation, and civilian oversight of law enforcement policies and practices.

LEADERSHIP & PROFESSIONAL AFFILIATIONS

- Chair, Oakland Police Commission, City of Oakland | Oct 2023–Present (Chair as of Oct 2024)
- Board Member, UCSF Police Department Community Safety Board | 2022–Present
- Board Member, Us4Us San Francisco | 2022–Present
- Founder/Partner, In All My Relations Independent Consulting (IAMRIC); Paradigm Shifting Consulting Group | 2019–Present
- Founding Member, Mission Peace Collaborative, San Francisco | 2007–Present

EXPERIENCE

SF School Crisis Response Initiative (SCSI) — San Francisco. CA

Contractor | Dec 2024–Present

- Provided strategic coaching and systems support to crisis intervention teams serving San Francisco schools.
- Designed and implemented Program Models, KPIs, and reporting tools for participating organizations including Young Community Developers (YCD) and Instituto Familiar de la Raza (IFR) to improve service delivery.
- Built supervision, conflict resolution, and referral systems to enhance violence interrupter effectiveness.

Juvenile Probation Department (SFJPD) Secure Track Program — San Francisco, CA

Contractor | Apr 2024–Present

- Facilitated reentry support and community-based monitoring for high-risk youth exiting juvenile detention.
- Employed restorative and trauma-informed strategies to guide behavior change and emotional healing.
- Assessed service engagement, coordinated referrals, and ensured fidelity to individualized release plans.

Communities United for Restorative Youth Justice (CURYJ) — Oakland. CA

Director of Community Peace Initiatives | May 2022–Oct 2024

- Oversaw \$2.1M+ in funding and led design and expansion of regional peace building programs.
- Built strategic partnerships and improved systems for data integrity, accountability, and organizational learning.
- Represented CURYJ nationally on panels advancing grassroots healing and anti-violence strategies.

Instituto Familiar de la Raza. Inc. — San Francisco. CA

Initiative Director, Roadmap to Peace | Jan 2020–Jun 2022

- Directed a 7-organization collaborative serving immigrant and justice-involved youth across San Francisco.
- Increased program funding by \$300K and expanded services in response to post-pandemic community needs.
- Developed strategic goals and service alignment across the network to strengthen impact.

Youth ALIVE! — Oakland. CA

Intervention Services Manager | Jan 2018–Jan 2020

- Led street and hospital-based intervention programs serving gun violence victims and high-risk youth.
- Cultivated strong partnerships with hospitals, funders, and city leaders to advance violence prevention work.
- Championed internal capacity building through training, supervision, and quality assurance practices.

City of Oakland. Oakland Unite — Oakland. CA

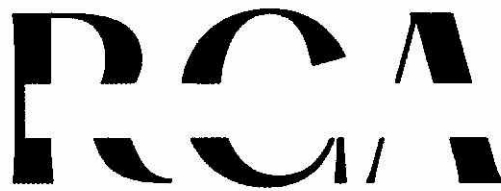
Violence Prevention Liaison / Program Officer | Mar 2016–Jan 2018

- Managed \$1.6M+ violence intervention grant portfolio and oversaw multi-agency Ceasefire coordination.
- Developed trauma-informed training modules for CBOs and OPD to foster community-centered justice.
- Facilitated data-driven collaboration across city departments and frontline outreach teams.

San Francisco Juvenile Probation Department — San Francisco. CA

Community Builder / Juvenile Advisory Council Coordinator | 2014–Feb 2016

- Facilitated the Juvenile Advisory Council to elevate youth voice in juvenile justice policy.
- Created probation orientation curriculum to support first-time youth offenders and their families.
- Led restorative retreats in Yosemite with youth, probation, and community partners to build healing pathways.



EARLY CAREER

- Project Coordinator, Khadafy Washington Project (Homicide Response), Oakland | 2013–2016
- Program Director, Community Response Network, Arriba Juntos, San Francisco | 2005–2013

EDUCATION & CERTIFICATIONS

- Certified Circle Keeper, National Compadres Network | 2023
- Certificate in Professional Development & Volunteer Management, UC Berkeley Extension | 2020
- Certified Violence Peer Counselor, California CalVCP | 2015
- Roots Fellow, SF Department of Children, Youth and Families | 2009–2010
- CALMECAC Leadership Training, Instituto Familiar de la Raza | 2006–2007
- General Education Coursework, California State University, East Bay | 2000–2002

PUBLICATIONS & PRESENTATIONS

- San Francisco Vision Zero: Homicides, District 10 Safety Plan – Co-Author & Copy Editor | 2019
- Oakland Unite Street Outreach Program Model, with Bright Research Group – Co-Developer | 2016
- “Managing Crisis to Long-Term Community Healing” – Presenter, National Network of Hospital-Based Violence Intervention | 2012

IMPACT & EXPERTISE

I am an organizational strategist, program consultant, leadership coach, an advocate for peace and community empowerment. My work is rooted in deep relationships, transformative leadership, and a vision for systems change that centers those most impacted.

