

BEFORE THE
CALIFORNIA BUREAU OF STATE AUDITS (BSA)

In the matter of

Citizens Redistricting Commission (CRC)
Applicant Review Panel (ARP) Public Meeting

621 Capitol Mall, 10th Floor
Sacramento, CA 95814

WEDNESDAY, APRIL 22, 2020
8:59 A.M.

Reported by:
Peter Petty

APPEARANCES

Members Present

Ryan Coe, Chair

Ben Belnap, Panel Member

Angela Dickison, Panel Member

Staff Present

Christopher Dawson, Panel Counsel

Shauna Pellman, Auditor Specialist II

Candidates

Stephanie Beauchaine

David Burdick

Scott McCarty

I N D E X

PAGE

Stephanie Beauchaine	4
David Burdick	58
Scott McCarty	105
Recess	155
Certificate of Reporter	156

P R O C E E D I N G S

8:59 a.m.

CHAIR COE: Okay. The time being 8:59 a.m., I'd like to call this meeting out of recess. Just a few quick reminders, those of us in the room please silence cell phones, other devices, while the meeting is in session. Phone calls in the hallway, if needed to be -- need to be. Those of you virtually, also, also silence phones and devices.

Restrooms at the door to the left for those in the room. And, again, for those in the room, in case of emergency, please follow the instructions of the State Auditor's Office staff.

At this time, I'd like to welcome Ms. Stephanie Beauchaine --

MS. BEAUCHAINE: Yes.

CHAIR COE: -- for her interview. Did I say your name correctly?

MS. BEAUCHAINE: Yes, perfect. Thank you.

CHAIR COE: Great. Welcome. Thank you for meeting with us this morning. I'd like to turn the time over to Mr. Dawson for the five standard questions, please.

MR. DAWSON: Thank you, Mr. Chair. And before I begin, in the interest of full transparency, I would like to put on the record that I was involved in an audit that I

1 believe that Ms. Beauchaine was also involved in when she
2 was with the -- a consultant with the City of Lincoln. But
3 we have had had no conversations about this, about her
4 application or otherwise.

5 Can you confirm that, Ms. Beauchaine?

6 MS. BEAUCHAINE: I was not aware of that, but, yes,
7 I did work on that audit.

8 MR. DAWSON: I believe we were in one or two
9 meetings together, but --

10 MS. BEAUCHAINE: Okay.

11 MR. DAWSON: -- with many other folks. All right.
12 Thank you. I will go ahead with the five standard
13 questions. Ms. Beauchaine, I will ask you five standard
14 questions that the Applicant Review Panel has requested
15 that each applicant respond to. Are you ready?

16 MS. BEAUCHAINE: Yes.

17 MR. DAWSON: First question. What skills and
18 attributes should all Commissioners possess? What skills
19 or competencies should the Commission possess collectively?
20 Of the skills, attributes and competencies that each
21 Commissioner should possess, which do you possess? In
22 summary, how will you contribute to the success of the
23 Commission?

24 MS. BEAUCHAINE: I think that there are three basic
25 skill sets that need to be present amongst the Commission

1 as a whole, and also that we need to as Commissioners,
2 possess individually. I would start with technical
3 capacity. I think we need to have the ability to
4 understand the law and to work within the confines of it.
5 I think we need an understanding of mathematical and
6 statistical data. We need to have critical thinking and
7 problem-solving skills. I think we also need to possess
8 executive and administrative leadership skills, including
9 management, recruitment, team leadership, delegation,
10 organization and time management skills.

11 And, finally, I think we all need to possess the
12 necessary soft skills. We need to have good communication.
13 We need to be even better listeners. We need to an
14 appreciation for diversity, and diverse ideas. We need to
15 be impartial and objective. And I think we need to have
16 the desire to work cooperatively, and to be positive,
17 supported members of the team. I believe I possess all of
18 those attributes to one degree or another.

19 And professionally I've demonstrated success as an
20 executive member of a number of teams, in both support and
21 lead capacities. I've spent a considerable amount of my
22 career in a face-forward position, so I'm very comfortable
23 working with public policy, identifying stakeholders,
24 taking input and drafting collaborative products. So, I
25 think I possess all of those skills and I have a

1 demonstrated ability.

2 I think that they would all be useful to the
3 Commission, but I think my specific role on the Commission
4 would be, really be determined based on collective skills
5 and our individual strengths, and how we decide to delegate
6 tasks amongst one another. But, ultimately, I'm prepared
7 to serve in whatever way the Commission deems appropriate.

8 MR. DAWSON: Thank you. Question two. Work on the
9 Commission requires members of different political
10 backgrounds to work together. Since the 2010 Commission
11 was selected and formed, the American political
12 conversation has become increasingly polarized, whether in
13 the press, on social media, and even in our own families.
14 What characteristics do you possess and what
15 characteristics should your fellow Commissioners possess
16 that will protect against hyperpartisanship? What will you
17 do to ensure that the work of the Commission is not seen as
18 polarized or hyperpartisan and avoid perceptions of
19 political bias and conflict?

20 MS. BEAUCHAINE: I think the necessary characteristics
21 are first and foremost, strong integrity. I think we need
22 to truly have the desire to be fair and impartial. I think
23 good communication is of paramount importance to this
24 Commission. And we need to have genuine, active listening
25 skills. And also very important, we need to be respectful.

1 Respectful of the folks who decide to participate, and
2 respectful of one another. And I think that we need to
3 understand the weight of our words as Commissioners as
4 we're serving on the Commission, but also in our personal
5 lives during this process.

6 I think we need to place our focus on outreach. We
7 need to strive for public participation. And we need to
8 listen respectfully and value the input that we receive,
9 both from the public and from one another, from our fellow
10 Commissioners. And I think that we can ultimately provide
11 a work product that is representative of all of that input
12 and collaboration. So, I think if we can achieve all of
13 those deliverables, we could at least minimize the
14 perception of polarization and hyperpartisanship.

15 MR. DAWSON: Thank you. Question three. What is
16 the greatest problem the Commission could encounter, and
17 what actions would you take to avoid or respond to this
18 problem?

