

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

In the matter of:

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

TELEPHONIC

621 Capitol Mall, 10th Floor
Sacramento, California 95814

TUESDAY, APRIL 7, 2020

9:00 A.M.

Reported by:
Peter Petty

APPEARANCES

Members Present

Ben Belnap, Chair

Ryan Coe, Vice Chair

Angela Dickison, Panel Member

Staff Present

Christopher Dawson, Panel Counsel

Shauna Pellman, Auditor Specialist II

Applicants

Linda Abbott Trapp

Robert Murillo

Colmar Figueroa-Moseley

Michael Allawos

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PROCEEDINGS

9:00 a.m.

CHAIR BELNAP: All right, I'll call this meeting out of recess.

For those in the room, and we don't see any present but I'll give these reminders anyways, please silence all phones and other devices. I guess that reminder is good for all those who are with us remotely as well. In case of emergency, us in the room will follow a CSA staff member.

And with that, we're going to get started. We want to welcome Dr. Linda Trapp to our interview.

Ms. Trapp -- or Dr. Trapp, can you hear us?

DR. TRAPP: I can. Thank you.

CHAIR BELNAP: Okay. Then we're going to get started with the standard questions.

I'll turn the time over to Mr. Dawson.

MR. DAWSON: Thank you, Mr. Belnap.

Dr. Trapp, I'm going to ask you five standard questions that the Panel has requested each applicant respond to. Are you ready, ma'am?

DR. TRAPP: I am.

MR. DAWSON: First question: What skills

1 and attributes should all Commissioners possess?
2 What skills or competencies should the Commission
3 possess collectively? Of the skills, attributes
4 and competencies that each Commissioner should
5 possess, which do you possess? In summary, how
6 will you contribute to the success of the
7 Commission?

8 DR. TRAPP: When I begin to think about
9 skills, the first thing that comes to mind, of
10 course, is all of the needed knowledge and ability
11 and proven skill set to accomplish the work before
12 the Commission. So, collectively, that would be
13 the first thing, the ability to perform all
14 required tasks.

15 As a group, they should also represent the
16 diversity of California. I have put in a couple of
17 requirements that I think, particularly as a
18 psychologist, they have need to have the ability to
19 speak, not only with confidence but with humility,
20 rather than becoming overbearing and presenting
21 their findings. And care, because there is so
22 much anxiety around these issues. If they're able
23 to speak with confidence and care, they will
24 engender the respect due the work of the
25 Commission.

1 Individually, the members of the
2 Commission should have a genuine desire to serve in
3 this capacity. It's a demanding position. And
4 without that desire, interest, and perhaps work
5 ethics, would lag somewhat. So the desire is -- it
6 must be strong.

7 They should be independently able to meet
8 the interaction requirements of the position, as
9 well as the knowledge requirements.

10 Individually, they should model
11 impartiality and respect for the diversity,
12 particularly cultural sensitivity.

13 They must be able to work with large and
14 complex datasets and present the findings with
15 clarity, sensitivity, without bias.

16 Individual qualities needed also include
17 good humor and generosity of spirit because this is
18 a long process loaded with land mines,
19 difficulties. So good humor and generosity of
20 spirit are necessary as long as -- as well as
21 perseverance, strong goal orientation, and the
22 ability to work respectfully and effectively with
23 people of different backgrounds or opinions.

24 You asked which I possess and I selected a
25 few and a couple of examples as to how I felt they

1 were worth selecting.

2 One is impartiality. I have held a number
3 of positions where that was an essential part of
4 the job. Student admissions at colleges, for
5 example, had to be handled with impartiality.

6 Conflict resolution retreats, which I've
7 led very often, have to be handled with
8 impartiality.

9 Hearing student discipline cases, you
10 cannot prejudge such things.

11 I have a very strong goal orientation.
12 And some of the evidence that came to mind for that
13 was owning a successful consulting business for a
14 number of years, 18 years, I believe.

15 Earning a PhD, that takes a certain amount
16 of stick-to-it-iveness, if you will, writing a
17 number of books, becoming a member of Leadership
18 California.

19 And the perseverance to overcome
20 obstacles, that one took me back to a number of
21 situations in my life.

22 I have been the first women dean at three
23 colleges and universities. I have managed to,
24 generally, hold a full-time job and a part-time job
25 and raise four children simultaneously. I moved

1 beyond the deaths of my entire close family. And I
2 remained in Ethiopia to work, even though there was
3 a revolution going on.

4 My prior research and work experience have
5 made me comfortable with data, although on a
6 smaller scale than what the Commission will be
7 working with. I've learned to pace myself and to
8 work around obstacles in order to complete tasks on
9 time.

10 The travel requirements for the position
11 may, again, become daunting. For me, that's a
12 pleasure. I have traveled throughout the country,
13 the world, the state, in work and in pleasure and
14 greatly enjoy it, and I've done that for a number
15 of years.

16 So my summary is that my consulting and
17 training business have prepared me to understand
18 both the difficulties and the rewards of conducting
19 a number of forums, whether they're training forums
20 or informational forums, throughout the state in
21 rapid succession. I have done that for many years.

22 I have had a great deal of experience with
23 contentious topics, perhaps more than anyone should
24 want to have, but I've taught a large number of
25 conflict resolution seminars and retreats. I've

1 worked with working groups who were nearly avoiding
2 each other rather than working together, conducted
3 a lot of retreats to help them find that glimmer of
4 hope, to help them find a way they can be of use to
5 each other, so contentious topics don't frighten
6 me. While I no longer seek them out as much as I
7 once did, they are something that I'm comfortable
8 working with.

9 Sometimes the training topic itself was to
10 teach people how to do that, how to work in
11 difficult situations with people that they weren't
12 especially fond of. I did over 3,000 seminars in
13 an 18-year period and earned uniformly high
14 ratings, which is the reason I was able to receive
15 the CSP Award from the National Speakers
16 Association, which is given to the top seven
17 percent of public speakers in any given year. That
18 requires 80 letters of reference from 80 different
19 clients. It requires tabulations of ratings from
20 individual attendees of various sessions. It's a
21 very long and intense process, somewhat like this
22 application process.

23 But it was extremely helpful to receive
24 that because it opened doors and I was able to work
25 with individuals and corporations and agencies at a

1 higher level and, I'd like to think, got more done,
2 had a better effect because I was able to work with
3 the people who could make those decisions.

4 I know what to expect. And I'm familiar
5 with the methods that get the work done.

6 Thank you.

7 MR. DAWSON: Thank you.

8 Question two: Work on the Commission
9 requires members of different political backgrounds
10 to work together. Since the 2010 Commission was
11 selected and formed, the American political
12 conversation has become increasingly polarized,
13 whether in the press, on social media, and even in
14 our own families.

15 What characteristics do you possess and
16 what characteristics should your fellow
17 Commissioners possess that will protect against
18 hyper-partisanship? What will you do to ensure
19 that the work of the Commission is not seen as
20 polarized or hyper-partisan and avoid perceptions
21 of political bias and conflict?

22 DR. TRAPP: That is a wonderfully
23 appropriate question. I appreciate it.

24 Characteristics first.

25 I'm interested in seeking understanding

1 rather than dominance. I want to have knowledge,
2 not necessarily the upper hand. I believe each
3 person's experience is unique and shapes their core
4 beliefs, so I can genuinely respect their views,
5 even when they differ from mine. And as a member
6 of a minority opinion set in this county, I have
7 lots of experience working with those with whom I
8 don't always agree. And many of those folks are
9 good friends and we enjoy each other's company and
10 we don't talk a lot about the things that we differ
11 on and we manage to have quite a nice relationship.

12 With the Commission's charge, it's really
13 for a fair outcome, not one that's personally
14 gratifying. And I understand that and would
15 contribute to it.

16 I do not yet know the structure of the
17 Commission. I do not know if there is a
18 tiebreaker. With 14 members, it seems unlikely.
19 I'm not sure just how all of that works yet. But
20 it seems to me that given the work that needs to be
21 done, every single member needs to have negotiation
22 skills and conflict resolution skills. Those are
23 things that I have taught for years and years.

24 The other characteristics I think that are
25 needed in tense situations are forgiveness. If you

1 can't get past the first ornery thing someone says,
2 you're not going to have a prayer for resolving the
3 issue. You simply have to let that one slide by
4 and work on process, work on common goals, work on
5 things that you can agree on and come back little
6 by little to the things you don't agree on.

7 Indirectness and challenge seems to me a reasonable
8 way to find common ground. Rather than saying, I
9 think you're wrong or I think you're stupid, or
10 some of the other things we hear people say, tell
11 me an experience you had that brought you to that
12 opinion. Let me understand where that comes from
13 in your life.

14 Those kinds of things are awfully helpful
15 because they don't make anyone defensive. You show
16 a genuine interest, people will respond with
17 genuine information.

18 I have three core principles that have
19 served me very well. One is the belief that we
20 more alike than we are different. The second is
21 that people come to their opinions genuinely. And
22 the third is the knowledge that we are not
23 duplicates of each other but resources for each
24 other. The person who thinks exactly like you do
25 can't teach you anything. The person who thinks

1 nothing like you do may be irritating to be around
2 but they have a lot to teach you and you, them.
3 That's a very powerful understanding that has
4 served me well over the years in many different
5 situations.

6 For the last few years, I've primarily
7 been involved in the world of arts and the world of
8 voluntary associations. With your leave, I'd like
9 to illustrate these beliefs with one example from
10 that world. It as a memorable experience for me,
11 although not necessarily for everyone else there.
12 It was a business meeting of a medium-size church.

13 The chair of that meeting was distressed
14 because there had been some rather corrosive
15 episodes and he wanted to prevent further quarrels
16 and so he proposed that we add to Robert's Rules of
17 Order, what he called biblical principles.
18 Everyone in the room stiffened. No one dared
19 contradict him in that setting.

20 I waited a few beats and then raised my
21 hand rather gently and said, "May I speak?" All I
22 had to do was say, "With this number of people,"
23 there were nearly 100 in the room, "with this
24 number of people, there probably is some dissidence
25 about what principles might apply to any given

1 situation. Probably not everyone has the same
2 idea. For example, there are over 50 women
3 present. I suspect a few of them, like me, are
4 uncomfortable with the principle that women should
5 be quiet in the church." As I said this, of
6 course, I was talking in the church.

7 There were a few smiles, a few nods. The
8 mood lightened a little bit. And someone
9 remembered that the national organization, indeed,
10 had some principles for communication on a poster
11 in a back closet. Everyone breathed a sigh of
12 relief, the poster came out, and that was the end
13 of that issue.

14 We are not duplicates of one another.
15 There was no reason to attack the chair for what he
16 said. There was only reason to find a way to draw
17 the circle a little larger.

18 What will I do to assure the work of the
19 Commission is not polarized? Certainly, seek
20 resolution of differences, agreement on goals and
21 processes, and guidelines about any public comment.
22 I'll come back to that in response to another
23 question.

24 But if the members of the Commission have
25 a sense, a common sense, of what is not appropriate

1 for public comment, a lot of the material that
2 might be used in engendering hostility on a broader
3 basis will disappear.

4 I learned something from a mentor many
5 years ago. There was a gentleman he was known to
6 have a number of conflicts with, Mr. Blakely, and
7 he said to me one day when I asked him, "Why don't
8 you ever tell me what it is about Mr. Blakely that
9 you don't understand or don't like," he said, "Mr.
10 Blakely and I always speak very highly of one
11 another."

12 Wow. That lesson was terrific and it has
13 served me well.

14 Thank you.

15 MR. DAWSON: Thank you. Question three.

16 MS. PELLMAN: Just a quick time check. We
17 have 14 minutes, 34 seconds.

18 MR. DAWSON: Thank you.

19 Question three: What is the greatest
20 problem the Commission could encounter and what
21 actions would you take to avoid or respond to this
22 problem?

23 DR. TRAPP: Before jumping into the
24 coronavirus issue, which certainly is a huge
25 problem, I want to spend a minute on the managing

1 of fear. Because when you talk about problems,
2 there's an element of fear.

3 And in my training experience, as well as
4 my personal life, I've found the best way to manage
5 fear is to do risk assessment. And you do the risk
6 assessment by asking every single member of the
7 group what could go wrong? Make a list. What is
8 the likelihood of each of those going wrong? Give
9 it a value, and some values are set, one to ten, or
10 however. What would be the impact, the negative
11 impact, if that, in fact, did occur? Again, values
12 are set. So you have a means of managing the fear
13 by doing a risk assessment and plans for risk
14 management.

15 So the current health threat is one of a
16 number of potential risks that are hard to
17 anticipate, hard to plan for, but if both the
18 anticipation and planning are done, they're more
19 manageable. Those kinds of things might include
20 earthquakes, severe weather events, attack,
21 something like that, hard to plan for but possible
22 if the time is taken to do that and a risk
23 management and a risk mitigation plan put in place.
24 What you have done by moving to videoconferencing
25 for these is one example of managing an unwanted

1 event.

2 One of the most popular seminars I did for
3 at least ten years was managing unwanted change.
4 There is a process. There are things that can be
5 done to make the process less negative and that's
6 something I really enjoyed sharing with people. It
7 turned out to be a very popular one. And I still
8 get comments from people who were in those programs
9 years ago.

10 As kind of a 1B in that category is the
11 current issue with the census data. I know it's
12 essential to the work of the Commission and it's
13 proving to be difficult to collect in a timely and
14 accurate fashion. And there, of course, is some
15 discussion about that, I'm sure. I'd like to be
16 able to participate in that.

17 Another category that doesn't need too
18 much attention right now is a planned attack of
19 false information, data, or something like that
20 from an outside source. And I am not an expert on
21 how to deal with that. I would hope the Commission
22 would have expert resources available to manage
23 that, just as there are resources to help with the
24 tax on election process.

25 Beyond those three, those kinds of

1 external steps, there's -- external threats,
2 there's a third type, and that's the possibility of
3 distrust of the results of the Commission's work
4 due to lack of trust in the Commission's, not quite
5 honesty isn't the word but commitment to
6 impartiality.

7 And the only recommendation I can make in
8 a brief statement on that one is that members of
9 the Commission have to, in my opinion, swear to
10 avoid hostile comments about other members of the
11 Commission, negative comments about the process,
12 frustration, belief in conspiracy theories. Any
13 kind of public comment or comment that might become
14 public that negates the work of the Commission on
15 the part of the Commissioner has to be absolutely
16 out of line. It has to be positive. It has to be
17 unified. Otherwise, this threat becomes quite a
18 serious threat.

19 Thank you.

20 MR. DAWSON: Thank you.

21 Could I have a time check, Madam
22 Secretary?

23 MS. PELLMAN: Yes. We have 9 minutes, 51
24 seconds remaining.

25 MR. DAWSON: Okay. Thank you.

1 Question four: If you are selected you
2 will be one of 14 members of the Commission which
3 is charged with working together to create maps of
4 the new districts.

5 Please describe a situation where you had
6 to work collaboratively with others on a project to
7 achieve a common goal. Tell us the goal of the
8 project, what your role in the group was, and how
9 the group worked through any conflicts that arose?
10 What lessons would you take from this group
11 experience to the Commission, if selected?

12 DR. TRAPP: I chose two examples, one from
13 the world of arts and one from the world of
14 voluntary associations, which are where my work has
15 been lately.

16 When we first moved to Foothills I found
17 no museums, no symphonies, no visible large-scale
18 support of the arts, so I founded an area arts
19 group. There are, in fact, some supportive
20 organizations in this area, I just didn't find them
21 at first. But our group has grown to about 15
22 members at this time with monthly meetings.

23 The first objective, the goal, was to
24 improve our quality of our work by having critiques
25 for each artist of one or two pieces a month by all

1 the other artists. This seemed to me, and to some
2 of the other professional artists, as a way of
3 guaranteeing improvement.

4 Well, it turned out to have some problems.
5 The newer, younger, less experienced artists were
6 absolutely terrified of critiques. And they would
7 come in fear and trembling, hold up a piece of
8 work, shaking, and start apologizing, well, this
9 isn't really finished, well, I didn't mean to do
10 this, well, I'm sure I should have used this color,
11 like that. And the result of that introduction was
12 that everyone else started taking care of them
13 rather than doing critiques of the art, oh, it's
14 all right, oh, you used this color beautifully over
15 here, oh, I see what you were trying to do with
16 that. It wasn't working.

17 So we had some discussions about what was
18 working, what wasn't working, and we learned that
19 it's okay for each person to hear both suggestions
20 for improvement and compliments, that isn't going
21 to kill anybody. It worked out really well once we
22 raised it as an issue and talked about how to do
23 it. And some of the people have grown enormously
24 and won some spectacular prizes. And one of them
25 is off teaching on cruise ships now. It's just

1 wonderful how the confidence has been built by
2 accepting the fact that not everybody's at an equal
3 level of readiness for a critique and that it is
4 helpful to hear both strengths and areas needed --
5 where improvement is needed, so that was very, very
6 useful.

7 The other one is a little bit more
8 complex. And I think in the interest of time, I
9 might leave it for a question later on. It's from
10 a voluntary assoc.

11 MR. DAWSON: All right. Thank you. We'll
12 move on to Question 5. A considerable amount of
13 the Commission's work will involve meeting with
14 people from all over California who come from very
15 different backgrounds and a wide variety of
16 perspectives.

17 If you were selected as a Commissioner,
18 what skills and attributes will make you effective
19 at interacting with people from different
20 backgrounds and who have a variety of perspectives?
21 What experiences have you had that will help you be
22 effective at understanding and appreciating people
23 and communities of different backgrounds and who
24 have a variety of perspectives?

25 DR. TRAPP: I deliberately kept a minute

1 or two extra for this one because it's my favorite
2 question. It's the thing that most reflects who I
3 am.

4 Curiosity, which is absolutely
5 unstoppable, is one of my core characteristics.
6 And the other is a warm respect and appreciation
7 for differences. I absolutely love every place
8 I've ever been. There's something to love about
9 each place and those are a lot of places. And let
10 me say it a little more formerly. I found
11 something to love in each of the many places I've
12 lived and worked, as well as a fascinating variety
13 of friends and acquaintances.

14 Because I've studied and worked in several
15 countries and traveled in many more, I'm
16 comfortable trying new ideas, new ways of speaking,
17 new ways of sitting, new ways of holding my body so
18 that I'm not offending someone. I'm comfortable
19 with that. And I recognize that I'm always a
20 beginner. People have been in that culture for 15
21 to 80 years. I've been there, maybe, six months,
22 so I'm a beginner. And I have to respect and
23 expect their criticism, their comments, their
24 suggestions. I'm very comfortable with that. I
25 think they really want to communicate better, just

1 as I want to, and that's not naiveté. It's a
2 belief that our common interests outweigh our
3 differences.

4 Because of my psychological training, I
5 approach differences as resources. If we don't
6 immediately see eye to eye, to me, that means you
7 have something to teach me. In all likelihood, I
8 have something to teach you as well but that can
9 wait. Right now I want to know what you have to
10 teach me.

11 The person with whom you have the least in
12 common has the most to teach you because they don't
13 have your blind spots and you don't have theirs.
14 You don't share a background. You don't habits of
15 thought. So being open to that, which is one of my
16 core characteristics, is really helpful in a number
17 of settings.

18 You asked about the experiences. I just
19 want to list them, rather than discuss them, at
20 this point. There's quite a few.

21 By the time I completed graduate school, I
22 had attended 17 schools in several states. I've
23 lived and worked in Ethiopia, in Mexico, and
24 briefly in Siberia.

25 In my consulting practice, I delivered

1 over 3,300 hundred seminars, retreats, and
2 presentations throughout the country, as well as a
3 few abroad. This included nearly all of
4 California, urban, suburban and rural areas. I've
5 taught every level from preschool to graduate
6 school. I served as a Black student advisor at one
7 college and informally as foreign student advisor
8 as another -- at another.

9 My dissertation was on cross-cultural
10 counseling. I've written a few books and hundreds
11 of articles, columns and reviews, many of them
12 dealing with cross-cultural topics. Even so, I
13 approach every interaction with curiosity, knowing
14 I have something to learn about this person, their
15 way of thinking, their desires. Once I understand
16 a little of that, then we can start working on our
17 commonalities, and there always are some. Openness
18 and goodwill is essential to developing
19 understanding of cultural differences.

20 Thank you.

21 MR. DAWSON: Thank you.

22 We will now go to Panel questions. Each
23 Panel member will have 20 minutes to ask his or her
24 questions. And we will start with the Chair.

25 Mr. Belnap?

1 CHAIR BELNAP: Good morning, Dr. Trapp.
2 Thank you for being with us.

3 DR. TRAPP: It is my pleasure.

4 CHAIR BELNAP: In your essay on
5 impartiality, you indicated that you were a Dean of
6 Students at three different colleges. Which
7 colleges were they and what was the timeframe of
8 your career for that service?

9 DR. TRAPP: Okay. The timeframe, I'm
10 going to have to be general, early '80s, okay? I
11 was Dean of Students and has some other
12 administrative functions at the Minneapolis College
13 of Art and Design. Okay.

14 The -- let's see, I'm trying to get them
15 in order.

16 In Forest City, Iowa, there's a small
17 Lutheran college, the same town where Winnebagos
18 are made, I don't know if you know about that, but
19 there's a small Lutheran college there which is
20 called Waldorf, and I was Dean of Students,
21 directed the counseling office, and had
22 administrative duties there as well.

23 And then most -- more recently, mid-'80s,
24 I was Dean of Students and Faculty at the
25 California School of Professional Psychology, which

1 was located in Fresno and has since then moved to
2 another location in Fresno, so the address had
3 changed but, I believe, it's the same school.

4 CHAIR BELNAP: Thank you.

5 DR. TRAPP: So those are the three.

6 CHAIR BELNAP: So from your experience,
7 how does a Dean of Students need to exercise
8 impartiality?

9 DR. TRAPP: Well, may I tell you a story?

10 CHAIR BELNAP: Absolutely.

11 DR. TRAPP: When I was living in Mexico,
12 there was a book signing held at a local book store
13 and I had some of my books there, and another
14 gentleman had some of his books there and he was a
15 Dean of Students at part of the California State
16 University system, at one of those campuses, so the
17 two of us were signing books and talking in between
18 people who came along and wanted to visit with us.

19 And he started telling me about his
20 admissions process. And he had a pile of papers to
21 symbolize admissions applications and he would go
22 like this. And I saw that he was very proud of his
23 ability to discard a number of those applications.
24 And he asked me some questions. And I finally
25 said, "Well, you're looking for reasons to say no.

1 I'm looking for reasons to say yes."

2 I recognized that those students who
3 filled out their applications put their heart and
4 soul and hopes into them. And if there's any way
5 that I could say yes, I would. We had completely
6 different perspectives.

7 So that is a way of saying even if they
8 didn't have one of the criteria that we said we
9 needed, they still had something to offer, and I
10 needed to see whether that would balance with some
11 of the other offerings from some of the other
12 candidates and if that would make for a good
13 student class.

14 So that's impartiality in a way. I wasn't
15 just going by the book, I was looking for someone
16 with something to offer.

17 CHAIR BELNAP: Thank you.

18 So you just mentioned that your
19 dissertation was on cross-cultural counseling.
20 Please describe this concept and how it would be
21 applicable to the work of the Commission.

22 DR. TRAPP: It was cross-cultural
23 counseling for college students, so not necessarily
24 as applicable as one might hope. But if we're
25 talking about fairly recent immigrants or people

1 who have found it a little jarring to enter the
2 environment where they are now, there might be some
3 applicability.

4 I can't give you a strong beacon of hope,
5 however, because the finding of my study was that
6 at that point in time, they much prefer to talking
7 with other foreign students than talking to
8 counselors. They wanted someone who were more
9 familiar to their culture and not necessarily
10 familiar to the departments at school. It makes
11 sense but it wasn't what I was hoping for since I
12 hired the counselors.

13 CHAIR BELNAP: And how would you apply
14 that insight into the work of the Commission?

15 DR. TRAPP: I think every individual has
16 to learn how to build trust in whatever setting
17 they find themselves. We can't, obviously, we like
18 everyone we're talking with in cultural terms,
19 that's not possible. Although I've given it a
20 really good shot in my lifetime, it's not possible.

21 What we have to do, in my understanding,
22 is learn to build trust, to show that we genuinely
23 want to hear their perspective. We want to know
24 what information they have to offer. We want to
25 know why they feel strongly about this?

1 Each person who brings their point of view to
2 the Commission cares about it. Otherwise, why
3 bother? The Commission is kind of a big, scary,
4 government thing. Why would you show up to be
5 grilled by those people if you didn't really hope
6 that they would hear you.

7 So we need to know how to hear. And we
8 need to know how to build trust and have that
9 person feel heard.

10 CHAIR BELNAP: So from your training and
11 experience, how can a Commissioner help people feel
12 that they are heard?

13 DR. TRAPP: Minimize distractions. Attend
14 carefully. Ask questions in a nonthreatening
15 manner. Take the time to learn how they want to be
16 addressed, for example.

17 I am not yet familiar with the setup for
18 these hearings, these public forums. I don't know
19 how many Commissioners there are. I don't know if
20 their chairs are elevated over the chairs of the
21 people who are bringing forward their opinions.
22 There are things that can be done to reduce
23 intimidation and increase trust. And it's not just
24 smiling, it's being fully present. If someone is
25 talking to you and your mind is on something else,

1 of course, they can tell that. You can. I can.
2 Who's to say they couldn't? Of course they can.
3 So fully present, fully attending, taking notes,
4 asking questions.

5 I don't know if there's any opportunity
6 for follow-up. In times when I've needed to be in
7 a similar situation I have said, "If I run into a
8 problem summarizing your point of view, may I call
9 you for further information?" I don't know if
10 that's possible with the Commission but sometimes
11 it's very helpful, "I didn't understand exactly
12 what you meant about that? Can you give me a
13 little more detail? Can you give me an example?"

14 Those are the kinds of things that build
15 trust and never, ever, ever saying something
16 negative about that cultural group that can be
17 overheard by anybody. First of all, never say it
18 in the first place. But secondly, if you say it
19 and someone hears it and someone brings it, you're
20 dead. You cannot build trust. So that agreement
21 within the Commission to guard their speech is just
22 critical for trust. Without trust, you're going to
23 get surface information. You're not going to get
24 the real thing.

25 I'm not trying to turn everybody into a

1 counselor but there a few tips from the field of
2 counseling that anybody can use if they care enough
3 to do it.

4 Thank you.

5 CHAIR BELNAP: So follow-up question.

6 If you were selected to be a Commissioner
7 and you were put on a subcommittee charged with
8 designing how the public hearings should be run,
9 you mentioned that you didn't know how the chair
10 setup would be, what -- I mean, that subcommittee
11 would be charged with setting up -- not setting up
12 the chairs but setting up the design behind the
13 public hearing.

14 How would you suggest that the chairs or
15 the physical arrangements in the room be set up?

16 DR. TRAPP: There is a lot of experience
17 available in former Commissioners, current
18 Commissioners, people like yourself who have worked
19 with Commissions for a while. What worked? What
20 was the most effective thing you did? Why let that
21 experience go by the wayside? It's a shortcut.
22 It's not the only part of the process but it's a
23 shortcut to avoiding a number of mistakes.

24 Is it important for there to be a gender
25 order when you're talking with a certain cultural

1 group? Is it important to address people in more
2 formal ways than you're accustomed to if another
3 cultural group requires that? Is there a reason to
4 avoid setting people near each other who are of
5 groups that don't get along very well? Or could
6 you possibly hear them at different times?

