



INTEROFFICE MEMORANDUM

TO: Edward D. Reiskin
City Administrator

FROM: Richard J. Luna
Assistant to the City Administrator

SUBJECT: Update on Redistricting
Commission

DATE: June 16, 2020

The purpose of this interoffice memorandum is to provide a status update to the City's independent Redistricting Commission.

Background

In November 2014, the Oakland electorate approved a ballot measure creating an independent Redistricting Commission and Screening Panel that will re-draw the boundary lines for City Council and Oakland Unified School Board of Directors districts following the U.S. Census. The ballot measure is identified in Article II (The Council) Section 220 (Redistricting of City Council and School Board Districts) of the City Charter.

The measure provided a timeline for activities and eligibility requirements for members of the Redistricting Commission and Screening Panel, with the first redistricting process under this measure initiating in 2019 and completing work by December 31, 2021.

Information regarding the redistricting process can be found on the City's website at: www.oaklandca.gov/redistricting.

Screening Panel

The three-member Screening Panel is tasked with reviewing applicants and will ultimately nominate 30 people to serve on the Redistricting Commission by July 31, 2020. The Screening Panel is comprised of:

- The Honorable Brenda Harbin-Forte, retired Alameda County Superior Court Judge
- Alicia John-Baptiste, President and CEO of SPUR
- Alexis Lozano, current public policy graduate student at Mills College

Redistricting Commission Application

The application period for the Redistricting Commission opened on December 31, 2019, and closed on April 1, 2020. In the three-months the City accepted applications, staff received 139 completed applications by Oakland residents with 129 applicants identified as potentially eligible to serve on the Commission. The application asked a series of eligibility questions and collected demographic data for all applicants. A full breakdown of potentially eligible applicants can be found in **Attachment A**.

Supplemental Questionnaire

The Screening Panel released a supplemental questionnaire for all potentially eligible applicants on March 17, 2020. The supplemental questionnaire was comprised of short essay questions, which the Panel used to better assess the applicants. The original deadline for applicants to

submit a completed questionnaire was April 15, 2020; however, due to the shelter-in-place order and COVID-19 health crisis, the Screening Panel extended the deadline to May 1, 2020. Of the 129 potentially eligible applicants, 47 candidates completed the supplemental questionnaire. All supplemental questionnaires are included in **Attachment B**.

This two-step process (initial application and supplemental questionnaire) is similar to how the State Auditor's Office conducted its application process to find applicants for the State's 2020 Redistricting Commission.

Supplemental Questionnaire Evaluation

The Screening Panel, with staff assistance, created an Evaluation Guide (**Attachment C**) as the members individually reviewed the supplemental questionnaires. The Evaluation Guide was intended to help identify candidates that will interview with the Screening Panel. The scores for the supplemental questionnaires can be accessed here:

<https://www.oaklandca.gov/documents/2020-21-oakland-redistricting-commission-supplemental-questionnaire-evaluation>.

After evaluating the applications and supplement questionnaires, the Screening Panel intends to interview 40 applicants. **Attachment D** contains a listing of the 40 applicants invited to interview with the Screening Panel.

Interview Dates

The Screening Panel will be conducting interviews via Zoom. All interview sessions will be accessible to members of the public. The login details to access those meetings will be made available at: www.oaklandca.gov/redistricting. Interviews will be conducted over the following days:

- Tuesday, June 23, 2020
- Thursday, June 25, 2020
- Saturday, June 27, 2020
- Tuesday, June 30, 2020
- Tuesday, July 14, 2020
- Thursday, July 16, 2020

Timeline & Key Dates

Table 1 includes the current timeline staff and the Screening Panel are working under to ensure the City meets its requirement of forming the Redistricting Commission by the statutory deadline.

Table 1: Redistricting Commission Timeline

December 31, 2019	Application released
January – March 2020	Outreach and advertising of Redistricting Commission application
January 10, 2020	Screening Panel announced
March 20, 2020	Supplemental questionnaire shared publicly
April 1, 2020	Application period closed
May 1, 2020 ¹	Extended due date for supplemental questionnaire
May 2020	Screening Panel reviewed supplemental questionnaires

¹ Original due date of April 15, 2020, was extended due to shelter-in-place and COVID-19 health crisis.

Table 1: Redistricting Commission Timeline (Continued)

June 23, 2020	Interviews with applicants
June 25, 2020	
June 30, 2020	
June 27, 2020	
July 14, 2020	
July 16, 2020	
July 21, 2020	Informational report to City Council on eligible applicants
July 31, 2020	Screening Panel announces top 30 applicants
August 2020	Public meeting held to select Redistricting Commission ²
September 1, 2020	Deadline to form the Redistricting Commission

For questions regarding the Redistricting Commission please contact Richard J. Luna, Assistant to the City Administrator, at (510) 238-4756 or rluna@oaklandca.gov.



RICHARD J. LUNA
Assistant to the City Administrator

Attachments (4):

- A. Redistricting Commission applicant and demographic statistics
- B. Completed Supplemental Questionnaires
- C. Supplemental Questionnaire Evaluation Guide
- D. Applicants invited to interview with the Screening Panel

² The City Clerk will randomly draw six applicants who will be on the commission; those commissioners will select the remaining seven voting members and two alternate members from the applicant pool.

Attachment A

Redistricting Commission applicant and demographic statistics

City of Oakland Redistricting Commission Potentially Eligible Applicants

ID#	Supplemental	Last Name	First Name	Middle/Suffix	Zip Code	District	Time in District	Time in Oakland	Education	Income	Voting History	Gender Identity	Race / Ethnicity	Race / Ethnicity Specify
11274034687		Abram	Che	Lynne	94606	District 2	Five to 10 years	More than 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	Black or African American	
11260057780	Link	Achtenberg	BENJE		94606	District 2	Three to five years	10 to 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11427359413		ADAMS	DUANE	LEE	94603	District 7	More than 20 years	More than 20 years	Some college experience	Under \$35,000	2018 & 2016 elections	Male	Black or African American	
11338961156		Adraktas	Stephanie	M	94618	District 1	10 to 20 years	10 to 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11253741718		Alatorre	Chantal		94611	District 4	One to three years	Three to five years	Some graduate school experience	\$35,000 - \$74,999	2018 election	Female	Hispanic / Latino	
11340863933		Armour	Kymi		94618	District 1	10 to 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Black or African American	
11426402985		Autler	Lillian		94609	District 1	Five to 10 years	10 to 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11382599117	Link	Barnett	Michael		94618-2130	District 1	10 to 20 years	10 to 20 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11309317657	Link	blackwell	amber		94608	District 3	More than 20 years	More than 20 years	Master's degree	\$35,000 - \$74,999	2018 election	Female	Black or African American	
11351360183	Link	Bloomquist	Karen		94601-2136	District 5	Three to five years	Three to five years	Doctoral or Professional degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11250231482		Bookin	Melissa		94606	District 2	Three to five years	Five to 10 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11273936959		Bowman	Claudia		94610	District 2	10 to 20 years	10 to 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11332459071		Bravo	Nereida		94603	District 7	Three to five years	More than 20 years	Some graduate school experience	\$35,000 - \$74,999	2018 election	Female	Hispanic / Latino	
11426488242		Brenum	Elizabeth		94601	District 5	Less than a year	More than 20 years	Graduated from high school	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11426221484		Briskin	Lauren		94602	District 4	Five to 10 years	More than 20 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	White / Caucasian	
11425029919		Bruno	Sonja	Hammond	94605	District 7	Three to five years	Three to five years	Bachelor's degree	\$125,000 - \$250,000	2018 election	Female	White / Caucasian	
11461220228		Burmann	Courtney		94619	District 4	Five to 10 years	Five to 10 years	Some graduate school experience	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11332882723		Caldwell	Megan		94618	District 1	Less than a year	Three to five years	Bachelor's degree	Over \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11460490635		Carter	Shomari		94621	District 5	One to three years	More than 20 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	Black or African American	
11278966102		Cecaci	Elisa		94621	District 6	More than 20 years	More than 20 years	Some college experience	\$75,000 - \$124,999	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	Italian, Mexican, Portuguese
11282559830		Cedeno	Vanessa	G.	94609	District 3	Five to 10 years	Five to 10 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	Hispanic / Latino	
11455413468	Link	Chau	Kelly		94606	District 2	More than 20 years	More than 20 years	Bachelor's degree	Under \$35,000	2018 & 2016 elections	Female	Asian / Pacific Islander	
11274266306	Link	Chesmore	Daniel	Guzman	94605	District 6	Five to 10 years	Five to 10 years	Some graduate school experience	\$125,000 - \$250,000	2018 & 2016 elections	Male	Asian / Pacific Islander	
11320476521		Clark	Stephanie		94606	District 2	One to three years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Black or African American	
11331799309		Clendenen	Patrick		94619	District 6	More than 20 years	More than 20 years	Some college experience	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11295715022		Collins	Barbara		94610	District 2	10 to 20 years	More than 20 years	Some graduate school experience	\$35,000 - \$74,999	2018 & 2016 elections	Female	White / Caucasian	
11428055196	Link	Cooke	Thomas		94618	District 1	More than 20 years	More than 20 years	Master's degree	\$75,000 - \$124,999	2018 election	Male	White / Caucasian	
11258618784	Link	Crowell	Gloria		94605	District 7	More than 20 years	More than 20 years	Some college experience	\$75,000 - \$124,999	2018 & 2016 elections	Female	Black or African American	
11459651957		Cullinane	Patrick		94618	District 1	More than 20 years	More than 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11446570716		Daniels	Chanda		94605	District 6	10 to 20 years	More than 20 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	Black or African American	
11294596188		Darkwater	Kieryn		94612	District 3	Three to five years	Three to five years	Some college experience	Under \$35,000	2018 & 2016 elections	Non-Binary	Multiple ethnicity / Other (please specify)	Lebanese/Portuguese
11459699279	Link	Dartis	Carla		94605	District 6	10 to 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Black or African American	
11282411290		de Jimenez	Olivia		94605	District 7	Five to 10 years	Five to 10 years	Some graduate school experience	\$35,000 - \$74,999	2018 & 2016 elections	Female	Hispanic / Latino	
11267241271		Delgado	Cristi		94609	District 1	10 to 20 years	10 to 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	Hispanic / Latino	
11440383722		Dharmapalan	Rebecca		94610	District 2	More than 20 years	More than 20 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	Asian / Pacific Islander	
11264669613		Diaz	Itzel		94601	District 4	Five to 10 years	10 to 20 years	Bachelor's degree	\$35,000 - \$74,999	Did not participate	Female	Hispanic / Latino	
11427604251		Duryee	Mary		94605	District 7	10 to 20 years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11295235217		Edwards	Douglas	G., Sr.	94606	District 2	Three to five years	Three to five years	Some college experience	\$75,000 - \$124,999	2018 & 2016 elections	Male	Black or African American	
11266416129		Favroth	Feleciai		94605	District 6	10 to 20 years	10 to 20 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	Black or African American	
11348844260		FELTMAN	CHARLES	J	94618-2104	District 1	More than 20 years	More than 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11386000995		Ferrier	Howard		94618	District 1	More than 20 years	More than 20 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	White / Caucasian	
11294586604		Fierce	Victoria		94612	District 3	Five to 10 years	Five to 10 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11365669456		Friley	Tracey		94605	District 6	10 to 20 years	More than 20 years	Master's degree	Over \$250,000	Did not participate	Female	Black or African American	
11456356006	Link	Gangas	Lilbeth		94610	District 3	Three to five years	Three to five years	Master's degree	\$125,000 - \$250,000	2018 election	Female	Hispanic / Latino	
11428133209		Garfield	Wesley		94609	District 1	Three to five years	Five to 10 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11460759650	Link	Garrett	Vincent	W	94602	District 4	10 to 20 years	More than 20 years	Some graduate school experience	\$35,000 - \$74,999	2018 election	Male	Black or African American	
11329371641	Link	Gee	Shirley		94610	District 2	More than 20 years	More than 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	Asian / Pacific Islander	
11364529697		Goldman	Brian	P	94618	District 1	Five to 10 years	Five to 10 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11455832855		Gonzales	Martin		94607	District 3	Less than a year	Three to five years	Master's degree	\$75,000 - \$124,999	2018 election	Male	Hispanic / Latino	
11267473941	Link	Goode	Stephanie		94601	District 5	10 to 20 years	10 to 20 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	White / Caucasian	
11271287017		Goodman	Paul		94619	District 6	Five to 10 years	Five to 10 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11269898164	Link	Graham	Justin		94611	District 4	10 to 20 years	10 to 20 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11259481045	Link	Hamidi	Matt		94621	District 5	Three to five years	Three to five years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	White / Caucasian	
11437567124	Link	Haskell	Marjory		94618	District 1	More than 20 years	More than 20 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11460918714		Hayden	Stephanie		94601	District 4	Less than a year	10 to 20 years	Bachelor's degree	\$75,000 - \$124,999	2016 election	Female	White / Caucasian	
11368020762	Link	Helfand	Harold		94618	District 1	10 to 20 years	More than 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11331934607		Hernandez	Giovanni		94603	District 7	Three to five years	Three to five years	Some college experience	\$75,000 - \$124,999	Did not participate	Male	Hispanic / Latino	
11274131073	Link	Hernandez	Martha		94605	District 6	10 to 20 years	More than 20 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	Hispanic / Latino	
11441082289		Hess	Evelyn		94610	District 2	Five to 10 years	Five to 10 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11269576780		Hewitt	Trevor		94608	District 1	Five to 10 years	Five to 10 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	White / Caucasian	
11395861927	Link	Hodess	Beth		94608	District 1	10 to 20 years	10 to 20 years	Doctoral or Professional degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	White / Caucasian	
11438106114		Hoover	Samuel		94602	District 4	10 to 20 years	10 to 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11254283746		Howard	Darbi		94608	District 3	10 to 20 years	10 to 20 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	White / Caucasian	
11440823249	Link	Hume	Holden		94610	District 2	Three to five years	Three to five years	Bachelor's degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	Multiple ethnicity / Other (please specify)	Mostly white, but with Native American also
1138662274		idris	Abas		94606	District 2	Five to 10 years	10 to 20 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	Black or African American	

City of Oakland Redistricting Commission Potentially Eligible Applicants

ID#	Supplemental	Last Name	First Name	Middle/Suffix	Zip Code	District	Time in District	Time in Oakland	Education	Income	Voting History	Gender Identity	Race / Ethnicity	Race / Ethnicity Specify
11464913548	Link	Ishizuka	LIAnn		94610	District 3	Three to five years	Three to five years	Bachelor's degree	\$75,000 - \$124,999	2018 election	Female	Asian / Pacific Islander	
11461080168		Jackson	Janeen		94602	District 5	More than 20 years	More than 20 years	Some college experience	\$35,000 - \$74,999	2018 & 2016 elections	Female	Black or African American	
11314261230		Kamer	Asa		94611	District 3	Three to five years	Five to 10 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11266796931	Link	Kaplan	Bruce		94602	District 4	More than 20 years	More than 20 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	White / Caucasian	
11426157649	Link	Kelly	Kathleen		94618	District 1	More than 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11464069511		Koehler	Paul		94611	District 3	10 to 20 years	More than 20 years	Bachelor's degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11272059123		Kovalyov	Anton		94612	District 3	Five to 10 years	Five to 10 years	Bachelor's degree	\$125,000 - \$250,000	Did not participate	Male	Multiple ethnicity / Other (please specify)	Uyghur / Russian
11258340801		Kruza	Paige		94606	District 2	Five to 10 years	10 to 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Non-Binary	White / Caucasian	
11331703951		Larson	Mathew		94610	District 3	Three to five years	Three to five years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11355673210	Link	Leslie-Waksman	George		94609	District 1	Three to five years	Three to five years	Bachelor's degree	Over \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11364900783	Link	Levy	Micheline		94601	District 5	Five to 10 years	10 to 20 years	Master's degree	Under \$35,000	2016 election	Female	Multiple ethnicity / Other (please specify)	White/Jewish
11261061361		Lipping	Sharon	Chong	94606	District 2	10 to 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Asian / Pacific Islander	
11291822339		Long	Meghan		94612	District 3	Five to 10 years	Five to 10 years	Bachelor's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11295257966		Mahadevan	Meghna		94612	District 3	One to three years	Three to five years	Bachelor's degree	\$75,000 - \$124,999	2018 election	Female	Asian / Pacific Islander	
11440378097	Link	Marshall	Paul		94619	District 4	More than 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 election	Male	Black or African American	
11439727977		Masry	Omar	M	94605	District 1	Three to five years	Three to five years	Bachelor's degree	\$75,000 - \$124,999	2018 election	Male	Multiple ethnicity / Other (please specify)	Arab
11363390925		Mayhew	Kassandra		94611	District 3	Five to 10 years	More than 20 years	Bachelor's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	Filipino and White
11260599214		McKinley	Kate		94608	District 3	Five to 10 years	More than 20 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	White / Caucasian	
11282523037	Link	McKnight	Tracy	Richmond, Dr.	94611	District 1	Five to 10 years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Black or African American	
11342077018		Melo	Marisa		94605	District 6	One to three years	Three to five years	Bachelor's degree	Over \$250,000	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	25% African (Angolan) and 75% Portuguese (San Miguel, Azores, Portugal)
11430392706	Link	Merzbacher	Matthew		94618	District 1	10 to 20 years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11348911628	Link	Miller	Diana		94611	District 4	10 to 20 years	10 to 20 years	Some graduate school experience	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11334215664		Milley	Jennifer		94618	District 1	Three to five years	Three to five years	Bachelor's degree	Over \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11261603219		MOORE	GREGORY		94604	District 2	More than 20 years	More than 20 years	Some college experience	Under \$35,000	Did not participate	Male	Black or African American	
11373848293		Moran	Alfredo		94601	District 4	Three to five years	More than 20 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	Multiple ethnicity / Other (please specify)	Mexican, Native American and Spanish
11463640632	Link	Moseley	Paula		94611	District 1	More than 20 years	More than 20 years	Master's degree	Under \$35,000	2018 & 2016 elections	Female	White / Caucasian	
11466558376		Namkhaidorj	Zolboo		94609	District 1	One to three years	Five to 10 years	Associate degree	Over \$250,000	Did not participate	Non-Binary	Asian / Pacific Islander	
11439501910	Link	Nelson	Theresa	M	94618	District 1	More than 20 years	More than 20 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11274002815		Nicks	Landry		94612	District 3	Three to five years	More than 20 years	Bachelor's degree	\$75,000 - \$124,999	2018 election	Male	Black or African American	
11253996470	Link	Nunez	Jody	A	94611	District 4	10 to 20 years	More than 20 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11395725268	Link	O'Malley	Cynthia		94610-2527	District 2	Five to 10 years	More than 20 years	Doctoral or Professional degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	White / Caucasian	
11274058822	Link	Ordaz	Karely		94603	District 7	One to three years	More than 20 years	Bachelor's degree	\$75,000 - \$124,999	Did not participate	Female	Hispanic / Latino	
11432153141	Link	Petracca	Nino		94611	District 1	More than 20 years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	Did not participate	Male	White / Caucasian	
11459353010		Phelps	Richard		94605	District 5	10 to 20 years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11348851436		Rasheed	Ali	Ar	94612	District 3	10 to 20 years	More than 20 years	Doctoral or Professional degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	Black or African American	
11268474056		Ratkovsky	Greg		94619	District 6	Five to 10 years	Five to 10 years	Some graduate school experience	Over \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11269618400		Raven	Molly		94619	District 4	One to three years	Three to five years	Bachelor's degree	Over \$250,000	2018 & 2016 elections	Non-Binary	White / Caucasian	
11330968636		Rice	Erica		94608	District 1	One to three years	Five to 10 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	Black/Latinx
11283507157	Link	Richards	Devin	Patrick	94606	District 2	Three to five years	Three to five years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11268589012		Risinger	Andrew		94602	District 4	Five to 10 years	10 to 20 years	Some graduate school experience	\$75,000 - \$124,999	2018 & 2016 elections	Male	White / Caucasian	
11322836883	Link	Robinson	Shina		94601	District 5	One to three years	Five to 10 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	Filipino and white
11323452224		Roe	Terrence	Michael	94602	District 4	One to three years	Three to five years	Bachelor's degree	Under \$35,000	2018 election	Male	White / Caucasian	
11253987699		Sacco	Kalie		94610	District 3	One to three years	Three to five years	Some graduate school experience	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11439846678	Link	sax	pat		94610-1843	District 2	More than 20 years	More than 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 election	Female	White / Caucasian	
11334273279		Scott	David		94618	District 1	Five to 10 years	Five to 10 years	Doctoral or Professional degree	\$125,000 - \$250,000	2016 election	Male	White / Caucasian	
11395004463	Link	Shah	Tejal	J.	94603	District 7	Less than a year	10 to 20 years	Master's degree	\$75,000 - \$124,999	2018 & 2016 elections	Female	Asian / Pacific Islander	
11332345242	Link	Singh	Bharat		94601	District 5	10 to 20 years	10 to 20 years	Doctoral or Professional degree	\$125,000 - \$250,000	2018 election	Male	Asian / Pacific Islander	
11344260766		SMITH	EUGENE	E	94605-4736	District 7	Less than a year	More than 20 years	Some graduate school experience	\$35,000 - \$74,999	2018 & 2016 elections	Male	Black or African American	
11254319441		Smith	J. Elizabeth		94608	District 3	Three to five years	Five to 10 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11433768849	Link	Solomon	Ronald	L	94610	District 2	Three to five years	Three to five years	Some graduate school experience	\$75,000 - \$124,999	2018 & 2016 elections	Male	Multiple ethnicity / Other (please specify)	Human
11266749388		Soublet	Bruce		94619	District 4	10 to 20 years	More than 20 years	Doctoral or Professional degree	Over \$250,000	2018 & 2016 elections	Male	Black or African American	
11274513559		Spruill	Miles		94607	District 3	10 to 20 years	More than 20 years	Bachelor's degree	\$35,000 - \$74,999	2018 & 2016 elections	Male	Black or African American	
11446904253		Statom	Freda		94619	District 4	One to three years	Five to 10 years	Bachelor's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	African American/Filipino
11276404386	Link	Stevens	Jan		94618	District 1	More than 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11354971343	Link	Stice	Amy		94608	District 1	Five to 10 years	Five to 10 years	Bachelor's degree	\$125,000 - \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11459639125	Link	Stiegler	Ben		94618	District 1	More than 20 years	More than 20 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11326349420		Takata-Vasquez	Ari		94612	District 3	Five to 10 years	Five to 10 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	Multiple ethnicity / Other (please specify)	Puerto Rican, black, Japanese
11274073205		Tomori	Mayowa		94609	District 1	One to three years	Three to five years	Master's degree	\$75,000 - \$124,999	Did not participate	Male	Black or African American	
11426135184	Link	Tuthall	Seth		94609	District 1	One to three years	Five to 10 years	Bachelor's degree	\$75,000 - \$124,999	2018 & 2016 elections	Male	Multiple ethnicity / Other (please specify)	White/Armenian
11439751059	Link	Velasco	Mary		94619	District 6	10 to 20 years	10 to 20 years	Master's degree	Over \$250,000	2018 & 2016 elections	Female	White / Caucasian	
11254159762		Waugh	Patrice		94605	District 7	More than 20 years	More than 20 years	Some college experience	\$75,000 - \$124,999	2018 election	Female	Black or African American	
11329261080		Wolff	Matthew		94610	District 2	Three to five years	Five to 10 years	Master's degree	\$125,000 - \$250,000	2018 & 2016 elections	Male	White / Caucasian	
11457888791		Yhdego	Almaz		94609	District 1	Five to 10 years	More than 20 years	Master's degree	\$35,000 - \$74,999	2018 & 2016 elections	Female	Black or African American	
11453596465	Link	Young	Jonathan		94611	District 3	Five to 10 years	Five to 10 years	Master's degree	Over \$250,000	2018 & 2016 elections	Male	White / Caucasian	

**Potentially Eligible Applicant Statistics
Applied by May 1, 2020**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Total Eligible Applicants								
Applicants	34	21	23	18	10	12	11	129
Average Age								
Average Age	53.4	49.8	36.7	44.3	48.3	47.1	45.8	46.9
Gender Identity								
Male	50.0%	38.1%	39.1%	50.0%	40.0%	33.3%	27.3%	41.9%
Female	47.1%	57.1%	56.5%	44.4%	60.0%	66.7%	72.7%	55.0%
Non-Binary	2.9%	4.8%	4.3%	5.6%	0.0%	0.0%	0.0%	3.1%
Household Income								
Under \$35,000	2.9%	9.5%	4.3%	5.6%	10.0%	0.0%	9.1%	5.4%
\$35,000 - \$74,999	11.8%	19.0%	17.4%	33.3%	40.0%	16.7%	27.3%	20.9%
\$75,000 - \$124,999	29.4%	33.3%	43.5%	11.1%	30.0%	16.7%	45.5%	30.2%
\$125,000 - \$250,000	32.4%	38.1%	30.4%	27.8%	20.0%	33.3%	18.2%	30.2%
Over \$250,000	23.5%	0.0%	4.3%	22.2%	0.0%	33.3%	0.0%	13.2%
Education Attainment								
Did not graduate high school	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Graduated from high school	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.8%
Associate degree	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%
Some college experience	0.0%	9.5%	4.3%	0.0%	10.0%	16.7%	36.4%	7.8%
Bachelor's degree	26.5%	19.0%	52.2%	33.3%	40.0%	25.0%	18.2%	31.0%
Some graduate school experience	0.0%	9.5%	4.3%	27.8%	0.0%	16.7%	27.3%	10.1%
Master's degree	41.2%	47.6%	34.8%	16.7%	10.0%	33.3%	9.1%	31.8%
Doctoral or Professional degree	29.4%	14.3%	4.3%	22.2%	30.0%	8.3%	9.1%	17.8%
Race/Ethnicity								
American Indian or Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian / Pacific Islander	2.9%	19.0%	8.7%	0.0%	10.0%	8.3%	9.1%	7.8%
Black or African American	11.8%	23.8%	17.4%	16.7%	20.0%	33.3%	36.4%	20.2%
Hispanic / Latino	2.9%	0.0%	13.0%	11.1%	0.0%	8.3%	36.4%	8.5%
White / Caucasian	73.5%	47.6%	43.5%	61.1%	50.0%	33.3%	18.2%	51.9%
Multiple ethnicity / Other	8.8%	9.5%	17.4%	11.1%	20.0%	16.7%	0.0%	11.6%
Time Living in District								
Less than a year	2.9%	0.0%	4.3%	5.6%	10.0%	0.0%	18.2%	4.7%
One to three years	11.8%	4.8%	8.7%	22.2%	20.0%	8.3%	9.1%	11.6%
Three to five years	11.8%	33.3%	30.4%	5.6%	20.0%	0.0%	27.3%	18.6%
Five to 10 years	20.6%	23.8%	34.8%	22.2%	10.0%	25.0%	9.1%	22.5%
10 to 20 years	20.6%	14.3%	17.4%	33.3%	30.0%	50.0%	9.1%	23.3%
More than 20 years	32.4%	23.8%	4.3%	11.1%	10.0%	16.7%	27.3%	19.4%

**Potentially Eligible Applicant Statistics
Applied by May 1, 2020**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Time Living in Oakland								
Less than three years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Three to five years	14.7%	19.0%	30.4%	16.7%	20.0%	8.3%	18.2%	18.6%
Five to 10 years	23.5%	14.3%	34.8%	11.1%	10.0%	25.0%	9.1%	20.2%
10 to 20 years	14.7%	19.0%	4.3%	33.3%	30.0%	16.7%	9.1%	17.1%
More than 20 years	47.1%	47.6%	30.4%	38.9%	40.0%	50.0%	63.6%	44.2%
Voting History								
Voted in both 2018 & 2016 elections	82.4%	90.5%	69.6%	66.7%	80.0%	91.7%	54.5%	77.5%
Voted in 2018 election only	5.9%	4.8%	26.1%	22.2%	10.0%	0.0%	27.3%	13.2%
Voted in 2016 election only	2.9%	0.0%	0.0%	5.6%	10.0%	0.0%	0.0%	2.3%
Did not vote in either election	8.8%	4.8%	4.3%	5.6%	0.0%	8.3%	18.2%	7.0%

**Potentially Eligible Applicant Statistics
Completed Supplemental Questionnaire**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Total Eligible Applicants								
Applicants	16	8	4	6	6	4	3	47
Average Age								
Average Age	63.8	55.3	38.8	53.8	47.8	45.8	41.7	53.9
Gender Identity								
Male	50.0%	50.0%	25.0%	66.7%	33.3%	25.0%	0.0%	42.6%
Female	50.0%	50.0%	75.0%	33.3%	66.7%	75.0%	100.0%	57.4%
Non-Binary	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Household Income								
Under \$35,000	6.3%	12.5%	0.0%	0.0%	16.7%	0.0%	0.0%	6.4%
\$35,000 - \$74,999	6.3%	12.5%	25.0%	33.3%	50.0%	25.0%	0.0%	19.1%
\$75,000 - \$124,999	18.8%	25.0%	25.0%	0.0%	16.7%	0.0%	100.0%	21.3%
\$125,000 - \$250,000	43.8%	50.0%	25.0%	33.3%	16.7%	50.0%	0.0%	36.2%
Over \$250,000	25.0%	0.0%	25.0%	33.3%	0.0%	25.0%	0.0%	17.0%
Education Attainment								
Did not graduate high school	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Graduated from high school	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Associate degree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Some college experience	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	2.1%
Bachelor's degree	18.8%	25.0%	25.0%	0.0%	50.0%	25.0%	33.3%	23.4%
Some graduate school experience	0.0%	12.5%	0.0%	33.3%	0.0%	25.0%	0.0%	8.5%
Master's degree	37.5%	37.5%	75.0%	33.3%	16.7%	50.0%	33.3%	38.3%
Doctoral or Professional degree	43.8%	25.0%	0.0%	33.3%	33.3%	0.0%	0.0%	27.7%
Race/Ethnicity								
American Indian or Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian / Pacific Islander	0.0%	25.0%	25.0%	0.0%	16.7%	25.0%	33.3%	12.8%
Black or African American	6.3%	0.0%	25.0%	33.3%	0.0%	25.0%	33.3%	12.8%
Hispanic / Latino	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	33.3%	6.4%
White / Caucasian	87.5%	50.0%	25.0%	66.7%	50.0%	25.0%	0.0%	57.4%
Multiple ethnicity / Other	6.3%	25.0%	0.0%	0.0%	33.3%	0.0%	0.0%	10.6%
Time Living in District								
Less than a year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	2.1%
One to three years	6.3%	0.0%	0.0%	0.0%	16.7%	0.0%	33.3%	6.4%
Three to five years	6.3%	50.0%	50.0%	0.0%	33.3%	0.0%	0.0%	19.1%
Five to 10 years	12.5%	12.5%	25.0%	0.0%	16.7%	25.0%	0.0%	12.8%
10 to 20 years	25.0%	0.0%	0.0%	66.7%	33.3%	75.0%	0.0%	27.7%
More than 20 years	50.0%	37.5%	25.0%	33.3%	0.0%	0.0%	33.3%	31.9%

