



## CITY OF OAKLAND REDISTRICTING COMMISSION SELECTION PROCESS

First six Commissioners: Jan Stevens (District 1), Benjie Achtenberg (District 2), Lilibeth Gangas (District 3), Diana Miller (District 4), Stephanie Goode (District 5), Mary Velasco (District 6).

---

The first six Redistricting Commissioners were randomly selected on July 22, 2020, pursuant to Article II, Section 220(J)(8) of the Oakland City Charter. Next, the Charter calls for an open and public process for those first six Commissioners to select seven applicants and two alternates to serve on the Redistricting Commission. The Redistricting Commission will be comprised of 13 voting members and two alternates. The deadline to form the Redistricting Commission is September 1, 2020.

The first six Redistricting Commissioners will meet each Thursday in August beginning at 4:00 pm, to review the applicant pool and select the remaining members. Additional meetings may be added. For updates to the meeting schedule or to learn more about the Redistricting Commission process, please visit: [www.oaklandca.gov/redistricting](http://www.oaklandca.gov/redistricting).

### PUBLIC PARTICIPATION

#### Observe:

- To observe the meeting by video conference, please click on the assigned link at the noticed meeting time.
- To listen to the meeting by phone, please call a number below at the noticed meeting time (for higher quality, dial a number based on your current location):  
  
+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 646 558 8656 or +1 301 715 8592 or +1 312 626 6799. For each number, please be patient and when requested, dial the assigned Webinar ID number.

- Thursday, August 6, 2020 at 4:00 PM: <https://us02web.zoom.us/j/83620619126>  
Webinar ID: 836 2061 9126
- Thursday, August 13, 2020 at 4:00 PM: <https://us02web.zoom.us/j/81386034646>  
Webinar ID: 813 8603 4646
- Thursday, August 20, 2020 at 4:00 PM: <https://us02web.zoom.us/j/84379868569>  
Webinar ID: 843 7986 8569
- Thursday, August 27, 2020 at 4:00 PM: <https://us02web.zoom.us/j/85189158006>  
Webinar ID: 851 8915 8006

#### Provide Public Comment:

- To send your comments directly to the first six Redistricting Commissioners and staff, please send via email to Richard Luna at [rluna@oaklandca.gov](mailto:rluna@oaklandca.gov). Submitted public comments will be forwarded to the Redistricting Commissioners.



## CITY OF OAKLAND REDISTRICTING COMMISSION SELECTION PROCESS

---

### **Oakland City Charter – Article II, Section 220(J)(9)**

The six Commissioners shall review the remaining names in the pool of applicants and, from the remaining applicants in that pool, shall appoint seven applicants to the commission and two alternates. The appointed Commissioners and Alternates shall be selected in an open and public process and as the most Qualified to perform the duties of the commission and reflective of the geographic, racial, ethnic and economic diversity of the City of Oakland, including at least one Commissioner from each district. The six Commissioners shall approve the additional Commissioners and alternates by at least four affirmative votes.

### **Applicant Pool**

Twenty-four applicants remain in the applicant pool. Demographic statistics and individual application materials for all candidates is included in the attachment.

For more information on the Redistricting Commission, visit: [www.oaklandca.gov/redistricting](http://www.oaklandca.gov/redistricting).