7 Everybody who speaks to the Commission
8 really wants to be heard. So anything that can be
9 done to make that possible, easy, effective, should
10 be done. And it doesn't cost money to think about
11 those kinds of things. That's not an expense item,
12 that's a consideration item. And I found that you
13 get a lot further with a little consideration.

14 CHAIR BELNAP: Okay. Thank you.

15 You mentioned that as a management
16 consultant, you've conducted thousands of training
17 sessions and seminars.

18 DR. TRAPP: That's why I'm sitting down
19 right now. I'm tired. That was a very demanding
20 job.

21 CHAIR BELNAP: What are some of the
22 frequent themes of your seminars?

23 CHAIR BELNAP: At the last ten years or so
24 of doing this, there was one standout request,
25 higher above all the other ones, and that was

1 building a workplace of mutual respect. That
2 covered everything from gender communication, to
3 culture, to religion, to what the laws are about
4 accommodation in the workplace, to personality
5 style. I always gave them an assignment over lunch
6 to determine from very little evidence the
7 personality style they thought their lunch server
8 had. And most of them came back knowing how to do
9 that. It doesn't take a lot of detail, it takes a
10 lot of attention. And it was my favorite thing to
11 do.

12 I really enjoyed teaching those seminars
13 and got standout ratings which helped a lot with my
14 professional development. I had an 80 percent
15 repeat business with clients all over the country.
16 And I tried to empathize California for ease of
17 getting back home to see my kids now and then, but
18 I also emphasized other places for other reasons.
19 I did a lot of North Carolina training because my
20 father was there living with my sister in her
21 retirement city. And so I would do a Friday
22 workshop and a Monday workshop and spend the
23 weekend with my family. So that's one of the
24 delights of being able to move around some. You
25 get to see people you like that you've lost touch

1 with a little bit.

2 But that seminar was the most popular.

3 Most frequent during an earlier period was
4 sexual harassment prevention because it was
5 mandated. And I had a large number of government
6 agency clients and so we had six trainers that
7 would go out and do sexual harassment and
8 prevention seminars, half-day seminars.

9 But my overall favorite was the one that
10 had to do with diversity, building workplace and
11 mutual respect.

12 Second to that would be managing difficult
13 negative kinds of events in your life, managing
14 unwelcome change, I called it.

15 CHAIR BELNAP: Madam Secretary, did you
16 have a time check that you were wanting to do?

17 MS. PELLMAN: Yes. Six minutes, eight
18 seconds remaining.

19 CHAIR BELNAP: Okay. Thank you.

20 So from your trainings, can you think of a
21 time when you had to deal with a difficult person -
22 -

23 (Dr. Trapp giggles.)

24 CHAIR BELNAP: -- and can you tell us how
25 you dealt with them?

1 DR. TRAPP: Well, I tried not to giggle,
2 actually. It was a sexual harassment prevention
3 training with Forest Service clients in a remote
4 area of California. And as you might imagine, they
5 did not all want to be there and their body
6 language showed it. And I found that amusing.

7 And so when they came into the room the
8 first thing I would do, once everyone was seated, I
9 would say, "You know, I've been traveling a lot.
10 I'm not sure I'm in the right place. Just to
11 satisfy my curiosity, make sure to reassure me,
12 would you assume the position?" And then I did
13 that. Well, then, I just leaned back and glared.
14 It broke the ice.

15 But there was one man I could not reach,
16 could not reach this man. He came in late on
17 purpose. I'm sure he'd just argued with his
18 supervisor, didn't want to be there. He sat at a
19 different table from everyone else. He put his
20 cowboy hat on one chair. He put his books on
21 another chair. He pulled a chair from across the
22 table and put his feet on that so his boots were
23 facing me. And then he pulled out a book, stood it
24 up and read it, and it was called Iron John. I had
25 only one reaction and that was I have to suppress

1 my giggles because this is hysterical. I want to
2 videotape him. I want to show what resistance
3 looks like.

4 I just went over and talked to him a
5 little bit, told him, "You know, we both have to be
6 here all day. We're both getting paid. Why don't
7 we just kind of make the best of it?" It was fine.
8 It was fine. I don't think he's ever going to be
9 an convert, but he was, at least, civil. That was
10 fun to do.

11 CHAIR BELNAP: Thank you. I have no
12 further questions.

13 Mr. Coe, I believe you're next.

14 DR. TRAPP: Thank you.

15 VICE CHAIR COE: Thank you, Mr. Chair.

16 Good morning, Dr. Trapp. Thank you for
17 taking the time to speak with us today.

18 DR. TRAPP: Good morning. My pleasure.

19 VICE CHAIR COE: So you mentioned it
20 earlier and you talked about it in your
21 application, that you've written several books.
22 What were the topics of these books?

23 DR. TRAPP: Well, the most popular one, I
24 think the only one that made any money to speak of,
25 was Ornamental Plants and Flowers of Tropical

1 Mexico, which is a picture books with little
2 paragraph descriptions.

3 When we lived in Mexico, people would come
4 and say, "What is that beautiful thing in your
5 yard?" And I had no clue. And so I went looking
6 for a book and there wasn't one. And I thought,
7 well, I know how to write a book and I know how to
8 do research. But it turned out I didn't really
9 know how to do research in Mexico because I went to
10 people who worked in nurseries, gardeners, people
11 who ought to know. I wrote in my introduction,
12 "Hey, I'm a psychologist, not a botanist. You get
13 what you get with this book." So it was to
14 entertain visitors, to satisfy the curiosity of
15 people who wanted to know, what is that gorgeous
16 thing?

17 So I went around to all these people and
18 asked them, what's the name of that, the name of
19 that? Wrote it down. I had an average of six
20 different answers for every plant, so that was a
21 little bit of an organizational issue. I decided
22 to do it alphabetically by Latin name and cross-
23 reference everything in the index.

24 So then I learned, after I sold a number
25 of the books, that people just look at the

1 pictures. They don't care what the name of it is.
2 They just want to see the pictures and maybe have
3 some clue about them. But it was a lot of fun, so
4 that's my point.

5 I won't be that longwinded about the
6 others. It was just such fun to do something
7 totally out of my wheelhouse, something I had to
8 just learn all about from people on the street,
9 walk up to them and say, "What's the name of that
10 thing?" That was fun.

11 The earliest one I did was a book -- was a
12 very brief manual on writing resumes. I think that
13 was the least successful.

14 Then there was a book made out of my
15 dissertation, which I did with a gentleman who did
16 most of the work. And he just took my
17 dissertation, turned it into a book, and that was
18 fine with me.

19 One that I am really proud of is the
20 result of all the training that I did. I took the
21 ratings from all of the attendees on the things
22 they found most helpful and put it in language that
23 middle school kids could understand and wrote a
24 book called *Letters to My Granddaughters*. And in
25 that book there are tried and tested tips on

1 communicating with people who aren't like you, on
2 handling disputes, on understanding differences of
3 culture and age and things like that, all the
4 things we've been talking about. They're all there
5 in two or three page bits. At the beginning of it,
6 at the beginning of each section there's this is
7 what you're going to get. And at the end of it is
8 the application question, so how would you apply
9 that to your life? And that book was fun to do.

10 The last one I did was called *Intentional*
11 *Living*, and that had to do with where you are in
12 your life, is that where you thought you'd be? Is
13 it where you want to be? What could you have done
14 different and what might you do differently now?
15 And how does that reverberate to the people that
16 are around you? What do they expect from you?
17 Have you satisfied their expectations or
18 disappointed them? Does that matter to you? It
19 was all that kind of thing, how to live
20 intentionally rather than accidentally, which a lot
21 of people do. They wake up in the morning and they
22 do the nearest thing again and that goes that way
23 all day long. And by the end of the day, they're
24 wondering where the time went.

25 So this isn't totally obsessive about time

1 management but there's a little of that in there,
2 and an awful lot of management of relationships.
3 So those are the basic things.

4 VICE CHAIR COE: Were these published
5 books?

6 DR. TRAPP: Some of them are self-
7 published, some of them are not. Some of them are
8 university published.

9 VICE CHAIR COE: Okay. So you've lived in
10 several different locations, both nationally and
11 internationally. And this morning you mentioned
12 your time in Ethiopia. Do you see this experience
13 and perspective as something that could benefit the
14 work of the Commission?

15 DR. TRAPP: I certainly hope so. It
16 definitely has benefitted me. I have learned so
17 much about different ways of being in the world by
18 living in what we call a third-world country and
19 seeing how people go about their relationships,
20 their life, what's important to them, what they're
21 afraid of.

22 I lived there in a very testing time
23 during a revolution. And the emperor was taken
24 away shortly after I saw him, the only time I saw
25 him.

1 I taught. While I was there, I was
2 teaching K-12 art in a mission school, and the
3 children in that school were the sons and daughters
4 of diplomats and the sons and daughters of high-
5 ranking government officials. One Sunday
6 afternoon, 40 of their fathers were gathered in a
7 yard and shot.

8 That's the kind of circumstance you never
9 hope to have to live through again. But it's
10 informational. It tells you what you're made of,
11 what's important to you, what you will do for
12 others, what you hope they'll do for you.

13 Our house was across an alley from a
14 girls' school which had been closed during the
15 fighting. And before it was closed the rebels
16 would come and throw stones, breaking the windows
17 in that school, and the girls would scream.

18 We don't have a lot of people throwing
19 stones and making us scream here but we do have
20 threats. And how you respond to threats is
21 something we've all learned from our earliest
22 childhood when your -- perhaps your mother said,
23 "Oh, that's a big bug, stay away!" How do you
24 respond to don't go in that water, it's too deep!
25 How do you -- what does that do to your psyche, how

1 you're formed, how you take on the next breath, the
2 next challenge?

3 This process, under the conditions of a
4 pandemic, is full of threats. People's experience
5 determines how they're going to deal with these
6 threats. And my experience is really broad, not so
7 deep in some issues but really, really broad. I
8 see how -- what works and what doesn't. What
9 doesn't is screaming. I've learned that. It
10 doesn't work particularly well.

11 After I came back from Ethiopia, I was
12 doing my master's and one day we're sitting in a
13 circle in a psychological training class, I don't
14 remember which one it was, and all of a sudden I
15 heard screaming. I hit the floor. And the rest of
16 the students, of course, said, "Is there something
17 you'd like to talk about?" Because that's what
18 psychologists do.

19 And I got up and said where that came
20 from, that when the girls were screaming across the
21 street from our house, my instructions from the
22 embassy were grab the baby, fill a tub with water,
23 get some bread, hit the floor. All I had there, I
24 didn't have a baby at the class. I didn't have
25 water or bread, but I could hit the floor and I

1 did.

2 So there's some learning that's not
3 effective in other situations but an awful lot of
4 learning is effective in other situations.

5 What do you do when you're threatened?
6 What do you do when someone clearly doesn't like
7 you and doesn't want to answer your question? What
8 do you do? Yeah, I think cross-cultural exposure
9 helps tremendously with things like that.

10 Does that answer your question?

11 VICE CHAIR COE: Yeah, I think so. Thank
12 you for sharing that.

13 I wanted to talk about communities of
14 interest for a moment. One of the things that --
15 kind of the big task for the Commission is to
16 identify communities of interest throughout the
17 state. Some of those communities are easier to
18 identify than others. Some are more obvious, more
19 engaged. Some are less so.

20 How would you go about identifying
21 communities of interest for the work of this
22 Commission, particularly putting effort into not
23 inadvertently overlooking some of the communities
24 that might be less obvious or harder to locate?

25 DR. TRAPP: That is a very technical

1 question for me. And I would begin by relying on
2 the work of prior Commissions to see what they did,
3 how they did it, what worked what didn't work, and
4 then update the information, what is different
5 about our circumstance now? What is different
6 about the distribution of various communities now?
7 What is different from the work of the last
8 Commission?

9 I think that's where I would have to start
10 because that's something I have a tremendous
11 experience with. In my training, I went wherever I
12 was hired. I didn't go looking for a particular
13 kind of community. So this is something I would
14 have to spend some time learning from what's
15 already been done. I don't think it's necessary to
16 reinvent the wheel, it's just necessary to update
17 the engine.

18 VICE CHAIR COE: So some of those harder
19 to find communities, when found, or some other
20 communities may be less engaged or don't feel
21 comfortable coming forward to speak, provide their
22 opinions to a government body like this. I think
23 you mentioned something similar. But I wanted to
24 take it -- or take a step back a little bit because
25 when you mentioned it, you were talking about

1 people speaking at the Commission's meetings. And
2 --

3 DR. TRAPP: Right.

4 VICE CHAIR COE: But in order for them to
5 get the courage to speak at the meeting, they have
6 to get the courage to actually show up.

7 How would you go about reaching out to
8 those communities that may be uncomfortable for one
9 reason or another to show up and provide their
10 opinions and perspectives? How would you go about
11 trying to make them feel comfortable so they can
12 come forward and share the perspectives of the
13 Commission?

14 DR. TRAPP: Again, I don't know the
15 structure of the Commission well enough to know if
16 what I'm going to suggest is possible.

17 In my view, if you really want someone to
18 develop trust with you and the willingness to share
19 their thoughts on a difficult subject with you, you
20 need to meet them where they are. So walking
21 around, talking to people, asking who's an opinion
22 leader? Who do you trust here? Who represents the
23 community best? Who should I be asking these
24 questions of?

25 Sometimes it helps to just break bread

1 with somebody, just sit at some little café with
2 someone who lives there and say, what can you tell
3 me about your home life here? What is -- what's
4 important to the people here? Are there people who
5 disagree with that?

6 Now I don't know if there's time in the
7 Commission's work for somebody on the Commission to
8 go there and do that in these communities of
9 interest. But if you really want the information,
10 that's how it happens in my experience.

11 I'm sorry if I don't know enough about the
12 structure and what's available to be able to tell
13 you, well, do this and do this and do this, but
14 that's a suggestion.

15 VICE CHAIR COE: Understood. Thank you.

16 If you were to be appointed to the
17 Commission with the 13 other folks, what do you
18 envision the role would be that you would fall
19 into?

20 DR. TRAPP: I do not know if every
21 Commissioner is expected to do the same kinds of
22 things.

23 My favorite thing to do is what I
24 gravitate towards, of course, which is talking to
25 people, finding out whereabouts and why do you

1 think that? What happened that made you sure of
2 that? Is that okay? Is that one of the rules? I
3 love that. I would be happy to do that all day
4 long. But that starts within the Commission
5 because there has to be strong trust there.

6 So maybe some time together, just learning
7 who you are -- What do you do? What do you think,
8 why do you think that? What don't you like? Would
9 you be willing to do that thing you don't like if I
10 went with you? -- all those kinds of questions so
11 that there's, first of all, so much trust that you
12 know that we're almost interchangeable, that
13 whoever goes will do the job right, in your view.
14 Whoever talks to that person, will they elicit the
15 information that's needed from that person?

16 The people who speak at a hearing care a
17 lot or they wouldn't be there. It's intimidating.
18 They have hopes. They have fears. And if you
19 negate that or neglect it or disrespect it, you're
20 not going to get what you need. So trust is the
21 big deal that I would go to.

22 And, again, what role does each person
23 play? I don't know because I don't know what
24 you've done in the past. I'm willing to play that
25 role with the Commission first, with the

1 individuals we need to seek out second, in a more
2 formal forum, at hearings, third.

3 VICE CHAIR COE: Thank you.

4 Madam Secretary, a time check please?

5 MS. PELLMAN: Yes. Five minutes, thirty-
6 five seconds remaining.

7 VICE CHAIR COE: Thank you. Dr. Trapp, you
8 were referencing earlier that in order to establish
9 trust you would like to go to where they are and
10 speak to the people in the communities themselves.
11 And I think in an ideal world that would be a great
12 way to go. In the current state of the world, the
13 ability to do that remains kind of a question at
14 this point. How much it will affect the timeline
15 of the Commission is uncertain yet but let's assume
16 for a second that it could.

17 How can you go about establishing trust
18 when you can't go to them and you have to do things
19 in different ways? How do you reach out to those
20 communities without being able to go there, in
21 light of the pandemic situation?

22 DR. TRAPP: Surrogates which -- by which I
23 mean people who live there, who are trusted, who
24 are community-thought leaders with whom you have
25 serious extended discussion by phone, by video,

1 whatever the process is that you can use so that
2 there are people who understand what you're trying
3 to do and mean you no harm, they really want to
4 know. And surrogates can be useful.

5 It's my preference, as I'm sure it's
6 yours, to do in-person as much as possible, but
7 it's not possible. And I would so much rather be
8 watching your body language and everybody else's
9 body language than looking at this tiny little --
10 over the camera, but it's not possible. So we
11 accept the limitations that we're given and work
12 within them.

13 I think a sincere interest in someone can
14 be communicated through a number of methods. And
15 it helps so much to have a surrogate on your side
16 who you've already convinced that you mean well,
17 who is trusted by the others.

18 So in addition to technical approaches,
19 like this, I would go to surrogates, find them.

20 VICE CHAIR COE: Thank you.

21 One more time check please?

22 MS. PELLMAN: Yes. Three minutes, fifteen
23 seconds remaining.

24 VICE CHAIR COE: Great. Thank you.

25 Dr. Trapp, one more question. You

1 mentioned going and speaking with people and
2 getting to know the people would be a thing that
3 you would enjoy in the role of a Commissioner. And
4 I know you've mentioned that you don't know
5 everything about the structure of a Commissioner or
6 the things that they will necessarily be doing day
7 to day.

8 But if you had to guess, which aspects of
9 the role of the Commissioner do you think that you
10 might struggle with?

11 DR. TRAPP: I suppose the part I've had
12 the least experience with is the technical data-
13 driven part. I would have to trust others and have
14 them available to question because that's how
15 that's worked for me in the past when I needed
16 somebody to explain something technical to me.

17 For example, right now I'm trying to get
18 some sort of cell tower for our house which seems
19 to be unreachable by any communication technique
20 known to man. And I don't know much about cell
21 towers, so I'm finding people that I can trust.

22 So I've always done that for -- I do get
23 out into some areas that seem unlikely. I've
24 learned how to fly a plane. I've climbed mountains
25 in Colorado, technical climbing. I gave birth to a

1 baby six months after landing in Ethiopia. I mean,
2 I'm not risk adverse, but I do want to ask for help
3 from people who spent their life learning something
4 that I've spent six months, maybe, trying to figure
5 out.

6 VICE CHAIR COE: Okay. Thank you.

7 Mr. Chair, no further questions.

8 CHAIR BELNAP: Thank you,

9 Ms. Dickison, the time is now yours.

10 PANEL MEMBER DICKISON: Thank you.

11 Many of my questions have been asked.
12 Give me just a minute to look at my notes here.

13 You've talked extensively about your time
14 in Ethiopia. One of the things I noted was that
15 you talked in your essay that you had lived and
16 worked in Ethiopia, Mexico and Russia, and that
17 those experiences renewed your appreciation for our
18 democracy.

19 Can you talk about your experiences in
20 Mexico or Russia and how those experiences renewed
21 your appreciation for our democracy?

22 DR. TRAPP: Of course, as long as you can
23 guarantee me there are no Russian heads of state
24 listening in on this. That's a little bit of a
25 dangerous area to tread on but speaking strictly by

1 experience. But I went into Russia with two
2 Russian colleagues was to establish an ecotourism
3 site on Lake Baikal. Lake Baikal, as you probably
4 know, is 20 percent of all the world's fresh water.
5 It's 40 miles across, 400 miles long, and
6 extraordinarily deep and clear. It's beautiful.
7 It's also frigid and it freezes over in winter.
8 And they drive trucks across it to see their
9 relatives on the other side.

10 So we were trying to set up an ecotourism
11 plan based around a hotel that was half built. We
12 would acquire that hotel, complete it, start this
13 ecotourism thing. So we had meetings with the
14 state officials, meetings which always began around
15 breakfast time and always included vodka and
16 chocolates and oranges. I'm not sure why that mix.
17 But I had to learn how to pretend to sip vodka
18 because eight o'clock in the morning is no time for
19 that. And those meetings were very, very warm and
20 friendly.

21 I have, in my files at home, a document in
22 Russian giving me permission to develop this
23 ecotourism project. So we came back to the states.
24 I brought my two Russian friends back. They stayed
25 with us for a while, then rented a room. They and

1 I each put up some money, decided to raise more
2 money for the hotel by selling aftermarket auto
3 parts. We filled a container, shipped it to
4 Vladivostok. The mafia killed our driver and took
5 the shipment and that was the end of our program in
6 Russia.

7 I loved being there. I loved the people I
8 met. I learned a lot about cultural interactions
9 between the White Russians, and that's the official
10 title, who were descendants of people sent to
11 Siberia as punishment, then the Mongols, because
12 Mongolia is just below that area. So those people
13 are different cultures, they get along beautifully,
14 and I learned so much about the Mongol culture
15 being of opera (phonetic). They have horseback
16 fights with arrows that are strange to watch but
17 very effective.

18 The government was willing to let us do
19 that but not willing to provide us with any
20 protection. And as a naive young American at that
21 point -- I'm still me but much older -- they -- I
22 could not raise more money and send yet another
23 shipment over to be stolen. That was not going to
24 work. And I was very disappointed because like
25 Baikal is an international treasure. It is 20

1 percent of all of our fresh water on the planet.

2 So, yeah, I had some trust issues there
3 and some wishes for them not just to give me a
4 pretty document saying I had permission but to
5 actually help and there wasn't any of that coming.

6 So did you want to know about Mexico as
7 well?

8 PANEL MEMBER DICKISON: Yes, please.

9 DR. TRAPP: My business in Mexico was
10 producing books, primarily, writing books that --
11 getting them printed and getting them sold and that
12 sort of thing. And that went quite well. Some of
13 our other experiences, not so much.

14 There were always bribes required. There
15 were always things that were difficult to see,
16 people -- police, particularly, beating people
17 publicly. There were so many cultural differences
18 that were wonderful and so many that weren't
19 wonderful.

20 And I remember going to a meeting of the
21 ex-patriot American community with all the mayors
22 locally to the area where we were, which was just
23 north of Puerto Vallarta. We asked if it would be
24 possible to have a booklet of the driving
25 regulations in English that we could purchase. And

1 the response was universally, what a wonderful
2 idea, which means we're not going to do it. And
3 you have to learn that that's what that means. If
4 they say it's wonderful they're not going to do it
5 because how could they possible fine you for
6 breaking the law if you knew what the law was and
7 you didn't break it?

8 So all those laws that we wrote in all
9 those areas, all the people who over and over again
10 said we were speeding when we weren't, and those
11 kinds of things, the lack of trust with some of the
12 officials, that was difficult. And I appreciate it
13 here, that I trust the officials, even if I don't
14 agree with them, I trust them.

15 Ethiopia, medical needs were
16 extraordinary. That was one of the most jarring
17 understandings. There were people with polio.
18 There were people with diseases, begging in the
19 streets, that have long been conquered here. It
20 was a very proud culture. A very wonderful culture
21 in so many beautiful ways but so impoverished.

22 At one point I had a baby there. And at
23 one point I took to publicly nursing my child,
24 which I would not do here, but there I was trying
25 to communicate, please feed your babies this way

1 because they had a company, which I won't name
2 because I don't want to be sued, that gave away
3 small samples of formula using people with white
4 jackets to hand it out, go give away these
5 formulas, and that was just enough for the mother's
6 milk to dry up and they couldn't afford to feed
7 their baby after that and the babies died. That's,
8 you know, a very painful memory, although most of
9 the memories from there are wonderful. But I still
10 keep track of what's going on.

11 You may have noticed, in most urban areas
12 in California, there are taxi drivers who are
13 Ethiopian. Those are my news sources. As soon as
14 I get in I greet them in their language and ask
15 them what's going on with the revolution? What's
16 going on with the war? What's going on with the
17 (indiscernible)? And they know. They know.

18 So, yes, I love it here, I'm here, but
19 it's hard.

20 PANEL MEMBER DICKISON: Okay. Thank you.

21 So based on your experiences there in
22 other countries and learning about the different
23 issues that they had and, also, just, you know,
24 traveling around California, how do you think that
25 where someone lives in California could influence

1 their -- what they're looking for in representation
2 and their needs?

3 DR. TRAPP: Excellent question and complex
4 because where they live is one factor in a multi-
5 factor identity and it may be temporary. I live in
6 a very rural area right now. I'm not a very rural
7 person but I live in a rural area, so I wouldn't be
8 representative. Some people who have lived there
9 for generations are more representative of a
10 mindset that is similar to other rural areas more
11 than it is similar to other more heavily populated
12 areas in California. So there are those kinds of
13 divides.

14 But within that there are various
15 cultures. There are immigrants from various
16 countries. There are people of various religious
17 affiliations or none. There are higher levels of
18 education, lower levels of education. All of those
19 things affect the expectations from government.
20 And where there is fear, again, fear is an
21 overwhelming factor in so many of these issues that
22 we've discussed this morning, where there is fear,
23 government is not trusted. And that's where the
24 Commission's work will be most difficult, I
25 believe. I would love to hear from former

1 Commissioners whether that's, in fact, the case,
2 but that's my experience.

3 Does that help?

4 PANEL MEMBER DICKISON: Yes, it does.

5 One of the things you just mentioned was
6 that you live in a rural area but you're not really
7 a representative of the area.

8 DR. TRAPP: Right.

9 PANEL MEMBER DICKISON: One of the things
10 that the last Commission noted was that there were
11 times when they felt that there were individuals
12 that were speaking up and stating that they were
13 speaking for a community where maybe they were not
14 actually part of that community and were, you know,
15 speaking to -- for their own agenda or whatnot.

16 Do you think your experiences could help
17 the Commission in kind of seeing individuals that
18 might be doing that?

19 DR. TRAPP: I think that requires a little
20 more time in the questioning, what's the viewpoint
21 which is, in that manner, suspicious, as stated,
22 the obvious place to go for me would be to dig
23 deeper. Why do you think that? What in your
24 experience has led you to believe that? How do
25 your neighbors feel about that? How have -- what

1 have they said when you've discussed it with them?

2 Just probe.

3 It would be unhelpful to make any snap decision.

4 When I said that I'm not representative,
5 I'm thinking of the fact that I grew up in Upstate
6 New York and that's my home, is New York, and I
7 have a PhD, and there aren't a lot of them in my
8 county. But I don't very often talk as if I have a
9 PhD, I talk with my hands and I speak emotionally,
10 and so it's easier for me to blend because that's
11 also authentic.

12 And I think authenticity is what builds
13 trust. And so when you see something that looks to
14 you as if it's not authentic, dig deeper. That
15 would be my first reaction. And trust your
16 instincts. That's why you know to dig deeper.

17 Thank you.

18 PANEL MEMBER DICKISON: Thank you.

19 Let me look at my notes a little bit more.

20 So you taught -- one of your seminars that
21 you gave was Building a Workplace of Mutual
22 Respect.

23 How could you use the information you
24 shared in those seminars to work with the other
25 Commissioners to build a team in the very

1 beginning?

2 DR. TRAPP: I have no reason to believe
3 that the other Commissioners who are equally
4 qualified and knowledgeable would want to listen me
5 to ramble on about that but I'd love to because
6 it's my favorite thing to do. I would have to be
7 very sure that they weren't looking at such a thing
8 as a waste of their time, that they already knew
9 all that, because I bet they don't but I accept
10 that they think so.

11 It's a deep subject and it has changed
12 over time. And assumptions are so dangerous. I
13 would love to do a workshop on that but only if it
14 was welcome.

15 I've done my time with hostile audiences.
16 I'm not sure I want to do a lot more of that but,
17 especially, if they're going to be brothers and
18 sisters of this task, it's something I'd really
19 love to do. And if it was welcomed, I would just
20 jump at the chance.