19 MS. BEAUCHAINE: I've kind of toyed with this
20 question back and forth, and I was initially thinking that
21 legal challenges would be of paramount concern. And then I
22 shifted to time constraints. And then, ultimately, to
23 Covid-19. California is a large state with a lot of
24 communities, and we need to reach each of those communities
25 to get the necessary participation and input into our final

1 maps. And so I think that under the best of circumstances
2 that would be a challenge, but I think that as Covid-19 and
3 the epidemic evolves, you know, there could be additional
4 challenges in our ability to travel and to reach various
5 communities.

6 So, I think it will be really important that we
7 develop a thorough plan, and that we execute it well. I
8 think we'll have to quickly identify what each of the
9 Commissioners' strengths are, and we'll have to delegate
10 appropriately. We may also have to think out of the box,
11 as far as how we can engage the public if we do remain
12 restricted from traveling. But, again, I think if we can
13 achieve all of those deliverables, that we can mitigate
14 those concerns and overcome the challenges.

15 MR. DAWSON: Thank you. Question four. If you are
16 selected you will be one of 14 Members of the Commission,
17 which is charged with working together to create maps of
18 the new districts. Please describe a situation where
19 you've had to work collaboratively with others on a project
20 to achieve a common goal. Tell us the goal of the project,
21 what your role in the group was, and how the group worked
22 through any conflicts that arose. What lessons would you
23 take from this group experience to the Commission, if
24 selected?

25 MS. BEAUCHAINE: Throughout my career I've had the

1 privilege of serving on a number of teams and projects.
2 But I think that one example that comes to mind and is most
3 fitting in this circumstance, is when I was working as a
4 city finance director during the last recession, our city,
5 like most cities at that time in California, needed to make
6 significant budget cuts in order to offset our lost
7 revenues and to remain solvent.

8 The city manager and I had spent several weeks
9 working together to come up with ideas and to outline
10 potential cuts, including layoffs, furloughs, program
11 reductions and, most notably, the elimination of our police
12 department and potential outsourcing to the County
13 Sheriff's Office. And so we spent a fair amount of time
14 evaluating those different cuts. But I think he was
15 uncertain how he wanted to proceed, and how -- what the
16 best way was to bring those ideas forward.

17 We had talked about having study sessions, and
18 ultimately letting the city council kind of guide us and
19 prioritize. But ultimately he decided that developing a
20 community outreach and participation plan was the best way
21 for us to proceed. So he established an ad hoc committee
22 that included a couple representatives of the city council,
23 members of our executive team, as well as community
24 leaders. And we scheduled community meetings in each of
25 the primary neighborhoods within our city. During that

1 process we really took the time to bring everybody up to
2 speed, and to educate about the challenges that were facing
3 the city.

4 We responded to literally every idea that we
5 received, and vetted every potential cut that was presented
6 to us, and we prioritized the community's concern. I
7 think, ultimately, I distinctly remember my giant
8 spreadsheet that had about 25 different budget scenarios
9 that we drafted based on all of the input that we received.
10 But, ultimately, the final proposal that we brought forward
11 to the council was the -- was reflective of the
12 collaborative effort between the council, staff and, more
13 importantly, the community. And when we brought it
14 forward, it was actually adopted without any dissent from
15 the council, and more importantly, without any dissent from
16 the community.

17 And I think that what was most interesting about
18 the proposal is that when we reached out to the community,
19 their highest priority was preserving public safety. They
20 made it very clear that they did not want to outsource the
21 police department. And so we did find enough ways to
22 preserve the police department. But I would have never
23 guessed that to be the priority. And had I been tasked
24 somehow in my early career with bringing forward a proposal
25 like that, it would have definitely had elimination of the

1 police department at the top of the list, because it was
2 our biggest ticket item. It was the biggest tool that we
3 had to work with. And had I done that the community would
4 have been very upset. It would have been obvious that I
5 was completely out of touch with the community that I was
6 serving.

7 And so I think that that is -- that was a really
8 big lesson for me in my early career as to the importance
9 of public input when you're drafting public policy,
10 important public policy. And I had up until that point
11 been involved with, you know, public participation in a
12 number of ways, but I think that was the first time that I
13 had engaged the public for the purpose of actually being
14 the experts at making those determinations. And so I'm
15 really grateful to the city manager at that time. He had a
16 background in community development. I mean, he had the
17 vision to understand that that was something that we needed
18 to do.

19 And I think that was a really valuable lesson for
20 me in my early career, because at that time I would have
21 definitely thought, and I think I did go into that process
22 thinking that he and I were really the experts. We had all
23 of the information, and that really we would have been
24 people to make the best proposal. And, in fact, that was a
25 tremendous miscalculation on my part.

1 So, I think that that directly correlates to our
2 work on the Commission, because as Commissioners, we are
3 the voices of the State and the people of the State. We
4 are not the experts. I think that the people are the
5 experts, communities are the experts. They know their
6 community better than we do. And so our role is to really
7 seek out that participation and learn from what it is that
8 they have to tell us.

9 And if I have time, I have one other recent story
10 to tell you. One of my client cities is moving from
11 general elections to district elections. And I happened to
12 be at a public hearing. I was presenting on an unrelated
13 item, but I was sitting through the process and the
14 presentation. And there was a consultant who was hired.
15 He brought forward and was making representation of the
16 maps that he had drawn. I don't really know what process
17 he had practiced, but in any case, at this point he had
18 brought forward, I want to say it was 12 or 14 different
19 maps, that he went through with the council.

20 And when he was done presenting his maps, a member of
21 the community came forward and asked to present maps that
22 he himself had drawn. And I want to say there was maybe
23 two or three maps, and then a couple slight, different
24 variations of those maps. But what was very interesting is
25 that this community member was really focused on a

1 particular community of interest that the consultant in all
2 of his maps had bifurcated and divided up. And this member
3 of the community really stressed the importance of
4 maintaining this specific community, and he was able to
5 outline a geographic barrier, which happened to be a
6 ravine.

7 And, ultimately, the council decided to move
8 forward with this community member's map and dismissed all
9 of the consultant's maps. I'm not sure how that actually
10 rolled out moving forward from that point, because I wasn't
11 involved. But, again, I think that that demonstrates the
12 importance of public input. And the fact that it was that
13 member of the community who really understood his
14 community, understood the geographical boundaries within
15 his community, and understood what made sense. And the
16 city council recognized that.

17 So, again, I think that's important to our work on
18 the Commission, because, as I stated before, I see us as
19 being the voices of the community members, but not the
20 experts. We really have to value and listen to what
21 members of the community have to say. And we have to seek
22 out their participation and really draw out that
23 information, and make sure that our work product is
24 reflective of that.