### Demographic Statistics of Redistricting Commission Applicant Pool

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
<b>Total Eligible Applicants</b>								
Applicants	5	4	3	4	3	3	2	24
<b>Average Age</b>								
Average Age	59.0	51.3	39.3	51.3	38.0	42.0	48.5	48.3
<b>Gender Identity</b>								
Male	40.0%	50.0%	33.3%	75.0%	66.7%	33.3%	0.0%	45.8%
Female	60.0%	50.0%	66.7%	25.0%	33.3%	66.7%	100.0%	54.2%
Non-Binary	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Household Income</b>								
Under \$35,000	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
\$35,000 - \$74,999	0.0%	0.0%	33.3%	25.0%	66.7%	33.3%	0.0%	20.8%
\$75,000 - \$124,999	40.0%	50.0%	33.3%	0.0%	0.0%	0.0%	100.0%	29.2%
\$125,000 - \$250,000	40.0%	25.0%	0.0%	25.0%	33.3%	66.7%	0.0%	29.2%
Over \$250,000	20.0%	0.0%	33.3%	50.0%	0.0%	0.0%	0.0%	16.7%
<b>Education Attainment</b>								
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%	4.2%
Bachelor's degree	20.0%	25.0%	33.3%	0.0%	66.7%	33.3%	0.0%	25.0%
Some graduate school experience	0.0%	25.0%	0.0%	25.0%	0.0%	33.3%	0.0%	12.5%
Master's degree	40.0%	50.0%	66.7%	25.0%	0.0%	33.3%	50.0%	37.5%
Doctoral or Professional degree	40.0%	0.0%	0.0%	50.0%	33.3%	0.0%	0.0%	20.8%
<b>Race/Ethnicity</b>								
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%	50.0%	33.3%	0.0%	33.3%	33.3%	50.0%	25.0%
Black or African American	20.0%	0.0%	33.3%	50.0%	0.0%	33.3%	50.0%	25.0%
Hispanic / Latino	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	4.2%
White / Caucasian	60.0%	25.0%	33.3%	50.0%	33.3%	0.0%	0.0%	33.3%
Multiple ethnicity / Other	20.0%	25.0%	0.0%	0.0%	33.3%	0.0%	0.0%	12.5%
<b>Time Living in District</b>								
Less than a year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	4.2%
One to three years	20.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	8.3%
Three to five years	0.0%	50.0%	33.3%	0.0%	33.3%	0.0%	0.0%	16.7%
Five to 10 years	20.0%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	12.5%
10 to 20 years	0.0%	0.0%	0.0%	75.0%	33.3%	66.7%	0.0%	25.0%
More than 20 years	60.0%	50.0%	33.3%	25.0%	0.0%	0.0%	50.0%	33.3%

### Demographic Statistics of Redistricting Commission Applicant Pool

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
<b>Time Living in Oakland</b>								
Less than three years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Three to five years	0.0%	50.0%	33.3%	0.0%	33.3%	0.0%	0.0%	16.7%
Five to 10 years	20.0%	0.0%	33.3%	0.0%	33.3%	33.3%	0.0%	16.7%
10 to 20 years	0.0%	0.0%	0.0%	25.0%	33.3%	0.0%	50.0%	12.5%
More than 20 years	80.0%	50.0%	33.3%	75.0%	0.0%	66.7%	50.0%	54.2%
<b>Voting History</b>								
Voted in both 2018 & 2016 elections	80.0%	100.0%	33.3%	50.0%	66.7%	100.0%	100.0%	75.0%
Voted in 2018 election only	20.0%	0.0%	66.7%	50.0%	33.3%	0.0%	0.0%	25.0%
Voted in 2016 election only	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Did not vote in either election	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Redistricting Commission  
Applicant Pool**