21 PANEL MEMBER DICKISON: Thank you.

22 MS. PELLMAN: We have 6 minutes, 22
23 seconds remaining.

24 PANEL MEMBER DICKISON: Thank you.

25 So the first eight Commissioners are

1 selected randomly and then they are tasked with
2 selecting the next six Commissioners --

3 DR. TRAPP: I read that.

4 PANEL MEMBER DICKISON: -- to round out
5 the Commission.

6 If you were selected as one of the first
7 eight, what would you be looking for in those other
8 six Commissioners?

9 DR. TRAPP: Some things that weren't there
10 in the first eight. Representation is a big deal.
11 And if, for example, there are no Asians, or no old
12 people, or no whatever is missing, that's where I'd
13 start.

14 I know there has to be a distribution
15 that's politically acceptable. I know there are
16 some other characteristics. But how about urban-
17 rural? How about different religious affiliations?
18 How about different cultural affiliations,
19 different age groups, different educational levels?
20 What isn't there? Because it's easier to hear
21 something familiar. So if the person that we would
22 pick to fill that hole was there, that person would
23 hear things the rest of the people wouldn't hear.
24 It's easier to hear someone speaking in your
25 language. It's easier to hear someone who has

1 shared some of your upbringing, some of your
2 expectations about life. It's easier to hear
3 someone who's suffered as you have suffered.

4 If we don't have that distribution as best
5 we can do with only 14 people, there's going to
6 have to be some work done on learning to develop
7 trust with folks that were not represented. But if
8 I were to choose, I would plug those holes. That
9 would be what I'm looking for.

10 It's not about personal preference. It's
11 not about, gee, I like the way you do your hair or
12 the way you smile. It's not about, oh, you'd be
13 fun to go out to lunch with. It's not about that.
14 It's about what am I not seeing that you see? We
15 all have blind spots, lots of them, and we prefer
16 not to have them pointed out. But on this
17 Commission it's absolutely critical that there be
18 as few blind spots as possible.

19 So I'm being repetitive. I'm sorry. It's
20 important to me.

21 PANEL MEMBER DICKISON: Thank you. Thank
22 you so much.

23 Mr. Belnap, I have no further questions at
24 this moment, so I yield my time.

25 CHAIR BELNAP: Okay. We'll turn the time

1 over to Mr. Dawson.

2 MR. DAWSON: Thank you, Mr. Chair.

3 Dr. Trapp, I wanted to follow up on a
4 couple of questions, your responses to the standard
5 questions.

6 In standard question three, you identified
7 the COVID-19 situation as a threat to the work of
8 the Commission. I understood you to say that it
9 represented a threat to the census but also a
10 threat to the work of the Commission itself. Could
11 you expand on your thoughts there?

12 DR. TRAPP: Well, there are a couple of
13 things that occur in that regard. One is, again,
14 fear. That people are justifiably nervous about
15 going to different places, about interacting with
16 people they're not sure are appropriately scrubbed
17 and maybe clean enough to interact with. Did you
18 touch that table that I'm about to touch? Did you
19 -- you know, all of that fear stuff gets in the way
20 of listening to each other, of really
21 understanding, because it's so overwhelming at the
22 moment.

23 We all hope this moment will pass and we
24 can get to a new normal that is more normal and not
25 so struck with fear as this time is. It's very

1 difficult to keep your mind on the business at hand
2 when you fear for your life, and people do in
3 various degrees at various times of day, but people
4 do.

5 I was scolded the other day in the grocery
6 store for bringing a bag in to pack my groceries
7 in. It was as if I had brought the contagion in
8 that bag itself. And I had to back away and put it
9 away. That person was very rude and very afraid.

10 So that's part of it.

11 What else can we do to return to that new
12 normal and stay within the guidelines for time and
13 process to get the job done? I think it's really
14 important to build trust fast and that's an unusual
15 request. Usually we take our time coming to trust
16 somebody. I think we need to step that up a little
17 bit, understanding that there's normal, natural
18 reluctance, but we have to trust each other to get
19 any job done, and this is an important job.

20 When I mentioned the census, it's based on
21 some news reports I've been reading about
22 difficulties in collecting data, particularly from
23 communities of color, difficulties in having them
24 trust the person knocking on the door. I'm from
25 the government, I'm here to help you, is an old

1 not-so-good joke, but that's how some of the
2 communities of color see it. Some of those
3 individuals are not pleased when someone comes to
4 the door announcing they want information, detailed
5 information about who lives there, especially if
6 there's an immigration issue at hand.

7 So trust, trust building, probably, has to
8 happen very early in the process within the
9 Commission so that each person can speak, really,
10 for all. Each person can inquire, really, for all.
11 I don't know whether that has happened in prior
12 Commissions, whether there's been an esprit de
13 corps built that goes deeper than friendship, that
14 is actually trust based and responsive to
15 reasonable fears that people have. I think to get
16 the work done, that has to be addressed.

17 And really remote meetings, remote
18 hearings, they are an option. They have so many
19 down sides. Maybe we could get some technical
20 brilliance going and find out how to overcome some
21 of those down sides.

22 MR. DAWSON: Thank you.

23 Madam Secretary, how much time is left in
24 the 90?

25 MS. PELLMAN: Six minutes, twelve seconds.

1 MR. DAWSON: All right. Thank you.

2 I just want to have one quick follow-up
3 also.

4 In your essay three, which is on diverse
5 demographics and geography, you said that,
6 "Recently I've been able to travel widely, learning
7 about the original cultures of many -- of
8 California's peoples."

9 Who were you referring to? Who were the
10 original cultures that you were talking about?

11 DR. TRAPP: Last year was my first time in
12 Asia and I had a lovely time. I went with a
13 friend. She and I went to Singapore and Malaysia
14 and just had a marvelous time learning about the
15 foods and about the peoples and about the
16 religions. And just that kind of exposure. I am a
17 newbie at that one. I haven't had opportunities to
18 spend much time in Asia, except for the fact that
19 Siberia is pretty darn close to Mongolia. That's
20 on the Asian side of Russia.

21 I went to Morocco not long ago. That was
22 new for me and an extraordinary pleasure. The
23 artwork that I saw, the wood carvings that I saw,
24 the -- just beauty. And I happened to be where I
25 witnessed a local funeral, right, witnessed some of

1 the cultural behaviors. That's new to me. I have
2 a newfound appreciation for the Arab world's
3 guarding of all of the original texts from the time
4 of Aristotle, while Europe was in the Dark Ages,
5 the old world took care of making sure the
6 libraries were safe. And so when the European
7 world was ready to go back to work and think about
8 things again and not just shoot each other for
9 differing, those texts were available. How often
10 do we say thank you for something like that? Wow.

11 So there's just so much that I'm learning
12 as I travel to new place. The next on my list is
13 Patagonia. I'm not sure that's going to be about
14 people, it's about gorgeous scenery, but I'm very
15 anxious to spend more time in South America when
16 it's possible to do that.

17 And my husband and I have been talking
18 about a quick trip over to the Adriatic. Eastern
19 Europe is something I'm curious because my
20 undergraduate degree was political science, Soviet
21 studies, that has a resonance there. And so -- but
22 every time, we meet locals that we come to love.
23 And it's just such an enjoyable thing. It helps to
24 have an arts background because that's a universal
25 connection. And I hear language well. I can read

1 key words pretty accurately. I wouldn't say I'm a
2 fountain of knowledge about what those words ought
3 to be but I can grab on to the basic politeness in
4 each culture where we are. I can say the
5 appropriate thing, and for this file, and that's a
6 start.

7 So those are new and fun.

8 MR. DAWSON: Thank you.

9 Madame Secretary, how much time is left?

10 MS. PELLMAN: Two minutes, fifty seconds.

11 MR. DAWSON: Are there any follow-ups from
12 the Panel members?

13 CHAIR BELNAP: I have no further follow-up
14 questions.

15 Mr. Coe?

16 VICE CHAIR COE: No follow-up questions.

17 CHAIR BELNAP: Ms. Dickison?

18 PANEL MEMBER DICKISON: No follow-up
19 questions.

20 CHAIR BELNAP: Thank you.

21 Dr. Trapp, in the time remaining, I'd like
22 to offer you the opportunity to make a closing
23 statement to the panel, if you wish?

24 DR. TRAPP: Oh, I was hoping you were
25 going to say I could ask questions after all. I

1 won't do that.

2 I think I'd emphasize in several different
3 contexts the importance of building trust, the
4 importance of respect for each other, because
5 understanding it's a good thing, that we don't
6 agree about everything, because that means we know
7 something the other one doesn't know and we can
8 share.

9 The work of this Commission is important
10 for the entire state, not just for the people that
11 are like you or like me. And I think that
12 generosity of spirit, which is such an old-
13 fashioned phrase that I don't apologize for, I
14 think it's something I would want to see strongly
15 encouraged and engendered in the work of the
16 Commission because it will enable the reaching out
17 to all the communities of California much more
18 successfully.

19 And thank you so much for the opportunity
20 to talk about things I really enjoy.

21 CHAIR BELNAP: And thank you for being
22 with us.

23 We're going to go into recess now and be
24 back at 10:44 a.m.

25 (Thereupon the Panel recessed at 10:29 a.m.)

1 CHAIR BELNAP: All right. We're going to
2 come back out of recess.

3 We want to welcome Robert Murillo to his
4 interview.

5 Mr. Murillo, you can hear us?

6 MR. MURILLO: Yes.

7 CHAIR BELNAP: Okay. We'll turn the time
8 over to Mr. Dawson for the standard questions.

9 MR. DAWSON: Thank you, Mr. Chair.

10 Mr. Murillo, I'm going to read you five
11 standard questions that the panel has requested
12 that each applicant respond to.

13 Are you ready?

14 MR. MURILLO: Yes, I am.

15 MR. DAWSON: First question. What skills
16 and attributes should all Commissioners possess?

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

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

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

24 MR. MURILLO: Well good morning, all.

25 For the skills and attributes that all

1 Commissioners should possess, my first thought is
2 that we must all understand the mission. And the
3 mission as outlined is to promote a fair
4 districting efforts and inspire citizens and
5 legislatures and perhaps the judiciary by sharing
6 the California system of drawing Electoral
7 Districts in a nonpartisan and transparent way.

8 Additionally, I think that all the
9 applicants, or Commissioners, need to understand
10 the commitment and the responsibility to the
11 process.

12 So I did a little bit of research on what
13 the previous Commission, or current Commission has
14 done. And it looks to me like they undertook
15 seventy meetings in about the first year. Four of
16 those were public meetings -- meetings that they
17 did over the course of ten weeks and in 32
18 locations in California, speaking with 2,700
19 participants and having received 20,000 letters
20 over the course of their various meetings. So a
21 huge commitment there from any potential
22 Commissioner.

23 The other thing I think is important for
24 any or all Commissioners to possess in terms of a
25 skill is a knowledge of what I call the two

1 roadmaps that the current Commission presented. So
2 current Commission made a final report in September
3 2011, and they also did an earlier report, I think
4 April or June of 2011 which they referred to as a
5 handbook. The handbook went through all of the
6 actions that that Commission needed to take to get
7 off of the ground. And they identified several
8 skills and attributes, which were quite important.

9 So among those are interaction with the
10 public, the -- the need to function as a high-
11 performance team, the skill of being open-minded,
12 and I added to that to be able to learn and to
13 transfer knowledge. Of course, along -- in that
14 handbook they also referenced analyzing data and
15 forming logical conclusions.

16 And then among the skills that I thought
17 are also important would be some administrative
18 skills, foundational tasks, planning and
19 scheduling, and forming working subcommittees.

20 Now that handbook also spoke quite a bit
21 as to how the first Commission hired staff,
22 consultants, an executive directive, their -- their
23 legal advisors, and additional professional
24 consultants.

25 Finally, I think in terms of this initial

1 question, the first Commission had a list of
2 outreach of up to 170 groups. And that's going to
3 be quite important in the current times to be able
4 to go back and utilize that database, again,
5 reaching out to as many groups as possible via
6 social media, or whatever other things are
7 available.

8 In terms of competency -- competencies
9 that the Commission should possess collectively,
10 again, these skills and competencies were itemized
11 or spelled out in the handbook, and also to some
12 extent, I think addressed in the final report. But
13 they primarily deal with the relevant analytical
14 skills needed to successfully complete the work of
15 the Commission. The ability to read and understand
16 dense technical materials.

17 And so as an example, in the final report
18 there was reference made to both U.S. and State
19 Supreme Court cases which it looked to me at least
20 in some review, where they had modified, or given
21 more direction to the existing Voting Rights Act.
22 And those -- those were applicable rulings to what
23 the Commission had to do.

24 I also think collectively the, while the
25 Commission should have the ability to resolve

1 complex problems, they also need to be able to
2 speak out. And by speaking out I mean to ask how.
3 For example, how would a consultant have drawn maps
4 and what selections did he make? Why were those
5 selections made, or maps designed in a certain way?
6 And this all needs to be done in a constructive
7 way.

8 Finally, in terms of this question, to
9 understand the overlap of the mapmaking factors,
10 and there's several, and again this is called out
11 in the final report of September, or pardon me, it
12 looks like it's August 2011. And -- and there's
13 six main criteria that the Commission must use.
14 And again, some of those were modified by, it looks
15 like court cases with some examples of -- there's a
16 Section 2 of the Voting Rights Act that speaks to
17 geographically compact areas.

18 And then there was a -- a Section 5 where
19 it looks like there were five or six districts that
20 need to be submitted to DOJ for approval of how the
21 map was drawn. So again, all of these things are
22 skills, reasoning skills that the council -- or
23 Commission must have collectively.

24 Now of these skills, one -- one of the
25 questions would be, which -- which do I possess?

1 So I'd like you to -- to know that I come to this
2 as more or less a common citizen. I've observed
3 some of the interviews, and I also went back and
4 looked at the existing Commission Members. And I
5 must say, you have quite the task of -- you have
6 very skilled applicants in front of you now, many
7 with professional degrees that have a significant
8 bearing on tasks of what the Commission would be
9 expected to do.

10 I -- I don't bring a very specific
11 training to this in terms of, you know, I'm not a
12 lawyer with experience in the Voting Rights Act or
13 civil liberties, nor am I a professor that would
14 understand various social aspects and studies that
15 might be applicable to minority voting patterns.
16 However, I do bring a wealth of business experience
17 to this, having a career of over 30 years in
18 business. And that allowed me to develop very good
19 decision-making skills and gave me quite a bit of
20 administrative skills. Both I think are quite
21 necessary to bring to the Commission.

22 So I'm not coming at this from a purely
23 professional perspective, but more of one as the
24 citizen volunteer with the goal of being impartial.
25 And I do not have any political agenda coming into

1 this.

2 Additionally, I think my skills of
3 gathering and comprehending information that bears
4 upon redistricting are up to the task as I've --
5 you've probably noticed, I've done a little bit of
6 research on this coming into the interview. I can
7 also, I think, validate the significance of
8 information. My business experience would have
9 given me many opportunities to have information
10 brought in front of me where I had to make sound
11 decisions.

12 With regard to the specifics for the
13 Commission, if we were going to look at proper
14 placement of communities within districts, I would
15 have the ability to apply the appropriate legal
16 standards of -- of the Constitution and the Voting
17 Rights Act in Section 21 of the California
18 Constitution. All, of course, with input from the
19 other members and guidance from any potentially
20 hired legal experts on that.

21 And in summary, what I'd like to say is
22 that in one of my essays, my application essays, I
23 described how someone reached out to me and
24 recommended that I apply to the Commission. And
25 that person I worked, along with others, for a

1 period of two years. We still have a little bit of
2 ongoing work where we meet up. And that person
3 observed my work in that group, including both my
4 personal and my analytical skills. He was also at
5 many of the public hearings where I spoke. And
6 given his background in the military, as a
7 government worker, and as a political activist,
8 when he said, and this was unsolicited, in his
9 initial letter to me saying hey, why don't you
10 apply to the Commission. He said, I can't think of
11 a better candidate for the Commission. So that was
12 based on his personal knowledge of me. And we
13 didn't know each other prior to working on that
14 particular project.

15 So as he confirmed, I'm confident that I
16 can demonstrate the ability to effectively speak in
17 -- in public hearings about redistricting. I can
18 listen carefully to any testimony that was given,
19 and critically judge that testimony of witnesses,
20 or consultants, or legal advisors of information
21 that would be presented to the Commission.

22 In my essays I also mentioned my business
23 experience. And again, to reiterate, that
24 experience has given me the ability to distinguish
25 relevant facts from irrelevant facts and assess the

1 relative strength of competing arguments. So this
2 is a common practice in business, I think you would
3 agree.

4 And then importantly I think, and what we
5 saw referenced in the handbook and the final report
6 is there is a fair amount of expert advice that the
7 Commission relies upon, particularly of a legal
8 nature. And that advice needs to be applied to the
9 decision making.

10 So I have a strong belief in using experts
11 and professionals and legal consulting and
12 research. And I've had occasion to work with
13 attorneys on several matters. For a couple
14 examples would be supplier agreements, seeing
15 leases, business planning, employment law, and I
16 had a couple of experiences with actual litigation
17 in terms of cleanup.

18 So just to finalize the summary portion, I
19 do also believe that I have the other relevant
20 skills. The ones that I've spoken about here are
21 ones that I would highlight as my strengths. But I
22 have, of course, basic mathematical skills,
23 familiarity with using computers and software, word
24 processing, and I do have some familiarity with
25 some mapping websites. So our Santa Cruz County

1 GIS system, I know how to get into that system and
2 work around the various layers that are in that
3 system for -- for mapping purposes.

4 MR. DAWSON: Thank you.

5 Question 2. Work on the Commission --

6 MS. PELLMAN: Can I do a quick --

7 MR. DAWSON: I'm sorry. Go ahead.

8 MS. PELLMAN: Sorry. Can I do a quick
9 time check?

10 We have 15 minutes, 34 seconds remaining.

11 MR. DAWSON: Thank you.

12 Question 2. Work on the Commission
13 requires members of different political backgrounds
14 to work together. Since the 2010 Commission was
15 selected and formed, the American political
16 conversation has become increasingly polarized,
17 whether in the press, on social media, and even in
18 our own families.

19 What characteristics do you possess and
20 what characteristics should your fellow
21 Commissioners possess that will protect against
22 hyper-partisanship?

23 What will you do to ensure that the work
24 of the Commission is not seen as polarized or
25 hyper=partisan, and avoid perceptions of political

1 bias and conflict?

2 MR. MURILLO: So it is an interesting
3 premise and I would agree with you that since the
4 2010 Commission was formed, that there probably is
5 a greater emphasis on increased political
6 polarization.

7 So the -- so I do not feel that I bring
8 any political agenda to the committee. Any
9 political agenda that others may have, in my view
10 that needs to be completely set aside. Agenda and
11 impartiality do not mix for this work on the
12 Redistricting Commission.

13 Now it's spelled out in the handbook and
14 the guidelines, is that an applicant with the
15 ability to be impartial -- be impartial means that
16 although an applicant may have strong views and may
17 have participated in social or political causes, he
18 or she has the capacity and willingness, while
19 serving as a member, to set aside his or her
20 personal views in order to evaluate information.
21 So I've said that I don't bring any particular, or
22 any agenda whatsoever in terms of the political
23 nature to this. And I'm fully confident that I
24 could set aside any views that might pop up. But
25 this is more pertaining to other members of the

1 Commission.

2 If I could just give an illustration of
3 this. So my work with an ad-hoc group that I
4 mentioned in my application. It is a good example,
5 I feel, of setting aside one's first personal views
6 because we had to bear at the task at hand. So the
7 people that I worked with were from our local area,
8 which is very heavily Democratic -- Democratic.
9 And I'm coming as an applicant to the Commission as
10 a Republican since I first voted when I was
11 eighteen years old. So it's been a fair amount of
12 years.

13 The people I work with, one of them is on
14 the Democratic Central Committee locally, and the
15 others were all quite liberal. So we really
16 probably did not agree on much in the way of policy
17 outside of the work that we were trying to do. And
18 I want to point this out as an example of where
19 both sides had to set aside their personal views to
20 solely focus on the work that needed to be done.
21 And we can go into more detail if you have
22 questions about that later, about what we actually
23 did.

24 In terms of trying to ensure that the work
25 of the Commission is not seen as polarized or hyper

1 partisan, I would say that in my view that there's
2 two potential types of hyper partisanship, and
3 that's an internal hyper partisanship and external.
4 Internal, of course, within the Commission itself.
5 So I would say that the Commission should strive to
6 be free from any political influence. That they
7 continue to solely focus on the mission and the
8 legal guidelines, and establish neutral good faith
9 and a collaborative spirit, and encourage team
10 building.

11 Additionally, I think each member needs to
12 be transparent within the group and to the public
13 itself. There was a mention in the handbook that
14 the current Commission delegated authority to a
15 chair and a vice chair and that those chairs were
16 of opposite political persuasion. And I think
17 that's a good idea and again, gives the -- at the
18 very least, gives an appearance of lack of
19 partisanship, or at least a balance of
20 partisanship. And finally, I think they need to
21 focus on facts and policy, as shaped by the legal
22 requirements.

23 Now I mentioned I thought there were two
24 types of hyper-partisanship, and the -- I call the
25 other one the external factor. So in terms of

1 external factors, I would avoid interaction on
2 social media, and don't let -- try not to let
3 hyper-partisanship in social media drive decision
4 making. And I have a quote here that I wrote down
5 from some of my research. And the quote says that
6 "Society appears to be split so polarized is that
7 the loudest and most extreme viewpoints monopolize
8 airtime and social media space." So I do believe
9 there's a good use of social media, but it should
10 be for use of the Commission for terms of outreach
11 and education, and never policy discussion.

12 MR. DAWSON: Madame Secretary, can I have
13 a time check please?

14 MS. PELLMAN: Yes. Nine minutes, 49
15 seconds remaining.

16 MR. DAWSON: Thank you. Mr. Murillo, I
17 want to make sure that you have the opportunity to
18 answer all five of the standard questions, so let's
19 move to Question 3.

20 MR. MURILLO: All right.

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

24 MR. MURILLO: So the greatest problem in
25 my view is, to quote Donald Rumsfeld is, "We don't

1 know what we don't know." So I would say, by
2 example, when you started the interview process at
3 the beginning of March, you probably did not
4 anticipate that we'd be doing video conference
5 interviews at the beginning of April. So what we
6 don't know, when the Commission starts its business
7 next year, we don't know.

8 Additionally, the greatest problem --
9 another great problem that the Commission could
10 face is loss of public trust. Now there's a chance
11 that the current health crisis is going to have an
12 impact on census data. And it may delay census
13 data. There may be down the road challenges to the
14 census data, so I see these as potential large
15 problems.

16 Ongoing personal distancing that limits
17 interaction as a group and -- and public access.
18 So I believe there's probably pretty good
19 technology to allow people to watch the meetings
20 and good ways to get notification out that the
21 Commission's going to have meetings. What I'm not
22 as confident on is that there's a good way for
23 people to interact within those meetings in live
24 time.

25 MR. DAWSON: Thank you.

1 Question 4. If you are selected, you will
2 be one of 14 members of the Commission which is
3 charged with working together to create maps of the
4 new districts. Please describe a situation where
5 you had to work collaboratively with others on a
6 project to achieve a common goal. Tell us the
7 group of the project -- the goal of the project,
8 what your role in the group was, and how the group
9 worked through any conflicts that arose.

10 What lessons would you take from this
11 group experience to the Commission if selected?

12 MR. MURILLO: Right. Can we have a quick
13 time check, so I don't want to go too long on this.
14 I know we have one question remaining.

15 MS. PELLMAN: Yes. Seven minutes, 24
16 seconds.

17 MR. MURILLO: Thank you.

18 So in my application to be a Commission
19 member, I referenced the work that I did on a
20 Short-term Rental Vacation Rental ordinance. And
21 in the county of Santa Cruz, there was not an
22 ordinance back around 2011 and the onset of
23 vacation rentals was starting to have severe
24 impacts in the neighborhoods. And so I became a
25 member of an ad-hoc group with the goal of that

1 group to develop an ordinance suitable to address
2 the issues that we were seeing from the
3 proliferation of vacation rentals.

4 And that took us down a route of about two
5 years where we worked with people at all levels.
6 We worked with folks at the -- at the political
7 level, various political levels from the Housing
8 Advisory Committee through the Planning Commission
9 to the county supervisory -- supervisorial members,
10 and finally to the Coastal Commission. And the
11 result was that we did get to write, and support,
12 and bring into place an ordinance that was praised
13 as the best ordinance that the Coastal Commission
14 had seen to that date. That was about 2013.

15 Also learned in that role about
16 opposition. And we went to several meetings where
17 there were probably ten of us and up to 150
18 opponents that were vehement in their opposition to
19 the ordinance. Now what we did over time was by
20 being persistent and to sticking to policy as to
21 why we thought our argument was better and why the
22 ordinance was needed, we were able to convince many
23 of those opponents and bring that ordinance to a
24 successful vote for passage at the county
25 supervisor level.

1 MR. DAWSON: Thank you.

2 Question 5. A considerable amount of the
3 Commission's work will involve meeting with people
4 from all over California who come from very
5 different backgrounds and a wide variety of
6 perspectives.

7 If you are selected as a Commissioner,
8 what skills and attributes will make you effective
9 at interacting with people from different
10 backgrounds and who have a variety of perspectives?

11 What experiences have you had that will
12 help you be effective at understanding and
13 appreciating people in communities of different
14 backgrounds and who have a variety of perspectives?

15 MR. MURILLO: Well as I mentioned earlier,
16 I have a long business experience. In that
17 experience I dealt with all socioeconomic levels.
18 And that was in terms of both customers and
19 employees. So I have 30 years of that experience
20 literally working on a first-name basis with up to
21 200 people over the course of that time.

22 On the -- additionally, on the
23 administrative side of that, I was responsible at
24 least for either direct hiring or review of hiring
25 for many of those people. So that interview skill

1 I think would also serve me well as an attribute to
2 the Commission.

3 In my mind I also have the perspective
4 that from the business where I was dealing with
5 customers, and I would at least try to relate
6 customers to the regular citizens that I would
7 expect to see at Commission meetings. And treat
8 those other citizens in a way in which I would like
9 to be treated as a customer or citizen myself.

10 Finally, I have fairly extensive state and
11 international travel, which has given me
12 perspective from some places that are quite
13 different from the -- where we live in California.
14 And I can fully bring that perspective to my work
15 as a Commissioner.

16 MR. DAWSON: Thank you. We will now go to
17 panel questions. Each panel member will have 20
18 minutes to ask his or her questions.

19 We'll start with the Chair, Mr. Belnap.

20 CHAIR BELNAP: All right. Good morning,
21 Mr. Murillo.

22 MR. MURILLO: Morning.

23 CHAIR BELNAP: In your essay on
24 appreciation for diversity, you emphasized the
25 experiences you've had while cycling throughout

1 California. Can you describe a particular
2 experience you had while cycling that increased
3 your understanding and appreciation for
4 California's diversity?

5 MR. MURILLO: Sure. I'd like to share a
6 couple of those experiences with you.

7 So I have cycled all over California and
8 the pace of cycling is one in which where you have
9 a lot of time to observe and to -- to interact with
10 people and understand the geography.

11 So one place of note that I cycled is
12 Rialto, so it's in the eastern part of the Los
13 Angeles basin. And right next to it are -- are
14 some much higher upscale communities. So literally
15 in the course of cycling the -- for perhaps five
16 miles, you could go from a very white, moderate
17 income demographic to a fully Hispanic neighborhood
18 of working-class people. So a very obvious
19 difference between those in a short -- in a very
20 short space.