25 MR. DAWSON: Thank you. Question five. A

1 considerable amount of the Commission's work will involve
2 meeting with people from all over California who come from
3 very different backgrounds and a wide variety of
4 perspectives. If you are selected as a Commissioner, what
5 skills and attributes will make you effective at
6 interacting with people from different backgrounds and who
7 have a variety of perspectives? What experiences have you
8 had that will help you be effective at understanding and
9 appreciating people and communities of different
10 backgrounds and who have a variety of perspectives?

11 MS. BEAUCHAINE: Thank you. I think that
12 professionally, as a public servant, I have extensive
13 experience in drafting public policy and interacting with
14 the public. I have the experience of working with
15 technical data and information, working within legal
16 confines, and gathering all of that data and really
17 bringing forward a collaborative work product that is
18 reflective of the input that's been received.

19 But personally, I'm a consumer of history. I'm an
20 avid world traveler, and I have a fascination with the
21 development of civilization and how's it's evolved in one
22 region to another, how it's similar, how it's different,
23 and how cultures adjacent to one another have evolved in
24 such different ways. But more importantly than how they're
25 different, really how they're similar. And I think that it

1 really says a lot about who we are as a people, the
2 similarities between all of these cultures. And so, I
3 definitely have an interest and a respect for culture.

4 I also have a personal respect for minorities. I
5 know the challenges and the struggles that they face in
6 their daily lives. My husband is an immigrant, and I have
7 witnessed firsthand the prejudice that minorities face in
8 many aspects of their lives. And I also know that they're
9 underrepresented in the political system. So, ultimately I
10 believe that I have the professional experience, a
11 demonstrated experience at being respectful and
12 appreciative of diverse ideas when drafting public policy.
13 But I also think, you know, I have personal experience and
14 a genuine interest in culture and an appreciation for
15 culture.

16 So, I think that the combination of those will
17 guide me as a Commissioner, and will guide my
18 communications and my demeanor and how that is perceived,
19 as genuinely interested and respectful of what people have
20 to say and what people have to contribute to the process.
21 And, again, when I say people contributing, I mean the
22 public, but also fellow Commissioners. Because I think
23 that it's to be expected. I think we know that we're going
24 to have Commissioners with a diverse set of political
25 backgrounds and a diverse of ideas, and I think that it's

1 really important that we value the perspective that
2 everybody brings to the table.

3 MR. DAWSON: Thank you.

4 MS. BEAUCHAINE: Thank you.

5 MR. DAWSON: We'll now go to Panel questions. Each
6 Panel Member will have 20 minutes to ask his or her
7 questions, and we'll start with the Chair, Mr. Coe.

8 CHAIR COE: Thank you, Mr. Dawson.

9 Ms. Beauchaine, good morning again to you. Thank
10 you --

11 MS. BEAUCHAINE: Good morning.

12 CHAIR COE: -- for taking the time to speak with us
13 today. So in your application it looks like you've been
14 involved, I believe, in a volunteer capacity with several
15 organizations, including the Association of Bay Area
16 Governments and Small Cities Organized Risk Effort. I
17 wonder if you could tell us a little bit about the roles
18 you played in those organizations and why you wanted to be
19 a part of them.

20 MS. BEAUCHAINE:

21 MS. BEAUCHAINE: So, my participation in both ABAG and
22 SCORE pertain to my role as finance directors in various
23 cities. In both capacities I was the representative for my
24 city. I had kind of different roles and responsibilities
25 in each of those groups, so I'll just kind of talk about

1 them briefly, separately.

2 In ABAG, I was actually the secondary
3 representative. I didn't have a tremendous amount of input
4 there. I did attend and bring back information, but the
5 city manager was the primary and really served as the voice
6 of our community. So, a lot less participation there.

7 With SCORE I was actually the primary in that
8 group. And my initial role was to understand liability and
9 how it affected our city, risk management and mitigation.
10 But in SCORE I actually became involved to a higher degree.
11 I ended up working on the finance committee, and ultimately
12 being a chair of that committee for a period of time where
13 we took a more active role in evaluating the -- our groups'
14 finances, our audits, and specifically, the liability
15 calculations, the retrospective calculations, and kind of
16 served as the voice and translator to the group as a whole.

17 CHAIR COE: Thank you. So you own your own
18 municipal finance consulting business, is that right?

19 MS. BEAUCHAINE: Yes.

20 CHAIR COE: Can you give us a little bit of a
21 background on what a municipal finance consultant does?

22 MS. BEAUCHAINE: Sure. So, actually, I do
23 different types of consulting. I also do business
24 consulting. But as a municipal finance consultant,
25 essentially what I do is I assist other finance directors

1 or cities in various ways, depending on what their needs
2 are.

3 When I was a finance director I learned very early
4 on that there was a tremendous amount of work to do. There
5 were always changing mandates. We were constantly involved
6 in this cyclical reporting, grant reporting and
7 infrastructure financing. And it seems that no matter how
8 many hours we worked, that there were always more projects
9 and more work to be done.

10 And so, as a consultant, there's a number of things
11 that I can do to assist in that capacity, whether it be
12 just adding some extra bandwidth to an existing team to
13 help get through a reporting period, to provide additional
14 technical input on a project, to help with infrastructure
15 financing and other activities.

16 I've also served in acting in interim capacities
17 while teams are recruiting and making a transition on their
18 team. So I can kind of help keep the ball moving, so that
19 they don't lose any extra time and maintain current on all
20 of their reporting. And so I think there's a number of
21 different ways that I can provide support.

22 CHAIR COE: So your clients are small, local
23 governments, cities and counties and things of that nature,
24 is that right?

25 MS. BEAUCHAINE: Correct.

1 CHAIR COE: Are most of those in California?

2 MS. BEAUCHAINE: All of them, yes.

3 CHAIR COE: How do you think having such clients as
4 part of your business could reflect upon the public's
5 perception of the Commission's ability to fairly draw lines
6 in the areas where those cities are?

7 MS. BEAUCHAINE: I think it's hard to say what
8 individual citizens could think about that. I think that
9 my role really is very small in the grand scheme of things
10 as far as trying to report all the financials and continue
11 with financial policy.