<b>Candidate No.</b>	<b>First Name</b>	<b>Last Name</b>	<b>District</b>	<b>Link</b>
1	Tracy	McKnight	District 1	<a href="#">Link</a>
2	Seth	Tuthall	District 1	<a href="#">Link</a>
3	Kathleen	Kelly	District 1	<a href="#">Link</a>
4	Thomas	Cooke	District 1	<a href="#">Link</a>
5	Theresa	Nelson	District 1	<a href="#">Link</a>
6	Devin	Richards	District 2	<a href="#">Link</a>
7	Shirley	Gee	District 2	<a href="#">Link</a>
8	Ronald	Solomon	District 2	<a href="#">Link</a>
9	Kelly	Chau	District 2	<a href="#">Link</a>
10	amber	blackwell	District 3	<a href="#">Link</a>
11	Jonathan	Young	District 3	<a href="#">Link</a>
12	LiAnn	Ishizuka	District 3	<a href="#">Link</a>
13	Jody	Nunez	District 4	<a href="#">Link</a>
14	Justin	Graham	District 4	<a href="#">Link</a>
15	Paul	Marshall	District 4	<a href="#">Link</a>
16	Vincent	Garrett	District 4	<a href="#">Link</a>
17	Masoud (Matt)	Hamidi	District 5	<a href="#">Link</a>
18	Shina	Robinson	District 5	<a href="#">Link</a>
19	Bharat	Singh	District 5	<a href="#">Link</a>
20	Martha	Hernandez	District 6	<a href="#">Link</a>
21	Daniel	Chesmore	District 6	<a href="#">Link</a>
22	Carla	Dartis	District 6	<a href="#">Link</a>
23	Gloria	Crowell	District 7	<a href="#">Link</a>
24	Tejal	Shah	District 7	<a href="#">Link</a>

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	1
<b>Applicant #</b>	11282523037
<b>First Name</b>	Tracy
<b>Last Name</b>	McKnight
<b>District</b>	District 1
<b>Time living in District</b>	Five to 10 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Doctoral or Professional degree
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethnicity</b>	Black or African American
	-

## 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.

\*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:	TRM
-----------	-----

\*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
-------	-------------------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	2
<b>Applicant #</b>	11426135184
<b>First Name</b>	Seth
<b>Last Name</b>	Tuthall
<b>District</b>	District 1
<b>Time living in District</b>	One to three years
<b>Time living in Oakland</b>	Five to 10 years
<b>Education</b>	Bachelor's degree
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethnicity</b>	Multiple ethnicity / Other (please specify)
	White/Armenian

## 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 7<sup>th</sup> 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
-----------	-----

\*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
-------	---------------------

## Luna, Richard

---

**From:** [REDACTED]  
**Sent:** Friday, July 3, 2020 7:15 PM  
**To:** Luna, Richard  
**Subject:** Redistricting - Amendments to Question 6 on Supplemental Questionnaire  
**Attachments:** Tuthall, Seth - Redistricting - Amended Response to No. 6 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.

---

Hello Mr. Luna,

As we discussed during my video interview last week, I would like to disclose some additional donations/affiliations that were not included in my original questionnaire response - please see attached document. Thank you for your time and consideration.

Best regards,

Seth Tuthall

**Applicant Seth Tuthall's Amended Response to Question No. 6 on the 2020-21 Redistricting Commission Supplemental Questionnaire**

*\*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.*

**(Amendments are in Bold typeface.)**

**Terry Taplin for Berkeley City Council District 2 – my husband and I have known Terry since college, and my husband has assisted Terry with his website design. I anticipate donating to Terry's campaign in an amount not to exceed \$50 in total. (<http://terrytaplin.nationbuilder.com/>)**

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. **I have recently been trained and certified as a Legal Observer by the NLG.**

**Grassroots Law Project – I have recently become a volunteer researcher, focusing on proposed policies relating to police reform.**

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. **I have recently become a recurring small donor for the BSC's "COVID-19 Resilience Fund."**

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.

**Fireweed Collective, formerly 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.

**LGBTQ Freedom Fund** – a nonprofit organization that “posts bail to secure the safety and liberty of low-income individuals in U.S. jails and immigration facilities, focusing on queer individuals.” I have recently become a recurring small donor. (<https://www.lgbtqfund.org/>)

**Black Lives Matter Global Network** – I have recently become a recurring small donor.

**National Bail Out Collective** – a “a Black-led and Black-centered collective of abolitionist organizers, lawyers and activists building a community-based movement to support our folks and end systems of pretrial detention and ultimately mass incarceration.” I have been a recurring small donor for a while, but I believe I inadvertently left this off the list when I submitted my initial questionnaire response. (<https://www.nationalbailout.org/>)