21 I felt extremely comfortable in either of
22 those communities. And it would give me an
23 appreciation for the diversity between those two.
24 Now I didn't go back and study the assembly
25 district maps close enough to see if Rialto versus

1 the -- the neighboring cities were in the same
2 district. But it would be interesting to look
3 because the needs of the people between those two
4 neighboring cities are quite different.

5 The differences as stark as someone with a
6 perfectly manicured yard to someone with chickens
7 running around in the front of their yard. So
8 that's one example of understanding diversity and
9 an appreciation of which I got solely through
10 cycling. I wouldn't have been in the Rialto
11 neighborhood except I was at an event that was
12 proximate to that and I could ride my bike there.

13 A brief second example I have would come
14 from the far northern regions of the state. I
15 think it's Assembly District 1 actually. And
16 somewhere around Plumas County, I found myself
17 cycling one day and what was I stopped by on the
18 road? I was stopped by a shepherd walking his herd
19 of sheep across the small highway that was there.
20 Literally there was (no audio) it was a fascinating
21 thing to watch the sheep cross the highway when
22 most of my time's spent cycling in an urban or
23 suburban environment.

24 That person's perspective and who he might
25 vote for based on his demographic and -- and his

1 geographic area are much different than mine are.
2 That -- that person very likely would ever be
3 impacted by a vacation rental because he's got
4 hundreds and hundreds of acres and -- and sheep on
5 those acres versus me in a dense urban neighborhood
6 with more of a rental or a vacation rental area in
7 the surrounding to my house.

8 So again, that cycling has given me some
9 interesting perspectives.

10 CHAIR BELNAP: Okay. Thank you.

11 Still sticking on the subject of the appreciation
12 for diversity, can you think of any other experiences
13 outside of cycling, either from work or any volunteer
14 efforts that demonstrate your appreciation for diversity?

15 MR. MURILLO: Certainly in my work environment,
16 there was a great deal of diversity. So over the course of
17 about 30 years in my first and primary career, I did -- had
18 up to 200 employees. And the mix of those employees very
19 much look like the mix of the California population. And
20 that wasn't by design, it was more, of course, by
21 circumstance and skill set of the people that we're hiring.

22 But as you might imagine is that -- and the
23 businesses were located in both San Jose and Los Angeles.
24 So we had a high minority amount of workers and they were
25 from all minorities. We had a good balance of men and

1 women. So having to work with those people on a daily
2 basis gave me a very good appreciation, not only of them of
3 workers, but I had an open office door. And my office door
4 was if you have an issue, please come in and let's discuss
5 it.

6 Now what I did is a good appreciation of some of
7 the parties had a much different way of thinking, an
8 importance of their family as opposed to other folks that
9 were more focused only on their job. So on the minority
10 side, what I came away with was a strong appreciation of
11 those people having put family first over their employment,
12 if it needed to be there. And that's why I had an open
13 door so that really wouldn't become an issue if they had a
14 family problem that they had to deal with, really tried to
15 make it so it would not affect their employment.

16 CHAIR BELNAP: Okay. Thank you.

17 So the business you're referring to, was it
18 Specialty Baking and if so, what -- tell us more about that
19 business.

20 MR. MURILLO: So Specialty Baking was a wholesale
21 bakery. We had two locations in California. We had one in
22 Northern California and one in Southern California. And we
23 made primarily a French bread that we delivered to a chain
24 of restaurants throughout California. And we were required
25 to operate seven days a week. I think we had three

1 holidays per year and we had a delivery radius of about 100
2 to 125 miles from each of those locations.

3 And so in my application, I think I mentioned that
4 we had used zip code maps for projects to determine our
5 delivery radiuses to the customer base. So I had some
6 familiarity with bringing in great big maps that showed zip
7 code within about 125 miles of Los Angeles and of San Jose,
8 which is quite a wide swath.

9 So I brought that up because I have that
10 information familiarity with maps and to be able to utilize
11 those maps to design effective routes that would serve the
12 customers. And in using the maps, you also had to go out
13 into the fields to check that the maps were right and that
14 the timing, in terms of the route timing, was accurate
15 enough where the costing would work out.

16 CHAIR BELNAP: It says in your application that
17 after Specialty Baking, you moved on to Sweet Earth Natural
18 Foods and you were involved in product development.

19 Can you talk about your role and any analyses that
20 you performed in that role?

21 MR. MURILLO: Sure. So I did product development.
22 It's vegan and vegetarian food. And that company, while it
23 had been in existence for, since 1978, when I joined it, it
24 had new ownership and really was very much like a startup.
25 So there was significant analysis that we had to make for

1 capital expenses as we were trying to grow the business.
2 And that required us to understand process very carefully.

3 So what is process? Process is what does it take
4 to make a product? In my case, I was more interested in
5 new product development rather than existing products. But
6 as the analysis that I worked on projects, we utilized --
7 used or dealt with both of those. But the process would
8 take you from acquiring ingredients through all the
9 commercialization steps that are needed. And so to break
10 down those steps, you might do things like analyze that
11 the -- what are the throughput rates that are required?
12 How many people are going to be used at each of the process
13 steps? What is the labor cost for each of the various
14 steps? And does that tie to an acceptable final product
15 cost?

16 There was equipment that we need to source and look
17 at. And at times there were some -- we'd have to go
18 outside and ask for sometimes in a legal nature so we might
19 have a new product that we would want to trademark the
20 names for. There was product analysis and sometimes you
21 would have legal people look at the ingredients callouts or
22 any other health claim callouts that you might make on
23 products.

24 So all of those things speak to one type of
25 analysis that we did in that role as a product developer.

1 CHAIR BELNAP: Okay. Thank you.

2 You also talked about your experience as a jury
3 foreman.

4 What did that experience teach you about being
5 impartial?

6 MR. MURILLO: So I've been a jury foreman on two
7 cases. They were both cases where someone had been injured
8 in a car accident. And one of them taught me a very
9 important lesson and it was addressed earlier as a skill
10 that all Commissioners would have and one that I believe I
11 have myself.

12 So the plaintiff had been injured in a car accident
13 and his legal counsel brought in a physician expert to
14 examine him on the stand. And the expert palpated, I
15 remember the term from that trial, palpated the gentleman
16 to demonstrate that the injury had caused some type of
17 permanent pain damage left over from the accident. So far
18 pretty straightforward.

19 Now we go back to the way I arrived at the
20 courtroom in the morning. I was able to ride my bike to
21 the courtroom in the morning. And what did I see on one
22 day on my way into the courtroom? I saw the plaintiff
23 walking perfectly across the street with his counsel. No
24 obvious pain impediment. He looked absolutely perfectly
25 normal to me. Nobody would have ever looked at him and

1 said, that guy's got a problem. In the courtroom he had a
2 problem, outside he didn't.

3 So what happens in that circumstance? The judge
4 gave clear direction, right? You may only consider what
5 you're seeing in the courtroom. I had to set aside my
6 preconceived notion that maybe this person really was okay.
7 Right? I could only listen to the testimony and the facts
8 that were presented in that courtroom. And I adhered to
9 the judge's instructions. And as I recall, that that jury
10 -- that jury did award the plaintiff a sum of money for
11 damages left over from that car accident.

12 CHAIR BELNAP: And now I ask you a question, it's
13 more curiosity in my mind, the ordinance that you helped
14 develop and get passed through the California Coastal
15 Commission, what did the ordinance require and what problem
16 did it resolve?

17 MR. MURILLO: So at the time, there was no vacation
18 real ordinance in County of Santa Cruz or other counties
19 that had the ordinance but had ordinance similar to ours.
20 But it was very early on in the game.

21 What the ordinance put into place was a
22 registration system for vacation rentals. It put into
23 place signage where any impacted neighbor would have an
24 easy ability to contact the owner of that vacation rental
25 to report a problem. It put in spacing requirements or

1 density requirements. So how many vacation rentals could
2 there be on a particular block? How many could be in a
3 particular area? We defined a specific area where I live,
4 it was called LOTA, the Live Oak, something, area. So we
5 had a 20 percent limit in the LOTA and a 15 percent limit
6 on each block.

7 So that was all while, basically from scratch, that
8 the county did not have any of that as an ordinance in
9 place. And the results of that ordinance, and it's been
10 modified now with our help a couple of times, has been
11 quite successful.

12 One thing that we did learn in the course of
13 developing that ordinance and there was someone who was
14 very pressing at the time and we didn't pick it up as well
15 as we could have in the ordinance, was someone on the --
16 one of the members of the Housing Advisory Committee. He
17 realized that the proliferation of vacation rentals was
18 pulling housing stock which had primarily been long-term
19 rental housing for the citizens of Santa Cruz. It was
20 pulling that housing out of the rental stock. And he spoke
21 to that problem.

22 We tried to address it in terms of limiting the
23 amount of rentals on a per block or per area basis, but
24 that was more about preserving the identity and the
25 characteristics of each neighborhood. At the time, it was

1 not realized by our working group that there would a
2 housing crisis in a number of years later. Had we known
3 that, I think the politics of getting that ordinance in the
4 place would have allowed us more restrictions than where we
5 ended up.

6 So for example if we landed on a 20 percent overall
7 maximum amount of vacation rentals in a particular area,
8 that probably likely would have been decreased to somewhere
9 around 10 percent so that the housing stock wouldn't have
10 been as depleted as we've seen. And we're up to around 15
11 percent in some of these areas now.

12 CHAIR BELNAP: Thank you.

13 Madame Secretary, time check.

14 MS. PELLMAN: Sorry, 3 minutes remaining.

15 CHAIR BELNAP: Okay. I'm going to end my questions
16 and yield my time over.

17 Mr. Coe, do you want to proceed?

18 VICE CHAIR COE: Yes. Thank you, Mr. Chair.

19 Good morning, Mr. Murillo. Thank you for taking
20 the time to speak with us today.

21 I want to talk a little bit more about a story you
22 mentioned in your first essay and that you alluded to in
23 your earlier comments about how you came to apply for this
24 commission.

25 As you mentioned, you indicated a colleague who is

1 a registered Democrat, suggested that you, a known
2 registered Republican, apply for the Commission.

3 Why do you think that a member of an opposing
4 political party would want you to sit on this Commission?

5 MR. MURILLO: It's an interesting question. And,
6 you know, when he -- he's more of an opposing political
7 party. He is a member of the Democratic Central Committee
8 for Santa Cruz and was just reelected.

9 So why would he recommend someone who very likely
10 has many policy views that are quite the opposite of his?
11 And in my view, the reason that he recommended me is he saw
12 that with our work on this ordinance, that I was able to
13 analyze problems in real time and make logical decisions (no
14 audio) about next steps going forward. And he also,
15 because again, we are working with, in my view, people that
16 were primarily democratic. He knew that I could work
17 across party lines on an issue. And he saw that in every
18 meeting that I went to.

19 Finally, I think his recommendation, again because we had
20 to go and speak at -- at so many public meetings, he saw
21 that I was able to do that.

22 Finally, there was one meeting that our group held
23 that wasn't, it was a public meeting but it wasn't a
24 meeting where we were speaking to an official government
25 group. So we actually did our own outreach and tried to do

1 a little bit of advertising where we invited anyone who was
2 interested to the local Grange Hall and put on a
3 presentation, our viewpoint of why this ordinance was
4 important. And I think that this person also saw that and
5 was aware of that and saw the value in that.

6 VICE CHAIR COE: Do you think that this speaks to
7 your ability to work successfully with people who may have
8 different ideas from yours?

9 MR. MURILLO: I do. I think it addresses it
10 directly. That when I focus on policy and task, that just
11 because someone has a different view or viewpoint, that
12 they may be politically opposite of me, that is not, for
13 me, a problem. I would strongly prefer to discuss policy
14 and interactions with other commission members. And to the
15 extent that a strong political opinion enters into that, my
16 focus would be let's concentrate on the policy and applying
17 the standards to make the best maps that are possible.

18 VICE CHAIR COE: Thank you.

19 I want to switch over to the topic of impartiality
20 for a moment. I know Mr. Belnap asked you a question in
21 regards to your jury service and you gave a good example
22 there.

23 I'm wondering if you have any other examples where
24 you had to make an impartial decision that was maybe
25 outside of a jury service setting.

1 MR. MURILLO: Well I do. And for that I think I
2 would go back to my employment history.

3 So when you have a couple hundred people working
4 for you, issues arise. There were times where we had to do
5 formal investigations of someone's behavior, misconduct,
6 whatever it might have been. There were investigations
7 like that and there were also investigations of workplace
8 injuries.

9 And so there's always a temptation because you work
10 with these people who know it to jump to a conclusion about
11 what you think probably happened. And very much learned
12 along the way that that was not an acceptable way to come
13 to a good decision about a person's employment because of
14 misconduct or in the case of a work injury so whether a
15 person really was injured or not. So I very quickly
16 learned that when examining the facts and doing an
17 investigation, I had to be impartial up front. Now at the
18 end of the day, once the facts were in place and
19 understood, I oftentimes was in the decision-making
20 capacity and therefore no longer the impartiality applied
21 because a decision had to be made. But that was a good
22 lesson learned, not to jump to a conclusion and to be
23 impartial coming into an investigation.

24 VICE CHAIR COE: Thank you. I was also going to
25 ask a question about your cycling, but Mr. Belnap beat me

1 to it.

2 From the examples that you gave in your experience
3 having met with lots of people across the state and people
4 of different diverse backgrounds and cultures, what do you
5 think that you've learned from your interactions with those
6 folks about their preferences and their concerns that would
7 make you an effective representative for them on this
8 commission?

9 MR. MURILLO: Well, first of all, you'd learn that
10 the needs of one area or person are very likely
11 significantly different than the needs and concerns of
12 someone else in a much different district. So when you
13 look at the demographics and the geography, they both play
14 a part in what various groups would need. And there were
15 interactions that I would have with -- from cycling and
16 from other travel where this would clearly be evident that
17 the needs and their concerns, their ability to vote might
18 be impacted.

19 So I mean, let's go back to that example I said
20 about the chickens in the yard in Rialto. It's quite
21 possible that those people could be disenfranchised by maps
22 that were not correctly drawn. In terms of the work of the
23 Commission, those people probably, at least in my view,
24 would also be at a disadvantage in trying to address the
25 Commission. Not so much in terms of language, but I'm not

1 certain, even though there were up to 170 partner groups
2 that all of those, that one of those groups would have
3 reached out to that particular area to make it known that
4 those people had legitimate input into the decision-making
5 process to draw maps.

6 So it's a concern that I brought out of visiting
7 those neighborhoods.

8 VICE CHAIR COE: Thank you.

9 Kind of in a similar vein, I want to talk about
10 communities of interest for a moment as that is a big task
11 in front of this commission is to identify the communities
12 of interest throughout the state to ensure that they're
13 represented appropriately in the drawing of these maps.
14 And some of those communities are easier to identify than
15 others for various reasons for that.

16 How would you go about, as a Commissioner,
17 identifying communities of interest particularly paying
18 attention to not inadvertently overlooking some of these
19 communities that might be harder to identify?

20 MR. MURILLO: Well I think the current Commission
21 actually, they did identify communities of interest. So
22 for a starting point, I would go back through their records
23 and as a final report, the final report actually lists
24 every district by number and some of the characteristics of
25 the districts. Although it doesn't necessary spell out

1 that they were fully communities of interest.

2 I do know from the report that they were about
3 seven majority-minority districts identified, and so that
4 would be a starting point, I think, to go back and look at
5 the data to see if those had changed, if that data was
6 still relevant, if there were new districts in place. So
7 that's, I think, where I would start on the identification
8 piece.

9 VICE CHAIR COE: And some of those communities are
10 less engaged or do not feel comfortable coming forward to
11 speak or providing their opinions and that could be for a
12 variety of reasons. But since getting as many perspectives
13 as possible is important for the work of the Commission,
14 for the Commission to be as well informed as they can, how
15 would the Commission go about making those communities that
16 are less engaged or less comfortable coming forward
17 engaging with government making them feel comfortable
18 enough to go forward and share their perspectives --

19 MR. MURILLO: Yeah, so that's --

20 VICE CHAIR COE: -- with the Commission?

21 MR. MURILLO: Yeah. That's a -- so we talked
22 earlier about what are the greatest problems that the
23 Commission might face? And I think I addressed that in
24 some aspect. So outreach, right? We have, I'm pretty sure
25 the current Commission has a database that they can use for

1 outreach of the partners.

2 I don't -- I couldn't find a lot on the -- what
3 budget was available for advertising, but I do see that
4 there was advertising outreach to those communities.

5 There were also Commissioners that went out and
6 spoke, it seems, to various groups. So that would be a
7 really good potential to in these districts where there's
8 potential of them being fearful to interact with the
9 Commission, that perhaps various Commissioners can go out
10 and arrange to actually speak in person with the
11 neighborhood groups.

12 And finally as I mentioned before, I think if we're
13 still in a situation where it's not possible to have group
14 gatherings for Commission meetings, this is going to be a
15 significant problem for these areas that where the people
16 may not have the same ability to have Internet access and
17 input to the Commission hearings. So there's going to have
18 to be a way, discover to allow that kind of access where
19 they know it's simple for them to call in to address the
20 Commission. And that any call-in, that there's never any
21 chance of any retribution or inquiry. Have to make them
22 feel very comfortable that in their participation, they're
23 not putting any of their status at risk for them or anyone
24 in their family.

25 VICE CHAIR COE: Thank you.

1 Madame Secretary, time check please.

2 MS. PELLMAN: Yes. Seven minutes, 49 seconds
3 remaining.

4 VICE CHAIR COE: Very good.

5 Mr. Murillo, I'd like to go to your essay on your
6 analytical skills. And in that essay you described you
7 work on a local issue in which you work with a small team
8 of concerned citizens and local politicians. You indicated
9 that this project required the collection and analysis of
10 data.

11 What kind of data did you collect and how did you
12 analyze it?

13 MR. MURILLO: Well that project did require some
14 collection of data. So first thing we did is we tried to
15 develop a database of the people who were interested in the
16 cause. There was also a database that we developed that
17 the county didn't have of how many existing housing units
18 were being used as vacation rentals.

19 We did information search of all the existing
20 ordinances that dealt with vacation rentals in California.
21 So all of those things in combination came together and
22 that was the basis for the first draft of the ordinance
23 that we presented to our local political leaders'
24 supervisors in this case.

25 VICE CHAIR COE: And was that the project where you

1 also had geographic analysis with the GIS software that you
2 were talking about earlier?

3 MR. MURILLO: So that's correct. So there -- we
4 were looking at GIS overlays so we could try to determine
5 where the largest amount of vacation rentals were.

6 And as it turned out in our particular area, and I
7 think we actually ended up at the time of the ordinance
8 with three call-out areas and now they're up to five, is
9 that they were primarily located within the area of the
10 coastline and of about a half a mile. And so we had to
11 come up with an area to identify where these were.

12 And specifically in that area, and I think it's
13 pertinent to what the work on the Commission might be is
14 what were the neighborhoods like in this area? Was it one
15 big neighborhood, were there different neighborhoods? If
16 we drew a map, essentially what we did, we drew a map, did
17 we -- was it geographically compact? It was in our case.
18 Did we split up neighborhoods? No, not really. The
19 neighborhoods were pretty consistent among that. Did the
20 people in the neighborhood in our map area have the same
21 kind of concerns? Well there were two concerns. There
22 were of course the people who wanted vacation rentals and
23 didn't want any regulation. And there were the people who
24 thought regulation was necessary. But they all ended up in
25 the same kind of mapped area that we came up with.

1 So we actually made specific recommendations and
2 that was at the planning commission level in terms of
3 generating that ordinance, and that they took our
4 information and coalesced that into the actual verbiage of
5 the ordinance which was approved by the board of
6 supervisors.

7 VICE CHAIR COE: How did you -- you mentioned that
8 you didn't split neighborhoods. How were definitions of
9 things like neighborhoods established?

10 MR. MURILLO: Well I -- we did not make an attempt
11 to make a formal definition of neighborhood. So specific
12 to that project because all the people working on it
13 actually lived here, we had a very good sense of what the
14 neighborhood was. We knew where the local gathering points
15 were, where the public offices were. All of the
16 neighborhood is along the shoreline so there's physical
17 limitations. Our map, you know, we used the shoreline on
18 one side and the railroad tracks on the other. So there
19 were obvious physical characteristics to define the
20 neighborhood.

21 And while the neighborhood's not homogeneous, it's
22 -- it's pretty close. So we didn't go back and actually
23 try to pull up exact demographics. We probably could have
24 done that, it wasn't necessary to get the ordinance in
25 place. But what I would be pretty confident in saying is

1 that if we were to pull up demographics, you would see that
2 it's pretty consistent among the type of people who lived
3 in the neighborhood.

4 VICE CHAIR COE: Thank you.

5 One more time check, please.

6 MS. PELLMAN: Two minutes, 45 seconds.

7 VICE CHAIR COE: Okay. Thank you.

8 Mr. Murillo, one final question. If you were to be
9 appointed to the Commission, which aspects of the role of
10 Commissioner do you think you would enjoy the most? And
11 conversely, which aspects of the role of Commissioner do
12 you think you might struggle with a little bit?

13 MR. MURILLO: Well I'm going to start off with --
14 with the struggle part.

15 So when I reviewed the final report, there are
16 several instances in that report that are specific to court
17 case rulings. I'm confident that I can understand the
18 tenor and the gist of all of those and how they would
19 necessarily be applied to the six criteria that the
20 Commission needs to work with.

21 That said, the density of those rulings, you know,
22 some of them went back to legislative intent. There's a
23 lot of information in there that was complex rulings. That
24 would take some time to digest. So you ask me could it be
25 a struggle? It would be harder to do than many other of

1 the aspects of looking at the criteria.

2 For things that I would enjoy doing, I do enjoy the
3 mapmaking. In my early days of cycling, I used to make my
4 own maps. Now admittedly they were Point A to Point B
5 maps, but there were calculations on the maps where I had
6 to look at geography and towns and figure out where to
7 stop. So that was -- that was quite an enjoyable
8 experience, and I could see that playing into the mapmaking
9 at least a map review. I highly doubt that the Commission
10 itself is going to draw maps. From what I read, they rely
11 on consultants to do the initial map drawing. But to look
12 at apps to understand the geography of the maps, to
13 understand the demographics contained in those maps to make
14 sure that you had the idea of nesting kind of interesting
15 concept.

16 MS. PELLMAN: Thirty seconds remaining.

17 MR. MURILLO: All of those things I think I could
18 do quite well and I would enjoy doing those.

19 VICE CHAIR COE: Thank you very much, Mr. Murillo.
20 Mr. Chair, no further questions.

21 CHAIR BELNAP: Ms. Dickison, the time is now yours.

22 PANEL MEMBER DICKISON: Thank you.

23 So you were just talking about your joy of making
24 maps and you were talking about the different geographies
25 and whatnot.

1 So thinking about the maps and the different
2 districts, would -- based on your knowledge of maps, would
3 you be alarmed at districts that were oddly shaped or had
4 shapes that didn't physically look like they made sense?

5 MR. MURILLO: Yeah. I most -- I most certainly
6 would be alarmed by that.

7 When I looked at the various maps that the
8 Commission drew as it's pointed in a couple of examples, so
9 I looked a little bit at the Assembly District 1 map the
10 Assembly District 2 map, and Assembly District 29 and 30.
11 One and 2 take up big swaths of northern California. And I
12 think actually when I looked it up, have been to most of
13 those cities even those are quite a stretch outlined in
14 that map. There's a pretty diverse community in that big
15 swath.

16 The one that I started looking at in particular was
17 a little community of Kings Beach, Lake Tahoe. Very highly
18 Hispanic, right? But it was all picked up in the rest of
19 that Assembly District 1 map. And those people are
20 probably at somewhat of a disadvantage given the rest of
21 the population. I think that was about 85 percent race
22 white and, you know, the balance being some other
23 minorities. So I'm not sure those people were well-served.
24 If one was to crop out into looks like -- maybe they could
25 get close District 5, I don't know, those two districts

1 would still be contiguous. I didn't just -- I didn't go
2 into the details that carefully.

3 With regard to Assembly District 2, I believe that
4 the town of Santa Rosa is in that district. And given the
5 population spread of the Assembly District 2 with a
6 population concentration in Santa Rosa, I think that
7 probably also -- it could limit the ability of some of the
8 voters in Assembly District 2 to shape the results of an
9 election to their preference given the high amount of
10 population in Santa Rosa. So I didn't dig into the exact
11 population of Santa Rosa compared to the rest of population
12 of Assembly District 2, but it would be a concern and it
13 might be a place to where, again, someone might try to
14 scoop out Santa Rosa and put it in, you know, maybe
15 District 4 or District 10.

16 The other two districts that I looked at are the
17 one that I live in which is 29, and then I looked at
18 District 30 which is Monterey and San Benito County. And
19 the reason I looked at those is because they're -- they
20 matched all the criteria, they were contiguous, they're
21 relatively compact.

22 The big difference I saw between those two is -- is
23 one was, again, very high percentage white race
24 demographic. And District 30 was over 50 percent Latino
25 but it didn't look like it came up on the list of majority

1 minority districts. I don't understand exactly why that
2 happened but there's diverse interest in District 30, more
3 so than what we would see in District 29. District 29
4 because it's most of Santa Cruz County is more or less
5 homogenous.

6 But if you were to look at District 30 which goes
7 from the coast of Monterey and the City of Monterey out to
8 the foothills in eastern Monterey County, those are pretty
9 two distinct areas with in my view probably distinct
10 demographics. And the fact that the district was 50 -- 50,
11 51 percent identified Latino minority is also interesting.

12 So those are regularly shaped, they maintained the
13 cities well in that, I didn't see cities being split up.
14 So again, I think they met the criteria but those and I'm
15 sure many other assembly districts are going to be part of
16 what the Commission's going to review.

17 PANEL MEMBER DICKISON: Thank you. So one of the
18 issues that is going to -- could be facing this next
19 Commission is California's expected to lose a congressional
20 district. And given that, some communities may, you know,
21 feel like they aren't given their fair voice.

22 What steps do you think the Commission can do to
23 address that in their work?

24 MR. MURILLO: Yeah. So I am aware of that
25 speculation that the population of California might change

1 enough where they do lose a congressional district, and
2 that is an interesting element that the Commission's going
3 to have to consider. And I think it might actually require
4 a redrawing of many of the maps to balance out the
5 population as required by the criteria.

6 I will note that I read in the final report that
7 the current Commission did an excellent job of, you know,
8 getting the percentages balanced within 1 percent in many
9 cases.

10 I will say part of my research, I did go back and I
11 looked at some of the letters that were written in early on
12 in 2011. And those -- those letters ran a gamut of, you
13 know, how should the Commission set up its chairs to a more
14 important one which to point would be there were several
15 letters where because of the redistricting that was going
16 on and the mapmaking that there were communities where the
17 person that they had previous elected, they were no longer
18 going to be able to elect. That that person was in a new
19 district or the line had been drawn where, you know, there
20 were certain communities were no longer able to vote for
21 that person.

22 So I think that is speaks to your point where we
23 would want to be able to go back, if the population is
24 lessened enough, the maps are redrawn, to try to retain
25 communities that had, you know, consistently voted for

1 their representative. They've had the benefit now of
2 several elections under the current mapping system. Well
3 in the 2011 Commission did their work, those communities
4 may not have the advantage of these more fair maps. Right?
5 So there was a change.

6 My expectation coming into this was that the
7 current maps wouldn't change dramatically, certainly I
8 wouldn't expect them to change as dramatically as they did
9 from prior to the first Commission's work until their first
10 set of maps. This second set of maps there's going to
11 definitely be changes because of the potential population
12 change. I think that they're less and it'll be the
13 Commission's task to try to minimize the impact as I've
14 described where certain communities really might have their
15 representative that they elected at the last election split
16 off because the maps need to be changed.

