

STATE OF CALIFORNIA  
CALIFORNIA STATE AUDITOR'S OFFICE (CSA)

In the matter of:

2020 CITIZENS REDISTRICTING COMMISSION (CRC)  
Applicant Review Panel (ARP) Public Meeting

621 Capitol Mall, 10th Floor  
Sacramento, California 95814

MONDAY, MARCH 2, 2020

8:34 A.M.

Reported by:  
Peter Petty

APPEARANCESAPPLICANT REVIEW PANEL MEMBERS:

Angela Dickison, Chair

Ben Belnap, Vice Chair

Ryan Coe, Member

APPLICANT REVIEW PANEL STAFF

Christopher Dawson, Counsel

Yvonne Le Tellier, Executive Secretary

CALIFORNIA STATE AUDITOR'S OFFICE

David King, Senior Staff Counsel

APPLICANTS

Louise Silacci

Keith Eich

Hellen Meade

PUBLIC COMMENT:

None

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P R O C E E D I N G S

8:34 a.m.

1  
2  
3 CHAIR DICKISON: Good morning. Calling -- it's  
4 8:30 a.m., March 2nd, calling the meeting of the Applicant  
5 Review Panel to order.

6 Secretary, could you call the roll?

7 MS. LE TELLIER: Mr. Belnap?

8 VICE CHAIR BELNAP: Here.

9 MS. LE TELLIER: Mr. Coe?

10 PANEL MEMBER COE: Here.

11 MS. LE TELLIER: Ms. Dickison?

12 CHAIR DICKISON: Here.

13 MS. LE TELLIER: All present, we have a quorum.

14 CHAIR DICKISON: Okay. The first item on our  
15 agenda this morning is the approval of meeting minutes from  
16 the February 19 meeting. I reviewed the minutes. Have the  
17 other Panel Members reviewed the minutes and do you have  
18 any changes?

19 VICE CHAIR BELNAP: I have one small change. So,  
20 the second page, first full paragraph, where it starts "Mr.  
21 Belnap", the second sentence from the last, it says: "He  
22 described how he approached the most recent review and how  
23 he refrained from considering background check information,  
24 particularly social media issues at this stage of the  
25 review."

1 I want to revise that. We certainly considered  
2 the background checks. So, this is what I think it should  
3 say is: And how he refrained from considering social  
4 medial issues raised by background checks at this stage of  
5 the review. So, just constraining the sentence to just  
6 about the social media issue.

7 And I believe Mr. Dawson has a copy of my edit,  
8 so we can find it there.

9 CHAIR DICKISON: Okay. Did you have any changes  
10 Mr. Coe?

11 PANEL MEMBER COE: No changes.

12 CHAIR DICKISON: Okay. So, I move that we adopt  
13 the meeting minutes as amended by Mr. Belnap.

14 VICE CHAIR BELNAP: I second.

15 CHAIR DICKISON: Any public comments on adoption  
16 of the meeting minutes as amended?

17 Okay, seeing none, those in favor?

18 VICE CHAIR BELNAP: Aye.

19 PANEL MEMBER COE: Aye.

20 CHAIR DICKISON: Aye.

21 Okay. All right, the second item on our agenda  
22 today are announcements. So, the purpose of this meeting  
23 is that we're going to begin interviews of the 120 of the  
24 most qualified applicants that would be 40 Democrats, 40  
25 Republicans, and 40 individuals not affiliated with either

1 party.

2           To begin with, just a few housekeeping items.  
3 Please silence your cell phones. If you need to take a  
4 call, please take it outside in the hall or over by the  
5 elevators. The restrooms are located in the hall, just  
6 outside the door to the left.

7           We will need to take a break every 90 minutes for  
8 the transcriptionist or/and the ASL translator.

9           Also, for safety, in the case of an emergency if  
10 we need to evacuate the building, please don't take the  
11 elevators. Just look to the CSA staff for instructions.

12           Let's see. Public comments. We will not be  
13 taking public comments during the interview process, while  
14 we're interviewing each of the individuals. We'll be  
15 taking public comments again at the end of the interview  
16 process.

17           However, if the public wants to make a public  
18 comment during that time, you can do it via email or  
19 through the website.

20           Let's see. Oh, public comments that have been  
21 received since our last meeting, there's copies of those at  
22 the back of the room, I believe.

23           MS. LE TELLIER: Yes.

24           CHAIR DICKISON: Okay. The interviews. So, the  
25 interview procedures that we're going to follow or that the

1 Secretary will be checking in applicants off the record,  
2 prior to the interview starting. And as we agreed to  
3 previously, the applicant's been provided with a copy of  
4 all the standard questions. Those questions are going to  
5 be asked by our Panel counsel. And there will be a 20  
6 minute allowance to answer those standard questions.

7           After that, each Panel Member will have 20  
8 minutes to ask questions of our own. And we'll go in the  
9 order of the Chair, the Vice Chair, and then the other  
10 Member.

11           The Panel Members and the Panel counsel can ask  
12 follow-up questions if there's time remaining. And the  
13 applicant will be able to make a closing statement, if  
14 there's time remaining. No interview may exceed 90 minutes  
15 under any circumstances.

16           Additionally, the Voters Act -- the Voters FIRST  
17 Act prohibits communication between applicants and the  
18 Panel outside of an open meeting. So, we just want to make  
19 sure that everybody's aware of that.

20           At the end of each interview, the Chair will  
21 recess the meeting until the next interview. So, we'll be  
22 taking a 15-minute break. We're taking 15-minute breaks  
23 and an hour for lunch today, and throughout the meeting --  
24 the interview process.

25           At the end of the interview for the day, the

1 Chair will recess the meeting until the next day when the  
2 first interview starts.

3           Just a recap of what we've accomplished so far.  
4 In October, we began reviewing the completed applications  
5 for consideration. We've met three times to reduce the  
6 pool to 120 of the most qualified applicants that we're  
7 going to be interviewing.

8           For those applicants that have been eliminated  
9 from the consideration, we still encourage you to reach out  
10 and look for opportunities with the cities or counties to  
11 continue in the redistricting process.

12           I do know that the City of Sacramento is  
13 accepting applications for its commission through May 1st.

14           Moving on to Agenda Item 3. My understanding is  
15 that the staff counsel does not have a report today, so we  
16 just wanted to notice that.

17           And then, so moving on to Agenda Item 4, Panel  
18 Counsel's report. I now recognize Mr. Dawson.

19           MR. DAWSON: Thank you, Madam Chair. I would  
20 just -- I have some very brief remarks. One is I would  
21 like to inform the Panel that the CSA continues to make --  
22 reviewing background checks and answering questions that  
23 have been provided to the ARP. We thank the CSA for this  
24 important work.

25           And we would also like to thank the CSA staff for



1 the tremendous work that they have done in arranging the  
2 scheduling and providing transportation assistance to all  
3 of our applicants in such a short time. It's been a  
4 tremendous effort. And on behalf of the ARP, I'd like to  
5 thank them.

6 As the Chair mentioned, we've continued to  
7 receive public comment through our email and on the website  
8 where that has been provided to the ARP, and also has been  
9 made available to the public.

10 As the Chair mentioned, public comment related to  
11 specific candidates we will take at the end of the process.  
12 Which, as the Chair noted, we'll be doing 120 interviews.  
13 That works out to four interviews a day, four days a week  
14 until April 22nd. Just previewing the work of the Panel,  
15 there will be some time for reflection and consideration of  
16 those 120. And then, the Panel will meet again I believe  
17 it's the first week of May in order to reduce the Panel to  
18 the 60 names that will be provided to the Legislature no  
19 later than May 15th.

20 And with that, that concludes my remarks.

21 CHAIR DICKISON: Thank you, Mr. Dawson.

22 So, moving on to the next agenda item, requests  
23 for reconsideration. We've not received any requests for  
24 reconsideration, so we're just going to go ahead and notice  
25 that, and move on to Agenda Item 6, interviews. Given that

1 our next interviews -- our interviews start at 9:00 a.m.  
2 this morning, I think we should just recess until 8:59.

3 (Off the record at 8:43 a.m.)

4 (On the record at 8:59 a.m.)

5 CHAIR DICKISON: Calling the meeting of the  
6 Applicant Review Panel back to order.

7 Welcome Ms. Silacci. Did I say that correctly?

8 MS. SILACCI: Yes, you did.

9 CHAIR DICKISON: Okay, thank you. And I'm going  
10 to turn it over to Mr. Dawson to start with the standard  
11 questions.

12 MR. DAWSON: Good morning, thank you for being  
13 here. We'll start with our first standard question.

14 What skills and attributes should all  
15 Commissioners possess?

16 What skills or competencies should the Commission  
17 possess collectively?

18 Of the skills, attributes and competencies that  
19 each Commissioner should possess, which do you possess?

20 And in summary, how will you contribute to the  
21 success of the Commission?

22 MS. SILACCI: Well, thank you for having me here  
23 today. I'd come up and shake your hand, but we know that's  
24 not appropriate right now.

25 Of the skills that I believe is most necessary is

1 a good listener, be able to read a map, and just being  
2 there to complete everybody's whole. Connect all the dots  
3 so that you are not in it alone, you're there as a team and  
4 use everybody's skills to the benefit of California.

5           What I bring to the table is just a background of  
6 being a good listener, very active participant throughout  
7 the State of California and I just believe that everybody  
8 has a voice, every voice should be heard or watched. And  
9 just do the right thing for the right reason.

10           MR. DAWSON: Thank you.

11           The second question. Work on the Commission  
12 requires members of different political backgrounds to work  
13 together. Since the 2010 Commission was selected and  
14 formed, the American political conversation has become  
15 increasingly polarized, whether in the press, on social  
16 media and even in our own families.

17           That characteristics do you possess, and what  
18 characteristics should your fellow Commissioners possess,  
19 that will protect against hyperpartisanship?

20           What will you do to ensure that the work of the  
21 Commission is not seen as polarized or hyperpartisan and  
22 avoid perceptions of political bias and conflict?

23           MS. SILACCI: First of all, it makes me very sad  
24 to see what's happening in today's political arena. The  
25 year that I turned 18 was the very first year that 18-year-

1 olds were allowed to vote. My father told me, do not come  
2 home unless you register. I don't care what, just  
3 register. So, I didn't know what to do, so I went  
4 Independent. I cannot tell you what year it was, but there  
5 was somebody that I really wanted to vote for but I  
6 couldn't because it wouldn't be on the primary ballot. So,  
7 I switched over to Republican. I really don't know what  
8 year it was. And ever since then that's how I've been  
9 leaning.

10 I'm in agriculture. I'm also a teacher. Teacher  
11 and the unions really go to Democrats, basically. Our  
12 union dollars go for that. It was very difficult. But I  
13 have to sit back and I have to laugh because what is  
14 getting you so upset? One person cannot make any decision.  
15 It takes a group of people.

16 So, therefore, you listen to both sides and you  
17 ask questions. What makes you think this way?

18 I believe that to talk about polarization makes  
19 it more polar. You have to come to the center, and you  
20 have to be a good listener, and you have to unite and say  
21 that's a good idea. Think about this.

22 I'm here to tell you only one person that I voted  
23 for in the last election won, but I'm not going to cry  
24 about it. You just move on and do your vote the next time.

25 MR. DAWSON: Three. What is the greatest problem

1 the Commission could encounter, and what actions would you  
2 take to avoid or respond to this problem?

3 MS. SILACCI: I think, I believe the worst thing  
4 that could happen is being misunderstood. You're doing  
5 things for the right reason, people need to understand and  
6 see the big picture why things were said. Why conclusions  
7 were -- came to a conclusion.

8 Also, I think a problem would be social media.  
9 People posting things can be misconstrued. How we would  
10 complete -- or, how we would fix that is to make sure that  
11 we're all on the same page at all times. And be careful of  
12 our comments. And do the right thing for the right  
13 reasons.

14 MR. DAWSON: Number four. If you are selected,  
15 you will be one of fourteen members of the Commission which  
16 is charged with working together to create maps of new  
17 districts. Please describe a situation where you had to  
18 work collaboratively with others on a project to achieve a  
19 common goal.

20 Tell us the goal of the project, what your role  
21 in the group was, and how the group worked through any  
22 conflicts that arose.

23 What lessons would you take from this group  
24 experience to the Commission if you are selected?

25 MS. SILACCI: I'm sorry, I can't stop laughing

1 about this one. It seems every group I get involved with  
2 there's always something that happens.

3 Let's see, let's start with 4-H. I'm very  
4 involved with 4-H. I've been a member, a leader over 30  
5 years. State Council President. And you grow up with  
6 something all your life and you know it's to be one way.  
7 It's for the youth.

8 When I was President of the Leaders Council for  
9 the state, the state decided to take a new direction and  
10 put it in the hands of the youth.

11 Well, our leaders, I would say that were seasoned  
12 a little bit more than myself, this was taking the one  
13 thing that they loved away from them, their leadership.  
14 They felt unwelcome, unused, and it was chaotic.

15 So, I was President at the time and so my  
16 decision was to start at the top of the state and work our  
17 way down the state and have meetings that everybody can  
18 voice their opinion. Let it out. Let them vent. Let them  
19 say how they felt. And we let the director know all these  
20 comments. And just being able to say goodbye and this is  
21 sad, but it just deescalated the issues that we had and the  
22 change was implemented. That's one.

23 I'm on the King's Symphony Board. And right now  
24 we're going through actually a traumatic change with AB 5,  
25 which is saying that everybody must be paid if you are a

1 musician. And I do not want to be fined as in \$15,000 a  
2 person if we don't do that. So, we decided to go on a  
3 hiatus until we find out more about the law. And now, we  
4 have the conductor upset with the president and it's gotten  
5 very ugly on social media.

6           So, my solution, which I have a meeting next  
7 Friday, I am planning to go to Fresno State and ask them  
8 if there is anything that we can do to maybe take somebody  
9 that's in the master's program and help them learn their  
10 craft by helping us conduct a concert. So, it's a win/win.  
11 But I have to find out more legal aspects of how that would  
12 go, but that's something that I did as part of that  
13 committee.

14           Then as a teacher in a prison, on a Level 4 yard,  
15 I have students that would like to kill the person next to  
16 them. I had to deal with that. And first of all, you  
17 learn that if you give respect, you'll get respect back. I  
18 know they're bad. I know they were horrible people, but  
19 everybody deserves a chance. And so, they tested me every  
20 day. But after 25 years, I've got to go home every day.  
21 So, I deescalated that in a fair and impartial manner.

22           Let's see, the Grand Jury. I'm on the Grand Jury  
23 this year for Kings County. That's been an eye opener. We  
24 go in thinking that we're going to do a report. You're on  
25 a committee. You're one of 14. And we decide -- it

1 decides to split. Some want to do a letter. Some don't  
2 want to do a report.

3           So, it takes time. It takes concerted effort in  
4 listening to everybody's views. It takes research. And  
5 you have to do your due diligence. But you also have to  
6 listen and look at the big picture. That's the main thing.  
7 And I do ask a lot of questions. That's what they laugh at  
8 me about. But when they're answering the questions, it  
9 becomes clarity for somebody else. So, in asking the  
10 questions is a good thing, I believe.

11           I have more, but that's okay.

12           MR. DAWSON: Or, if you'd like to continue?

13 Okay.

14           MS. SILACCI: I don't want to ramble.

15           MR. DAWSON: All right. We can move on to  
16 question five.

17           A considerable amount of the Commission's work  
18 will involve meeting with people from all over California  
19 who come from very different backgrounds and with a wide  
20 variety of perspectives.

21           If you are selected as a Commissioner, what  
22 skills and attributes will make you effective at  
23 interacting with people from different backgrounds and who  
24 have a variety of perspectives?

25           What experiences have you had that will help you



1 be effective at understanding and appreciating people and  
2 communities of different backgrounds and who have a variety  
3 of perspectives?

4 MS. SILACCI: First of all, I like to meet  
5 people. Nobody would know it, but I'm really terrified up  
6 here and I'm very nervous, but I do like to meet people.

7 I wish I had a penny for every time somebody  
8 said, you don't understand me. Because I may not, but I'm  
9 here for you.

10 I grew up in Petaluma, but I moved to Fresno  
11 State. I mean, I moved to Fresno because of Fresno State.  
12 Because in the 70s that was the only school that would  
13 allow women to be on their Dairy Judging Team. And my best  
14 friend wanted to be, so I was going to go where she went.

15 During that time I was a health science major and  
16 I became a rape counselor. So, my time as a rape counselor  
17 was very difficult, but it gave me peace knowing I could  
18 help somebody, if I could, with the skills that I had. And  
19 all I heard is you don't understand me. You don't know me.  
20 I don't, but I'm here to help you.

21 Then, I started helping at -- volunteering at  
22 Planned Parenthood, the same thing. Lo and behold, I end  
23 up in prison because that's where my education took me.  
24 So, you have the blacks telling me don't know how I grew  
25 up. You have the Nortenos telling me you don't understand

1 me, you don't understand my culture. No, I don't. But  
2 that doesn't mean that I am not here to listen to you, to  
3 help you, and to be the best that you can be. Because  
4 someday you will be my neighbor and I want you to like me.  
5 And that's about it.

6 MR. DAWSON: Okay, thank you. I think, now, we  
7 will move to Panel Members' questions. Ms. Dickison, you  
8 have 20 minutes.

9 CHAIR DICKISON: Okay. Hang on a second. Okay.  
10 So, the first thing I wanted to ask you about is you talked  
11 about in your essay on impartiality how as -- how when you  
12 were teaching at CDCR you were able to gain the respect of  
13 the students in your class. Can you talk to us about how  
14 you gained their respect?

15 MS. SILACCI: First of all, I am not there to  
16 punish them. I am not there to take something away from  
17 them. I'm somebody there to give them something. Now, my  
18 title is a teacher. And I told them I am not your teacher,  
19 I'm just your cheerleader. I am only going to be there to  
20 help you. You are a grown adult. If you don't want to  
21 learn anything, I can't make you learn anything. Actually,  
22 many of them were much smarter than I was.

23 But to gain their respect you have to maybe kind  
24 of step outside the box, but yet not be over familiar. So,  
25 one of the things that I did that upset some other

1 teachers, but I did it anyway, I drove to Quincy,  
2 California, because Feather River College is who I dealt  
3 with the most. And I would pick up their college books for  
4 them, and bring it to them because I knew that when the  
5 semester started they had to be on task, and on time, and  
6 get their assignments in.

7           Well, if you know anything about CDCR, it has to  
8 go -- anything that comes into the prison has to go to the  
9 mail room. It has to be checked for weapons. It has to go  
10 through the captain. It has to go through this long  
11 process. And I figured out a way to streamline the process  
12 and get the material to my students faster.

13           Once they saw my -- I was there for them, I had  
14 300 people signing up out of, you know, seven yards. But I  
15 was very proud of what I did. And we also have the  
16 deviants that just liked to push my buttons. And so, they  
17 thought that some things they could take home with them.  
18 And I would turn my back and I said I will not write  
19 anybody up. I just want it back on my desk before you  
20 leave, otherwise we know what's going to happen. And I  
21 would get it back. I never had to write -- I'd say in 25  
22 years I wrote maybe three people up for something. But  
23 other than that, if you give respect, you get it back.

24           CHAIR DICKISON: Going a little further on that,  
25 what did you do to help avoid conflict in the classroom?

1 MS. SILACCI: There's seven yards at the last  
2 institution I worked. I worked on every single yard.  
3 Usually, I was the person to put out the fire. This yard's  
4 having problems, police go to this yard. And I'd have to  
5 start all over again getting their respect and everything.

6 The first thing when you have 29 inmates walk  
7 into your classroom, the first thing they want to do is  
8 group with their friends because you cannot be seen with  
9 the enemy. And I would go in to my first lecture is when  
10 you walk in this classroom you are safe, and I better be  
11 safe. So, there's no grouping. I will not assign you a  
12 seat if you respect my rules. And I don't want to see all  
13 one block together. I don't want to see all one group  
14 together. I want you to share.

15 I also wanted to see that the more advanced  
16 students were helping the ones that were struggling.  
17 Because as being a woman, it was very hard for Hispanic men  
18 to come to me and ask for help. They didn't want me to  
19 know that they couldn't read.

20 So, what I would do is I would say what was in  
21 the news today and give me an oral report? That made them  
22 feel important, just as much as the person that could write  
23 a good essay. And I would build their trust that way.