**Black and Pink** – “a national prison abolitionist organization dedicated to dismantling the criminal punishment system and the harms caused to LGBTQ+ people and people living with HIV/AIDS who are affected by the system through advocacy, support, and organizing,” including through the mailing of a newsletter to interested prisoners, and the coordination of a PenPal network. I have recently become a recurring small donor and begun participating in the PenPal program. (<https://www.blackandpink.org/>)

**Trans Justice Funding Project** – a funding group that provides grants to LGBTQ justice organizations, with a focus on grassroots organizations with trans leadership. I made a one-time small donation. (<https://www.transjusticefundingproject.org/>)

**Transgender Gender-Variant & Intersex Justice Project** – a nonprofit organization that provides “provide legal services for transgender and gender variant/non-conforming people, primarily those in CA prisons, jails and detention centers.” I made a one-time small donation and I anticipate making further donations and/or becoming a recurring donor. (<http://www.tgijp.org/about.html>)

**Fund for Black Theatre in the U.S.** – I made a one-time small donation. (<https://www.gofundme.com/f/fund-for-black-theatre-in-the-us>)

**Fight for the Future** – a nonprofit organization working to ensure “technology is a force for empowerment, free expression, and liberation rather than tyranny, corruption, and structural inequality,” including campaigning for data privacy and net neutrality. I made a one-time small donation.

Additionally, I anticipate making small one-time and/or recurring donations to the following organizations over the next couple months:

**Black Trans Advocacy Coalition** (<https://blacktrans.org/>)

**Gays and Lesbians Living in a Transgender Society** (<https://www.glitsinc.org/>)

**The Transgender District** (<https://www.transgenderdistrictsf.com/>)

**National Coalition of Anti-Violence Programs** (<https://avp.org/ncavp/>)

**Transgender Law Center** (<https://transgenderlawcenter.org/>)

**Southern Poverty Law Center** (<https://donate.splcenter.org/>)

**Ella Baker Center for Human Rights** (<https://ellabakercenter.org/>)

**Snap4Freedom – Solutions Not Punishment Collaborative**  
(<https://www.snap4freedom.org/>)

**Black Aids Institute** (<https://blackaids.org/>)

**House of GG – Griffin-Gracy Educational Retreat & Historical Center**  
(<https://houseofgg.org/about>)

**The Okra Project** (<https://www.theokraproject.com/>)

**BreakOUT! New Orleans** (<http://www.youthbreakout.org/mission/>)

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	3
<b>Applicant #</b>	11426157649
<b>First Name</b>	Kathleen
<b>Last Name</b>	Kelly
<b>District</b>	District 1
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	White / Caucasian
	-

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
-----------	----

\*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
-------	----

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	4
<b>Applicant #</b>	11428055196
<b>First Name</b>	Thomas
<b>Last Name</b>	Cooke
<b>District</b>	District 1
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 election
<b>Gender</b>	Male
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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).

\*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: 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
-------	--------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	5
<b>Applicant #</b>	11439501910
<b>First Name</b>	Theresa
<b>Last Name</b>	Nelson
<b>District</b>	District 1
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Doctoral or Professional degree
<b>Income</b>	Over \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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
-----------	----

\*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
-------	----------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	6
<b>Applicant #</b>	11283507157
<b>First Name</b>	Devin
<b>Last Name</b>	Richards
<b>District</b>	District 2
<b>Time living in District</b>	Three to five years
<b>Time living in Oakland</b>	Three to five years
<b>Education</b>	Master's degree
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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 12<sup>th</sup> 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.