17 PANEL MEMBER DICKISON: Thank you for that.

18 With your experience as a business owner and a
19 product developer, what do you see as your role on the
20 Commission?

21 MR. MURILLO: Well we have the mission of the
22 Commission which would be is to make the maps in an
23 impartial nature, that is the primary role.

24 Now with the strengths that I bring to that, right,
25 are having -- or I can assure the Commission that I can

1 look at this impartially, that I do not bring any political
2 agenda to the table on this with the goal of making fair
3 maps that give all the voting-age population their best
4 chance at (indiscernible). That's really the primary skill
5 that I would want to bring to the Commission.

6 And secondly, as I've spoken to, I have well-
7 developed skills of analysis where I can look at problems,
8 in many way I view myself in the product development field
9 as a problem solver. I mean, we've had a marketing
10 department come to us and say we want X. It's like, I have
11 no idea how to make X, but I'm going to figure it out for
12 you. And I've done so successfully.

13 So are there problems that would come to the
14 Commission? Yes, there are going to be problems that come.
15 It -- can I be on that Commission as a problem solver where
16 I can apply real time analytical skills to address a
17 problem? And my -- my skill when you mention business,
18 right, is I like -- I always like to be presented with
19 options. So people come to us and say here's an issue and
20 say, okay, how do you -- how do you want to solve it? Give
21 me some options so I can help decide what the best course
22 for it is. I would like to bring that skill to the
23 Commission.

24 You might go to a hearing, you'd hear of concerns.
25 There might be -- much as I said in a letter. Do you --

1 these people are used to voting for Assemblyman X and
2 they're no longer going to get to. This looks like it's a
3 problem for that community. Fellow Commissioners, what are
4 our options to try to address this issue? Right? That is
5 how I'd approach it. And I think that's one of my stronger
6 skills that I can apply in this work.

7 PANEL MEMBER DICKISON: Thank you.

8 So you talk some about when you were working with
9 that ad hoc committee to develop ordinances, you looked at
10 neighborhoods in your area.

11 When you were doing that, did you learn anything
12 about the different communities that were in your area and
13 some of the concerns they were facing that might be outside
14 of what you were looking at?

15 MR. MURILLO: That certainly wasn't the focus, but
16 what I will say is we did in that project walk the
17 neighborhoods. So we did petition gathering. So in the
18 petition gathering really we were knocking on people's
19 doors. And, you know, we -- we did have conversations
20 where there were other concerns that were brought up. So,
21 you know, we -- we heard from some people, you know, didn't
22 quite slam the door in our face but said, you know, leave
23 me alone, you're crazy, I don't want to get involved. We
24 heard from other people that -- that were more interested
25 in other issues in the neighborhood, not this particular

1 issue. So we lent an ear, although we didn't try to
2 address it.

3 What I will say in our neighborhood and the ones
4 that were affected by the ordinance, they were more
5 homogeneous demographically than some of our more minority-
6 dense areas here where I live. And unfortunately the
7 minority-dense areas were not within our purview to be able
8 to affect by the ordinance. And by that I mean that the
9 fair amount of the minority-dense -- dense neighborhoods
10 are in the City of Santa Cruz and this ordinance was
11 specific to the county areas. So we -- we were not able to
12 address those people's concerns if they were there.

13 PANEL MEMBER DICKISON: Thank you for that.

14 You mentioned earlier in your response to Standard
15 Question 5 that you have traveled internationally and could
16 bring that perspective to the Commission.

17 What have you learned in your international travels
18 that will benefit the Commission and its work?

19 MR. MURILLO: Yeah, thanks, I was hoping somebody
20 might circle back to that.

21 So I want to tell just a very brief story about an
22 encounter that I had. So there was this one time when I
23 was riding along the Bosphorus River, it was early in the
24 morning. So outside of Istanbul. And here I was in my
25 little fold-up bike, wearing my helmet, I was wearing

1 cycling clothes that you might see here in the United
2 States and it was about 8:00 in the morning. And what I
3 came across at 8:00 in the morning was a group of women
4 exercising on like playground equipment, something that you
5 would commonly see here.

6 Every one of those women was dressed in a full
7 burka. They literally stopped what they were doing to look
8 at me. And you know what I did? I stopped to look at
9 them. And it was mutually respectful. What I came away
10 with that, right, is that we are probably as polar opposite
11 as you could be. That it would -- there was probably not a
12 whole lot in common. But what I did and what I think that
13 they did, too, is that we had mutual respect that we're
14 both on our own paths and we were doing our own thing.

15 Extremely important lesson there that I took away.
16 So to broaden that out in terms of travel, when I -- I try
17 to fully respect the modes that you see in faraway places
18 because they're different than ours. And I enjoy learning
19 about those different ways. And it adds to my perspective.
20 And what I take from that perspective, if I were to bring
21 it back to the Commission here, is to fully understand that
22 people that are going to approach the Commission or the
23 fellow Commissioners are going to have different
24 perspectives. But that should not be an impediment for
25 trying to accomplish the task at hand. If you have some

1 amount of mutual respect and appreciation for differences,
2 that the task can be fully successful.

3 PANEL MEMBER DICKISON: Thank you.

4 MS. PELLMAN: You have 3 minutes, 44 seconds
5 remaining.

6 PANEL MEMBER DICKISON: Okay. Thank you.

7 So the first eight Commissioners are selected
8 randomly and then they are tasked with selecting the next
9 six.

10 If you were selected as one of the first eight,
11 what would you look for in the other six Commissioners?

12 MR. MURILLO: Yeah, well if my ping-pong ball comes
13 up in the first eight, the first thing I think I would do
14 is I would want to meet with the other seven Commissioners
15 and determine what skill set that the group had that was
16 going to be able to successfully complete the mission. And
17 to the extent that there was an obvious skill lacking and
18 to the extent that it's permitted to identify skill sets
19 among the rest of the applicant group, my recommendation to
20 the fellow Commissioners would be that we go out and
21 identify skill sets that might be lacking and look for the
22 fellow Commissioners of the remaining six that would best
23 fill any of those missing skills.

24 Now the other part is because the first eight are
25 drawn, you know, somewhat at random, obviously after this

1 initial selection process, that there might be just by
2 circumstance a good lack -- or a lack of diversity. And so
3 that would be my -- my second probably criteria that -- in
4 identifying the balance of the six was that -- Commission
5 would have a diversity that represents the voting-age
6 population of the citizens of California.

7 PANEL MEMBER DICKISON: Thank you.

8 Can I get a time check?

9 MS. PELLMAN: Yes. One minute, 20 seconds
10 remaining.

11 PANEL MEMBER DICKISON: I have no further questions
12 at this time.

13 Mr. Chair, I yield my time.

14 CHAIR BELNAP: Thank you.

15 Mr. Dawson, the time is now yours.

16 MR. DAWSON: Thank you, Mr. Chair.

17 Mr. Murillo, I wanted to follow up on one of your
18 responses to Mr. Coe. And actually, I think Ms. Dickison
19 touched on it as well.

20 When you were on this ad hoc committee, you stated
21 that you knew where the neighborhoods were and what the
22 flavors of the neighborhoods were because you lived there.

23 Now when, assuming you're appointed to the
24 Commission, you won't be able to do that going around the
25 state. So based on that experience, what questions would

1 you be asking of local folks to learn something about their
2 neighborhoods, their communities of interest?

3 MR. MURILLO: I think one of the first questions I
4 would ask them is, are they happy with their political
5 representation? So, you know, are you a voter? Are you in
6 the voting-age population? Are you happy with your current
7 representative?

8 I realize that we're not drawing maps to help a
9 representative stay in place, what my goal there in asking
10 that question would be to see is if they thought that they
11 had legitimate input into the voting system in such a way
12 that there was no perception that it was skewed against
13 them.

14 So in my own area, I mean, if you were to look at
15 election results, I as a Republican oftentimes get outvoted
16 probably 90 to 1 with the Democrats being in power. Now I
17 don't find that to be a problem. But if I were to go and
18 ask in neighborhoods or try to gather factual data from
19 voting records, that would be something I'd want to look
20 at. Say, are these communities, are the voting-age
21 population served? Do they have the right opportunity to
22 vote as they might choose and that the mapping system was
23 not drawn in such a way as it wasn't impartial and it was
24 for some reason an impediment to their voting?

25 MR. DAWSON: Thank you.

1 Madame Secretary, what's our time left in the 90?

2 MS. PELLMAN: Three minutes, 27 seconds.

3 MR. DAWSON: All right. Thank you.

4 I have no further follow up, Mr. Chair.

5 The other -- do panel members have any follow ups?

6 CHAIR BELNAP: I have no further follow up.

7 Mr. Coe?

8 VICE CHAIR COE: I have no follow-up questions.

9 CHAIR BELNAP: Ms. Dickison?

10 PANEL MEMBER DICKISON: I have no follow-up
11 questions.

12 MR. DAWSON: Great.

13 Mr. Murillo, with the time remaining, I'd like to
14 offer you the opportunity to make a closing statement to
15 the panel, if you wish.

16 MR. MURILLO: Well I'm very much looking forward to
17 being a member of the Commission. And I hope what you've
18 taken away from our interviews today are one, that I have
19 the commitment to follow this through to the end game.

20 Secondly, I'm hopeful that I've expressed well
21 enough my ability to be completely impartial.

22 Thirdly, I believe I demonstrated that my business
23 experience, my travel experience have given me the ability
24 to apply the needed criteria for decision-making to come up
25 with the appropriate maps.

1 And finally, and I think importantly, I hope that
2 you come away with the understanding that in terms of my
3 commitment, that I've been able to demonstrate that I've
4 done a fair amount of research into what the work of the
5 Commission would be and so try to dive down into some of
6 the specifics. And that we take away the importance for
7 either me or any Commissioner that is selected of using
8 both the summary report and the initial report from 2011 as
9 roadmaps going forward to succinctly direct the work of the
10 new Commission.

11 And thank you for the opportunity.

12 CHAIR BELNAP: And thank you for your continued
13 interest in serving on the Commission.

14 We're going to go into recess now and be back at
15 1:14 p.m.

16 (Off the record for Recess at 12:13 p.m.)

17 (On the record at 1:15 p.m.)

18 CHAIR BELNAP: It being 1:14 we're going to go
19 ahead and get started. I want to welcome Mr. Colmar De Von
20 Figueroa-Moseley to his interview. Mr. Figueroa-Moseley
21 can you hear us?

22 DR. FIGUEROA-MOSELEY: Yes, I can. Thank you.

23 CHAIR BELNAP: Okay. I'm going to turn the time
24 over to Mr. Dawson for the standard questions.

25 DR. FIGUEROA-MOSELEY: All right, thank you.

1 MR. DAWSON: Hello, good afternoon. I am going
2 to read you five standard questions that the panel has
3 requested each applicant respond to. Are you ready, sir?

4 DR. FIGUEROA-MOSELEY: I am, thank you.

5 MR. DAWSON: First question. What skills and
6 attributes should all Commissioners possess?

7 What skills or competences should the Commission
8 possess collectively?

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

11 In summary, how will you contribute to the
12 success of the Commission?

13 DR. FIGUEROA-MOSELEY: So beginning with your
14 first question about the skills and competences that the
15 Commission should possess collectively, I would say
16 inclusivity, a focus on public good, a focus on true
17 representation of all people of California residents and
18 people. That the Commission as a whole has a sense of
19 teamwork, that we care about the communities. And patience
20 in times of challenge, because there may be certain time --
21 instances that there will be a lot of challenge. A focus
22 on collective good, and consensus building and a sense of
23 impartiality.

24 Of the skills and attributes that each
25 Commissioner should possess I try to find the common

1 ground. I try to be inclusive. I focus on the public good
2 and also on true representation. I have a sense of
3 teamwork. I care about my communities in which I have
4 lived. And I have patience in the times of challenge. I
5 focus on the collective good as well with consensus
6 building. I'm also personable and impartial. And I'm also
7 a person that's willing to have courageous conversations.
8 I think when people hold back and don't speak about things
9 that may be on their mind they're not having the courageous
10 conversations. And having these conversations allows
11 people to connect together.

12 So how will I contribute to the success of the
13 Commission? I'll focus on openness in the Commission,
14 working together to ensure public trust, guard against
15 microaggressions. And what I mean by microaggressions is
16 the idea that when people make snide comments, or make
17 comments that don't focus on moving the Commission forward,
18 that's the thing I want to make sure we protect against.

19 And then I bring a perspective of a person that
20 lives and understands diversity and also a willingness to
21 be or have impartiality.

22 MR. DAWSON: Thank you.

23 Question 2. Work on the Commission requires
24 members of different political backgrounds to work
25 together. Since the 2010 Commission was selected and

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

4 What characteristics do you possess?

5 And what characteristics should your fellow
6 Commissioners possess that will protect against hyper-
7 partisanship?

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

11 DR. FIGUEROA-MOSELEY: So addressing your first
12 question about the characteristics that my fellow
13 Commissioners possess that will protect against hyper-
14 partisanship, I think being an independent thinker is very
15 important. We will focus on consensus building and
16 coalition building, personable. And there's a term called
17 "beginners mind," that knowing that I don't always have all
18 the answers and that it's important to be open to different
19 viewpoints in order to move things forward. To approach
20 each issue that comes before the Commission based on its
21 own merits, again a willingness to have courageous
22 conversations and guard against microaggressions.

23 I bring to the table also my research background,
24 which allows me to have an analytical mind. And my
25 decisions will be based on qualitative data that comes from

1 public responses and observations in public hearings,
2 speakers' deliberations and written submissions. And the
3 quantitative data that are gleaned from draft maps,
4 visualizations of the districts of our community of
5 interest.

6 What will I do to ensure that the Commission is
7 not polarized? Openness and impartiality, recognizing and
8 supporting the minority perspective for any group who
9 differs racially and politically from a large group of
10 which it is part; I think honoring the diverse and
11 different perspectives of those selected to be on the
12 Committee is very important. And in terms of our
13 communities of interests I will emphasize that we follow
14 decision-making processes that are congruent with the
15 Voting Rights Act of 1965, which outlawed discriminatory
16 voting practices across the country. I also again will
17 guard against microaggressions which inhibits collaborative
18 work and consensus building.

19 MR. DAWSON: Thank you.

20 Question 3. What is the greatest problem the
21 Commission could encounter, and what actions would you take
22 to avoid or respond to this problem?

23 DR. FIGUEROA-MOSELEY: So the greatest problem
24 that the Commission could encounter is partisan challenges
25 from various organizations in both the state, local and

1 federal court on the redistricting maps. So the actions
2 that I would take to avoid and respond to this problem is
3 number one, have a sincere pursuit of transparency and
4 openness in all that we do as Commissioners. And I also
5 think that it's important that we have sound planning and
6 careful execution to protect against political
7 interference.

8 Our efforts as independent Commissioners will be
9 confronted by a greater and more savvy environment as
10 opposed to what happened ten years ago. So using some of
11 my analytical mind I think our processes must be data
12 driven. We must be professional about what we do. The
13 process must move in a transparent manner and stepwise
14 manner from our selection to the training to the planning
15 to the public hearings to the drawing of the maps and
16 finally, to any need of adjustment in the maps that may
17 come before the Commission.

18 I also think that we have to remember that our
19 decisions may activate a barrage of political challenges.
20 And we must guard against and reduce the undue influence
21 and any appearances of bias in our process. And keeping
22 that in mind I know that everything that the Commission
23 may, that the Commission does may not be perfect and that
24 we may have some stumbles and disagreements. But as a
25 group we must always remember our purpose. An old African

1 proverb says, "If you want to go fast you go alone. But if
2 you want to go far, you go together." And I choose
3 together.

4 MR. DAWSON: Thank you.

5 Question 4. If you are selected, you will be one
6 of fourteen members of the Commission, which is charged
7 with working together to create maps of the new districts.
8 Please describe a situation where you had to work
9 collaboratively with others on a project to achieve a
10 common goal.

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

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

16 DR. FIGUEROA-MOSELEY: Okay. I would like to
17 give you the example at Mayo Clinic in Rochester,
18 Minnesota. I was the Director of Community Engaged
19 Research. I was hired at Mayo with the goal of increasing
20 participation of community of color in clinical research.
21 Once I got there I was able to create, foster and maintain
22 relationships between communities of color in relevant
23 clinical research activities at Mayo.

24 I identified and recruited community leaders from
25 the Dakota Sioux native people, the Somalis, the Latino

1 population, and the Hmong to participate as community
2 health workers. So within this community health worker
3 model, community health workers, networks have been shown
4 to increase health outcomes of various communities of
5 color. I provided guidance for the community health
6 workers and we met weekly to identify gaps and
7 opportunities in our outreach.

8 I also supported and worked collaboratively with
9 the Mayo Clinic investigators in developing cultural-
10 specific methods in bringing the benefits of clinical
11 research to the communities of color. And as the example
12 of this I was deeply involved in a colorectal cancer
13 screening study. And the investigator had asked our
14 Department to assist in connecting with communities of
15 color. So my staff and I had developed a relationship with
16 this Somali community through our community health worker
17 networks in Rochester, Minnesota and in Minneapolis.

18 We also had communication with Somali doctors and
19 nurses that had identified colon cancer as an issue within
20 the community. We recruited Somali women at first. And
21 with a little more education and nudging from their wives
22 and friends Somali men entered the study. For the study we
23 facilitated participation by providing transportation to
24 Mayo Clinic, use of our Somali community health workers for
25 translational purposes, provided babysitters from the

1 community and even gave remuneration to participants. Mayo
2 research leadership was very, very happy with our efforts
3 and in connecting between the communities and the
4 investigators. That was a success.

5 The problem that occurred was one month later my
6 office and the investigator's office began receiving
7 concerned communications through our community health
8 workers concerning participants receiving a bill for their
9 screening. What we had not considered was that the
10 hospital was actually charging the participants for the
11 colorectal screening in the amount of \$1100 if they did not
12 have an established insurer that worked with Mayo Clinic.

13 So there was a lot of things that we had to clean
14 up. We met with the leaders of the Somali community and
15 with those affected we apologized for the mistakes that we
16 had made and assured the members that we would take care of
17 the bill.

18 The way that we did it, as for the investigator
19 and I, we were able to have the bills' charge covered by
20 our local Rotary Chapter, which I was the member of and by
21 Mayo Clinic's Charity Care Fund. So we were able to keep a
22 very positive relationship with this community.

23 But in terms of lessons learned, going forward
24 all investigators were asked to build into their research
25 budgets the extra costs associated with any procedures that

1 were being done in the hospital and the lab and that were
2 not covered by their own insurance. So in terms of the
3 lessons that I would take from this group experience to the
4 Commission, it alerted me to the possibility of unintended
5 consequences and with the responsibility of not doing harm.

6 The other thing that I learned was admitting my
7 mistakes. Community members are more willing to accept an
8 apology than you ignoring their concerns. And in most
9 cases partnerships with communities creates better
10 outcomes. And I think thinking out of the box in terms of
11 how we used the community health workers. That was very
12 important, and how we made sure that we did no harm in
13 terms of participants in our research studies not being
14 billed.

15 MR. DAWSON: Thank you.

16 Question 5. A considerable amount of the
17 Commission's work will involve meeting with people from all
18 over California who come from very different backgrounds
19 and a wide variety of perspectives. If you are selected as
20 a Commissioner, what skills and attributes will make you
21 effective at interacting with people from different
22 backgrounds and who have a variety of perspectives?

23 What experiences have you had that will help you
24 be effective at understanding and appreciating people and
25 communities of different backgrounds and who have a variety

1 of perspectives?

2 DR. FIGUEROA-MOSELEY: So first of all I'm an
3 advocate against hate and have learned to be an ally to
4 communities. I'm personable. And I have an understanding
5 of my own culture and histories and how it affects my life
6 experiences. I'm pretty comfortable with speaking about my
7 own background. And it allows me to be a better listener
8 to others that talk about theirs. I understand how biases
9 of others has affected me and makes me more open to how it
10 has affected others.

11 The other thing that I do is I do my own research
12 on the different communities of interest every time I come
13 into a community. I do homework in terms of knowing about
14 the histories and speaking to the people within the
15 community, because it will definitely give you a better
16 perspective.

17 I don't fear making mistakes in building
18 relationships. I think relationships are lost because of a
19 fear of making missteps. Again, having courageous
20 conversations with people in these communities and learning
21 about their life and their experiences potentially slows
22 judgment and stereotyping knowing that everyone brings
23 their own perspective.

24 And I find that building friendships with
25 different communities is very important. My connection

1 with other people it gives me great -- it's of great
2 importance in my life. And caring and understanding each
3 other is in my opinion what motivates us as a people to
4 change. And establishing with people from diverse
5 backgrounds and places can be key in making significant
6 changes within the communities.

7 In terms of the experiences I've had that will
8 help me be effective in understanding and appreciating
9 people from communities of different backgrounds and who
10 have a variety of perspectives, I have a keen understanding
11 of what it feels like to be the other. My family is
12 multiethnic and multiracial. I'm Jewish and I'm black
13 Creole with other ethnic racial mixtures. I've had a lot
14 of diverse life experiences in living in and interacting in
15 developing relationships with individuals from diverse and
16 varied communities. I've lived in metropolitan areas and
17 rural communities where you have a keen understanding of
18 the various opportunities and challenges in each of the
19 communities.

20 My work has also focused on working with diverse
21 populations within the Hispanic population living in San
22 Diego, working as the Director of Community Engaged
23 Research at Mayo, my experiences of working with immigrants
24 and new immigrants in rural communities, and that being the
25 newcomer has its own opportunities and challenges. And

1 celebrating their diversity as well as building bridges is
2 important.

3 I've had a lot of experience on boards and
4 committees: Mayo Clinic Executive Board; the Chamber of
5 Commerce of Rochester, Minnesota; the Jewish Federation;
6 our congregational boards and as well as the San Juan
7 Unified Curriculum and Standards Board.

8 I'm a life member of the Alpha Phi Alpha
9 Fraternity, Incorporated. Our fraternity has a national
10 program called "A Voteless People is a Hopeless People."
11 That was started in the 1930s, which at that time focused
12 on voter registration. And voter education and recently in
13 terms of the '90s, focused on shifting the focus to include
14 political awareness and empowerment.

15 I participated and helped organize town meetings
16 and candidate forums for this program since joining the
17 fraternity in 1993. I think that our most powerful sort of
18 marketing piece has been the first of all we vote, every
19 voter, every election. And it's a sort of a nice little
20 program that talks about -- and across all of our
21 fraternities, whether it's a college level or at the
22 graduate level, it -- we have several different sort of
23 forums and drives and things like that for dealing with the
24 voting amongst different people and increasing their
25 empowerment and understanding of the political process.

1 MR. DAWSON: Thank you. And I apologize. I
2 neglected to ask do you prefer "Mr." or "Dr. Figueroa-
3 Moseley?"

4 DR. FIGUEROA-MOSELEY: I'm fine with "Mr." Yeah,
5 I go by "Comar" as well, but you know for these purposes
6 "Mr." is fine with me.

7 MR. DAWSON: All right. Thank you.

8 We will now go to panel questions. Each panel
9 member will have 20 minutes to ask his or her questions.
10 And we'll start with the Chair, Mr. Belnap.

11 CHAIR BELNAP: Okay, thank you for being with us.
12 So you obtained your Master's and PhD degrees in psychology
13 in the late '90s. And you indicate in your application,
14 and I think you provided some links to them, that you have
15 published various empirical studies. Can you provide us
16 with an example or two of the types of analysis you have
17 performed which you think would be most applicable to the
18 work of the Commission?

19 DR. FIGUEROA-MOSELEY: So I think in terms of
20 analyses, one sort of study that I did was looking at
21 racial, ethnic differences in skin cancer and what reports
22 of skin cancer and things like that. And so what we were
23 able to find from the study was that we used an analysis
24 method of logistic regression, which basically it talks
25 about how people can -- what's the predicted value that a

1 person would have skin cancer and how their reactions would
2 be to radiation. And so we created a model that basically
3 said, "Look, this person has skin cancer." We moved it to
4 understanding that based on various different conditions
5 African Americans were less likely to report their skin
6 cancer or skin cancer problems based on what they had been
7 directed to do.

8 So I think one of the things that also came out
9 of that project was how particular physicians may treat
10 skin cancer as well as other cancers in terms of their
11 perception of the individual. And what we did was we
12 called it "social cognition." And that those physicians
13 with higher social cognition were better equipped to treat
14 their patients with cancer than those with lower social
15 cognition.

16 And so it helped develop further research looking
17 at other racial ethnic differences in terms of how we may
18 approach the physician body in terms of being able to make
19 them more aware of their certain social biases.

20 And also be able to give fair -- what I would
21 call it -- fair treatment to both, to all parties. And so
22 I think that is something that was very, very important.
23 And from those sort of cancer studies it promoted a lot of
24 other studies in terms of moving the ball forward in terms
25 of how we can bring equity to cancer and cancer treatments.

1 CHAIR BELNAP: Thank you. So you said, "social
2 cognition." What is that? And how did you guys end up
3 measuring it in physicians that were treating cancer
4 patients?

5 DR. FIGUEROA-MOSELEY: So social cognition is --
6 it's a kind of way of measuring racial and ethnic
7 discrimination, so social cognition is of the ability for
8 people to put aside their own beliefs about a person or a
9 group in order to be able to treat the person as if he was
10 like everyone else. And so in terms of social cognition
11 it's a very salient piece in terms of those of us that look
12 at issues around race or behavioral interventions.

13 And so I think I missed one part of your
14 question. Could I -- I think you --

15 CHAIR BELNAP: How do you measure it?

16 DR. FIGUEROA-MOSELEY: And so I think it's
17 basically measured on how the physicians' knowledge, their
18 knowledge of how they are treating the various individuals
19 as well as how they are communicating their treatment plan
20 to the various individuals from whether they were Black or
21 white. And so I think it's very important that the goal of
22 the study was basically to let people know that based on
23 their social cognition that they may treat individuals
24 differently. And that there's a greater need to be
25 basically inclusive in terms of treating, because sometimes

1 what ended up also happening was that sometimes the
2 physicians would end up treating the individuals and if
3 they had pain they would give them less pain meds in terms
4 of being measured. Basically the patients would have very
5 similar measurements of pain across ethnicity, but the
6 African American patients got less pain meds. And it was
7 based on their perceptions what they thought was
8 appropriate for that particular group.

9 CHAIR BELNAP: Okay, thank you.

10 So after studying and working in the public
11 health field then your application indicates that you
12 started your own catering business in 2013. Why did you
13 take this career path? And what did you learn from it?

14 DR. FIGUEROA-MOSELEY: So one of the major things
15 about being able to cater is I've always had a love for
16 cooking. And because at the time we had young children in
17 our house and my wife is a physician, so it became a
18 conversation that we had in our own house to say who's
19 going to be slaying dragons in the house? And so we made a
20 family decision that our kids were very important and that
21 I would have greater time doing catering as opposed to
22 being on the track of being this, the pure academic person.

23 And so the catering has allowed me to meet a wide
24 variety of people, have a wide variety of interactions.
25 It's also allowed me to help others, especially within our

1 community, who cannot afford to have an expensive bar
2 mitzvah or an expensive program. So it became for me a
3 service to others. And so the reason why I stick with that
4 is because it's very meaningful to have as my goal a
5 service for all and focus on really presenting a good
6 product at a less expensive price. And so I've been very
7 proud of that initiative.

8 And over the past few years since I've been the
9 Vice President of Development at our local synagogue we've
10 raised \$35,000 last year for programming. And we are
11 expected -- well we were expected before the coronavirus
12 came -- to beat that goal. So I'm very proud to be
13 involved in that. And also find a way to give back to the
14 community.