**Potentially Eligible Applicant Statistics
Completed Supplemental Questionnaire**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Time Living in Oakland								
Less than three years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Three to five years	6.3%	37.5%	50.0%	0.0%	33.3%	0.0%	0.0%	17.0%
Five to 10 years	12.5%	0.0%	25.0%	0.0%	16.7%	25.0%	0.0%	10.6%
10 to 20 years	12.5%	12.5%	0.0%	33.3%	50.0%	25.0%	33.3%	21.3%
More than 20 years	68.8%	50.0%	25.0%	66.7%	0.0%	50.0%	66.7%	51.1%
Voting History								
Voted in both 2018 & 2016 elections	87.5%	87.5%	25.0%	66.7%	66.7%	100.0%	66.7%	76.6%
Voted in 2018 election only	6.3%	12.5%	75.0%	33.3%	16.7%	0.0%	0.0%	17.0%
Voted in 2016 election only	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	2.1%
Did not vote in either election	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	4.3%

**Potentially Eligible Applicant Statistics
Invited to Interview with Screening Panel**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Total Eligible Applicants								
Applicants	13	6	4	6	5	4	2	40
Average Age								
Average Age	61.5	50.5	38.8	53.8	43.2	45.8	48.5	51.9
Gender Identity								
Male	38.5%	50.0%	25.0%	66.7%	40.0%	25.0%	0.0%	40.0%
Female	61.5%	50.0%	75.0%	33.3%	60.0%	75.0%	100.0%	60.0%
Non-Binary	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Household Income								
Under \$35,000	7.7%	16.7%	0.0%	0.0%	20.0%	0.0%	0.0%	7.5%
\$35,000 - \$74,999	7.7%	16.7%	25.0%	33.3%	60.0%	25.0%	0.0%	22.5%
\$75,000 - \$124,999	15.4%	33.3%	25.0%	0.0%	0.0%	0.0%	100.0%	17.5%
\$125,000 - \$250,000	38.5%	33.3%	25.0%	33.3%	20.0%	50.0%	0.0%	32.5%
Over \$250,000	30.8%	0.0%	25.0%	33.3%	0.0%	25.0%	0.0%	20.0%
Education Attainment								
Did not graduate high school	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Graduated from high school	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Associate degree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Some college experience	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2.5%
Bachelor's degree	23.1%	16.7%	25.0%	0.0%	60.0%	25.0%	0.0%	22.5%
Some graduate school experience	0.0%	16.7%	0.0%	33.3%	0.0%	25.0%	0.0%	10.0%
Master's degree	30.8%	50.0%	75.0%	33.3%	20.0%	50.0%	50.0%	40.0%
Doctoral or Professional degree	46.2%	16.7%	0.0%	33.3%	20.0%	0.0%	0.0%	25.0%
Race/Ethnicity								
American Indian or Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian / Pacific Islander	0.0%	33.3%	25.0%	0.0%	20.0%	25.0%	50.0%	15.0%
Black or African American	7.7%	0.0%	25.0%	33.3%	0.0%	25.0%	50.0%	15.0%
Hispanic / Latino	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	5.0%
White / Caucasian	84.6%	50.0%	25.0%	66.7%	40.0%	25.0%	0.0%	55.0%
Multiple ethnicity / Other	7.7%	16.7%	0.0%	0.0%	40.0%	0.0%	0.0%	10.0%
Time Living in District								
Less than a year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	2.5%
One to three years	7.7%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	5.0%
Three to five years	7.7%	50.0%	50.0%	0.0%	20.0%	0.0%	0.0%	17.5%
Five to 10 years	15.4%	16.7%	25.0%	0.0%	20.0%	25.0%	0.0%	15.0%
10 to 20 years	23.1%	0.0%	0.0%	66.7%	40.0%	75.0%	0.0%	30.0%
More than 20 years	46.2%	33.3%	25.0%	33.3%	0.0%	0.0%	50.0%	30.0%

**Potentially Eligible Applicant Statistics
Invited to Interview with Screening Panel**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Time Living in Oakland								
Less than three years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Three to five years	7.7%	33.3%	50.0%	0.0%	20.0%	0.0%	0.0%	15.0%
Five to 10 years	15.4%	0.0%	25.0%	0.0%	20.0%	25.0%	0.0%	12.5%
10 to 20 years	15.4%	16.7%	0.0%	33.3%	60.0%	25.0%	50.0%	25.0%
More than 20 years	61.5%	50.0%	25.0%	66.7%	0.0%	50.0%	50.0%	47.5%
Voting History								
Voted in both 2018 & 2016 elections	92.3%	100.0%	25.0%	66.7%	60.0%	100.0%	100.0%	80.0%
Voted in 2018 election only	7.7%	0.0%	75.0%	33.3%	20.0%	0.0%	0.0%	17.5%
Voted in 2016 election only	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	2.5%
Did not vote in either election	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Attachment B

Supplemental Questionnaires

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I want to serve on the Commission because as an Oakland resident with a family and a young child attending Oakland schools, I believe it is critical to have diverse, varied and informed perspectives represented on the Commission. I am excited to have the opportunity to bring my perspective as a former local teacher, current parent and long time resident to the work of redistricting our city. This work is essential in creating thoughtful and meaningful representative borders for both School Board and City Council. Oakland's demographics have changed a lot in the past 10 years and our new districts' borders should accurately reflect and respect the long time and new neighborhood communities that exist right now. Our city's districts should be drawn as accurately as possible when representing all of us, so that our varied communities' interests are represented as authentically and meaningfully as possible.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Being impartial means being fair and just while also not taking sides in a given situation. I have a strong ability to be impartial and exercise impartiality. As a former public school teacher I often had to be impartial when supporting students in solving conflicts. I was expected to and always did my best to listen to both sides of a conflict, and provide space for both sides to be heard, so that, ideally, the students could, with my support work towards a resolution, without me just telling them what to do. As an educator I believe it is our duty to be facilitators and supporters of students' learning in all settings. Knowing full well that all students enter classrooms with their own funds of knowledge and personal experiences that inform their opinions, allowed me to address most issues that came up through an unbiased lens. There were times that I personally disagreed with a student's perspective, however, it was not my place to tell them I disagreed or to prove them wrong. Rather, my charge, and what I always strived to do was to challenge all students respectfully to defend their ideas with evidence and encourage everyone (myself included) to listen to opposing opinions with respect. By bringing an impartial and as unbiased as possible perspective into the classroom each day, I was able to earn the trust and respect of my students and families, which ultimately led to positive outcomes for most students.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Due to the world-wide pandemic, the non-profit I work for has had to shift from providing physical summer programming for hundreds of Oakland students to a virtual, distance learning model. This process has been challenging for many reasons, but one reason in particular is that everyone has had to shift their lives from working at an office and out in the community to staying at home. Finding the balance of taking care of myself and my family while also focusing on supporting the huge shift in how my organization serves local communities has been challenging. Though I wanted to just settle into the new normal of being at home with my family and not really thinking about my job, I've had to put it all in perspective. Yes, this is challenging for my family, but I've realized how much more challenging this shift has been for many of the students and families my organization serves. My family is lucky because my partner and I still have our jobs and can work from home, while many of the families I work with are not as lucky. I have had to set aside and compartmentalize my family's stressors and challenges and really focus on supporting my organization's shift to creating a virtual distance learning model for the hundreds of kids we serve. Though I know and believe nothing can replace in-person, live teaching and community building, I know it is in the best interest of kids everywhere, especially those coming from low-income households here in Oakland to have some kind of distance learning and community building, albeit virtual, for this summer. Knowing that we are all in this together and that we will only all get through this if we work together as a community and as a city, has allowed me to focus on just that, the bigger goals for our city and all the kids my organization works with every summer.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I was an Oakland Public School teacher for 10 years and currently work for a local non-profit that serves young people from all across the city through no-cost summer programming. I have worked with students and families from West Oakland to Soverante Park, from the Hills to the Flatlands and basically every neighborhood in between. I have come to appreciate the immense diversity that our city has with respect to, well, everything. From the amazing restaurants all over the city, to the cultural celebrations throughout the year, to the multitude of languages we hear walking around Lake Merritt, our city is an amazing tapestry of people representing the world. Working in Oakland Public Schools has given me an opportunity to not just meet folks different from me, but to really learn from them too. I have come to appreciate the differences in how families communicate and interact with schools. Supporting my students and families in navigating the school system and accessing our city's resources has been both eye-opening and rewarding. Through my current work I get to travel to community centers and schools all over the city including district, charter, parochial and independent schools. I get to listen to the concerns of families from all over the city and learn about the hopes for their children when it comes to growing up in Oakland. Bringing my experiences with people from all over Oakland, cultural competence and informed perspective about the residents of our city to the Commission will make my ability to serve on the commission stronger and more valued.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

**Response required*

In my current job, I support the line staff at various summer programs across the city. In doing this work I am essentially overseeing the management of teams of 25-30 people in their work with Oakland youth. Last summer I faced a situation where two adult staff members were in conflict about how to address some inappropriate student behavior in the classroom. Both staff members felt that their approach to address this student behavior was the correct way to do so, while at the same time they both felt it was appropriate to call out the other staff member in their "incorrect way" of handling the situation in front of their students. I happened to be on their campus that day, heard about it and knew that I needed to address the issue immediately. I pulled both staff members aside after class to have 1:1 check-ins with them. Though I agreed with one of the staff members' approaches to addressing the student misbehavior, I knew it was my job to help them solve this conflict as colleagues on equal footing and not place blame. I listened to both staff members recount what happened, paraphrased what I heard back to them, to validate their feelings and to make sure I understood their perspectives. After listening to and understanding what both of them wanted and needed to resolve the situation, the three of us got together, to make sure they could listen to and hear each other in an authentic and safe way. They eventually did and were able to come to terms with their different approaches to student misbehavior. The hardest yet most rewarding part of this experience was addressing their class and making it clear that disagreements are ok, but that how we deal with them and listen/ not listen to each other can lead to further conflict. My ability to actively listen, see multiple perspectives and help all parties involved see and believe in the ultimate goal is (supporting students to make better choices in class) what allowed us to solve the problem and move forward.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Within the last five years I have not made any financial contributions to local candidates nor did I participate in local political causes in significant ways. I have marched for, picketed with and supported the Oakland Teachers strike in 2019 as well as Bread For Ed, the ad hoc organization that facilitated getting food donations to community centers and picket lines to feed students who were out of school and teachers/ staff on the picket lines.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	BA
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Benjie Achtenberg
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Barnett, Michael

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I feel that I can bring substantial experience, wisdom, and a great desire for fairness to the commission's work. I have a deep understanding of Oakland after many years of involvement in the community. My experiences here have taught me much about the diversity of our city and about the various communities within the city. I moved to Oakland because I saw it as a vibrant diverse city. I want to be sure that, as much as possible, everyone is fully represented and feels that they have a voice. My experiences will enable me to do this work with enthusiasm and with impartiality. I also have some experience with redistricting as described in item 5.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial means that one is able and willing to set aside one's own viewpoint and frame of reference and work with others to find appropriate solutions. For twenty-five years, I was leader of an international physics group that had to provide an impartial evaluation of the status of our field on a yearly basis. We had more than 200 contributors, and each time we added a new contributor, I told them that it is critical to write an unbiased review without emphasizing one's own work. I have done this in many other aspects of my life as in some of the responses below.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In my scientific and political work, I have had to do this all of my life. I have been the member of and frequently the chair of endless political, scientific, educational, hiring and other committees in my work and outside of my work. Over and over again, I have had to set aside my own self-interest in order to accomplish our common goals. I have been involved in committees that made many types of decisions, when there was great controversy, and we all had to work toward common goals.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I had a choice of where to live, and I chose Oakland in large part because of its diversity, which I truly love. Especially in my political and educational work, I love working with people of many backgrounds, and they have supported me in many efforts. To me, diversity includes different cultures, ethnicities, traditions, events, and visions of our community. I have lived in Japan, France, England, Wales, and traveled though large parts of the world. But I love coming back to Oakland, where I have been in almost every part of Oakland many times, and experienced the great value diversity brings to Oakland.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I could give many examples, for example, from leading a scientific collaboration of more than 200 people for 25 years with many issues to resolve in becoming an outstanding success. Related to redistricting: 15-20 years ago I was involved in statewide redistricting as an interested party. A colleague and I felt that a proposed redistricting for our area did not reflect the diversity of our area. We were allowed to testify in front of a State Senate Committee. Knowing that any change to one part of the state would spill over and impact districts throughout the state, we needed to find a solution that did not force a statewide realignment. We consulted with an expert from UC Berkeley, described our goals, and came up with a plan. To my knowledge, we were the only proponents in the state for a change in the original plan to get their revision implemented in the final plan for redistricting.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have been honored as a Fellow of both the American Association for the Advancement of Science (AAAS) and the American Physical Society (APS). I am co-founder and Vice President of the Contemporary Physics Education Project (a non-profit) and co-founder of the QuarkNet educational program (non-profit). I am Creator and Executive Producer of planetarium show on dark matter: Phantom of the Universe (also not-for-profit). It is showing in more than 500 planetariums worldwide. I am past chair of the American Physical Society's Forum on Outreach and Engaging the Public and past-Vice President of the American Association of Physics Teachers, N. Calif./Nev. Section.

I worked with the Nobel Foundation for collaborative efforts in developing the Nobel e-Museum, creating the section entitled: "Structure of matter!" I was invited to the 1999 week-long Nobel Prize ceremonies in Stockholm.

I am the past Education Coordinator of the ATLAS experiment at the Large Hadron Collider. ATLAS is a particle physics experiment conducted by 3000 physicists from 34 nations at the CERN laboratory in Geneva, Switzerland. Led production of a 20-minute movie about ATLAS that has won four gold medals at international film festivals (in the science category).

I led creation of "The Particle Adventure" a Web multimedia feature (now in sixteen languages) at ParticleAdventure.org. The Discovery Channel website says: "This site takes your students into the future. Check out this totally awesome interactive site..."

Other activities: Past Public Information Coordinator for the American Physical Society (APS) Division of Particles and Fields. Organized three APS receptions in the US House of Representatives for Members of Congress and their staff and for Administration officials. Organized a large assembly in Washington's Lisner Auditorium on Super Collider research, which was addressed by several Nobel Prize winners and by Stephen Hawking.

I am an elected Member of the Alameda County Democratic Central Committee, and as a Member of the California Democratic Party Platform Committee have written substantial parts of the platform.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	M.B.
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Michael Barnett
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I wish to serve on the commission to lend my professionalism, humor, and keen knowledge of Oakland with its unique neighborhoods, children, and families. I feel the work of the redistricting commission is important because it helps chronicle population trends and help make decisions based on the population inhabiting areas during certain points in time. Over the past ten years the demographics of Oakland have changed drastically. The needs that communities had ten years ago have changed with the populations that have relocated out of and inside of the city. This work is important to me as an African American Female resident of Oakland for forty-nine years. It is important because I have witnessed the trends within the city, I am familiar with the history of Oakland because I am an Historian by training while being raised up within it neighborhoods, and I am passionate about the continued diversity and equity that our city is known for.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

What it means to be impartial in the context of service reflects one's ability to work alongside others evaluating the facts or data presented for decision making or discussion in an open-minded way. Being impartial is being able to evaluate information neutrally and fairly once mutually. Honoring agreements around engagement that have been set by the group is also ways impartiality is maintained. I am able to engage impartiality because I have the ability to look at facts, data, or information in an objective way utilizing my knowledge of Oakland balanced with what other individuals perceive the data reveals and the perspectives of the group.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In operating a non profit that provides school and community based services I have had to manage our organizations community collaboratives providing services alongside partners who have competing priorities at times. My self-interest can manifest in that if one has a set of objectives to meet as well as a set of principles by which to deliver services to Oakland's most vulnerable populations the need to be assertive is necessary. Often times what is best for the children and families is not what is best for partnership adult outcomes. In order to achieve common goals which are high quality service delivery options for children and families being able to navigate through the white noise and extrapolate the common points of service focus on achieving that common endeavor can be done.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

My knowledge of Oakland's people, places, history and achievements will be an enhancement as a commissioner. My forty nine proud years as a Oaklander will help me demonstrate all the ways I understand and appreciate my City. My family came to Oakland during the great migration of Blacks from the South after World War II. I grew up hearing my Grandmother stories of the history of African Americans in settling West Oakland then migrating to the East because she lived it. I know stories about the first African American woman to work in retail downtown Oakland because my Grandmother knew her. I have a deep appreciation for Oakland because I was raised here, have had my success here, birthed and raised my children here, and educate its children as a part of my life's work. My Grandparents and parent graduated from Oakland Public Schools and I dedicated much of my college studies to the examination of Oakland and its place in the African American diaspora. As an Ethnic Studies Major, from San Francisco State in the 90's I have a knowledge and keen understanding of the interface of culture in Oakland. Oakland once held the reputation of being the most diverse city in the world. That was a very proud honor. I have an appreciation for the history of Oakland, I lived it, grew up with stories of old Oakland including 7th street, Eastmont Mall, and Bushrod Park. Lake Merritt and Chabot are all familiar to me as I lived and received much of my elementary education I these areas, or hung out in every part of Oakland above and below MacArthur.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I am an individual when faced with a problem breaks it down rationally. I have a set of questions I ask myself when alkalinizing the problem. I ask myself what the end game is. I ask myself and at times the other variable, what the other person is being asking for and why is it a problem for me. I then move from there. I always try and see the other persons perspective in order to make my point in a way that can be heard. I look at the facts and them weigh them with emotion as all humans have emotion. I also try and see what the root of the problem is and what the other person emotions and words are really asking for. As I am doing this, I am constantly trying to align what I want with what the understanding of what the problem is. If we cannot come to a point where there is understanding I can move using consensus-based decision-making strategies. If I cannot move past things, I would ask for more information to address my concerns or fears all the while attempting to persuade or understand the log jam of ideas.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have been an member of the Black Alliance for Educational Options, I am a member of the African American Chamber of commerce and I fiscally support Berkeley High Schools Black Engineering Program, and I helped found and administered the McClymond's Merit award, a one million dollar endowment that established a scholarship fund particularly for McClymond's High School students. Most of my time is spent operating the non profit in which I am a founding Board member working in six Oakland elementary the High Schools providing after school, school based behavioral health, and workforce development programming.

Additional Information (Optional)

**Response required*

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I am a long time resident and historian of Oakland. I feel our strength is in the diversity that we have on every level and where applicable I will work my best to help keep that community and neighborhood feeling that Oakland residents have had for the past sixty years remain and guide the decisions I make around redistricting priorities.

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Initials:	AB
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	AB
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<i>preferred method</i>	Questionnaire
<i>Or Mail to:</i>	Redistricting Supplemental Questionnaire c/o City Administrator's Office 1 Frank H. Ogawa Plaza, 3rd Floor Oakland, CA 94612
Deadline:	5:00 pm on May 1, 2020

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

It is important that everyone counts

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

I have had to do this nationally and globally, as a theologian and ethicist --- hearing all perspectives first but coming to a stance, in favor of justice for all.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

On highly divisive, even polarized, matters, have experience in reframing issues and coming to common ground.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Having lived here in the 70s, I intentionally moved back here (after living elsewhere

globally) five years ago because of its incredible diversity!

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As

As director of departments where many cultural perspectives and priorities were at stake, I heard them out before coming to a transparent decision.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

As a theologian I have been involved in many social justice initiatives around the world

Additional Information (Optional)

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Initial s:	KB
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name :	Bloomquist, Karen
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

As an Oakland native, to serve on the Commission would give me the honor and opportunity to understand my hometown in greater detail. The work of the Commission is important in evaluating the city's needs and issues by assessing each district carefully and ensuring they are adequately served. I believe the Commission can coalesce to identify which district is heavily impacted by the aforementioned issues and bring about solutions. The Commission must ensure that the process is free of self-interest when redrawing each district.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial is to exercise judgement without any preconceived notions or bias. My ability to exercise impartiality is ascribed to assessing a situation as is without favoring a preferred or expected outcome. I believe it to be imperative in order to gain trust among peers and colleagues.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In my last job, my team and I once had to coordinate an event to host Congresswoman Barbara Lee at our headquarters. Tending to the logistics required us to take on duties that we normally would not. By the time Representative Lee was scheduled to speak, I had to travel elsewhere to retrieve our staff's paychecks. As much as I would have personally wanted to witness the Congresswoman give her speech, I had to accept a greater responsibility in meeting our staff members' needs.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I am largely familiar with Oakland's geography and demography, having spent most of my life here and engaging with the community in different parts of the city. Oakland has given me a lifelong opportunity to engage with people from all walks of life and different cultures through its endless landmarks. I have grown

up in the East Lake neighborhood my entire life. I have always frequented the parks, especially San Antonio and Lake Merritt. This knowledge will prepare my work as a commissioner.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

One evening, our phone-banking team was staffed beyond its capacity at the time which caused some bandwidth issues since normally we needed the team to make calls through a predictive dialer system on a computer. To mitigate the problem, I delegated a handful of the staff members to make calls on cell phones instead, lest the wifi network becomes overwhelmed.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I am currently involved with my local political club, East Bay Young Democrats, where I serve on the board. In the past I have also volunteered for political campaigns such as Senator Nancy Skinner's campaign and other local ballot measures where I helped perform voter outreach through phone banking and door-to-door contacts in precincts.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I have a passion for public service and searching for solutions to address people's needs. My goal in the future is to obtain a master's degree in public policy and work in the field. I believe serving in Oakland's Redistricting Commission will bring me closer to achieving that.

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contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering non-competitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	KC
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Kelly Chau
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I want to serve on the Commission to ensure that every Oaklander is equally represented and to ensure that our minority communities are well represented. I think the work of the Commission is important given the adverse impacts gerrymandering holds over our democracy in states like Wisconsin where democrats need to secure around 60% of the popular vote just to hold a majority in the state legislature. We need to ensure that every community in Oakland is well-represented, and we can do that by eliminating gerrymandered city council districts. The Commission sets up the district lines and must not divide representation of diverse groups.

As we are in the 28th year of the LA Riots, we must never forget that Koreatown, Los Angeles was bifurcated into several districts. As a result, no single district took responsibility for the millions of dollars in damage. It took two decades before Koreatown finally saw an end to gerrymandered city council districts.

The Commission must ensure fair representation and an equitable way to allocate city districts by learning from the mistakes from our sister cities. Every Oaklander must be heard. We must allocate our districts fairly and equitably, and this is the work and challenge of the Commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial means to be objective, fair, and to address any biases and ensure that no implicit bias is the guiding force behind an action or viewpoint. I am a third year law student ranked in the top 10% at Golden Gate. I believe that my legal education has trained me to think objectively and to be impartial as the law was meant to be impartial.

However, the law in reality is based on much inequality as minorities were originally precluded from being able to practice law. My ability to exercise impartiality is best shown in my ability to advocate for people of different backgrounds than myself. I believe that our society is more effective when we advocate for one another despite our differences. Although I am openly gay, a visible minority with Korean and Panamanian roots from Hawaii, and am married to a Mexican American dreamer, I know that I will be able to represent other diverse communities in Oakland. I will ensure every Oaklander is effectively represented. We must not infringe upon the inalienable right for communities to be able to unite and address inequalities in a united district.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In law school, I have worked collaboratively in group projects with my peers and have set aside my own self-interest for the group's best interest. My law school is competitive given that only 40% of students can keep their scholarships based on the school's grading curve. Regardless, I have shared my lecture notes and

outlines with my study group, setting aside my own individual performance to support my fellow first-generation law students. The law is a self-regulating industry as in attorneys regulate the profession. It is essential that we bring in attorneys who will fight for social justice and to ensure an end to racism-based police brutality and institutional racism. Thus, I have and will continue to set aside my academic performance if it means uplifting advocates of social justice to excel in legal careers.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

My same sex husband is a dreamer and DACA recipient. I am the son of immigrants from Korea and Panama. We are community volunteers throughout East Oakland having volunteered for years with Trees for Oakland in order to plant trees and address institutional racism in health and to combat the inequality in early childhood asthma diagnoses through promoting clean air quality in the most at risk parts of our city. I love Oakland's diversity. I love Oakland's history of social justice, the founding of the Black Panther movement, and the history of civil rights activism. My love for our city and our diverse communities will help me to ensure that African Americans, Latinx Americans, Asian Americans, Jewish Americans, and all other groups have fair representation in our city. We are America's most diverse city, and I would be honored to serve our diverse community by ensuring everyone has their voice heard.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I was once tasked at work with developing a below the line entity cross charge model for our tax department. This involved working with IT and other corporate departments to get the data I needed to allocate dollar amounts to our international entities and to save our net income to preserve jobs and human resources. I used tenacity, collaboration, and analytical reasoning to achieve success in developing a cross charge model that the company still uses today.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have supported the San Francisco AIDS Foundation and Oasis Legal Services as a volunteer and benefactor. I am involved with the Stonewall East Bay Democrats, the LGBT wing of the Alameda County Democratic Party. I volunteer with Trees for Oakland and the Havenscourt Neighborhood Association. I have volunteered in the past with Project Homeless Connect, Alemany Farm, and the St. Anthony's Foundation.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I speak four languages fluently: English, Spanish, Korean, and Hebrew. I believe that I personally reflect Oakland's diversity and would be honored to serve Oakland's diverse community in this role. Now more than ever, we must lead this nation in combatting gerrymandering. For far too long have states like Wisconsin infringed upon the democratic rights of communities of color. Whereas the federal government fails to effectively govern, cities like Oakland step up to lead the country. I would be honored to do my part in making Oakland a national model for fair and just districting.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	DC
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Daniel Chesmore
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

As one of primary advocates and public spokesperson for Prop M, the initiative that replaced citywide elections with district representation, I wish to help ensure that this method of representation is fairly and efficiently administered.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

My entire 50-year plus planning career has been devoted to providing communities with the information to make informed judgments and providing a process for community decisions making. During my planning consulting career I was also often selected to resolve politically sensitive situations. For example in Chula Vista following two successful imitative over turning prior City Council approved hillside plans I was selected to work with a committee composed of the opposing factors and successfully put together a plan acceptable to both parties. In San Francisco I and my firm was recommended by both the proponents and opponents to undertake study of high-rise initiative for downtown San Francisco.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Once again my planning practice involved collaboration with many different disciplines and representatives of diverse community interest groups. (See examples cited below.)

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

In addition to working collaboratively with minority and union representatives in the enactment of district representation I also served on several Oakland affordable housing corporation boards included Oak Center Homes in West Oakland. Moreover I have worked elsewhere with other minority communities including East Palo Alto and San Francisco Chinatown - in each of these cases the selection was made by community-based committees.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

**Response required*

Following two initiatives over turning prior Chula Vista City Council adopted hillside plans I was selected to work with a committee composed of the two opposing factors. A series of workshop addressing specific issues were conducted, e.g., presence and protection of endangered species, visual impacts, extent of open space protection, infrastructure requirements based on different development choices. Consequences of each were then documented, i.e., varying public tax revenues required for alternatives. Based on this information the committee agreed upon a compromised solution.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Vice-chairman Oakland Community Housing Corporation
 Board member Oakland Center Homes (non-profit)
 Chairman, City of Oakland Housing Committee
 Oakland Community Organization (early formation of organization)
 Catholic Interracial Organization (Fought red lining and discriminating zoning and laws)

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

Seven years as full-time faculty member of Department of City and Regional Planning and subsequently as adjunct professor.
 Three years member of City of Oakland Planning Department.
 Consultant to City of Oakland for downtown planning and zoning modification following 1991 Hill Fire.
 Co-founder of Sedway Cooke Associates and founder of successor firm Thomas Cooke Associates.
 50 plus years as community planning and urban design consultant with practice throughout the US.
 Degree in Architecture (Notre Dame University) and masters of City and Regional Planning (UC Berkeley).

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Initials: tc

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Thomas Cooke
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I am a believer in the need to be involved in my community, particularly, in a volunteer capacity. Throughout the years, I have previously served as a member of the San Antonio Community Development District Board (Prior to dissolution), and as a member of the City of Oakland Health & Human Services Commission (Prior to dissolution). Additionally, I served on the Alameda County Public Health Commission until 2018 and I currently serve on the Alameda County Healthcare for the Homeless Commission. I am a lifelong resident of Oakland and feel that having a voice in the process is important to ensure that all sectors of our community are represented.