12 As a consultant I don't really have any input into
13 public policy or into drafting programs or making decisions
14 that way. I really am focused on the accounting, financial
15 reporting aspect. So I would hope that it wouldn't be
16 perceived as any sort of a conflict. I believe that it
17 isn't a conflict. I don't have an alliance to any specific
18 community or any specific programs or policies.

19 CHAIR COE: Okay. Thank you. So you own a small
20 business. I believe from your application, your husband's
21 also a small business owner, is that right?

22 MS. BEAUCHAINE: Correct.

23 CHAIR COE: Do think having a small business
24 perspective on this Commission is an important perspective
25 to have?

1 MS. BEAUCHAINE: I don't know that it's of
2 particular importance. I do think it provides a unique
3 background, and I think it's representative of a lot of
4 people in California. I think that, I think that being a
5 small business owner there's -- it takes a unique skill set
6 and a certain amount of grit to be successful. And I think
7 that all of those qualities would benefit the Commission
8 and also help relate to the community as a whole.

9 CHAIR COE: Thank you. I'd like to switch topics
10 for a moment to your, the essay you wrote on appreciation
11 for California's diversity. And in that essay you say
12 that, "the Commission must remain impartial and sensitive
13 to the needs of various geographic regions, minority groups
14 and other demographic factors that make people, their
15 culture and concerns unique." And as a demonstration of --
16 as an example of your demonstration of this, you speak
17 about drafting and presenting public policy, receiving
18 feedback from community members, which you also talked
19 about this morning, and ultimately coming up with a product
20 that is representative of the community demographic.

21 So, from your experiences there, what do you think
22 you've learned from the different people, the different
23 diverse groups of people that you've come in contact with
24 about their perspectives and concerns that you think would
25 make you an effective representative for them on this

1 Commission?

2 MS. BEAUCHAINE: Well, I think, as I mentioned, I
3 worked on a lot of different programs and public policy
4 initiatives. And within every community you definitely
5 have different groups with different opinions, different
6 concerns. But I think that what I have learned is, more
7 than their differences, what's important is trying to
8 understand their similarities. And, ultimately, when
9 people express their concerns and participate, that
10 everybody has the same fears and concerns.

11 Everybody wants to have the best quality of life.
12 And I think that if you really get to the heart of people's
13 concerns and understand where their fears are, I think that
14 you can often times bring something forward that addresses
15 one's concerns, and also provides the quality that the
16 others are asking for. And so I think it's that balance,
17 and also being able to kind of dive below the surface of
18 what people are saying, because people get heated, they get
19 upset. Sometimes they feel like they're not being heard.

20 And so, I think that you kind of have to cut
21 through some of that noise and some of that emotion, to
22 dive a little bit deeper, understand what people are really
23 getting at, and, you know, to be creative in your
24 solutions. And I think if you can do those things, you
25 know, you can come to a place of compromise.

1 And I think that that speaks to something that you
2 guys had mentioned earlier in your questions, the
3 polarization of politics right now. And I think that if
4 you -- if public servants and political leaders get to a
5 point where they're not really willing to listen to one
6 another anymore, and they're not willing to compromise and
7 be respectful, it's virtually impossible to develop a
8 collaborative work plan. And so you really have to cut
9 through all of that and get down to more basic levels.

10 CHAIR COE: So I have a similar question, but more
11 in regards to geographic diversity, and the concerns of
12 communities can differ based on where they located,
13 different regions throughout the State. And I'd assume
14 this is most of your client -- governments across the State
15 of California, you've had a chance to travel in different
16 areas and meet different people in those regions. So my
17 question is, if you could talk a little bit about your
18 experiences with people in different regions of the State.
19 What you've learned from the people in the different
20 regions that you think would make you an effective
21 representative for them on this Commission?

22 MS. BEAUCHAINE: You know, I hate to throw people
23 into groups, because I think that, you know, everybody is
24 different. But I think that there are some deferent --
25 different geographical differences amongst people in

1 different areas of California.

2 I'm from Northern California, and I think it kind
3 of makes me laugh a little bit when folks refer to
4 Sacramento area as Northern California, because I'm about
5 five hours north of Sacramento. And so I am in Northern
6 California, and above me, we have another two hours. So
7 there's about seven hours north of Sacramento, and yet
8 Sacramento is referred to as Northern California. So it's
9 kind of a joke here in Humboldt County, that people don't
10 really know what Northern California is.

11 Having grown up here, I have been aware, long
12 before my work in public service, that there's a difference
13 of opinion of people here politically in rural Northern
14 California, north of Sacramento. And that there's a
15 general feeling that rural Northern California is really
16 underrepresented politically. And that most of these
17 interest is really focused on the urban hubs, Los Angeles
18 area, San Francisco, and then what is referred to as
19 Northern California, being Sacramento. And that that is in
20 fact just not accurate.

21 I think that, you know, my involvement in public
22 service kind of shed some light on these issues for me, and
23 I know that one of the biggest concerns about -- in our
24 geographical area is underrepresentation of water rights,
25 and how a lot of the water comes from Northern California,

1 but based on agreements that were drafted in the 70's,
2 actually gets moved into Southern California. And that we
3 do not have the same political representation in rural
4 Northern California.

5 I think that in a different way, my work, both as a
6 public servant in rural areas versus in the city, as well
7 as a consultant in rural areas versus in the city,
8 definitely gives me a little bit of insight into people and
9 their differences. And like I said, I hate to, you know,
10 categorize people and their personalities by geography, but
11 as I mentioned, I think that there are some real
12 differences.

13 I think that in urban areas, people live in these
14 great melting pots. I lived in the Bay Area, and so I use
15 that as an example. In one day you can hear any number of
16 languages. You run across people from any number of
17 countries, immigrants and cultures. And in the city, you
18 really see all of those cultures coming together, and
19 people living together and interacting on a daily basis.
20 And I think that those people have been exposed and access
21 that kind of diversity.

22 I think that a lot of people who congregate in the
23 city and work in the city, because they're exposed to these
24 different ideas and these different types of people, have a
25 different comfort level and a different paradigm from which

1 they view life through. I think that people who live in
2 rural areas, some of them grew up there and they never
3 left. Others moved there intentionally because they wanted
4 -- they intentionally prefer to live kind of a more rural
5 area.