15 CHAIR BELNAP: Okay, thank you.

16 So in your essay on impartiality you emphasized
17 your experience on the Curriculum and Standards Committee
18 of a school district. You spoke about the Committee's
19 navigation of the new LGBTQ curriculum in particular. So
20 can you briefly describe that experience? And how you had
21 to exercise impartiality in this instance?

22 DR. FIGUEROA-MOSELEY: So being part of the
23 Curriculum and Standards Committee what had come before us
24 was the education state mandate that for LGBTQ we needed to
25 make sure that we included individuals in our -- in all

1 that we do, whether it was in our science curriculum, in
2 our social studies curriculum. And it was important for us
3 as a group to emphasize that when a person sees someone who
4 is like them it also gives them a sense of belonging. And
5 I think for our group we had people from various political
6 and religious backgrounds, but ultimately it was our group
7 decided that it was important to focus on inclusion of
8 others in terms of our curriculum adoptions, in terms of
9 our book adoptions.

10 And so we did have pushback from parents who had
11 their own religious concerns concerning the curriculum.
12 And what I would say is that we honored their needs and we
13 said that, "If you don't want your kid to be involved in
14 terms of this development of the LGBT curriculum for
15 specific in terms of sexuality and stuff like that you can
16 pull the kid out of the health class during that section."

17 But in terms of social studies we had to honor
18 the state's rules and say, "Look, whether the person looks
19 like you or whether they are of a different sexual gender
20 preference or things like that, that we really, really
21 should have that included in the social studies curriculum
22 and in the science curriculum." And it was adopted by our
23 school board unanimously. And as we continue to go through
24 our meetings and further developments there might be
25 certain changes in the curriculum. But as of now we have

1 continued to support what our educational -- EDCO had
2 basically said that we must follow. So that's it.

3 CHAIR BELNAP: So do you have another experience,
4 either from your work or your volunteer experiences where
5 you've had to exercise the impartiality? And if so, can
6 you share that with us?

7 DR. FIGUEROA-MOSELEY: The other experience is I
8 worked with a group in San Diego County called "Por La
9 Vida." And as an Evaluation Director within the Por La
10 Vida Program I've had to, within that program is a program
11 that was supported by the First 5 Initiative out of San
12 Diego County. And we had basically developed relationships
13 with various different communities: the Barrio Logan
14 community, the Chula Vista community, the National City
15 Latino community.

16 And in the development of the curriculum we had
17 to balance as a group what was important in terms of the
18 curriculum going forward. And we had gotten a lot of input
19 from our community health workers where basically they
20 presented a perspective. And then we also got other input
21 from other local community members that lived in the Latino
22 communities. So I as an evaluation director had to
23 basically step back. And even though I may have had my
24 certain opinions of what curriculum was adopted and what
25 curriculum was excluded I was able to work with both our

1 community health workers and community members in creating
2 a better product which became our curriculum for the
3 community health workers in how they moved things forward.
4 So I think it's important that with that I was able to
5 really show that I allowed the process to be open. And to
6 be very -- you know, just take steps back in terms of being
7 impartial.

8 And in the end I felt that the product was a much
9 stronger product. And that by year three of our program we
10 were able to connect 3,000 children who were American
11 citizens from that Latino community to access the care to
12 other -- meeting their mental health needs as well as
13 helping them have a greater health knowledge and
14 understanding of their health.

15 MS. PELLMAN: We have 5 minutes, 18 seconds
16 remaining.

17 CHAIR BELNAP: So first of all let's make sure
18 that Mr. Figueroa-Moseley, can you hear us?

19 DR. FIGUEROA-MOSELEY: Yes, I can.

20 CHAIR BELNAP: Okay. So I believe where we were
21 at is I had asked for --

22 VICE CHAIR COE: Mr. Belnap, I'm sorry. When we
23 lost you guys and everybody else on the Zoom meeting was
24 still present. I as the Vice Chair had the Secretary stop
25 the clock. So I just want to ensure that we have the clock

1 appropriately set up to be started again.

2 MS. PELLMAN: Yes. I'm going to make -- if you
3 could bear with me for a minute I want to make one
4 adjustment here.

5 CHAIR BELNAP: While Madam Secretary is working
6 on the clock I'll tell you what we had heard up to that
7 point. I had asked a question about another example of
8 impartiality and you had begun telling us about your time
9 as an Evaluation Director. I didn't quite hear the program
10 name but that it was supported by First 5, so that's where
11 we were at. Kind of we heard the background and the setup,
12 but not necessarily the rest of the details on that
13 example.

14 DR. FIGUEROA-MOSELEY: All right, is everyone on
15 or are --

16 CHAIR BELNAP: Well, this is Chair --

17 MS. PELLMAN: Yeah.

18 CHAIR BELNAP: Madam Secretary, we're good?

19 MS. PELLMAN: Yes, we're good. Thank you.

20 CHAIR BELNAP: Okay. So Mr. Figueroa-Moseley if
21 you would just please continue that example.

22 DR. FIGUEROA-MOSELEY: So the program was called
23 Por La Vida, which means "for life." And basically I
24 served as the Evaluation Director for the program. And at
25 that point we were developing a curriculum under the First

1 5. It was for a three-year grant. And so we went out and
2 hired community workers from the Barrio Logan community in
3 the San Diego County, the Chula Vista communities and
4 National City communities.

5 And so in the development of the program we had
6 allowed the community health workers and other community
7 members have input on what would be the proper, what would
8 be good in terms of inclusion in terms of the curriculum.

9 I as the Evaluation Director had to take a step
10 back and let the community health workers as well as other
11 community members speak on what was very important to them
12 in terms of inclusion in the Por La Vida curriculum. And
13 based on that I had to be impartial to listen to both sides
14 in terms of what was good to include as well as what may
15 end up being excluded.

16 What I ended up finding out from the community
17 health workers they thought that there was a greater need
18 to cover mental health and that folks needed to be
19 connected to mental health locations and other
20 possibilities. So we were able to create a curriculum and
21 a checklist within San Diego that said where you could go
22 in terms of mental health concerns.

23 We also connected people to various different
24 settings in terms of dealing with public health concerns.
25 And also made sure that the curriculum was that folks were

1 having their medical needs met. And so within that
2 program, being the Evaluation Director I really had to step
3 back and let the process flow instead of putting in exactly
4 what I wanted out of the program. And I think by utilizing
5 our community health workers as well as other community
6 input we came upon a product that was very well received by
7 these various communities.

8 And of course after it had been again piloted and
9 put in these communities we made changes. And we were able
10 to connect 3000 children whose parents were not citizens,
11 but the kids were citizens to medical services, mental
12 health services as well as increasing their general health
13 knowledge.

14 CHAIR BELNAP: All right. Thank you.

15 Madam Secretary how much time is on my clock?

16 MS. PELLMAN: Three minutes, 28 seconds.

17 CHAIR BELNAP: Mr. Figueroa-Moseley as I go
18 through your application I can see that you've had
19 educational and work experiences all over the country. I'm
20 not clear on when you came to California and what caused
21 that to be.

22 DR. FIGUEROA-MOSELEY: So I came to California
23 with my family in 2007, in August of 2007. And the reason
24 why we left Rochester was that my wife's father had gotten
25 ill, he had ALS. And so we needed to be closer to him in

1 terms of making sure that we were taking care of my wife's
2 80-year-old parents at the time. And be able to intervene
3 and be closer just in case there was any sort of medical
4 needs because my wife is a physician, that we could help
5 support. And so it was better for us to be closer to our
6 family out here in California where we can actually be able
7 to help with the support.

8 And unfortunately the next year my father-in-law
9 passed away. But we're happy to be close with family. My
10 mother-in-law is still living; she just turned 89 a couple
11 of months ago, so we're close. And because of the COVID we
12 haven't been able to see her as much right now. But that
13 was the main reason why we came here, to be closer to my
14 wife's family.

15 CHAIR BELNAP: All right, thank you. Mr. Coe,
16 I'll now turn the time over to you.

17 VICE CHAIR COE: Thank you, Mr. Chair. Good
18 afternoon to you Dr. Figueroa-Moseley. Thank you for
19 taking the time to speak with us today.

20 DR. FIGUEROA-MOSELEY: No problem.

21 VICE CHAIR COE: In regards to the small business
22 that you had started I'm curious if you think that -- Do
23 you think that having a small business perspective on the
24 Commission is an important thing?

25 DR. FIGUEROA-MOSELEY: Well I think it's very

1 important to have that small business perspective because
2 me as a small business owner, and especially in these times
3 where working in the food business people are not being
4 supported and because they're losing their jobs, and people
5 like us have basically had to think out of the box on how
6 we could support others. I couldn't support people in
7 terms of cooking for them, but I am aware of a lot of small
8 businesses that had said, "We're staying open. We're going
9 to do what we can to support both our workers and the
10 community in terms of making sure that they get fed."

11 There have been initiatives out of my particular
12 group within our synagogue to make sure that we had things
13 like gloves and masks that we were able to donate. But in
14 terms of me as a business owner I think it's
15 extraordinarily important that a business perspective is on
16 the Committee, because if we are basically part of the
17 community and we're on the ground and we know our
18 communities and we interact with our communities greatly,
19 and I think it's important for us to have that perspective.

20 Also know the challenges various business
21 entities go through in terms of stumbles, falls, also
22 changes in health. Sometimes a business, just because one
23 person who is the head of the business has a tragedy it may
24 change the course of what an ability for the business to
25 continue at a certain level. And so I think amongst us as

1 business owners it's important that that perspective is on
2 the Committee because it's important to know that business
3 owners that are in the community, that we interacted with
4 the Committee, were very much able to hear and know the
5 perspective of community numbers because we have direct
6 interaction with them. And it's a good thing to have
7 people who own small businesses to be on the Committee.

8 VICE CHAIR COE: Thank you.

9 In your application you indicate that you
10 authored 16 empirical studies in major journals and that
11 you've authored one book chapter. How could the
12 experiences of writing, editing and publishing scholarly
13 articles be beneficial to the work of the Commission?

14 DR. FIGUEROA-MOSELEY: Well, being able to write
15 empirical articles, like I said before in terms of these
16 empirical articles, they look at various different ways of
17 analysis. And so I've done what some people may not
18 understand is predictive analysis for various communities.
19 My major focus in terms of when I was at Rochester,
20 University of Rochester and other locations, was looking at
21 behavioral interventions as well as looking at symptom
22 management.

23 And I think for the Commission it's important
24 that someone that can look at the data and slice the data
25 and say look this is the problem. These are the methods

1 that we've used. And these are the results. And so I
2 think it's clear for someone who has an empirical
3 background or an analytical background to know that we're
4 not missing steps in terms of the analysis and that it's
5 important to understand that in order to make sure that we
6 have a good outcome, certain analysis may be needed to be
7 conducted.

8 And with discussion with other Commission members
9 certain analysis may not be there, but I think a person
10 with an empirical mind as well as an analytical mind that
11 takes qualitative and quantitative data and puts it
12 together will be able to preserve a better product.
13 Because some things that you may use quantitative data to
14 answer certain questions, but it's also the qualitative
15 data in terms of the public hearings and the feedback from
16 the public community that's not always picked up in the
17 quantitative data that helps inform the process going
18 forward.

19 VICE CHAIR COE: Thank you.

20 As Mr. Belnap indicated earlier you've lived in
21 many different places across the country and
22 internationally too I believe. Do you see this experience
23 and perspective as something that can benefit the work of
24 this Commission?

25 DR. FIGUEROA-MOSELEY: So I think living in

1 different areas has allowed me to have a better
2 understanding of other people. Having the courage to go to
3 Rochester, Minnesota -- And I don't know if people are
4 familiar with that area in Minnesota, but it's a southern-
5 southeastern sort of rural community that at the center has
6 Mayo Clinic as its draw. And Mayo Clinic has drawn a lot
7 of different people to the communities. And I think from
8 Mayo Clinic, Rochester, to Rochester New York, I'm able to
9 understand or have a perspective on those living in rural
10 environments and the challenges there, those living in
11 metropolitan environments and the challenges there.

12 Being one of the 125 Jewish families in
13 Rochester, Minnesota, and the perspective that we
14 understand what it means to be "other." And that we have
15 an understanding that it makes me much more accepting of
16 those who are different and allows me to reach out and make
17 those courageous conversations because I've lived in these
18 areas. And my work has primarily focused on connecting
19 people and because of that it's made me a better person.
20 And I think it will help the Commission move forward in
21 terms of a person who has had those perspectives.

22 Also as a person who has that perspective a lot
23 of times I try to play devil's advocate if I'm in any
24 certain meetings. And I may have a certain view, but I may
25 play the devil's advocate and ask the question of what of

1 the concerns that could arise from a minority group or a
2 group that's not supported within the organization, I mean
3 within the area. So I think it's important that a person
4 really have a wide variety of perspectives and a wide
5 variety of interactions with various different cultures in
6 order to, I guess, be a better person and it's made me a
7 better person.

8 And it's allowed me to be fortunate to interact
9 with the Hmong population, the Somali population which up
10 to that point when I went to Minnesota I had not even
11 encountered Somalis. Now I come here into Sacramento and
12 I've had other interactions with Ethiopians and Somalis
13 and as well as other groups, Serbian people. And it's a
14 way that by being and living in these different areas that
15 has allowed me to bring people together as well as allows
16 me to I feel that I would be very qualified in
17 understanding the diversity of others.

18 VICE CHAIR COE: Thank you for that. Speaking of
19 others and other people, one of the biggest jobs the
20 Commission is going to have to accomplish is identifying
21 communities of interest all across the state. You
22 mentioned research you've done in the communities when
23 you've gone into new ones to work. This is going to be
24 that multiplied many times I think, but some communities
25 are easily identified. They are out there, they're eager

1 to give you information about them and what binds them
2 together. And other communities are less easily
3 identifiable and maybe not as forthcoming with information
4 and therefore are harder to identify.

5 As a Commissioner how would you go about
6 identifying communities of interest throughout the state,
7 particularly trying to find those that are maybe harder to
8 identify to inadvertently avoid overlooking some of those
9 harder to identify communities?

10 DR. FIGUEROA-MOSELEY: So what I've done in the
11 past with communities that have been harder to identify has
12 been that I've taken a systematic approach in terms of
13 knowing, speaking with individuals within the community and
14 finding out who are the leaders in that community because
15 the first step is if you could connect with the leaders and
16 you can create a relationship with those leaders I think
17 people are -- they may be not always -- they may be suspect
18 of why you're there. But I think continued interactions
19 with these communities that may be harder to reach.

20 And as in what I have had experience in doing is
21 using people that are from that community to help me
22 connect to the community. And if I have those individuals
23 play a role in connecting to these communities that are
24 much harder, then they have people who I've already had an
25 interaction with that are respected in the community. And

1 it becomes very, very important to the other people like,
2 "Well we got their buy-ins."

3 A lot of times what I've done, especially with
4 the native Sioux population, I do my homework about
5 individuals from the native Sioux population. My stepdad
6 is half-Cherokee and so there are certain ways that you
7 interact with the population. Knowing that you don't look
8 a person in the eye, that looking a person in the eye may
9 be seen as offensive. So it's taking the things that for
10 one culture may mean a greater sense of trustworthiness,
11 into another culture looking in the eye is a sign of
12 disrespect. And so I think getting, using the people who
13 are the leaders of the community and helping, they will be
14 able to help us infiltrate into those communities that may
15 be hard to get.

16 But I also think just talking to people. I mean
17 I think the biggest thing that will happen when we come in
18 into these communities is how we speak to people, how we
19 interact with them over how they -- in terms of having food
20 -- sharing time with them I think is the things that are
21 very important that you'll get a perspective as to what are
22 the community's needs and the community's concerns. And I
23 think in the end having open and courageous conversations
24 will help move the needle to bring the Commission to a
25 better spot in terms of understanding the needs and

1 concerns of various communities.

2 MS. PELLMAN: We have 6 minutes, 10 seconds
3 remaining.

4 VICE CHAIR COE: Thank you.

5 So Dr. Figueroa-Moseley, as a relatively recent -
6 - you said it was 2007, I think when you moved to
7 California. So as a relatively recent transplant to
8 California I'm curious to hear about your experiences in
9 other regions of the state outside of your home region of
10 Sacramento. And what you have learned from the people in
11 those regions about their concerns and their perspectives
12 that would make you an effective representative for those
13 folks.

14 DR. FIGUEROA-MOSELEY: So one, I've lived in San
15 Diego and I was able to understand the experiences of folks
16 living in San Diego, especially the Latino population
17 because San Diego has a large Latino population. And I of
18 course had interactions there. I also have had experiences
19 interacting with communities of color in Los Angeles as
20 well as in Riverside, where I first came to California like
21 when I was a young 25-year-old and was able to work with
22 several different groups in terms of their (indiscernible)
23 -- oh, I think there's a loud noise in the back. And so
24 for me I've had interactions, direct interactions with
25 folks from El Centro, California where that community is a

1 rural community -- and part of my family lives in El Centro
2 -- in terms of their particular challenges, the particular
3 opportunities of being in a rural community like El Centro.

4 Also the experiences that I've had in terms of
5 interacting with former members of a gang and how I became
6 a mentor to one of these particular individuals. And was
7 able to help this very smart former gang member basically
8 connect to San Diego State and found a way for San Diego
9 State to provide an excellent education for him. And he
10 went on to go to Columbia and graduated with his doctorate
11 from Columbia.

12 So my life, in terms of I've been a mentor to a
13 lot of different students and people, and because I was a
14 mentor it allowed my students to go on to be City Council
15 members in Chula Vista, to become very prominent and
16 important people within their own communities. And so I've
17 had a lot of interactions with people from around the state
18 based on my mentorship as well as the things that I've
19 worked with. And because I also have family that live in
20 these small rural communities, these big metropolitan
21 communities and I'm able to glean from them what is
22 important to them in terms of their community. And I get
23 an insight as to what's important moving forward there for
24 the work on the Commission.

25 VICE CHAIR COE: Thank you.

1 One more time check please?

2 MS. PELLMAN: Yes, 2 minutes and 18 seconds.

3 VICE CHAIR COE: Okay, really quick, Dr.
4 Figueroa-Moseley if you were appointed to this Commission
5 which aspects of that role do you think that you would
6 enjoy the most? And conversely, which aspects of that role
7 do you think you might struggle with a little bit?

8 DR. FIGUEROA-MOSELEY: I think I would enjoy the
9 most the interaction with people. I think through
10 interactions I gain a perspective on the individuals within
11 the community. I would also enjoy the analytical part of
12 the program.

13 What I may enjoy the least is, even though I've
14 done this before, is actually leading the public meetings.
15 But I think a lot of times when some things are new I'm a
16 little bit nervous in terms of making sure that my
17 nervousness does not communicate anything negative to
18 people, so I kind of tend to take a step back. So that
19 would probably be the least part of wanting to be a
20 participant in terms of just leading meetings. But I have
21 been a co-chair, so I have led meetings. But I think each
22 one of us has a role to play and that we don't always have
23 to be the leader or chair of a committee, we can do our
24 part by being committee members or being co-chairs. And
25 when it's time maybe having to step up and do more.

1 VICE CHAIR COE: Okay, thank you Dr. Figueroa-
2 Moseley. I appreciate it.

3 Mr. Chair, no further questions at this time.

4 CHAIR BELNAP: And Ms. Dickison the time is now
5 yours.

6 PANEL MEMBER DICKISON: Thank you.

7 So Mr. Figueroa-Moseley, thank you for meeting
8 with us this afternoon. I want to go along with what you
9 were just talking about. In the different roles you have
10 experience as a small business owner, as a researcher. And
11 you said you're willing to play devil's advocate in
12 meetings. What do you see as your role on the Commission
13 if you were to be selected?

14 DR. FIGUEROA-MOSELEY: I think my role on the
15 committee is that I bring a background in understanding
16 diversity. And it's something that I live and I work and
17 so I have a strong understanding of diversity. And that's
18 what I would bring to the community, to the Commission in
19 terms of I have experiences working with rural populations,
20 working with metropolitan folks, people from various
21 different communities, ethnic and racial communities. And
22 have found that to be very, very meaningful.

23 And I think for me the other part of working with
24 various communities is that I feel that I would bring an
25 analytical mind when I look at the data. And I can look at

1 the data from a qualitative and a quantitative way, could
2 make recommendations to the Committee as to what is
3 important that the Committee may need to focus on.

4 Also, like I said before I'm willing to play
5 devil's advocate because I may have my own views, but I
6 like the idea that taking the perspective of those
7 populations who may not have a strong voice and asking the
8 difficult question. And I think when we ask the difficult
9 question and we have courageous conversations it actually
10 helps bring a better product.

11 And I think it will bring a better product to the
12 Commission. And that it will also allow the Commission's
13 work to be seen that we've been thorough, we've been
14 impartial, we've taken a stepwise approach in terms of
15 dealing with our various populations. Also how we work,
16 how we go from our public meetings, how we go through
17 analysis of public responses to creations of maps. And
18 finally, any changes of the maps that would occur. So I
19 agree that I would bring diversity and an analytical mind.
20 And I think those are the two strongest points that I would
21 bring to the Committee.

22 PANEL MEMBER DICKISON: Thank you.

23 You also talked about mentoring a former gang
24 member.

25 DR. FIGUEROA-MOSELEY: Yes.

1 PANEL MEMBER DICKISON: What did you learn from
2 that individual that would be of benefit to the Commission?

3 DR. FIGUEROA-MOSELEY: Well, I think not making
4 judgments about people and knowing that people may come
5 from various different backgrounds and various different
6 places in life. And that sometimes you see a spark in
7 someone and that spark just needs a little bit of
8 direction. And within that particular individual I said,
9 "This kid is really smart." I taught him in my
10 Developmental Psych class. He got a C in my class, but I
11 said, "You know, he's very, very smart and I like the way
12 he thinks."

13 And so because of that I was able to connect him,
14 like I said to San Diego State and work with the Dean to
15 make sure that he found a way to change his life. And I
16 think through mentoring and mentoring of several different
17 individuals that their lives have been changed. And I
18 didn't have to be the Chair of the Department or didn't
19 have to be the head of a certain group in order to make a
20 change. It's that everybody can contribute and make a
21 change for the better.

22 PANEL MEMBER DICKISON: Thank you.
23 (Indiscernible) in terms of my questions that answered.

24 CHAIR BELNAP: Ms. Dickinson, can I interrupt for
25 a second?

1 PANEL MEMBER DICKISON: Yes, you may.

2 CHAIR BELNAP: So we just had a little bit of
3 technical difficulty on our side. I would say I probably
4 heard 95 percent of what was said, so I feel like we should
5 continue. And I think those are streaming probably saw
6 that we were having a little bit of technical difficulty as
7 well. But rest assured that we heard most if not all of it
8 and we can go back to the archive. At least I think I'm
9 the only person that didn't hear about 30 seconds of it.
10 So with that Ms. Dickison, continue.

11 PANEL MEMBER DICKISON: Thank you. So today
12 you've talked a lot about communities of color and ethnic
13 communities and racial communities. Do you think that
14 communities of interest can be bound by other things other
15 than ethnicity?

16 DR. FIGUEROA-MOSELEY: Yes. I mean, I think
17 communities of interest can be gay-straight, gay-to-gay,
18 gay communities, LGBTQA communities (phonetic). It can
19 also be rural communities, communities that may not have
20 had a voice in the past that may still be unidentified, our
21 smaller communities. So I don't think communities of
22 interest has to always be tied to race, but it can also be
23 tied to political parties and that people within terms of
24 the communities of interest, it's a wide variety of
25 different people.

1 And I think I've mentioned my extensive work with
2 ethnic communities, people of color. But I think one of
3 the things that I have learned in terms of being on the San
4 Juan Unified Curriculum and Standards Committee is that we
5 have had kids who have come from various different
6 communities, for example the homeless children, children
7 who have had very, very hard situations and abusive
8 families. Been able to connect with foster children and
9 been able to understand their perspective as well. And so
10 I think it opens me up to in terms of community of interest
11 to expand what I have actually said in terms of just
12 working with communities of color.

13 But all communities can be included in that
14 communities of interest. We just have to think out of the
15 box in terms of what these communities look like and
16 homeless, foster, kids who have come from abusive
17 situations. Some of those things can apply to adults who
18 vote. And it's important to be able to include those
19 individuals as well in the voting process.

20 PANEL MEMBER DICKISON: Thank you. What do you
21 see is some of the things that may influence one's
22 preference when they're looking for representation? And
23 how can that differ between different regions of the state?

24 DR. FIGUEROA-MOSELEY: I think a person's
25 history. And what I mean by history is their own stories

1 can vary from community to community. I couldn't hear the
2 last part of the second question.

3 PANEL MEMBER DICKISON: Okay. So what do you
4 think are some of the things that influence one's
5 preference when they're looking for representation?

6 DR. FIGUEROA-MOSELEY: Uh-huh.

7 PANEL MEMBER DICKISON: And how may that differ
8 between the various regions of the state?

9 DR. FIGUEROA-MOSELEY: Okay. So like I said it
10 is that representation is based on a person's history. And
11 I think that different histories and different communities
12 have their own story why they came to a certain community
13 or why they didn't. And that they differ in terms of being
14 able to -- a person who is a rural person who owns a farm
15 may have a lot of different needs that are nowhere -- it's
16 not less significant -- but nowhere similar to those living
17 in San Francisco who may have a completely different set of
18 needs. And knowing that meeting people at where they are
19 and seeing how we can move things forward is how I would
20 deal with various differing communities.

21 And that yes, our communities may have, may live
22 in different places. But understanding that we need to
23 meet with them, that we meet them at where they are because
24 their story is important, their understanding and
25 backgrounds are important. And that in the end we'll have

1 to make sure that we consider all viewpoints.

2 PANEL MEMBER DICKISON: Thank you.

3 So you mentioned that you're a small business
4 owner. Are you still doing program consulting as well?

5 DR. FIGUEROA-MOSELEY: So I do some program
6 consulting with the Robert Wood Johnson Foundation. So
7 there's a program called, "A Culture of Health" and so I've
8 done somewhat similar -- or have done things where I have
9 been a grant reviewer for the Culture of Health. And so
10 the Culture of Health Program is what they do is they
11 recruit leaders from various different communities across
12 the United States. And I have been a participant in the
13 review of applicants at each phase except for the actual
14 in-person interview to evaluate the individuals and their
15 contributions to a culture of health within their local
16 environments.

17 And so that's something that I've been very proud
18 of to do. It also allows me to have time to balance
19 work/life things. But I find that that's also very, very
20 meaningful in terms of the selection of people to this
21 Culture of Health Program sponsored by the Robert Wood
22 Johnson Foundation.

23 PANEL MEMBER DICKISON: Thank you. You actually
24 anticipated my question in balancing your work life and
25 your professional life and your small business, how would

1 you balance that if you were selected as a Commissioner?

2 DR. FIGUEROA-MOSELEY: Well I think the other
3 question I would have to ask what's the FTE on doing these
4 things? But the way I found that is that family is
5 important. And you know, my family is a non-traditional
6 family where my wife is the physician and I've taken a
7 secondary role, which for our family it works. And I think
8 I've been able -- I put my children and family first.

9 And in terms of that work/life balance my family
10 and I have had these discussions about what if you make it
11 on the Commission? Will you able to have the same
12 work/life balance? And I say, yes. One of the questions
13 that I'm not allowed to ask but dealt with is how much time
14 would the Commissioners be having to deal with? But I
15 think for my family we actually had a conversation about my
16 participation and does this affect our family and how it
17 will affect my family. And my family feels that they are
18 very, very supportive of us going forward.