\*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:	DR
-----------	----

\*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
-------	----------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	7
<b>Applicant #</b>	11329371641
<b>First Name</b>	Shirley
<b>Last Name</b>	Gee
<b>District</b>	District 2
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Asian / Pacific Islander
	-

## 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.

\*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:	sg
-----------	----

\*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
-------	-------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	8
<b>Applicant #</b>	11433768849
<b>First Name</b>	Ronald
<b>Last Name</b>	Solomon
<b>District</b>	District 2
<b>Time living in District</b>	Three to five years
<b>Time living in Oakland</b>	Three to five years
<b>Education</b>	Some graduate school experience
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethnicity</b>	Multiple ethnicity / Other (please specify)
	Human

**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 2<sup>nd</sup> 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)**

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:	RLS
-----------	-----

\*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
-------	------------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	9
<b>Applicant #</b>	11455413468
<b>First Name</b>	Kelly
<b>Last Name</b>	Chau
<b>District</b>	District 2
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Bachelor's degree
<b>Income</b>	Under \$35,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Asian / Pacific Islander
	-

## 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.

\*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 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
-----------	----

\*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
-------	------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	10
<b>Applicant #</b>	11309317657
<b>First Name</b>	amber
<b>Last Name</b>	blackwell
<b>District</b>	District 3
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$35,000 - \$74,999
<b>Voting history</b>	2018 election
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Black or African American
	-

## 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 7<sup>th</sup> 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.
---

\*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:	AB
-----------	----

\*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
-------	----

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	11
<b>Applicant #</b>	11453596465
<b>First Name</b>	Jonathan
<b>Last Name</b>	Young
<b>District</b>	District 3
<b>Time living in District</b>	Five to 10 years
<b>Time living in Oakland</b>	Five to 10 years
<b>Education</b>	Master's degree
<b>Income</b>	Over \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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.

--

\*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
-----------	----

\*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
-------	----------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	12
<b>Applicant #</b>	11464913548
<b>First Name</b>	LiAnn
<b>Last Name</b>	Ishizuka
<b>District</b>	District 3
<b>Time living in District</b>	Three to five years
<b>Time living in Oakland</b>	Three to five years
<b>Education</b>	Bachelor's degree
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 election
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Asian / Pacific Islander
	-

## 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.
-----------	------

\*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
-------	--

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	13
<b>Applicant #</b>	11253996470
<b>First Name</b>	Jody
<b>Last Name</b>	Nunez
<b>District</b>	District 4
<b>Time living in District</b>	10 to 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Doctoral or Professional degree
<b>Income</b>	Over \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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
-----------	-----

\*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
-------	--------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	14
<b>Applicant #</b>	11269898164
<b>First Name</b>	Justin
<b>Last Name</b>	Graham
<b>District</b>	District 4
<b>Time living in District</b>	10 to 20 years
<b>Time living in Oakland</b>	10 to 20 years
<b>Education</b>	Doctoral or Professional degree
<b>Income</b>	Over \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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)**

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.

N/A

\*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: 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

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	15
<b>Applicant #</b>	11440378097
<b>First Name</b>	Paul
<b>Last Name</b>	Marshall
<b>District</b>	District 4
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 election
<b>Gender</b>	Male
<b>Race/Ethncity</b>	Black or African American
	-

## 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.

\*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:	PM
-----------	----

\*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
-------	---------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	16
<b>Applicant #</b>	11460759650
<b>First Name</b>	Vincent
<b>Last Name</b>	Garrett
<b>District</b>	District 4
<b>Time living in District</b>	10 to 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Some graduate school experience
<b>Income</b>	\$35,000 - \$74,999
<b>Voting history</b>	2018 election
<b>Gender</b>	Male
<b>Race/Ethncity</b>	Black or African American
	-

## 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.

\*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: *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>
-------	------------------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	17
<b>Applicant #</b>	11259481045
<b>First Name</b>	Masoud (Matt)
<b>Last Name</b>	Hamidi
<b>District</b>	District 5
<b>Time living in District</b>	Three to five years
<b>Time living in Oakland</b>	Three to five years
<b>Education</b>	Bachelor's degree
<b>Income</b>	\$35,000 - \$74,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethncity</b>	White / Caucasian
	-