Oakland is changing so rapidly so it is important to see a new vision for Oakland, but also important to bring some historical perspective and knowledge to the process. It is important to know where you have been so you can clearly see where you are going.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Advocating for the benefits for the entire City of Oakland while promoting the need for equity for the entire City of Oakland would be my description of impartiality. I want to see all residents enjoy the benefits of pollution free streets to walk and bike and clean water to drink with fair drawing of represented districts I know that despite where I live, I want to make sure all residents have the same access.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In my work as Executive Director of Allen Temple Health & Social Services, I operate from a place of keying into the needs of the community and striving to have equitable resources throughout the city for all residents. Even though I provide services in Deep East Oakland, I know the importance of working with folks in all corners of Oakland. I am an advocate for social justice and serve as a voice for community members who are not a part of the process and do not have a voice.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I am aware that the City of Oakland is one of the most ethnically diverse major U.S. cities, I am also aware that in 2011, Oakland lost about 25% of its African American population. This made Oakland one of the only big cities in California to decline in size. Even during this population loss, the Bay Area has gone on to become one of the fastest-growing regions in California. It is important to know of the disparities across Oakland and the limitations that exist due to these disparities. As residents we have seen a plethora of new

businesses, new neighbors, and new restaurants. However, these new changes have not been visible throughout all areas of Oakland. In order to have growth throughout all areas of Oakland we need to ensure equity for all neighborhoods across the city.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

One of the complex situations that I find myself facing often is the ability to communicate with members of our community who speak a different language. While I think I know enough Spanish to get through the basics, I have found that our community is so diverse, one language proficiency is not enough. I pride myself of having friends from all over the world who often help me in the world of translation. Also, being able to engage community members with outreach for important initiatives that impact all of us, like the need to complete the 2020 Census or the need to participate in the November Elections, I prefer to engage the ideas of members of the community that I am trying to reach.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have worked in the field of HIV/AIDS Education, Prevention and Advocacy locally, nationally and globally for over 30 years I currently serve as a member on the Alameda County Healthcare for the Homeless Commission which operates to increase access and improve care for people experiencing homelessness in Alameda County and provides oversight for the HealthCare outreach to the unhoused and encampments. Professionally, I serve as the Executive Director of Allen Temple Health & Social Services.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	GC
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	<i>Gloria Crowell</i>
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Serving on the Redistricting Commission would be my honor and an authentic way to serve my city and fellow residents to lift up and create space for all voices to be heard to find common ground and good in the political and resource allocation decisions that will result as a result of the redistricting work. Effecting in a fair way rooted in data and anti-bias thinking and actions, Creating just boundaries for individual council and school board districts in the city of Oakland are a critical tool that can support problem solving that have the potential of closing inequities in isolation, lack of opportunity and racism, and disparities in education, personal safety and health quality and wealth and income outcomes. Oakland's population and region are diverse with a myriad of cultural needs and perspectives that can be negatively and/or positively impacted based on voting and representative boundaries. The promise of the Redistricting Commission is to positively impact the lives and future of each Oakland resident.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial means holding to a process and/or stance based on what is fair and just to the participants and to those who will be affected by the decisions made from that stance or process. Impartial is not the same as being apathetic to the views or needs of individuals and communities due to complexity. A truly impartial process allows for different views and needs informed by diverse and varied data, perspectives, experiences and expertise to actively inform the process without bias and prejudice. As a trained results-based facilitator, I manage group decision making processes in which sensitive and sometimes conflict-ridden information must be accurately presented and fleshed out, discussed and digested by all participants within a transparent and timely manner to make informed decisions and move forward effect strategy that responds to real needs and produce durable outcomes.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

During my tenure on the Los Angeles Homeless Services Authority Commission and as a First 5 State Commissioner, I made impartial decisions in public where I weighed pros, cons, and trade-offs to allocate critically important resources and established culturally specific practices that improved well-being outcomes of those we served. I was an Oakland resident on the First 5 State Commission appointed by a state legislator from Los Angeles County. I led a process where I intentionally did not advantage Alameda or Los Angeles Counties and championed increased funding to small rural counties in the state of California in response to maternal health and early childhood inequities. In the end, all 52 county commissions were proud of their shared commitment to California families and a fair and impartial process led by the First 5 State Commission.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

**Response required*

Oakland has one of the largest ports in the world and at least 50 residential neighborhoods that are as unique as its residents. Almost every ethnic group and representative community from every world continent reside in and own businesses in Oakland. We are nearly evenly split between Whites (e.g. European, Middle Eastern, etc.), Latinx, African American (including the African diaspora), Asian, and small Native American numbers. We are home to wealthy opulent living and the most vulnerable living in abject poverty, isolation and feeling intimidation on a daily basis. We have more than 60 languages spoken in our homes, and education centers including public, charter and private schools, colleges and universities. We have skilled nursing and assisted living facilities. We are a city that has grown from the investments of the founding families and corporate largess of Kaiser Steel and Kaiser Permanente health plans, Clorox, Ask Jeeves, Pandora, Sunshine Cookies and many others. We are the birthplace of social movements – such as Black Liberation Movement spearheaded by the Black Panthers Party and Black Lives Matter, as well as some of the most draconic criminal justice policies including the Milford Act. Oakland is home to education innovation – Mills College (formerly female only), Blue Skies for Children, which is one of a handful of nationally accredited early childhood programs in California, and Raskob Day School on the campus of Holy Names University as a non-public elementary and middle school for children with learning differences serving the entire Bay Area. Our politically active community of non-profit advocates and citizenry fight for criminal justice reform, worker rights, the rights of LGBTQ, immigrants, the unsheltered, and environmental and climate change protections, racial justice and fair immigration policies and practices. We have some of the harshest rates of homelessness, sexual exploitation of children and adults, and gun violence that disproportionately impact communities of color and the poor.

My dear friend from church Delrisha, a single mom with 6 children living in Oakland's Sobrante Park, dreams that her children will make good choices and thrive from opportunities and not just survive. She sustains her family by working for the U.S. Postal Service and Amazon as a driver/deliverer. Although Delrisha's economic circumstance is different than Eva, my former co-worker who lives with her lawyer husband in Piedmont Pines, Delrisha and Eva worry about the same things as I do. Will our children as adults live in Oakland and have immediate access to the stable and loving relationships of friends and relatives that have shaped them, or will Oakland's rising housing costs force relocation? Regina, my colleague and fellow human trafficking advocate, who grew up in the hills adjacent to Knowland Park, and now a local performing artist and retail business owner in Oakland's Uptown district shares another common concern of Eva, Delrisha and mine. Will Oakland's educational institutions and economy thrive to support the evolving needs of youth, adults and seniors as employment conditions change?

We have more in common that is interlocked in our collective well being.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

How to support six agencies (i.e. 2 non-profit direct service providers competing with each other for clients, 2 different local law enforcement agencies, 1 elected official's office, 1 public health agency, and 1 hospital department to share process and response data while protecting client confidentiality in order to produce a time study and process map? To achieve the desired outcomes while paying attention to the concerns of 1) turf and competition of resources, 2) folks understanding each other's purpose and role, capacity, and constraints, 3) power dynamics between funder and recipient of contract and or grant funds, and 4) honest and transparent dialogue and recorded information, I used the following problem solving skills:

- Creating jointly agreed upon ground rules to support convening and process implementation
- Individual interviews to identify key concerns and worries, and report out discussions within large group to clarify and check what is real fact versus perceived assumptions, and possible alternatives to work through and honor genuine constraints
- Use of effective questions and data informed examples to help re-frame issues and/or agree on different timelines and generate jointly agreed tasks with accountability measures
- Modeling effective communication and appreciative inquiry processes, including asking permission to give feedback, distinguishing between communication that works in one-one format versus group
- Clarifying roles of who recommends, makes proposals, gives advice and input, must agree to certain milestones and tasks before proceeding, and who ultimately has to be decider and within what time-frame
- Ensuring that such process tasks as charting, development and timeliness of agendas, research, preparing pre-homework assignments are assigned in order that the group's work is fully held and owned within the group and effectively supported

This is how I supported answering a complex problem within a relatively short period of time. The end result is that the group completed a time-study and process map, presented their findings to the County Board of Supervisor in their given County and determined the need to develop a data development agenda to inform their next steps which included specific actions to improve the work of responding to sexual assaults in a Bay Area County that is not Alameda County.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Financial sponsor of \$4,000 to support and volunteer worker at the January 21, 2020 3rd Annual Human Trafficking Symposium Shattering Barriers: A Focus on People of Color and Males - Oakland (www.shademovement.org), Board Member and financial sponsor that supported May 15, 2019 Jazz It Up Fundraiser Gala for Building Futures for Women and Children (www.bfwc.org), and planner for May 2020 fundraiser now canceled. Since March 2020 has been writing grant applications with fellow board members and BFWC staff. We are pleased to have successfully raised at least \$75K to support COVID-19 Emergency Relief efforts pursued by staff in San Leandro, Alameda and Oakland. I chair the United Lutheran Church of Oakland's Congregation Council and Giving is Receiving (GIR) Benevolence Fund (www.ulcoakland.com). Our 9-member grant GIR committee has developed priorities, advertised and reviewed grant requests and funded \$28,000 in grants to homeless shelter providers, feeding programs, community health centers before May 1, 2020. I am the former founding coordinator of the Human Exploitation and Trafficking Institute that was based in the Alameda County District Attorney's Office from 2015 to 2019. I was responsible for convening 8 regional hearings throughout California and developing trauma-informed law enforcement protocols, facilitating and coaching the emergency room departments of three Oakland based hospitals (i.e. Children's Hospital of Oakland, Highland Hospital, and Kaiser Permanente Medical Center) to now implement protocols and become trained to identify and respond to human trafficking among their patient populations. I am now working as a full-time independent contractor that has secured the necessary funding and approvals to expand human trafficking identification to community health centers throughout Alameda County. I collaborate, coach and develop training materials, and training with direct service providers and survivors of human trafficking and working in partnership with non-profit and public agencies, as funded by the U.S. Department of Justice and Kaiser Permanente Community Benefits Giving Program.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	<i>See email</i>
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	<i>See email</i>
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Luna, Richard

From: Luna, Richard
Sent: Friday, May 1, 2020 1:58 PM
To: Carla Dartis
Subject: RE: Redistricting Commission Supplemental Questionnaire

Thank you Carla.

Richard J. Luna
Assistant to the City Administrator
rluna@oaklandca.gov
(510) 238-4756

From: Carla Dartis [mailto:████████████████████]
Sent: Friday, May 1, 2020 1:55 PM
To: Luna, Richard <RLuna@oaklandca.gov>
Subject: Re: Redistricting Commission Supplemental Questionnaire

Yes I understand both statements.

Sent from my iPhone

On May 1, 2020, at 1:32 PM, Luna, Richard <RLuna@oaklandca.gov> wrote:

Hi Carla,

Received your document. Can you confirm you understand both of these statements? It was blank on your file but I can check that off as complete.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Richard J. Luna
Assistant to the City Administrator
rluna@oaklandca.gov

(510) 238-4756

From: [Carla Dartis](#)

Sent: Friday, May 1, 2020 12:01 PM

To: [Luna, Richard](#)

Subject: Redistricting Commission Supplemental Questionnaire

[EXTERNAL] This email originated outside of the City of Oakland. Please do not click links or open attachments unless you recognize the sender and expect the message.

Happy Friday Richard,

I hope you are safe and well.

Attach is my completed questionnaire.

Please let me know if you have any questions.

Many thanks,

Carla Dartis

--

Carla Dartis

Cell and Text: [REDACTED]

"When one door of happiness closes, another opens; but often we look so long at the closed door that we do not see the one which has been opened for us." -- Helen Keller

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

The work of the Commission is critical in ensuring equitable electoral representation that ultimately determines funding and access to services zipcode by zipcode for all families. Given my own immigrant journey into the US where the zipcode I lived in determined my future, I want to ensure that as we experience the largest demographic shift of our generation that all groups are represented equally and equitably. As a Latina I feel an additional sense of civic duty to make sure that all this shift in demographics is accurately represented in our redistricting activities.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial means that decisions will be fair and just for all. This requires a diverse representation of commissioners. It is important, especially with redistricting, that the utmost ethics be exercised to ensure the accuracy and legitimacy of the democratic process from local to state to federal. My belief in democracy and representation help me look at data to make informed decisions.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

My work as an engineer trained me to always work towards a common, greater goal in a systematic approach. Being able to assess the process by which data is gathered, how it is analyzed, and ultimately how it is applied for decision making is a key skill gained during my engineering career. During my engineering years there were integrations of software pieces into larger systems that required me to focus on the larger goal. I developed the skill to make sure that we understood the specifications at all levels and learned to remove my self-interest in order to collaborate with varying teams for one common goal.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Oakland has shown me the beauty of cultural, socio-economic, inter-generational and racial diversity. From participating in First Fridays at the Oakland museum with hundreds of Oakland families to participating in elementary classroom readings and to leading the building an inclusive tech ecosystem via my work at the Kapor Center, I have been able to appreciate the cultural diversity of Oakland as a resident and community organizer as well as help develop its future. I also know that there are zipcodes that are systematically left behind other zipcodes in terms of representation, investment, and access. I want to help all zipcodes be valued equally.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

During my engineering days some of the most complex situations was to question how decisions were made regarding product development and business development. This was challenging for me given that I was most of the time the youngest, the only woman, the only person of color questioning the status quo or questioning decisions. However I built self confidence and focused on the problem at hand and possible solutions to help navigate situations where I was not welcomed. Instead of quieting and shutting down, I used these experiences as learning ones so that I can stand up stronger for common goals.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have fundraised for the East Oakland Collective, Techqueria.org. I have donated to past campaigns for Congresswoman Barbara Lee. I am also on the board of AI-4-All.org, OneDegree.org, and Unity Council. I have volunteered at TEDxOakland, Startup Weekend Oakland to name a few more volunteer organizations.

Additional Information (Optional)

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2020-21 Redistricting Commission Supplemental Questionnaire

Gangas, Lilibeth

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	LG
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DS
LG

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Lilibeth Gangas
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DocuSigned by:
Lilibeth Gangas
16D377EBA63841B...

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Because I believe that redistricting is important and that citizens (not politicians) should be the ones who do the redistricting. In that way, voters can get representation that is more reflective of the electorate, as opposed to politicians that are beholden to special interests.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Being impartial means I have the ability to set aside my preferences, prejudices, and inclinations and view a person, situation or event taking in nothing but facts and making a decision based on the facts and not my predilections. I have a high capacity to do this even when dealing with family and friends (to a fault because then I have problems with family friends who expect loyalty over fairness). It has always been my inclination to be fair as opposed to being blindly loyal.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

One example is when I served on an Area subcommittee for Narcotics Anonymous. A friend was also on the subcommittee and we always seemed to be on the opposite side of issues. This friend would try to "lobby me" (for lack of a better word) to see it their way but I just did not. Because I would not budge this friend became distant and we have not been as close since (going on twelve years now). It made me cognizant of how things like these can affect my friendships and relationships with family but I have chosen to remain loyal to my gut instincts and if a friend or family member cannot accept that, they don't deserve to be in my life. My own self-interests are harmonious relationships, but the needs of the group superseded my need to have friends.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

As a lifelong Oaklander, I had many friends of many ethnicities, races, and faiths. I have always appreciated these experiences had on my ability to see the common threads that weave through all of our lives. AT UC Berkeley, I was introduced to different expressions of gender, different sexualities and different legal statuses and socioeconomic classes while also learning about intersectionality and the ways privilege and oppression affect us all. This was eye-opening yet needed, and I would not have gotten it without stepping outside of comfort zone. This will enhance my work as a commissioner by giving me the nuanced ability to see things from multiple angles and not just in black and white.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As a staff person, I had a complex situation where my coworker put hands on a participant in our program. I was not there to witness what happened but all of the other students (including the victim and my coworker) confirmed that she was absolutely in the wrong. My loyalty towards my coworker was tested by a student who was very difficult to work with and who I had several negative interactions with. I was forced to draw on my values of fairness and what was right, despite how I felt toward both people.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I am involved with supporting Formerly Incarcerated Students through many organizations: the Underground Scholars at UC Berkeley, and two organizations I am on the Boards of BASIC (Bay Area Systems Impacted Consortium) and FIGGN (Formerly Incarcerated College Graduate Network). I'm also a member of the East Oakland Collective a group that supports unhoused people in East Oakland.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials: *VG*

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	<i>Vincent Garrett</i>
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

The work of Commission is critical to assure that all communities are represented in the electoral process. I have expertise in the Voter's Right Act and the redistricting process; especially as it pertains to the redistricting process and want to share this expertise by serving on the Commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartially is based on fundamental concepts of fairness, unbiased and objective assessments, and independent judgment without advancing a pre-determined position nor one devoid of facts.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I have served on the Board of Directors with the League of Women's Voters where one has to set aside self-interest and pursue a common goal of "good governance" in the development of public policy. I have also served on a number of non-profit boards where membership was based on ability to self-sacrifice and dedication to public service. My volunteer public service experiences have been in multiple areas including food security for vulnerable communities, youth development, art and culture, and public policy development.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

My career at Stanford University was dedicated to the Executive Order 11246 (Affirmative Action) and the Equal Rights Act. In this capacity, I ran numerous programs dedicated to increasing the representative of minorities and women in the Science, Technical, Engineering and Mathematic fields. My private charity and volunteer work over the last 3 decades have been in assuring that all communities get access to available resources and that vulnerable communities are represented in public policy development. I am a minority woman from an immigrant background and have been acculturated to believe in the value of diversity in all aspects of social, economic and political life.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

**Response required*

Most of the public policy projects that I have been involved in have been complex and required strong problem solving, mediation, and organizing skills. Over the years, I worked on a number of projects and have developed a strong network of community activists who are passionate about inclusiveness and diversity in all aspects of public life. Among the projects that I have led are: City of Oakland rank voting; Special Elections to Fill Oakland City Council seats; Redistricting Mapping in City of Oakland; Hate Crime on Aircraft (briefed before U.S. Supreme Court); Dragon Boat Project for Youth Development and Economic Stimulation; and Panel Service as Community Representative on Hiring of Police Officers and Firefighters. Many of these projects were complex and required the ability to navigate through political waters and community sensitivities, while achieving good public policies at the end.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Projects: City of Oakland rank voting; Special Elections to Fill Oakland City Council seats; Redistricting Mapping in City of Oakland; Hate Crime on Aircraft (briefed before U.S. Supreme Court); Dragon Boat Project for Youth Development and Economic Stimulation; and Panel Service as Community Representative on Hiring of Police Officers and Firefighters.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	sg
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Shirley Gee
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

When I received the email with the link to apply to the Commission, I did not hesitate to consider. I realized it would be an incredible opportunity to learn intensely about something I've been interested in: (re)districting and its effects on direct representation and democracy. I support citizen populated commissions that provide oversight and collaboration and connection with their local government. I think the Redistricting Commission is a great mechanism for bringing Oaklanders together from all over the city to, perhaps, create a new picture of Oakland that represents its rich and complex identities. Oakland deserves its voices to be mutually heard and mutually respected.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Practicing impartiality is a choice to take action – making an important decision that may not have occurred to you at first – and a choice to accept guidance – to open oneself to new thinking and problem solving. To be impartial requires learning from different perspectives and ways of thinking and it requires the application of learning from those perspectives. I believe this comes from being present and vulnerable. This is challenging especially in the noise of our current society. I am a defender and promoter of the power of words and I believe how we put our words together and deliver them to others represents our intentions and our values. I don't know how many words the Commission is charged to produce, but I am familiar with the map of Oakland divided into districts. I think that map speaks thousands of words as will the next map.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I think it is difficult to acknowledge that self-interest can interfere with collaboration, since it often is a motivator to get things done. We are awash in a stereotype of self-interest. The first step to minimizing or put aside this self-interest is to acknowledge the common goal. The definition of that goal is a huge step in realizing "we are all in this together". I've been fortunate to participate in a lot of group ventures, but more so have I been involved in creative and business joint ventures where two people have to give it their all in order to come out equally successful and satisfied. My favorite memories involve the struggle to achieve, the impatience of doing, the pain of compromise with an end result of immense success: an early website design venture, a design store, a pizza pop-up, commercial fishing, building and re-building my home.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I arrived in Oakland in the fall of 2000. I had visited the Bay Area several times prior, the first time in 1991. I thought I would live in San Francisco but the booming economy (and the willingness of a close friend) planted me in Oakland. I've been in Jingletown ever since. My friends and neighbors represent a lot of the spectrum of Oakland's diversity and I am grateful for the unique experiences and relationships I have. Granted, I've acquired and encountered negative experiences via crime, violence, loss, death and discrimination. Through many of these events, I have witnessed incredible sorrow (and support), anger (and love), frustration (and resilience), and so much more. I know Oakland is a special place. The existence of the Redistricting Commission is proof of the Town's collective willingness to put power in the hands of the people. A successful Redistricting Commission should provide an example for other, future citizen-led groups with direct liasion to the city and county governments. I have the trust of my neighbors and would work with this in mind.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

The first example that comes to me is my experience as a cancer patient. The complexity seemed to reveal itself at the very beginning; how do I want to choose to make myself healthy and live. Once I made my decision to take a certain path of treatment, the details of execution started to fall into place quickly. I did quality research (vetting sources as much as possible), documented every medical visit, charted my medications and supplements, started a blog to communicate with my loved ones, measured by success based on how I felt and adjusted diet and complementary treatments as necessary. These tools – and the support of friends and family - helped me make decisions and they contributed to my wellbeing as well as to my overall success during treatment. My professional work involves problem solving on a regular basis – I am trained as an architect working in information technology. I am a diehard notetaker, documentarian, scribbler.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

More than 5 years ago, I started a "salon" that brought together people for discussion once a month (and later every 2-3 months). The format included two casual presentations followed by discussion. There was a short break between the two. Nobody in attendance knew in advance of the speakers or topics. We talked on a Tuesday evening, over dinner. I would document each event in a giveaway 'zine. In the past few years, I have been supportive of Community Democracy Project. I have participated in past group meetings and I hosted an early fundraiser at my home. They are a great group of people who strongly believe in the power of the people.

Additional Information (Optional)

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Initials:	SAG
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	STEPHANIE GOODE
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I'm passionately opposed to gerrymandering, a form of political corruption now pervasive in the US. I would like to help create fair and unbiased districts that represent Oakland's diverse population and geography.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

An impartial judge is one who tries to find the best possible outcome based on the evidence. Everyone has some biases. I try to be aware of my own, listen carefully to the viewpoints of others, and adjust accordingly.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I'm a physician executive that has led many large-scale projects in health systems. I've frequently had to set aside my passion projects in order to complete the overall project on time and to ensure we can treat patients safely and efficiently.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I've lived in Oakland for over 15 years, the longest I've lived anywhere. My home is in Piedmont Pines, but I've spent considerable time in variety of Oakland neighborhoods. My daughter is in public school at Skyline. My gym is in West Oakland. I used to work in downtown Oakland. This is my home!

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

This is a hallmark of my job, which is building new digital technology for the health system. I always approach difficult problems with humility and agility. From 2006-9, I was part of the leadership team that was helping reform the California prison healthcare system (under jurisdiction of the Federal courts). One of my assignments was to reform how medical records were stored and managed. I conducted numerous interviews with stakeholders, visited medical records warehouses, and even embedded myself as a part-time prison doctor to get a better understanding of the on-the-ground reality. We then implemented a

number of short-term fixes while building a long-term strategy towards implementing an electronic medical record that could follow inmates wherever they went in the prison system (or beyond).

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I started the Bay Area Medical Informatics Society, a private collaborative for physicians in the Bay Area involved in digital health. This group has proven to be an essential nexus for shared information across multiple hospital jurisdictions during the COVID epidemic. I am a member of the Bay Area chapter of Represent Us, a large non-partisan anti-corruption (and anti-gerrymandering) non-profit.

Additional Information (Optional)

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N/A

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Initials: JG

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name: Justin Graham, MD MS

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I want to serve my community and city fairly and feel this is a good way to do it. I am new to this, so I am easily trainable and follow the rules without bending them no matter what. I am easy going and I think it will be fun and hard work but rewarding to be selected as a member. This is important because citizens voted on it so it's important if most of the city agreed to hold this commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial means listening to and acknowledging each person's viewpoint with equal consideration. I demonstrate being impartial when I consider individuals needs and requirements in all my actions. I understand that treating everyone fairly does not mean everyone is treated the same. I communicate with everyone, making sure the most relevant message is provided.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

As we live in this unprecedented time, we have all had to set aside our own self interest for the safety of our community. Shelter in place was a choice made to serve the common goal of not spreading the Corona virus. To achieve the goal, I had to stay in place and not risk the chance of catching and spreading the virus regardless of how much I wanted to leave my place. Staying inside is what saved so many lives and slowed the spread of the virus.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I was born in the Oakland and appreciate the rich diversity and culture that make up the city. I understand the importance of being responsive in a cultural and linguistic manner that will enhance my abilities to be a fair and impartial commissioner.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I work with the public and everyday I must answer questions for people who are angry or upset. I have realized that the best way to approach any situation is to listen and let the person speak. By allowing them to express their angry, it makes a tense situation easier to handle. It is the best way to resolve any potential problem.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

N/A

Additional Information (Optional)

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Initials: MH

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name: Masoud Hamidi

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

In *Rucho v. Common Cause* (2019) the United States Supreme Court ruled that federal courts should not hear cases attacking partisan gerrymandering. The unwillingness of the Court to protect free and fair elections undermines the principle of equal protection under the law in the area of voting rights. They believed that it was a political issue rather than a constitutional right that was at stake. The most fundamental protection for democracy is that every person has an equal say in selecting a representative. That is jeopardized by the refusal of the Court to prevent partisan manipulation through gerrymandering. Because of this California's policy of having a commission to draw district lines becomes pivotal. Through active involved citizens California can again demonstrate to the rest of the nation that there is another way to assure representative democracy. Continuing success of this Citizen Commission to draw fair district lines demonstrates to the rest of the country that just because the Supreme Court has denied this right there is another way.

As an instructor of Political Science at Berkeley City College I spend class time emphasizing how important it is to vote in order to participate on an equal basis in the political process. We discuss specific ways in which gerrymandering has debased democracy. I use illustrations from other states showing how the strange shapes of political districts disenfranchise voters. An example that we use concerns gun control and how a majority of voters in urban districts who might favor these policies end up in more rural districts that oppose these policies. Then I point out how lucky Californians are to have Commissions to draw fair political voting districts.

Up until the *Rucho* decision I had assumed that sooner or later the U. S. Supreme Court would strike down the sharply partisan disenfranchising districts so prevalent elsewhere. I now know that that is not going to happen. Instead in many states politicians can continue to design their own districts to protect them and their party's political power. This destroys our democratic ideal of one person, one vote.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial to me means that even though I may personally feel or believe something that if necessary to resolve a dispute I can set aside my personal views and look at an issue even handedly in order to achieve a resolution that may be best overall for everyone. It is an attitude that creates a fair and transparent process which is the goal for members of the Redistricting Commission.

Because I believe so strongly in the mission of making everyone's vote count equally, I can not foresee having and will not allow any personal, family, financial relationships, commitment or aspirations that a reasonable person would consider likely to improperly influence someone making a redistricting decision. One advantage to being older is that I have had the opportunity to run for political office and I have gotten it out of my system. Nor am I presently supporting anyone likely to run for political office for whom my decision as to the shape of a district could benefit.

As a member of the Oakland Planning Commission and later as a member of the Oakland City Council it was not unusual that I had to set aside my personal viewpoint in order to achieve resolution to a fractious problem. While on the Oakland City Council I spearheaded the construction of the Rockridge Library in my Council district.

This required the melding of many ideas regarding size, uses, location and funding to name just a few of the issues that I had to negotiate without taking a position that would seem to be partial to one set of outcomes or favor one part of the community over another.

Being impartial is critical to serving as a court appointed mediator which I did for over twenty years. In that capacity I was regularly informed by opposition counsel regarding their views of the strengths and weaknesses of their and their opponents' cases. Successful mediation rests not on what a mediator thinks would be a good solution but rather what the parties and their attorneys will settle their cases for. Settlement of a case saves the parties expensive litigation costs and time as well as allowing the court system to continue to function with scarce resources. This means that though frequently I might have a strong view about how a case should settle if the parties are resistant to that I know that I need to go along with their wishes. They are relying on my impartiality in this matter and that is the basis of a successful mediation process.

It is this same ability to be impartial that I can bring to the Citizens Redistricting Commission.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I see gerrymandering as often most harmful to communities who have historically been marginalized. Minority communities disproportionately suffer the effects of gerrymandering. Even though it is unconstitutional to draw district lines according to race I recognized that this can occur through the use of economic or social factors.

We in California support our diversity through agencies such as this Redistricting Commission. If we are going to respect diversity on a national basis we must make sure that this Commission continues to demonstrate respect for minorities.

I have had extensive experience protecting and promoting community diversity:

As a member of the Oakland Planning Commission for six years I learned that the policy issues of zoning and planning drive not only the appearance of a neighborhood but the actual diversity of the city. I proposed that an area called Jingtown be rezoned to become an affordable residential community instead of just a decaying manufacturing area. Rezoning an area that was limited to disappearing manufacturing to higher density housing made it accessible to all demographic groups and opened the door to affordable housing. I learned on the Planning Commission that in a city such as Oakland every decision you make as an official can affect the diversity of the City. For Oakland this was the beginning of creating a vibrant community in that area.

As a member of the Oakland City Council for thirteen and half years I recognized my political obligation as one of promoting Oakland's strengths which I saw as evolving from and highlighting Oakland's diversity. For instance, I recognized that removing the blight of unused railroad tracks where there were poorly maintained homes would permit the existing residents to get loans to improve their properties and allow them to stay.

That in California geography matters was something I dealt with as Oakland's representative to the California League of Cities. I encountered very different views depending upon where in the state you live on issues such as development and resource conservation and had to work for consensus policy statements.