24 CHAIR DICKISON: All right, you also discussed  
25 experiences as a planning commissioner, grand juror and a

1 counselor. Could you describe your experience? How those  
2 experiences will translate to the duties of a Commissioner  
3 and what value they'll bring to the Commission?

4 MS. SILACCI: Well, the duties, I believe, are  
5 similar because you're doing your research, you're getting  
6 reports. You've got to come together as a group. You need  
7 to seek the advice of legal counsel many times many times.  
8 And I lean strongly on other people's knowledge, more than  
9 myself. I don't necessarily need to be the leader. I'm  
10 happy to work with other people.

11 In the 15, 16 years, I don't even know how long  
12 it's been, I only disagreed with the proposal once. And  
13 that one time was when somebody wanted to take their land  
14 and put housing on it. And, of course, I was not happy  
15 because I'm an AG girl, and I believe land in California is  
16 getting less and less. Water is more important. We need  
17 to eat. And I lost.

18 Fast forward six years later, I ended up buying a  
19 home in that development. But you have to understand that  
20 when nobody has something to pass their land to and they  
21 need to live, you have to go with what's right. I did  
22 speak up. I did say something, but in the end we worked as  
23 a group.

24 So, the knowledge I took away is the ability to  
25 listen, to work as a group, and to listen to counsel.

1           CHAIR DICKISON: In a public comment it was noted  
2 that you started the college program at CDCR from the ground  
3 up. And additional information in your letters and public  
4 comments discuss your ability as an organizer and public  
5 speaker. Could you expand on your experiences and the  
6 skills that will relate to the work of the Commission?

7           MS. SILACCI: A public speaker, not so much as  
8 the importance of being a good listener for this  
9 Commission. I think that's more important.

10           Where my value of starting from the ground up was  
11 seeing the need. What is the bottom line? What's needed?  
12 Where do we want to go? Make that map, see the map, review  
13 it, discuss it, and get everybody's opinions, seek legal  
14 counsel, and just make good decisions for the right  
15 reasons.

16           CHAIR DICKISON: So, we already talked about how  
17 you gained trust. How will you use your experience in  
18 gaining trust from others to gain the trust of individuals  
19 throughout California's diverse communities?

20           MS. SILACCI: How would I gain their trust?  
21 Well, you need to be transparent. You need to reflect your  
22 actions, do what you say. Say what you mean. Be open, be  
23 honest, and be a good listener.

24           But more importantly for this particular, be a  
25 good team member. Be a good committee. Lean on each other

1 for support and knowledge. Kind of put the puzzle pieces  
2 together before you go out to the public. And I think  
3 they'll see that we're there for helping them. That's how  
4 you would gain their trust.

5 CHAIR DICKISON: Okay. You talked about how  
6 you've been an active member in the Kings County  
7 communities. Can you tell us about the community concerns  
8 in Kings County and describe any communities of interest  
9 you're aware of within Kings County, and what binds those  
10 communities together?

11 MS. SILACCI: You're talking about Corcoran,  
12 Avenal, Lemoore, Hanford. Because I think we're the  
13 smallest county in the state, we're one of the smallest  
14 that binds us together. Hanford is the county seat. A lot  
15 of activities go on in Hanford.

16 Being on the Grand Jury, I'm aware of some  
17 things, but I can't discuss those.

18 But we are -- I wouldn't say we're misunderstood,  
19 I would say we're misrepresented. And for that reason,  
20 that's why I would like to be on this Commission.

21 I was lectured -- I was at a meeting and I was  
22 watching television, and we were lectured that Kings County  
23 never participates in anything at this magnitude. And I  
24 go, well, I'll show you. And I applied and here I am.

25 But we are -- we have arts. We have agriculture.

1 We have education. We have everything that a big city has,  
2 just maybe more cows and tractors. And I was pleasantly  
3 surprised, pleasantly surprised because I'm used to coming  
4 here on the weekend, more people were driving out of  
5 Sacramento than were coming into Sacramento. I'm going, I  
6 was expecting this big ole, you know, traffic jam and it  
7 was very nice, very nice drive.

8 CHAIR DICKISON: In what way do you think Kings  
9 County has been misrepresented?

10 MS. SILACCI: Under-counted. I know that they  
11 count inmates, but we have a lot of migrant workers that  
12 follow the crops. And so, our population fluctuates a lot.  
13 And a lot of people are afraid of getting involved because  
14 they're just afraid.

15 So, I will say I'm a pistachio farmer. And I  
16 went out into the fields during the picking and they were  
17 taking bets that I couldn't last as long as they did,  
18 because I was the gringo. And I didn't have a hat on. I  
19 had -- I didn't have long sleeves on, I didn't have gloves  
20 on, but I was going to prove them -- it was tough, but I  
21 made it.

22 CHAIR DICKISON: So, one of the things the  
23 Commission will need to do is identify communities of  
24 interest. Can you describe some methods you believe the  
25 Commission should use to identify communities of interest



1 throughout California?

2 MS. SILACCI: Well, one's coming up right now.  
3 When you have the -- I'm drawing a blank. Census is coming  
4 up. When you vote, voting is coming up. You have Driver's  
5 License.

6 MS. LE TELLIER: Five minutes.

7 CHAIR DICKISON: Okay. One last question. If  
8 you're selected as one of the first eight Commissioners,  
9 could you describe how you would determine what qualities  
10 and qualifications you would look for in the remaining six?

11 MS. SILACCI: I would hope that they'd be  
12 healthy, that they could carry out the job for a year. I  
13 would hope they believe that this is a full time job for  
14 one year. It's not just a weekend thing. It's not just a  
15 nighttime thing. It could be a 24/7, on call all the time.

16 I would hope that they have the passion to do  
17 what's right for California. And I hope that they're a  
18 good team player.

19 CHAIR DICKISON: That's all the questions I have  
20 right now.

21 MR. DAWSON: Mr. Belnap?

22 VICE CHAIR BELNAP: Hello.

23 MS. SILACCI: Hello.

24 VICE CHAIR BELNAP: There's something you  
25 mentioned in your statement earlier and also in your

1 application. I want to read a sentence and then ask you a  
2 few questions about it. This is from your experience that  
3 you described in your appreciation for diversity. You  
4 said: "I spent four years as a rape counselor, as well as  
5 a counselor for Planned Parenthood while working at the  
6 community hospital."

7 So, I'm assuming that this was your time as a  
8 medical specialty technician? No?

9 MS. SILACCI: No.

10 VICE CHAIR BELNAP: So, when did you serve as a  
11 counselor in this role?

12 MS. SILACCI: I was a health science major and  
13 one of the things that we needed to do is do community  
14 service and put hours in. And I really didn't know where I  
15 wanted to go, what I wanted to do with that. Since I was  
16 the first graduating class of health science, I didn't know  
17 really what it meant.

18 I wanted to be a nurse. When I grew up -- I've  
19 been working in hospitals since I was in eighth grade. And  
20 I worked for 14 years at a medical hospital, which was a  
21 teaching hospital.

22 But my spelling is not that great. And when  
23 you're doing charts and everything, I was afraid. So, I  
24 went the health science route.

25 But I really enjoyed the teaching aspect of the

1 health field. And when I got married and moved to Hanford,  
2 I didn't want to commute to Fresno. So, I went back to  
3 school and got my teaching credential. That's why.

4 VICE CHAIR BELNAP: So, this was your time during  
5 education that you were a counselor?

6 MS. SILACCI: Correct.

7 VICE CHAIR BELNAP: Okay.

8 MS. SILACCI: And then I became -- then, I worked  
9 at the hospital. And then, I saw the need. Because I  
10 worked in the emergency room, I saw the need.

11 VICE CHAIR BELNAP: Uh-hum.

12 MS. SILACCI: And then, I would volunteer my time  
13 after hours.

14 VICE CHAIR BELNAP: So, you would volunteer your  
15 time after hours to do what?

16 MS. SILACCI: Rape counseling.

17 VICE CHAIR BELNAP: Okay.

18 MS. SILACCI: At the hospital.

19 VICE CHAIR BELNAP: Why do you feel like you did  
20 that? Why did you volunteer your time for that?

21 MS. SILACCI: I like to volunteer and I just felt  
22 like there was a need. Working in that environment, I saw  
23 that's where the need was. I felt I could do it.

24 VICE CHAIR BELNAP: Uh-hum.

25 MS. SILACCI: And that's why I did it.

1           VICE CHAIR BELNAP: So, what did you learn from  
2 that experience?

3           MS. SILACCI: It was depressing. It was very  
4 depressing. I really can't change a person, all I can be  
5 there -- all I can do is be there when somebody needs  
6 somebody. I can't change what happened, I can't change the  
7 -- I can't change the future, but I can be there to just  
8 hold somebody's hand, if they need it, basically.

9           VICE CHAIR BELNAP: Okay. So, something I want  
10 to move on to that's in your application, but you also  
11 mentioned it in the interview, it talks about your time as  
12 a commissioner on the planning commission.

13           You mentioned: "In all those years only twice  
14 did I not agree and voted against staff recommendations,  
15 and lost both times, but I felt I spoke up for my  
16 district."

17           How did you know the needs of your district and  
18 that you were speaking for your district in those  
19 instances?

20           MS. SILACCI: I'm very involved in a lot of  
21 different things. Farm Bureau, schools, the arts. We go  
22 to fundraising together, circle of friends together. You  
23 know what people think. You know, you hear what people  
24 talk about. You hear their -- of course, the big issue is  
25 water. You know, we need water. You just know what your

1 neighbors want.

2 VICE CHAIR BELNAP: Uh-hum.

3 MS. SILACCI: And so, I felt I had a pulse on  
4 what my district wanted and I spoke up for that.

5 VICE CHAIR BELNAP: Okay. So, as -- if you are  
6 selected to be on this Commission, how do you feel like the  
7 Commission and yourself would come to know the needs of the  
8 various people throughout California?

9 MS. SILACCI: Meet with them. Go out, be a part  
10 of their environment. I've traveled up and down the state  
11 quite a bit with 4-H and other things. Any excuse to take  
12 a back road, I'll take it.

13 But when it all comes down to the same thing, we  
14 all want a better California. It's a common goal. We want  
15 what's best for our future, for our youth. That's common.

16 So, if we keep the focus on the future and what's  
17 best, I think we could come together. It doesn't matter if  
18 you're from the north or from the south, or in the center.

19 VICE CHAIR BELNAP: So, as you and your fellow  
20 Commissioners go and meet with people throughout the state,  
21 what would you want to hear from them and, also, what would  
22 you want to communicate to them?

23 MS. SILACCI: I'd like to hear what they want.  
24 What are they afraid of? What are their fears? If they're  
25 fearing that they won't have a voice, I would hope my

1 fellow Commissioners could put them at ease that we are  
2 listening to you. You are important. There's no one  
3 person more important than another. Even the President of  
4 the United States is not more important than the Senate or  
5 the House. It takes a group. And if we can come together,  
6 put them at ease, just tell us what your fears are, we'll  
7 work through it.

8 VICE CHAIR BELNAP: And what would you want to  
9 convey to them?

10 MS. SILACCI: I'm here for you. I'm not here for  
11 me. I'm doing this because I care about California.

12 VICE CHAIR BELNAP: Okay. So, one of the  
13 emphasis that you've had throughout your interview comments  
14 is being a good listener. And, certainly, that will be  
15 important when you go out and meet with people throughout  
16 the state.

17 How would you demonstrate -- how would you, as a  
18 Commissioner demonstrate and hope that your fellow  
19 Commissioners demonstrate, how would you show that you are  
20 listening?

21 MS. SILACCI: How do I show I'm listening? I  
22 take a lot of notes. I am a visual learner, not an  
23 auditory learner. So, I would hope that my fellow  
24 Commissioners could help me remember some of the key points  
25 that maybe I didn't write down.

1           But for me, eye contact is very important to let  
2 the person know that I'm listening to them. I believe in a  
3 good, firm handshake, which right now is a little bit  
4 taboo. But let people know that we're there for them. So,  
5 showing a good listener is actually watching and looking  
6 the person in the eye.

7           VICE CHAIR BELNAP: Okay. So, I want to return  
8 to question two. There's a piece of it that I'd like to  
9 hear more from you about. In particular, how can the  
10 Commission avoid the perception of bias or  
11 hyperpartisanship?

12           MS. SILACCI: That's a hard one because if a  
13 person has that opinion, it's hard to change a person's  
14 opinion. They come in with it, they believe it.

15           I'll just say if you're -- say you're a Democrat,  
16 you feel you have to vote all Democrat. If you're a  
17 Republican, you feel you have to vote always Republican.

18           I hope that we can assure people that it's okay  
19 to pick the best person. Don't see color, don't see race,  
20 just do what's right for the right reason. And I do live  
21 by that.

22           VICE CHAIR BELNAP: Okay. All right, I don't  
23 have any further questions.

24           MR. DAWSON: Mr. Coe, you have 20 minutes.

25           PANEL MEMBER COE: Thank you. Good morning.

1 MS. SILACCI: Good morning.

2 PANEL MEMBER COE: Ms. Silacci, you have the  
3 distinction of being our first applicant in this process.  
4 Thank you for --

5 MS. SILACCI: I did that on purpose so I could  
6 get this over with.

7 PANEL MEMBER COE: Thank you for being here. I  
8 appreciate you being here this morning.

9 We talked a little bit and you talked about in  
10 your essays your role as a correctional educator. Could  
11 you describe for us what a typical day looks like in that  
12 role?

13 MS. SILACCI: It's wild. Okay. So, I would have  
14 27 students in the morning, 27 students in the afternoon,  
15 different. They were all getting -- this is my last -- I  
16 mean, I've done everything, but this is my last class I  
17 had. And they would be working on their AA degrees. So,  
18 we'd have English, we'd have math, we'd have political  
19 science, and everybody would be working on different things  
20 different times.

21 So, what I would like to do is I'd like to start  
22 the morning out with, okay, what did Trump do now, because  
23 they'd always like to complain. Because I think I was the  
24 only Republican, ever, in any of my classrooms. So, I'd  
25 let them vent, get that out of the way.



1           And then, we would go into a little bit of  
2 modeling what you need to, your timeline. And then, I  
3 would pick out some students to go and tutor other students  
4 that were maybe more ahead of somebody else.

5           When you're a teacher in CDC, you think you're  
6 teaching, you're not. It's all about paperwork. Paperwork  
7 is more important. Who's there. Who's not there. Did  
8 they get their count. Did they get their meal? Did they  
9 get their -- did they get their clothes? Did they get  
10 their shoes? Did they get their packages? That's more  
11 important to them than education.

12           So, my job was to make them focus. I only had  
13 them for three and a half hours in the morning, three and a  
14 half hours in the afternoon. That was my time.

15           So, my day was taking roll, making sure everybody  
16 knew where they were at. Making sure that only one person  
17 left the room at a time, so they didn't go sell their drugs  
18 out in the bathroom. Making sure they weren't taking  
19 things they shouldn't be taking, hiding things they  
20 shouldn't be hiding.

21           So, it was a lot of everything. But more  
22 importantly, at the end of the day they really didn't want  
23 to leave, they wanted to stay. So, that was a good thing.

24           PANEL MEMBER COE: So, you mentioned that the  
25 inmates in your classes are working towards an AA degree?

1 MS. SILACCI: Correct.

2 PANEL MEMBER COE: So, it's almost like a  
3 community college --

4 MS. SILACCI: Yes, it is.

5 PANEL MEMBER COE: -- type coursework in there?

6 MS. SILACCI: Yes, it is.

7 PANEL MEMBER COE: Okay. And they all were  
8 working potentially towards different degrees with a single  
9 instructor?

10 MS. SILACCI: Well, it was distance learning, so  
11 I would be like the proctor for the tests and it would go  
12 to Feather River College, Lassen Community College. We're  
13 trying to get more and more colleges to come in.

14 But what happened is a lot of my guys got their  
15 AA and so now what? They're lifers. They're never getting  
16 out. They will never parole. So, what do we do with them?  
17 We're trying to get like other colleges to come in, if they  
18 could afford it, and work for a bachelor's, work on a  
19 bachelor's.

20 So, after they would get that, I would hire them  
21 on maybe as a -- I tried to get tutors in every building  
22 after you got your AA. So, I tried to get them jobs.  
23 That's basically what I was doing all the time.  
24 Counseling, making sure they were on track. Getting the  
25 really intelligent ones to do the trigonometry and calculus

1 for me.

2 PANEL MEMBER COE: From that experience what do  
3 you think that you have from those experiences that would  
4 most benefit the Commission, if you were to sit on it?

5 MS. SILACCI: I'm able to deescalate people's  
6 tempers, should they flare. I have the ability to actually  
7 get something done when there's a disagreement. Take a  
8 step back, let's look at this. What's the bottom line?  
9 What's our end goal? Let's work together, let's work  
10 through this. And just be almost sometimes a mediator.

11 PANEL MEMBER COE: Okay, thank you. I'd like to  
12 move on to something you mentioned in your essay on  
13 impartiality, and I think it's something you mentioned  
14 during the earlier questions regarding the closure -- I  
15 think it was a 4-H committee that you were a part of. The  
16 state made a decision to close something and you used that  
17 as example of having to put aside your personal views. And  
18 I was wondering if you could expand on it a little bit.  
19 What was it as part of that process that required you to  
20 set aside kind of your personal views?

21 MS. SILACCI: I believe that our youth are very  
22 strong, they're very smart, but sometimes you need history.  
23 History is an important part because if you forget your  
24 history, you might make the same mistake twice.

25 So, taking the experienced leaders, and I'm

1 talking seasoned. I'm talking 70-year-olds, 80-year-olds  
2 that their whole life was teaching sewing, and cooking, and  
3 gardening, and you take that out of the equation of that  
4 was there life being around -- you know, helping kids,  
5 putting on conferences. Taking them back and allowing  
6 seniors in high school to run the state.

7           Granted, they're wonderful students, but your  
8 senior year you're looking forward to college. You don't  
9 know exactly what's going on. You don't have the funds,  
10 you don't have the time to -- to give. It's all about I  
11 need this hour to get my college application better than  
12 somebody else's college application. I need so many hours  
13 of community service. Yes, they can do it.

14           But as I'm sure all adults know, when you give  
15 something you're always giving, you're always buying,  
16 you're always embellishing. And students just cannot give  
17 the same opportunity that seasoned leaders could do.

18           And it was very disheartening to say thank you,  
19 but we don't need you anymore. And that's basically what  
20 they lived for. It was very, very hard.

21           But it is the future and we need to give our  
22 youth that experience, so let's throw them in there and see  
23 how they do. It was a struggle but -- and they're kind of  
24 changing the format again. But time is change, future is  
25 change, and we need to roll with it. It was difficult, but

1 it was -- it had to be done.

2 PANEL MEMBER COE: And in your essays on  
3 diversity, you mentioned having worked with the -- and you  
4 have today, also, mentioned working with a diverse group of  
5 people. What do you think you've learned the most from  
6 these people that you've had an opportunity to work with?

7 MS. SILACCI: They've had hardships. They've had  
8 hardships, I understand that. But so have I, but they  
9 don't need to know that. They need to know that I am there  
10 for a purpose. I am there to make things better.

11 I also understand that there are some cultures  
12 that don't like talking to women. They can't have eye  
13 contact. And I respect that. When I was in the hospital,  
14 when I worked in the hospital and you had to ask a Hmong  
15 person to disrobe, they do not talk to women at all.

16 So, I would look down on the floor and I'd give  
17 the instructions like this to respect their wishes, and get  
18 what I needed.

19 But you learn to adapt. You learn cultures  
20 through mistakes. And I'll own up to mistakes, but I'll  
21 learn from them. Hopefully, they're not too big.

22 PANEL MEMBER COE: Were you able to glean  
23 anything about the preferences regarding political  
24 representation amongst these different groups?

25 MS. SILACCI: Oh, I'd ask. I'd ask. I have no

1 problem asking. And I would always come back with I am a  
2 registered Republican, but that doesn't mean that I cannot  
3 vote for somebody else that isn't a Republican.

4           One of my best friends just died of stage 4  
5 cancer. And I told her before she died, I'm going to flip  
6 you Republican before you go. I didn't get to do that.  
7 But we would -- I like debates. I don't believe everybody  
8 should always be on the same page all the time. What fun  
9 is that? I like differences of opinion because that makes  
10 you grow. It makes you think. It makes you come to a  
11 right decision for the right reason.

12           So, if I was to be in a group, it's not important  
13 to me that I only speak Democrat language or Republican  
14 language. I want to hear what is your issue? I would love  
15 to take all the titles off and just go for the person.  
16 That's what I would like.

