



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

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 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?

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: Chief Dr. Holly Joshi, Dept. of Violence Prevention

Relationship: Colleague

E-Mail: ██████████

Full Name: Anne C. Marks, Managing Director, Coalition to Advance Public Safety

Relationship: Colleague/Past Supervisor

E-Mail: ██████████

Phone: 410-396-1414

Full Name: Vaughn Crandall, Executive Director, CPSC

Relationship: Colleague

E-Mail: ██████████

Phone: ██████████

Voluntary Self-Identification Questionnaire

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

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

2. What is your gender?

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?

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.)

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	1-2
<input checked="" type="checkbox"/>	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.

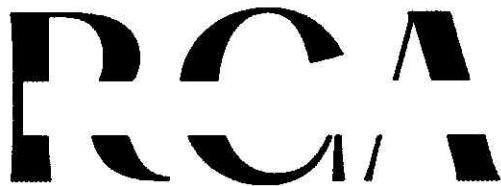
Once submitted, your application form, along with all attachments, becomes a public record.

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, 3 rd Floor Oakland, CA 94612
Email	Address: CityAdministratorsOffice@oaklandca.gov Subject: Police Commission Application
For assistance or additional information contact	City Administrator's Office CityAdministratorsOffice@oaklandca.gov (510) 238-3301



RECRUITMENT COMMITTEE FOR THE POLICE COMMISSION

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.

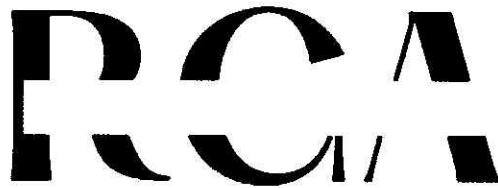
My firsthand experience with the consequences of ineffective policing practices, combined with my personal journey, has underscored the importance of effective law enforcement in addressing gun violence and fostering trust between the police and communities of color. This understanding has driven my 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

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.

RCA

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*