At Berkeley City College as a faculty member from 1975 teaching Political Science I have been devoted to the College's goal of helping a very diverse student body achieve educational goals that may have seemed unobtainable to them and their families. I have encouraged students of many backgrounds to follow their dreams.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Showcasing the contributions of each culture is something that a Council member can do in their individual capacity. Through my presence, by attending Posadas sponsored by the Spanish Speaking Unity Council, moon viewing festivals of the Japanese community, Mother's day observances at the black Baptist Churches with my children, convocations of the Daughters of the Golden West, meetings of the Gay, Lesbian bisexual organizations, Hawaiian Luaus, Chinese New Year festivities with firecrackers and dragons and many others I made it clear that these events and the cultures they represented were the lifeblood of a City such as Oakland.

At Berkeley City College as a faculty member from 1975 teaching Political Science I have been devoted to the College's goal of helping a very diverse student body achieve educational goals that may have seemed unobtainable to them and their families. I have encouraged students of many backgrounds to follow their dreams.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As a lawyer I have spent most of my life resolving complex problems involving factual ambiguities arising from lack of facts or contradicting claims arising from the facts. Drafting contracts and preparing appellate briefs required extensive use of computer software programs. Advising clients and mediating disputes as a court appointed mediator required being able to distinguish relevant facts from opinions and assess the strength of competing arguments.

Relevant experience for the Redistricting Commission began at Harvard Law School where I analyzed the federal tax treatment of and its effects on the wellbeing of older Americans. This involved analysis of complicated data and development of conclusions based upon that data.

After graduation I became a federal management intern and rotated through the Executive Office of the President, the Department of Defense and the Department of State. While at those agencies I analyzed policy proposals and prepared memoranda. I then joined the newly formed Department of Transportation where I assisted in the creation of policies to govern that Department and wrote speeches advocating proposed changes to satisfy National transportation needs.

Upon coming to California, I worked for Matson Research and analyzed tax treatment at various locations for the purpose of corporate relocation. After passing the California bar I joined the Matson Navigation Company Law Department where I assisted in the preparation of ship construction and sales agreements. These were highly complex documents that had to incorporate the expertise of the engineering and ship design departments and required detailed understanding of complex ship construction technology.

In 1972 after the eucalyptus trees in the Oakland hills froze, the community realized the potential fire danger and we formed a Citizens Fire Hazard Committee to mitigate the risks. As Chair of the committee I worked with elected representatives to obtain state and federal assistance. We worked to clear and cut an extensive amount of debris and began the first of many wildfire abatement programs. Analysis of potential risks and presenting them in a meaningful way was the key to obtaining assistance.

Subsequently, six years of service on the Oakland Planning Commission required reading building plans, analyzing zoning maps and reviewing statistics presented by staff and developers. Making decisions based upon this information, testimony gathered during public hearings by listening carefully to neighborhood representatives and formulating questions allowed me to participate in a collegial manner.

This method of working in public continued during the time I served as Oakland Vice Mayor and as a member of the Oakland City Council from 1979-1992. My terms in office were characterized as using careful analysis to guide my decisions and negotiating solutions in a way that achieved consensus and did not antagonize my fellow councilmembers. An example of this effort was achieving consensus on the first Oakland rent control measure and abating the catastrophic destruction caused by the Oakland Hills fire in 1991.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

During my career I have supported many diverse causes in political, social and environmental categories.

As a member of the Oakland City council from 1979-1992 and subsequent to that I enlisted and supported local candidates for office and did fundraising both for them and for myself. Their political positions were both partisan and non-partisan. If they were partisan elected positions, I would support Democrats though the last partisan candidate I supported was Diane Feinstein in 2011. The last support I gave was to a candidate for the non-partisan position of a City Councilmember in Oakland two years ago. In this case my main support was teaching the individual how to be a candidate rather than with financial assistance.

Social causes I support through my membership in the Peralta Federation of Teachers include many broad educational and diversity goals that promote inclusiveness. Also, I have supported community fire safety organizations in Oakland. My husband and I have heavily supported the work of the Southern Poverty Law Center because of their dedication to inclusion and diversity in our country. I have used materials from their Teaching Tolerance publication in my classes and their map of hate groups is invaluable for depicting to my students how pervasive such groups are. They have helped me sensitize my classes to the need to fight for diversity.

Environmental groups that I have belonged to or financially supported in the past include Sierra Club and the Yosemite Conservancy. I believe that these areas must be preserved for future Californians and that our future diverse state citizens should be taught the value of preservation of our natural areas.

Additional Information (Optional)

**Response required*

Haskell, Marjory

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Initials:	MGH
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	MGH
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

To ensure that each voter has equal representation regardless of age, sex, race, political affiliation or economic status.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

In this context it means grouping voters without knowing details about these groups of voters. Geography and equal representation are the most important factors.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In my work life as a software developer on a team, I had to personal opinions of how to design the product to fit in with the abilities and desires of other team members.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

The multi-racial and multi-ethnic makeup of Oakland is what makes it such an interesting place to live. Nevertheless these shouldn't be factors in re-districting. However, other impartial factors such as geography may lead to districts that favor one particular race or ethnic group.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

Early in my career as a systems analyst I worked on billion dollar questions for designing systems for the post office, Antarctic logistics, building the Alaskan pipeline, and tar sand oil development. I used analysis, math and simulation studies in all of these cases.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have been district coordinator of AARP TaxAide in northern Alameda county for 6 years. I also serve on the board of the Friends of the Rockridge Library.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials: HJH

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name: Harold Helfand

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I believe in a healthy democracy, where all have equal representation. Serving on the Commission will allow to ensure that about the same number of people live in each district and, as a result, that each person is equally represented in our government.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Deciding impartially doesn't mean not caring or not being a part of or identifying with one group or another, it simply means treating all sides equally. Typically, equal treatment is guided or driven by rules, facts and ethics. I am aware of the role bias plays in decision making and understand how critical being impartial is to ensuring all people have equal representation regardless of zip code.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

When I was a Coro Fellow, I learned the importance of non-partisanship. Working in a diverse environment with often conflicting ideologies was very difficult but also rewarding. I learned that there is always a common language, we just see things from different perspectives and lenses. Three years ago, I took a leadership role in a Modesto based company. Coming from Oakland, used to working with very diverse teams, I joined a team very different from me. They were all white, male, in the 50s and 60s, conservative and majority evangelical. Although I often experience micro aggressions, I focused on the data to highlight opportunities and retire "old school ways." I focused on asking questions and getting to the end goal – increase applicant count, applicant quality and compliance. By focusing on the end goal, I managed to diversify director level roles, remove biased promotion processes, etc. and align workforce strategy with diversity expectations by focusing on process and structure. I then worked with the training team to drive a management diversity training.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Redistricting is so important in ensuring we continue to celebrate Oakland's diversity and inclusion. Historically, redistricting has been weaponized and often used to split cohesive communities and produce legislatures that neither meaningfully represent constituents, nor reflect the diversity and views of the public. I am interested in joining/building an open and transparent redistricting process that can help ensure that

those who are elected actually serve citizens. I want to make sure the selected team inspires confidence in the process and that the outcome recognized as fair.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I am an HR tech entrepreneur. I face complex questions and situations... all the time. Those that have worked with me or under my leadership often recognize my ability to "get to the bottom of things" and "dissect the situation and understand the real issues." As a homeowner and landlord (I have a small unit I started renting last year) I had to face a difficult decision. My tenant stopped paying rent for about four months. Instead of going to eviction experts, I connected with my tenant rights attorney friends and directed my tenant to county services. She got the help she needed and was able to pay past rent. Most complex situations require patience, compassion, research, and authentic communication.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Recently I've been supporting Covid19 causes. From donations to investing my own time to making face masks for front line health workers.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	MH
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Martha Hernández
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

As founder and CEO of a solo tax law practice, I have grown comfortable deciphering the ambiguity of the tax codes. My experience as President of the Board of Directors of Chaparral House, independent, nonprofit skilled nursing facility, and as Vice-Chair of the ACBA Cannabis/Hemp Section, has provided me the opportunity to gain substantial experience serving as a member of an executive committee. These leadership roles have provided me the opportunity to develop strategies for effective collaboration with diverse communities.

As an appointed member of the Alameda County Assessment Appeals Board, I have developed a deep understanding of SALT, the interaction between various governmental tax and finance agencies, and the ability to work effectively with County Counsel. I regularly prepare legislative analysis for both Queen's Bench Bar Association and the League of Women Voters. Observing the Oakland Police Commission meetings has provided me with a solid understanding of rules for public meetings.

My mediation skills have proven valuable in engaging in the collaborative process at the heart of a commission's work. My leadership and technical skills will enable me to be a productive member of a diverse group of Oakland residents who share a commitment to ensuring that the map-drawing process is guided by transparency, bipartisanship, and public input, and that the final maps reflect the will of the voters, allow for competitive races, and fairly represent communities of color.

Measure DD passed by a vote of 61.45% to 38.55%. The work of the independent Redistricting Commission will profoundly impact our city's future. The City Council is the legislative body of the City and is comprised of eight Councilmembers. One Councilmember is elected at-large, and the other seven Councilmembers represent specific geographic districts. All Councilmembers are elected to serve four-year terms. Each year the Councilmembers elect one member as President of the Council and one member to serve as Vice Mayor. The City Council has no administrative powers. Its role is to:

- Make City policy and provide policy direction to departments through the City Administrator or Mayor.
- Vote on ordinances and resolutions.
- Adopt a biannual budget.
- Appoint Board and Commission members after a 90-day vacancy.
- Serve as the Redevelopment Agency Board of Directors.

Hence, the drawing of district lines ultimately reflects how power is distributed and how city services are planned and delivered. The former process that granted redistricting authority to the councilmembers, created the risk of conflicts of interest, gaming the system by special interests, and political influence.

Although redistricting does not impact the school a child attends, research shows that redistricting can increase educational inequality, increase segregation within school and hurt already disadvantaged students and communities.

A good redistricting process should help communities secure meaningful representation, reflective of their histories, priorities and aspirations. Providing all Oaklanders the opportunity to voice concerns and suggestions is critical to ensuring equal access to the political process. An independent Redistricting

Commission that encourages citizen input and engages in an open and transparent process has the potential to encourage political engagement and voting.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

The “ability to be impartial” means I possess both the capacity and willingness, while serving as a member of the redistricting commission, to evaluate information with an open mind and make decisions fair to everyone affected. Although I have strong views, and participate in social or political causes, the ability to be impartial requires that while serving as a member of the redistricting commission, I set aside my:

- (1) personal views and interests, including, but not limited to, personal financial interests, that a reasonable person would consider likely to improperly influence someone making a redistricting decision;
- (2) biases for or against any individuals, groups or geographic areas that a reasonable person would consider likely to improperly influence someone making a redistricting decision; and
- (3) support or opposition to any candidates, political parties, or social or political cause, that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

The commission is charged with conducting an open and transparent process enabling full public consideration of and comment on drawing district lines. By making sure that the work of the commission does not occur behind closed doors, transparency helps to ensure that the community and other interested groups can police the integrity of the redistricting process. Impartiality of commissioners is critical to safeguard against charges that the process has become tainted or gamed by interested parties and ensuring against any one individual commissioner having an outsized say.

Impartiality is critical to reinforcing public confidence in the integrity of the redistricting process. Reinforcing this is the requirement for disclosure of all contacts regarding the Commissioner’s jurisdiction that occurs outside of a publicly noticed meeting, and that disclosing these contacts shall occur by the commission’s next regular or special meeting. At a minimum, the charter mandates that the commission develop procedures regarding commission members disclosing contact with incumbent members of the City Council and School Board regarding matters before the commission.

In my capacity as a member of the Alameda County Assessment Appeals Board, I must evaluate the facts presented by the parties and determine whether the party with the burden of proof has satisfied their burden and apply the applicable law. Where there are questions of law that the panel and I disagree on, I will request a recess for us to confer with County Counsel. Sometimes, the taxpayer is especially sympathetic and members of the board might wish to find for the appellant or advise the appellant of other options. However, as sympathetic as an appellant may be, that is not the board’s role and I dutifully maintain my impartiality in deciding on my vote.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

**Response required*

As president of the Board of Directors of Chaparral House, one of my responsibilities is to recruit new board members. Through a networking event, I became acquainted with an attorney who had over 10 years of experience working in legal nonprofits focused on representing public benefits recipients who were appealing the denial or termination of benefits. The attorney was in the process of developing an elder law practice. He had significant expertise in grant-writing and I was especially interested in developing our development committee. We had no grant writer and yet my research demonstrated that there were grants we should qualify for. I spoke with the attorney about Chaparral House and asked if he would be interested in exploring board membership. He was quite enthusiastic and so I coordinated a telephone call for him with the administrative director and later an onsite meeting with the administrative director and two board members.

Skilled nursing facilities receive fees for services. The fees received for a particular long-term resident are dependent on the source of payment – private pay, the highest, MediCal, the lowest. I had discussed grant writing with the attorney and he expressed a willingness to assist in setting up a development department but needed the assurance of the board that there was a willingness to invest in a grant writer. He inquired about the budget for grant writing in his meeting with the administrative director and the board members and was told there was none. His inquiry about facility finances made both the administrative director and one board member uncomfortable and they voiced concern to me that his background in public benefit law combined with his building an elder law practice meant his real motive was to move his clients into Chaparral House as private pay and shortly thereafter transfer their assets to qualify them for MediCal benefits. I had already discussed this matter with the attorney and he made it clear it was not his intent to do anything to undermine Chaparral House's financial viability. None the less, the administrative director and the board member remained skeptical. When I discussed the matter again with the attorney, he advised it would not be a good fit and asked that I notify the board of his decision.

The outcome was quite frustrating and disappointing. At the same time, it was a good learning experience in understanding how to present a potential board member to the board. I decided not to give voice to my frustration but to ask at the next board meeting for clarification on the skills sought in board members. It was a worthwhile discussion, and the following month, two new board members were recruited.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Oakland, the largest city and the county seat of Alameda County, is one of the most ethnically diverse major U.S. cities ranking 4th in diversity. The most recent U.S. Census data reflects that Oaklanders are: 27 percent white, 15 percent Asian, 28 percent Latino, and 23 percent Black. But although ethnically diverse, Oakland contains some of the most racially segregated neighborhoods in the Bay Area. African Americans in particular are racially segregated in the eastern flatland of Oakland and West Oakland, while the Oakland hills are disproportionately white.

These patterns of racial segregation are a product of historical forces and policies that perpetuate segregation, including restrictive covenants, redlining, "urban renewal", municipal incorporation, and organized opposition to local, state and federal fair housing initiatives.

Research published by the Haas Institute for a Fair and Inclusive Society at UC Berkeley in 2019 found a strong correlation between racial neighborhood segregation and life outcomes in the San Francisco Bay Area. In particular, the study shows that residents of highly segregated Black and Latinx neighborhoods experienced vastly poorer life incomes than residents of white neighborhoods in income, housing equity, educational attainment, and life expectancy.

Oakland has the 5th highest cluster of "elite zip codes," which are ranked by the number of households with the highest combination of education and income, with close to 38% of the population over 25 having a bachelors degree or higher. Oakland is also in the top 20 cities in the U.S. for median household income. But the poverty rate in Oakland is 18.7%. One out of every 5.3 residents of Oakland live in poverty.

Between 1940 and 1990, the white population declined from 95.3% to 32.5%. In 2011, Oakland lost about 25% of its African American population. This made Oakland one of the only big cities in California to decline in size, with many leaving for the Southern U.S. or the Bay Area suburbs. Oakland has the 3rd highest concentration of LGBTQI people among the 50 largest cities in the country after San Francisco and Seattle.

The overall median age is 36.5 years, 36 years for males, and 37.1 years for females. For every 100 females there are 93.8 males.

Gentrification of West Oakland has caused home prices and rent to rise, forcing many low-income people of color to move to Vallejo and Stockton. Buyers and developers are frequently young, tech workers who cannot afford to buy in San Francisco.

World War II created a boom in industrial development in West and East Oakland and along the Estuary dividing Oakland from Alameda providing many high paid union jobs. But over time, much of the manufacturing closed and moved to open shop states.

In addition to heavy manufacturing, Oakland has land zoned for agricultural use. Many East Bay Regional Parks are located in the Oakland Hills and they provide opportunities for horse riding and cycling. Chinatown has wonderful produce markets and portions of the Old Oakland retail district has been revitalized. And Fruitvale, is an historically Latinx community in East Oakland.

Oaklanders are resilient people, proud of their diverse cultures and languages. I would be very proud to contribute to the work of the independent 2020-21 Redistricting Commission for my city.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I represented a pro bono tax client through the San Francisco Bar Association's Low Income Tax Clinic. In 2017, the taxpayer received a Notice of Deficiency for 2015 Form 1040, reflecting that taxpayer and spouse, then deceased, had a tax deficiency of \$18,000 with \$4,000 in penalties related to \$18,000 in excess Advanced Premium Tax Credit (APTC) under the Affordable Care Act, received by taxpayers for which they were not entitled. Form 8962, Premium Tax Credit, is required to reconcile the advance payments of the premium tax credit made to taxpayers that appear of Form 1095-A. Because Form 8962 was not filed with taxpayers' 2015 Form 1040, the IRS was demanding repayment.

Taxpayers' 2015 Form 1040 was prepared by a professional tax preparer. Although taxpayers had provided Form 1095-A to the taxpayer, the tax preparer omitted Form 8962 from the originally filed return. The preparer subsequently prepared and filed Form 8962. Because Form 8962 reflected AGI in excess of 401% of the federal poverty level, taxpayers were ineligible for the \$18,000 APTC and the IRS required repayment of the full amount plus interest and penalties with taxpayers' 2015 return.

The Patient Protection Act, as amended by the 2010 Reconciliation Act, is designed to effectuate fundamental reforms to the US health system. Almost all individuals not covered by Medicaid or Medicare must obtain health coverage or pay penalties. Pursuant to the ACA, the IRS is responsible for overseeing compliance with coverage requirements. Covered California Health Exchange is the government agency offering subsidized Affordable Care Act Plans for Californians. The Exchange helps Californians comply with the ACA mandate. Form 1095-A is used to report information to the IRS about individuals who enroll in a qualified health plan through the Health Insurance Marketplace.

To determine options for the taxpayer, I needed to understand both the Affordable Care Act and the related provisions in the IRC. Additionally, I needed to investigate the income information the taxpayers reported to Covered California when they qualified for the APTC and whether any change in information had been timely reported. After speaking with taxpayer, I contacted the Certified Insurance Agent and Covered California's Legal Department, which confirmed taxpayers had timely reported a change in income that disqualified them for the APTC but Covered California never provided notice that increased income disqualified them from receiving APTC subsidy. Further analysis disclosed that retroactive termination for both spouses minimum essential coverage would be beneficial. The Exchange initiated proceedings to clawback the \$18,000 in APTC paid to the insurer. The taxpayer received a refund of premium payment paid as well as copayments and was responsible to providers to the cost of coverage paid by the insurer, and \$800 to the IRS for the 12 months she went without coverage. Because the deceased spouse turned 65 in 2015, he was eligible for Medicare A and no payment was due for him for the months he went without coverage. Acceptance by the IRS required a 15- page memo educating IRS Counsel on the law.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

California Lawyers Association Tax Policy Committee
 San Francisco Bar Association Justice and Diversity Center: Tax Court Day of the Docket, and Low Income Tax Clinic
 Alameda County Bar Association Cannabis/Hemp Section: Vice-Chair
 Alameda County Bar Association Trusts and Estate Section: Past Chair
 Chaparral House Skilled Nursing Facility: President, Board of Directors
 League of Women Voters Oakland - Action Committee: Legislative Analysis and Oakland Police Commission Observer
 California Women Lawyers: Chair - 2019 Elect to Run Program
 Queen's Bench Bar Association: Co-chair, Legislative and Reproductive Rights Committee
 Rochelle Nason for Albany City Council: Volunteer Campaign Treasurer

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I came to the practice of law at 54 following a 25-year career as a self-employed management consultant, where my practice focused on signatories to collective bargaining agreements, and sales and use tax compliance during the evolution of digital product delivery. My experience as an older student provides me with a unique perspective on cross-generational collaborative efforts. Frequently the oldest member of many Barrister Sections, I have experienced implicit bias in the form of ageism. Because of these experiences, I have gained unique insight into the harmful effects of implicit bias. In Spring 2020, I received full scholarships to the CORO Women in Leadership program, and the Spirit Rock Mindfulness for Nonprofit Leaders program. In addition, I am enrolled in the National Speakers Association's Speakers Academy. I am especially interested in developing tools for collaborative leadership that effectively deal with implicit bias, including ageism. Addressing these issues is critical to promoting excellence, diversity and inclusion in government commissions.

Coming from a working-class background, I worked full-time during both my undergraduate and graduate programs. During my first year of law school, my spouse became ill requiring numerous hospitalizations. I graduated from law school, completed my LL.M, passed the bar exam, built my practice, and engaged in many volunteer activities, while being his primary caretaker. I would welcome the opportunity to contribute to the work of the 2020-21 independent Redistricting Commission.

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Initials:	BHH
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Beth H. Hodess
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

My understanding is that unfair districting affect the ability for the peoples' votes to be counted accurately and fairly. Being on a commission to help get that districting correct seems like a good way to help democracy.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial means you go into something willing to learn about it without having already made up your mind. To be honest, I have no idea how Oakland's districting currently works, so I have no pre-existing expectations.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

My work as a manager of people for the purpose of achieving goals for clients is a constant exercise in this. There are always many points of view and many people to achieve success for from a variety of perspectives.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I've been told that Oakland is the most racially balanced place in the nation; Supposedly we're 1/4 Asian, 1/4 African-American, 1/4 Latino, and 1/4 White. I have no idea if it's true, but it's one of the things I love about it.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I feel like life is full of complex questions and that most of the worthwhile questions are complex. The way I approach things is to have an innate trust in people unless shown otherwise and to value multiple points of view.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

My personal contributions to non-profits have been primarily to either animal rights organizations, gay rights organizations, or world hunger organizations. I volunteered at the SF food bank awhile back, but not lately.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

There isn't anything special about me, really, other than that I think this is a good idea and a way to give back civically to the city I live in and love. If you find better qualified people, I'll be happy for you to choose them, knowing that people who really want to get this right will be the ones doing it. I hope that whatever is achieved in Oakland also becomes a beacon to other communities in California and the USA to make fair districting a normal thing and not an area for people in power to gain political control.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials: HH

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name: Holden Hume

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I believe it's important to ensure a diversity of voices in public service and this opportunity is a unique one where people can become a voice for the voiceless. I've served in the non-profit sector for nearly ten years throughout my career and as a four year resident of the City of Oakland, I believe this is an opportunity to give back to the city and sure equity across all communities.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial means that you hold no bias and/or interest in any decision making. I believe it's important to always serve in the interest of the public first and foremost. This is demonstrated in my background in journalism where both sides of any argument had to be investigated thoroughly and with the understanding that it is in the best interest of the people.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I truly believe in collective action over individual interests. For example, in the work I've done with advocating for leukemia awareness, I helped to organize and mobilize 370 bone marrow drives through grassroots efforts to register 20,859 individuals in the National Bone Marrow Registry. Despite the fact that my best friend who was desperately searching for a bone marrow match at the time did not find a life-saving bone marrow donor, and unfortunately passed, we thankfully found 18 life-saving matches for other leukemia patients. This is an example of how important to me that thinking in the good of the collective interests over individual interests matter.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

In 2017, I served as co-lead for volunteers to produce Oakland's first-ever TEDxOakland event (<https://www.ted.com/tedx/events/23866>) held at Oakland Technical High School. The theme was focused

on Shaping Tomorrow showcasing Oakland's best and most diverse artists, scientists, entrepreneurs and more. It was an opportunity to tap into the rich diversity of Oakland and I believe it will help me in applying that to the work as a commissioner.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

In my professional experience, I've had the opportunity to work at Facebook as a Design Program Manager, where I had to work cross-functionally across a variety of departments all with competing interests. It was my job to ensure there was clarity from the chaos and a clear plan of action. For example, In February 2019, I led planning, strategy, and execution of the first-ever Facebook Groups UX Summit to build community and connectedness within the Product Design, UX Research, and Content Strategy disciplines. This was a complex situation because I had to not only get buy-in from leadership, but also ensure participation from the entire UX discipline in my product team. I employed cross-functional collaboration, active listening, clear communication, and change management to truly ensure a successful summit.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

J-Sei Friendly Visitor volunteer (calling and visiting seniors who are isolated and/or reminding them to take their medications), OCA - Asian Pacific American Advocates (former Board Member), One Degree, Be the Match, Asians for Miracle Marrow Matches, Yoga to the People, TEDxOakland, Tzu Chi Foundation.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	L.I.
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	 LiAnn Ishizuka
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Self-governance in a democratic republic depends on the reality AND the perception that each citizen's interests are fairly and equally represented when decisions affecting the City are made. If the City's residents perceive that they have been slighted, either individually or as members of a neighborhood or demographic group, then the unity of the City and the willingness of its residents to comply with the City's policies are compromised. If residents don't feel that their voices can be heard and their own concerns understood as clearly as those with more money or greater connections to power, they will withdraw their support and participation in civic life. This then exacerbates the divisions between those with more money and power and those with less, in a negatively reinforcing cycle. Therefore, the work of guaranteeing fair representation for all residents is fundamental to civic trust, harmony, and engagement.

I want to serve personally because I understand how important fair representation is to civic pride and engagement; I care about the City I've lived in for 36 years; and because I believe I have the judgment, analytical skills, and leadership capability that will contribute to a fair outcome of the redistricting process.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartiality means that the Commissioner is free from bias based on any personal, partisan, financial, and/or ideological considerations that are inconsistent with or irrelevant to the Commission's objectives. At the simplest level, "impartiality" means that the Commissioner is not serving a partisan political interest in making redistricting decisions or drawing boundaries. It's important to realize that no person--and certainly no person who is civic-minded enough to want to serve on the RC--is free from all biases. But any decision of the Commission should be based on the extent to which it furthers the goal of the Commission to draw City Council boundaries that produce fair representation for all citizens and neighborhoods. Impartiality means that decisions are not made in the service of personal or corporate financial gain, personal political advancement, or in service of any other interests but those of fair representation and the common good of the City.

I believe I can make impartial decisions because I seek no financial or partisan political gain from any specific outcome of the redistricting process, and because I have demonstrated objectivity throughout two different successful professional careers. I have been a market researcher and an environmental planner; both careers are based on collecting and analyzing data to provide impartial assessment of an existing situation. In fact, in both careers, my personal credibility was my most important asset, based on my ability to understand data, analyze its implications, and make rational decisions towards achieving strategic goals.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I was the foreman of a jury at a criminal trial in Superior Court in downtown Oakland. I did not volunteer initially for the role, but I said "I'm happy to do it if no one else wants to". I led the jury through deliberations and two votes. I led the jury's deliberations, framed questions for the bailiff to deliver to the judge, and requested a review of certain evidence. The end result was that the jury did not reach a unanimous verdict. Two jurors voted not guilty based on reasonable doubts and, while I gave the other jurors an opportunity to persuade the recalcitrant jurors, I was guided by the jury instructions and didn't try to force a guilty verdict just because of my own conclusion. In my career I've led and worked on many teams that prioritized common good over personal interest, but frankly, being a jury foreman is among the most serious civic acts of leadership a citizen can undertake, and I'm proud of the way I handled it.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I've lived in Oakland for 36 years. I think of Oakland as a rich tapestry of neighborhoods, each distinctive yet distinctly Oakland. In the last 3 years of my career I was a Senior Environmental Planner at Lamphier-Gregory, working primarily with project developers who were building projects throughout Oakland. In my work preparing environmental (CEQA) reviews for new developments, I became familiar with many parts of the City through field visits and project research. For example, I prepared CEQA documentation for multi-use residential commercial projects in the following neighborhoods: Clawson (where I became familiar with the West Oakland Specific Plan, which Lamphier-Gregory wrote); Lakeside; Uptown; Mosswood (where I became familiar with the Kaiser-Permanente Medical Center Specific Plan, which Lamphier-Gregory wrote); Downtown; Chinatown; Eastmont (where I became familiar with the Central City East Redevelopment Plan, which Lamphier-Gregory wrote); and San Antonio. These visits, and the accompanying research, provided an understanding of the demographics of each neighborhood as well as the availability of community resources like supermarkets, access to public transportation, and local retail. I've lived in Rockridge, Dimond, and Oakmore. Before the Coronavirus, I was tutoring reading to lower-school kids at Sequoia and Fruitvale Elementary Schools, where the populations are quite ethnically diverse. This year I also mentored at Oakland High and Madison Park Academy. As a community theater actor in the East Bay, I recently performed in a children's show that toured at several Oakland schools, including Sankofa, Lincoln, East Oakland, Kaiser, and Bella Vista. So I think I have a very good feel for the ethnic, cultural, religious, and sociological diversity of my hometown.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

The single most complex project I've managed was as VP of Research and Strategy for Viacom Cable from 1992-96. In addition to my role as VP Research, I was named Project Director in 1992 for a multi-million dollar market trial of enhanced video and internet broadband services for our cable TV company. The trial was conducted in our Castro Valley cable system; the goal was to test the economic and technical feasibility of the next generation of cable TV services, under the strategic assumption that competitive providers would soon emerge (satellite, local phone company). The products we tested included a la carte TV channel packages, broadband internet, and video-on-demand.

The "complex situation" was this: how to overlay a sophisticated market trial with national visibility over an existing small-size cable TV system operation that operated as part of the entire East Bay region? Reporting to the President of Viacom Cable, my responsibilities included standing up a team of operations, technical, and marketing staff to operate the cable system separately; developing and executing an overall trial strategy as well as a customer-focused product and marketing strategy; gathering and analyzing trial results; and developing strategic recommendations for prioritizing and launching new services division-wide. All these activities relied on three main problem-solving skills: (1) defining clear and achievable objectives; (2) consistent communication up and down the organization; and (3) being operationally flexible while remaining strategically consistent..