19 And I'm very happy of that because we make a lot
20 of sacrifices. And for that I applaud my kids and my wife
21 for leading me to, allowing me to pursue something that I
22 found very, very meaningful.

23 CHAIR DICKISON: Thank you.

24 So I have one last question. The first eight
25 Commissioners are selected randomly and then they are

1 tasked with selecting the next six Commissioners to round
2 out the Commission. If you were one of the first eight
3 what would you look for in the other six?

4 DR. FIGUEROA-MOSELEY: So I think it's important
5 in looking through the other six I don't want people that
6 are just like me. I think it's important to understand
7 that when you have people who are different from you that a
8 better sort of product comes out in the end. And that if
9 selected to be the first eight that would be what I would
10 be looking for. I would be looking for a lot of the things
11 that I answered in the question number one.

12 But also looking for people that have -- that are
13 different, and especially different in things that I may
14 have never thought about before. Until I've been selected
15 for that, randomly selected for that particular job, I
16 think it's important that I look at those who come from
17 diverse backgrounds. And that because of their diverse
18 backgrounds should be included. And that they have an
19 analytical mind. That they have diverse interactions, and
20 I think that's important.

21 And so I would say, for me, choosing the six is
22 looking for people with diverse backgrounds that can be
23 impartial and that can contribute to a better product going
24 forward from the Commission.

25 PANEL MEMBER DICKISON: Thank you.

1 Mr. Chair, I have no additional questions at this
2 point. I yield my time.

3 CHAIR BELNAP: All right. Thank you.

4 Mr. Dawson, we'll turn the time over to you.

5 MR. DAWSON: Thank you, Mr. Chair.

6 Thank you once again Dr. Figueroa-Moseley. I
7 want to flip around Ms. Dickison's question. If you were
8 not chosen in the first eight why should they pick you
9 among the last six?

10 DR. FIGUEROA-MOSELEY: So I think that if I was
11 not chosen in the first eight, I think I bring a diverse
12 perspective, I have diverse history in terms of my own
13 personal background and the background of my family. I can
14 be impartial. I can also have, you know, I've worked to
15 contribute to the public good so I think based on my -- and
16 I've also had experience in terms of voting drives and
17 getting out the vote; that I would be a pretty strong
18 candidate as an advocate for others.

19 And I think it's important for me to, if I'm
20 selected, that that would be what I contribute. And also,
21 an analytical mind I would contribute to the Committee if
22 chosen. But I think that is how I'm going to answer your
23 question right now.

24 MR. DAWSON: Okay, thank you.

25 It's been noted then among the applicants' pool

1 there are quite a few JD's but also quite a few PhD's. And
2 my question is there a, I want to say an academic bias that
3 scientists, research scientists might have that might
4 handicap them in finding out the real California?

5 DR. FIGUEROA-MOSELEY: It all depends. And I
6 think as a person from an academic background there are
7 some academics that work strictly on just doing
8 quantitative data. And what you end up missing is the
9 other part; the other part of that particular person are
10 the other reasons why this person may be reacting to a
11 particular research question. And I think the balance of
12 having qualitative and quantitative data is very important.

13 I did a qualitative study where I actually went
14 to six different communities across the United States. So
15 I was in Topeka, Kansas; Rochester, New York; I was in
16 South Dakota -- I can't remember the place right now -- I
17 went to Albuquerque, New Mexico and was able to garner an
18 understanding of the various different communities and was
19 able to hear their cancer story. And because I was able to
20 hear their cancer story, in their cancer stories there were
21 some similarities and some differences, but it allowed me
22 to really get a picture that cancer for various groups
23 might be one thing, but even within these groups there are
24 differences based on where people live in terms of their
25 perceptions of cancer, that cancer knowledge, things like

1 that. I mean, I think I have a unique experience in terms
2 of seeing the United States.

3 And I've also lived in California and I've lived
4 out of California. And I take the experiences that I had
5 outside of California and will bring it back to my home
6 state and be able to really contribute to the Commission in
7 terms of that.

8 MR. DAWSON: Thank you.

9 Madam Secretary, what is our time left in the
10 full 90?

11 MS. PELLMAN: 10 minutes and 20 seconds.

12 MR. DAWSON: Oh, okay. Thank you. I have time
13 to ask another follow-up. On your response to Standard
14 Question 2 something caught my ear. You referred to a
15 "beginners mind," which I took to mean that you shouldn't
16 assume that you know anything. Do I understand that
17 correctly?

18 DR. FIGUEROA-MOSELEY: No. What it means is that
19 you are open to a variety of different perspectives. So in
20 the beginner's mind when we're trained in academic and
21 academia work we're told, "You need to be the expert of
22 this and the expert of this and the expert of that." And
23 what I have learned throughout my life is that if you
24 approach each issue based on its merits instead of just
25 coming in with, "Oh, I'm the expert so I'm going to guide

1 this to this direction." But say, "Look, I'm open to
2 various viewpoints."

3 And I based my view on these particular issues
4 based solely on their merit, on their own merit, not what I
5 can bring into the situation in terms of what my background
6 may have been. But I have to be open to different
7 viewpoints in order to move things forward. And so a
8 beginner's mind allows a person to be open to various
9 different views and allows me as a person to be able to
10 take it in and say, "Oh, that was a perspective I never
11 would have thought about," if I had an "expert mind."

12 MR. DAWSON: Okay, I think I understand now.

13 So in applying this to the work on the Commission
14 I suppose that you could also put yourself in the beginners
15 mind if you were visiting a part of the state that you
16 never visited before or encountered a community of interest
17 that you didn't know existed. Does that --

18 DR. FIGUEROA-MOSELEY: Yes!

19 MR. DAWSON: Am I understanding you?

20 DR. FIGUEROA-MOSELEY: So what a beginner's mind
21 allows a person to do is to be open and have an
22 understanding of being open to a different view that you
23 may have never experienced before in those various
24 communities. And so when you're going out to the
25 communities you don't come in making assumptions that this

1 community is this and this and this and this.

2 Also, I have to leave my perceptions or my -- and
3 knowing that I may have my own biases, but I have to leave
4 those aside. And I have to focus on being open and being
5 able to receive, because if you can't receive with a
6 beginner's mind then you won't hear the nuances of that's
7 what's happening in the communities and you may miss
8 something. I'm sorry I think beginners mind is my approach
9 in terms of how I can hear the community's voices and allow
10 us as a Commission to move forward in a different way.

11 MR. DAWSON: OK, thank you. Speaking of
12 beginners mind I just realized that you were talking about
13 two different Rochesters, one in New York and one in
14 Minnesota. Is that correct?

15 DR. FIGUEROA-MOSELEY: Yes.

16 MR. DAWSON: Okay.

17 DR. FIGUEROA-MOSELEY: Yes. (Laughs.)

18 MR. DAWSON: I was a little confused in there. I
19 was trying to make the dates work.

20 DR. FIGUEROA-MOSELEY: Yeah, it's Rochester,
21 Minnesota. And then after Rochester, Minnesota we moved to
22 Rochester, New York, so yes.

23 MR. DAWSON: And that was just a coincidence?

24 DR. FIGUEROA-MOSELEY: No. That was a
25 coincidence. And what had ended up happening was when my

1 wife and I, two Californians, met in Minnesota and ended up
2 being the family who had two kids in Minnesota. And after
3 a number of years being in Minnesota we moved to Rochester,
4 New York because my wife had also found a position within
5 the hospital in Rochester, New York. So we've been in both
6 Rochesters.

7 And so that has allowed us to have a different
8 perspective on the needs. And it allowed me to be involved
9 in the Rotary in Rochester, Minnesota which was very
10 different from the Rotary Club within Rochester, New York.
11 So I've become very informed as to the diversity of life
12 and things that may challenge one community but may be
13 opportunities in another.

14 MR. DAWSON: Okay, thank you. I have no further
15 follow-ups. If the panel has any additional follow-up
16 questions?

17 CHAIR BELNAP: I do not have any further follow-
18 up questions. Mr. Coe?

19 VICE CHAIR COE: No follow-up questions.

20 Ms. Dickison?

21 PANEL MEMBER DICKISON: No follow-up questions.

22 MR. DAWSON: Okay. Madam Secretary, could I have
23 one more time check please?

24 MS. PELLMAN: Yes, 5 minutes, 5 seconds
25 remaining.

1 MR. DAWSON: Thank you. With the remaining
2 amount of time I'd like to offer you the opportunity to
3 make a closing statement to the panel if you wish.

4 DR. FIGUEROA-MOSELEY: Sure. I want to first
5 thank the panel for taking the time to consider my
6 application. And I want to say thank you. And also that
7 no matter what happens in the process I know that I will
8 continue to be involved in the work of community. And I
9 really want to thank everyone going forward. And that
10 you've gotten to learn my story and that's an important
11 thing.

12 And so in terms of other things I think I'm
13 pretty grateful for having the opportunity to show you a
14 little piece of me or a lot of me in terms of the way I
15 think and my involvement within various communities. And I
16 thank you.

17 CHAIR BELNAP: And thank you.

18 We are now going to go into recess, and we'll be
19 back here at 2:59.

20 (Off the record at 2:47 p.m.)

21 (On the record at 1:14 p.m.)

22 CHAIR BELNAP: Good afternoon. We're going to
23 call this meeting to order. I want to welcome Mr. Michael
24 Allawos. Did I say that right, Allawos?

25 MR. ALLAWOS: Absolutely. Close enough.

1 CHAIR BELNAP: Okay. We're going to turn the
2 time over to Mr. Dawson with the standard questions.

3 MR. DAWSON: Thank you, Mr. Chair.

4 Mr. Allawos, I'm going to ask you five standard
5 questions that the panel has requested each applicant
6 respond to. Are you ready sir?

7 MR. ALLAWOS: Absolutely.

8 MR. DAWSON: First question. What skills and
9 attributes should all Commissioners possess?

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

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

14 In summary, how will you contribute to the
15 success of the Commission?

16 MR. ALLAWOS: Okay. Well, thank you for that.
17 The ability to listen, to be a bridge maker and calmly
18 debate the issues while asking good and relevant questions
19 is a skill that I believe that we all should have. And to
20 work as a team in the collegial matter removing as best as
21 possible personal biases and differences and without
22 political influence.

23 I'm a good listener. And I do my homework. I do
24 my best to be collegial, bridge ideas and thoughts. And
25 those who know me, I ask a lot of good questions or at

1 least I think I do, utilizing my skills as a good listener,
2 bridge maker, debates, independent thinker and asking
3 relevant questions -- a leader amongst leaders, if you
4 will.

5 MR. DAWSON: Thank you. Question 2. Work on the
6 Commission requires members of different political
7 backgrounds to work together. Since the 2010 Commission
8 was selected and formed, the American political
9 conversation has become increasingly polarized whether in
10 the press, on social media and even in our own families.

11 What characteristics do you possess - and what
12 characteristics should your fellow Commissioners possess -
13 that will protect against hyper-partisanship?

14 What will you do to ensure that the work of the
15 Commission is not seen as polarized or hyper-partisan and
16 avoid perceptions of political bias and conflict.

17 MR. ALLAWOS: Knowing yourself and your triggers
18 is a first step of being responsible and granting each
19 other mutual respect. Studying the ground rules upfront is
20 also key to creating a safe environment to debate the
21 issues. Being myself open, honest and straight forward and
22 available is key. Listening to all points of view, even if
23 they differ from my own beliefs, is I think quite important
24 as a basis to move forward.

25 MR. DAWSON: Question 3. What is the great

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

3 MR. ALLAWOS: Well, in political interest groups,
4 social media, Commissioners talking out of hand, behind
5 other Commissioners back could be an issue. I would help
6 to lead the conversation to instill the goals and remind
7 everyone that we are a team and if we don't act like a team
8 a team would not be seen as credible.

9 MR. DAWSON: Thank you. Question 4. If you are
10 selected, you will be one of fourteen members of the
11 Commission which is charged with working together to create
12 maps of the new districts. Please describe a situation
13 where you had to work collaboratively with others on a
14 project to achieve a common goal.

15 Tell us the goal of the project, what your role
16 in the group was, and how the group worked through any
17 conflicts that arose.

18 What lessons would you take from this group
19 experience to the Commission if selected?

20 MR. ALLAWOS: Well, that's a great question and
21 an appropriate one for our discussion today. The common
22 goal was to establish districts in the City of Glendora
23 from an at-large voting system in less than 90 days. The
24 goal of going to districts as we were forced on us, in the
25 City of Glendora in 2018, my role was one of five that set

1 the policies and the direction the project.

2 We wanted to include the northern and the
3 southern areas of the City for inclusion, at the same time
4 keeping communities of interest together, managing the
5 percentages of the protected classes within each district
6 while evenly distributing the population. It was a lot of
7 work, but actually was quite fun. It was a nice puzzle I
8 liked to work on. I didn't actually like having to be
9 forced to do it, but I enjoyed the puzzle.

10 The City received over a dozen maps from the
11 community as well as from council members. And I was one
12 of them that submitted. The City Council chose my map and
13 a fellow council member's map as a basis and made minor
14 modifications to it that is now our district voting map.
15 In fact, the map was just recently proven out to this last
16 election in March.

17 The lessons would be logic. Checking the boxes
18 is the first step, so that everyone can agree on the goal
19 and the requirements of the law. I would also encourage
20 creativity in accomplishing the goal or goals and ask for
21 help from the professionals especially the demographers.

22 MR. DAWSON: Question 5. A considerable amount
23 of the Commission's work will involve meeting with people
24 from all over California who come from very different
25 backgrounds and a wide variety of perspectives.

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

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

9 MR. ALLAWOS: Over my lifetime, I've employed
10 hundreds of people from a variety of social, ethnic and
11 economic backgrounds. I now travel the world as a business
12 consultant helping clients solve problems across cultural
13 divides, using my listening skills to establish trust,
14 which is the key is establishing the trust.

15 I was also trained as a facilitator many years
16 ago working with people that it may be challenging to get
17 through to. I found this experience enlightening as well
18 as rewarding helping folks get through challenging times.

19 The ability to communicate means that the message
20 that was communicated is received as it was intended, which
21 takes a lot of patience. Give people the respect they
22 deserve and the personal walls will come down.

23 As I mentioned, I've employed many people from
24 all different backgrounds. And we all face common goals
25 together for success. And I've always enjoyed those

1 challenging times.

2 I've been on numerous boards that needed to have
3 consensus to move forward, bank boards, international trade
4 boards, community festivals et cetera.

5 Traveling the world and getting to know what is
6 perceived as different and moving forward. Besides
7 cultural differences that lead to a variety of ethnic
8 ethics, people are basically all the same. We are all
9 faced with a past of pain and triggers, us, and we all tend
10 to operate from that level.

11 And getting to know your fellow Commissioners and
12 understanding that mine field, I believe is key because you
13 have to, at the end of the day, be very cohesive in moving
14 forward and develop consensus.

15 MR. DAWSON: Thank you.

16 MR. ALLAWOS: You're welcome.

17 MR. DAWSON: We will now go to panel questions.
18 Each panel member will have 20 minutes to ask his or her
19 questions. We'll start with Mr. Belnap, the Chair.

20 CHAIR BELNAP: Good afternoon, Mr. Allawos.

21

22 MR. ALLAWOS: Good afternoon.

23 CHAIR BELNAP: Over 20 years, you were CEO and
24 owner of Mikana Manufacturing. Can you tell us more about
25 that company and your role in starting and leading that

1 company?

2 MR. ALLAWOS: Well, my father and myself started
3 that. By trade, I'm a tool and die maker. And we'd
4 started just the two of us. He had a dream of working with
5 a son and he had had other businesses in the past and we
6 did it together. We grew from basically nothing to a
7 mid-sized corporation, which we manufactured parts and
8 equipment mainly for the aerospace industry with the prize
9 to Boeing, McDonald Douglas, Lockheed Martin and companies
10 around the world.

11 We ventured off into the healthcare industry
12 where we made devices and gauges and things of that nature.

13 Then in tandem with that, I have a software
14 company that did MRP systems, because at the time when we
15 started this in the mid '80s, there was no real good system
16 or software. And that aided in our ability to manufacture,
17 track and be transparent with our clients and our customers
18 of where we are in the process.

19 We were a debt-free corporation for many years.
20 We went through all the ups and the downs. We had great
21 respect from our clients. We were the first silver awardee
22 from McDonald Douglas, which set the standard for the
23 industry. We took the test for the Malcom Baldrige. We
24 passed with flying colors. In fact we were one of the only
25 ones that passed it out of three. It actually started with

1 five, three passed. And we were the leader in that.

2 So I really enjoyed -- I guess our key to its
3 success was working collaboratively with our customers and
4 our clients to get to that goal. You always identify that
5 goal and work towards it.

6 CHAIR BELNAP: So I'd like you to talk about
7 something -- still talking about Mikana -- something
8 difficult that you and your company faced and how did you
9 work through this problem?

10 MR. ALLAWOS: I have several that come to mind
11 over a period of over 20 years. But one that came to mind
12 was the Joint Strike Fighter. We were given the award to
13 make the counter-measure doors for this, which was a very
14 complex assembly. It's the size of an old desk and has
15 many different parts to it. And it was a complex design
16 that we had to work collaboratively with our clients, with
17 our folks in the manufacturing process, engineers,
18 machinists, assembly folks, inspectors.

19 And this had a hard deadline. I mean really a
20 hard deadline down to the hour. In fact, the night before
21 we were supposed to ship the products, both of them, we
22 actually held a FedEx airplane. That never happens, but we
23 actually were finishing this thing up as they were loading
24 it into the plane. And we had been working
25 Lockheed Martin for over 20 years at that point. And they

1 got it the next day. They fit it up the airplane with no
2 adjustment. And we actually gained our reputation from
3 that one situation for actually coming through when the
4 client needed us to come through.

5 We did a lot of great things in the past. We
6 were a partner with Lockheed Martin on the Joint Strike
7 Fighter. We were one of the first 26 in the world to get
8 contracts. It was absolutely rewarding to be a part of
9 that process.

10 CHAIR BELNAP: Thank you. So I think you -- I
11 was going to ask you about your company's greatest success
12 and a failure. I feel like you just gave me an example of
13 a success.

14 MR. ALLAWOS: I'm efficient. What can I say?

15 CHAIR BELNAP: Tell me about a failure and what
16 you learned from it.

17 MR. ALLAWOS: Failure. We had a situation not
18 knowing that a customer wanted a certain product at a
19 certain price and didn't understand their pain level that
20 they had to get underneath. And that led to a challenging
21 time.

22 And we actually took a product of theirs,
23 reengineered it for efficiencies. And then we spent like I
24 said the resources to do, but when they came across and
25 they found that we were doing a good job at this, that we

1 actually saved quite a bit of money from our own internals
2 they wanted the funds, they wanted the share in our
3 success. And at that point I was unwilling to do so,
4 because we had spent so much upfront capital making this
5 happen I didn't think it was fair and equitable for us to
6 do so at the time.

7 We have done that in the past with other
8 projects. In fact we go into it with that notion with the
9 customer that we would share, but when that agreement was
10 not up front I didn't feel obligated to do so.

11 CHAIR BELNAP: Okay, thank you. So after Mikana,
12 you went on to become the Chief Operating Officer at
13 California Energy and Power. So how and why did you make
14 this career switch?

15 MR. ALLAWOS: Well, actually I'd sold my company
16 in 2006. And one of my customers reached out to me and
17 said "Listen. We're trying to get this fledgling renewable
18 energy company off the ground and you'd be the perfect
19 person to help us get there."

20 The company didn't have any money. And their
21 technology was challenging. And so I said, "Okay, fine. I
22 need the challenge. I just can't sit around. I'm too
23 young for that." And we started that process which Caltech
24 had the technology tested. We reengineered it, back for
25 testing. Applied for patents, got patents, and launched

1 the company with some really unique technology.

2 CHAIR BELNAP: Okay, thank you. What were some
3 of your responsibilities as Chief Operating Officer?

4 MR. ALLAWOS: Everything. Finance, talking with
5 clients and customers, working with the technology, working
6 with the engineers, working with the assembly folks and all
7 of the supplier base.

8 CHAIR BELNAP: Can you think as an example of a
9 complex analysis you performed in that role that would at
10 least be analogous to the work of the Commission?

11 MR. ALLAWOS: It was challenging working with the
12 Board of Directors from the standpoint of they did not have
13 the engineering backgrounds. They were more money folks.
14 And it was hard and challenging to bring them along from a
15 technical standpoint and correlate that with finances. So
16 bridging that gap was challenging, but it was successful at
17 the end. When I left the company it had money in the bank.
18 Bills were paid, so I did my job.

19 But you know, CEO, COO, it's always that
20 challenge with the Board at times in getting your points
21 across and keeping them informed, because at the end of the
22 day they're the ones making the decisions.

23 CHAIR BELNAP: Okay, thank you. You won election
24 as council member for City of Glendora. You've been a
25 council member since 2017. Why did you decide to run for

1 this position and what have you learned?

2 MR. ALLAWOS: Well, I think most people run for
3 those positions because they want change. They want
4 positive change or at least in their mind. And I knew it
5 was a lot of work, because I've been around politics for
6 quite some time.

7 It was -- actually I ran actually before that in
8 2015 and didn't make it. And I learned an awful lot then,
9 more so then, than in 2017. And I really actually enjoyed
10 quite a bit running the 2017. It was a lot of fun. I got
11 to meet a lot of different people in the community, went
12 from a coffee and doughnuts from one house to dinners and
13 to different things. And I got to meet so many wonderful
14 people and get to listen to them of what it was that was
15 concerning of theirs. And also get feedback of what I have
16 learned through the process and made a lot of wonderful
17 friends. And it was just -- even today they still reach
18 out to me and I reach out to them to keep those lines of
19 connection and communication open.

20 So the lesson is basically to just keep the
21 contacts, to listen to folks to go out and communicate as
22 best as possible, which is challenging today because we
23 have ourselves with the COVID-19 situation. Not everybody
24 has social media. Not everybody necessarily reads the
25 paper or gets the paper. So you have to go out there and

1 try to inform them of what the City is doing and how they
2 can reach out to us if they need help.

3 CHAIR BELNAP: So I'd like you to provide an
4 example of a Council decision for which you had to set
5 aside your own personal beliefs to achieve a broader
6 objective.

7 MR. ALLAWOS: We had one recently as far as
8 public comment that the council was kind of split. We've
9 been dealing with -- we've dealt with this for a little
10 over a year about how to deal with the public comment with
11 the laws and everything that are involved with that, the
12 Brown Act included. And so we had to -- I wanted to keep
13 the public comment on every topic, every item. And some
14 didn't, some did. And at the end of the day we compromised
15 and we went ahead and limited it for the public comment.
16 We revised -- actually we updated our resolution that we
17 had that actually governed that and will have our final
18 reading in May on that process.

19 And that was challenging where I had to -- I had
20 my own personal biases about that, but saw other people's
21 opinion and for the greater good we made the change.

22 CHAIR BELNAP: Okay, thank you. So if you are
23 selected as a Commissioner, what are your intentions
24 regarding your council member position?

25 MR. ALLAWOS: To keep it. I don't follow your

1 question.

2 CHAIR BELNAP: My question is related to a
3 particular statute, which I'm not sure --

4 MR. DAWSON: I don't have it in front of me, but
5 my recollection is that a Commission member is ineligible
6 to hold public office for a period of 10 years after
7 selection, which would include an incumbent term. So my
8 reading is that if a person who holds a public office who
9 then accepts the selection as a Commission member would
10 have to resign that public office.

11 MR. ALLAWOS: From my understanding that did not
12 go down to the council level. It went to above, Assembly,
13 Senate, Congress. It didn't affect council members.

14 CHAIR BELNAP: So, Mr. Allawos, obviously that'll
15 have to be resolved. It's not going to get resolved today,
16 but it good to understand your thinking on the matter.
17 Thank you.

18 MR. ALLAWOS: Uh-huh.

19 CHAIR BELNAP: In regards to appreciation for
20 diversity, I'd like you to tell us about an experience that
21 you've had either work of volunteer or even as a council
22 member that increased your understanding and appreciation
23 for California's diversity.

24 MR. ALLAWOS: Well, several year ago, around
25 2009, 2010, I was the Chair for our church's festival.

1 That's where they get about 10 percent of the revenue every
2 year. And that was made up of about 12 individuals from
3 all different backgrounds and they're all volunteer-based.

4 So that took a great deal of patience going
5 through the different cultures that we had at that time.
6 And I had a great appreciation for where they were coming
7 from and the goals that we had to accomplish, because we
8 had several. We had a community goal to accomplish. We
9 had a financial goal to accomplish. And everyone came from
10 completely different areas. So the patience there, in
11 dealing with an all-volunteer board, was challenging but we
12 got through it. We ended up setting records for the church
13 of the monies that we had and attendance as well.

14 CHAIR BELNAP: Alright, thank you.

15 Madam Secretary, time check?

16 MS. PELLMAN: Yes, 7 minutes, 29 seconds.

17 CHAIR BELNAP: All right, thank you.

18 I'm curious about the backdrop behind you. It's
19 a beautiful environment. Where are you right now?

20 MR. ALLAWOS: It's my backyard.

21 CHAIR BELNAP: Oh. Okay. Well you've done an
22 excellent job.

23 MR. ALLAWOS: Thank you. A little bit of
24 practice. We have to have our council meetings and our
25 briefings and everything now via Zoom for obvious reasons.

1 So I like technology. It's a good tool.

2 CHAIR BELNAP: Well, you've set up a great
3 backdrop.

4 MR. ALLAWOS: Thank you.

5 CHAIR BELNAP: I have no further questions. I'm
6 going to turn the time over to Mr. Coe.

7 VICE CHAIR COE: Thank you, Mr. Chair.

8 Good afternoon Mr. Allawos. Thank you for taking
9 the time to speak with us today.

10 MR. ALLAWOS: Good afternoon.

11 VICE CHAIR COE: So in addition to your role of
12 city council member, you're also owner of a management
13 consulting firm, called Allawos and Company?

14 MR. ALLAWOS: Yes.

15 VICE CHAIR COE: Tell us about the kind of work
16 that your company does.

17 MR. ALLAWOS: We do business plans, strategic
18 planning, employee delegations as far as making
19 efficiencies for employees and in smoothing things out and
20 making things work the way the owner wants them to be.

21 But mainly what we do is we do a lot of business
22 development around the world, both domestic and
23 international. I have clients all over the world from
24 Dubai to China, to Europe. In fact I was supposed to go to
25 the Farnborough Show in July, but that got cancelled for

1 obvious reasons.

2 We will do a business plan. We'll do strategic
3 planning and put it in place and help the customer along
4 with whatever issues that they need to do self-improvement.

5 VICE CHAIR COE: Can you -- who have been some of
6 your clients? Can you give us some examples of some of
7 your clients?

8 MR. ALLAWOS: Sure. I have the San Bernardino
9 International Airport, is one of them. In doing some
10 business development I have a company called Longxi Bearing
11 in China. And they've also opened up an office here in the
12 United States, in California, which I'm also the COO for --
13 basically oversight. We've had some companies that have
14 had some issues with developing software, which I was able
15 to help and now produce some planning for them, some road
16 mapping. It's a variety of different folks. Automobile
17 shops as well.

18 All the companies are pretty much the same. It's
19 business basic 101. It's usually when they get away from
20 that is when they end up in some trouble.

21 VICE CHAIR COE: Thank you. So it's private
22 companies is who you work for?

23 MR. ALLAWOS: Right.

24 VICE CHAIR COE: You don't have any government
25 clients, government agencies or anything like that?

1 MR. ALLAWOS: I'm sorry, what was that?

2 VICE CHAIR COE: You don't have any government
3 clients or government agencies that are your clients or
4 anything like that?