6 And I think that when you live in a more rural
7 area, you have less exposure. Less exposure to culture,
8 less exposure to ideas that are different than your own. I
9 think that my living in the Bay Area, the people that I
10 work with, people travel. People are familiar with
11 different cultures and have a different kind of
12 understanding and respect.

13 Whereas, I think in more rural areas, people are
14 more stationary, and they're just less exposed. And so, I
15 think that there are definite differences in the ideas of
16 people in rural areas versus urban areas. But in a
17 different way, I think that there are different concerns of
18 people in rural areas versus in urban areas.

19 And I think that one of the things that I want to
20 make mention of, and I did write in my essay, is that in
21 researching this Commission and the mission of the
22 Commission and the work product of the prior Commission, I
23 did go through and read the various profiles of the
24 Commissioners. And I want to first say that they are all
25 very accomplished and well-deserving of their positions.

1 But one of the things that I noticed is that I think that
2 the most northerly Commissioner was in the Sacramento area.
3 That there was no representation of Northern California,
4 the real Northern California on that Commission. And I
5 think that geographic diversity adds to the integrity of
6 the Commission.

7 I think that in order for the Commission -- or the
8 best way for the Commission to engage those rural areas is
9 to have a representative from a rural area, because there
10 are differences in perspective. So, if it were up to me,
11 which it is not, you know, I would advise that the
12 Commission should include geographic diversity. Because,
13 as I mentioned, I think it adds to the integrity of the
14 Commission.

15 One of the other things I noticed in regards to
16 diversity, is that there wasn't a lot of diversity in age.
17 I think that there's a large conversation politically that
18 younger generations are not represented in politics. They
19 are not being adequately represented in public policy. And
20 so when I looked at the prior Commission, there was a
21 little bit, but not a lot of diversity in age. I think it
22 was, the Commission was definitely heavily representative
23 of certain age groups. And so, again, you know, I would
24 advise that the Commission, in order to better relate to
25 the population as a whole, should be diverse in that way as

1 well.

2 CHAIR COE: Thank you.

3 Madam Secretary --

4 MS. PELLMAN: At this time we have two minutes, 20
5 seconds remaining.

6 CHAIR COE: Great. Thank you.

7 So, Ms. Beauchaine, if you were to be appointed to
8 the Commission, which aspects of the role of Commissioner
9 do think that you would enjoy the most, and conversely,
10 which aspects of that role do you think might cause you to
11 struggle a little bit?

12 MS. BEAUCHAINE: As far as which aspects I would
13 enjoy the most, I think I mentioned that I love to travel
14 and I have a genuine interest in various cultures. And I
15 think that -- you know, California is a large state. And
16 I'll been all over California, but there are definitely
17 areas that I haven't traveled to and that I don't know
18 about. And so I would thoroughly enjoy learning about the
19 various communities within California, and learning about
20 the people within our State.

21 I think I would also really enjoy working with my
22 colleagues on the Commission. I have no doubt that they
23 will be multi-talented. And so, I would really enjoy
24 learning from each of them and working with them and
25 learning about this process. But most importantly, I think

1 I would really enjoy working on a project of this
2 magnitude. I think it's really a legacy project. And, you
3 know, being able to have the opportunity to serve as the
4 voice of the community, and to truly shape the future of
5 California, I think would be the most enjoyable.

6 As far as what I would dislike or what would be
7 most challenging, probably procedure and bureaucracy. You
8 know, those are rules that we have to follow and work
9 within, but I would say that that's probably the least
10 enjoyable. But it's something I have done and will work
11 through appropriately.

12 MS. PELLMAN: That's 20 minutes.

13 CHAIR COE: Thank you. It sounds like I'm out of
14 time, so we'll go ahead and turn the time over to Ms.
15 Dickison.

16 MS. BEAUCHAINE: Thank you.

17 BOARD MEMBER DICKISON: Thank you, Mr. Coe.

18 Good morning, Ms. Beauchaine. Did I say it right?

19 MS. BEAUCHAINE: Yes. Perfect. Thank you.

20 BOARD MEMBER DICKISON: Okay. So I wanted to start
21 with, in your impartiality essay, I want to read a
22 statement that you wrote, and then I'll ask you a question
23 about it. It says, "as a former government staffer and
24 current municipal finance consultant, I am familiar with
25 the public process and the lengths that must be gone to in

1 order to ensure public participation and support." Can you
2 expand on how the Commission can ensure and encourage
3 public participation in this process?

4 MS. BEAUCHAINE: Sure. So, as you mentioned and as
5 I mentioned, I think that public participation is very
6 important. I see the public as being the experts in their
7 communities, and our role is simply being their voice and
8 relying on their skills. So, I think that as we look at
9 different communities, we're going to have to identify the
10 community leaders who can advise us about the specific
11 issues within their community, communities of interest and
12 let us know who -- where we can get information and how we
13 can generate and encourage the participation that's
14 necessary.

15 I think that a part of my answer will be indicative
16 of my experience, but I think that as we go into
17 communities, not having any sort of information or
18 background, I think that a good place to start is with
19 local government and local government leaders. I think
20 that they will be able to tell us where to look, who to
21 reach out to, what specific communities of interest we
22 should be taking a look at, what geographical concerns that
23 need to be considered. And I think that they will have a
24 wealth of information and can point us really in the right
25 direction.

1 BOARD MEMBER DICKISON: Thank you. In your
2 impartiality essay, you discuss that you had remained
3 impartial while performing the functions of a finance
4 professional. Can you provide a specific example of
5 setting aside your own views when making a decision?

6 MS. BEAUCHAINE: Yeah. I think, I think I have one
7 example that is pretty demonstrative of my role and my need
8 to set aside my personal feelings. I had talked earlier
9 about my role in drafting budget cuts during the recession.
10 And I mentioned that one of the biggest ticket items kind
11 of on our list was eliminating the police department. And
12 that was something that we had to look to. At the time, my
13 husband was a police officer for that police department.
14 And as a finance director, my responsibility was to ensure
15 that the city was solvent, and as I mentioned, had it been
16 my responsibility to bring forward a proposal, I can
17 guarantee you that eliminating the police department would
18 have been at the top of that list, regardless of how it
19 impacted my family and my family's finances. I take my
20 duties and responsibilities seriously, and that is my first
21 and primary role.