As I began to develop the project, however, I realized that my single biggest challenge was going to be preserving an experimental trial-oriented culture within the context of an existing cable system operation. At the time, cable TV was a competitor-free monopoly provider, and its profit margins were consistently very high. Therefore it was a challenge to convince executives in the company to accept that the objectives of our trial went beyond short-term profits and that, consequently, profit margins would be lower during the trial than before. This was true because our goal was to anticipate how a cable system would provide services in a competitive environment, and therefore we had to provide more flexibility in product offerings and pricing. My leadership challenge was to protect the project's integrity as a market trial from executives in the company who resented its drain on corporate resources and the inevitability of accepting lower profit margins. I did this through persistent communication with the top tier of senior executives, repeatedly advocating for the relevance of our project to the company's future, explaining how our customer-oriented bundling of services and user-friendly interface was evolving, and keeping them in the loop on our continuing tactical adjustments and results throughout the trial.

Interestingly, our trial began by focusing on providing video-on-demand movies and other TV content, but when the internet began to grow explosively in 1996 we evolved the trial to prioritize the opportunity for cable systems to offer broadband internet, with the result that the Castro Valley cable system was the first in the U.S. to successfully introduce broadband internet access to residential customers. I believe my leadership skills--clear objectives, consistent communication, fierce advocacy up and down, and tactical flexibility married with strategic consistency--contributed to the success of this complex project.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Since I retired from full-time work in 2018, most of my volunteer work has centered on the education of young people in Oakland:

- Volunteer reading tutor for Reading Partners (at Fruitvale Elementary) and the Jewish Coalition for Literacy (at Sequoia) in OUSD, teaching one or two sessions each week at each school.
- Mentor with Oakland Serves, where I work with students at Oakland High who are at-risk of not graduating. I coach them on their senior research project.
- Volunteer with Madison Park Academy in Oakland to conduct mock job and college admissions interviews with seniors.
- Volunteer reader for the Read-Aloud program in West Contra Costa USD (Montalvin Elementary).
- Volunteer for Coliseum College Prep Academy in Oakland, mentoring juniors in researching and writing for their term papers.

Other volunteer activities I have participated in since 2018 include:

- Volunteer projects for Catchafire, a web site that matches nonprofit projects with available volunteers nationwide. I've completed 5 projects, involving online writing and research and developing success metrics for social services delivery
- Docent for the California Historical Society--this required preparing and conducting 1-hour tours on the exhibit detailing the cultural and political history of the Transcontinental Railroad in CA
- Volunteer for the National Center for Science Education, staffing an exhibit about identifying and preparing for pandemics
- Volunteer audiobook reader for Learning Ally, which provides accessible and effective reading interventions for students with learning differences.
- Blog writing for Greenbelt Alliance, a Bay Area nonprofit that advocates for smart growth, natural resource conservation, and sustainable development

With the exception of Greenbelt Alliance and the California Historical Society, all of these volunteer activities are ongoing.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

This would be a fun, interesting, and impactful challenge! Thanks for the opportunity to apply.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	BK
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Bruce Kaplan
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2020-21 Redistricting Commission
Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words.

1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

My interest in “good government” policies dates back to my decision to attend the LBJ School of Public Affairs (University of Texas) in 1978. This passion guided my subsequent career choices, including four years with the Congressional Budget Office in Washington, DC, and then more than 25 years working for various Bay Area transit agencies (Muni, BART, and AC Transit). I have chosen to live in Oakland since 1988, and count myself as very fortunate to live in a highly diverse and tolerant city.

I am interested in serving on the Commission because I believe in the importance of creating district boundaries that reflect impartial, data-driven decisions rather than gerrymandering districts to fulfill political desires. Effective governance of the City of Oakland and the Oakland School Board requires maximum input from residents in all areas of the city, reflecting the true needs and interests of a remarkably diverse city. A fair and impartial drawing of districts is fundamentally necessary to encourage candidates for public office that will truly represent the residents of their district. I can assist in this process because my experience in the public sector required an understanding of how various governmental agencies work. I am trained to analyze data and ask difficult questions, and I am experienced in presenting complex data to various community groups and policy boards and integrating their feedback into final decisions.

2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Being impartial simply means the ability and willingness to approach a situation with no preconceived idea of what the result should look like, other than ensuring that the end result best meets the goals of the project. In order for the Redistricting Commission to be effective, we will have to all understand and support the goal(s) that we are asked to achieve. In this case, my understanding is that the main goal is to define boundaries for the City Council and School Board that are rational and offer the best opportunities for all residents to be fairly represented by those bodies. Impartiality also requires being prepared and willing to do the hard work involved with understanding data, listening and being open to varying opinions that may reasonably interpret data differently, and being able to work collaboratively with a team whose members, hopefully, share the same goals, but may see different avenues to achieve them.

I believe that I will be very impartial in this situation because I am deeply committed to ensuring that all Oakland residents are fairly treated by the boundaries that are drawn. Furthermore, despite my investment in and commitment to Oakland, I have no ties to anyone, staff or policy makers, in city government or the school board/administration. My experience at AC Transit for 15 years, until 2011, as the Assistant General Manager for Service Development, and later as the Chief Operating Officer, brought me in touch with policymakers and staff for Oakland, and indeed most of the cities in the East Bay, and I am familiar with their roles and responsibilities. But I have had no direct relationship with either the City or the School District, and have no preconceived idea about either the current boundaries, or how the upcoming ones should be drawn.

3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

For many years I served as the Assistant General Manager for Service Development at AC Transit, and was responsible for overseeing all the plans to change bus routes and service frequency, often adding service in some geographical areas and decreasing it in others. Every few years the agency has to conduct a major planning effort to reconfigure the service in line with budget and equity goals. That experience was very similar to the way I envision the redistricting process: 1) we always started with clear goals and an understanding of the constraints (financial and otherwise) that we were operating within; 2) we decided in advance what data we would consider, how the data would be gathered, and how we would go about our analysis; 3) after developing a draft plan, we had to vet it in many settings, including at public meetings (small and large), and then we revised the plans based on outside input. In that case, my “self-interest”, aside from the fact that I took one specific bus route to work, was to ensure that we developed a plan that was the absolute best that it could be, in terms of fairness to all riders. Similarly, the redistricting plans that are developed need to represent the best interests of all Oakland residents.

4. All Commissioners must demonstrate an understanding of and appreciation for Oakland’s diversity. Describe your knowledge of and appreciation for Oakland’s people and places, and how this will enhance your work as a commissioner.

I moved to Oakland in 1988, and my late husband’s family lived in Oakland for three generations. However, my relevant exposure to the city more holistically comes more from my professional experience in planning bus service throughout the city. Those activities required data analysis, looking at factors such as density, average household incomes, access to automobiles, among others. But data does not tell the whole story, and our planners and schedulers went out into the community often to observe what was really happening on the street, and why things that seemed peculiar often did make sense. When we were planning for an expanded all-night network of service, I rode the bus from 9 pm to 5 am throughout the city,

primarily in east and west Oakland, with a group of planners and bus operators so we could see first-hand how the proposed routes would work.

Not surprisingly, the diversity of Oakland's residents is reflected in their propensity of use on public transit. Beyond analyzing data, though, the more interesting part of developing service proposals relied heavily on neighborhood meetings and gathering feedback. Our standard practice was to hold multiple meetings in all the neighborhoods impacted by service changes.

Like most large cities in the U.S., Oakland is a tale of two cities and the inequality of wealth grows greater every year (and is on full display right now, as we work our way through this pandemic). This disparity was illustrated for me in an anecdote a few years ago: after I retired from full-time work, I became a certified exercise instructor and taught a boot camp for the teachers at Head-Royce School on Tuesdays after school. At the same time, I volunteered at a small elementary school off of I-580 at the Fruitvale exit on Tuesday mornings. At the elementary school, 75% of the students were on the free and reduced lunch program, and the school struggled to have enough computers to share with all the kids. Yet when I left there and drove less than 1-mile up Lincoln Ave., I pulled in to a parking lot as the kids were driving out with their own, often expensive cars. The worlds of the students were miles apart, but I literally drove between them in 10 minutes. Sometimes it really was mind-blowing!

5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

Since I began working part-time, I have held several interim positions at transit agencies, including Interim General Manager at Livermore-Amador Valley Transit (LAVTA), and AC Transit, and Interim CFO at Samtrans/Caltrain and SunLine Transit (Palm Springs). As the Interim CFO for Caltrain, one of my major tasks was to develop support for our budget from the three partner jurisdictions, which include the counties of San Francisco (through the MTA), San Mateo (through SamTrans), and Santa Clara (through VTA). There was a significant lack of trust between the three agencies for a variety of reasons, including the fact that previous budget projections were overstated, and in a constrained fiscal situation, the partners did not want to contribute the funds that our staff had requested. I met initially with the staff of the partner agencies to understand exactly what their concerns were and to lay out a plan for how we would address those concerns. In those conversations it became clear that as an agency, Caltrain would have to make staffing changes that had previously been rejected, but which, I felt, would continue to be barriers towards reaching an agreement with the partner agencies unless they were addressed. After successfully making this case to the General Manager and Board, our staff proceeded with the necessary changes, and also worked much more collaboratively than in the past with the partner staffs to develop the budget projections and recommendations for balancing the budget. After several months, when the new budget went before the Caltrain board, with policy representatives from all three counties, the vote was unanimous for approval with lots of kudos to all of the staffs for the process and the outcome.

6. Describe any profession, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type NA in the space provided.

I am currently involved, both financially and as a volunteer with several political organizations that are all focused nationally on taking back the Senate (FliptheVote; Swing Left, Resistance Action East Bay (RAEB) Flip the West, and Sister District); I am not involved with any local political campaigns or candidates.

I have been active in supporting students at two low-income elementary schools in Oakland, and at one of the schools I organized a volunteer program of up to 25 tutors who worked with teachers in the primary grades for individual instruction for reading and math, either in the classroom or taking students out for short periods of time. I also serve on the Board for a network of seven Catholic schools in Oakland and Richmond; the Catholic Diocese of Oakland is piloting a new model of education driven by personalized learning and other data-derived techniques. In addition to my general Board member responsibilities, I have been given the lead Board role in the Finance area, to work closely with staff on financial projections and to develop potential solutions for shortage in funding. Of course, as a result of the financial calamity with Covid 19, all previous models have to be quickly updated, and assumptions about the future are completely changed and considerably more uncertain.

Additional Information:

I would just like to reiterate that I have no agenda in applying for the Redistricting Commission other than to help facilitate a process where all relevant information is considered and analyzed, as well as clearly communicated to all interested parties, and, then, finally, to help reach sound decisions. If I can be of assistance, I would be honored to serve.

Kathleen Kelly

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

See attached.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

See attached.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

See attached.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

See attached.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

See attached.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

See attached.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

See attached.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	KK
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	KK
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I believe deeply in the need for fair voting representation to the proper functioning of our democracy. I care about Oakland; I care about California; I care about the United States government but, by and large, my children, my family, and my work have taken priority over major civic engagement. When I saw the notice about the Redistricting Commission, I had to apply; I love maps, love math, and believe too deeply in the importance of equitable districting to not apply.

The Commission doing its job well is the difference between equitable treatment for all residents of Oakland and not. If I can contribute to that end then I will.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartiality in redistricting means that the Commission is acting in a manner that does not consider the interests or biased of any of the individuals on the Commissions. Everyone has biases, both conscious and unconscious, but biased people can implement unbiased systems. To be impartial, the Commission must lay out impartial criteria and rules for the process and then execute on those rules objectively.

I am a white, middle-class, homeowner; it would be a lie to say that I don't have biases and it would be a lie to say that I know all of my biases. Setting aside my conscious biases is something that I can do and I do not believe any of my conscious biases would inhibit my ability to perform the duties of the Commission impartially. My unconscious biases can be set aside by establishing rules for a system, applying those rules, and evaluating the results.

Furthermore, it would be my hope that the Commission consists of people with sufficiently different biases that we would be able to shine light on each others' blindspots.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In my professional life, I am a software engineer, which is a role of almost constant compromise. My current team, and the project we've been working on for the past 6 months, went through 3 months of reprioritization and changes to strategic goals before landing on the direction we are currently taking. We've been working with management and other stakeholders, almost constantly, on what to do first and how many people to work on the project. At many points in this project, and many prior projects, I have disagreed about staffing, deadlines, or scope but, ultimately, set those disagreements aside to focus on doing what was best for the company.

At one point with a previous employer, I advocated long and hard to rebuild a particularly painful component of our software system. I managed to secure a few engineers for the project (self included) and we spent 3

months on a partial rebuild that alleviated a few pain points but did not fully remove the old system. One team member left the company and issues with another part of the business demanded extra resources so my director and I decided that it was best to scrap and rollback the entire project rather than push forward with too few resources, pull resources from elsewhere, or maintain two separate systems until we could fully staff finishing the project.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I have lived in the Bay Area for 13 years, and Oakland for 5. In my whole time in the area, I have lived in communal art lofts, tiny apartments, guest rooms of distant relatives, old friends' couches, and a home of my own. My brother lived in Oakland for a number of years but was priced out and relocated to Alameda about 2 years ago.

When I was younger, I made a point of seeking out cultural events to expose myself to what was available. Since having kids, my life has almost exclusively centered around them. We've been to a few Roots games; we are members of and regularly visited OMCA before shelter-in-place. I really look forward to when my children are old enough that we can make excursions to more complicated cultural events in the area.

Even so, I have only scratched the surface of the diversity in Oakland. I would also hope, if selected to participate, that serving on the Commission would expose me to

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

About a year ago, I inherited a long neglected software system after the previous lead for that system left the company. There were a handful of people who had a little bit of experience working with the system and it was being assigned to me because it had started to have problems that were likely to impact other parts of the business. As I was assigned, nobody had a holistic view of how things worked but we had a number of very short term goals to hit and a few longer term ones to plan around.

Consulting the people with some experience, and getting one of them attached to the team, I focused on making sure that we could identify the minimum necessary for the short term goals, buying us some time to step back. Once the immediate issues were out of the way, we started expanding our understanding of the system around the project, tackling problems as we were able to understand them. We were then able to decompose the system into a number of subsystems with varying, lesser, degrees of complexity and instability.

After about 5 months, the problematic parts of the system had been carved out, cleaned up, and given new owners. The remaining parts of the system were stable, reasonably well understood, and no longer posing a problem. From here, I handed off leadership of the system to the other person I'd initially pulled on with me.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have given money (under \$500 total) to a few of the Democratic Presidential Primary campaigns.

My daughter will be starting at OUSD Peralta Elementary this fall and I expect to be involved in volunteer and community activities relating to the school in the future.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I have extensive experience with data analysis tools (including SQL, Python, Excel) and limited experience with mapping/GIS tools.

If selected, I will advocate for the maximum transparency of the process allowed by law, including the publishing of any data, tools, analyses and results involved.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	GSLW
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	George Leslie-Waksman
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I believe one of our most critical tasks right now, at every level of society, is to deepen the meaning and practice of democracy. One way this can be done is to secure and foster voter representation at each of those levels, including the municipal. In this way, the Commission's work, as I understand it in principal, is to defend and protect equal access to political representation.

On a mission of such import and value, I am seldom found in the driver's seat and sometimes not even in the car. However, I can often be found making sure the car is safe to drive and helping figure out with others which route to take and why.

On the road that leads to a thriving future for the City of Oakland and its residents, I see the Redistricting Commission as a vehicle that has the potential to play a part in deepening Oakland's capacity for democratic practice.

Serving on the Commission would be a way to make use of my master's degree in development from the Institute of Social Studies in The Hague. I also bring experience in supporting effective group process cultivated through a life-long commitment to learning and growth in this area. In turn, I'm sure serving on the Commission would be a rich learning experience which would inform my participation in future projects.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

In common parlance, to be *impartial* is to be unbiased or unprejudiced. In the context of a municipal redistricting commission *impartiality* implies the importance of considering, and therefore being able to act, for the good of all the people who live within a city's confines, and for the city as a whole, not for the protection of a particular stake.

To be *partial* is to take into account, or consider, only part of a whole. The more deeply we understand the interconnected nature of all things, the more difficult it is to be partial. For those who have not had the eyes to see, we now have a highly transmittable, potentially deadly virus to remind us of this truth.

If I were to sit on the Redistricting Commission, I believe the task of "exercising impartiality" would be overshadowed by the task of supporting the Commission's ability to make decisions that promote the good of the whole.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

For me, working collaboratively rarely requires setting aside my own self-interest; much more often working collaboratively is something I benefit from enormously as I see what we can accomplish together that I am unable to accomplish alone.

The times I have fundamentally disagreed with collaborative decisions and set aside my views were painful not because I thought they were in my self-interest, but in the best interest of all of us. One example was in naming an organization we were building. The group came up with a name I thought would be counterproductive to our strategic aims. However, not having a better solution to recommend, and not wanting to hold up the process of getting to the actual work, or burdening our momentum, I abstained from that decision. In the end, I believe that decision did inform and limit our strategy, but it didn't limit my commitment to our shared work, contributions, or accomplishments under that banner.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

My knowledge of and appreciation for Oakland's people and places is shaped in part by not being a car owner. As of recent, I now have access to a car I use for limited purposes, but as a rule I have traversed Oakland on my bicycle and with public transportation.

Over the 15 years living in Oakland, I have spent time in all of its districts, with most of it across the more bicycle-friendly southern swath. My health clinics are in West and East Oakland. I have lived north and west of downtown and have been in the Fruitvale since 2013.

Until being laid off with most of my colleagues in 2008, I worked for OUSD's Adult and Career Education (OACE) program. My main school sites were in what was then, and may still be, Oakland's most diverse neighborhood (at 8th Ave and International Blvd). However, I also taught in East Oakland, at the Edward Shands Adult Education Center in Eastmont (also now closed) and still sometimes have reason to use facilities at McClymonds High School. Many of my current students and I now travel just across the Fruitvale Bridge to neighboring Alameda to study together in the adult school there.

I strive for a life in which my neighbor's, friends and social groups reflect the diversity of Oakland, and are not limited by my racial identity, class, gender, religion, sexual preference or ability. My work life as a teacher of adults in public schools, and lifestyle choices such as not owning a car (for about 30 years), are two of the ways I stay connected to Oakland's rich diversity.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I face complex situations daily in my work supporting adults in preparing to take their High School Equivalency (HSE) exams. Each person who comes to study in my class brings a different story, set of circumstances, strengths, areas of growth, and personal challenges.

In order to support them fully, I first need to listen actively for the information that is going to inform not only what content we work on, but what our process and schedule will be and what kind of interpersonal

engagement is going to be the most conducive to our work together. This analysis is based on experience and knowledge, but is also intuitive and based on a trauma-informed approach.

We then generate ideas together about what would be an effective course of action, considering our options and prioritizing to make the best use of our time based on the real limitations we are working with.

Together we build a sense of accountability and trust, and begin to celebrate small successes as we wind our way through consecutive tasks and decisions, constantly reevaluating and assessing our priorities, until they pass their tests and acquire their HSE diploma!

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have a general commitment to supporting the community-based organizations led by and serving my Oakland neighbors who are members of our most marginalized communities. In addition to showing up for their events, I contribute financially when I can. Before this recent stay-at-home order, I was volunteering as an English tutor with an organization led by and for immigrant women, and I am also a supporter of local public radio.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	ml
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Micheline Levy
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I am an Oakland native and very passionate about this city and the communities that make up this city. The evolution and the dynamics of the city have yielded both positive outcomes and opportunities for enhancement in other areas. I believe that the redistricting plans and outcomes could significantly impact the landscape of Oakland and the distribution of resources. As such I would like to participate in a fiduciary capacity to ensure that an authentic voice of the community is heard.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial is to operate without bias, to be fair, and just. I commonly operate from a place of objectivity and impartiality. I understand the importance and necessity to suspend one's personal opinion in efforts to collaborate with others pursue the best outcomes for the city based on the fact patterns and information provided to meet and achieve the common goals of redistricting.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I am an active mentor with the Our Kids Program which is a youth focused mentoring program. There are certain initiatives like establishing a literacy division to the program. I deem literacy to be imperative to our community and the mentees that we serve. Yet in being committed to the common goals of the OK Program I recognize that the literacy initiative might be more appropriate to revisit at a later date or in a different space.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I was born, raised, and educated in Oakland. I celebrate and have a strong appreciation for Oakland's diversity. I have friends, family, and acquaintances throughout the city. I patronize businesses throughout the city. I have a great appreciation for diversity offered in our city. I regularly attend Allen Temple Baptist Church and Shiloh Church and have been supportive of various initiative that take place in Oakland such as various food drives and feeding initiatives. I recognize the needs and concerns in various communities which will ensure that I remain mindful in advocating to the best of my ability as appropriate in achieving the goals of the commission.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

On a quarterly basis I am tasked with calculating and reporting Share-Based Compensation which entails a series of reconciliations prior to the final generation of reports. One quarter after the reporting had taken place, I re-ran a series of reports and noticed a change in the numbers. I delved into the details to try and identify the data changes that created the discrepancy. I revisited my reconciliations and noticed that there was a change in termination data in which the HR team entered a late termination in the system. I assessed the impact and footnoted the issue to ensure it was captured during the next reporting cycle. I also advised the HR team of the importance of capturing termination activity timely.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I serve as a mentor for the Our Kids (OK) Program, Volunteer, Black Joy Parade, Volunteer to feed the Homeless via Feed The Hood and 510 Hikers, assist with preparation and distribution for Thanksgiving Turkey Drive, active in The Tomorrow Man Foundation promoting health and literacy. Active member of the National Association of Stock Plan Professionals (NASPP), active participant in the Annual Give Oakland Toy Drive. I assist with various community initiatives offered through District 6 and am an active participant in the Redwood Heights/Davenport Home Owners associations.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	PM
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Paul Marshall
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I would like to play a more active role in the service of the City of Oakland, which has been my home since 1991. The decisions that the redistricting commission makes regarding the definition of the City Council and School Board districts impact critical issues for Oakland residents such as education, housing, and business development. The fact that Oakland takes an objective and non-partisan approach to making decisions around how district boundaries are defined is extremely important to me and represents the citizen-forward thinking that makes me proud to call Oakland my home. This approach is one of the best ways to avoid the racial and economic injustice that can arise by districting decisions being influenced by special interest groups or other political factions. Over the 30 years that I have lived in Oakland, I have been a voter, renter, homeowner, godparent of an Oakland public school student, and board member of an Oakland public charter school. I am also a longtime employee of the University of California and currently hold a leadership position at the UC Office of the President in downtown Oakland that requires me to interact with the CA Department of Education, CA Department of Public Health, and the CA State Legislature on a regular basis. I believe my background, experience, and genuine interest fostering social justice in Oakland makes me an ideal candidate for the Redistricting Commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartiality means to avoid bias or subjective personal preference in one's decision making. In my 20+ years of professional experience as a scientist and more recently as the director of a funding organization for research on tobacco-related diseases, I have consistently practiced impartiality in my work. Scientific investigation is data-driven, meaning that decisions are made on the information gleaned from the experiments rather than from subjective expectations or assumptions. Similarly, as a funder of research, it is critical that the review and selection of research proposals for funding be performed in a manner that is free from bias and that is based solely on the necessity of the research and the soundness of the research plan. This experience has taught me how to avoid bias in my decision-making from the outset but also how to reflect on my initial thoughts and recognize any unintended bias. These skills were reinforced in the summer of 2019 when I completed a six-part online course on recognizing and avoiding implicit bias in my hiring and management practices.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I direct one of four grantmaking programs housed in the Research Grants Program Office (RGPO) of the UC Office of the President. We consistently need to balance the needs of the entire office (RGPO) with the needs of the four individual programs. The four programs share the services of a single operations unit and, as such, adhere to a structured 2-year calendar for our grantmaking activities that require the services of the operations unit. One cycle of grantmaking activities can span 9 – 12 months so insuring that operational resources are available when the programs need them is critical to the success of each program's

grantmaking goals. The development of the 2 year calendar requires negotiation and the relaxing of preferences (and sometimes the needs) of individual programs to arrive at a schedule that effectively – but often not optimally – addresses the needs of the four programs as well as the operations unit.

Another very recent example of these 5 units setting aside program interests for the common good was in the rapid deployment of emergency funding for COVID-19-related research. The five units relaxed many of their administrative policies and contributed funds to develop and release a Request for Applications within 10 days of the state-mandated shelter in place – a process that typically takes 3 - 4 months for a single program. We then had the proposals reviewed and funded within two weeks while maintaining impartiality, which is a dramatically shorter timeline than the typical 6 – 9 months for this process. We could not have achieved this by holding tight to the needs of our individual programs.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Oakland's diversity is the primary reason I have called Oakland my home since arriving in 1991. I have lived and dwelled in the Adams Point, Maxwell Park, and West Oakland neighborhoods and have relished the unique diversity of each of these neighborhoods. The comfort that Oakland residents of various ethnicities, gender identities, physical capabilities, and life experiences have when interacting with each other is truly remarkable and heartwarming. I have learned a tremendous amount about cultures, ideas, and lifestyles that were foreign to me when I arrived in Oakland and revel in the congeniality I have with my rich mixture of friends.

I do recognize, however, that there remains a strong economic divide among Oakland's residents that has changed very little in 30 years. In fact, the recent influx of new residents that can afford the extremely high cost of renting or owning homes in Oakland has increased that economic divide and, quite frankly, reduced the rich diversity that once characterized Oakland's citizenry. This change is one of the primary motivators for my applying for membership on this Commission. It is my hope to strengthen the voice of longtime Oakland residents and to improve the opportunities for economic development in underserved communities and communities primarily comprised of people of color. District boundaries define the population that becomes the constituents for a given City Council member. Similarly, the boundaries of school districts define the communities that will be the constituencies of School Board members. Therefore, the voice of a community becomes stronger when the critical economic and educational issues are similar among the communities within the respective districts.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As a biomedical researcher, I faced complex scientific questions on a regular basis. In my current role as a program director, I face organizational issues that often have complex political underpinnings quite often. In both situations, I pull upon my training to research the issue as much as possible and look for successful models for potential solutions. Although my initial research often begins with reputable websites (eg federal institutions, reputable organization, academic resources), I also seek the advice of individuals with expertise in the given area.

A personal example of when I have used these problem solving skills was when I serving on the board of my condo homeowner's association. Several units on the top floor had water damage, indicating we needed a new roof although the roof had been repaired a few years earlier. The board members were trying to determine if we should sue the roofing company or just have them repair it again at no charge and have the HOA insurance pay for the water damage in the building. Since no one on the board had any expertise in roofing, construction, engineering, etc, I suggested that we invest in an engineering company to assess the problem and then figure out how to proceed. To help the other members make a decision, I got quotes from several engineering companies, compiled estimates from the owners for the repairs to their units, spoke with attorneys to get an estimate of fees, and projected the increase in HOA dues that would be needed of the insurance company refused to cover the unit repairs (which they did). The engineering company was expensive but in the end their assessment showed major problems with the original repairs and provided the board with the leverage to negotiate with the roofers and avoid litigation.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

The activity that I am most proud of is the creation of my consulting firm, TRM Research and Consulting, that supports the mentoring and training of individuals that are underrepresented in the STEM fields.

I donated grant writing services to the San Francisco Bay Area chapter of the National Black MBA Association for two years, in support of their high school mentoring program.

I also served on the board of an Oakland public charter school focused on science and technology that tragically – for the students – closed in its second year. It was a trial by fire for me, teaching me about the politics around public education and the tragic consequences that can result from good intentions that are not reinforced by experience or expertise.

For many years, I took dance classes at the Malonga Casquelourd Center (at the time it was called the Alice Arts Center) and participated in many of the events at the center.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	TRM
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Tracy Richmond McKnight
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I have been looking for an opportunity for public service in Oakland, wanting to give back to the awesome city that I love and to the district where my daughter went to school. I want to bring my passion for fairness, analytical skill, good nature, hard work, and open mind to this challenging task. Further, I have some experience with geographic information systems that might be applicable.

Good districting is the root of engagement, and engagement leads to more vibrant schools and city governance. So much more can be achieved (in both schools and politics) by a single person at the local level than at a state or national level. Thus, the redistricting commission is at the foundation of our city and our democracy.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartiality means making decisions free of bias for or against anyone. That does not mean “random” or “arbitrary”, but rather reasoned and as fair as possible. I strive to be deliberate in decision-making, preferring to keep an open mind and hear the pros and cons – even from those with whom I may disagree at first – and then making a choice.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

At my work, I am a leader, but I generally represent a less-critical part of the business in many consensus-based decisions. Therefore, I am often faced with giving up what would be best for “my part” for the greater business good. I relish doing that in good faith and without deal-making. I know that, if everyone treats every decision as an opportunity to haggle, then far less can be achieved than if we are all working towards the greater good.

That does not mean that one doesn’t argue – sometimes passionately – but the big picture must always be kept in view.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland’s diversity. Describe your knowledge of and appreciation for Oakland’s people and places, and how this will enhance your work as a commissioner.

I think I’ve been in every identified neighborhood in Oakland. In the past 25 years, I have bicycled throughout Oakland – almost every neighborhood at one time or another. I used to ride from Mills College through East Oakland to A’s games. I have ridden from my home in Rockridge to my work in Fremont, traversing the city via many different routes. I have also walked extensively and frequently take public transit (both AC Transit and BART). I like the direct interaction with the city. It’s not that I don’t drive – I do – but

being exposed to the streets provides a much deeper feeling of connection. I like stopping at lights and talking to other people who are out and about, seeing their homes and sharing our community. The diversity of Oakland is both the core and strength of the city. That diversity isn't just drawn along traditional lines (ethnic, gender, sexual preference, age) but a diversity of viewpoint and experience. Diversity engenders strength and growth – we can learn from and be inspired by one another. I have found that I learn much more from people from whom I differ (in whatever way) than from people with whom I am similar.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I like to seek out third-way solutions – not necessarily compromises, but new ways of doing things that move everyone away from the underlying problems. As an example, in Graduate School, I served on the campus publications board. In addition to the mainstream daily newspaper, there were several so-called “Special Interest” papers (African-American, Chicano/a, Asian, LGBTQ, and more) that published only a few times a year each. The mainstream paper provided pretty much the entire advertising revenue for all the publications and they were resentful of the SIPs. The SIPs argued that they had no visibility, and thus no opportunity for revenue, leading to a vicious cycle. This inevitably led to conflict, quite heated, pitting the source of revenue against community voices that were not well-represented in the mainstream paper. I suggested that, instead of publishing the “SIPs” separately, we include them as inserts to the main paper. This gave them much more visibility, exposed their voice to the whole campus community, and the advertisers liked the broad appeal. Finding such third-way solutions is never easy and it requires stepping back from the heat of the argument, keeping an open mind, being analytical, and then selling the idea. I have those skills.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I believe very much in participatory service and have always been an active volunteer. As I mentioned, I served on the university publications board in Grad School. I have been active in my daughter's school serving on many committees and as an escort to dances and trips. I helped with the high-school robotics team and talked about careers in computer science at her school. More recently, I have started training as a leader for Sierra Club hike outings and have planted street trees in East Oakland. I work with community college students, helping them with mock interviews for both jobs and graduate school. Lastly, I am a member of the ACLU.