From developing citywide public safety strategies to leading grassroots and nationally recognized programs addressing response to shooting victims and providing crucial support to youth and families impacted by homicide, I bring a unique blend of organizational acumen, street-level insight, and policy fluency. I specialize in designing and scaling trauma-informed programs, building collaborative partnerships between community and government, and coaching leaders to grow with purpose and integrity.

Notably, I've played pivotal roles with both the City and County of San Francisco's Department of Children Youth and Their Families, as well as the City of Oakland's Department of Violence Prevention—helping shape some of the Bay Area's most innovative public safety efforts and holding key roles in fostering essential communication between community-based organizations, elected officials, and funding agencies.

I'm currently supporting nonprofits and public agencies with strategy development, program design, executive coaching, and community-based research—with a steadfast commitment to equity, justice, and liberation.

My dedication to public health strategies for violence prevention, safety, and healing remains strong. I am particularly passionate about fostering community capacity, self-determination, and empowerment. These values drive my ongoing commitment to supporting youth and families most affected by community violence and are crucial to continuing a diverse range of projects aimed at strengthening trust between communities and law enforcement across the San Francisco Bay Area.

**References Available Upon Request*



Police Commission

Application for Position of Commissioner

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Applicant Information

Full Name: Farmer Omar T. Date: 4-20-25
Last First M.I.

Home Address: [REDACTED]
Street Address Apartment/Unit #
Oakland CA 94610
City State ZIP Code

Phone: [REDACTED] Email: [REDACTED]

Supplemental Questionnaire

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 - 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?

OAKLAND POLICE COMMISSION (OPC)
SUPPLEMENTAL QUESTIONNAIRE

#1 DESCRIBE ANY LIFE WORK AND SIGNIFICANT COMMUNITY VOLUNTEER EXPERIENCES THAT PREPARED YOU TO CONTRIBUTE TO THE COMMISSION



CITY COUNCIL DAIS

COMMUNITY VOLUNTEER
APPOINTMENTS

- ALTERNATE COMMISSIONER, POLICE COMMISSION (JUNE 2024-PRESENT).
- NSA AD HOC CHAIRPERSON.
- STRATEGIC PLANNING, MILITARIZED EQUIPMENT, AND OPD REPORTING TEMPLATE AD HOC MEMBER.
- COMMISSIONER, SAFETY & SERVICES OVERSIGHT (SSOC) COMMISSION (2021-2024).
- CHAIRPERSON 2024.
- COMMISSIONER, ALAMEDA COUNTY VETERANS AFFAIRS COMMISSION (ACVAC) 2021-PRESENT
- CHAIRPERSON 2023, 2024.
- MEMBER, BART TRANSIT SECURITY ADVISORY COMMITTEE. (2022-PRESENT)
- CHAIRPERSON 2024, 2025.
- ADVISORY BOARD MEMBER, REIMAGINING PUBLIC SAFETY TASK FORCE (2020-2021).
- OPD ORGANIZATION & CULTURE, LEGAL & POLICY BOARD MEMBER.
- CO-CHAIR OF OPOA WORKING GROUP.
- CHAIR OF THE REMEDIES FOR MISCONDUCT WORKING GROUP.
- ELEMENTARY SCHOOL PTA CO-FOUNDER (2015-2019).
- PRESIDENT, VICE-PRESIDENT, TREASURER.

POLICE COMMISSION CONTRIBUTIONS

Currently, I'm an Alternate Commissioner on the OPC. I've also been appointed Chair of the Negotiated Settlement Agreement (NSA) ad hoc committee. OPD's non-compliance with the NSA was the impetus for creating the OPC. It's a foundational ad hoc to our purpose as a commission to achieve and sustain contemporary constitutional policing reforms. We're currently working on our Case Management Conference (CMC) statement and strategy for our July court date with the Judge overseeing the NSA. I've created a timeline, the initial draft statement, and a plan of action with milestones to help us fully prepare for the event. This has been done in collaboration with our Commission Chair, our Vice-Chair, the Office of Inspector General, the CPRA Director, our Chief of Staff, and our legal counsel. We're all working well together. Each meeting is forward-thinking and productive.

The current and immediate past Chairpersons have also had me present to the Commission three times in the areas of officer wellness and how the OPC can drive results in the areas within our purview. This speaks to our leaders' trust and value in me as a Commissioner and my consistently positive contributions to our group dynamics. Moreover, I've completed training phases one and two, participated on six discipline committees, and have been elevated to full commissioner six times so that we could attain a quorum. As you can see in the column on the left, I have a consistent track record of high performance, serving on Boards, Commissions, and Committees that helped me prepare for this role.