22 BOARD MEMBER DICKISON: Thank you. You talked
23 about being a world traveler. Can you provide me of an
24 example of an experience in your travel that increased your
25 appreciation for diversity?

1 MS. BEAUCHAINE: Sure. My husband at one time
2 early in his career was a flight attendant, an
3 international flight attendant, and so there were a lot of
4 benefits that came with that. I was able to get on various
5 flights when I had the opportunity. And so I probably had
6 a lot of opportunities to travel and see the world that
7 maybe others don't have. I had also mentioned that he is
8 Jordanian. And the first time I went to the Middle East, I
9 think that that had a significant impact on me. I think
10 that, you know, as Americans, you know, what we see of the
11 Middle East is really indicative of the wars that we've
12 been engaged in, and the terrorist attacks that we have
13 been subjected to. And I think a lot of the media that we
14 see is really about the negative aspects of the Middle
15 East, the restrictions and terrorists. And so, the first
16 time I went to the Middle East, my family was very upset.
17 They were very concerned about my safety. And I really
18 felt strongly about wanting to go there, not just to visit
19 my now-husband's family -- he wasn't my husband at the
20 time, but to really see the country and to see a different
21 of life.

22 And so when I got there, it was just a tremendous
23 eye-opener to me, because as adventurous as I am and as I
24 was, I wouldn't be truthful if I didn't say that I wasn't
25 concerned, obviously, for my safety. And that the ideas of

1 terrorists and kidnapping and things like that weren't on
2 my mind. But what I found was that people were so kind.

3 And that, you know, in going through the villages
4 and going to the shops and interacting with the people,
5 even though in a lot of cases there was a language barrier,
6 that those people were so kind. When you go into a shop
7 there, they greet you with coffee and they want to talk
8 with you. They want you to leave with a gift. And I think
9 that that's not something that I understood before I
10 traveled there.

11 And I think that, again, that just shows, you know,
12 how our own paradigms are formed, and our own perceptions
13 and perspectives of different people. And so, I was
14 definitely surprised by the generosity and the kindness,
15 despite obviously the political issues that our countries
16 have and our language barrier. So, again, I think that
17 goes back to how similar we are as a people, and how we
18 relate to one another outside of kind of those bigger
19 issues.

20 BOARD MEMBER DICKISON: Thank you. Can you walk us
21 through an analysis that you've completed that would
22 require skills similar to those that would be needed to
23 complete the work of the Commission?

24 MS. BEAUCHAINE: Huh. That is a good question. I
25 don't know that I can outline a project that is exactly

1 similar to the work that we need to complete on the
2 Commission. I think I can talk about aspects and
3 deliverables of the Commission and individual things I have
4 worked on that relate to them, if that would be helpful.

5 I think that as the Commission forms, we'll have
6 to, you know, determine one another's strengths and
7 delegate appropriately. And I think that happens on
8 executive teams all the time. As a department head, when I
9 came to -- you know, we would come together, especially in
10 a small community you don't have enough people, you know,
11 you kind of have to identify, regardless of what your title
12 is, okay, what strengths do we have here on this team and
13 who can do that? And that's how I, as a city finance
14 director, ended up getting involved in economic development
15 and community development and building water and wastewater
16 plants. Not because that was my role as a finance
17 director, but because that was the strength that I can
18 contribute to the team. And so I think that that is very
19 similar, in that we will have to identify each other's
20 strengths and lean on them and delegate appropriately.

21 I think that once the Commission is formed, we're
22 going to have to hire an executive director. We're going
23 to have to recruit for a team. And, again, those are all
24 things that I have done professionally, in building a team
25 and going through a recruitment. I've done that many

1 times. I think that as we start looking at various
2 communities and dividing -- or deciding rather, how to draw
3 those boundaries, as I mentioned, we were going to have to
4 engage the public. They're going to be the experts in
5 their communities. And that's something that I have done a
6 number of times in my career as a public servant, whether
7 it be on the budget that I talked about, or community
8 development programs, CDBG programs, determining what kind
9 of housing programs the community needs.

10 So, I think that those are all experiences that I
11 have had, and that will benefit this Commission as a whole.
12 But I think that all of these different activities relate
13 to kind of different experiences and projects I've worked
14 on throughout my career.

15 BOARD MEMBER DICKISON: Thank you. So, Mr. Coe
16 asked you about your clients earlier. I have another
17 question that's kind of related to that. How would you
18 respond if a client approached you about your work as a
19 Commissioner?

20 MS. BEAUCHAINE: I think that the first thing I
21 would want to do is listen to what it is that they have to
22 say and what their specific concerns are, and I would have
23 to go my best to address and respond to those concerns. I
24 think that, you know, my response would really be, like I
25 said, dependent on the specific concern.

1 As I mentioned, I don't see any of my work in
2 various communities as being disqualifying or inappropriate
3 in comparison to the work that the Commission will do,
4 because I'm not involved in policy there. I really just am
5 involved in the accounting and the numbers. But,
6 ultimately, as a Commissioner, that would be my first
7 priority and responsibility. So, any feedback or specific
8 interest that a client would have, would not -- I would not
9 be able to allow that to have any sort of impact on my work
10 as a Commissioner.

11 BOARD MEMBER DICKISON: Okay. If you were selected
12 as one of the first eight Commissioners who are selected
13 randomly, you would be tasked with selecting the next six.
14 What would you be looking for in those individuals?

15 MS. BEAUCHAINE: Well, I first want to say that
16 this has been a very thorough process. So, I'm confident
17 that the remaining pool to choose from, that they would all
18 be excellent candidates. I'm sure of that. But I think
19 that in going to the second round of selection, I think
20 that we would need to do is really kind of take inventory
21 of the existing skill set of the first eight Commissioners.
22 And that the remaining picks should help to balance or
23 round out the existing skill set.

24 And just for example, you know, if the first eight
25 were all heavy in technical skills, I would say that the

1 remaining six would need to round out the group with, you
2 know, executive management skills or with more public
3 outreach and participation experience. And so I think it's
4 really important that on that group, on the Commission as a
5 whole, that we are well-rounded in skills, but also we
6 would have to take into account I think diversity, as I
7 mentioned before.

8 If, you know, if we need to look for someone who
9 has really good executive management skills, if we think
10 that would be beneficial, and there's, you know, 10
11 different potential candidates, how does their diversity
12 and background round out the group as a whole? If we have
13 everybody from Northern California, maybe we would need to
14 look for some representation from Southern California, and
15 vice a versa. So, I think that kind of taking stock of the
16 existing Commissioners' skill set and demographic, and then
17 trying to round that out with the, with the next
18 selections.