Additional Information (Optional)

**Response required*

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

Professionally, I am an expert in aviation security and explosives detection, working with governments around the world to keep bombs off of planes. I am the technical liaison to government regulators, many of whom do not have technical backgrounds. With my experience in teaching (I was a professor at Mills College), I am very good at helping bridge the gap between the hard-core engineers and the non-technical officials.

In my role, I serve as the sole corporate representative to the US government as a member of the DHS "Futures" committee. We are working towards devising a better airport security experience for all while protecting individual civil liberties. That experience, working with many strong personalities with disparate points-of-view, in a sometimes-intense environment, has prepared me well for serving on the commission.

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Initials:	MM
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Matthew Merzbacher
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I would like to serve on the Commission because I feel that the work is important and interesting, and because I enjoy problem solving in a team setting. I would like to learn about how the current seven districts were drawn, and I'd like to be part of the team who considers equity to be a top priority in redrawing the boundaries, based on the most current census. The people of Oakland deserve equal representation in the voices of their School Board Members and their District Council Members.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

As a high school math teacher, being impartial is part of my daily mindset. I have empathy for my students, but I'm also impartial, as I am a sound listener to students' issues, their perspectives, how they each process information as individuals. I make even-keeled, fair decisions given many facets of information, always with the needs of students and their learning being the top priority.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I was the Math Department Chair at my high school for 3 years, starting in 2016-2017. As a Chair, I served as a liaison and a communicator to/with the other math teachers and the school administrators. I worked together with my math department colleagues to negotiate an edit to the math pathways. Our math pathways (course selections for four years of high school) had been reconstructed a few years earlier than my tenure. As a team, we felt that adjustments needed to be made in order to help the average student guide themselves into the correct pathway, with just the right amount of challenge. I carefully argued our case to the School Board, who by a narrow margin voted to edit the pathways as we advised. It does make teaching mixed ability classes a bit more difficult for me, and for the other teachers, but we knew that would be the case, and we are doing our best to differentiate instruction to meet the needs of all students. The benefits of having all students sign up for the appropriate courses is worth the extra planning work on our part.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Although I do not work for OUSD, my older son goes to Skyline High School. Our whole family appreciates the diversity at Skyline HS. I was able to observe a series of class presentations in his Chemistry class. There were many different views and experiences in one room -- this is enriching to his (and the whole class') education. For him, being part of Oakland's community every day increases his creativity and opens his mind to how other people experience various parts of life. I feel that his positive experience at school is part of my cultural experience of living in Oakland. Also, for a few consecutive summers, I taught a community service / social justice class at my high school, where we volunteered at West and East Oakland elementary schools in the summer. We played math games with the children, and spent time on the playground enjoying each others' company. This was enriching and joyful for me, and for my high school students. I feel proud to live in Oakland.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

One challenge that I consistently face, and I'm always working on, is how to serve my students who have ADHD (Attention Deficit Hyperactivity Disorder). When students have a difficult time focusing, they still want to learn. They still want to be successful in school, and have positive relationships with their teachers and classmates. For some students, it's helpful to create a code word, which when said, helps them realize that they need to refocus. For others, creating a structure of pre-printed notes gives them an outline to help them follow lessons in real time. Still, others need different types of structure, from specific seating, to frequent check-ins, to a specific classroom job, and/or to extra time to turn in work. These students have either a 504 plan or an IEP, which allows them access to learning the content of the course. It doesn't give them an unfair advantage. It allows them to have equal access to learning. I use my skills in working directly with students, with their assigned Resource Specialists, and with the students' parents to find appropriate accommodations so that these students find success in their learning.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

We have supported Joaquin Miller Elementary PTA, Skyline HS PTA, and the Skyline HS Cross Country Team. I was the co-chair of the Joaquin Miller Walkathon for a couple of years. We have contributed in small amounts to the campaigns of a few current Oakland politicians. Those amounts have been under your

limit to apply for this position. We have also donated small amounts to state and federal candidates for political offices.

Additional Information (Optional)

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Initials:	DBM
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Diana B Miller
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I would like to serve on the Commission to be more involved with the political work in Oakland. This work is important because fairness in elections is necessary to a democracy. Non-partisan districting will give each district equal influence in voting.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

An example of impartiality can be found in schools. In homework and testing, each student is graded without awareness of whose paper is in the hands of the teacher. The teacher grades work not having an attitude about the student and without expectations of the quality of work performed. When I was teaching and grading papers, I did not look to see whose paper was in my hands.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I was in a group where we were expected to choose classes to offer. The group was to set the goals for the classes to help students attain and set aside the knowledge of who would teach each class. No one was to insist on a class if it was in their personal interest to teach it.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

The understanding of Oakland's diversity begins with knowledge of what circumstances brought many of the groups here. If they were slaves, ranchers, laborers or others, their attitudes were/are impacted and carry through to current times. This will enhance our work as Commissioners. Our work will also be enhanced by being on the Commission with a diverse population.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

Every time I face the ballot box, I do my best to choose the right candidate for the job. I look at their history to find out their beliefs and listen to the problems that they want to solve. It is an occasion to gather evidence and make my decision from it.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I was in the Peace Corps and learned to appreciate various cultures and different approaches to accomplishments. The biggest “culture shock” came to me when I returned to the states and compared the differences in life styles.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

Thank you for considering me for the Commission. I think that this work would be interesting but also enjoyable.

I agree with the limitation placed on the Commissioners in the future as to positions and elections. Paula Moseley

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials: *See email*

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name: *See email*

Luna, Richard

From: Paula Moseley <[REDACTED]>
Sent: Friday, May 1, 2020 4:41 PM
To: City Administrator's Office
Cc: Luna, Richard
Subject: Fwd: Redistricting Commission Supplemental Questionnaire
Attachments: Redistricting Commission Supplemental Questionnaire.docx

[EXTERNAL] This email originated outside of the City of Oakland. Please do not click links or open attachments unless you recognize the sender and expect the message.

Moseley, Paula_Redistricting Supplemental Questionnaire

1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I would like to serve on the Commission to be more involved with the political work in Oakland. This work is important because fairness in elections is necessary to a democracy. Non-partisan districting will give each district equal influence in voting.

2. Explain what it means to be impartial and describe your ability to exercise impartiality.

An example of impartiality can be found in schools. In homework and testing, each student is graded without awareness of whose paper is in the hands of the teacher. The teacher grades work not having an attitude about the student and without expectations of the quality of work performed. When I was teaching and grading papers, I did not look to see whose paper was in my hands.

3. The commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I was in a group where we were expected to choose classes to offer. The group was to set the goals for the classes to help students attain and set aside the knowledge of who would teach each class. No one was to insist on a class if it was in their personal interest to teach it.

4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a Commissioner.

The understanding of Oakland's diversity begins with knowledge of what circumstances brought many of the groups here. If they were slaves, ranchers, laborers or others, their attitudes were/are impacted and carry through to current times. This will enhance our work as Commissioners. Our work will also be enhanced by being on the Commission with a diverse population.

5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it.

Every time I face the ballot box, I do my best to choose the right candidate for the job. I look at their history to find out their beliefs and listen to the problems that they want to solve. It is an occasion to gather evidence and make my decision from it.

6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported.

I was in the Peace Corps and learned to appreciate various cultures and different approaches to accomplishments. The biggest "culture shock" came to me when I returned to the states and compared the differences in life styles.

Thank you for considering me for the Commission. I think that this work would be interesting but also enjoyable.

I agree with the limitation placed on the Commissioners in the future as to positions and elections. Paula Moseley

Paula Moseley


Begin forwarded message:

From: "Luna, Richard" <RLuna@oaklandca.gov>
Date: April 7, 2020 at 8:58:07 AM PDT
Subject: Redistricting Commission Supplemental Questionnaire

Dear Redistricting Applicant,

This is a reminder that the Supplemental Questionnaire for the Redistricting Commission is due by 5:00 pm on April 15, 2020. If you are unable to submit a completed questionnaire by the deadline due to the shelter in place order, please let me know.

Additionally, we received a few questions about the work assigned to the Commission. For information on the Commission please see our website at www.oaklandca.gov/redistricting and the [Frequently Asked Questions](#) webpage.

Thank you, take care.

Richard J. Luna
Assistant to the City Administrator
[City of Oakland](#) | 1 Frank H. Ogawa Plaza, 3rd Floor | Oakland, CA 94612
510.238.4756 | rluna@oaklandca.gov

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Ever since the League of Women Voters supported the statewide citizen's commission on redistricting, I've thought that this would be a good model for Oakland. Involving the citizens in these decisions I believe is crucial to have a representative body make decisions, rather than elected officials who have a self-interest, or the courts as a last resort. Oakland is full of bright, motivated people who are committed to Oakland, and who could be assembled to make thoughtful and inclusive decisions on redistricting for the benefit of all Oaklanders. I have lived in Oakland for 35 years, raised a family here, and owned a small business here for 20 years. Through my years of service as staff, consultant, and board member to nonprofits and public agencies in Oakland, I believe I have the breadth of experience, strong sense of fairness and justice, and the depth of commitment to make good recommendations on redistricting which will be fair, transparent, and beneficial for the whole of the City.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

In this context, being impartial means to listen carefully to all points of view, to study the data to understand the background and be well-informed, to ensure that the process is fair and thoughtful, and to see that the participants respect the process and each other in the service of a larger goal. As an Oakland Parks Commissioner for many years, including several years as Vice-Chair, I learned to study the materials and staff reports, and to listen carefully to public testimony and the comments of my fellow Commissioners, before forming an opinion and deciding how to vote. Impartiality does not mean being indecisive; it means making decisions, by listening and educating yourself to understand diverse points of view, and having a thorough understanding of the decision-making criteria involved.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

When a group of parent volunteers came together to build a new children's park in Rockridge, while we all thought it was a good idea and much needed (Rockridge had no children's parks at that time), there were a group of neighbors who were very opposed to the original plan. After 18 months of meetings, difficult discussions, hurt feelings, and even threats of a lawsuit, I realized that I needed to bring in a neutral party to help us find a solution. A neighbor who has not been involved in the process, an experienced community organizer and strategist, agreed to serve as the mediator to help us find a solution. A series of facilitated sessions led to the parent group giving up the original location, and together with the neighbors, developing a master plan for a whole new concept in a new location for a linear park, which gained broad community support. Over the years of being involved with many projects in Oakland, I've learned that sometimes you have to be persistent in overcoming obstacles and push and never give up, and at other times you have to be flexible, willing to give up part of something you care about to find a compromise that works for all parties.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I've lived in Oakland since 1985, and had the chance to observe changes in Oakland over time, and the diversity of people who live and work here. While on the Parks & Recreation Advisory Commission, I spent time at recreation centers around the City, meeting with their advisory councils, and learning about their needs and challenges. Volunteering as a moderator at candidate forums has also given me the chance to meet with and listen to people from throughout Oakland's neighborhoods about the issues they want to see addressed. Having participated in several training workshops on diversity, equity, and inclusion, I've had the opportunity to gain greater knowledge about the many aspects of diversity: ethnic, religious, sexual orientation, age, economic, geographic, family composition, and more. And working with nonprofit organizations that serve Oaklanders has given me the opportunity to further deepen my knowledge and understanding of Oakland's diversity.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As a nonprofit professional for 35 years, I've served as an executive director, a development director, a board member, and a consultant to a variety of organizations. In one consulting situation, I was working with an organization which served members of a marginalized community, and wanted to create a strategic plan and raise funds to build a new building to better serve the needs of these individuals. In conducting a series of confidential interviews, I learned from their donors and board that they did not agree with the size and scope of the project and did not want to make substantial contributions to it, believing it to be beyond their ability to manage, and they preferred a different option. At the same time, they were deeply concerned that the executive director had gone very public about the project, and had diverted a lot of time and resources into planning a facility they could not support (but had never said so publicly). The board and executive director had not been honest with each other, and it was clear that the organization was headed for a confrontation and possible loss of board members or donors or the executive director or all three. As the only person who had heard the confidential information, I was in a position to ask those I interviewed to share their concerns in a way that protected their relationships. I was able to selectively share information with the executive director and the board, to help them gain an understanding of the views and opinions of the others involved. In a series of meetings with all parties (separately), I was able to slowly and carefully move them toward a resolution, and eventually to envision a different approach to addressing the needs of the people they served. This particular situation required me to be a good listener, to handle extremely confidential information, to understand the legal and personnel aspects of the situation, to help the group to rebuild trust, and to use various techniques to help them build a new, shared vision for the future of their organization.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I serve as the president of the board of Children's Fairyland in Oakland, which I have financially supported for 20 years, primarily for our outreach program for low-income families, and have helped to raise funds for this 70-year-old children's theme park and recruit a diverse board which represents Oakland. I am the co-founder of Frog Park in lower Rockridge, which brought together more than 1,300 volunteers to build two community-built play structures in a very popular park; since 1998 our FROG Committee has raised nearly \$3 million in public and private funds to build this park in three phases spanning more than 20 years. I served for 10 years on the Oakland Parks and Recreation Advisory Commission, and have volunteered for numerous City Measures (sch as I and DD) which support parks and libraries. In the 1990s, I served on the committee which raised funds to build the Rockridge branch Library. I also served on the first Citizen's Budget Advisory Committee in the late 1980s and early 1990s, where I learned a great deal about the City budget. I also serve on the board of Humanities West, and served on the board of the Association of Fundraising Professionals. I've been a volunteer moderator for the Oakland League of Women Voters for more than 20 years, helping voters to learn more about the candidates for local offices. I currently chair the Nominating Committee of the Oakland League for new board members in 2020. In the 1990s I worked for Oakland Sharing the Vision, Oakland's strategic plan, which gave me the opportunity to delve deeply into Oakland's challenges and opportunities. As a nonprofit consultant, many of my clients are based in Oakland and serve Oakland and the region, ranging from Save the Bay to the Center for Elders Independence to St. Paul's Episcopal School to Chabot Space and Science Center and more. In addition, my husband and I give about 8-10% of our income annually to a variety of charitable causes, ranging from local Oakland parks to the international Doctors Without Borders, because we believe in the power and effectiveness of nonprofits to do good work in the world.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I am delighted that Oakland's redistricting process is moving forward, and would be honored to serve with other Oaklanders on this Redistricting Commission.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	TN
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

**Response required*

Name:	Theresa Nelson
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I recently retired from the Alameda County Public Defender's Office after for more than 30 years. This service came out of a long-standing interest in contributing to my community. I earned a bachelor's degree in Political Science, completed law school, began my professional career in criminal defense and spent decades as a public defender. I now plan to remain active in the community I've served for so long.

Working for this commission aligns with my personal and professional view that we must ensure local voting districts are drawn in a manner that accurately reflects the community make-up, not the desires of politicians seeking reelection.

My many years working as a public defender in the County of Alameda and specifically in the City of Oakland was also enlightening regarding the disparities in funding for education, community development and employment opportunities for people of color. I understand the importance of direct representation ensuring that Oakland districts are drawn so citizens of Oakland have a better chance of electing representatives who reflect their beliefs and will fight to address the concerns of their community. Oakland is a diverse community and the opportunity for all of those views to be reflected in the make-up of their City Council and School District representatives is the first and best step in ensuring those inequities are addressed and hopefully diminished.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

I believe to be impartial is to treat everyone with respect regardless of whether I agree with them or not.

During my tenure as Chair of the JNE commission I was responsible for ensuring each candidate referred to the commission was given a fair and appropriate investigation. Throughout the investigative process I withheld my personal impression of candidates, and remained impartial as each was presented to the full commission for their rating.

The goal of the commission is to provide accurate and fair evaluations of all of judicial candidates investigated for state positions. As the Chair and group leader it was important for me to facilitate open and honest discussions regarding candidates before us. My guidance ensured deliberations stayed on-topic, all questions were answered, and each candidate received a fair and accurate evaluation.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I was a senior manager in the Public Defender's office for many years and we often faced serious staffing shortages. All managers were required to work together to ensure our offices were staffed appropriately and fairly, that no single branch was favored over another, and the allocation of resources served the office as a whole. These meetings were often contentious.

I often led these staffing discussions. I was successful in running efficient and egalitarian meetings where meeting attendees felt heard, the needs of the office were balanced with the morale of staff, and the standards of representation remained a high priority.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I have lived and worked in Oakland for more than 25 years; I love Oakland. I raised my son here and am a homeowner. I am committed to the city of Oakland. I love the beauty of Lake Merritt, the vibrancy of the Fruitvale district, the vastness of the city parks and the solitude of the hills. I have tried to be an active participant in my community as a resident, a volunteer and as a consumer. I understand that Oakland is many parts but most importantly it is a city of amazing diversity, that is what drew me here in the first place and what keeps me here.

My work on Oakland's Safety and Services Oversight Commission was enlightening — I was impressed by the many engaged community members and my fellow commissioners. I learned a tremendous amount about local politics, and I worked hard to make sure the commission fulfilled its oversight duties. I feel my participation on this commission has given me a unique view into the city of Oakland, making me an excellent candidate for the Redistricting Commission.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As a public defender I faced complex legal questions on a daily basis. My approach has always been to gather all of the information I need, and review all of the documents (in the case of a criminal case, review all of the evidence/documents provided to me) to determine if I am missing any critical information. I would narrow the focus — for example my legal issue — to be able to target my research. In the case of legal research, I would complete summaries of all the cases reviewed, highlighting any holdings and analyses pertinent to my case. I would then write out my legal argument, how I might best present it to the court and draft any motion that I planned to file. In short, I'd use my critical analysis skills to identify and focus on relevant issues, target my research and draft and refine my arguments to aid in presenting them to the court, and advocate for my clients.

In terms of my role as a supervisor, I regularly handled personnel issues. I learned early on I'd need to first listen, in the case of a dispute between two attorneys, to all sides before I made any decisions. Then, when

warranted, I would speak to any other parties to the dispute in order to make sure I understood what happened. Lastly, I returned to the parties with the internal issue and worked out a resolution that was appropriate for the situation. I worked to make sure everyone felt heard and addressed any personnel actions directly and immediately.

While I excel at thinking on my feet, I understand sensitive issues require careful listening, acting appropriately, and doing so in a way that is even-handed and fair. I do my best to make sure everyone feels they're treated the same no matter my personal relationship with the parties involved in the dispute.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

- 1) I was a member of the Oakland Safety & Services Oversight Commission (measure Z). I was the Vice Chair and Chair during my tenure, starting in 2015 through March 2020 when my term expired.
- 2) I am currently a commissioner on the RJNE Commission for the California State Bar. This commission reviews appeals of judicial candidates who have been rated "Not Qualified" by the JNE Commission.
- 3) I was a member of the JNE Commission for the California State Bar from 2013 until 2016. I was the Vice Chair of the Commission in 2015 and the Chair in 2016. The mission of the Commission on Judicial Nominees Evaluation (JNE) of the State Bar of California is to assist the governor in the judicial selection process and thereby promote a California judiciary of quality and integrity by providing independent, comprehensive, accurate and fair evaluations of candidates for judicial appointment and nomination.
- 4) I volunteered for and donated to Dan Kalb's first campaign for Oakland City Council as well as his reelection campaign and his campaign for the state legislature doing canvassing and calling potential voters. (2012, 2016, 2018)
- 5) I am a member of the League of Women Voters Oakland (LWVO). I have participated in candidate forums and worked on the organization's annual fundraiser. I have applied to be a member of the local board of directors for the 2020-2022 term.
- 6) I was a volunteer for the Warren for President campaign, canvassing and raising money for the campaign. (2019-2020)
- 7) I was a volunteer for the Hilary Clinton for President campaign, canvassing and raising money for the campaign in 2016.

- 8) For the past 10+ years I have volunteered for the Alameda County Registrar of Voters as a precinct captain, and as a return center captain in Oakland.
- 9) I volunteered for the Ohio Democratic Party Voter Protection committee in 2008. I went to Cleveland, Ohio and observed a polling place to ensure compliance with required voter access. I donated to the Obama for President campaign.
- 10) I raised more than \$10,000 for the Leukemia and Lymphoma Society as a participant and mentor in "Team in Training" program. I also completed 2 triathlons, 1 century ride and a half marathon. (2002–2005)
- 11) In the late 90s I volunteered for BALIF (Bay Area Lawyers for Individual Freedom), going to the homes of individuals suffering from AIDs and drafting wills/durable power of attorneys for health care. This work was critical to those in need of protection from family members and others who might take advantage of their health status or disrespect the wishes of their partners.
- 12) I was a volunteer for the Mondale for President campaign canvassing voter's door to door while attending UC Davis, King Hall School of Law in 1984.
- 13) I was a board member of the National Organization for Women – San Diego Chapter. We worked on the passage of the Equal Rights Amendment to the Constitution. In addition, we provided assistance to Planned Parenthood clinics facing protests against their providing abortion services. (1980–1983)

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

As you can see, I am a person who is civically engaged.

- I have voted in every election since I was 18 years old. I have volunteered on four presidential campaigns.
- I have worked on many local campaigns in Oakland, as well Davis and San Diego.
- I am committed to staying engaged in my community.
- I want to continue my community engagement by being appointed a member of the Redistricting Commission.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	jan
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Jody A Nunez
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I would like to serve on the Commission because I believe in representative democracy. I value a city government and school board directors that are fairly elected to represent Oakland citizens. I believe I have skills that could contribute to a successful redistricting process.

The Commission's work is critical to make certain that boundaries are drawn that reflect the citizens. Citizens should elect their officials; officials should not be directing the choices for the citizens through gerrymandering. Political and racial gerrymandering at any level (local, state, federal) robs constituents of their right to elect their representatives. The demographics of Oakland change and its districts should reflect that change.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Being impartial is having the ability to be fair and just. It means being aware of your own biases so that you can set them aside and act outside of them. I can exercise impartiality because I believe strongly in a bipartisan process to fairly draw districts. Additionally, I can listen to others who may think differently and consider their point of view. As an epidemiologist, I was professionally trained to look for and evaluate potential biases and how they might impact the situation. Training and experience in impartiality can only go so far. A safe, honest environment where colleagues can respectfully 'call out' your biases/impartiality is important, too.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Collaboration is central to accomplishing goals. While there are many examples from my various jobs over the years, workplace examples of achieving a goal can be influenced by power structures, whether this is stated or not. In volunteering with the League of Women Voters (LWV), I set aside my self-interest to get the redesign of a LWV brochure completed. This sounds like a trivial situation but the brochures are an important tool for outreach. They are also expensive to produce and our budget is limited. The brochure style, the photos, the wording, and the focus on what to communicate all impact whether a potential member will pick one up. As the LWV works to diversify, the messaging is one aspect that can impact recruiting. The team wanted to go with a more traditional look (wordy) while I believed a more bulleted style would appeal to a younger audience. After thoughtful discussion and debate, I acquiesced to the consensus because I realized that they may be right (or not) and that the brochure style may not matter at all to the targeted population. It may be that the traditional brochure is very useful for a segment of the population and other segments may not care about the brochure (preferring internet communications). Not everyone thinks the same way and sometimes you need to honor the majority.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Diversity in Oakland encompasses many aspects such as race/ethnicity, spoken language, education, economics, gender identity, and access to/beliefs about health care. Oakland's many festivals and parades offer an exposure to diverse cultures but my understanding of Oakland's diversity is deeper than just being an observer. I have lived in Oakland for 38 years and have always been involved in civic functions. I have volunteered in its schools, my church, Children's Fairyland, the St. James Food Pantry and the League of Women Voters Oakland. These programs have not been limited to my neighborhood but provided opportunities for working with residents from a wide swathe of Oakland. The Oakland Public Library system with its 13 neighborhood branches is an excellent reflection of the city's diversity. While the language differences found at the Asian and the César E. Chávez branches are the most obvious example, there are different cultural interests represented in the selection of books found at the Melrose branch than found, for example, at the Temescal branch. Diversity is an Oakland treasure and there is a richness to our city that transcends census categories. Communities are a fabric that blends these characteristics, creating something more than categories or labels. Understanding this will inform the work I could do if I were to be a commissioner.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

Working at the St James Food Pantry showed me the problem that some residents have who can't read, even in their own language. This was an issue because we had food from the Alameda County Community Food Bank that was labeled in English but the clients were reluctant to take them because they didn't know what was in the cans. The handful of bilingual volunteers was insufficient to relay the information to the 250 clients who needed the information quickly so they wouldn't wait in lines wouldn't take hours. Initially, I had a Cantonese-speaking volunteer write out signs in Cantonese to place in front of the cans. I knew this would be insufficient for the 50 or so clients who did not speak Cantonese, English or Spanish, but we soon realized this didn't even help our Cantonese-only speakers. From the internet I printed out pictures of the food that was in the cans with pictures of meals made from the canned food. Placing these pictures rather than the written words in front of the stack of cans worked for everyone. The ACCFB shared this idea with their other food pantry members. Solving this problem involved first identifying the problem (clients avoiding certain canned foods), gathering data (the interpreter asking a selection of clients why they weren't taking the can), testing out a solution (Cantonese language labels), evaluating the first solution, recognizing its failure, and trying again until we found a solution. The analytic skills of identifying the problem, data gathering, testing, applying a solution and retesting can be used in many situations. Of course, without a willingness to carefully look, listen and learn, the skills are useless.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have been involved in various professional associations such as the American College of Epidemiology, the International Society for Pharmacoepidemiology and the North American Association of Central Cancer Registries. I have volunteered with and financially supported Children's Fairyland, various Oakland schools, Friends of the Oakland Public Library, St James Food Pantry, the Alameda Contra Costa County Food Bank, the League of Women Voters and different churches.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I value the census data that is collected every 10 years. As an epidemiologist, I used the data in my work professionally for most of my career and am aware of its strengths and limitations. When we responded to neighborhood concerns about cancer clusters, I worked with residents who shared their experiences and ideas about the health of their neighborhood. While my statistical and analytic training were important to solving the problems, none of that matters if you don't listen to the communities residents. I have been fortunate enough to develop both 'hard' and 'soft' skills which allow me to work effectively with others.

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Initials:	CDO
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Cynthia D O'Malley
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I want to serve on the Redistricting Commission because I want to lift up the voice of my community. I'm a woman of color with an immigrant background who has deep roots in the City of Oakland. In my roles as an aide in the city council and mayor's office, I worked closely with the Latinx communities in Oakland so I believe I understand their needs and priorities.

The work of the Commission is important because it sets the stage for how political power and resources will be allocated throughout the city for the next 10 years. It's crucial that the Commission conduct an inclusive process to have the most equitable outcome for future generations.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

I practice impartiality every day (as the Chief of Staff of [Hamilton Families](#) and Board Chair of [EOBA](#)). Impartiality means to not be influenced, indirectly or directly, by anyone who may have a stake in outcomes/decisions. To be impartial, one has to remain focus only on the facts and the implications of those facts. Outcomes must be guided by what is known (vs. "insider information"). Decisions must be made in a transparent manner and must be communicated in an inclusive way.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Again, I practice collaboration every day. At Hamilton Families, I cultivated the organization's leadership team composed of the second tier of leadership. I understand my power and privilege in our meetings so I ensure the voices of others are elevated. For example, after facilitating the first 10 meetings, I pulled back and let them identify a new facilitator. During discussions I often make remarks like "I'm curious to hear your thoughts on this" or "how do we want to proceed?" As a body we have been able to move large bodies of work forward like our Theory of Change.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

As a sanctuary city, Oakland has a long history of equity, diversity and inclusion. My family immigrated to Oakland when I was 4 years old because the city was welcoming and supported marginalized communities (I grew up in the Fruitvale District). I have extensive experience championing Oakland's diversity. For example, at the mayor's office I developed the Mayor's stance and messaging on sanctuary cities. I also

wrote a toolkit for other cities to adopt sanctuary policies. Oakland's diversity is a tool that I will use develop recommendations with the most equitable outcomes.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

Question – “how do we communicate organizational stability while being honest about where we are?”