## 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)**

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

\*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

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	18
<b>Applicant #</b>	11322836883
<b>First Name</b>	Shina
<b>Last Name</b>	Robinson
<b>District</b>	District 5
<b>Time living in District</b>	One to three years
<b>Time living in Oakland</b>	Five to 10 years
<b>Education</b>	Bachelor's degree
<b>Income</b>	\$35,000 - \$74,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethnicity</b>	Multiple ethnicity / Other (please specify)
	Filipino and white

## 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.

--

\*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:	SR
-----------	----

\*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
-------	----------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	19
<b>Applicant #</b>	11332345242
<b>First Name</b>	Bharat
<b>Last Name</b>	Singh
<b>District</b>	District 5
<b>Time living in District</b>	10 to 20 years
<b>Time living in Oakland</b>	10 to 20 years
<b>Education</b>	Doctoral or Professional degree
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 election
<b>Gender</b>	Male
<b>Race/Ethncity</b>	Asian / Pacific Islander
	-

## 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-14<sup>th</sup> 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.

**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:	BS.
-----------	-----

\*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
-------	--------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	20
<b>Applicant #</b>	11274131073
<b>First Name</b>	Martha
<b>Last Name</b>	Hernandez
<b>District</b>	District 6
<b>Time living in District</b>	10 to 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Bachelor's degree
<b>Income</b>	\$35,000 - \$74,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Hispanic / Latino
	-

## 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
-----------	----

\*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
-------	------------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	21
<b>Applicant #</b>	11274266306
<b>First Name</b>	Daniel
<b>Last Name</b>	Chesmore
<b>District</b>	District 6
<b>Time living in District</b>	Five to 10 years
<b>Time living in Oakland</b>	Five to 10 years
<b>Education</b>	Some graduate school experience
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Male
<b>Race/Ethncity</b>	Asian / Pacific Islander
	-

## 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 28<sup>th</sup> 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
-----------	----

\*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
-------	-----------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	22
<b>Applicant #</b>	11459699279
<b>First Name</b>	Carla
<b>Last Name</b>	Dartis
<b>District</b>	District 6
<b>Time living in District</b>	10 to 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$125,000 - \$250,000
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Black or African American
	-

## 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 3<sup>rd</sup> Annual Human Trafficking Symposium Shattering Barriers: A Focus on People of Color and Males - Oakland ([www.shademovement.org](http://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](http://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](http://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.

--

\*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:	<i>See email</i>
-----------	------------------

\*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>
-------	------------------

## 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](mailto:rluna@oaklandca.gov)  
(510) 238-4756

---

**From:** Carla Dartis [mailto:████████████████████]  
**Sent:** Friday, May 1, 2020 1:55 PM  
**To:** Luna, Richard <[RLuna@oaklandca.gov](mailto: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](mailto: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](mailto: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*

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	23
<b>Applicant #</b>	11258618784
<b>First Name</b>	Gloria
<b>Last Name</b>	Crowell
<b>District</b>	District 7
<b>Time living in District</b>	More than 20 years
<b>Time living in Oakland</b>	More than 20 years
<b>Education</b>	Some college experience
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Black or African American
	-

## 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.

\*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:	<b>GC</b>
-----------	-----------

\*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>
-------	-----------------------

**Redistricting Commission  
Applicant Profile**

<b>Candidate #</b>	24
<b>Applicant #</b>	11395004463
<b>First Name</b>	Tejal
<b>Last Name</b>	Shah
<b>District</b>	District 7
<b>Time living in District</b>	Less than a year
<b>Time living in Oakland</b>	10 to 20 years
<b>Education</b>	Master's degree
<b>Income</b>	\$75,000 - \$124,999
<b>Voting history</b>	2018 & 2016 elections
<b>Gender</b>	Female
<b>Race/Ethncity</b>	Asian / Pacific Islander
	-

## 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 14<sup>th</sup> 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)***

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.

Nothing further.

\*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:	TS
-----------	----

\*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
-------	---------------