19 BOARD MEMBER DICKISON: Thank you. What would you
20 like to see the Commission ultimately accomplish?

21 MS. BEAUCHAINE: I think I would like to see the
22 Commission accomplish drafting maps that are truly
23 reflective of the input that we receive. And that we
24 really go the extra mile to engage with these communities
25 and to seek out that input. And that we bring forward a

1 collaborative product that really is representative of the
2 people of California.

3 BOARD MEMBER DICKISON: Thank you.

4 Mr. Coe, I have no additional questions at this
5 time.

6 CHAIR COE: Thank you, Ms. Dickison.

7 Mr. Belnap, the time is yours.

8 BOARD MEMBER BELNAP: Good morning, Ms. Beuchaine.

9 MS. BEAUCHAINE: Good morning.

10 BOARD MEMBER BELNAP: Now, I want to establish your
11 geographic experiences in California. I understand that
12 you've traveled throughout the world. And you are
13 generally from Northern California, but I also heard you
14 say that you lived in the Bay Area. So, can you describe
15 what parts of California you've lived and work in?

16 MS. BEAUCHAINE: Sure. So I am originally from
17 Humboldt County in Northern California. I lived here all
18 of my life. I went to school here. And up until -- gosh,
19 I can't remember my exact age, early/midway through my
20 career, I moved to the Bay Area. I worked on the peninsula
21 for a city there. And I lived in East Bay, in Danville. I
22 also worked in Berkeley, before I ultimately moved home,
23 which was really a decision of necessity, so that my kids
24 could be close to their family here. We're pretty
25 connected, and their needs were really more important than

1 mine professionally. But -- so I do have experience
2 working and living in a rural area in Northern California,
3 as well as in various areas in the bay.

4 BOARD MEMBER BELNAP: Okay. And you also mentioned
5 you've traveled throughout California. In what capacity
6 were those travels?

7 MS. BEAUCHAINE: I think both personally, as well
8 as professionally. Professionally, I have worked, as I
9 mentioned, in rural California, as well as in urban
10 California in the Bay Area and Sacramento area.
11 Personally, you know, I've spent time in L.A., in Palm
12 Springs. We ski in Tahoe. You know, so I think we have
13 traveled all over the primary segments of the State. Spent
14 time in the valley, as well as very Northern California, as
15 my kids travel, also in sports. So both personally and
16 professionally I've kind of been all over.

17 BOARD MEMBER BELNAP: All right. Thank you. So
18 you've been working in municipal finance since 2005. So 15
19 years. How did you get your start in municipal finance?

20 MS. BEAUCHAINE: It was not deliberate. I was
21 working for a small firm, an accounting firm. And when I
22 took that job I was actually still going to school, and I
23 took it because it was a good wage for a student, and also
24 because it provided a mechanism to maintain my health
25 insurance. At that time I really wanted to go to law

1 school, and I really didn't know that I had an aptitude for
2 accounting and finance in that way.

3 But after having worked there for some time, I
4 realized that I was actually kind of good at it, and I
5 really enjoyed it. I kind of found a rhythm to the
6 numbers, and I was really interested in the story that they
7 told if you could understand and interpret their language.
8 So I knew that I had an aptitude and an interest in
9 accounting and finance, but I didn't really know what I
10 wanted to do with it.

11 I definitely knew that I did not want to be a CPA.
12 I did not want to work in a public firm. From my
13 perspective, in that kind of a consulting role we really
14 just gave service, tax preparers, tax advisors. We did,
15 you know, make recommendation, but we really didn't have an
16 active role in the operation of a business. And I knew
17 that I really wanted to do something higher impact. I
18 wanted to mold something or build something more tangible.
19 I didn't really know what that was.

20 But at a certain point I was recruited to be a part of a
21 reconstructive team for the city. I had a connection to
22 the chief of police at the time, who was serving as the
23 acting city manager, and he had kind of talked through and
24 bounced some ideas off of me about some of the troubles
25 that they were having. And so I ended up being asked to

1 come to the city as a part of that reconstructive team.

2 At that point I didn't really have any specific
3 interest in government work. I didn't really know what
4 that meant or what it even looked it. My interest in
5 making that transition was really about the project itself
6 and the investigative work that needed to be done to solve
7 kind of the accounting issues. And so I did make that jump
8 over to the city, like I said, with a particular interest
9 in the challenge that they were -- the challenges that they
10 were facing with their accounting.

11 During my work on that team, I kind of rose to
12 being the leader of our reconstructive team. And,
13 ultimately, I was offered the finance director position
14 after having spent some time there. So, again, that wasn't
15 a choice, it wasn't a deliberate choice. But what I found
16 in working for the city was that the areas of work were so
17 diverse. You know, each of the departments had such
18 diversity in their own missions and the own programs that
19 they were providing to the public.

20 And that in working in finance, because ultimately
21 everything comes back money, you know, I really had the
22 opportunity to take part in all of those various
23 departments and in all of their missions. And I was able
24 to help craft the direction and the policy within each of
25 those departments.

1 And I wouldn't have anticipated it, but I really
2 had a significant sense of fulfillment in that work, and
3 really seeing my work product out in the public in a way
4 that I hadn't seen before. And so, I think that that's
5 when I really discovered my particular passion for public
6 service, and for being mission and service driven. And I
7 think that that has really guided my career at every step
8 forward. That's always in the background of something I
9 know that I want and enjoy doing.

10 BOARD MEMBER BELNAP: So you mentioned you were
11 going to school. Were you studying accounting?

12 MS. BEAUCHAINE: I was actually studying business
13 at the time. My initial plan was to get my undergraduate
14 in Business and then proceed to law school --

15 BOARD MEMBER BELNAP: Okay.

16 MS. BEAUCHAINE: -- which I did not.

17 BOARD MEMBER BELNAP: Okay. What school are we
18 talking about?

19 MS. BEAUCHAINE: I went to college at the Redwoods.
20 I spent a number of semesters there as I kind of toggled
21 back and forth. And eventually went to Humboldt State. I
22 also took on-line classes as well and extension classes.