17           And I know we have to talk about diversity. But  
18 the more we talk about the diversity, the more we keep  
19 diversity. We have to have so many this and so many that.  
20 The more you do that, the more you make that divide. Take  
21 everything off the table and treat people as a person and  
22 respect everybody equally, without a title.

23           PANEL MEMBER COE: So, you've spent most of your  
24 life in the Kings County or Central Valley area, is that  
25 correct?

1 MS. SILACCI: 50/50 right now.

2 PANEL MEMBER COE: Okay.

3 MS. SILACCI: A little bit more in Kings County.

4 PANEL MEMBER COE: Where is the other half?

5 MS. SILACCI: Sonoma County.

6 MR. COE: Sonoma.

7 MS. SILACCI: And Fresno County.

8 MR. COE: Okay. What brings you to Sonoma, you  
9 have property up there?

10 MS. SILACCI: I grew up in Petaluma.

11 MR. COE: Oh, okay.

12 MS. SILACCI: And I was there until I graduated  
13 from junior college. And then, I went to Fresno State, and  
14 I stayed there for about 15 years in Fresno. And then, I  
15 went to Kings County which is where I'm at now.

16 MR. COE: So, with that experience and you  
17 mentioned your -- through 4-H traveling up and down the  
18 state, what have you learned about the different regions of  
19 the state that you visited and how do they differ amongst  
20 each other?

21 MS. SILACCI: We're all the same. We are all the  
22 same. You have your city slickers, you have your country  
23 bumpkins, and you have your independents wherever they're  
24 clustered. You'll find them all in every county.

25 You'll have your people that like to make

1 statements. You'll find your people that like to be left  
2 alone. And you'll find your people that just like to just  
3 be in the mix, for whatever reason.

4 I do like my traffic jams a lot more than up here  
5 the traffic jams because I only have to worry about a  
6 tractor. You have to worry about a car. That's about the  
7 difference.

8 MR. COE: How do you think this would inform your  
9 approach to serving on the Commission?

10 MS. SILACCI: How would this inform my approach?

11 MR. COE: Different regions having potentially  
12 different perspectives and different approaches. As you  
13 mentioned, tractor versus car, and simply that you might  
14 have to adjust how you approach the communities. How would  
15 you go about that?

16 MS. SILACCI: People complain that cows give gas,  
17 emit gasses. Up here the same thing, cars emit gasses. We  
18 have the same problems, just different ways of having the  
19 same problems. We are all one. We all have the same  
20 issues. It's just how the issues come across.

21 So, if we have a common goal, what's your bottom  
22 line? What is it that you feel is the need and let's help  
23 solve it. No matter where you're from.

24 MR. COE: If you were to be selected for the  
25 Commission, what aspects of serving on the Commission do



1 you think that you would like the most? And conversely,  
2 what aspects of serving on the Commission do you think you  
3 would perhaps struggle with a little more?

4 MS. LE TELLIER: Five minutes.

5 MS. SILACCI: I would like to be a team builder.  
6 That's the most important for me that we're cohesive, we  
7 get along. I do not need to be a leader. If I have to be,  
8 I can be. I prefer to be the cornerstone, to build the  
9 blocks. I don't need to be the spokesperson.

10 MR. COE: So, that sounds like that might be a  
11 strength that you could bring. On the second half of that  
12 question what do you think you might struggle the most with  
13 in your role as a Commissioner?

14 MS. SILACCI: Acronyms. There were some acronyms  
15 brought up in your meeting this morning and I'm going, oh,  
16 do you know what that means in CDC language? That would be  
17 hard for me to get used to. That's why I would rely on  
18 legal counsel quite a bit.

19 MR. COE: I don't have any further questions,  
20 Counsel.

21 MR. DAWSON: Thank you. If you don't mind, I  
22 have a couple of follow ups.

23 MS. SILACCI: Okay.

24 MR. DAWSON: You mentioned in your essay about  
25 relevant analytical skills about your work on the Planning

1 Commission, and it seems directly relevant as maps are  
2 made. So, can you expand a little bit about what your role  
3 is? How you received the information from staff? And talk  
4 to us about the map-drawing process or how this would have  
5 inform your work in drawing the maps?

6 MS. SILACCI: We would get the packet before the  
7 meeting, and I mean packet, and we would have to go through  
8 that before the meeting. That was difficult to learn.

9 But then, we would have an actual meeting that  
10 would go to staff would explain in detail. I'd have my  
11 questions written out. I would propose those questions  
12 prior, you know, like this is what I need more explanation  
13 of. Can you make sure that you will include this in the  
14 meeting? Make it clear.

15 Then, we'd have the staff report. And then, we  
16 would discuss as a committee and then we -- a commission.  
17 And then, we'd have public comment. The public comment  
18 would bring up more questions.

19 So, the map process was -- let's just take cell  
20 towers. And somebody would ask for a cell tower. I mean,  
21 look at all these cell towers in this one area. Aren't the  
22 people going to be complaining about, you know, all the  
23 disruption and the skyline view in our flat valley of all  
24 these big towers?

25 And so, my questions would be are you sure this

1 is the only location for this? My role was to ask  
2 questions of the map, the mapping process. Are you sure  
3 this is the best way we could do it?

4 MR. DAWSON: I see. You also mentioned during  
5 that part of your discussion that you liked to lean on  
6 other people's expertise, and I appreciated you saying  
7 including legal counsel. How do you judge expertise? How  
8 do you know that a person actually is an expert? How do  
9 you judge that what information they are bringing to you is  
10 something that you can rely on?

11 MS. SILACCI: That comes with time. I know we  
12 don't have a lot of time, but I hope that there would be  
13 something that we could maybe have some ice breakers, get  
14 to know each other, do some discussion from each other.  
15 Maybe learn about each other's backgrounds.

16 But then, there is something to be said about  
17 first impressions and you lean on first impressions.

18 MR. DAWSON: Uh-huh.

19 MS. SILACCI: And you go with your gut. And I  
20 believe I'm a good judge of character. And I can see even  
21 good in bad people and you help -- you help them become a  
22 better person along the journey. And then, by the end you  
23 hope it gels because the bottom line is not now, it's a  
24 year from now.

25 MR. DAWSON: You talked about an urban/rural -- I

1 don't want to put words in your mouth. But a distinction  
2 between the urban and rural, north and south. We have  
3 urban areas and rural areas in both towns. You were from  
4 Sonoma, originally, and now the Central Valley. Would you  
5 consider an agricultural community to be a community of  
6 interest regardless of what part of the state it's in?

7 MS. SILACCI: Oh, absolutely.

8 MR. DAWSON: And can you expand on that, please?

9 MS. SILACCI: In Sonoma County you have the  
10 vineyards. Along the coast, you have the ocean, you have  
11 the fish. In the mountains you have cannabis. I mean  
12 everybody has -- you know, has their communities. It's  
13 just different types of communities. But we all have the  
14 same bottom line. We have our cities.

15 MR. DAWSON: Uh-hum.

16 MS. SILACCI: So --

17 MR. DAWSON: I see.

18 MS. SILACCI: -- I see it as the same.

19 MR. DAWSON: I have one last question. You had  
20 made a reference to social media as being a potential  
21 problem that would face the Commission. Can you expand on  
22 what you meant by that?

23 MS. SILACCI: Let's say a Commissioner decides to  
24 go rogue and said, I was not happy with that meeting last  
25 night, and is putting it on Facebook, saying, can you

1 believe that person, what they said about me? That's not  
2 true. You have to learn to contain yourself, stay off of  
3 social media during this time, and be a team.

4           It could -- I'm dealing with that right now with  
5 the symphony, like I said. The president doesn't like the  
6 conductor and they're taking it out in social media.

7           MR. DAWSON: Uh-hum.

8           MS. SILACCI: So, I'm trying to diffuse it and do  
9 what I can. But it's nice to show what's going on, but it  
10 also can be very dangerous.

11           MR. DAWSON: I see we have 26 minutes remaining.  
12 Do the Panel Members have any follow ups?

13           CHAIR DICKISON: I don't.

14           MR. DAWSON: No. Would you like to make a  
15 closing statement?

16           MS. SILACCI: I appreciate you allowing me to  
17 come before you today. And everything I prepared just went  
18 out the window when I walked in here because I am very  
19 nervous. Usually, I'm on that side. I'm not on this side.  
20 But I appreciate the opportunity. That's all.

21           CHAIR DICKISON: Thank you.

22           MS. SILACCI: Thank you.

23           MR. DAWSON: So, recess?

24           CHAIR DICKISON: Let's recess to -- what is it,  
25 10:45? So, 10:44.

1 (Off the record at 10:04 a.m.)

2 (On the record at 10:44 a.m.)

3 CHAIR DICKISON: Calling the meeting of the  
4 Applicant Review Panel back to order. And we're looking  
5 for Mr. Eich. Okay.

6 MR. EICH: Thank you.

7 CHAIR DICKISON: Did I pronounce your name  
8 correctly?

9 MR. EICH: Eich, yes. You got it, thank you.

10 CHAIR DICKISON: Eich, okay. All right, thank  
11 you. I'm going to turn it over to Mr. Dawson to start with  
12 the standard questions.

13 MR. DAWSON: Good morning, Mr. Eich. I will be  
14 asking you five standard questions.

15 First, what skills and attributes should all  
16 Commissioners possess?

17 What skills or competencies should the Commission  
18 possess collectively?

19 Of the skills, attributes and competencies that  
20 each Commissioner should possess, which do you possess?

21 In summary, how will you contribute to the  
22 success of the Commission?

23 MR. EICH: Thank you, Mr. Dawson. I think it's  
24 important for all set of Commissioners to have analytical  
25 skills, the ability to be impartial, an appreciation for

1 California's diverse demographics and geography. Those are  
2 quite honestly just stated from the Commissioner's  
3 guidelines on the website.

4 I also think the ability to hold a public  
5 hearing, to synthesize large amounts of written materials,  
6 to be able to hire people, to hire support staff to help  
7 with this endeavor. And then, also to be thoughtful and  
8 prepare sort of defense in advance of rationale and  
9 decisions made, so that if it ever gets under scrutiny  
10 you're prepared.

11 Of those skills, I believe I actually have them  
12 all. And I can demonstrate them or have demonstrated them  
13 in different roles that I've done, whether it's in  
14 community service or in the business world.

15 In terms of sort of summarizing it, how will I  
16 contribute? I think I bring sort of the background of the  
17 business world, the commercial world with that of sort of  
18 the nonprofit community world, and bring them together in  
19 sort of an effort of collaboration.

20 Also, you know, being able to look at it from  
21 different perspectives because I've been in many different  
22 industries and many different geographies in my life.

23 MR. DAWSON: The second question. Work on the  
24 Commission requires members of different political  
25 backgrounds to work together. Since the 1010 Commission

1 was selected and formed, the American political  
2 conversation has become increasingly polarized, whether in  
3 the press, on social media, and even in our own families.

4           What characteristics do you possess, and what  
5 characteristics should your fellow Commissioners possess,  
6 that will protect against hyperpartisanship?

7           What will you do to ensure that the work of the  
8 Commission is not seen as polarized or hyperpartisan and  
9 avoid perceptions of political bias and conflict?

10           MR. EICH: I think what characteristics do I  
11 possess and what is important for other Commissioners are  
12 impartiality, and the ability to set guidelines and  
13 guardrails, and then work within those guidelines and  
14 guardrails.

15           So, I'll give you an example of impartiality. I  
16 worked in the Public Works and Traffic Commission in my  
17 town, in La Canada Flintridge. And I have tremendous  
18 influence over street resurfacing. I could probably  
19 influence the Commission to have my street resurfaced more  
20 regularly. And I do not because we look at it very  
21 factually. We've set guidelines and guardrails to say how  
22 we can have a third party come in and give us an idea of  
23 the streets, and which ones are eroding more, and which  
24 ones need more attention. And we follow those guidelines  
25 and guardrails.



1 I think to follow up on sort of part B of your  
2 question, what will I do to make sure or to ensure that the  
3 Commission is not seen as polarized is to be transparent.  
4 And discuss -- don't be afraid to discuss difficult areas.  
5 You know, hopefully find some win/wins, but be able to  
6 create a narrative and explain why we're making a decision  
7 a certain way.

8 MR. DAWSON: Question three. What is the  
9 greatest problem the Commission could encounter, and what  
10 actions would you take to avoid or respond to this problem?

11 MR. EICH: I think there's two problems that  
12 could affect the way that the Commission is run and what we  
13 could encounter. I think the biggest one of which is an  
14 outside influence for personal gain.

15 So, you know, the resetting of these district  
16 lines has tremendous influence on who represents us here in  
17 Sacramento and in D.C.

18 And making sure that we both listen to people,  
19 but also follow the process is extremely important in  
20 making sure that we don't -- or, that we avoid this type of  
21 problem.

22 I think the other one is, you know, I mentioned  
23 earlier which is to prepare defense and rationale. Because  
24 more than likely not there will be some issue or some  
25 scrutiny of what the Commission does. And so, I think it's

1 important to be strategic and thoughtful in advance in  
2 preparing that defense. And that goes to while we're going  
3 through the process to make sure we're looking at it from  
4 all different sides so that we can sort of proactively deal  
5 with that.

6 MR. DAWSON: Four. If you are selected, you will  
7 be one of fourteen members of the Commission which is  
8 charged with working together to create maps of the new  
9 districts. Please describe a situation where you had to  
10 work collaboratively with others on a project to achieve a  
11 common goal.

12 Tell us the goal of the project, what your role  
13 in the group was, and how the group worked through any  
14 conflicts that arose.

15 What lessons would you take from this group  
16 experience to the Commission if selected?

17 MR. EICH: So, I'll give you an example of a  
18 project about ten years ago. And I think ten years is  
19 important to talk about today, because the decision that  
20 this Commission is going to have is going to last for ten  
21 years.

22 Ten years ago I was not married. I was living in  
23 Van Nuys. I was working at NBCUniversal. Very different  
24 than what I'm doing today. Ten years ago I was helping  
25 them launch Hulu. So, I was on the NBCUniversal side, and

1 we had counterparts both at Fox, and a private equity  
2 company, and we helped start a company. We called it  
3 Newco, but it was Hulu. And looking it from lots of  
4 different sides, you know, Fox and NBCUniversal had  
5 different perspectives about how to launch a brand, how to  
6 launch content. And then, even thinking about the  
7 struggles inside of NBCUniversal. We had different  
8 distribution groups that were responsible for different  
9 channels, right. International, domestic, secondary  
10 distribution, DVD, Blu-ray. And everybody had different  
11 perspectives about how to release that content that we  
12 would ultimate license to Hulu, because it affected their  
13 channel. It affected their partnerships. And so, lots of  
14 different dynamics going on.

15           And so, the goal of the project was actually to  
16 launch a new brand, a new channel that didn't exist from  
17 something. Hopefully, to support the future growth of the  
18 company.

19           My role was sort of the NBCUniversal liaison.  
20 And so, I got to interact with all of the folks inside of  
21 NBCUniversal, as well as a lot of the folks at Fox. Hiring  
22 people at Hulu to help run sort of this brand-new company.

23           And the group worked through a lot of conflicts,  
24 as you can imagine. Internal politics around what content  
25 to provide, what distribution would look like, how we would

1 sell ads around it? What Hulu was able to do with that  
2 content in terms of selling ads around it? How they could  
3 distribute it, and not just on the internet, but also on  
4 devices? And we had a lot of conflict that came out of  
5 that.

6           And we managed to get through all of it and now  
7 it's, you know, a huge brand that's out there, sort of  
8 independent from each of those studios, and Disney actually  
9 owns a piece of it now. So, I'm proud of that  
10 accomplishment.

11           What lessons would I take from this group  
12 experience? I think the ability to see the big picture,  
13 and see the end result, and drive towards that. You're  
14 going to hit roadblocks and you're going to have conflict,  
15 but being able to align on the end goal of what you're  
16 trying to achieve really helps keep everybody moving.

17           I think the other important thing is that, you  
18 know, as a project manager -- in my project management  
19 background, you know, having a milestone-based timeline is  
20 really important. So, having common objectives that you're  
21 trying to reach by certain dates helps align everybody to  
22 keep things moving.

23           MR. DAWSON: Question five. A considerable  
24 amount of the Commission's work will involve meeting people  
25 from all over California who come from very different

1 backgrounds and a wide variety of perspectives.

2           If you are selected as a Commissioner, what  
3 skills and attributes will make you effective at  
4 interacting with people from different backgrounds and who  
5 have a variety of perspectives?

6           What experiences have you had that will help you  
7 be effective at understanding and appreciating people and  
8 communities of different backgrounds and who have a variety  
9 of perspectives?

10           MR. EICH: I think there's four things that are  
11 important as we deal with people of different backgrounds  
12 and a wide variety of perspectives. One is listening. You  
13 know, we have two ears for a reason and I think it's to  
14 listen to what people have to say, to what others have to  
15 say.

16           I think it's also asking insightful questions.  
17 Being open to new ideas. And then, also being able to  
18 build relationships. You know, the Commissioners are going  
19 to work together for a year and being able to trust one  
20 another and have an open and honest debate is really  
21 important.

22           In terms of what experiences I've had to be  
23 effective at this type of job, you know, I grew up in small  
24 town Ohio, where there was not much diversity. Whether it  
25 was race or, you know, even religion. And I went a hundred

1 miles away to school in Pittsburgh, to Carnegie Mellon,  
2 which is an extremely diverse school. And, you know,  
3 through that type of experience, and I've had many since  
4 then, you know, came to appreciate a lot of diversity and  
5 different perspectives.

6 I've done a lot of volunteer work in the Los  
7 Angeles area, where I've also had to do that in terms of  
8 getting to know people of different backgrounds and working  
9 together.

10 And then, finally, you know, I'm a baseball and  
11 softball coach for my kids. And working with parents about  
12 their kids is something that can be tenuous. And working  
13 through that and having different perspectives is something  
14 that's actually been fun for me, so --

15 MR. DAWSON: Madam Chair.

16 CHAIR DICKISON: Thank you for that.

17 You stated that your experiences position you to  
18 understand and help with the Commission. Could you explain  
19 what experiences that you had as a city council candidate,  
20 an election official, and a Public Works and Traffic  
21 Commissioner that will benefit you as a Commissioner and in  
22 what way?

23 MR. EICH: Sure. So, you know, serving the  
24 community in a variety of different roles forces one to go  
25 out there and look at situations and talk to people. And I

1 think the same thing is true of a Commissioner here in this  
2 situation. To be able to, you know, read a lot of staff  
3 reports, and a lot of written material, go talk to those  
4 that are impacted, potentially. And then, you know, have  
5 consensus and have collaboration, and discuss things with  
6 your fellow Commissioners.

7           You know, as a poll worker I learned that there's  
8 a lot of trust in the system and how to follow  
9 instructions. You know, we had sort of -- I forget the  
10 exact title, but a manager of our polling location. And  
11 just being able to follow the instructions the first time  
12 that I was a poll worker was challenging because it wasn't  
13 the most efficient, but it was really effective. And  
14 learning that process was important. So, the second time  
15 that I was a poll worker it just sort of came naturally, I  
16 understood how it all worked.

17           And then, the third example that you brought up,  
18 I am currently running for city council and I have  
19 previously run for city council in our small town, near Los  
20 Angeles. And I find it to be -- one of the best aspects of  
21 it is to actually go talk to people and hear what's going  
22 on. Hear their side of the story to understand it.

23           And I think I bring all of those things to the  
24 table here in terms of being able to read tremendous  
25 amounts of information. Especially, you know, memos and

1 staff reports, and large amounts of data when we're making  
2 decisions.

3 CHAIR DICKISON: Also, within your application,  
4 your essays, you state that your volunteer work with Oasis  
5 Hollywood and the Boys & Girls Club allowed you to engage  
6 with families across many demographic and cultures, a large  
7 spectrum.

8 Could you expand on the demographic diversity  
9 characteristics you experienced?

10 MR. EICH: Sure. So, about ten miles away from  
11 my hometown, ten miles away from my house, actually, is  
12 Oasis of Hollywood, which is actually -- it's a partner  
13 with our church and it's a center for at-risk youth, who  
14 are generally coming from single-family homes. And, you  
15 know, one of the things that we do with them is on Friday  
16 nights we go serve them dinner. So, we prepare dinner, or  
17 we purchase dinner, and we take it down there. And we  
18 serve it and then we hang out with the kids.