PREPARATIONS

My community volunteer experiences show how I've successfully served in multiple groups simultaneously, taken on leadership roles, and been productive and engaged in each role while also serving as an Alternate Commissioner. It's a demonstration of my capacity, work-ethic, reliability, and commitment. I've created and led the development of strategic plans for both the SSOC, TSAC and we have one in progress for the ACVAC. Strategic planning has helped each group be more productive. It also improves engagement and transparency, achieving a consensus, and making data-driven fact-based decisions. I'm currently a member of our OPC Strategic Planning ad hoc. Our finished product will have a similar type of impact. This will ensure we have a high functioning Commission for the foreseeable future.

As a leader within the groups on the left, I've prioritized community outreach as a way to show taxpayers how their tax dollars are being spent. Through the SSOC we participated in twelve outreach events throughout Oakland from 2023-2024. For the ACVAC, I've been moving our monthly meetings to different cities each month since 2023, to connect with varying populations of veterans. We've also created our own events to bridge gaps where needed. Our TSAC outreach is in its beginning stages. We've compiled a list of organizations to contact. I've also attended multiple events in collaboration with the BART Police Department (BPD). The group the TSAC oversees. We plan on doing more outreach on the OPC. These experiences have prepared me to contribute if called upon. Oversight of BPD, has helped me refine my oversight skills on the OPC. The TSAC meets once per month, so I get three opportunities per month to interact with law enforcement in an oversight capacity. In 2024 that number was four times per month due to my concurrent roles on the SSOC, TSAC and OPC.

#2 PLEASE DESCRIBE YOUR CONTACTS OR EXPERIENCES WITH THE OAKLAND POLICE DEPARTMENT

ACE SCORECARD

ACCESS provided for SSOC oversight: Meeting attendance frequency, offline availability, developed a productive working relationship.

COMMITTMENT to MZ standards: Submitted required reports or other pertinent documentation appropriately and within a reasonable timeframe.

ENHANCEMENTS to MZ goals: Demonstrated consistent progress and improvement towards the objectives of the ordinance.

SLIDE 1

- DVP, OPD, & OFD were graded in each of the aforementioned areas on a one to four (1-4) scale. Four (4) being the best. One (1) being the lowest. Below are scoring definitions:

- Non-compliant
- Compliance in progress.
- Compliant
- Exceeds standards.

SLIDE 2

Required Reports – OPD

*** FY 23-24 ISSUE REPORTED ***

\$12,000.00 of Measure Z funds used to pay for approximately eleven (11) officers to attend a California National Peace Officers Memorial Service in Sacramento.

We do not believe this was an appropriate use of MZ funds.
We memorialized our concerns in [this document](#).

Semi-Annual reports a minimum of twice per year:

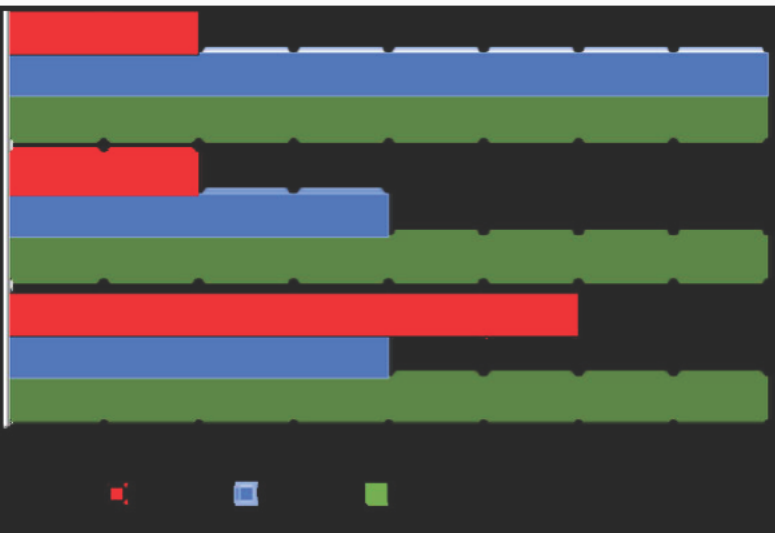
- FY 21-22 Q4 Not Received
- FY 22-23 Q1-Q4 Not Received
- 1 semi-annual report received in the last 20 months

Spending Plan Reports a minimum of once every three years:

- FY 15-18 Received
- FY 18-21 Not Received
- FY 23-24 Not Received

SLIDE 3

OPD IS THE LINE IN THE MIDDLE BELOW



EXPERIENCES WITH OPD

In addition to working with OPD over the past year as an Alternate Commissioner, from 2020-2022 I also worked with them as a community member on five OPC ad hoc committees, and during the Reimagining Public Safety Task Force as co-chair of the OPOA working group. I continued to do so on the SSOC from 2021-2024. We oversaw funds generated from a parcel and parking tax called Measure Z. Those funds were divided among OPD, DVP and OFD. Funds were approved to be spent on strategies designed to (a) improve 911 response times, (b) reduce robberies, homicides, burglaries, and calls related to gun violence, and (c) on investments in violence intervention and prevention methods. As Chair, I worked with our OPD liaison to implement the objectives of our strategic plan that pertained to them. I also created a scorecard that graded each department according to the goals of Measure Z. We aimed to evaluate their effectiveness objectively and illustrate it to the public so they could see how their taxpayer dollars had been spent. It was well received. OPD also used the findings listed at the top of slide three on the left to initiate an internal affairs investigation. Depending on the outcome, this investigation may provide Commissions who oversee revenue from tax measures with a remedy for the misuse of funds. We've also discussed using scorecards on the OPC.

As Chair of the ACVAC, in 2024, I invited OPD to have a table at our veteran homeless resource fairs, Veterans Day event, and our Black Veteran Historical Corridor street plaque unveiling. Members of OPD attended all three. We've also offered them a free new American flag for Eastmont Station to coincide with Flag Day on June 14th, 2025. Nationwide, 25.2% of police departments consist of veterans. This is a way for us to reach them.



**LANEY COLLEGE STAND DOWN EVENT,
MAY 2024**

#3 DESCRIBE IF YOU HAVE 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 SERVING OR ADVOCATING FOR CRIME VICTIMS OR PERSONS CHARGED WITH CRIMES

ADVOCATING FOR CRIME VICTIMS & PERSONS CHARGED WITH CRIMES

c) An example of my work as an advocate for both victims of crimes and persons charged with crimes is through my role as Chair of the TSAC. The TSAC oversees BART Police Department's issuance of Prohibition Orders. We also develop recommendations to protect front-line employees and their ridership from violence. Per Civil Code Section 51, of the Unruh Civil Rights Act, the TSAC also prioritizes determining whether Prohibition Orders issued to persons accused of committing crimes on BART are disproportionately impacting youth, the homeless, or those who have psychiatric, developmental, or other disabilities. We then make recommendations on how to remedy these issues. Historically, Black youth in Oakland have disproportionately been impacted from receiving prohibition orders. Over the past three years, approximately a third of all prohibition orders have taken place at Oakland stations, with 60% of those issued to youth, 40% of whom identify as Black. We recently created an outreach plan to conduct targeted outreach to Black youth. This will assist us with increasing awareness and stemming the issuance of prohibition orders among those involved. Within our strategic plan, we're also working with the Independent Office of the BART Police Auditor to identify and evaluate use of force used during the issuance of prohibition orders to ensure that the process is done within constitutional policing use of force standards. We've also scheduled a meeting with the BART Appeals Officer to examine whether persons issued prohibition orders are receiving their constitutional rights to due process. In consultation with the Mental Health Directors from Alameda, Santa Clara, San Francisco, San Mateo, and Contra Costa counties, we intend to work on a new set of recommendations regarding the type and extent of de-escalation, prevention, and intervention training that should be given to sworn and non-sworn personnel who issue and enforce prohibition orders, as well as front line employees such as station agents, train operators, and system service personnel.



LAW ENFORCEMENT EXPERIENCE

a) I've never worked as a police officer, but I do have military law enforcement experience. During one of my tours of duty in the Navy I worked as a Lead Law Enforcement Officer. To prepare for that role I attended various military schools that taught me how to conduct: anti-terrorism, shipboard security, force protection fundamentals, and maritime search and seizure operations. I also served as a Disaster Preparedness Officer for a base overseas. The primary aspect of that job was implementing emergency drills designed to test the integrity of our military police force's responses to different crises such as a protest on a downward spiral at the base entrance. Both roles were designed to develop strategies that would make our military assets hard targets, while operating with minimum personnel and resources, similar to the role police officers play in society. It also assisted us in practicing our de-escalation skills. These roles have given me a deeper understanding of responses by OPD for calls for service, including the ability to analyze their use of de-escalation, and uses of force, when reviewing body camera footage during discipline committees for example. This enables me to have a shorter learning curve when evaluating their capabilities and limitations in the areas within our purview such as: 1st amendment assemblies, use of force, officer wellness, and constitutional policing standards.