In the fall of 2019, my organization had 3 c-level transitions over a period of 3 months – CEO, COO and CDO. Because it happened so quickly, leadership at the staff and board level was unprepared, shaken and in high alert. This radiated to the 150 person organization causing mass panic, fear and chatter. As Chief of Staff, I had to keep my calm and reassure staff that the organization was fiscally strong and the executive staff left remained committed to the organization. Here are the problem solving skills/strategies I used to tackle the question above:

1. I gathered the facts – what are staff feeling and saying?
2. I convened leadership to get clear on our priorities and communication strategies to keep staff informed during the transition period, reassure them of our commitment and lessen the anxiety.
3. I modeled the behavior – I talked about the impact these changes had on me and shared my commitment to staying with the company.
4. I instituted a weekly internal newsletter to update staff on the organization, celebrate wins and being honest and transparent.
5. I attend regular team meetings to listen to emerging issues and follow up in a timely fashion.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

- I've been on the board of two nonprofits – Amethod Public Schools and East Oakland Boxing Association.
- I've worked for Councilmember Noel Gallo and Mayor Libby Schaaf.
- I've attended gatherings/meetings with OUSD Board Members; City of Oakland Department Heads/Leadership; City Council members and staff; Alameda/SF County Supervisors, DA and staff; state/federal officials; and SF mayors (last 3).
- I've attended social gatherings for Latino Young Democrats, East Bay Democrats, and Emerge.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I am excited about the opportunity of being considered for the Commission! I believe I have the right experience and background to meaningfully inform the Redistricting recommendations. I recently became a homeowner and plan to make Oakland my permanent home. I love Oakland and am committed to my city.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	KO
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Karely Ordaz
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Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I wish to participate in the work of the Commission in order to contribute to obtain an unbiased plan drawn with non-racial and non-partisan premises.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Treating everybody equally regardless of gender, race, religion or political affiliation. I worked successfully for several years overseas as a Manager for an American/Nigerian enterprise that had a mix of local and expatriate personnel at all levels of the organization. Subsequently I worked as liaison with local personnel in other Countries of West Africa.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

When in West Africa I worked in collaboration with local personnel in a very dangerous environment where expatriates often kidnapped for ransom.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

After leaving Europe in my twenties, having lived in Canada for twenty years, worked overseas for several years in Texas for a few years and in Oakland for 35 years I have made friends of various race and background from different parts of the world. During the many years in the East Bay I have come to appreciate the diverse culture of the Bay Area, I enjoy attending various ethnic events like the Greek festival or events related to the Asian community, Pride parades etc. My children learned from me to appreciate diversity and learn about different cultures, one worked in Germany for a short period of time, one lived in Vietnam for three years.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I witnessed a very critical incident in Nigeria when an engineer who had been drinking started insulting a Nigerian employee using racial slurs. I managed to take him aside and calm him down, I reported the case to the Managing Director who had the person in question taken out of the country the following day.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

N/A

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

In the 60s and 70s I worked for an Energy company in Canada and directed for several years a group of professionals involved in research. A seasonal assignment was to manage a recruiting team to fill permanent and temporary technical jobs from Canadian and American Universities, every year we interviewed and selected from up to 500 candidates, this experience gave me a very wide exposure to young people from different racial and social backgrounds. After so many years I am still in contact with individuals that I recruited from countries of origin like Morocco, Egypt and India.

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Initials: ANP

*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name: A N Petracca

Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I seek to serve on the Redistricting Commission both as an act of public service and to further the interests of the people of Oakland. The Commission will undertake important work to determine boundaries of City Council and School District districts, from which the people of Oakland vote to elect individuals to represent their interests.

I believe the Commission's work is essential given role of elections in forming representative democracy. The foundational building block of democracy is citizens and their voting to choose representatives. As such, district boundaries are the very bedrock, or framework, on which this foundation is built.

The creation of district boundaries must be impartial and free from influence given the power and responsibilities of those representing voters within these lines. While federal and state officials are important policy makers, it is locally elected officials that have significant and direct impact on those that they represent.

Oakland's school district and council members are given powers to choose to fund or create new or improve existing programs in schools, parks, and departments in the city. The decisions our locally elected officials make and can directly change the course daily lives and outcomes in Oakland. Newly re-drawn district boundaries must capture and represent the diversity of Oakland.

Finally, I believe public service is the opportunity to help others, and I see serving on the Commission as the chance to help shape – in a way free from politics, political influence, and special interests – the boundaries that form our government in Oakland. As a member of the Oakland community, and passionate about ensuring the public's interests, I want to see my neighbors' voices represented and heard.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial is to consider the evidence and base decisions on fact. I recall the common civic image of impartiality being that of the judiciary, or justice blind; treating all that appear before it in a fair and equitable manner, with no bias and absent of any external pressures or influences. In effect, weighing decisions on evidence and nothing else.

My ability to exercise impartially is found in my everyday work. Even as I work to advance a mission of teaching, research, and public service within public higher education, I exercise impartiality by fully understanding an issue and the many diverse viewpoints that exist around it. The analysis I conduct in policy does not consider the source of the data to the questions I am asking, but only the if the evidence supports an outcome or answering the question.

For example, I was recently asked to explore a policy proposal that would have impacted my organization, an institution of public education. I first framed a key question, and then built up knowledge to answer the question. With a guiding question, and based in the percepts of law, I was able to make a recommendation

impartial of my own beliefs or those of others. The recommendation was grounded in what would best answer the question put forwarded.

I would bring this same process of impartiality to the Commission, to advance its work for the people of Oakland.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

To successfully collaborate, individuals need to set aside their self-interest and be open to exploring new ideas. I often find my ability to set aside my self-interest to achieve a common goal manifests itself in working with colleagues on tough problems.

For example, when faced with a shared challenge and attempting to develop a solution, I take well practiced steps to ensure we are all working to achieve a shared goal. First, I ensure that goal is clearly defined and understood by participants or those I am working with. This often means reframing a guiding question or establishing meeting principles; what are we working towards? Then once the intention is clear, I undertake and encourage brainstorming and sharing of ideas. This stage is critical to ensure that all viewpoints are articulated and understood and that we creatively approach the issue.

I first must be acknowledged, either internally or externally, my own biases to ensure that my own self-interest is set aside. In this regard, I take a similar approach as taken when addressing unconscious biases; once it is known, it can be mitigated. For example, I know it is in my interest to have early meetings, but I also know that my colleagues work better in the afternoon, so I actively choose to have afternoon meetings. This can be extrapolated to larger issues, allowing evidence and data to address challenges.

As a Commissioner, I will collaborate effectively with fellow commissioners to achieve the shared goals of the commission, setting aside my own interest to achieve to the collective success. At times, this may mean acknowledging that my own interests do not serve the interest of the group's.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Oakland – Love Life – is city built on a history of diversity. It is evident in both its people and spaces. The many neighbors of Oakland reflect a rich mosaic of the people that call this place home, while its many hidden, and not so hidden parks and buildings, reflect a long history as a epicenter of the greater Bay Area. But it also has a history of struggle and difficulty, as evident by past practices of “red-lining” communities of color.

Before the recent COVID-19 shelter-in-place, I walked to work every day. My path would take me from the East Lake Neighbor to downtown Oakland at Broadway and 12th Street. I would pass many people and places on the way. I pass city-workers heading to BART for their morning commute, the majority going to San Francisco. I see morning joggers around circling the Lake, pass old timers smoking outside the Lakeside Lounge where live blues music is heard, the family run bakeries and restaurants in Chinatown, and the multiple folks briskly walking to government agencies in downtown that keep the whole Bay Area running. I would also pass the many individuals that now call underpasses, parks, and city-built temporary shelters home.

As a social geographer by training, the physical spaces of Oakland reflect its history. For example, Lake Merritt isn't really a lake, but a tidal estuary. As a wonderful exhibit at the Oakland Museum of California reminds visitors, the lake is part of a complex watershed of multiple creeks that have long been diverted into culverts and covered by roads. Once a rural component of Oakland – like the once great Oak trees – the lake has been encompassed and changed with growth of the town. Like the physical water ways, all the people of Oakland are connected together by the same community we all live.

I also believe the people of Oakland are its greatest strength and bring it diversity and life. Close to my apartment in the San Antonio neighborhood, a history of “radical” movements from the 1960s and 70s exists, such as the Black Panther Party having a Free Breakfast Program here. Looking to the present in West Oakland, led by community members, the people of that neighborhood are leading the fight for environmental justice through the West Oakland Indicators Project. Then in Chinatown you can find some of the best dim sum for lunch in family run hot plate restaurants.

Oakland's people and places form a rich mosaic. I believe it is the work of the Commission to capture this diversity, and impartially ensure that it captured within the artificial lines of district boundaries. Given the elected representation of individuals is based upon the boundaries the Commission will create, commissioners must understand, appreciate, and reflect the diversity of Oakland. I bring my knowledge and passion of Oakland's people and history to my work as a commissioner.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

A recent example of addressing a complex question was the analyses of the recently passed Coronavirus Aid, Relief, and Economic Security (CARES) Act that I conducted. The CARES Act is a \$2.1 trillion stimulus package that was passed to help and support the U.S. economy, businesses, and individuals. The text of the Act, as federal law, is complex, totaling more than 850 pages, referencing numerous existing public laws, and providing funding allocations based on formulas. I analyzed the Act for its potential impacts to the public higher education organization I work for.

The skills to analyze and answer the simple question, “what does this mean for us?” requires communication, analytical thinking, and clarity in reasoning. In this situation, I first led the development of a framework that would guide my team's overall work on the Act. Then, collaborating with my colleagues, we identified specific sections of the Act that each of us would analyze in depth. After this step, we came back together, where we outlined the major changes or funding found in each section. I then lead the effort to present this information for stakeholders across the organization so that they could understand what the Act meant for them, including executives.

In general, this example shows how I address complex questions or situations; I envision it as a two sided funnel. First a broad intake of information that surveys the relevant data and inputs. Then, the narrowing of scope, usually funneled by a specific question or challenge for analysis. Then the broad outputs, which lead either to decision points or additional questions to be asked and analyzed. I believe it is critical to undertake this process using collaboration and communication, so as to successfully address complex and multifaceted problems.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I regularly support and volunteer with youth organizations in the community. I support, by serving on the young professional board of SQASH Drive, an after-school program that works with underserved students through academic and athletic program in Oakland and the wider Northern East Bay Community. I also volunteer with a local youth group at Corpus Christi Church in Piedmont/Oakland.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

Thank you for the opportunity to apply for the Redistricting Commission. The consideration is a privilege and I look forward to serving the people of Oakland.

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Initials:	DR
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Devin Richards
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I believe in the power of data and in depth analysis to better create and implement city and county policies that serve the residents and their needs. The Commission has a vital role in being able to accurately map current populations of Oakland and make sure investments, services, and policies can be targeted in the right way. It's also incredibly important to be able to look at populations over time and ensure that policies are intersectional – that they serve the needs of residents now and help them continue to benefit from them in the future. As an Oakland resident who has lived in D1 and now D3, and works in D2, I hope to use my community networks to assist in my ability to serve on this Commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

One's experiences and unique perspectives can be a great tool in public service to shed light on things that need it. It's also important to be able to understand and empathize with those who have vastly different experiences to be able to find the right path to a shared goal. I come from an environmental justice background where the principle of speaking for ourselves is very important. All parties deserve the ability to speak to their circumstances and what impacts they face. Only by having all the information, can we make the right decisions.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I work with community members through the Asian Pacific Environmental Network and last year was working on a state assembly bill idea that they had come up with themselves. It spoke to a great need around healthier, more energy efficient, and affordable housing. Moving a multifaceted and progressive bill had its challenges, and ultimately became clear we would not get the whole thing intact through the legislative process. I worked with our members to be transparent about the landscape ahead in Sacramento and facilitate a process to vote on next steps. Collectively we decided to take amendments that would drastically narrow the bill, but provide a foundation to build on in the years ahead. At the same time, the narrowness would not be enough for the members to continue their level of advocacy, but I as staff would be the ongoing driver. Despite also still believing in the original vision, I saw the amended bill through to the end, and have adjusted to a much longer term plan to get to that vision.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I am an Oakland transplant and am always learning new things about this city and excited to give back. I am originally from the “South Bay” area of LA County, where I grew up amongst all kinds of people (there were 88 languages spoken at my high school). I attended school at CSULB, and continued to appreciate the diversity and culture of Long Beach. When I moved to Oakland after landing a job at my organization, I really felt like something was clicking. There was a lot of familiarity, and an extra spark and vibrancy. There is such a long history of community, organizing, art, immigration, resisting, celebrating, and still struggling for better. I lived in D1 for 5 years, where my neighbors on one side were extremely wealthy, and on the other unhoused and living under local freeway overpasses. I have worked in D2 for 7 years with the Asian immigrant community, getting to know how important it is to have small businesses, social services that are culturally competent, and access to parks for intergenerational get togethers. I’m now living in D5, celebrating another vibrant immigrant business and arts district, and seeing the effects of environmental injustice in East Oakland and flatlands every day. As a Commissioner I would use these experiences of being a resident, a neighbor, a public transit rider, to help the city adjust its maps and structures accordingly.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

One thing that is very live right now is adjusting to social distancing due to COVID while ensuring community members and advocacy organizations still are able to access and be part of public decision making, and hopefully still part of policy design process from the beginning. I started out the year with a work plan to do workshops and lead advocacy with community members around state policy. Many of our members are elderly and either do not have access to or familiarity with virtual conferencing technology, but our youth are out of school and ready to engage. We’re experimenting with holding online meetings with younger folks, recording with live translation, and following up 1-1 with others. I’m also adjusting content to have workshop series – more meetings with shorter times, to try to keep up engagement and comfort. It is slowing the process down, but important from a values standpoint that every continues to have the same information and same level of say.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I am active in the Filipino community and support a number of grassroots groups in the Bay Area that make those links between issues within the diaspora and for human rights in the Philippines. I also support Brown Girl Surf, an Oakland based group that has been helping local girls and women of color access and discover their love of the ocean through surfing, leadership development, and advocacy.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	SR
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Shina Robinson
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I know how important it is to get these boundaries right as for years each side of our street was in a different district which effected the school the kids went to, the value of the home and the injury to the neighborhood feeling of unity. Voting to me is very important to me.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial means free of bias. It means looking at information from the perspective of others who may be socially, financially, culturally and racially different from me. I was a psychotherapist for many years a job that required one to have empathy so as to understand another's perspective.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In this recent Democratic Primary I was a Bernie supporter but the majority of folks voted for Biden and I realized that most people were not ready for any radical changes to our system and so I will vote for Vice President Biden to insure that we have a competent person as president.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I volunteer two times a month at ST. Paul's food bank where with racial and financial difference clearly evident we work together in a respectful and friendly manner. I belong to the Oakland chapter of the Soroptimist club, the most racially diverse chapters of this national organization.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

This weekend while walking at MLK park it was necessary to figure out how to be safe with bicycles silently almost running us down. My fear and anger prompted me to want to cuss them out quite loudly but, not wanting a bad response I had to figure out what to loudly say that would promote more awareness on the part of the rider.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

See above re volunteer activities. I collected signatures and entered data for California Clean Money Campaign, and worked passing out propaganda for the effort to get corporations out from the umbrella of Prop. 13, I financially supported the campaign of our neighbor Cindi Reiss for the Peralta College Board.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

none

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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Patricia Sax
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I have been an Oakland resident for more than 10 years, and through my work and involvement in the community, I have seen how district politics play out. Often, the people who are left behind during these struggles are the people who need the most support from their Oakland representatives. I want to be a part of the Redistricting Commission because I want to bring a lens of equity and fairness, where we are keeping in mind how imaginary boundaries and political infighting can have long-term impacts on Oakland's residents.

Setting fair district boundaries is important, as this leads to the fair allocation of resources and community supports. If everyone in Oakland had the same chance to succeed, we would be a brighter city.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

I think it is important to listen to all sides of an argument, gather all facts, and make decisions with the greater good in mind at all times. I grew up in the South, in a Republican state, and have spent most of my adult life in mostly Democratic communities. I have seen unfairness and lack of kindness on both sides, and feel the thing we as a society are lacking the most right now is the ability to have thoughtful discourse without harming each other. Our nation and our city does not need to be as divided as it is right now.

If I was part of the Redistricting Commission, it would be important to me not to let my own feelings or politics to get in the way of the facts, and to ensure that we create enough space and time for all sides of each decision to fully talk out their arguments before moving forward.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

As a member of the non-profit community, I often must set aside my self-interest to achieve a common goal with my colleagues and the communities we support. I run the social and financial services department at a local housing organization, and we pride ourselves in not letting our organizational needs and priorities come in the way of what our residents and clients want to accomplish. For example, I have provided training to individuals on how to advocate for policies that go against the policies supported by my organization. This is because, at the end of the day, it is important for individuals who live in a community to lead decision-making in their own lives. When people are empowered to take on leadership roles, they are less likely to be oppressed, and negative policies set by historically discriminatory practices can fall away.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Oakland is my adopted home, and I love it. My father lived here when he first immigrated to the United States in the mid-1970s, and has stories to tell me about how he and his friends hung out at Eastmont Mall on the weekends, or used to drive down East 14th looking for their friends. I see how this city has changed over the decades because of policies that led to redlining, the construction of freeways splitting up communities, and now because of gentrification. Oakland is so diverse and has such a rich history, and I

am committed to preserve this, while breaking down the barriers that have been in place for so many residents over the years.

I believe my love for Oakland will enhance my role as a Commissioner because I will be thinking about Oakland first. It will help me stay grounded and be able to negotiate with others in a way that I hope will be fair and just.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I face complex situations every day. Currently, my team is working on how to adequately respond to the stressors faced by low-income communities brought on by the COVID-19 Shelter in Place Order. While everyone we talk to recognize the need to bring this virus under control, this is an easier task for those who have materials, resources, and access to support than for those that do not. As it is, residents of Oakland's flatlands live on average 15 years less than those who live in the Oakland hills. When faced with a real public health threat, my team is struggling to find ways to keep residents connected so that they are not on the losing end of this battle.

The way I have always been able to handle complex situations like this is by pulling people smarter than myself together and helping to negotiate solutions. I like having a diverse group of people around me who can help think of ways to tackle problems. And again, most importantly, the residents who are experiencing the most stress need to be the ones who are given the ability to lead us towards solutions.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have been involved in multiple activities since high school. These include:

- Participation in school volunteer programs
- Leading the South Asian American Council at University of Texas, Austin, as student group focused on providing community supports to low-income women
- Work at Apna Ghar, a domestic violence shelter and service provider in Chicago from 2001 – 2009
- Participating in Chicago's Low-Income Housing Trust Fund service committee from 2004 – 2009.
- Work at the East Bay Asian Local Development Corporation (EBALDC), a community development corporation in Oakland from 2010 – present.
 - o Through my work at EBALDC, I have sat on many committees, including the San Pablo Area Revitalization Collaborative, and the Healthy Havenscourt Collaborative.
 - o I started EBALDC's Resident Leadership Council, which is a group of residents from various affordable housing properties that come together to enact community change.

Additional Information (Optional)

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Nothing further.

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Initials:	TS
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Tejal J. Shah
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I'm a new citizen of the country and want to take this opportunity to be more engaged with my civic duties. The importance of having proper representation is the cornerstone of a healthy democracy, and redistricting is the way to ensure that.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Being impartial in context of redistricting is complex. While it's important to be impartial base on political ideology, but one must take into consideration that we aren't inadvertently marginalizing groups. Redistricting should be done considering efficiency of capturing socio-economic and geographic clusters, as well as, in aligning with administrative boundaries. This should help minimize marginalization.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I am an urban planner by profession. My job is to provide communities options about their futures and facilitate dialogue between stakeholders to come up with an amicable alternative. I have done this professionally for 17 years. What I practice professionally, is also my personal goal in life – work towards a common approach to our goals.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I have been a resident of Oakland for the last 15 years and have lived and worked in several parts of the city. When I chose to invest in a home, I picked Oakland for it's vibrancy that comes with it's diversity. I have worked in an Oakland office that had diverse people and have always appreciate the multicultural vibe as I've walked down E-14th from Downtown to Fruitvale or bicycled down Telegraph. The diversity is what makes Oakland unique in the Bay Area. It makes it the heart of they Bay Area for cultural exchanges on the streets, rather than in museums and institutions.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

For community planning projects in contentious neighborhoods, I've often used a technique that gets the stakeholder representatives to meet beforehand and discuss the 'rule of engagement' where I have worked with them to determine how the group would make a decision, and then getting all the sign-off on it. This way I have been able to avoid confrontational and agenda driven stances stalling processes. In addition, to that I have used and am a big advocate of data-driven decision making. In most cases either of the two, or a combination of them, have helped me and other move things forward.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I have financially supported a local non-for-profit – Friends of Sausal Creek over the years. In addition, to that I have donated time and money to several local, national, and international causes/charities.
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Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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Initials:	BS.
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Bharat Singh
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Solomon, Ronald

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Fair and equitable districts are a cornerstone of our democratic process. I want to serve to help ensure that no gerrymandering nor political influence is part of the process in Oakland.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartiality requires attention to the fundamental rules of a process while ignoring any parameters that could be discriminatory. I have a life-long track record of fairness in both my personal and professional life which enables me to be extremely impartial.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In the early days of personal computers I was the technology expert in our office of 75 professionals. While I knew what products on the market were best suited to my own particular computing needs, I recommended a different product that would better suit the majority of my co-workers.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

My appreciation of Oakland's people and places derives from the research I did when relocating my family here from the Midwest over 4 years ago. I picked Oakland as the place to house-hunt specifically because of its diversity and multi-cultural heritage, reflected in its peoples and its places.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

One of our firm's clients was completely redesigning its pension plan, and had a 2nd opinion from another firm that was completely opposite to my opinion as to whether the redesign would be cost-effective or costly. I utilized my analytical skills which include an ability to synthesize multiple detailed assumptions (which most actuaries possess) with an overall perspective that convinced decision-makers that the other actuary's assumptions were internally inconsistent whereas mine were not.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I served on the social insurance committee of the American Academy of Actuaries which provided impartial advice and analysis to Congress and policy makers regarding proposed changes to Social Security and Medicare. I have served on boards of trustees as both member and officer for local, national and international organizations dedicated to the promotion of human rights, free thought and freedom of belief.

Additional Information (Optional)

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Initials:	RLS
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Ronald L Solomon
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Determining boundary lines for electing public officials based on accurate representation of the population is the basis for ensuring the survival of democracy. In Oakland's redistricting process, a Commissioner's commitment is to serve the people of Oakland not any one politician or political party. The Commission's decisions will affect the course of our City for at least a decade. I have serious concerns about the erosion of democratic processes in our country and would be honored to play a small part in preserving them locally.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Setting aside personal biases or agendas to listen with an open mind to all points of view and then basing decisions on factual information. In both the volunteer and business world, I've had initial reservations about successors but stayed open and supportive of the transition, recognizing that another person's approach can be different from mine but their unique contributions and talents may complement and enhance the choices I might have made.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

In my varied experiences, professionally and personally, I've learned that the achievement of goals is more successful for any organization via collaboration that leads to a buy-in from all participants. It's critical, first, to get clarity and commitment to a definition of the common goal and then work collaboratively on the means of achieving it. In my business career, I made numerous decisions that were not in my best interest in terms of climbing the corporate ladder in order to make sure my team members had ample opportunities to develop their careers and receive meaningful credit for their achievements.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Diversity is a reservoir of resources for providing creative approaches to the many challenges of our community but we must make sure that all groups have the opportunity to contribute to those ends.
-Organizations like the Oakland Zoo and Girls Inc are effectively providing opportunities for our youth to develop the learning and skills that will give them a reason to attach to the good of our community as a whole.

-The 20+ houses on our block are homes to people from multiple countries, ethnicities, sexual orientations, ages, family structures and religions. Yet, most of us know each other my name (including children and pets), communicate via email regularly and come together twice a year for neighborhood gatherings. I'd like to see this sense of neighborhood and connection as individuals throughout Oakland.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

In my career, I managed several multi-million \$ projects...requiring juggling of shifting priorities, multiple stake holders and often dependence on new technology and the surprises that entails. Successful completion affected many areas of the business, financial results and other business-critical initiatives. Problem solving in that environment was an ongoing process requiring sharp critical path thinking, open communication with all groups involved, willingness to make timely decisions based on known facts but not always clear outcomes and the ability to calm the waters when conflicts arose.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

President, Docent Council, Oakland Zoo; Classroom Assistant, Girls Inc

Additional Information (Optional)

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I would like to know what the anticipated time commitment is for this position.

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*Response required

or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	jls
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Janet L Stevens
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Representative democracy fails to serve vulnerable citizens when we allow special interests to gerrymander districts. Unfortunately, too few people get involved in the work of governing when their own self-interests aren't involved. I have no desire to run for office and no specific political motivations. I just think that thoughtful people should step up and do what they're able to improve systems and ensure fairness.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To act impartially means to approach a question with an open mind--to accept that it is as likely one will come down on Side A versus Side B. In the case of redistricting, I think I'm particularly able to exercise impartiality because I'm relatively naive on the subject and about the current electoral climate within the existing districts. My belief is that communities that are geographically connected and more demographically similar should share an electoral district when possible, but I'm open to hearing why that might not always be the case. I think I'm good at penetrating competing arguments and making up my own mind.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I'm currently a volunteer working on the effort to successfully merge Kaiser Elementary School with Sankofa Academy. The OUSD board's decision to merge the two schools was very contentious, especially in my own neighborhood (Santa Fe), where a group of neighbors had advocated for years to reopen Santa Fe Elementary. However, once the OUSD board made its decision, a group of parents with all different viewpoints on what *should* have been done united around the future of the school and committed to making it the best experience possible for the students. For me, this means 100 percent committing to making Sankofa United (the chosen name of the merged school) successful for all families.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I'm a native Californian with roots in the Bay Area; I've lived in the Santa Fe district since 2013, but started to get to know Oakland when a friend and I established a Girl Scout troop for the second-grade girls at International Community School in 2011. (I was living in San Francisco at the time.) Our mission with the troop was simply to expose the girls to the world outside their immediate neighborhood. That meant that I got to know Fruitvale pretty well (we met at the branch library there and centered our service projects in the neighborhood) but also brought them out to meet community members throughout the city and to explore the regional parks and local cultural establishments over seven years.

As a newer Santa Fe resident, I've learned a lot about the history of organizing in our neighborhood. I've been part of a group involved in developing an elementary curriculum centered on the Black Panthers' Ten-Point Program and creating a walking tour of Black Panther history for kids in our neighborhood. Less formally, conversations with my neighbors have taught me a lot about the importance of property ownership in the development of generational wealth, and the impacts that redlining have had on the financial outlook for people of color.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

My job is Chief of Staff at a private sector company. In this role, my primary responsibility is to solve difficult problems that do not live within a particular workgroup. I believe that groups can get "un-stuck" when

- 1) A clear set of priorities for making a decision are communicated and
- 2) People with different functions or opinions are given the opportunity to communicate what is important to them.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

- Former board member, Oasis for Girls (non-profit organization; currently on Emeritae Board)
- Santa Fe CAN Education Committee (organizing to re-open Santa Fe Elementary)
- Small-dollar donations to a variety of organizations, primarily support for low-income students and families. Small-dollar donations to a variety of Democratic political candidates.

Additional Information (Optional)

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**Response required*

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Initials:	AS
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Amy Stice
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

In Oakland's strong council governance model, ensuring the Council fairly represents the needs and voices of all Oakland citizens is critical. I've lived in Oakland for 24 years, and ensuring Oakland is fairly and equitably represented is important to me so we retain our unique character while adapting to the times.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Impartial means applying standards and guidelines to all cases and decisions, without looking to maximize or minimize the outcome for a particular solution. I've learned a lot about impartiality as an employee, a business owner, a parent, a collective member, and a volunteer on numerous local and world-wide organizations. I am at least aware of my biases most of the time, and can take a step back and ask myself what is fair.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Serving as the technical producer for March for Science SF 2017, which attracted 50K+ participants to Embarcadero Plaza and SF Civic Center, was a continuous exercise in improvisation, negotiation, and adaptation. Without compromising on safety, we had to adapt to the needs of nearby high-rise dwellers, multiple SF City departments (transportation, police, parks/rec), load in inconveniently early in order to not impact the farmers who sell at the market there, protect staff and equipment from the street population, and ensure a complete and timely cleanup. Any and all of that would have been easier, more efficient, less costly and been far less stressful for me if executed in a more controlled environment. But I and my staff of 15 did things "the hard way" because it was what was needed.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I grew up in an ethnically diverse and liberal part of the Midwest. But living in Oakland the past 24 years has truly expanded my personal horizons in ways I would not have imagined as a youth.

A few examples:

- I love the conversations I have at the downtown Oakland Y. People I would never have met socially or professionally from so many backgrounds and histories I have not experienced.
- At Hillcrest, my first time meeting and working with a person in transition – and getting to deal with my initial feelings of unease (not at the person, but because I had no frame of reference for a non-binary, non-cis human).
- Playing in & helping organize the Awesome Orchestra Collective, helping keep The Sound Room (non-profit jazz club on Broadway) operating - meeting musicians and composers living and working in Oakland who are doing everything they can to keep the arts alive in the face of gentrification.
- Knowing people who are homeless – as friends, not scary figures on the street.

- Living as a partially disabled person has given me perspective and compassion for people whose path I had not walked before
- Attending our Audio Engineering Society's annual Open Studios Tour (like a garden tour for audio nerds) – and venturing into neighborhoods and buildings I would never have found or been in otherwise.
- I'm a committed electric motorcycle rider – my main mode of transport in Oakland. I love the feel of being truly "out and about" when riding, the easy interactions with others, and the way it connects me with people around me (as compared to driving in a locked glass bubble).

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

As the founder and CEO of a bay area tech services firm for 25 years, life was constantly full of unexpected situations and challenges. I'm left-handed (and right-brained), which leads me to think a little differently than most people. I'm a fan of "brainstorm 100 bad ideas to get to 1 good one". Usually I can pull this off with humor and detachment, even when its my foot in the figurative beartrap.

As an example, about 20 years ago, a disgruntled weapon-toting senior engineer planted a delayed time-bomb in our company servers, compromised the backup system, and resigned without notice. A month later, all our operating and client information was gone ... and our only surviving backups were quite stale. The dawning horror of this took a few hours to sink in. Our clients, our employees, my family, my mental health were all at stake. I had trusted this individual too much, and did not think I was capable of rebuilding the company.

After some deep breathing and sobbing with my wife, I put out a call for advice, suggestions, and assistance to my virtual board of directors, comprised of fellow CEOs of non-competing firms from different regions. Within 8 hours, the group had helped me organize a rescue effort, and an engineer traveled from out of state to camp out with me and put the pieces back together. This brought a different kind of tears to my eyes.

What skills did I use?