19 And, you know, learning about, you know, a  
20 different generation, learning about a different  
21 socioeconomic background is great. And then, when their  
22 parents come to pick them up -- some of them don't have  
23 their parents come pick them up. But some of them do.  
24 Getting to meet the parents and talk about what's the  
25 child's interested, and where they're going, it's sort of a



1 great experience to see sort of that wide variety. It's  
2 very different than mine, also.

3 CHAIR DICKISON: You mentioned that -- in your  
4 application that those experiences challenged you to look  
5 at how you raise your own children and approach your  
6 community.

7 Could you describe how they informed and  
8 challenged how you raise your children and approach your  
9 community?

10 MR. EICH: Yeah, absolutely. So, I have three  
11 kids. I have an eight-year-old daughter, Brooklyn, a six-  
12 year-old-son, Andrew, and my baby is almost four. Her name  
13 is Chelsea. And, you know, raising kids, if any of you  
14 have had to do it, it's definitely a challenge.

15 And, you know, I thought there was sort of -- it  
16 was going to be an easy thing to do. But learning to go  
17 through that process and learning from those experiences  
18 with folks at Boys & Girls Club, and Oasis of Hollywood,  
19 and many other things learning not to just be so  
20 programmatic, and to talk to the kids about what others are  
21 going through. To teach them about different cultures. To  
22 teach them about different activities that go on. Yes, I  
23 want them to all play baseball and softball, but there's  
24 many other interests that they have that I was never even  
25 exposed to as a kid, or even that I'm exposed to now. And

1 trying to draw that out of them and give them experiences  
2 that I haven't had.

3           And then, to also make sure that they have  
4 friends from different areas, so that they're not all from  
5 the same school or from the same baseball team, but  
6 different areas and have different perspectives.

7           And I think the same thing goes into sort of how  
8 we fuel our community. So, not just raising children, but  
9 how we engage with the community and making sure that we  
10 have different voices present.

11           At commission meetings, I always encourage people  
12 to come talk about different topics that probably wouldn't  
13 come talk on their own, without a little encouragement.

14           CHAIR DICKISON: How would you incorporate that  
15 as a work on the Commission?

16           MR. EICH: I think it's important to recognize  
17 that at the end of the day there will be 14 of us that are  
18 on the Commission. And, you know, we may not even  
19 represent every possible, you know, demographic in our  
20 great state. And so, making sure that we're looking at  
21 those and seeking out those other perspectives I think is  
22 really important. Asking questions about, you know, where  
23 there's data that we're not getting, or where there's no  
24 data, to make sure that we understand those gaps.

25           CHAIR DICKISON: So, one of the things the

1 Commission's going to need to do when it's determining the  
2 district lines is identify communities of interest. What  
3 methods do you think the Commission should employ to  
4 identify communities of interest?

5 MR. EICH: I think there's a lot of different  
6 methods and criteria that we should look at. You know, one  
7 is current existing city lines and district lines that  
8 exist in cities, if there's districts.

9 But also sort of, you know, communities. I know  
10 living in Van Nuys over a decade ago, part of our community  
11 thought we were in Sherman Oaks and part of it thought we  
12 were in Van Nuys. But there was really sort of a cultural  
13 group in sort of the big block that I lived on. And  
14 understanding that type of community that maybe goes across  
15 city lines.

16 To look at demographics, to look at, you know,  
17 where our freeways are. I think those types of things  
18 matter a lot in how we're drawing lines that ultimately  
19 affect our elected officials, and who's representing those  
20 boundaries.

21 CHAIR DICKISON: Can you share with us some of  
22 the questions you might ask at a public meeting to help  
23 identify those communities?

24 MR. EICH: Sure. So, I think, you know, asking  
25 about where people work, where people live, but also who

1 they engage with and sort of community activities? What  
2 farmer's market do they go to? You know, what baseball  
3 association are their kids playing in? Those types of  
4 questions can hopefully bring out people's opinions about  
5 who their community is. And understanding that will help I  
6 think effectively draw those lines better.

7 CHAIR DICKISON: You mentioned that you're a busy  
8 professional, but that you always find time to volunteer  
9 and to coach your kids' sports teams. If you're selected  
10 as a Commissioner, how will you balance the needs of the  
11 Commission with your professional and personal commitments?

12 MR. EICH: Great question. You know, I think  
13 there's an important thing sort of I've learned at work,  
14 which is prioritization, right. We only have limited staff  
15 at our work to accomplish all the things that we want to  
16 do, and so you have to prioritize.

17 Part of my prioritization, if selected for this  
18 Commission, is deciding what I would shed in terms of  
19 responsibilities. I may not be able to coach my kids'  
20 baseball and softball teams next year. You know, my term  
21 on session at my church is ending in December of this year.  
22 So, the confluence of sort of all these things coming  
23 together, I think prioritizing. And it's important, you  
24 know, what you're going to say no to, and so being able to  
25 say no to things.

1 I think Michael Porter said it best as, you know,  
2 strategy is not deciding what to do, but deciding what not  
3 to do.

4 CHAIR DICKISON: One of the things I noted in  
5 your analytics essay is you stated: Solving problems is  
6 one part pattern recognition and one part analysis.

7 How comfortable would you be with oddly-shaped  
8 patterns or districts?

9 MR. EICH: I don't think I would have a problem  
10 with that. You know, being an engineer everything tends to  
11 be black and white. But at the same time, you know, there  
12 is a little bit of an artist in me. I do carpentry work on  
13 the side, so not everything has to be perfectly square.  
14 Nothing ever is actually perfectly square when you're doing  
15 carpentry, but you have to pretend that it is and work with  
16 it.

17 CHAIR DICKISON: All right. Mr. Belnap, I have  
18 nothing else right now.

19 VICE CHAIR BELNAP: Okay. Thank you for being  
20 here and making that trip. I've got a few questions for  
21 you.

22 First of all LegalZoom. I see it referred to in  
23 your application. I don't know much about the company.  
24 So, can you tell me a little bit more about the company and  
25 then what is your role?

1 MR. EICH: Absolutely. So, I'll state that I'm  
2 not an attorney.

3 VICE CHAIR BELNAP: Okay.

4 MR. EICH: Don't ever ask me for legal advice. I  
5 can't give it. I would be no good at it.

6 But LegalZoom, we are an online e-commerce  
7 company, located here in California. And we provide legal  
8 documents and services to consumers and small businesses.  
9 Said another way, we help families and we help small  
10 businesses.

11 To give you a sense of what we actually do, we  
12 help families with, you know, an affordable last will or  
13 estate planning documents that are very, you know, form  
14 driven in all 50 states. And we help small businesses  
15 start by helping them form LLCs and incorporations in all  
16 50 states.

17 VICE CHAIR BELNAP: And then, what is your role?

18 MR. EICH: So, my role is product development.  
19 So, part project management, part developing and coming up  
20 with the background for what new products we should launch.  
21 So, really, it's about listening to our customers, looking  
22 at the market needs, and then going after what  
23 opportunities may make sense for us as a company.

24 VICE CHAIR BELNAP: Okay. In your application  
25 and also in your testimony, you've talked about how you

1 volunteered at Oasis and also Boys & Girls Club. I got a  
2 sense of what you do at Oasis, not so much the Boys & Girls  
3 Club. Can you tell us more about what you do there in  
4 terms of volunteer and then, what you've learned from it?

5 MR. EICH: Yeah, absolutely. So, my first boss  
6 here in L.A., at NBCUniversal, was actually on the Board of  
7 Boys & Girls Club of Burbank, and got me involved. And so,  
8 I volunteered a lot with their sort of charity events.  
9 There was a golf tournament, a poker event. But I also  
10 would go to the center and help students with their  
11 homework.

12 You know, I've probably -- it was probably 2004  
13 to 2010 that I was mainly involved in engaging with those  
14 type of activities. But it was just being there as, you  
15 know, a mentor, someone to help with homework, answer  
16 questions, and play a little bit of basketball, too, so.

17 VICE CHAIR BELNAP: So, stepping back from that,  
18 both Oasis and other volunteer opportunities, including  
19 Boys & Girls Club, why -- why did you feel like you wanted  
20 to volunteer in those capacities?

21 MR. EICH: You know, I had great role models in  
22 my grandparents, who basically taught me to always give  
23 back. Both sides, my mom's side and my dad's side. And  
24 so, it's sort of ingrained in my DNA to always give back.  
25 No matter what I'm doing, you know, no matter the time

1 commitment in some cases. You know, it's something I've  
2 been doing since I was, you know, ten years old. It's not  
3 -- and I've never stopped.

4 VICE CHAIR BELNAP: Okay, thank you. So, you  
5 mentioned that you're currently running for city council.  
6 When is the election?

7 MR. EICH: The election is tomorrow.

8 VICE CHAIR BELNAP: The election's tomorrow,  
9 okay. So, if you win, what is your intention regarding the  
10 Commission?

11 MR. EICH: So, my understanding is that I cannot  
12 serve on the city council and the Commission at the same  
13 time. And so, I think there's a decision to made, one if I  
14 win the election tomorrow, which I won't even know for  
15 about three weeks until the county finishes their  
16 certification process, and by how much.

17 You know, I think it's clear if I don't win,  
18 nothing changes here with the Commission. If I win and  
19 especially if I win in sort of a landslide, I think there's  
20 a decision that needs to be made sometime around August is  
21 my understanding.

22 So, my intention with the Commission is to keep  
23 moving forward. You know, if I win, I think there will  
24 have to be a decision made. You know, I ran three years  
25 ago for the same spot and didn't get it. I don't know that



1 I'm going to get it this time, either. So, I will say that  
2 I have no ambition for state level office or anything like  
3 that. Part of being a councilmember in La Canada is it's  
4 volunteer work. It's, you know, a step up from the  
5 commission that I'm serving on. You know, we worry about  
6 potholes. We worry about the sewer districts. We worry  
7 about trees and, you know, zoning code. We're not, you  
8 know, interfacing with Sacramento or anything like that,  
9 so.

10 VICE CHAIR BELNAP: Uh-hum. So, your application  
11 was submitted in June 2019. When did you decide to run for  
12 city council? What was the timing of these two?

13 MR. EICH: November of 20 -- wait, November of  
14 2019. So, I was looking at who was running for reelection  
15 in the current city council. And to give you a little bit  
16 of inside baseball, there's actually four positions that  
17 were up, One was partial term for a city council member  
18 that passed away, filling -- sort of filling their  
19 obligation, and three full time positions.

20 Only three of the current city councilmembers  
21 that would be up for appointment or reelection were  
22 running, so there was going to be an open spot regardless.  
23 And so, at that point I said, hey, you know, I need to  
24 throw my hat in the ring. It's an opportunity where it's  
25 not running against someone that's an incumbent. And it's

1 a void in our community and we need someone to fill that  
2 void.

3 VICE CHAIR BELNAP: So, in terms of timing, the  
4 application was submitted first, and then the situation you  
5 just described comes later in November 2019?

6 MR. EICH: That is correct.

7 VICE CHAIR BELNAP: Okay. So, I have few  
8 questions, follow-up questions from the standard five. On  
9 question number four you talked about participating in the  
10 launch of Hulu, and you indicated that there was quite a  
11 bit of conflict, and you indicated that there was quite a  
12 bit of conflict, and you said: "We got through it and it  
13 was successful."

14 And the part, the black box for me was the we got  
15 through it part. I'd like you to describe a little bit  
16 more about how you guys resolved those conflicts in order  
17 to successfully launch Hulu.

18 Yeah, so I'll give you a very specific example.  
19 So, Fox and NBCUniversal specifically had different digital  
20 video and coding technologies. And so, what file format we  
21 delivered videos to Hulu mattered. Hulu had a perspective,  
22 Fox had a perspective, NBCUniversal had a perspective.

23 In fact Fox and NBCUniversal were delivering to  
24 other partners already digitally. The iTunes of the world,  
25 so they're on websites, et cetera. And so, they had a

1 built in process to sort of delivery video.

2 Hulu came up with their sort of own idea, which  
3 was to get the highest resolution highest quality possible  
4 and they would sort of go down and make transcoded  
5 versions, or lower quality versions that would actually be  
6 device-specific or browser-specific.

7 Fox had a whole, you know, process set up because  
8 they had internal facilities. And their internal  
9 facilities were optimized based on their efficiency.

10 NBCUniversal, we had a network of partners that  
11 delivered to all these different places and that we would  
12 have to manage both the vendors and the cost structure of  
13 delivering the video quality, and the types and the formats  
14 of those things to Hulu.

15 We ultimately, sort of all three of us go  
16 together in a room, multiple people from each side, and  
17 laid out sort of the pros and cons. And we ultimately  
18 ended up going down the road which was give the highest  
19 quality format to Hulu, which was not what Fox wanted to  
20 do. It was a different format than both Fox and  
21 NBCUniversal were delivering to anybody else. But it was  
22 the best quality output for Hulu. It also meant that we  
23 only delivered one file to Hulu. And then, they had a ton  
24 of other work to do. Versus delivering 10, or 20, or 30  
25 different flavors of video to Hulu.

1           And so, that particular problem was us getting in  
2 a room, understanding each other's perspectives, laying out  
3 some of the inside baseball for each organization and  
4 coming up with collaborative way to solve the problem in a  
5 somewhat efficient, low cost manner.

6           Does that help?

7           VICE CHAIR BELNAP: It does, thank you.

8           So, you're from Los Angeles. I think in your  
9 application you mentioned you've lived other places in  
10 California, is that correct?

11          MR. EICH: Yes.

12          VICE CHAIR BELNAP: Okay. So, I want to know  
13 what are those other places, but also what experiences have  
14 you had that would help you understand the needs of people  
15 from other parts of the state?

16          MR. EICH: Sure. So, you know, when I first  
17 moved to Los Angeles back in 2004, I've lived in a variety  
18 of places including Burbank, Sherman Oaks, Van Nuys. I  
19 lived sort of on the border, so we had an identity crisis  
20 that was going on for a while.

21           I live in La Canada Flintridge now. I've worked  
22 at the studios in Burbank, spent a lot of time at Hulu in  
23 Santa Monica. You know, I live in La Canada Flintridge  
24 now, but my in-laws -- my wife is actually from San  
25 Gabriel, by the way, California, born and raised. Never

1 really left the state.

2 My in-laws live there and they have actually  
3 retired up in the Central Valley, in a little town called  
4 Woodlake and own an orange grove where they've retired, and  
5 have a few acres of oranges that they sell.

6 VICE CHAIR BELNAP: Uh-hum.

7 MR. EICH: So, you know, I haven't lived in  
8 Northern California. I visited a lot and I visited other  
9 parts of California, but I haven't lived or worked  
10 extensively in other parts of California.

11 In terms of the second part of your question,  
12 you know, how do those situations or those locations help  
13 me understand California. You know, when relatives come to  
14 town, I am so proud to show them around all of Los Angeles.  
15 Not just my little hometown that's north of Glendale.

16 My uncle and aunt were in probably about a year  
17 ago, and I drove them all over. Didn't just show them  
18 entertainment things and Hollywood, but showed them the  
19 beaches. We didn't quite get up to the mountains, but we  
20 went on a hike, you know, in North Glendale.

21 So, I don't know if that answers your question  
22 but, hopefully.

23 VICE CHAIR BELNAP: It does. I don't think I  
24 have any further questions.

25 MR. COE: Good morning, Mr. Eich. Thank you for

1 being here today. Going last on this cycle, I'm at the  
2 distinct disadvantage of having some of my questions  
3 already asked, so I don't have as many as I did when I  
4 walked in.

5 But I wanted to talk a bit about your work on a  
6 previous commission, the Public Works and Traffic  
7 Commission, is that right?

8 MR. EICH: Yes.

9 MR. COE: And was that for -- what community was  
10 that in?

11 MR. EICH: The City of La Canada Flintridge.

12 MR. COE: Your current, okay. What experiences  
13 from your role on that commission do you think will most  
14 help you on this one?

15 MR. EICH: I'll give you a recent one that just  
16 happened last month. So, we're responsible for sort of the  
17 relationship with the utilities around our infrastructure,  
18 and one of those wonderful utility providers is Southern  
19 California Edison.

20 One of the things they do to prevent fires is to  
21 treat and sort of trim trees around power lines. And there  
22 are sort of two sets of trimmings that go on. One is in  
23 the public right of way, where they work with the city to  
24 get a permit and communicate to -- through the city, to the  
25 residents that trees in the public right of way are going

1 to be trimmed.

2           And the other one is through private residences,  
3 they have to work with the private residences to go back  
4 and actually clear the trees.

5           And there was a situation about six weeks ago,  
6 where Southern California Edison had a change in leadership  
7 of who was doing that tree trimming. And they weren't  
8 communicating with the city or communicating with the  
9 residents. And they came and trimmed back some of our  
10 trees in those residential neighborhoods in a way that was  
11 different than in the past.

12           And so, one of the things that I had to do was,  
13 you know, we were getting a lot of complaints through the  
14 city or directly from residents. And so, we said, hey,  
15 we're going to talk about this at the next commission  
16 meeting. Bring your ideas, bring the problems that you  
17 had. And we're also going to invite Southern California  
18 Edison.

19           And so, we were lucky in having a response from  
20 them. They actually sent a government relations employee.  
21 And so, we were able to have sort of a public forum where  
22 we could talk about the issues that came up. How the  
23 residents felt. You know, what Southern California Edison  
24 did and what they could do to prevent it in the future.

25           And, ultimately, we're coming up with a policy

1 city around how this will actually work and how we sort of  
2 put on paper how the notification needs to work. Where  
3 before it was sort of just a gentleman's agreement on how  
4 it would work.

5 VICE CHAIR BELNAP: So, based on that answer one  
6 of the strengths that you think you would bring is the  
7 ability to get people in a room, have a dialogue, and to  
8 really understand the concerns of the local stakeholders?

9 MR. EICH: Yes. I think it's encouraging people  
10 to come talk, right, and drawing out their perspective.  
11 So, yeah, they got three minutes up in front of us. Some  
12 of them went over. But being able to ask the follow-up  
13 questions to actually pull out the reasons why they were  
14 frustrated or what the specific circumstance was. You  
15 know, did they not get the flyer on their door, different  
16 things of that nature, to actually pull out of them to  
17 discuss it openly.

18 And then, you know, we put a lot of pressure on  
19 Southern California Edison to make sure that where there  
20 was a problem, they owned up to it. And they actually have  
21 come out and helped reshape some of the trees that were  
22 done in a way that wasn't sort of visually appealing.

23 And so we got -- I think at the end of it all,  
24 the outcome was great. Everybody understood the problem.  
25 Everybody sort of agreed to a solution. And we had clear



1 next steps on what we needed to do to make sure that it  
2 didn't happen in the future.

3 VICE CHAIR BELNAP: So, outside of the  
4 interpersonal side of things and speaking with people and  
5 hearing perspectives, were there any other more technical  
6 things you brought to the work on that commission that  
7 could apply here as well?

8 MR. EICH: Sure. So, back to that specific one.  
9 You know, understanding and being able to read the  
10 franchise agreement that existed between Southern  
11 California Edison and our city was fascinating. You know,  
12 it was drafted in the 80s. The first draft was actually in  
13 the 70s. And being able to go read those documents and  
14 understand them -- and again, I'm not lawyer. But being  
15 able to understand some of that language and what rights we  
16 had, what obligations we had, what obligations and rights  
17 Southern California Edison had. You know, reading through  
18 that and the staff report that accompanied it is dense  
19 material. And it's something that, you know, I don't do on  
20 a day-to-day basis.

21 You know, if it was a software agreement I might  
22 be able to read it. But, you know, a franchise agreement,  
23 I had never read it before. But being able to read that,  
24 synthesize it, understand it, and be able to ask questions  
25 I think is important.

1           And I think the same thing goes with the  
2 Commission here. Which is, you know, there's going to be  
3 information that I don't understand. But being able to  
4 read it, try to understand it, ask questions, especially  
5 follow-up questions and try to get a better grasp of it is  
6 very important.

7           MR. COE: All right. So, in your application and  
8 I think a little bit here today you've mentioned having met  
9 and worked with diverse groups of people. And what have  
10 you most learned from working with those diverse groups of  
11 people and how would that help this Commission?