5 MR. ALLAWOS: Well, I would imagine that the San
6 Bernardino International Airport is a government entity.
7 They get regulated by the FAA.

8 VICE CHAIR COE: Okay. I wanted to talk about
9 something in your essay on impartiality and in the letters
10 of rec, your role with the San Gabriel Valley Council of
11 Governments is mentioned in both those places. What
12 exactly was or is, I suppose, your role with that
13 organization?

14 MR. ALLAWOS: I'm a delegate from our city to
15 that, on the general assembly. So there's roughly about
16 28, 30 or so cities there plus some governmental agencies.
17 And we work on construction items in the area, water
18 issues. And we all collectively work together for what's
19 good for our district. There are different cogs throughout
20 California. And this happens to be the San Gabriel Valley
21 cog.

22 VICE CHAIR COE: In that same essay, you discuss
23 a proposal that you made to make an investment to finish
24 the Metro Gold Transit Line at an investment cost of \$127
25 million. You said you got your proposal selected by a 27

1 to 0 vote. How does this example of getting your proposal
2 selected unanimously illustrate your ability to be
3 impartial?

4 MR. ALLAWOS: I don't know about necessarily
5 impartial. It was a common goal for the area that we all
6 wanted the Gold Line to be finished, so that for transit
7 reasons and for congestion.

8 In going to the meeting, I always like to be
9 prepared. So I had a motion prepared with different
10 elements to it, because there's three different elements to
11 it. And we put it up there and we had a debate. And
12 usually what's challenging is, is when you have folks from
13 different areas that might not be directly affected to it
14 and want to know why should we invest in this, which is not
15 necessarily within our area? And so the Gold Line was
16 brought up to from LA all the way to Azusa, which is a
17 border city of ours and it was going to go on to Pomona.
18 And this is why they need the extra funds.

19 And so it was important that we start with the
20 topic of discussion with a motion, because usually you
21 don't focus then at that point in time without a motion.
22 You have a lot of ideas, a lot of questions, but it doesn't
23 get focused without a motion. So I thought that motion,
24 focused us into the yeses and the noes and getting past any
25 road blocks.

1 VICE CHAIR COE: Great. So in your essays and in
2 some of your discussion today, you discussed having
3 employed or worked with many diverse groups of people. And
4 from your interactions with them, what is it that you've
5 learned about their perspectives and their desires and
6 their preferences that would make you an effective
7 representative for the diverse population of California on
8 this Commission?

9 MR. ALLAWOS: Well, a lot of people talk about
10 how diverse people are. And really people aren't as
11 diverse as people might think that they are. You need to
12 listen to them to see what their specific issues might be
13 for their community.

14 They have the same problems that everyone else
15 has, their pains. They want to put roof over their heads,
16 send their kids to school, clothe them, feed them. We all
17 have a lot of this as the basic issues. And finding out
18 what those basic issues are for that community of interest
19 is key. And to see how that fits in with the census that's
20 going to be taken and to see how they can be helped in that
21 community.

22 So it's again -- people aren't as different as
23 they're always made out to be. I get to see people from
24 again all over the world. And they all have the same basic
25 pains. It doesn't change. It's just how you get there to

1 how you resolve those issues and those pains.

2 VICE CHAIR COE: So you mentioned communities of
3 interest a second ago. And that is one of the biggest
4 challenges in front of the Commission is to identify
5 communities of interest statewide.

6 Some of those communities are easier to identify
7 than others. Some are less engaged and harder to identify.
8 As a Commissioner, how would you go about identifying
9 communities of interest across the state, particularly
10 avoiding overlooking inadvertently some of those harder to
11 identify communities of interest?

12 MR. ALLAWOS: Well that's always the challenge.
13 And again the key is going to be on the census of what
14 comes back if you have areas that you know should have had
15 a higher input of census information. That should draw you
16 into it.

17 But there's other areas you could look at.
18 You've got LAFCo. It's a Local Agency Formation Commission
19 that's 58 counties. They have their own statistics that
20 they have. You can reach out to them and say, "Listen,
21 what statistics do you have for these areas?" You have the
22 League of California Cities that has their own statistics
23 as well. You have Cal chambers, individual chambers as
24 well. You have communities of interest such as churches,
25 synagogues, temples that can be reached out to with their

1 leaders and ask them to help participate and help identify
2 areas that need special attention, perhaps.

3 For other areas you have to get creative and
4 think outside of the box. And that's I think where I have
5 a bit of an advantage since I do work in those areas to
6 think that those recourses are out there and available.

7 VICE CHAIR COE: So once the communities are
8 found, some of them are less comfortable engaging with
9 government. They may have a variety of reasons for being
10 so, but generally they don't engage and they feel
11 uncomfortable for one reason or another. But since getting
12 as many perspectives and as much input as possible is
13 important for the Commission to be successful, how would
14 you go about reaching out to some of these communities to
15 make them feel comfortable to come forward and provide
16 their perspectives and engage the Commission, so that the
17 Commission can be better informed in its work?

18 MR. ALLAWOS: Well, that's the big question isn't
19 it? How do you go out there and do that? I'm sure there's
20 lots of ideas that are floated, but going through some of
21 those areas that I mentioned such as churches, synagogues
22 and temples, we worked with their leaders to have the trust
23 that they have with their folks to help feel comfortable in
24 inviting these individuals or these groups into community
25 meetings, town halls of sorts to get information, to dispel

1 any disbeliefs and to try to reach out and to help these
2 folks.

3 There is no magic bullet for this. It's just
4 being out there and being assertive in trying to look for
5 ways of getting in front of these people. It's not easy,
6 its' not going to be easy, but it's something that you have
7 to strive for.

8 VICE CHAIR COE: So, earlier, it was discussed,
9 you discussed the City of Glendora redistricting that you
10 were part of. What specifically was your role with that?

11 MR. ALLAWOS: We had to set the policy of what
12 the districts might look like -- what we want, not
13 necessarily look like, but what we wanted to accomplish.
14 And what we wanted to accomplish, since originally the City
15 of Glendora was much smaller than it was and we had annexed
16 many, many years ago county. And we have some folks that
17 didn't believe necessarily that we cared about them, even
18 though we did. We did quite a bit of work in that area.
19 So we wanted to make sure we connected the north and the
20 south and not necessarily have pockets or islands onto
21 themselves.

22 And so we developed the goal of seeing if we can
23 make the districts vertical, so we're connecting the north
24 and the south together. And that was a big key for what we
25 wanted to do. In fact, that was the driving key of the

1 goal of the process. And we did accomplish that.

2 VICE CHAIR COE: And what kind of data did you
3 use in that effort?

4 MR. ALLAWOS: We hired a demographer to come out,
5 and -- a Dr. what was his name -- Johnson. And he came
6 out, gave us the census information, gave us the tools of
7 maps, so we can draw our own maps. So we had to make sure
8 they used rows for contiguous, we had equal population. We
9 had to work with the protected class to make sure they were
10 within certain margins. And it was a puzzle. Again, I
11 enjoyed the process. It was a fun puzzle. I just didn't
12 like being forced on having to do it. But we used those
13 tools and came up with a map that met the goals that we had
14 set as a council.

15 VICE CHAIR COE: Okay, thank you.

16 I know there is, based on Mr. Belnap's question,
17 there's still some question out there as to what the legal
18 requirements are regarding public office holding and also
19 being a member of the Commission. But if it is the case
20 that you can't hold both positions where would your
21 priority lie?

22 MR. ALLAWOS: Well, I'd rather not get to that
23 point right now, since it's a big unknown. I don't want to
24 answer a hypothetical.

25 VICE CHAIR COE: Okay.

1 Mr. Chair, no further questions.

2 CHAIR BELNAP: Ms. Dickison, the time is now
3 yours.

4 PANEL MEMBER DICKISON: Thank you. Thank you for
5 meeting with us today Mr. Allawos.

6 MR. ALLAWOS: My pleasure.

7 PANEL MEMBER DICKISON: So a lot of my questions
8 got asked, because I'm last today, but --

9 MR. ALLAWOS: I know the feeling quite well.
10 (Laughs.)

11 PANEL MEMBER DICKISON: So I wanted to ask about
12 the redistricting that was done for Glendora. You said
13 that the council's goal was to join the north and south
14 together.

15 MR. ALLAWOS: Correct.

16 PANEL MEMBER DICKISON: So in doing that how did
17 you ensure or how did the council ensure that it wasn't
18 splitting communities of interest?

19 MR. ALLAWOS: Well, because you have certain
20 percentages of the protected classes that you had to keep
21 together. And there's metrics there that gets graded on
22 your work product. And so that pretty much ensured that we
23 did it correctly, because you have to have a certain range
24 of the protected classes and you can't be out of balance
25 with that concentration in that certain district.

1 And on top of that then you have to have an
2 overall concentration or a segregation if you want to call
3 it that overall in the whole city, so there's so many
4 different metrics that you have to manage all at the same
5 time with percentages. And that's how it gets graded.

6 PANEL MEMBER DICKISON: Okay.

7 MR. ALLAWOS: Kind of a math problem.

8 PANEL MEMBER DICKISON: So as part of that
9 process did the city council hold meetings with the public
10 to identify various communities of interest within the
11 city?

12 MR. ALLAWOS: We had various council meetings and
13 workshops we held over a period of time. We were under a
14 mandate of 90 days to get it done, so we didn't have a lot
15 of time for the outreach. So we sent social media, news
16 flyers out there; we did the best we can to do the outreach
17 that we needed to do in such a short amount of time.

18 PANEL MEMBER DICKISON: As a result of the
19 outreach that you were able to do did you find any
20 communities of interest that maybe you weren't aware of
21 during that process?

22 MR. ALLAWOS: No. But what was interesting I
23 think we had over a dozen maps that were submitted from the
24 community, which was great that we had community
25 involvement, so they were paying attention. And then out

1 of those from a legal standpoint a good majority of those
2 were discounted because they didn't meet the legal
3 definition of a map that needed to be done. So but what
4 was nice though was that we had the participation of the
5 community with these maps. They were engaged and they were
6 involved and that was a healthy discussion to have.

7 PANEL MEMBER DICKISON: Thank you. So in your
8 response to the first standard question you talked about --
9 I'm sorry, it was the second one -- setting up ground rules
10 upfront. What are some of the steps the Commission can
11 take to set up those ground rules up front?

12 MR. ALLAWOS: You have to set the goals. You
13 have to set up a safe place, saying that this is not
14 personal. And to make sure that it's not personal and that
15 there's no personal attacks, because this could happen
16 because of your certain biases and things of that nature.
17 And that has to be really enforced upon greatly if you want
18 to get together as a group and again, to be credible. That
19 is probably by far the most important, the goal setting and
20 the safe environment. And I'm not sure quite how that will
21 be set up with the Commission, if there's going to be a
22 chairperson or how that would work, but I guess
23 collectively that has to be put out there straight, right
24 in front.

25 PANEL MEMBER DICKISON: With your background what

1 do you see as your role in the Commission?

2 MR. ALLAWOS: Be a leader amongst leaders, not be
3 bashful, think outside the box, creative. And to be a
4 bridge maker as I said earlier, because you have folks
5 sometimes that are so far off from the spectrums, off from
6 polar differences, sometimes it takes a translator in
7 between to bring the two parties together.

8 PANEL MEMBER DICKISON: Thank you.

9 (Puppy whining in background.)

10 MR. ALLAWOS: It sounds like you have a puppy.

11 PANEL MEMBER DICKISON: Yeah, she's in kennel
12 training, sorry. (Laughs.)

13 So in response to that Standard Question 5 you
14 talked about solving problems across cultural divides.
15 What did you learn in doing that kind of work that you
16 think will assist in the work of the Commission?

17 MR. ALLAWOS: Well, it takes a certain amount of
18 time and patience in working with different cultures
19 because a lot of times what happens is if English is not
20 your first language people will end up taking what you tell
21 them, translate into their own language and then
22 regurgitate that back to you in English. And sometimes it
23 gets lost in translation. So you have to ask follow-up
24 questions so that they understand, and you understand what
25 was communicated. And communicate you have to actually be

1 in agreement with what was communicated on both sides so
2 the people understand. And unfortunately that's what
3 happens a lot when English is not your first language.

4 PANEL MEMBER DICKISON: So the Commission, the
5 first eight Commissioners are selected randomly. And then
6 they're tasked with selecting the next six. What would you
7 be looking for in the other six Commissioners should you be
8 selected as one of the first eight?

9 MR. ALLAWOS: Contrast the first eight, that's
10 you don't want everyone who is thinking the same.

11 PANEL MEMBER DICKISON: If you weren't selected
12 as one of the first eight why should the first eight select
13 you as one of the final six?

14 MR. ALLAWOS: That's a good question. It's
15 probably why you asked it, right? Well it depends; what
16 information are they going to have about the balance? Are
17 they going to have copies of this interview? Are they
18 going to have all the information that you have?

19 PANEL MEMBER DICKISON: They will have all of the
20 information we have.

21 MR. ALLAWOS: I would hope that they want
22 contrast. I would hope that they want folks that are going
23 to be equally as leaders as they would, they are. They
24 don't want to necessarily be seen as driving the process by
25 themselves, that's not healthy. That's why you have a

1 Commission of 14, so hopefully they want diversity just
2 like what you're trying to reach out right now is
3 diversity.

4 PANEL MEMBER DICKISON: Thank you.

5 MR. ALLAWOS: You're welcome.

6 PANEL MEMBER DICKISON: One final question. What
7 would you like to see the Commission ultimately accomplish?

8 MR. ALLAWOS: Well, the goal is to divide up the
9 districts. And well, that's a challenging one to not split
10 cities up. I know that full well, and not make districts
11 that are unmanageable, to keep those communities of
12 interest together.

13 And also, I think the most important is to have
14 the Commission seen as credible and not being pulled apart
15 by political interests. I think that's probably the key,
16 because if you don't do that then no one is going to have
17 faith in the work that you've done. And they're just going
18 to say, "Oh, this politics got in the way. And it was
19 gerrymandered." And nobody wants that. And this is why
20 you have this Commission for, so that it is credible.

21 PANEL MEMBER DICKISON: Thank you. You mentioned
22 cities and I think you said counties and communities of
23 interest. How would you weigh those interests should they
24 come in conflict with one another?

25 MR. ALLAWOS: Oh, this whole Commission is about

1 conflict isn't it? Unfortunately counties have a lot of
2 pressure. They're the big 800-pound gorilla in the room.
3 But you also have situations and issues too with going over
4 county lines. Sometimes cities can't work with another
5 city right next door to them, because they're in a
6 different county.

7 That would take -- I don't have a clear answer
8 for you, but that would be very challenging. I would
9 imagine even though you're not supposed to succumb to
10 political pressure but you're going to get political
11 pressure; you're going to get emails, you're going to get
12 phone calls. And you're going to have to work it out with
13 your colleagues of what everyone thinks and someone's going
14 to come up with a great idea and you'll run with it. And
15 that's the best you can do is talk it out, talk it through.

16 PANEL MEMBER DICKISON: Talking about political
17 pressure, something that the last Commission noted was
18 there were times that they felt that some of the people
19 that would make public comments on behalf of communities of
20 interests, weren't actually a part of those communities.
21 And were participating in as a way to, you know, game the
22 system. What skills do you have that would help you in
23 recognizing that kind of activity?

24 MR. ALLAWOS: You're absolutely correct. We even
25 have that in our council meetings. We have folks that are

1 not from the area or folks that just want to come in and
2 either cause trouble or put their own point of view and
3 change our opinion. And that does have a lot of effect of
4 pressure from the community.

5 But I have a lot of experience now of dealing
6 with this. And you have an idea of, "Okay, are you from
7 the area? Are you from these groups?" And then you can
8 also fact-check them as well of going to those particular
9 groups and individuals and classes and say, "Are these
10 folks with you or do they represent you folks?" You have
11 to ask the right questions of the folks that are in that
12 audience, or if you're doing a town hall, or the people in
13 that community. You have to do your fact-checking, you
14 have to do your homework. If you're going to want to be a
15 Commissioner and you don't want to do your homework you're
16 already going to fail. Just like on council or any other
17 entity that's governing you have to do your homework and
18 your background, because you have to ask the right
19 questions. And then formulate in your own mind if that was
20 correct or is that correct, credible? Or is there another
21 equation that you're missing?

22 PANEL MEMBER DICKISON: Thank you.

23 Mr. Chair, I don't have any further questions at
24 this time. I yield my time.

25 CHAIR BELNAP: Okay. We'll turn the time over to

1 Mr. Dawson.

2 MR. DAWSON: Thank you, Mr. Chair.

3 Mr. Allawos, I wanted to return to a response you
4 gave to Standard Question 1. You used the term "bridge
5 maker" several times. And I was wondering if you could
6 expand on that, exactly what do you see -- how does that
7 apply to your work on the Commission if selected?

8 MR. ALLAWOS: Well, as I stated earlier, you know
9 you have people from different socio-economic backgrounds
10 that can be on the Commission. They have certain life
11 experiences that they've had that's got them to where they
12 are right now. And they may have their set of beliefs or
13 biases and might be completely polar opposite to somebody
14 else on that Commission. And so you have to be able to
15 bring those folks together with the polar opposites and
16 come to some sort of an understanding of where they're
17 coming from with an idea. And actually get them to
18 communicate.

19 A lot of times what happens is when you have
20 folks that are completely polar opposite they stop to
21 communicate, they don't communicate anymore. And because
22 they're set in their ways, they put their walls up, you've
23 got to break those walls down and actually get down to
24 communicating. And I'd like to think that I do a fairly
25 good job of that.

1 MR. DAWSON: So this assumes that you are not one
2 of the polar opposites. What if you are one of the poles?

3 MR. ALLAWOS: As I said earlier, I have to be
4 open-minded even though if I have my certain biases that
5 might get in the way, I have to step back, know my triggers
6 and know my biases and put them off to the side and listen.

7 MR. DAWSON: Thank you. Sort of on that same
8 topic, in Essay Number 2 which was on your ability to
9 exercise impartiality you wrote, "My proposal was selected
10 by members of the San Gabriel Valley of Governments to make
11 the investment of \$127 million to finish the Metro Gold
12 Line with a 27 to 0 vote."

13 Can you expand on that? How did this decision
14 demonstrate your impartiality? Did you have any personal
15 interests that you had to set aside in this example?

16 MR. ALLAWOS: I was on the fence post with the
17 train going through, because of the cost overruns, what it
18 was going to do to our city. We were going to have two
19 flyovers. They were going to actually be as barriers or
20 walls that would split our city in two, so that was really
21 challenging for me to want the train to go through. And
22 listening to all the different cities, looking to the
23 future, what was going to be. I had to put those aside for
24 the betterment of the community for the future. We needed
25 to make this happen.

1 You know, when you're sitting on a Commission or
2 a city council, you're not looking about what's going to
3 happen now. You always think about 50 to 100 years down
4 the road. And that's what I had to do in this situation.
5 I had to put my feelings aside for the negative impact it
6 would have to our city, to the future good.

7 MR. DAWSON: So the negative impact was the
8 potential to split neighborhoods, but also the \$127
9 million?

10 MR. ALLAWOS: Well, the 127 was from the COG
11 itself. They had through smoke and mirrors and financial
12 wizardry, they had this money out there that all of us
13 cities had to approve to be able to give to the Gold Line
14 or the Metro Gold Line (indiscernible) construction
15 authority to finish the project. So it wasn't our city's
16 money, it was a group of cities' monies that we all had to
17 vote on.

18 MR. DAWSON: Was that through fares or a special
19 tax or something like that?

20 MR. ALLAWOS: No. No, that was money that was
21 given through Metro State Bonds and the issues of other
22 monies collectively put together.

23 MR. DAWSON: Okay, thank you.

24 MR. ALLAWOS: Uh-huh.

25 MR. DAWSON: You said that you enjoyed the

1 process of drawing the district lines for Glendora, but you
2 didn't enjoy the fact that you were forced to do that. And
3 I'm sorry if I missed it, why was Glendora forced to
4 district?

5 MR. ALLAWOS: Well, Mr. Shankman (phonetic) went
6 around suing cities that were not already into districts.
7 And so at the time, a letter would be sent out to cities
8 and you had a certain amount of days to comply or you could
9 fight it legally. And it was just too cost prohibitive to
10 try to fight it in those cities that won. Palmdale, I
11 think spent over \$100 million trying to fight it and they
12 ended up losing and so we acquiesced. And we went to
13 districts.

14 MR. DAWSON: I see.

15 MR. ALLAWOS: No one likes to be forced to do
16 anything and so what we did on ours, we did the districts
17 for voting purposes only. But we put in our ordinance that
18 you represent the entire city. Some don't do that. They
19 say, "Okay, you vote for a council member for your district
20 and they represent that district." But we didn't do that.

21 MR. DAWSON: Okay. So I'm not that familiar with
22 municipal law, so how many districts? Five?

23 MR. ALLAWOS: Five.

24 MR. DAWSON: And so there are five districts that
25 each member is voted on by a district, but they act as at-

1 large council members?

2 MR. ALLAWOS: No, they vote. They take, let's
3 say we have the five council districts. We just had
4 elections where we had three districts. Two were unopposed
5 and one had an election, District 2. But let's say a
6 constituent in District 5 calls the council member from
7 District 2 and says, "Hey, can you help me with this?"
8 Then they're free to do so per our ordinance and the other
9 council members won't get upset, because that's in our
10 ordinance.

11 MR. DAWSON: I see. I see, okay.

12 And then is the Mayor chosen by the District?

13 MR. ALLAWOS: No. The Mayor is chosen amongst
14 the council members.

15 MR. DAWSON: I'm sorry, that's what I meant. But
16 yeah, so they're chosen by the -- and do I see that you're
17 Mayor Pro Tem currently?

18 MR. ALLAWOS: Correct.

19 MR. DAWSON: And how long have you been in that
20 position?

21 MR. ALLAWOS: A year.

22 MR. DAWSON: Thank you. I wanted to switch gears
23 a little bit. What exactly did you make for the Joint
24 Strike Fighter?

25 MR. ALLAWOS: Oh, lots of things I can't tell you

1 about. (Chuckles)

2 MR. DAWSON: Or is it that you could tell me, but
3 you'd have to kill me?

4 MR. ALLAWOS: I won't go that far.

5 MR. DAWSON: Do you have -- your background
6 though is as a business person. You're not a mechanical
7 engineer?

8 MR. ALLAWOS: I'm a tool and die maker by trade.
9 I also have a degree in business.

10 MR. DAWSON: I see. And what's an MRP system?
11 I'm sorry, I don't know that term.

12 MR. ALLAWOS: Material Resource Planning.

13 MR. DAWSON: And what does that mean?

14 MR. ALLAWOS: It means you take all the raw
15 materials. All of the labor, all the equipment, and you
16 put it all together. And the system helps you get the
17 product out the door. It's a resource management, so all
18 of your resources you can manage them so that you get the
19 product that you need on time to the customer with the
20 highest quality you possibly can get.

21 MR. DAWSON: Do you think that this experience is
22 transferable to the Commission if you're selected?

23 MR. ALLAWOS: Oh, absolutely, because it's a
24 process that the Commission has to go through. You have an
25 end goal.

1 MR. DAWSON: You mentioned that when you were
2 working on the districting process for Glendora that you
3 relied on Census data that was brought to you by a
4 demographer. Given the COVID-19 situation, do you have any
5 concerns about the quality of the Census data that will be
6 coming out of the ongoing Census?

7 MR. ALLAWOS: I don't have an issue with that. I
8 do have an issue with the economics, the fallout from this
9 that's going to happen. We have what Friday's the 10th for
10 property tax? The Governor's talking about maybe giving a
11 property tax holiday. If that happens you're going to have
12 a cascade of cities having financial issues.

13 Before going into this we had about 25 percent of
14 the cities in California that were on the edge financially.
15 And this could put them over the top. Needless to say the
16 pension fund right now, what they've lost \$50 billion right
17 now and that will add to the fund liability of cities that
18 will trigger layoffs. So you're not going to have a lot of
19 the folks out there working with the different
20 municipalities.

21 So I'm more concerned with the fallout
22 financially going forward than I am about the virus itself.
23 It looks like we're plateauing right now with the virus,
24 which is a good thing. But it's the aftermath that
25 concerns me.

1 MR. DAWSON: All right, thank you. I have one
2 final question, you're from L.A. County. L.A. County is
3 well represented within the applicant pool. The previous
4 Commission did not have great representation north of the
5 American River actually. Can an applicant from Los Angeles
6 County fairly represent and understand the interest of
7 folks in the far north?

8 MR. ALLAWOS: Absolutely. And in fact, it's kind
9 of funny you brought that up. I have a ranch in Northern
10 California, so I have a ranch in Northern California in
11 Glenn County.

12 MR. DAWSON: Can you be more specific? Where is
13 that? I grew up north of here, so I'm curious.

14 MR. ALLAWOS: Glenn County.

15 MR. DAWSON: Okay.

16 MR. ALLAWOS: Near Willows. It's a quarter
17 section, 162 acres. So --

18 MR. DAWSON: Cattle, sheep?

19 MR. ALLAWOS: I raise cattle, bees. We tried to
20 do some wheat at one time, but its dry land farming. So
21 that's challenging. So no, I know the north quite well --
22 great people.

23 MR. DAWSON: Alright, thank you for that.

24 MR. ALLAWOS: You're welcome.

25 MR. DAWSON: I have no further follow-ups. Mr.

1 Chair, if there are any panel follow-ups?

2 CHAIR BELNAP: I don't have any further
3 questions. Mr. Coe?

4 VICE CHAIR COE: No further questions.

5 CHAIR BELNAP: Ms. Dickison?

6 PANEL MEMBER DICKISON: No further questions.

7 MR. DAWSON: All right. Then, Mr. Allawos, with
8 the remaining time -- oh, Madam Secretary, could I have the
9 time check please?

10 MS. PELLMAN: Yes, 33 minutes and 40 seconds.

11 MR. DAWSON: All right, thank you. Mr. Allawos,
12 with the remaining time, though I don't think you'll need
13 all of it, would you like to make a closing statement to
14 the panel?

15 MR. ALLAWOS: Well that was a lighting round,
16 wasn't it? Well, thank you again for the opportunity. I
17 know what it's like from your vantage point to down select
18 candidates and to be in consensus with your panel. Our own
19 counsel performs this task on a regular basis. And it's
20 not always an easy task to take, because you usually have a
21 lot of great candidates that you have to sort through and
22 you want them all sometimes.

23 As I articulated in this interview, and the
24 materials and research that you have in front of you, you
25 probably know more about me than I probably know about

1 myself or even can remember about myself. And obviously
2 you've done some digging.

3 I'm confident that I'll make a trusted and
4 competent Commissioner with the people of California,
5 especially in this hyper-partisan environment that we find
6 ourselves in. Trust in doing the right thing and the
7 ability to disagree, but not be disagreeable while building
8 confidence in the process with an eye to the goal that is
9 paramount to success.

10 So thank you again for this incredible
11 opportunity and hopefully I get to be picked and we get
12 past the issue if I can be a Commissioner or not, and still
13 keep my other daytime or part-time job. We'll wait and see
14 about that one. So thank you very, very much.

15 CHAIR BELNAP: And thank you Mr. Allawos, for
16 your time today, and also your continued interest in
17 serving on the Commission.

18 We're going to go into recess now and reconvene
19 tomorrow at 8:59 a.m.

20 MR. ALLAWOS: Thank you.

21 (Thereupon the Panel recessed at 3:57 p.m.)
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