ADVOCATING FOR PERSONS CHARGED WITH CRIMES

b/c) Through my role on the ACVAC, I created the first ever homeless veteran resource fair in Oakland where we provide free employment, housing, food, veteran benefits, and legal services. At our next event, we'll be including criminal court, clean slate relief. I've been collaborating with the Veterans Treatment Court, the Courthouse, the Public Defender's office, and District Attorney's office for several months putting this aspect of the event together. They have all agreed to bring the courthouse to the event. I also collaborate with the Alameda County Sheriff's Department to take tours of the Santa Rita Jail veteran pod, where we meet with justice-involved veterans. Veterans make up approximately 2% of the jail population. The Sheriff deputies show us their workforce development program, designed to assist veterans in receiving life skills training before going on probation. The inmates have stated that this program is a game changer. We actively recruit people to mentor these veterans through a non-profit called Swords to Plowshares. This is our way of continuing to advocate for them after they're released to prevent recidivism.

#4 HAVE YOU EVER SERVED ON A BOARD, COMMITTEE, COMMISSION OR OTHER GROUP? PLEASE DESCRIBE YOUR EXPERIENCES. WHAT WERE THE MOST CHALLENGING ASPECTS OF YOUR PARTICIPATION?

**D7 TOWN HALL ON BEHALF OF
THE SSOC, DECEMBER 2023**



**ST VINCENT DE PAUL STAND
DOWN EVENT, SEPTEMBER 2024**



**ONLY 600 IN PERSON VISITS DUE TO
NOT BEING ABLE TO FIND THE VSO**

County	Pop	Size	In Person Contacts	Phone/Email Contacts	New Claims	New Awards
Alemeda	48,841	M	600	1,000	2,240	5,137,659
Santa Clara	50,295	M	6,889	18,652	7,369	15,930,687
Contra Costa	40,814	M	6,182	7,300	4,140	21,797,165
San Mateo	22,415	M	2,581	1,750	3,183	9,903,219
Solano	32,080	M	6,800	10,000	3,545	11,480,584
SF	22,317	M	6,050	1,029	6,852	8,796,127
Sonoma	22,612	M	2,981	3,012	3,301	12,509,414
Napa	5,535	VS	960	3,750	3,001	6,755,025

Reference - <https://www.cacvso.org/wp-content/uploads/2024/02/Veterans-Annual-Report-2023.pdf>



SCAN THE QR CODE TO SEE
THE 20 PAGE ACVAC 2024
YEAR IN REVIEW

(CLICK CONTINUE TO
DESTINATION AT PROMPT)

OVERCOMING CHALLENGES

As shown in my answer to question one, I've served on five Boards, Commissions, and Committees over the past five years, including the OPC. In 2024 alone, I served on three Commissions and one Committee while working as Chair of three, with no drop off in productivity. In fact, productivity and engagement increased across the board due to strategic planning, community engagement, and consistent meeting attendance. To highlight the last point from 2022-present, between the TSAC, ACVAC, OPC, and SSOC, I've been responsible for attending 110 meetings total and only missed 3. Overall, my experiences have been mostly positive. I thrive on overcoming obstacles and challenges. The most challenging aspects of participation were in the beginning, while I was learning how to organize each group into my life. It was challenging because I'm a single parent, homeowner, and entrepreneur. However, with organization and administration being my strong suits, I quickly realized, and something I learned during my seven years as a Surface Warfare Officer in the Navy, was that it wasn't about time but bandwidth and creativity. The more organized and better at multi-tasking I became, the more I could do. Further, I take pride in following through on what I say I will do. Since I last applied, I've included more of my experiences for the above mentioned commissions below.

SSOC ACHIEVEMENTS

- Currently collaborating with a City Councilmember who agreed to sponsor the SSOC's final 2024 recommendations.
- Worked with the City to provide Brown Act governed oversight of MACRO.
- Worked with City Council to update the Burglary Ordinance to reflect a new Verified Response requirement to cut down on OPD time wasted on responding to false burglary alarms which 98% of the time are false alarms.

TSAC ACHIEVEMENTS

- Authored its first ever Strategic Plan. A 22 page document.
- Collaborated with the BART Police Department to update their Prohibition Order issuance document and their monthly reporting template. One of the OPC ad hocs I've been appointed to is to update OPD's monthly reporting template. This experience has given me ideas how we can accomplish that.

ACVAC ACHIEVEMENTS

- Campaigned to the Board of Supervisors (BoS) for a new and improved county Veteran Service Office (VSO) after showing how ours was the lowest performing in the Bay Area. The chart I created to highlight that is to the left. Other medium-sized counties have 10x our foot traffic. Received approval, opens later this year.
- Created the 1st Women Veterans Recognition Day event in Alameda County in June 2024. A relatively new veteran observance day.
- Grew the ACVAC from 10 to 20 Commissioners from 2023-present.
- Co-created Operation Green Light in November 2024, where buildings are illuminated in green lighting, to show veterans they are seen, heard, and appreciated.
- Created the 1st Veteran Suicide Prevention Forum in September 2024. Nationwide, upwards of 17-22 veterans die by suicide per day.