12           MR. EICH: Yeah. I think when working with  
13 others of a different perspective, whether it's, you know,  
14 socioeconomic, whether it's a different view on the world,  
15 or someone that's not an engineer like me, you have to put  
16 yourself in their shoes. And I think that's a really  
17 important trait as a Commissioner, you know, as a citizen  
18 of our state as well. To be able to understand the other  
19 person's perspective, to find compromise. You know, not  
20 everything. And again, I'm an engineer, so a lot of things  
21 are black and white. But not everything is black and white  
22 or clean cut. And it takes time to deliberate, and  
23 discuss, and get to sort of a win/win understanding.

24           MR. COE: One thing that I had noted and Mr.  
25 Belnap started to touch on this, or did touch on this

1 earlier, was you spoke a lot about in your application, and  
2 then the letters of rec kind of continued this theme about  
3 giving back to the community. And earlier, you mentioned  
4 your grandparents as role models that kind of instilled  
5 this quality in you. What was it that they did that  
6 instilled that in you? How did that become so ingrained in  
7 how you live your life?

8 MR. EICH: Yeah. So, I think, you know, I was  
9 lucky to grow up about seven or eight houses away from my  
10 dad's parents. And so, I grew up most of my childhood very  
11 close to them. They were both very active in our  
12 community. You know, my grandfather was sort of the  
13 volunteer fire chief for a while and my grandma would even  
14 answer the phone calls when they were out to help relay  
15 messages, because they couldn't be at the fire station.

16 You know, they canvassed the area of town that I  
17 grew up in to help make it one city, one school district.  
18 Because prior to that it was not one city, one school  
19 district.

20 You know, my grandfather was sort of on the board  
21 of the Village Green, which is a nonprofit group that was  
22 responsible for our cemetery and about eight acres of grass  
23 sort of in the middle of our town. And, you know, he was  
24 the sort of -- the board member that would go get the  
25 tractor from the garage, from the green, and go do the oil

1 change and sharpen the lawn blades on his own. Right, and  
2 so very hands on. And I got to shadow a lot of that as a  
3 kid and see a lot of that growing up.

4           You know, I think seeing that in sort of my  
5 grandparents on both sides, and my other grandparents lived  
6 in Cleveland, Ohio. Seeing that just sort of made it seem  
7 like it was commonplace and it was sort of our duty and  
8 obligation to do that. Not because, you know, you were  
9 getting anything from it, but it was giving back that was  
10 important.

11           MR. COE: So, if you were to be selected to sit  
12 on the Commission, what aspects of that do you think that  
13 you would enjoy the most, and which aspects do you think  
14 that you would perhaps struggle with?

15           MR. EICH: Sure. So, I'll start with the  
16 struggle with. You know, the travel. I don't know exactly  
17 how the Commission works in terms of getting together. Is  
18 it in person or is any of it done remotely? I don't know  
19 how often they meet. I'm not a hundred percent privy to  
20 understanding the mechanics there.

21           So, you know, flying up to Sacramento, you know,  
22 every day or every couple days, I don't know what to  
23 expect. And so, that's probably the biggest fear of mine.  
24 You know, what's going to happen from August to August over  
25 the next year.

1           The things I'm looking forward to most are  
2 working with, you know, a new set of people that have  
3 different perspectives of our state and how to think about  
4 things, and how to engage about things, and debate about  
5 things, and learning more about our state.

6           You know, again I mentioned earlier, I've only  
7 really lived in sort of the Los Angeles region. And, you  
8 know, I have some deep roots there, now. But learning  
9 about other areas of California I think are, quite  
10 honestly, going to be pretty fun.

11           MR. COE: Regarding the candidacy for your city  
12 council that you have currently, you said you wouldn't have  
13 results for three weeks or so past the election. Is it --  
14 are you split down the middle with where you're leaning on  
15 that or is it --

16           MR. EICH: So, I'll be -- I'll give you a little  
17 bit of sort of data about the election. I actually don't  
18 think that I'm going to win. There are two incumbents  
19 running for three of the spots. And the third candidate  
20 besides me is the fourth, and is actually a long-time city  
21 resident, went to high school in town, was a planning  
22 commissioner for eight years. You know, I've been on  
23 public works and traffic for just under two.

24           I -- you know, I don't know what is going to come  
25 out of the election on Tuesday. I don't think that it will

1 be highly in my favor, though.

2           So, in terms of, you know, what will happen is on  
3 March 3rd, sometime around nine, ten o'clock at night, the  
4 initial vote by mail information will come out and it will  
5 be a leading indicator of how the election will turn out.  
6 But it takes about three or four weeks for the county to  
7 finish their certification process. And the numbers do  
8 change pretty dramatically through those three weeks. So,  
9 usually by the end of the month is when they have a  
10 commitment to having that certification done.

11           So, my guess would be on -- you know, end of  
12 March, March 31st or something like that the election will  
13 have been called.

14           MR. COE: I have no further questions.

15           MR. DAWSON: Thank you. I have some follow-up  
16 questions, Mr. Eich.

17           In your essay questions you described your work  
18 as a public works and traffic commissioner. And then, in  
19 the next sentence you say that you worked as an executive  
20 and where I create roadmaps. And that struck me because as  
21 a traffic commissioner are you literally drawing roadmaps?  
22 And then, you're other aspects are you figuratively drawing  
23 roadmaps?

24           MR. EICH: So, that's a great question. The way  
25 that I talk about roadmaps is from sort of a product

1 development perspective which is what's important to be  
2 short term versus long term? And where -- you know, short  
3 term you should know clearly what you're working on for  
4 call it the next quarter, or the next 90 days.

5 MR. DAWSON: Uh-hum.

6 MR. EICH: What you envision that you'll be  
7 working on in a year or two may be a little bit hazier, and  
8 it may be something that actually changes over time. You  
9 have to be sort of an agile and adapt to your competition  
10 at work or the needs of the community if, you know,  
11 especially if something happens that warrants things like  
12 the station fire that happened La Canada Flintridge back in  
13 2010.

14 MR. DAWSON: Uh-hum.

15 MR. EICH: You know, part of roadmapping as a  
16 Commissioner, you know, we didn't really have a good  
17 calendar of what we would be discussing. What would come  
18 up, we were very reactive. And so, as chair of public  
19 works for the last few months, one of the things that I've  
20 really focused on is actually creating a roadmap. So, what  
21 are the things that we should be doing at what interval?  
22 What things are coming up in the next five years, besides  
23 standard things like road resurfacing, and pothole repairs  
24 can we look at?

25 And so, one of the roadmap items that I came up

1 with and all the commissioners agreed is to have our  
2 utility partners come in on a regular basis and present to  
3 us how it's working. You know, what kind of problems do  
4 they see, you know, both working with staff and working  
5 with our community? Do they see, you know, large  
6 delinquency rates in their bills? Do they see lots of  
7 complaints? Do they have, you know, problems with our town  
8 in getting around? Like we have trash providers in our  
9 town and we're a very hilly town. Do they have problems  
10 with that? Especially, you know, we've sort of encouraged  
11 natural gas vehicles which may not have the same power as  
12 sort of traditional diesel vehicles. So, working through  
13 those types of things.

14           Getting back to the roadmap, it was about laying  
15 out a way to be proactive in what we're going to do, and  
16 what things we should be discussing versus reactive to when  
17 things come up.

18           And so, I was not really drawing "road" maps as a  
19 commissioner, but it was more of an idea around  
20 prioritizing what we were going to discuss.

21           MR. DAWSON: Uh-hum.

22           MR. EICH: And the same thing goes on at work  
23 for me at LegalZoom, which is prioritizing which products  
24 we're going to focus our time and energy on.

25           MR. DAWSON: I see. Sort of sticking with the



1 map theme, you had an interesting comment where you  
2 indicated that you lived in Van Nuys and there were a group  
3 of people that didn't know that they actually lived in Van  
4 Nuys?

5 MR. EICH: So, there was a -- I'd say it's  
6 probably about three blocks in our area of town, so we were  
7 just north of Burbank Boulevard and east of Sepulveda,  
8 south of Oxnard. So, there's three blocks going, and then  
9 on the far end Van Nuys Boulevard was sort of the western  
10 -- eastern most boundary. And there's about three blocks  
11 in there where a lot of folks said we were part of Sherman  
12 Oaks, but we were also part of Van Nuys, a different set of  
13 folks.

14 And so, you could actually mail letters to  
15 Sherman Oaks, California, you know, or Van Nuys,  
16 California, and we would all get them. And it wasn't  
17 because it's all in the city of Los Angeles, it's really  
18 sort of a neighborhood clustering.

19 MR. DAWSON: I see.

20 MR. EICH: And so, there were people petitioning  
21 to become part of Sherman Oaks. There were people that  
22 were like, what do you mean we're part of Van Nuys and  
23 we're part of Sherman Oaks already, why are you going  
24 through all this work?

25 And so, it was a really interesting thing to

1 think about how as these three blocks looked at ourselves  
2 as a community, are we part of, you know, the community to  
3 our south or the community to our north. And there was a  
4 lot of debate about it. I don't think it's actually still  
5 completely resolved.

6 But there is a -- there's a subway, bus  
7 transportation line just in the north end of Oxnard so  
8 that, you know, one of the arguments was, hey, we're part  
9 of this community because we can't actually walk across  
10 this bus line where these go, because it's all fenced off.

11 MR. DAWSON: Uh-hum.

12 MR. EICH: And so, we do our shopping here. We,  
13 you know, send our kids to schools here. We do everything  
14 south, so we should be part of that community.

15 Does that help give you a little sense of what we  
16 were going through or what the situation is?

17 MR. DAWSON: So, then, that leads me to the  
18 question about what the Commission will actually be doing  
19 is drawing maps in many cases right down to the person, or  
20 parcel, and precinct. So, does that -- do you feel like  
21 that gives you a perspective on identifying the communities  
22 of interest that will be important to the Commission?

23 MR. EICH: I think it does. You know, I think  
24 the -- you know, we moved into the community after it had  
25 already started and we actually moved out before it's been

1 sort of resolved. But I think it gives perspective in  
2 hearing those different people's opinions about, you know,  
3 what community they want to be part of, or what part of the  
4 map do they want to be part of.

5 MR. DAWSON: Uh-hum.

6 MR. EICH: Some folks had lived there a very long  
7 time and they were, you know, we're always Van Nuys. We  
8 always go to this polling location. We always, you know,  
9 send our students here or we walk here. Other people  
10 wanted to be part of a different community and it was  
11 definitely -- it was definitely something that was a hot  
12 topic in our community.

13 MR. DAWSON: So, I will note that you're from  
14 L.A. County. L.A. County certainly is not under-  
15 represented in the applicant pool. What can you say that  
16 gives you confidence that you'll be able to understand the  
17 needs of Californians from beyond the L.A. Basin?

18 MR. EICH: Sure. You know, I think growing up in  
19 Ohio and growing up in a different place actually gives me  
20 a different perspective than L.A.

21 MR. DAWSON: Uh-hum.

22 MR. EICH: You know, I spent some time in New  
23 York City. I spent some time in Kansas City, Missouri. I  
24 spent some time in South Carolina. I even did a summer  
25 internship in Tucson, Arizona, once.

1           And so, having lived in many different places, I  
2 think I see, you know, through a different lens than just  
3 having grown up and lived in Los Angeles, only. And I  
4 think a lot of those cities that I named off, those  
5 communities are similar to other parts of California, not  
6 just the L.A. area. So, I think I have a tremendous sort  
7 of bench perspective that I think a lot of people probably  
8 from L.A. would not have.

9           MR. DAWSON: I noticed that you were -- you were  
10 an undergrad then your masters were at Carnegie Mellon and  
11 Pennsylvania, and then you came out to USC. What was your  
12 initial conception of California and then how has that  
13 changed since you've become a Californian?

14           MR. EICH: Sure. So, you know, I'll even take a  
15 step further back than that. Growing up, my dad was an  
16 airline pilot. Before he was an airline pilot, he was  
17 actually in the military. And so, I grew up as sort of a  
18 military brat, moving around.

19           When he moved from the military to US Airways was  
20 the airline that he worked for, we were in sort of a  
21 hundred miles of Pittsburgh, because that was his hub. And  
22 so, we actually got to fly for free growing up, if there  
23 was room on a plane. And so, I've been all over the United  
24 States. The only state that I haven't been to is Alaska.  
25 Someday I'll get to it. It's on my bucket list.

1           But, you know, I can remember my dad would have  
2 redeyes from San Francisco back to Pittsburgh and then he'd  
3 fly back in the same day. And sometimes we'd get to go on  
4 those trips with him, especially when it was sort of like a  
5 three-leg trip or something like that. And so, I've seen  
6 lots of California, you know, from a very early age. And I  
7 was amazed at the Golden Gate Bridge. The engineer in me  
8 always was like, wow, that is amazing. And I got to drive  
9 down, is it Lombarde [sic] Street, the curviest street way  
10 --

11           MR. DAWSON: It's Lombard.

12           MR. EICH: -- before I was 16. Don't tell any  
13 police officers. We had a rent-a-car.

14           (Laughter)

15           MR. EICH: We had a rent-a-car and I got to drive  
16 down it I think when I was 12. So, I have a deep  
17 appreciation for California. You know, I had one bad  
18 experience. After undergrad, my brother and I came out  
19 here and rented a convertible and drove down the coast.  
20 And the car was broken into and our suitcases were stolen.

21           But other than that, I've had a fantastic, you  
22 know, view of California from a very early age. What made  
23 me move out here, you know, after I finished Carnegie  
24 Mellon, I was hired by General Electric. And I spent some  
25 time in Connecticut. And then, there was an opportunity to

1 come out to L.A., and so I jumped at it. And I worked --  
2 GE owned NBCUniversal and so, I was able to work at one of  
3 their businesses here in California.

4 I took a little time away to New York and then  
5 came back and, you know, married my wife, and probably will  
6 never leave besides vacations.

7 MR. DAWSON: Yeah, I just want to ask one more.

8 MR. EICH: Sure.

9 MR. DAWSON: If you were selected as -- let me  
10 back up. So, as you know, the Commission is 14 members,  
11 five Republicans, five Democrats, and four not affiliated  
12 with the other.

13 The first eight choose the second group of six.  
14 One of the main considerations that the first eight will  
15 undertake in choosing the second six is ensuring that the  
16 Commission is reflective of California's diversity.  
17 Essentially that it looks like California.

18 What considerations, assuming that you were  
19 selected among the first eight, what considerations would  
20 you take to choose the second six?

21 MR. EICH: Great question. So, I understand that  
22 even in selecting the next six there's a process by which  
23 you do two of the state majority party, two are from the  
24 second majority, so two Democrats, two Republicans, and  
25 then two independent, non-Republican or Democrat. So, you

1 still have the boundaries and the guardrails of that.

2 I would look for applicants that, you know, one,  
3 I think, you know, fill out the gaps in the eight of us  
4 that are originally selected. So, you know, not just  
5 geography, but perspective, and careers, and things that  
6 they've done. And their situation in life.

7 I think, you know, especially people that can  
8 articulate a perspective and that aren't shy I think is  
9 important.

10 You know, I don't understand completely how the  
11 grading is done on the applicants, but there's folks that  
12 got one, two or three votes during the process leading up  
13 to this. So, I would probably look at folks that you guys  
14 gave a score of three out of three to and say, you know,  
15 are they the best fit for these types of things, and then  
16 sort of go down the ranking.

17 MR. DAWSON: That's all I have. Madam Chair, do  
18 you have a follow up?

19 CHAIR DICKISON: I do not. Do you?

20 VICE CHAIR BELNAP: Do we have time?

21 MR. DAWSON: It's to you.

22 MS. LE TELLIER: Thirty-six minutes.

23 VICE CHAIR BELNAP: Okay, so I do have a follow-  
24 up question, if I may.

25 So, it's to a previous question I asked regarding

1 your intentions should you win the city council election.  
2 You stated that should you win there will be a decision  
3 that needs to be made.

4           So, as an auditor, I recognize I just got an  
5 answer that didn't really answer the question. But as a  
6 person, I recognize you're in an awkward position to answer  
7 that right now.

8           But even so, today is the day you chose to  
9 interview. I didn't choose that for you. So, here we are  
10 and this is my chance to ask questions.

11           So, I want to go back to the past. Let's go back  
12 to November of 2019, instead of talking about decisions  
13 you'll make in the future.

14           As you were contemplating running for city  
15 council in November 2019 what were your intentions  
16 regarding the Commission at that point in time?

17           MR. EICH: It wasn't clear to me until probably  
18 January -- I thought that there was a limitation on running  
19 for state or county office. You know, the volunteer city  
20 council position that I'm running for now, I actually  
21 didn't know a hundred percent that it was something that  
22 they were mutually exclusive.

23           VICE CHAIR BELNAP: Okay.

24           MR. EICH: And so, I wasn't aware when I put my  
25 hat in the ring.



1 VICE CHAIR BELNAP: And when did you find out  
2 that they were mutually exclusive?

3 MR. EICH: I think there was an email January,  
4 late January. I asked for a clarification from the review  
5 board here.

6 VICE CHAIR BELNAP: Okay.

7 MR. EICH: And I still have yet to talk to the  
8 city attorney about it as well. But, you know, a lot of  
9 folks know that I'm applying for this.

10 VICE CHAIR BELNAP: Okay.

11 MR. EICH: And we're waiting to see what happens  
12 tomorrow, so --

13 VICE CHAIR BELNAP: All right. So, just one more  
14 question. You know, recognizing you're in this awkward  
15 position to answer it right now, let's say you don't know  
16 which way your decision is going to go, some future  
17 decision should you win the election, but what factors will  
18 you weigh as you decide between the roles?

19 MR. EICH: I think a couple factors. One is, you  
20 know, is there someone to backstop me or to be appointed by  
21 city council who has an interest in town. Because in  
22 absence of, you know, a good quality candidate there could  
23 be a weird situation with four other councilmembers having  
24 to decide between things and having a split votes.

25 So, making sure that someone could back it up

1 here. You know, there's clearly 119 other great candidates  
2 that are backups. I think understanding the timeline as  
3 well a little bit. I don't know a hundred percent if it's  
4 July or August when I would have to probably, you know,  
5 resign as a city council member to begin the Commission,  
6 and I don't know when that is. But being able to serve up  
7 until the last day, those types of things would be really  
8 helpful to know.

9           Other considerations, you know, my career. You  
10 know, I'm not guaranteed anything tomorrow. But, you know,  
11 if something were to happen with my job at LegalZoom things  
12 could dramatically change. Right, if I had to pick up and  
13 move somewhere else in the state or take a different job  
14 that maybe they aren't as accommodating in these types of  
15 volunteer activities. Those are other considerations that  
16 I have to think about.

17           VICE CHAIR BELNAP: Okay, thank you.

18           CHAIR DICKISON: Mr. Coe, do you have any others?

19           MR. COE: I have no follow-up questions.

20           MR. DAWSON: We have 33 minutes remaining if you  
21 would like to make a closing statement.

22           MR. EICH: Sure. First, I'd like to thank you  
23 guys for your service and what you're doing here. I think,  
24 you know, an event that happens only once a decade is quite  
25 an undertaking and you guys have a difficult job in front

1 of you and you've been doing a lot of great work. So,  
2 thank you for all that you guys have been doing.

3           You know, I realize that, you know, running for  
4 city council in my town probably puts a little bit of  
5 concern on my application. I know that you guys still have  
6 many days of interviews to go before you even get to the  
7 next step. And so, hopefully, that decision will have been  
8 figured out before you get to that next step. Part of the  
9 reason I wanted to schedule early, also because baseball  
10 season really starts this next week, and so it was much  
11 more convenient to come up quickly. I just got to make  
12 sure I get back to vote tomorrow.

13           You know, I think, you know, I'm not from  
14 California and so that's probably something that's going  
15 against me. I grew up in a different state. You know,  
16 I've actually lived in California now more than any other  
17 state in my life. And so, my wife reminds me of that every  
18 day.

19           You know, we've raised our kids in California,  
20 been very involved in California. Hopefully, you see that  
21 in my application and the things that I've shared with you  
22 today.

23           I think as an engineer, you know, I don't know  
24 how many people that have applied have a background that  
25 actually works in problem solving, and analytics, and those

1 types of things on a day-to-day basis. I hope that is a  
2 benefit.

3 And I hope that you see in some of my work as a  
4 Commissioner and the ability to be impartial as a benefit  
5 as well.

6 So, I know you have 120 choices that you've got  
7 to whittle down to 60. And I know that's no easy task but,  
8 hopefully, you'll consider me as one of those 60. So,  
9 thank you.