- Self-calming to clear my mental whiteboard.
- Brain-storming - making a wide list of who might possibly be able to help me.
- Communicating - Crafting a clear message to communicate the need and urgency; making personal appeals (despite the pit in my stomach). Developing a communications strategy for informing clients and staff of the problem, and how we were solving it.
- Planning - for the complex set of processes needed to rebuild the systems.
- Delegating and stepping aside to let those with superior technical skills do the rebuild.
- Analysis – after-action planning on strengthening systems, cross-checks, and security measures to prevent any possible recurrence.
- Expressing gratitude to those who revived our company from the dead

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Board co-chair, **Carleton College Alumni Admissions Program** (2018-*) – I lead the volunteer efforts of 700+ volunteers worldwide.
Asst Scoutmaster, **Troop 202 Oakland** (2013-*) – the 1st all-gender scouting troop in Oakland, with 65 vibrant scouts learning leadership while having fun.
Neighborhood Lead, **NextDoor** Upper Rockridge (2014-*) – moderating online discussion for fairness, civility, and respect.
Technical Director – **Jewish Music Festival** (Berkeley 2008-2012), **March for Science** 2017-2018, **Peoples' Climate March** (2018)
Campaigns -**Joe Tuman** for Mayor (Oakland), **Buffy Wicks** for State Assembly, **Steph D Walton** for District 1 (Oakland-current campaign), **Elizabeth Warren** for President, **Indivisible**, etc.
Hillcrest and **College Prep PTAs** (2004-*)
Advisory Board Member - **OUSD Citizens Advisory Council** on Hillcrest expansion
Mentor – **Audio/Lighting/Sfx – The College Preparatory School, JCHS** (2012-*)

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

I am an Oakland business owner, proudly supporting small businesses and performing arts groups and venues. www.performingartsaudio.biz. My family has lived in Oakland for 24 years, and our kids grew up in the OUSD experience through middle school. I live with several disabilities.

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Initials:	BIS
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Benjamin Ira Stiegler
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I wish to serve on the Commission because I understand the redistricting process to be critical in maintaining equal representation, which is necessary for a fair and properly functioning democracy. As populations shift – people move, lives end or begin – districts need to be redrawn to ensure they each have an equal number of people and all votes have the same impact. I believe the Commission's work is particularly valuable in that it will be done by community members, in an attempt to prevent politics and/or special interests from influencing the redistricting process. Independent citizen Redistricting Commissions are an intriguing and increasingly popular method of redistricting reform that I've supported for quite some time – I voted to establish this very Redistricting Commission back in 2014. As an engaged member of the Oakland community, I'm excited to now potentially take part in the redistricting process by serving on Oakland's first Redistricting Commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

I understand impartiality to mean that one does one's absolute best to maintain objectivity and eliminate bias from one's actions. While it may be impossible for any person to achieve the goal of impartiality with 100% perfection, one must constantly strive to identify any biases potentially influencing one's decisions and adjust accordingly. For example, one should solicit and seriously consider feedback from all possible perspectives, especially those one disagrees with, and work to understand those perspectives and the needs of those who hold them. One should weigh the advantages and disadvantages of various different approaches to solving a problem, analyzing the data as objectively as possible (it helps to have statistics, survey responses, community town halls, etc.).

Most importantly, one must be able to explain with specificity the reasons for forming a particular opinion, in order to evaluate the ways in which one's experiences or beliefs may be influencing that opinion. After identifying personal biases that may be interfering with objective decision-making, one can improve objectivity by seeking out additional voices to assist with the decision. For example, if a decision-maker has only ever experienced economic security and identifies some potential class bias in their thought process, they could improve the impartiality of the ultimate decision by inviting people who have experienced economic instability to participate in the decision-making process.

I have learned to exercise impartiality both as a student and a working professional. As a student, wrote many research papers and analyses, attempting to be as impartial as possible in my examination of the evidence. While preparing to apply to law school, I studied formal logic and practiced identifying conclusions that have been improperly drawn from incomplete or biased supporting statements. As a paralegal, I often work with potential clients on the intake process, and need to determine the viability of their potential cases regardless of how much I personally like or dislike the client. This can be emotionally difficult at times when the client is in a difficult situation and I'd really like to be able to help, but their situation doesn't meet the intake criteria. Similarly, I also work with retained clients, and have a duty to help each client to the best of my ability, regardless of my personal feelings about them. Some clients can be frustrating – hard to get in touch with, rude communication style, outspoken about political views I find distasteful, etc. – and yet, it

would be unethical for me to work harder for some clients than for others. Instead, I've had to examine my biases – acknowledge that I dislike some particular aspect of some particular client, for example – and remain vigilant to ensure I'm delivering the same service to all clients. Lastly, I've made a commitment to seek support from colleagues when needed in order to ensure we're equitably honoring our contracts with all our clients.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Before I became a paralegal, I worked in the entertainment and events industry, which is an inherently collaborative field of work. As an Event Planner, I facilitated long-term cooperative planning in advance of the event, liaising between clients, venues, and vendors such as caterers, party supply companies (chairs, tables and linens), event production companies (lighting and audio equipment), and performers (DJs, etc.). Each person involved in planning or producing an event has different ideas about how best to achieve the client's vision, and the Event Planner guides everyone through reconciling these different ideas into a cohesive event design.

As an Event Manager, I coordinated these same groups of people on the day of the event, ensuring all groups could work as efficiently as possible on their incredibly time-sensitive projects. Since everyone was working in the same space at the same time, there were inevitably conflicts I would need to anticipate and resolve (the band can't set up until the stage is built, etc.), reconciling the different vendors' different needs so that we could all achieve our common goal of putting on the event. Sometimes I would need to make a small sacrifice – such as working more hours than I'd anticipated – in order to ensure a successful outcome. For example, clients would often change their minds about certain aspects of the event, mere hours before the event was scheduled to start. One time in particular, my client walked into the venue and saw everything set up exactly how they'd requested, but realized the color of the lighting didn't have the effect they'd imagined. Even though I was supposed to be getting off work soon and really just wanted to go get some dinner, I recognized that my client and I had a common goal – having a successful event that the client felt was a satisfactory use of their money. I released most of the crew to dinner and kept a couple people to help me change the lighting right before the event was scheduled to start. The client was very appreciative and went on to hire our firm for future events.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I lived in Bay Area my whole life, and in Oakland for the past 7 years (first in the Hoover-Foster area, now in the Bushrod area.) Living here has helped me appreciate the cultural exchange that can occur when diverse communities come together to navigate shared space. Oakland has fantastic global cuisine, including many small, family-owned businesses. Some of my favorites include Korean Soeul BBQ, Ethiopia Restaurant, and Bay City Barber Shop. I also love to support Oakland's local art scene, particularly the POC-centered drag performance events at LGBTQ venues like White Horse, Eli's Mile High Club, and the Port Bar. I've seen how community events like Oakland Pride, First Fridays, cultural festivals, and even protest demonstrations often comprise attendees from a wide range of cultural and economic backgrounds, coming together to celebrate Oakland's diversity.

On the other hand, over the 7 years I've lived here, I've also seen how gentrification has affected Oakland and displaced many of the most vulnerable members of our community. As a recent college grad, I began renting a room west of MacArthur BART – an area that had experienced significant urban decay, and now 5 years later has been aggressively re-developed. After paying more than half my wages to rent a room under the freeway in a house that was falling apart, I came to understand the role I myself was playing in displacing other Oakland residents. People who've spent their whole lives here have been priced out, and either had to move away from Oakland, or into a tent a few blocks away from the house they used to live in.

That realization motivated me to learn more about economic and housing justice, and also to learn more about Oakland and its people. I continue to seek out books and documentaries about Oakland's history and cultures. I've enjoyed learning about the history of blues music associated with the 7th Street area of West Oakland, and was saddened to learn how construction of freeways and "urban renewal" projects destroyed this vibrant cultural center and displaced many Latinx and African American communities to the Fruitvale and Elmhurst areas. I've also enjoyed learning about Oakland communities' historical responses to these injustices – labor organizing, the Black Panther Party, activism by progressive churches, and the Oakland Chicano Movement, to name a few. I've been motivated to get involved with some local organizations, including donating to community land trusts to help offset the impact my presence in Oakland has on gentrification. As many members of the Oakland community have lost access to reliable housing, it's also become more difficult for them to vote in elections. Fair and impartial redistricting may not correct all of these injustices, it can at least adjust somewhat for the areas that have lost or gained residents as a result of gentrification. As Commissioner I will work to protect the agency of all these communities by transparently drawing districts with those communities' interests in mind.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

I frequently need to solve complex problems in my work as a paralegal. For example, I worked on a case involving a sexual harassment complaint against a physician by the physician's and former patient. Our client, the physician's employer, requested our assistance with evaluating the plausibility of the allegations so they could determine an appropriate punishment for the physician. A major issue under consideration was the timeline of events – had the sexual relationship begun before or after the physician-patient relationship had been terminated, and had the physician appropriately referred the patient to another provider prior to the sexual relationship. To answer such questions, I reviewed a diverse collection of evidence including deposition transcripts, phone records, medical records, and medical chart access data. The situation was complex and so I chose to break the project down into smaller components, prioritizing tasks that seemed the most likely to yield relevant information. For example, the physician's testimony was full of contradictions and failures to recall, so I felt it might be unreliable. I prioritized review of the phone records, which showed time stamps for communications between the physician and patient, and which couldn't have been tampered with by either party.

Throughout the process, I used an Excel spreadsheet to keep track of my findings, and sorted everything by date in order to create a timeline of events based on the data from the more objective sources (phone records, chart access data, etc.) I then reviewed the physician's testimony and compared it to the timeline to identify any discrepancies between the physician's version of events, the patient's version of events, and the more objective data. In the end we determined that the physician's testimony was likely to be dishonest because it contradicted not only the objective evidence, but often its own prior statements as well, while the patient's testimony was generally consistent and supported by the objective evidence. However, because the situation was complex and the data came from many disparate sources, it would have been very difficult

to assist the client without first breaking the project down, prioritizing the sub-tasks, and using data organization technology like Excel in order to conduct an efficient analysis. Other strategies I often use to solve complex problems include making a list of advantages and disadvantages of a particular course of action, modeling or diagramming a situation involving complex relationships, conducting research into related situations and how they've been solved, and seeking advice/assistance from others with experience handling similar situations.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Anti-Fraud Alliance - a professional organization of fraud investigators, with diverse membership spanning legal and insurance industries as well as regulatory and law enforcement. As a member, I receive communications and occasionally attend conferences, in relation to my employment as a paralegal with Knox Ricksen LLP.

National Lawyers Guild – an activist organization of legal professionals facilitating progressive social change and public interest projects. As a member, I receive communications.

Berkeley Student Cooperative – a student housing cooperative offering affordable housing for students of UC Berkeley and other schools in the Berkeley area. As a former member, I lived in the Oscar Wilde LGBTQIA Theme House and held the management position Student Health Worker, which involved educating housemates on health and wellness topics and connecting them with health services.

The Intercept/First Look Media – a nonprofit news organization. I am a recurring small donor.

The Satanic Temple – a nontheistic religious group with an emphasis on progressive social activism, particularly the reproductive and LGBT+ rights movements. I am a recurring small donor.

Oakland Community Land Trust – a local nonprofit organization that holds land in trust for low-income communities in Oakland. The land can be used for affordable housing and community gardens, among other possibilities. I am a recurring small donor.

Sogorea Te Land Trust – My husband and I pay the Shuumi Land Tax, which “is a voluntary annual financial contribution that non-Indigenous people living on traditional Chochenyo and Karkin Ohlone territory make to support the critical work of the Sogorea Te’ Land Trust. The Shuumi Land Tax directly supports Sogorea Te’s work to acquire and preserve land, establish a cemetery to reinter stolen Ohlone ancestral remains and build urban gardens, community centers, and sacred arbors so current and future generations of Indigenous people can thrive in the Bay Area.” (<http://sogoreate-landtrust.com/shuumi-land-tax/>)

Moms 4 Housing – a local collective of marginally and un-housed mothers advocating for housing civil rights in the Bay Area. I am a recurring small donor.

Cat Town – a local nonprofit feline rescue organization, focused on rehabilitating cats considered “unadoptable” at city shelters and reducing the feline euthanasia rate at Oakland Animal Services. I am a recurring small donor.

The Icarus Project – a multidisciplinary community project combining art, education, and networking to support and advocate for individuals who experience the world in a way often diagnosed as mental illness. I am a recurring small donor.

Stud Collective – an 18-person worker-owner cooperative that owns and operates The Stud, a queer bar in San Francisco. I recently became a recurring small donor to support the workers through the COVID-19 closure.

San Francisco Queer Nightlife Fund – a nonprofit organization supporting LGBTQ nightlife workers through the COVID-19 closures. I recently became a recurring small donor.

Bernie Sanders Presidential Primary Campaign, 2016 and 2020 – I made several small donations.

Julián Castro Presidential Primary Campaign 2020 – I made a one-time small donation.

Mike Gravel Presidential Primary Campaign 2020 – I made a one-time small donation.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

As a member of the LGBTQ community myself, I deeply appreciate the general attitude of LGBTQ acceptance shared by most members of Oakland's many communities, and it's one reason I've continued to live here despite the economic struggle to do so – I feel at home here in a way I'm not sure I would anywhere else. This feeling is a large part of my motivation to serve on the Commission and ensure that each of Oakland's communities and each of its members has equal representation in our democracy.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	SPT
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	/s/ Seth P. Tuthall
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I am an active citizen with a strong desire to have an impact on key issues affecting my community. Because the census happens so infrequently, I feel it is important to be involved in redrawing the district boundaries that are set each 10 years. I want to be involved in our democratic process to ensure equity for all citizens, that allows all voters to have confidence in our voting system. Politics have become so polarized. If we have fairly drawn districts that truly represent the voters, we may see our representatives as more willing to work together on the citizens' behalf.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial is to be objective or neutral. It also means that someone can take all relevant information or a variety of data points to arrive at a fair decision. I believe we all see situations through a biased lens, based on life experiences; however, I think that I am able to assess each situation with available information and make an impartial decision. As additional information becomes available, I may adjust my views after weighing all of the factors. My career in medical sales required me to present objective data to my customers to ensure patients' safety. Additionally, my previous career in finance required objectivity in order to effectively analyze data. This ability to balance all input will be an asset to this role.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I recently collaborated with my internal partner with her account in San Jose. We worked in different divisions and promoted different products within the same company. We worked together to set up a successful dinner presentation to many of the customers that we shared. Although it did not support my near-term goals, it went a long way to demonstrate our cohesiveness and build trust with key internal and external partners for future growth of our business.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

We moved to Oakland in 2007. I have worked in the hospitals and medical clinics in East Bay as well as the surrounding San Francisco Bay Area. I have seen many of the various areas of Oakland, our diverse population and the many cultural influences. My family and I have experienced the highs and lows of the economy and its impact on our neighbors. Oakland has many local businesses that are thriving and an equal amount that are struggling to stay afloat. Homelessness and crime are very complex issues that require great insight and empathy by our elected representatives in order to find a solution. Although these

issues are not unique to Oakland, I believe my knowledge of these challenges will enhance my ability to preform the role as commissioner.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

We were launching a new product in a market with a high demand for an alternative to standard of care. There were many unknowns prior launch because this was a novel product and that had no immediate competitor. It required a great amount of market research to discover how the product would be received at launch. I worked with a team to develop a strategy for the Bay Area. We identified targets, potential barriers and the product's strengths and weaknesses. We also developed a phased roll-out plan for training providers and key decision-makers on the appropriate use of the product. As a result, we had a successful launch and hit number 1 in the nation at the end of first quarter, and maintained this lead throughout the first year of launch.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

Healthcare Businesswomen's Association (HBA) – Professional organization connecting women in the healthcare industry
PTA/PTO – OUSD elementary and middle school organization to support students – Treasurer and Fundraising committees, among other volunteer activities.
Sierra Club
Yosemite Club
CA Parks and Rec
Campaigned/Canvased for Oakland Mayor and District 6 City Council elections (supported, not as candidate)

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

- Successful track record with over 16 years in device/pharma sales, cultivating solid relationships with KOL's, key customers internal partners.
- Leadership roles through Launch Strategy Development, Field Training and Support, Team Lead for various initiatives.
- Presentations that effectively launch new products and increase sales revenue within highly competitive markets.
- Excellent communication, interpersonal, organizational and leadership skills.
- Approximately 20 years of corporate financial planning and analysis, developed budgets, forecasts and recovery plans.
- Strong analytical skills and experience with strategic planning.
- Extensive experience with MS Office suite, CRM and ERP including Salesforce, SAP, Oracle.

*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	MV
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Mary S. Velasco
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Supplemental Questionnaire

Your response to each of the mandatory following questions is limited to no more than 500 words. Please type in the space provided for each question.

*1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

I wish to serve on the Redistricting Commission for two main reasons. First, I have a deep interest in local government and politics, particularly in my home city of Oakland. Second, I am fascinated by geography, maps and demographics. I believe that serving on the Commission is a way to combine these two interests in a way that will be personally rewarding and beneficial to my community. I would like to be a part of the City's effort to draw City Council and School Board districts for the next decade. I hope that I can help the Commission establish districts that are fair, representative, and conducive to good government in Oakland.

The work of the Redistricting Commission is important because the districts it draws will influence how the citizens of Oakland are represented on the City Council and School Board until the next Census. The makeup of districts influences how much political power different communities will have. It is important to create districts that allow citizens with common interests to exercise their voice and be represented by their leaders.

The 2020 Redistricting Commission is particularly important because it is the first independent Redistricting Commission in Oakland. The citizens and elected officials of Oakland will be looking to see whether this model produces fair and reasonable districts. The State of California used a citizen's redistricting commission for the first time after the 2010 Census, and this commission is generally thought to have drawn districts that were more fair and competitive than the districts that were drawn by the Legislature in prior years. I would like to be a part of making Oakland's first independent Redistricting Commission a similar success.

Finally, recognition of the impacts of redistricting choices has increased in recent years, with the 2010 Republican REDMAP project, challenges to redistricting decisions in states such as Wisconsin, Pennsylvania, North Carolina, and Maryland, and the City of Yakima, Washington. This has shone a spotlight on the undemocratic consequences that poorly-drawn legislative districts can have. This increases both my interest in serving on the City of Oakland Redistricting Commission and the importance of the work of the Commission.

*2. Explain what it means to be impartial and describe your ability to exercise impartiality.

To be impartial is to make decisions without trying to unfairly benefit myself or any particular individual or group. In addition, being impartial means making decisions without the influence of biases in favor or against any individual, group, or particular outcome.

I do not have ties to any current City Council or School Board members or prospective candidates. I will use my voice and my vote on the Redistricting Commission to create the most fair and representative districts possible, in accordance with the criteria established in the City Charter.

*3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

I am currently leading a project to improve transparency and accountability on a certain aspect of my organization's work. Several different departments are involved in this project. My department is just one of several that are involved in implementing and using this accountability tool.

While there is a common vision for what this tool will do for the organization, each department, including my own, has different things they want to get out of the project. In order to achieve buy-in from the entire organization, I have to balance each department's interests in the project, and not try to get the best outcome for my department.

As I am leading this project, I am striving to keep all of the stakeholders involved in the decision making process, provide opportunities for everyone to speak and be heard, and understand how the tool I am implementing will impact parts of our business that I am less familiar with.

*4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

I have lived in the East Bay since 2006 and in Oakland since 2013. I have continuously worked in Oakland since 2007. I am familiar with and appreciate Oakland's great ethnic, cultural, economic, and geographic diversity.

During the COVID-19 shelter-in-place order, I have been going on a walk with my husband almost every afternoon. As we were walking, we realized that there were many streets, even within a few blocks of our house, which we had never been down. We set a goal of recording our walks and walking down as many new streets in Oakland as possible. Many of these walks have started from our house near downtown Oakland, but we are also covering streets and neighborhoods from the Berkeley boarder to West Oakland and Deep East Oakland. We are finding new things through our entire city, including the hills and the flats; affluent, moderate-income, and lower-income areas; and places familiar and unfamiliar to us.

As an eight-year employee of the Oakland Housing Authority, I am proud to work in an organization that reflects much of the racial and socioeconomic diversity that is present in Oakland. I work with coworkers who are Black, White, Asian, and Latino. I work with people who are in management positions, clerical roles, maintenance workers, and skilled building trades. The Housing Authority owns and manages apartments throughout the city. We work with families that are predominately low-income families of color to find safe and affordable housing.

As a development program manager, one of the most challenging questions I face is deciding where to invest limited resources. How should we balance the need to create more affordable housing in Oakland's higher-income neighborhoods, which often have more amenities and services, against the need to reinvest in Oakland's lower-income communities? Members of the City Council and School Board face similar questions in allocating scarce resources and programs throughout the city.

As a commissioner, one of my goals will be to make sure districts are drawn so that as many as possible of Oakland's diverse communities can be effectively represented on the City Council and the School Board. Districts should not be drawn that give one racial or economic group undue dominance. In addition, to the extent possible and consistent with other important redistricting goals, the districts should provide the opportunity for traditionally underrepresented and underserved racial and economic groups to have effective representation on the City Council and School Board.

*5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

My sister's wedding was last summer. She was planning a fairly simple, outdoor wedding with around 200 guests where she lives in rural Washington state. She and her fiancée were planning everything, with some input from our mother. They also wanted to host a barbeque for around 50 family members the evening before the wedding.

She also had a full time job and a six month old baby. They did not have a wedding coordinator. One month before the wedding, she called to get input on what to serve for snacks and a cocktail hour. As we were talking, it became clear that they had worked out most of the aspects of the wedding, but they did not have a plan for getting all of the materials and supplies they would need and setting everything up, and they needed one. My husband suggested that I volunteer to be their wedding "project manager," and my sister accepted the offer.

I used the following problem solving skills to "project manage" the wedding during the month leading up to it:

- Listening – I had several hours of phone calls with my sister, her fiancée, and our mother to learn what they wanted for the wedding, what plans they had made, and what materials they had already lined up.
- Recording and organizing information – As I was listening, I took notes, which I organized into timelines for preparation and events, materials lists, and task lists.
- Planning – Determining what needed to be done, when it needed to be done, and who could do it.
- Sharing information – I gave my sister, her fiancée, our mother, and other people involved in the wedding information that was organized and easy to understand. By doing this, I was able to make sure I was implementing their vision and they know what needed to be done.
- Asking for help – My sister had local friends in the area, and we had family from out of town that were happy to help out. I needed to figure out who could do what, and give them clear instructions on what we needed them to do.
- Accepting limits – Understanding that we all had limited amounts of time, energy, and money, and that we needed to be happy with what we could create within those limits.

After this experience, I am happy to say that my sister, my parents, and the guests all thought the wedding came off well, and I enjoyed my role in coordinating it.

*6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

I am a member of the San Francisco Lesbian/Gay Freedom Band, which is a community concert, marching and pep band that performs in San Francisco, throughout the Bay Area, and beyond. I also provide financial contributions to nonprofit organizations that provide services to homeless and low-income individuals in the East Bay, environmental organizations, organizations that protect civil rights and civil liberties, and organizations that promote LGBT rights and equality.

Additional Information (Optional)

If there is any additional information that was not asked in the Supplemental Questionnaire that you believe would help the Screening Panel in making their nominations, you may enter that information here. Your response here is optional.

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*I understand that if selected as a Commissioner, I shall be ineligible, for a period of 10 years beginning from the date of appointment, to hold elective public office for the City of Oakland. Additionally, I shall be ineligible, for a period of four years beginning from the date of appointment, to hold appointive public office for the City of Oakland or Oakland Unified School Board, to serve as paid staff for or as a paid consultant to Oakland City Council, or any member of the City Council or Oakland School Board, to receive a non-competitively bid contract with the City of Oakland, or to register as a lobbyist. This four-year ban on having a paid consultancy or entering noncompetitively bid contracts applies to myself individually and all entities for which I am a controlling person. Please enter your initials below to confirm your understanding of these statements.

Initials:	JY
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*I affirm, by entering my name in the space provided, that the statements contained in this application are true and correct to the best of my knowledge.

Name:	Jonathan Young
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Attachment C

Supplemental Questionnaire Evaluation Guide



2020-21 Redistricting Commission Supplemental Questionnaire Evaluation Guide

Instructions Questions 1-5

In using the online document, you will assign scores for each applicant on a five-point scale using the following rating criteria.

Q1. Why do you wish to serve on the Commission and why do you think the work of the Commission is important?

Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Applicable (1)
Applicant thoroughly answers both questions and provides ample personal experiences.	Applicant answers both questions and provides a few personal experiences.	Applicant answers both questions but does not elaborate or provide adequate personal experiences.	Applicant only answers one question or does not connect the two questions.	Applicant does not address either question.

Q2. Explain what it means to be impartial and describe your ability to exercise impartiality.

Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Applicable (1)
Applicant thoroughly answers both questions and provides ample relevant examples.	Applicant answers both questions and provides a few relevant examples.	Applicant answers both questions but does not elaborate or provide adequate examples.	Applicant only answers one question or does not connect the two questions.	Applicant does not address either question.

Q3. The Commissioners will need to work collaboratively in redrawing district boundaries. Provide an example from when you had to set aside your own self-interest to achieve a common goal.

Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Applicable (1)
Applicant provides a thorough response providing an outstanding example of setting aside their own self-interest.	Applicant's response clearly demonstrates how they set aside their own self-interest.	Applicant provides an example of setting aside their own self-interest, but information is limited.	Applicant provides an example but does not demonstrate how they set aside their own self-interest.	Applicant does not answer the question or provides an example not related to the question.

Q4. All Commissioners must demonstrate an understanding of and appreciation for Oakland's diversity. Describe your knowledge of and appreciation for Oakland's people and places, and how this will enhance your work as a commissioner.

Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Applicable (1)
Applicant thoroughly answers both questions and provides ample relevant examples.	Applicant answers both questions and provides a few relevant examples.	Applicant answers both questions but does not elaborate or provide adequate examples.	Applicant only answers one question or does not connect the two questions.	Applicant does not address either question.

Q5. Provide an example from when you faced a complex question or situation. What problem solving skills did you use to solve it?

Exceptional (5)	Strong (4)	Fair (3)	Weak (2)	Not Applicable (1)
Applicant provides a thorough response providing a complex example and citing multiple problem solving techniques.	Applicant's response clearly lists a complex example and cites at least one problem solving technique.	Applicant provides a complex example and cites at least one problem solving technique, but information is limited.	Applicant lists a complex example or explains their problem solving skills, but does not make connections between the two.	Applicant does not answer the question or provides an example not related to the question.

Instructions Question 6

Question 6 aims to see if the applicant could potentially have a conflict of interest in serving on the Redistricting Commission. Select the best response for each applicant.

Q6. Describe any professional, social, political, volunteer, community activities, and/or causes in which you have been involved or that you have financially supported. If you do not have any activities to report, type N/A in the space provided.

1 - Potential Conflicts of Interest	2 - No Potential Conflicts of Interest	3 - No Response
Applicant described past experiences serving as a paid member or volunteer for a group(s) that potentially financed or supported local candidates for office.	Applicant described their past experiences serving as a paid member or volunteer for an apolitical group(s) or organization(s).	Applicant typed N/A.

Please note applicants with potential conflicts of interest will not be immediately removed from consideration. The Screening Panel may ask City staff to inquire with the applicant seeking additional information or clarification in the applicant's role as a paid member or volunteer with the group(s) or organization(s).

Instructions Optional Question

No grade will be assigned to the optional question. You may use any information the applicant provided in this section in determining the final evaluation.

Instructions Final Evaluation

Based on the applicant's information they provided, both in the initial application and supplemental questionnaire, do you recommend that the Screening Panel consider interviewing the applicant?

1 - Yes	2 - No	3 - Standby
Applicant demonstrates skills that would be a benefit to the Commission and the Screening Panel should consider interviewing the applicant.	Applicant did not clearly demonstrate skills that would be a benefit to the Commission and the Screening Panel should not consider interviewing the applicant.	Applicant demonstrated skills that potentially would be a benefit to the Commission but at this time you recommend placing the applicant on a standby list for future consideration.

Please note applicants will not be immediately removed from consideration based on an individual Screening Panel Member's final evaluation.

Attachment D

Applicants invited to interview with the Screening Panel

Redistricting Commission Applicants Invited to Interivew with Screening Panel

ID #	Last Name	First Name	Middle/Suffix
11260057780	Achtenberg	Benjie	
11382599117	Barnett	Michael	
11309317657	blackwell	amber	
11455413468	Chau	Kelly	
11274266306	Chesmore	Daniel	Guzman
11428055196	Cooke	Thomas	
11258618784	Crowell	Gloria	
11459699279	Dartis	Carla	
11456356006	Gangas	Lilibeth	
11460759650	Garrett	Vincent	W
11329371641	Gee	Shirley	
11267473941	Goode	Stephanie	
11269898164	Graham	Justin	
11259481045	Hamidi	Matt	
11437567124	Haskell	Marjory	
11274131073	Hernandez	Martha	
11395861927	Hodess	Beth	
11464913548	Ishizuka	LiAnn	
11266796931	Kaplan	Bruce	
11426157649	Kelly	Kathleen	
11355673210	Leslie-Waksman	George	
11364900783	Levy	Micheline	
11440378097	Marshall	Paul	
11282523037	McKnight	Tracy	Richmond, Dr.
11430392706	Merzbacher	Matthew	
11348911628	Miller	Diana	
11463640632	Moseley	Paula	
11439501910	Nelson	Theresa	M
11253996470	Nunez	Jody	A
11395725268	O'Malley	Cynthia	
11283507157	Richards	Devin	Patrick
11322836883	Robinson	Shina	
11395004463	Shah	Tejal	J.
11332345242	Singh	Bharat	
11433768849	Solomon	Ronald	L
11276404386	Stevens	Jan	
11354971343	Stice	Amy	
11426135184	Tuthall	Seth	
11439751059	Velasco	Mary	
11453596465	Young	Jonathan	