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: Romie Forbes Relationship: ACVDC colleague

E-Mail: [REDACTED] Phone: 5 [REDACTED]

Full Name: Shikira Porter Relationship: Friend

E-Mail: [REDACTED] Phone: 9 [REDACTED]

Full Name: Angela [REDACTED] Relationship: Friend

E-Mail: [REDACTED] Phone: 9 [REDACTED]

Voluntary Self-Identification Questionnaire

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

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

2. What is your gender?

☒ Male ☐ I do not wish to self-identify

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

Please check one of the boxes below:

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

Required Questionnaire

4. How long have you lived in Oakland?

X 17 years

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

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

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

X I'm currently a member.

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: 4-20-25

Completed applications must be received by **April 25, 2025**, by mail, hand-delivery, or email as follows:

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



Police Commission

Application 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:	Ettlinger	Daniel	Date:	04/23/25
	<i>Last</i>	<i>First</i>	<i>M.I.</i>	
Home Address:	[REDACTED]			
	<i>Street Address</i>		<i>Apartment/Unit #</i>	
	Oakland	CA	94602	
	<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: Colleen Brown Relationship: co-worker

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

Full Name: Ali Obad Relationship: Community Mentor

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

Full Name: Shihab Alsharay Relationship: Boardmember

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

Voluntary Self-Identification Questionnaire

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

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

2. What is your gender?

Male ☐ I do not wish to self-identify

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

Please check one of the boxes below:

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

Required Questionnaire

4. How long have you lived in Oakland?

40

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

☐

0

☐

1-2

X

☒

3 or more

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

websites

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: Daniel Etlinger Date: 04.23.2025

Completed applications must be received by **April 25, 2025**, by mail, hand-delivery, or email as follows:

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

1. I am a lifelong resident of Oakland and have had the opportunity to participate in many different civic & community engagements that would make me qualified to be a commissioner on this commission.

One of my first experiences was participating in the Donald P. McCollum youth court. This was a second chance program for first time youth offenders. The program was setup to give kids a second chance as well as introduce them to the court room. The lawyers for both the prosecution and defense were youth and the judge was an adult. This program gave me an opportunity to experience alternative ways to encourage Oakland youth to make better decisions without entering them into the legal system. It also gave me the opportunity to interact with law enforcement in a positive environment.

In my High school years I had the opportunity to intern for the mayor summer jobs program in Oakland. This program was setup to help youth develop the skills needed to pursue work in a professional capacity. We help them with interview skills and provide them attire for job interviews to give them a professional look.

The Mayor Summer Jobs Program and Youth Court were two profound experiences that impacted the way I thought about restorative justice and safety here in the city of Oakland. Having programs like these help take pressure off law enforcement and direct youth to positive spaces.

Currently I have had the opportunity to volunteer for the city of Oakland in the public safety space. I have been a member of the Community Policing Advisory Board and for the last year have been its chairperson. My time on the CPAB has given me a wealth of knowledge and experience in public safety. Over the years I have forged meaningful relationships with stakeholders who will be engaged directly with public safety. Whether it is OPD officers, OPD leadership, NCPCs, business districts, non-profits, and city staff these relationships will help when navigating the commission and making sure that OPDs practices are confirming to national standards.

I have had the opportunity to engage with community members at their NCPC meetings, community walks through different beats, as well as participate in a CPTED (Crime Prevention through Environmental Design) with a local business owner who had their store damaged when a car smashed through it.

Having someone experienced on how boards and commissions work in the city of Oakland will be vital. My leadership on the CPAB has shown that I am able to bring differing voices together and collaborate on how best to move forward. Sometimes the voices are passionate and I am able to harness that to have debates with my members while still being respectful.

Another part of my identity that I bring to the process is my connection with the Yemeni community here in Oakland. I was brought up in this community for over 30 years and they have played an important role in my life. This community lives, works, and attends schools in the city. They also have a tremendous small business presence here.

I would be a uniquely qualified voice to have on the commission. I was born and raised in the city of Oakland raising my kids here and care deeply about Oakland's success.

My knowledge of Oakland as well as my civic engagement in public safety makes me a good candidate for this commission.

2. My interactions with OPD has over the last 6 years has given me the opportunity to have conversations with patrol officers to Deputy Chiefs. As a CPAB member we have had the opportunity to receive monthly reports from the acting Deputy Chief. I have also had the opportunity to attend Neighborhood Council and interact with Community Resource Officers as they are working on special projects.

I have done two police rides along. One which I did in deep East Oakland. These rides are eye opening experiences that give you a window into the daily life of a patrol officer. We talked candidly about what they like about their jobs and some improvements that can be made. I have also been working on setting up a roundtable with the Deputy Chief to bring officers together and discuss the ins and outs of their jobs.