10 MR. COE: Thank you.

11 CHAIR DICKISON: Thank you.

12 VICE CHAIR BELNAP: Thank you.

13 MR. EICH: Shortest interview ever? No.

14 CHAIR DICKISON: So, we do not have a 1:15  
15 interview today. So, I'm going to recess this meeting  
16 until 2:59.

17 (Off the record at 11:43 a.m.)

18 (On the record at 2:58 p.m.)

19 CHAIR DICKISON: Good afternoon. I'm going to  
20 bring the Applicant Review Panel meeting back to order.

21 I want to welcome Mrs. Meade.

22 MS. MEADE: Thank you.

23 CHAIR DICKISON: Did I pronounce it correctly?

24 MS. MEADE: You did, thank you.

25 CHAIR DICKISON: Okay. And turn the meeting over

1 to Chris Dawson.

2 MR. DAWSON: Thank you, Chairwoman.

3 Ms. Meade, I'm going to ask you a series of  
4 questions that were standardized, that we're asking each of  
5 the applicants to the Commission. If you're ready?

6 MS. MEADE: Yes.

7 MR. DAWSON: The first question. What skills and  
8 attributes should all Commissioners possess?

9 What skills or competencies should the Commission  
10 possess collectively?

11 Of the skills, attributes and competencies that  
12 each Commissioner should possess, which do you possess?

13 And in summary, how would you contribute to the  
14 success of the Commission?

15 MS. MEADE: Thank you. So, I made notes myself,  
16 hope that's okay?

17 MR. DAWSON: Yes.

18 MS. MEADE: So, I went back to the main  
19 description for a Commissioner and so, the skills that they  
20 should possess, of course are the analytical skills, the  
21 ability to be impartial and appreciation for California's  
22 diverse demographics and geography.

23 I believe I do possess all of those skills. But  
24 additionally, I did a summary of things that I feel like  
25 are my strengths. I'm known as a bridge builder, one who

1 connects people and groups to meet common goals and  
2 objectives.

3 I've had a wide variety of experiences that will  
4 allow me to understand the perspective of many cultures and  
5 socioeconomic groups.

6 I have a small business perspective from rural  
7 California, as well as from the corporate world, from  
8 working in Southern California.

9 I've been a stay-at-home mom and I've also worked  
10 part-time in the education field to make family a priority.

11 I've been on and I've worked for nonprofit  
12 boards. I have a lot of experience in working with  
13 collaborative groups and problem solving in difficult  
14 areas.

15 I have lived in both Southern and Northern  
16 California, and actually twice in the Bay Area. So, have a  
17 lot of experience in those different groups as far as sub-  
18 communities within those areas.

19 I have an awareness of issues and perspectives in  
20 various regions. And then, through working in banking,  
21 donor and fundraising coordination, as well as many data  
22 processing responsibilities.

23 I have experience gathering and analyzing  
24 different data. I'm the financial person and bookkeeper  
25 for our business, so that incorporates a lot of the details

1 listed in the requirements.

2 I actively seek to help and volunteer through  
3 personal work opportunities, and voter participation, and  
4 being active in the voting process is a passion of mine.  
5 But I'm continually encouraging others to do so. This  
6 week, as you can imagine, it's a busy week of making sure  
7 people are registered and they're voting.

8 I have well developed oral and written  
9 communication skills. And I'm very passionate about the  
10 public, about social justice. And I have a lot of  
11 experience with events, and community development, and  
12 working within the community.

13 So, I feel like all of those strengths would  
14 contribute to the success of the Commission because as I  
15 understand the Commission, with the 14 different people,  
16 we're all supposed to represent different skills and  
17 abilities. And I feel the skill set that I have would  
18 complement a lot of what I've seen in the pool. There's a  
19 lot of folks that do have master's in education in  
20 psychology, lawmakers, people that have a lot of experience  
21 with the mapping process and zoning.

22 Obviously, I don't have that directly, but I do  
23 have people skills and I do have skills that I think what  
24 that would complement what they have already, or what I see  
25 in the rest of the group.

1 MR. DAWSON: Thank you.

2 Question two. Work on the Commission requires  
3 members of different political backgrounds to work  
4 together. Since the 2010 Commission was selected and  
5 formed, the American political conversation has become  
6 increasingly polarized, whether in the press, on social  
7 media, and even in our own families.

8 What characteristics do you possess, and what  
9 characteristics should your fellow Commissioners possess,  
10 that will protect against hyperpartisanship?

11 And what will you do to ensure that the work of  
12 the Commission is not seen as polarized or hyperpartisan  
13 and to avoid perceptions of political bias and conflict?

14 MS. MEADE: Okay. Thank you for your questions.  
15 I feel like we all need to be thoughtful, transparent,  
16 moderate. I went back to George Washington. He was  
17 actually very concerned about hyperpartisanship. And he  
18 said that if we can be moderate, and the definition of that  
19 is avoidance of excess or extremes, especially in one's  
20 behavior of public opinions, and if we can operate with  
21 that as a foundation, if we can use cooperation, wisdom,  
22 strength of character, firmness to hold to mutual values,  
23 agreement of purpose, and a willingness to compromise, then  
24 I feel like that's a strong foundation to work with.

25 As far as my contribution and how -- sorry, let



1 me read the last part of the question again. As far as  
2 what I would do, I feel like how we act in public -- sorry.  
3 I'm trying to go off my notes, but I feel like what I  
4 really want to say is in the notes, so I'm going to go back  
5 to them.

6 MR. DAWSON: That's all right.

7 MS. MEADE: My apologies for the delay.

8 MR. DAWSON: Take your time.

9 MS. MEADE: I feel that when we have healthy and  
10 clear discussion, we're respectful in honoring of all  
11 viewpoints and opinions that the team can work well, work  
12 thoroughly together.

13 What I want to say, too, as far as evidencing  
14 that, I feel like how we are in our private lives is  
15 important, too. And so, I was looking at how to frame  
16 that. But just to be really direct, I feel like what we do  
17 and say in public affects things.

18 So, for myself, I'm fairly active in social  
19 media. I'm very motivated to let people know to vote and  
20 what the issues are. And I've always had motto that I  
21 would say anything in public in front of -- or, to one  
22 person, or in social media I wouldn't say in front of a  
23 large group.

24 So, I feel like holding to that, holding to  
25 values in every area of our life will serve us well.

1           Hyperpartisanship, especially with the social  
2 media, how it is now, it's so easy to cue off of a word, or  
3 a sentence, or an image. And a picture really is worth a  
4 thousand words. I do events and I love creating images  
5 that people are really passionate about, and say, oh, I  
6 want to be part of that.

7           But if that image triggers something that's a  
8 negative, that has just as much of an impact.

9           So, being on the Commission, I feel like if we're  
10 careful what we do, and how we say it, and we're very  
11 diligent to keep our private life private, we can still  
12 have our opinions. I mean, obviously, I'm a conservative  
13 from Northern California, very passionate about that. But  
14 I have a lot of friends from different areas and walks of  
15 life and we're fine. We talk about things, we discuss  
16 things. Sometimes we agree to disagree. But within what  
17 we say and what we're public with, we're always honoring  
18 and respectful.

19           And I feel like if I can do that and stay to that  
20 in my part, and the rest of the Commission could do that, I  
21 feel like we can succeed very well as a Commission.

22           MR. DAWSON: Question three. What is the  
23 greatest problem the Commission could encounter, and what  
24 actions would you take to avoid or respond to this problem?

25           MS. MEADE: Okay. So, I kind of had an

1 interesting dive into some of the records of things that  
2 had happened before. I was able to find the report from  
3 the previous Commission, and there was a couple other  
4 reports that were created.

5           And so, reading through it, they have a quote  
6 something to the effect that they were designing, building,  
7 and flying the plane all at one time. And I thought, yeah,  
8 that's kind of what it sounds like.

9           So, there's a lot of things that they  
10 accomplished, but in reading their report and the other  
11 reports, I see things that they were a little concerned  
12 about, or they thought, you know, if we had more time, we  
13 would absolutely put time into this, and we would put time  
14 into that.

15           So, I don't know that I would head it as a  
16 problem, but more as a challenge of now that the first  
17 session has ended or, you know, is in the process of ending  
18 for the next ten years, how could time be shifted a little  
19 bit? How could things be adjusted? Even things like the  
20 publishing the agenda for the meetings. You know, they  
21 have to be published the two weeks before. And I was  
22 reading how they didn't always know exactly what they were  
23 going to talk about.

24           So, having a different framework for that, or  
25 having maybe that delegated out. I'm hearing from them

1 that time was something they were having to be very careful  
2 with. And there's things looking back that if they had  
3 delegated it out and maybe started sooner with things. But  
4 there were just a lot of areas that they would like to see  
5 a shift in.

6           And so, I think the biggest challenge is time,  
7 implementing the suggestions that the incoming Commission  
8 feel are ones that are valid for their expression of the  
9 Commission. I thought it was very honoring that the  
10 previous Commission said, these are our concerns but, of  
11 course, the next Commission is going to look different and  
12 they're going to have a different -- you know, a different  
13 feel.

14           And then, the second one I felt like it was  
15 definitely a priority to create maps that are legally  
16 defensible from lawsuits from individuals, groups, and any  
17 political party not satisfied with the allotted districts.

18           I did see that there were challenges. And in the  
19 one report I was talking about it's called -- it's *The*  
20 *People Draw the Lines, an Examination of the California*  
21 *Citizen's Redistricting Commission*. They said that they  
22 felt like the goals were achieved in respecting communities  
23 of interest, following accepted techniques and process in  
24 mapping, and in following decision making processes that  
25 generally met accepted standards for addressing Voting

1 Rights Acts.

2           So, it sounds like they hit all their marks and  
3 they were really happy with that. But there were some  
4 challenges and there were some issues, and groups that said  
5 that, you know, they were not treated fairly. So, I think  
6 pulling in all the details that are necessary so that you  
7 can have those maps that are easily defensible.

8           The other issue with time, to jump back for a  
9 second, is they talked about how they had all of the  
10 different meetings. It was something like 34 meetings in  
11 23 counties, and I think it was like in about eight or nine  
12 weeks. Sorry, I did a lot of reading. It was fascinating.  
13 Not all the details are exactly locked in my brain and I  
14 don't want to read this word for word.

15           But there were a lot of times where they said,  
16 you know, had we had a chance to, again, maybe delegate and  
17 do some of the meetings a little bit differently.

18           They also talked about wanting to maybe -- and  
19 this is my word, not theirs, but maybe vet the people that  
20 are sharing at the meetings, and maybe have a system where  
21 they can go online and this is what I talk about.

22           So, there were a lot of things there that time  
23 wise they would have liked to do. And I see that kind of  
24 tying into creating the maps sort of defensible. Because  
25 if they were kind of going we're pretty sure everybody was,

1 you know, valid speakers and sharing from the community  
2 interest group that they actually represented, but there  
3 wasn't really a system in place to verify that, it had to  
4 have been more time. You know, they could have done more  
5 with it.

6           So, again, honoring -- I should have said this  
7 first. I really honor what they did. I'm impressed.  
8 Reading these reports, it was amazing, so I honor what they  
9 do. But I think the next Commission, you know, it's their  
10 responsibility to go, okay, how do we step fully into the  
11 vision of what this is and what it's supposed to look like.  
12 So.

13           MR. DAWSON: Question four. If you are selected,  
14 you will be one of fourteen members of the Commission which  
15 is charged with working together to create maps of the new  
16 districts. Please describe a situation where you had to  
17 work collaboratively with others on a project to achieve a  
18 common goal.

19           Tell us the goal of the project, what your role  
20 in the group was, and how the group worked through any  
21 conflicts that arose.

22           What lessons would you take from this group  
23 experience to the Commission if you are selected?

24           MS. MEADE: Sure. So, again, with the mapping  
25 and the government aspects of this position, those are not

1 things that I've done, other than high school and college  
2 as far as parliamentary procedure and having basic  
3 knowledge in those areas. But as far as corporate projects  
4 and community projects, I have not done that.

5           However, within the nonprofit world, the outreach  
6 world that I live in, I'm part of a faith-based nonprofit.  
7 I have been for about 20 years. And so, we do outreach as  
8 we go into communities. We've gone into high schools and  
9 neighborhoods.

10           So, one particular project, there was a -- and it  
11 still exists, although it's going better. A community  
12 called Bruce Street up in Anderson. And the percentage of  
13 recidivism from parents that have been in prison, and going  
14 back into the system, the presence of alcohol and drug  
15 abuse was so high that they were number one on Anderson  
16 Police Department and city council's list on how do we help  
17 this neighborhood.

18           So, the group that I'm in, Aglow, we partnered  
19 with a group called South County Transformation. And the  
20 goal was go to go in there and create something that could  
21 help shift the community, shift the culture, shift the  
22 mindset, meet felt needs, go in in practical ways to help  
23 them. And also, help them to look at themselves in a  
24 different way.

25           So, anyway, we created an outreach that was

1 basically a block party, but we did it multifaceted. We  
2 brought in live music, rappers that the kids and the  
3 parents could relate to. So, we had a full on stage, live  
4 band, hundreds of dollars of gifts contributed if they just  
5 stayed and participated. Just different activities,  
6 events, places where they could go talk to somebody. So,  
7 very multifaceted.

8 We had about 150 people on, really, a regular-  
9 sized house and yard. We just strategically structured it.  
10 But we had about 12 groups that participated with us, from  
11 the city council, to the police department backing us up as  
12 far as security. We had different nonprofits that donated  
13 food.

14 MS. LE TELLIER: Five minutes.

15 MS. MEADE: Pardon?

16 MS. LE TELLIER: Five minutes.

17 MS. MEADE: Five. Okay, thank you. So, we had a  
18 group of 12 different groups. I organized it, set up the  
19 teams in the different areas that needed to be handled,  
20 oversaw it, taught them the responsibilities. We had  
21 people coming in from kind of all over the state, so  
22 coordinating all of that. Setting goals, reviewing the  
23 goals was my responsibility. Keeping my leadership team in  
24 a -- once we decided what our goals were, making sure that  
25 we were hitting those goals. And then making sure that as



1 they delegated out that they each had their different area  
2 of responsibility.

3           So, obviously, from that I learned how to do a  
4 big event and outreach. It was also very effective as far  
5 as team building, as far as being able to work within the  
6 community partners. And we had others I don't even  
7 mention, I'm not even mentioning.

8           MR. DAWSON: I want to give you a chance to get  
9 to the fifth question.

10           MS. MEADE: Okay.

11           MR. DAWSON: Where you have a little bit of time.

12           A considerable amount of the Commission's work  
13 will involve meeting with people from all over California  
14 who come from very different backgrounds and a wide variety  
15 of perspectives.

16           If you are selected as a Commissioner, what  
17 skills and attributes will make you effective at  
18 interacting with people from different backgrounds and who  
19 have a variety of perspectives?

20           What experiences have you had that will help you  
21 be effective at understanding and appreciating people in  
22 communities of different backgrounds, and who have a  
23 variety of perspectives?

24           MS. MEADE: Okay. So, in a summarized version,  
25 there's a concept that there's seven pillars of society,

1 seven mountains of society. And those are family,  
2 religion, government, arts/entertainment, media, education,  
3 economy, business. And in the interest of time, basically  
4 I've been privileged and sometimes challenged in my life to  
5 have been part of all of those groups at different levels  
6 at different times. And I feel like that is a strength  
7 because I am a people person and I adapt to the people that  
8 I'm with. And being able to work as a team member or as a  
9 team leader, I do believe in cooperation. I believe in  
10 listening to the other parties of the team.

11 But I feel like because I have such a wide  
12 variety of experiences that's a lesson that I've been able  
13 to learn well.

14 MR. DAWSON: Okay, are we ready to move on to  
15 Panel questions, then? Madam Chair, you have 20 minutes.

16 CHAIR DICKISON: Okay, thank you. So, my first  
17 question's going to concentrate on the area of  
18 impartiality. You state in your application that some  
19 people feel that you see both sides of an issue too well.

20 Can you kind of expand on what you mean by that  
21 and provide an example?

22 MS. MEADE: Sure. Well, the simplest answer, but  
23 I'll give a second one that's more applicable with my kids.  
24 I mean I have very strong willed children who are now  
25 adults. And as we were raising them, and we did a lot of

1 the ministering outreaches that we do, we did them  
2 together. So, a lot of times there were times that we had  
3 to make decisions and we had to figure things out. And one  
4 would want this one and one would want that idea. And it's  
5 like, okay, I see the strengths there, I see the strengths  
6 there. And sometimes people want you take sides. They  
7 want you to go, no, you need to agree with me because, you  
8 know -- and my -- that was something that I had to learn to  
9 work through. Because if you're doing something like a  
10 commission, you're doing something that is supposed to help  
11 the people of California, yes, those positions are valid  
12 and those people have their opinion, and they're very  
13 passionate about it but, ultimately, you have to come in  
14 agreement. You can't play favorites and you can't play  
15 sides.

16           So, my kids used to get frustrated with me  
17 because I could completely understand where they were  
18 coming from, but I wouldn't always solve it for them. So,  
19 that's where that comment came from.

20           As an adult and working within leadership groups,  
21 I think it's still a strength to understand where they're  
22 coming from and why they're passionate about it, but I  
23 think that's just the first step.

24           And so, for the Commission, and any teamwork that  
25 I'm doing as far as work or collaboration, the next step

1 then is to talk things through. Okay, these are our  
2 positions. You know, doing pros and cons I think is a very  
3 valid concept. And I think a lot of times it helps you  
4 understand where somebody else is coming from because they  
5 may see something from a perspective that you have no idea.

6 And so, I like that. I like to hear both sides  
7 of it. But ultimately, it's the process of talking it  
8 through that's the next step that we have to get through so  
9 we're all understanding where we're coming from.

10 CHAIR DICKISON: Along that same line, you stated  
11 that you worked on leadership teams for several nonprofits  
12 and made decisions based on the greater good. Could you  
13 provide an example of one of those decisions in which you  
14 made a choice that was counter to your views, but served  
15 the greater good?

16 MS. MEADE: Okay, let me think about that for a  
17 moment.

18 CHAIR DICKISON: Okay.

19 MS. MEADE: I'm not sure that this is exactly  
20 what you're asking. But, so for -- I'm very passionate  
21 about letting people know to vote, and getting them to  
22 register, and letting them know what their choices are.  
23 But I also am passionate about the fact that they should  
24 vote for who they want to. And so, a lot of what I've done  
25 is to get voter guides and say, oh, here's a resource for

1 you. You know, for me the voter guides that are what we  
2 would call family value based are the ones that I lean to.  
3 But they will say what a particular candidate votes for in  
4 these different issues and then people can decide which  
5 issue they're passionate about, and they can make their  
6 decision on it.

7           It's not that that's going against my values, per  
8 se. I don't know that I have an example of that.

9           CHAIR DICKISON: Okay.

10           MS. MEADE: But I do believe in letting everyone  
11 stand in for what their values are, and not saying my piece  
12 or to editorialize it, or say this is what I think.

13           CHAIR DICKISON: You also talked about you have a  
14 variety of professional and volunteer experiences that you  
15 discussed in your essays. Could you describe which  
16 experiences will assist you as a Commissioner should you be  
17 selected, and in what way?

18           MS. MEADE: I think my most recent experience at  
19 the pregnancy center has served me well because we are so  
20 careful on -- I'm not with them anymore, that position  
21 closed out. But working there, we were so careful to be  
22 nonbiased. To really, as the clients came in, give them  
23 all their examples, abortion, adoption, keeping the child,  
24 whatever they are. Even to the point where I -- being in  
25 after school care, I had a couple of former students walk

1 in and I didn't even recognize them, deliberately. I gave  
2 them their space to give them the freedom to acknowledge me  
3 or not. And so, it was such a foundation of giving people  
4 their privacy, giving them their choice. And, yes, I was,  
5 you know, part of the administration, the leadership there,  
6 but that was something that was foundational. So, it  
7 wasn't something I created, but I absolutely agreed with  
8 it.

9 CHAIR DICKISON: Can you expand on what your  
10 duties and responsibilities as the education and awareness  
11 coordinator for Anti-Human Trafficking for Aglow is?

12 MS. MEADE: Yes, I can. So, that five years ago  
13 I went to a meeting up in Northern California, NCATC.  
14 Northern California Anti-Trafficking Coalition. It  
15 actually started from folks who started here in Sacramento,  
16 with the Grace app. And so, they came up there and made a  
17 lot of us aware of things going on we had no idea. We had  
18 no idea that we had junior high students getting pulled off  
19 a bus, in a local neighborhood, and given drugs, and at  
20 nighttime being led through a back gate. You know, we just  
21 -- we had no clue.

22 So, that very much motivated me to then share the  
23 information in any way I could. I created just a small  
24 Facebook group, and encouraged my friends to go to it. And  
25 so, I started collecting information from Polaris Project,

1 Shared Hope International, those type of sites because I'm  
2 not an expert, but they are. And I felt like there was  
3 valid training and valid education that they've created.  
4 So, I made a point to start sharing that.

5           And then, within Aglow, two years ago I created  
6 the same thing just for Aglow so that our members could be  
7 aware of how to recognize it, how to take steps if they  
8 think it's happening. How to bring or support education  
9 within the school system of ways to prepare the students to  
10 not be Romeoad, and not be trafficked.

11           So, it's multilevel education. So, I do it  
12 through social media, I do it through emails. When we do  
13 our yearly meetings, I usually share and encourage folks to  
14 get active, and get involved, find out what's going on  
15 within their region and get plugged in. A lot of the  
16 information we got, given to NCATC was through the DA's  
17 office, and through CPS, and some of the foster groups  
18 because they're on the front lines, and they were willing  
19 to share. We came into meetings and partnered. So, NCATC  
20 is one partnership I'm a part of, and then sharing that  
21 information within the Aglow members was a feature that  
22 came out of that.

23           CHAIR DICKISON: On a section of your application  
24 in the employment, you showed that you were a teacher at  
25 various institutions --

1 MS. MEADE: Uh-hum.

2 CHAIR DICKISON: -- and various subjects. Can  
3 you kind of just --

4 MS. MEADE: Sure. Yeah.

5 CHAIR DICKISON: -- what institutions, what kind  
6 of --

7 MS. MEADE: It was just, it was so many years of  
8 it. And within a resume, you know, you kind of compile  
9 things.

10 CHAIR DICKISON: Okay.

11 MS. MEADE: So, when my girls were little I went  
12 to work for a preschool and that was kind of how we got out  
13 of welfare. It was because I could take them with.

14 CHAIR DICKISON: Uh-hum.

15 MS. MEADE: And so, I just kept taking classes to  
16 the point where I could actually run my own center and then  
17 shifted gears.

18 So, I've worked in regular preschool, after  
19 school care, private kindergarten. So, preschool ages to  
20 junior high, to high school, and then I was privileged to  
21 work at a university for two years with the students at  
22 Simpson University with activities. So, different  
23 organizations different groups.

24 CHAIR DICKISON: Okay.

25 MS. MEADE: And then other things that were



1 volunteer. That's about 25, 30 years' worth.

2 CHAIR DICKISON: Uh-hum.

3 Okay. So, in determining the district lines, the  
4 Commission will need to identify communities of interest.

5 MS. MEADE: Uh-hum.

6 CHAIR DICKISON: What methods do you think the  
7 Commission should employ to identify those communities?

8 MS. MEADE: Well, so, I'm obviously very new to  
9 this process. So, my estimate would be first of all the  
10 Census. And, obviously, that's something that they're  
11 gearing up for.

12 I actually have made a deliberate decision not to  
13 go back into a regular desk job. I actually signed up to  
14 do the Census. So, I got the call. I'm starting my  
15 training next week.

16 So, I think partnering with this process, it's  
17 going to be fascinating to see what that's like and how  
18 they're gathering information, and what they're looking  
19 for. I feel like that's going to give me a real insight of  
20 kind of the foundation of what we're doing.

21 Because my understanding of the redistricting is  
22 it's based on the people groups, the communities of  
23 interest that -- and it doesn't sound like it's just ethnic  
24 background, it's other interest as well. I know I don't  
25 understand it as well as I'd like to. It would be a goal

1 to do so. But I would think probably Census first. It  
2 sounds like the meetings that we do is a way for that  
3 information to come out. I know -- so for me, I'm one of  
4 your few applicants from Northern California and I'm very  
5 proud to represent my area. I know we've got the one from  
6 Eureka as well.

7           But we're pretty unique. I know within L.A.  
8 there's definitely pockets. Within Northern California,  
9 especially in Shasta County because we built the dam, well,  
10 they built the dam about 70 years ago, all of these  
11 different cultures came in from back east to build the dam.  
12 And so, within my community there's still pockets of those  
13 cultural groups that have not really assimilated.

14           So, when I moved up there about 20 years ago, I  
15 was doing yard sales because we were starting over, and I  
16 would run into a guy who's a pig farmer from Arkansas, and  
17 then a Bay Area person, and then somebody else who was like  
18 from Maine. It's a very -- and then, we have our First  
19 Nation's cultures as well.

20           So, knowing those groups and those different  
21 people groups, and knowing how passionate they are about  
22 who they are and what they're doing, especially like the  
23 tribes because a lot of them feel that they're not  
24 recognized. Doing these meetings, hearing from people in  
25 their own words, to me that's going to be the first -- the

1 first priority in setting the districts. In my  
2 inexperienced opinion.

3 CHAIR DICKISON: That's all I have for right now.

4 MS. MEADE: Okay, thank you.

5 CHAIR DICKISON: Mr. Belnap.

6 VICE CHAIR BELNAP: Okay. So welcome.

7 MS. MEADE: Thank you.

8 VICE CHAIR BELNAP: Thank you for coming all the  
9 way here for the interview.

10 I want to go back over some of the answers you've  
11 given today --

12 MS. MEADE: Sure.

13 VICE CHAIR BELNAP: -- and give you a chance to  
14 expand. You mentioned in question number one that you're  
15 passionate about social justice. So, what does social  
16 justice mean to you and what are some examples of your  
17 passion in those areas?

18 MS. MEADE: Well, the main thing is with the  
19 human trafficking. A lot of what I've done has been about  
20 helping women, helping their children because of when my  
21 husband and I started out we had some really bad years. We  
22 had some challenges, and wound up on welfare, and just not  
23 doing real well. So, I'm very passionate about helping  
24 women and their families get out of where they feel  
25 trapped, because I remember what that feels like.

1           And so, that's been the primary focus for many  
2 years. That's why I'm in education because as my kids were  
3 growing up and that, my biggest concern was that -- I'm  
4 sorry -- the things we went through would affect my kids  
5 and ruin them. And instead, I saw that they got stronger  
6 because we had people pouring into us. We had people  
7 encouraging us and saying you can do this, and hearing our  
8 stories.

9           So, we started from that. And then, when I found  
10 out about the human trafficking I thought, it's so wrong.  
11 They're being ripped off, they're being stolen. And most  
12 of them, they're 11 to 13 years old. So, I'm very  
13 passionate about the kids not having their youth stolen,  
14 about the women not having their life stolen or their  
15 children stolen.

16           I'm also passionate about the unborn. Before I  
17 was married I had an abortion and I know how that affected  
18 me, and I never thought I could have kids. And it was  
19 awful.

20           So, I'm passionate about people having a choice,  
21 but I'm also passionate about being a voice for children.  
22 Whether they're born, they're unborn, they're fighting to  
23 figure out who they are that's really important to me. And  
24 whatever that looks like -- I mean, even this Commission to  
25 me, this is an extension of it because our state, if we're

1 structured the way we need to be, if we're healthy, if  
2 everyone has representation, then a lot of the things that  
3 are happening in society, I've got to feel like some of  
4 that stuff -- I'm not naïve enough to say it's not going to  
5 happen, but I feel like there would be less of it.

6           There just needs to be equity. There needs to be  
7 an equality in the state for everybody. So, thank you.

8           VICE CHAIR BELNAP: So, another question. So,  
9 you talked about how you pull together events and you like  
10 to come up with images that can pull people in. So, as you  
11 think of the work of the Commission, what it needs to  
12 accomplish and what it's going to accomplish what image  
13 would you like the Commission's work to be? What image  
14 would represent the Commission's work?

15           MS. MEADE: I think something that looks like a  
16 partnership. Something that looks like men and women,  
17 hand-in-hand looking the same direction. You know,  
18 smiling, being in agreement.

19           A lot of the images I used for things that we did  
20 as outreach were families and where it was boldly colored,  
21 and it was people that were smiling and looking like, you  
22 know, they were not only getting along, but working  
23 together.

24           VICE CHAIR BELNAP: Okay.

25           MS. MEADE: Yeah.

1           VICE CHAIR BELNAP: So, you talked about honoring  
2 what the previous Commission accomplished, but improving on  
3 it. Taking some of their recommendations and having the  
4 time to revise processes to have it run more smoothly. So,  
5 if there was only one improvement that you could pick,  
6 something that you've heard from your research, what would  
7 that improvement be?

8           MS. MEADE: Can I have two?

9           VICE CHAIR BELNAP: You can have two, yes.

10          MS. MEADE: I need two. I mean with the time  
11 element, and again I mean they did it the first time, and  
12 it seems like some of the changes that happened, like I  
13 read in there they suggested someone like the State Auditor  
14 would handle the process. And I think that didn't happen  
15 before. So, I think you all are part of the new, is that  
16 correct?

17          VICE CHAIR BELNAP: I am not super familiar with  
18 that. May be Mr. Dawson can answer that question.

19          MR. DAWSON: Well, the State Auditor was involved  
20 from the beginning as part of the Voters FIRST Act.

21          MS. MEADE: Oh, okay.

22          MR. DAWSON: But, yes, you were right that the  
23 Commission did have to sort of find its way.

24          MS. MEADE: Okay. Just reading through a lot of  
25 the notes, there were a lot of things where -- because

1 there's hiring. So, you're hiring an executive director,  
2 and then you're hiring legal counsel. And then, there was a  
3 nother position I can't remember the name of, but they were  
4 kind of going like we have the legal counsel and we have  
5 this person, and something things are conflicting a little  
6 bit. There was staff that they wanted to hire and they  
7 did, but they felt like they didn't have enough time. But  
8 then they said, you know, we really wish we had much more  
9 of a diverse pool to pull from to hire. But because the  
10 requirements had to do with knowing what state laws were,  
11 and the Voters Rights Act, there was requirements who  
12 knocked a lot of people out. But I heard within what they  
13 said is, like, gosh I wish there was a way that we really  
14 could have pulled in more diversity with the staff, and  
15 with the different support systems. I heard that in their  
16 heart.

17 Now, ultimately if the Commission is committed  
18 and they're diverse that should carry down to staff, even  
19 if they're not diverse. But I think it would be honoring  
20 to at least give that a try.

21 And then that, again, was a time element. There  
22 was a lot of time spent in doing the hiring process, from  
23 what I read. And so, at some point it was kind of like a  
24 little bit of catch up.

25 VICE CHAIR BELNAP: Uh-hum.

1 MS. MEADE: So, and then the second one -- so,  
2 the hiring process. I kind of went back to the vetting  
3 thing. It seemed like -- like I think everybody should  
4 share and I would love to hear everybody share in all of  
5 the community meetings. But if I'm hearing them say, we  
6 kind of wish there was a way of inputting it ahead of time,  
7 and maybe even kind of verifying who people are a little  
8 bit.

9 VICE CHAIR BELNAP: Uh-hum.

10 MS. MEADE: Again, I am not a politician and I'm  
11 not very familiar with it, but I would think that lobbyists  
12 by their nature would want to get involved in something  
13 like this. And then, how would you know if somebody was a  
14 lobbyist or not?

15 I did see that the Commission put some kind of  
16 constraints on themselves and I'm still trying to  
17 understand what all those were. But like they didn't look  
18 at the address for the incumbents. There were things they  
19 did to make it not be a political decision at all. And I  
20 think those are valid. I'm not disagreeing with those in  
21 any way.

22 But I think within some of that system, that  
23 carried over a little bit to people who shared. And so, I  
24 heard in what they wrote, you know, restructuring some of  
25 that, that there could be some merit to that.



1 VICE CHAIR BELNAP: Okay.

2 MS. MEADE: You could actually -- if you had it  
3 structured where people could input and have some kind of  
4 verification you could actually get more input because you  
5 could have people input directly and not everybody could  
6 show up, right.

7 VICE CHAIR BELNAP: Uh-hum.

8 MS. MEADE: Right, because it's things like they  
9 couldn't do one in Northern California, and I'm not trying  
10 to just say that because I'm from Northern California, but  
11 logistically it was hard for them to get up there, what  
12 they said.

13 But if there was a way to input it through the  
14 computer ahead of time, and then maybe do one meeting up  
15 there, and then maybe spread some of the others ones out,  
16 you could actually get more input from the state is my  
17 thought.

18 VICE CHAIR BELNAP: Okay. All right, thank you.

19 So, another question. This is from question four  
20 where it the gist of the question is about resolving  
21 conflict. And the example you had talked about is the  
22 block parties that you organized. I think you were running  
23 out of time. And I wanted you to get back to what conflict  
24 associated with those events arose and how did you help to  
25 resolve those conflicts?

1 MS. MEADE: I think the main conflict was because  
2 we had 12 different nonprofits very suddenly doing this.

3 VICE CHAIR BELNAP: Uh-hum.

4 MS. MEADE: We didn't have much planning time.  
5 It was verifying what the vision was, making sure it was a  
6 joint vision. And there was protocols. We had, you know,  
7 Anderson City Council partnering with us, and then a couple  
8 other government officials, and so we needed to make sure  
9 we complied. We weren't working for them, but we needed to  
10 do something that wasn't a violation of their protocols,  
11 either. And we needed -- if they were backing us up and  
12 promoting us within the community, we needed to make sure  
13 what we were doing lined up with their basic system as  
14 well.

15 VICE CHAIR BELNAP: Uh-hum.

16 MS. MEADE: Because that's not a good partnership  
17 if they're saying, hey, you guys are going to do this, and  
18 then we're doing three things over here, and then the  
19 backlash comes on them, you know.

20 So, there was a lot of making sure the visions  
21 were the same, making sure everybody was on the same page.  
22 Some wanted to do a bigger event, some wanted to do it  
23 smaller. Definitely some wanted to do it smaller. It was  
24 a huge undertaking.

25 But trying to kind of refine all that, let

1 everybody be heard in a very quick spate of time, it was --  
2 but we did it. It was just -- my theory is whenever you're  
3 working on a project, you need to figure those things out  
4 ahead of time that might cause disagreements or might cause  
5 conflicts, and get those resolved before you even do it,  
6 whatever the event is or the project. Because you're going  
7 to have things that come up as you're doing the project  
8 already and not being on the same page and having a solid  
9 foundation.

10           And I've seen it. I've seen events projects just  
11 fall apart because things are not well thought out and not  
12 talked about.

13           VICE CHAIR BELNAP: Okay. And getting a little  
14 more specific to your role in that resolving that conflict.  
15 So, I know we tend to say we, we don't want to take credit  
16 and make ourselves look better than others, whatever. But,  
17 specifically, what was your role in resolving those  
18 conflicts?

19           MS. MEADE: I was the lead person.

20           VICE CHAIR BELNAP: Okay.

21           MS. MEADE: I was the mediator.

22           VICE CHAIR BELNAP: Okay.

23           MS. MEADE: So, whenever anybody said this is  
24 going to happen and started to have a meltdown, or go, hey,  
25 they said -- it's like, okay, well, let's talk about it.

1 Okay, what did you say? What did you say? So, I'm very  
2 much the direct mediator in anything that I'm doing. I'm  
3 usually the lead.

4 VICE CHAIR BELNAP: Okay.

5 MS. MEADE: That doesn't mean I don't like being  
6 on a team and I do enjoy that, but I do like to pull people  
7 together and do things.

8 VICE CHAIR BELNAP: Okay. All right, thank you.

9 So, I have a few questions from the application.

10 MS. MEADE: Okay.

11 VICE CHAIR BELNAP: One is -- I'll just read you  
12 the quote.

13 MS. MEADE: Okay.

14 VICE CHAIR BELNAP: It's in your part one of the  
15 essay, so why you want to serve on the Commission.

16 MS. MEADE: Okay.

17 VICE CHAIR BELNAP: And you say: "One thing I  
18 have done to that end is I have applied to be a delegate to  
19 the Republican Convention as a means to be involved and  
20 educated about the issues within our great State of  
21 California. It did not work out to be a delegate, so this  
22 is my next step to be involved in shaping the future of  
23 California."

24 So, I've got to admit I'm not familiar with that  
25 process.

1 MS. MEADE: Okay.

2 VICE CHAIR BELNAP: So, what does it mean to be a  
3 delegate?

4 MS. MEADE: Okay. And can I put a little  
5 disclaimer there? I had just had major back surgery like  
6 two and a half weeks before, but this was really important  
7 to me.

8 VICE CHAIR BELNAP: Okay.

9 MS. MEADE: So, when I went back and reread it  
10 this last week, to me some of it's a little disjointed, so  
11 I apologize for that.

12 VICE CHAIR BELNAP: Okay.

13 MS. MEADE: It was a fairly simple process. I  
14 thought, okay, I want to get involved. So, I went to my --  
15 to Doug LaMalfa and said I would like to be involved. They  
16 directed me to the right office and I could put my name in.  
17 And they did that.

18 So, it's very simple, but it just fell through  
19 because I said I'd like to be involved and they said, okay,  
20 we'll send your name, and contact these people, and I did.  
21 And then, I never heard back from anybody. Well, I found  
22 out months later that they had actually -- I had actually  
23 been approved, but I had to pay dues for it, which would  
24 have been fine, but no one told me.

25 VICE CHAIR BELNAP: Oh.

1 MS. MEADE: And I just thought, okay. So, that  
2 didn't work out. I mean, I'm a Republican because I'm a  
3 conservative. I never knew I was a Republican until I, you  
4 know, saw the platforms. I've always been Independent.  
5 But being that that is, you know, the platform that I vote  
6 for, I thought, well, maybe I can go in there and just  
7 support them. Not knowing much about it, but willing to  
8 try. But like I said, when I didn't hear back that just  
9 seemed to me to be a closed door. And I thought, okay,  
10 well, there's got to be some way I can help, help the state  
11 I've lived most of my life in and I love so.

12 VICE CHAIR BELNAP: Yeah. Okay, thank you.

13 MS. MEADE: Yeah.

14 VICE CHAIR BELNAP: So, this is my last question.  
15 You mentioned that you've had training dealing with data  
16 and can you provide us of an example of how you've used  
17 data and other information to analyze a problem and come to  
18 a solution?

19 MS. MEADE: Okay. So, I did do banking and  
20 finance, and business administration in college, when I was  
21 17. But I did do banking for ten years. And so, within  
22 that framework, that was within usually the lending aspect  
23 of banking. Pulling together the data, seeing if they  
24 qualify for whatever credit they're applying for. By the  
25 time I left I was a loan -- I didn't have the legal name,

1 yet, but I was working as a loan officer. So, pulling  
2 together data on that individual.

3 Obviously, I realize that's not the scale of what  
4 we're talking about here.

5 VICE CHAIR BELNAP: Uh-hum.

6 MS. MEADE: But there is the aspect of finding  
7 out everything you need, pulling the numbers together,  
8 running numbers and verifying numbers. And then, also the  
9 interview aspect of it of are they giving you all of the  
10 information? Are they sharing it in an honest and open  
11 way? And then, sometimes things are a little covered and  
12 so you have to research it. So, it was a great training.  
13 I've used that training since then within our business,  
14 within working for different jobs. I've done a lot of data  
15 processing within Builders Exchange and Care Net. With  
16 donors, database, pulling Excel totals.

17 VICE CHAIR BELNAP: Okay.

18 MS. MEADE: Yeah.

19 VICE CHAIR BELNAP: All right, thank you.

20 MS. MEADE: Okay.

21 MR. COE: Good afternoon, Ms. Meade, thank you  
22 for being here.

23 MS. MEADE: Thank you.

24 MR. COE: I wanted to talk a little about is it  
25 Aglow International?

1 MS. MEADE: Sure.

2 MR. COE: I'm not familiar with this  
3 organization. Can you give us a little overview --

4 MS. MEADE: Sure.

5 MR. COE: -- about what it is they do and how you  
6 came to be a part of it? I know you spoke about your role  
7 in the helping with the human trafficking issue through  
8 Aglow, but I didn't know if that was what brought you there  
9 or not. So, I want to hear a little bit about what the  
10 organization is and how you came to be involved.

11 MS. MEADE: Sure. It's very much wired for  
12 community service, for outreach. I started in it about 20  
13 years ago. It was a way to get plugged in to serve my  
14 community. When I was in banking, I was a part of their  
15 group. When I was in high school I was part of FFA and  
16 Rotary's version of Interact.