3. Not Applicable – No immediate family is associated with the groups described in this portion.
4. As I mentioned above I have served on the CPAB for the last six years. I have also served as Board member on Bay Area United Soccer Academy which is based in Oakland serving over 300 youth. Another Board that I am proud to be a part of is the Arab American Honor Roll Committee. This committee puts on an annual event celebrating our high achieving scholars.

The biggest challenge serving on these committees and boards is bringing everyone's different ideas and opinions together to create a final report, project, or event. Even as it has been the biggest challenge it also the best part of serving on a board. Listening to other people with different opinions and lived experience helps inform me of the best possible outcomes.

DANIEL ETTLINGER

SUMMARY

Dynamic and results-driven professional with over a decade of experience in grant management, community leadership, and program coordination. Seeking a role that leverages my expertise in financial oversight, compliance, and organizational development to drive impactful initiatives and foster collaborative success.

EXPERIENCE

Senior Grant Manager, 04/2009 - Current
Uc Berkeley - Berkeley, CA

Psychology Department

- Collaborated with world-renowned psychologists, including Alison Gopnik, Allison Harvey, and Department Chair Serena Chen.
- Managed a diverse grant portfolio totaling \$12.6 million, ensuring efficient allocation and adherence to budget plans.
- Developed projections and spending strategies with individual faculty to optimize grant utilization.
- Assisted professors with successful grant submissions to federal and non-federal sponsors, ensuring compliance with budgets, sponsor guidelines, and deadlines.
- Coordinated communication and information flow across departments, faculty, and sponsors, streamlining processes and fostering collaboration.

Greater Good Science Center

- Partnered with founding director Dacher Keltner to oversee a \$3.7 million grant portfolio.
- Served as the sole Senior Grant Manager, designing and implementing processes to streamline workflows and improve operational efficiency.
- Conducted monthly meetings with senior leadership to develop strategic spending plans and financial projections, aligning resources with the center's objectives.

Berkeley Data Science Institute

- Collaborated with Nobel Prize winner Saul Perlmutter as part of the original team implementing a \$12 million grant funded by the Alfred P. Sloan and Gordon and Betty Moore Foundations.
- Worked with institute staff to establish administrative procedures, ensuring smooth and efficient operations.



CONTACT

Address: Oakland, CA 94602

Phone: [REDACTED]

Email: [REDACTED]

EDUCATION AND TRAINING

Bachelor of Science, Political Science, 06/2008

California State University, East Bay - Hayward, CA

SKILLS

Technical Skills

- Proficient in Microsoft Office Suite, BFS, Hyperion, FileMaker, Adobe, BearBuy, PI Portfolio, ARRA, Grants.gov, NSF Fastlane, CalAnswers, Phoebe, UCPATH

Professional Development

- UC People Management Certificate
- Research Administration Professional Development Program
- Growing as a Coach
- Communicating Goals, Objectives & Key Results
- Principles of People Management
- Implicit Bias Training

- Developed and delivered a sub-award training course as part of the Research Administration Professional Development Program, enhancing grant management skills across the organization.

Board Member, 04/2024 - Current
Bay Area United FC - Oakland, CA
Bay Area United Soccer Academy

- Provide strategic expertise on grant acquisition and management to support the organization's growth and sustainability.
- Collaborate with government officials to secure funding and resources for key programs, enhancing the academy's impact within the community.
- Lead efforts on a stadium project to establish a permanent home for the organization, including planning, stakeholder engagement, and resource mobilization.

Vice Chair, 03/2019 - Current
Community Policing Advisory Board, City of Oakland - Oakland, CA

- Spearhead initiatives to foster partnerships between Oakland schools and neighborhood councils.
- Rewrite board resolutions and collaborate with city officials, Oakland Police, and community organizations.
- Organize neighborhood "pop-up" events to strengthen community ties and engagement.
- Advocate for immigrant communities, increasing civic participation and inclusion.
- Coordinate with organizations like Ceasefire and StopWaste.org to present resources to the board.

Assistant Marketing Director, 11/2006 - 12/2007
Truitt & White Lumber - Berkeley, CA

- Planned and organized customer appreciation events, annual tool sales, and educational seminars.
- Managed marketing materials and facilitated cross-departmental coordination.

Intern – Mayor Summer Job Programs, 06/2002 - 08/2002
San Francisco Foundation - San Francisco, CA

- Conducted youth workshops on job-seeking skills and career development.
- Supported candidates in identifying and securing opportunities suited to their skills.
- Gained firsthand experience in nonprofit operations and program execution.

REFERENCES

References available upon request.