17 So, definitely community outreach, doing  
18 mentoring. Like I said, we went into schools, different --  
19 actually several schools. Bring food, do things to  
20 encourage. It is faith-based, so we pray for people when  
21 they ask.

22 But the focus is on encouraging people to develop  
23 themselves, to step into health for their family, for their  
24 children. We have the anti-human trafficking focus.  
25 There's groups of guys who get together that do



1 encouraging, doing mentoring.

2           We have something called Generations Project,  
3 where anyone from 11 to 35, if they have something they're  
4 passionate about and they want to pull a group together to  
5 encourage, to uplift, to do whatever. It could be music,  
6 it could be skateboarding. But that's their tribe that  
7 they're trying to reach out to encourage. That's a facet  
8 of Aglow. It's in about 170 nations. It's all volunteer.  
9 You know, so it's absolutely been a way to serve my  
10 community and to get encouragement myself, and get personal  
11 mentoring and development myself.

12           MR. COE: Okay, thank you. In the application, I  
13 think as you mentioned before, you've lived in Northern  
14 California and Southern California. Where in Southern  
15 California did you live when you were down there?

16           MS. MEADE: So, Southern California, moved there  
17 when I was about seven. So, San Diego, lived in Claremont  
18 five years. Moved to El Cajon, so we went from the beach  
19 to the cowboy area. And then, once I turned 18 several  
20 areas in San Diego. I moved up to San Francisco when I  
21 became an adult. Met my husband, moved back down to San  
22 Diego. Then, we moved back up to the Bay Area for work and  
23 family reasons, and then ultimately moved up to Shasta  
24 County because most of my family moved up there. And it  
25 was like San Diego used to be, more rural, more -- less

1 city and that was something we really wanted.

2 MR. COE: So, with all that moving around, you  
3 were kind of ingrained in communities and different regions  
4 in the state. What did that teach you about the different  
5 regions of the state and maybe the literal climate and  
6 climate in other issues might be different within those  
7 regions.

8 MS. MEADE: Sure. Well, so climate wise, I mean,  
9 obviously I forgot San Diego was so humid. I mean, when  
10 you grow up down there and you're in shorts and flip flops,  
11 you just don't even pay attention.

12 Where I am now it gets very hot, but it's a  
13 different heat. So, there's different cultures. You know,  
14 I grew up partially in the beach community where it can be  
15 very self-enclosed. San Diego City, San Francisco City,  
16 you have people from all different parts of the world where  
17 they have their own little subcultures.

18 I'm very much a social person and I love to meet  
19 people. So, for me going to a rodeo or going to the beach  
20 with an Over-The-Line tournament, which is like an old  
21 three-way like ballgame they used to do at the beach.  
22 Obviously, desert has a different culture, like El Centro.

23 I mentioned in Northern California where it's  
24 many, many cultures. Humboldt is very different because of  
25 their climate. And not a -- I don't want to call it a

1 hippie culture, but a very much laidback culture. To me,  
2 all that's fascinating. So, some of this may seem, oh,  
3 it's just details, but to me they're people. And they're  
4 groups I get to meet.

5           Within Aglow, I've been traveling up and down the  
6 state whenever I get a chance to share and somewhat across  
7 the country. And I love to go to a place and meet people,  
8 and hear their story, and see how they look at things. And  
9 it's just kind of how I'm wired.

10           So, I've probably lived in 30 places in  
11 California. And most of them have been different  
12 communities and I've just really enjoyed that.

13           And I'm not sure if that quite answered your  
14 question but --

15           MR. COE: Kind of dovetailing off that a little  
16 bit, your -- you mentioned that you're one of the few  
17 applicants from Northern California that are going to be  
18 interviewing. And what trait or perspective do you think  
19 that that allows you to bring that might be unique to the  
20 Commission?

21           MS. MEADE: I think the fact that I've lived in  
22 Southern California, just to lay a foundation for that, and  
23 grew up -- just so many upset in Northern California, you  
24 go and they don't want to share their water. They're so  
25 greedy, they're so selfish. And I didn't know anybody from

1 up here. You know, my family didn't move up here until  
2 like '93, '94. So, having that such a mindset and then --  
3 and maybe it was the people I hung out with, I don't know.  
4 But it was definitely a perception that the Northern  
5 Californian's were just not very generous and giving, you  
6 know.

7           And then, when I moved up there, because my  
8 family moved up there, and I found it was just a warm,  
9 vibrant multitude of subcultures and completely different  
10 than I expected, I guess I wonder if that isn't a  
11 perception, still, of Southern California. I mean, I  
12 haven't been down there for, except briefly for 25 years.  
13 Maybe things are different. I hope so.

14           But I know when I grew up it was definitely an  
15 issue of it felt like them and us. Now, I've seen both and  
16 I've lived in the middle and, you know, we're all a lot  
17 more alike than we are different.

18           But I think it's not that we're Republican up  
19 there. I have so many Democrat friends. But we are  
20 individualistic in the sense of we're very strong a  
21 community. And I know the South is, too.

22           I'm trying to figure out what I'm trying to say.  
23 It's ingrained within, I think, the North to feel just a  
24 deep love for California. And maybe not in some ways not  
25 quite understand the South and I think that's unfortunate.

1 But I think having the perspective of both places that  
2 that's something that I -- if it's there, if there is still  
3 a bias both ways, I think that's something I'd like to  
4 change, and be a voice for and say, no, we are all part of  
5 the same group. We're the same people. California is one  
6 culture with a lot of faces on it, so.

7 MR. COE: So, in your essay on appreciation for  
8 California's diversity you provide several examples about  
9 your experiences with groups of diverse backgrounds, but  
10 some of them were from quite a while ago. And I was  
11 curious if you would talk a little bit more about maybe  
12 some more recent examples of having met and worked with a  
13 diverse group of people and what you have learned from  
14 these groups of people.

15 MS. MEADE: Well, so, some of the ones from past  
16 would be like high school, with Interact. And just in the  
17 last ten years we've gone down to Mexico and done  
18 outreaches with teams that were mixed, mixed cultures.  
19 Which is an advantage if they are Hispanic and they speak  
20 Mexican, and you're in an area where they don't speak a lot  
21 of English. So, I think that element definitely pulls in a  
22 lot of teamwork that you have to be able to rely on each  
23 other's strengths, and to partner well. Especially when  
24 you're in Mexico and not everyone speaks English. So, I  
25 think that was a strength that we did have a mixed team

1 that went together.

2           We've taken -- one of the churches I worked out,  
3 we took teams into San Francisco that were not different  
4 ethnicities, but very different backgrounds. And so,  
5 finding ways to work through communication, and  
6 expectations, and how we can represent ourselves well to  
7 people we're really trying to reach out to and not to  
8 appear condescending. I think that's an aspect of a mixed  
9 group, mixed background group that needs to be addressed  
10 and that you have to be aware of when you're working  
11 together as a team.

12           Even within just the last part, even within  
13 Aglow, with the anti-human trafficking, I'm pulling  
14 together a team from California, people from different  
15 counties. And so, I have folks of all different  
16 backgrounds.

17           But my goal is to empower them to find out what's  
18 going on their community and how they can plug in. And if  
19 -- you know, one gal is African American, are there  
20 insights that she can find not just her area, but within  
21 the state that maybe, you know, I don't have those  
22 connections for. So, that's something I've been trying to  
23 work on.

24           MR. COE: So, I think as I've been listening to  
25 you talk it's clear that you have a lot of things that

1 you're involved in, and this would be another thing on top  
2 of those other things you've already talked about. So, I  
3 was curious about maybe an example of a time where you've  
4 had competing timelines or priorities, and how you  
5 approached it and how it worked out. Because it might be a  
6 thing that's going to be facing you again here, if you were  
7 to be appointed to the Commission.

8 MS. MEADE: Okay. So, first of all, this is a  
9 priority for me. I actually have had other interviews in  
10 the last few weeks, but once I was chosen for the 120, I've  
11 put those positions on hold. I'm not pursuing them. All  
12 that to say is this is my first priority. I'm doing a  
13 Census position that's only for eight weeks. If I get the  
14 honor of being picked and I get a chance to serve through  
15 this, this will be my priority.

16 I'm doing bookkeeping for my husband's business,  
17 and that would stay, then, my second job. I would not take  
18 on another job.

19 That being said, I have worked two jobs before  
20 and that's a question of priorities. And you have to  
21 choose which one's first and which one has to come ahead of  
22 the other. I'm choosing not to make that decision if I'm  
23 on the Commission. This is that important to me.

24 I've done a lot of things in my life. This is  
25 important. To me, this is a culmination of a lot of things

1 that I've done and a lot of goals I have. So, I'm willing  
2 to set other stuff aside.

3 Even within that, having this as a first  
4 priority, there will be things that come up within family  
5 or whatever. I think it's important to prioritize what's  
6 going on. I think it's important to put things in writing,  
7 have checklists, calendar things so that you're not  
8 dropping the ball on things.

9 When I was working -- when I have worked two  
10 positions before it has been a question of making sure that  
11 I have everything lined out in detail well in advance, and  
12 making sure that I have long-term, short-term goals and  
13 then I have checklists. So that I'm not trying to remember  
14 things and I'm not trying to wing things. That I'm doing  
15 them well.

16 MR. COE: I have just one final question for you.  
17 What aspect of being a Commissioner, if you were selected  
18 to do so, do you think you would enjoy the most and which  
19 of them do you think that you would maybe perhaps struggle  
20 with?

21 MS. MEADE: Well, I think my strength is  
22 definitely with people. I think the public meetings, even  
23 to the logistics of it, if needed, for setting them up and  
24 lining them out is definitely within my strength.  
25 Definitely working with people, encouraging people.



1           The part that probably would be the second would  
2 be the pure logistics of the data and the details. Now, I  
3 do love numbers and I love working with numbers. It sounds  
4 like this is a huge magnitude, but it sounds like the  
5 actual aspect of that is handled by staff. And it does  
6 sound like there's certainly enough accountants and people  
7 who have done this exact responsibility before, within the  
8 pool now, that that certainly could be someone else's  
9 strength that maybe doesn't have organizing and people  
10 skills that I have. So, I could see that being a really  
11 good complement.

12           MR. COE: I don't have any further questions.

13           MR. DAWSON: Ms. Meade, I have a couple of  
14 follow-up questions, if you don't mind?

15           MS. MEADE: Sure.

16           MR. DAWSON: In your essay on -- let's see, let  
17 me find it -- impartiality, you cited the code section.  
18 And noted that: "I can be impartial to the point of some  
19 feeling in the past that I am seeing both sides too well."

20           Can you expand on that? Was there a particular  
21 experience where folks thought maybe you were seeing too  
22 much of each side?

23           MS. MEADE: Well, sure. And I'll tag back to Ms.  
24 Dickison's version of that question. The most extreme  
25 example is the one with my adult children because they want

1 you to pick sides.

2 MR. DAWSON: Uh-hum.

3 MS. MEADE: But within -- within work and -- let  
4 me think about that for a second, if I have another example  
5 for you.

6 So, when I worked at Simpson I had ten student  
7 staff with different backgrounds, different ethnicities,  
8 different passions, and we always had to create events.  
9 Some were pre-created, some were not. And so, we've had a  
10 -- we had a few situations back then where there were very  
11 different goals and different visions for events, where  
12 people were upset.

13 My goal is to make sure people feel like they're  
14 heard first of all, because I think that's a skill  
15 sometimes we're lacking because we're so fast paced and  
16 we're in a hurry. But if we really listen to what someone  
17 says, it will actually save time because then there isn't  
18 either, you know, communication fallout or complications,  
19 or just more time trying to clarify.

20 So, for my student staff I was constantly trying  
21 to encourage them to listen. Actively listen, not rehearse  
22 an answer in their heads. And then, process what was said  
23 and then respond.

24 So, we had some students that were very upset  
25 with the administration and we had a few blowouts because

1 of that status. The staff might call them entitled. The  
2 students felt like they were completely disrespected. So,  
3 we had a few incidences where things were very hot and very  
4 angry. And so, trying to pull things back and get them to  
5 actually listen to each other, and then engage into coming  
6 to a solution was a challenge. And ultimately we had -- I  
7 had two teams quit. We had student strikes in front of the  
8 student development, with hunger strikes and camping in  
9 tents because the students were that upset.

10           So, it was a challenge. I had to hear them and  
11 they had to know that, but I didn't always agree with them.  
12 And I also needed them to hear each other and then  
13 sometimes get them to actually process maybe what the  
14 administration was saying because they would -- a lot of  
15 times they'd only hear part of it, but they wouldn't hear  
16 what was behind it.

17           For example, they used to be volunteer, then they  
18 became staff. And they couldn't understand payroll and HR  
19 policies. They couldn't understand legal labor laws.

20           So, when I said you can only work eight hours  
21 unless you take an hour break and there was, you know,  
22 honestly a meltdown because they just didn't compute with  
23 it. But they still had to know I heard them, I cared, and  
24 then we had to go onto the next thing. Like I said,  
25 sometimes it worked, sometimes it didn't. I had two teams

1 quit. Ultimately, I went from a ten-person team to a  
2 three-person team and we did it all ourselves.

3 So, it was very heated. But, you know, we just  
4 did the best we could. I did the best I could.

5 MR. DAWSON: I wanted to follow up on something  
6 you'd said about moving from Southern California to  
7 Northern California, and how you were one of the few  
8 applicants in the pool that represent the far north part of  
9 our state.

10 MS. MEADE: Yes.

11 MR. DAWSON: You probably saw from your reading  
12 that the Commission, the 2010 Commission held a number of  
13 -- basically, their traveling show up and down the state.  
14 So, as a representative of Northern California, if you were  
15 selected for the Commission, what would you want your  
16 fellow Commissioners to know? What groups would you want  
17 them to hear from, if they held a meeting for example in  
18 Anderson?

19 MS. MEADE: Sure. Well, I wouldn't pick  
20 Anderson. I would probably -- honestly. I mean I love my  
21 city, but it's a little city.

22 MR. DAWSON: Uh-hum.

23 MS. MEADE: And culturally it's not that  
24 relevant. I think the biggest unknown in my area is the  
25 First Nations, Native Americans. Many of them are very

1 disenfranchised. I have a friend who is in line for  
2 leadership for the Wintu Tribe. And on her father's side  
3 she's part Pit River and Wintu. And one of them they  
4 completely eliminated I think in the 70s. So, she and her  
5 father, and family have fought just to be recognized. And  
6 she finally got it where she could have a Wintu museum.  
7 It's called Shasta Lake City. It's the city closest to  
8 Shasta Dam that was built when the dam was being built.

9 MR. DAWSON: Uh-hum.

10 MS. MEADE: So, one of those highly pocketed  
11 cultural areas. But there a lot of Native Americans up  
12 there and there are a lot of tribes that are just -- have  
13 no voice. Have no input. Really, have no understanding of  
14 a lot of how the process works. They deal with the federal  
15 government -- now, this is my understanding. I'm not  
16 saying this is exactly how it is. But as I understand it,  
17 their lands are owned and controlled by the federal  
18 government. And decisions that they would normally make as  
19 a landowner they can't make. It has to go through all of  
20 these channels.

21 And so to me, there's such a huge unheard people  
22 group and it's not just where I am. So, they're in South  
23 Redding, between Redding and Anderson, and then they're  
24 above Redding.

25 There's other groups in Hupa area. And then,

1 there's other ones to the north. Like there's several  
2 tribes where they have these whole cultures and they're not  
3 engaged in the process at all. It's like they don't exist  
4 unless you live up there and you know them. I think  
5 they're probably the biggest unknown that I've -- I know  
6 and I love. I mean I have some amazing friends that are a  
7 part of that group.

8 MR. DAWSON: So, let me flip the question a  
9 little bit. If you were selected to be on the Commission  
10 and then you were part of the -- you'd be undertaking  
11 hearings in other parts of the state.

12 MS. MEADE: Sure.

13 MR. DAWSON: Other types of communities. What is  
14 it that you want to know about California that you think  
15 that you don't know?

16 MS. MEADE: That's a great question. You know,  
17 like I said, I grew up in San Diego and it was very much  
18 more rural back then. So, El Cajon was like country, you  
19 know. We were kind of half cowboys. But I wonder is it  
20 like that anymore. I've been back briefly for a visit. I  
21 lived in North County and it seems like 20,000 homes are  
22 there now. There's been so much going on down there and so  
23 much of a shift in what it looks like, what it feels like.  
24 I do wonder what those groups are like, the people that are  
25 there now. I know what they used to be, but I don't think

1 -- they can't be the same.

2 I know within the border, we have all the border  
3 wall stuff going on. What is that like? What are those --  
4 is it a lot of the people who I used to know and they're  
5 still there? Is it a lot of new people? And if it's a lot  
6 of new people, are they connected? You know, is anybody  
7 asking them what they think?

8 You know, El Centro is way in the tulies. I  
9 probably haven't been there in 20 years, but it could be  
10 huge now. So, I think every area -- every area has  
11 pockets, but every area also has a history and a culture.  
12 And if it's still there, that should be heard. But if it's  
13 a new group that's coming in that isn't recognized, then  
14 that needs to be determined, too. And that's why we're  
15 doing the redistricting, right, and doing the Census.

16 MR. DAWSON: Exactly.

17 MS. MEADE: The Census, yeah.

18 MR. DAWSON: So, we have roughly 20 minutes left.

19 Madam Chair, do you have any follow-up questions?

20 CHAIR DICKISON: I do not. Mr. Belnap?

21 VICE CHAIR BELNAP: I do not.

22 CHAIR DICKISON: Mr. Coe?

23 MR. COE: None for me, either.

24 MR. DAWSON: Would you like to take the  
25 opportunity to make a closing statement?

1 MS. MEADE: Yes. Can I think about it for just a  
2 moment?

3 MR. DAWSON: Absolutely.

4 MS. MEADE: Thank you.

5 (Pause)

6 MS. MEADE: Okay. I think in closing I would  
7 like to say that I'm proud of my state. I'm proud of the  
8 people that fight for it. I'm proud of the people that  
9 spend time and invest in it. I'm so proud of the people  
10 who haven't moved. I'm not judging the ones that have  
11 moved, but I keep saying I'm not leaving because we -- the  
12 best is ahead. We have a future. We have a hope.  
13 California is going to step into who she's supposed to be.

14 I hear about groups that talk about splitting her  
15 up and I'm going, no. That's like getting a divorce in the  
16 family. Why would you split up something that's amazing?  
17 Why not invest the time to work through things and figure  
18 things out.

19 And to me, this is such a powerful tool to do it.  
20 I had never heard of it before. And when I first read  
21 about it I thought I love the title, *Shaping California*.  
22 But that doesn't mean changing it to something different.  
23 It means shaping it what it's supposed to be.

24 And California as a culture and as identity, I  
25 think it's time for that to be solidified into a whole, not



1 a bunch of groups. Like I said, I'm really not a political  
2 animal. I have my passions, I have my beliefs, but I'm  
3 also willing to hear other people's. But ultimately, we  
4 should all be able to work together, like we are all  
5 Californians.

6 And if we do this redistricting well, if we  
7 listen to people and we pull the politics, and the  
8 Gerrymandering, and the things people have done to control  
9 the state, if we pull that stuff out of the way I bet  
10 that's going to be so amazing. And I really want to be a  
11 part of it, I really do. And if it doesn't, you guys don't  
12 think I'm a fit, I'll find a way some way. I don't know  
13 how, but I will.

14 But this is important and I think because you  
15 have so many people who know the system really well, having  
16 somebody who is a people person and really wants people to  
17 do well, and really want to be supportive and part of a  
18 team on this Commission, I think that's a strength that I  
19 bring.

20 And thank you for your time. I appreciate it.  
21 Appreciate, absolutely appreciate the honor of being able  
22 to do this interview. I was so excited last week. So,  
23 that's why I came the first day. I did not want to wait.  
24 So, thank you for your time.

25 CHAIR DICKISON: Thank you.

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Given that's the conclusion of the last interview  
for today, we will recess until 8:59 tomorrow morning.

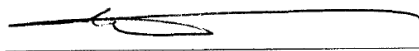
(Thereupon, the Applicant Review Panel meeting  
was recessed at 4:11 p.m.)

**REPORTER' S CERTIFICATE**

I do hereby certify that the testimony in the foregoing hearing was taken at the time and place therein stated; that the testimony of said witnesses were reported by me, a certified electronic court reporter and a disinterested person, and was under my supervision thereafter transcribed into typewriting.

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PETER PETTY  
CER\*\*D-493  
Notary Public

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Barbara Little  
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