- Cybersecurity Awareness Fundamentals

WEBSITES, PORTFOLIOS, PROFILES

- <https://www.linkedin.com/in/daniel-ettlinger-a96099167/>

LANGUAGES

English:
Native/ Bilingual

Arabic:
Limited

ACTIVITIES AND HONORS

- **Community Engagement:**Volunteered for a presidential campaign (2007-2008), gaining experience in canvassing and phone banking.
- **Event Coordination:**Organized and participated in community initiatives aimed at violence prevention and neighborhood improvement.

ACCOMPLISHMENTS

- Notable Achievements**
- Successfully managed multi-million-dollar grant portfolios across multiple departments.
 - Developed innovative training programs to improve administrative workflows and compliance.
 - Established impactful community programs promoting safety, inclusivity, and civic engagement.



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:	Michaud	Christina	D
	<i>Last</i>	<i>First</i>	<i>M.I.</i>
Home Address:			
	<i>Street Address</i>	<i>Apartment/Unit #</i>	
	Oakland	CA	94609
	<i>City</i>	<i>State</i>	<i>ZIP Code</i>
Phone:		Email	

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: Luke Michaud Relationship: spouse

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

Full Name: Zenaida Beltran Relationship: sister

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

Full Name: Melissa Cullen 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?

☐ 10+ years

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

☐ 0
☒ 1-2
☐ 3 or more

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

☐ I was invited to join by another committee

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: 4/23/25

Completed applications must be received by **April 25, 2025**, 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

Christina Michaud
Supplemental Questions
Oakland Police Commission

1. I currently serve as Vice Chairperson on the City of Oakland Head Start Advisory Board, where I advocate for families and help guide early childhood education policy with a focus on equity and access. Before I was appointed to the Advisory Board I served as Chairperson for the City of Oakland Head Start Early Head Start Parent Policy Council for 5 years. This experience has given me insight into how city programs operate and how policy decisions directly impact communities—especially those historically underserved. I am also a student parent, graduating this May and transferring to university in the fall. Balancing school, parenting, and community involvement has deepened my understanding of how systems affect everyday lives, particularly when it comes to public safety and trust in institutions. In addition to my lived experience, I have volunteered with grassroots efforts centered on youth empowerment and housing justice, always working to uplift voices that often go unheard. I believe in restorative justice and transparent accountability, and I bring a collaborative, community-centered approach to any work I do. These experiences and values position me to meaningfully contribute to the work of the Police Commission and to advocate for the safety and dignity of all Oakland residents.
2. I am justice-impacted, having had brief but significant contact with the criminal legal system. That experience shaped my perspective on accountability, fairness, and the need for community-centered policing. It's part of why I care deeply about this work.
3. I am not a former law enforcement officer or attorney. I am a dedicated community volunteer, actively involved with several organizations. Through this work, I've gained experience and insight into issues like neighborhood safety, immigration, transportation, prostitution, illegal dumping, domestic violence, and child neglect.
4. Yes, I currently serve on the City of Oakland Head Start Advisory Board. I've also participated in various school and community-based committees supporting families and children. One of the most challenging aspects has been ensuring all voices are heard—especially those of underrepresented or working-class families—while navigating institutional systems that don't always prioritize equity. But I stay committed because inclusive decision-making is essential for real change.



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: Tulah Salahuddin S Date: 4-25-2025
Last First M.I.

Home
Address:

[Redacted]

Street Address

Apartment/Unit #

Oakland
City

California
State

94607
ZIP Code

Phone:

[Redacted]

Email

[Redacted]

Supplemental Questionnaire

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

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

Please respond (in writing) to the following questions:

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

Application Considerations

Check all that apply:

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

☒ YES

☐ NO

I would like to be considered as a Mayoral Appointee?

☒ YES

☐ NO

References

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

Full Name: Salahuddin Suburr Tuleh Relationship: Senior Coach

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

Full Name: Peter McKenzie Relationship: Coach

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

Full Name: Leslie Jordan Relationship: Supervisor

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

Voluntary Self-Identification Questionnaire

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

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

2. What is your gender?

☒ male ☐ I do not wish to self-identify

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

Please check one of the boxes below:

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

Required Questionnaire

4. How long have you lived in Oakland?

☐ 7 1/2 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?

☐ Felicia Verdin, Paula White

Disclaimer and Signature

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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:

Salahuddin S.

Date:

Tulch

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Answers to the next page
to make it more
readable.

I was

#1 Neighbor Hood Watch Captain
for 2 years

#2 Our Neighbor Hood Watch
Group, had a Police officer
assigned to our group and she
would come to our meetings.
She taught skillsets on how
to better protect our neighbor
hood.

#3 C.J.E.C. Coalition for a Just
and Equitable California
Some of our duties, included working
with legislators to help with prison
reform

#4 The New McClymonds Committee.
Our committee is fighting to keep
McClymonds open. We are pushing for early
completion of the Remodel. To increase enrollment