23 BOARD MEMBER BELNAP: Okay. Did you -- so you've
24 transferred to Humboldt State. Did you end up graduating
25 from Humboldt State?

1 MS. BEAUCHAINE: I did not.

2 BOARD MEMBER BELNAP: Okay. So I want to come back
3 to -- well, you talked about the start in municipal
4 finance. Now what I'd you to do is kind of summarize your
5 career from two questions. The first is, I'd like you to
6 talk about an accomplishment from your work that you're
7 proud of. And then I'd like you to describe a mistake that
8 you made and that you learned from.

9 MS. BEAUCHAINE: Sure. Accomplishments. I think
10 that, you know, when I went to my first city and I took
11 that role, I mentioned that I was a part of a transition
12 theme. And the city had some unique financial challenges.
13 They had -- they were behind about five years in their
14 audits. They were receiving letters from both the Federal
15 and State Government, essentially saying that they were
16 going to have their funding withdrawn.

17 Their former finance director had to leave the city
18 suddenly, and when she left, she left in the middle of a
19 project to transitioning from an old DOS base accounting
20 system into a new accounting system. And that position was
21 vacant for about a year and a half, and so they were
22 actually operating dual systems that had never been
23 reconciled, in addition to the fact that they were about
24 five years behind on their financial reporting.

25 And I think that in that circumstance, because of

1 the state that I found it in, I think that that's where,
2 you know, I had the most notable contributions, because
3 there was so much room for improvement. Within, I think
4 the first three years, we were able to get them
5 transitioned into their software, fully reconciled, and
6 have all of their audits brought up to date. I think that
7 was a tremendous accomplishment. I didn't do that by
8 myself. We had a great team, and we also had a great audit
9 team, who served as support for the work that we did. But
10 we worked tirelessly to achieve that.

11 Also, in a small community, you know, with limited
12 staff, I think that, you know, you also have a tremendous
13 opportunity to fill gaps and voids. And so I'm proud of
14 the various community projects that I work on. But I think
15 that for me, my -- I don't know if it's my biggest
16 accomplishment, but I think what I'm most proud of is
17 really being able to go back to a community that I worked
18 in and really see tangible parts of my work in the
19 community.

20 I live now about eight miles from the first city
21 that I worked in, and I had a really active role there.
22 And being able to drive through and, you know, see the park
23 that we helped build with the facilities there, and
24 families enjoying that. To drive down a street and see the
25 streetscape that, you know, we designed and funded. Or to

1 go down to the river and see the water intake system that
2 we built and funded, that's providing clean water to the
3 community, and that will be there, you know, hopefully a
4 long time. I think that that is -- those are my biggest
5 accomplishments and what I'm most proud of, and I think
6 that they're tangible parts of my legacy.

7 As far as maybe the biggest mistake that I made --
8 gosh. I think of one circumstance in particular. I had
9 talked earlier about the decisions that we had to make
10 during the recession. And one of the, one of the ways that
11 we balance the budget is we kind of rearrange staffing.
12 And we did our best to take staff who were going to be
13 eliminated or laid off and slide them into positions of
14 people who were retiring. And so within my own department
15 I had one of those positions. I had a retiree who was
16 leaving, and I took another employee from another
17 department and put her, we put her in that position,
18 essentially to preserve her job.

19 And it was, it was kind of clear early on that she
20 was struggling with really catching on. And the various
21 members of my department would come from -- come to me at
22 different times and tell me about some of the issues that
23 they were having, and how this one individual was impacting
24 their work and their accuracy.

25 And so, I had many conversations with that

1 employee. We did training, a number of trainings. And I
2 really did everything I could to try to get this person up
3 to speed, because I really valued their job and their
4 personal livelihood. But I think in this specific example,
5 I think that I didn't act swiftly enough. I actually
6 didn't realize the depth of the errors, and what it was
7 doing to my own team and my own staff, and the negativity
8 that was creating. And I think that probably went on for
9 maybe six or nine months. I can't remember. It was a
10 significant amount of time. And I think that based on the
11 damage that it caused to my department, I think I let it go
12 on too long. I think that, you know, finding a balance
13 between business and people is always difficult, and I tend
14 to err on the side of people, but that was a mistake in
15 this circumstance, and I should have acted more swiftly.

16 BOARD MEMBER BELNAP: All right. Thank you.

17 Madam Secretary, can I get a time check?

18 MS. PELLMAN: Yes. Five minutes, 25 seconds.

19 BOARD MEMBER BELNAP: Okay. Thank you.

20 So I want to return to a subject that Mr. Coe and
21 Ms. Dickison has asked you about, and that's your role as a
22 consultant to local entities. Mostly cities, right, is
23 that fair?

24 MS. BEAUCHAINE: That's correct.

25 BOARD MEMBER BELNAP: Okay.

1 MS. BEAUCHAINE: Yeah.

2 BOARD MEMBER BELNAP: So as you've rightly pointed
3 out, being a consultant to cities, or being an elected
4 local official for that matter, is not a disqualifying
5 conflict of interest. That's really not the issue.

6 MS. BEAUCHAINE: Okay.

7 BOARD MEMBER BELNAP: The critical issue is, what
8 happens after you're selected as a Commissioner, if you
9 were to be selected. In particular, the concern behind our
10 questions is whether or not you, because of your contacts
11 in the cities, would be a special conduit for access to the
12 Commission by particular local entities. So that's, that's
13 where that question's coming from.

14 And in your response when you said you'd listen to
15 their concerns, if that were done outside of Commission
16 meetings, I want you to see how that might be problematic,
17 because it would create that special access. So, now that
18 you hear exactly where I'm coming from --

19 MS. BEAUCHAINE: Right.

20 BOARD MEMBER BELNAP: -- that's the background
21 behind my next question. I'll now the question. If you
22 were selected to be a Commissioner, how would you separate
23 your work for Government entity clients from your work as a
24 Commissioner?

25 MS. BEAUCHAINE: I think I -- I think it's a good

1 question, and I kind of want to approach it from a couple
2 of different perspectives. The first thing I want to say
3 is, you know, I've already anticipated, you know, my
4 workload, and what happens if I join this Commission. And,
5 really, you know, I've already kind of been thinking that
6 this will have to be my job during this period of time.
7 Obviously, I would have to wrap up loose ends and projects,
8 but I would not be able to serve consecutively as a
9 consultant on a project, as well as a Commissioner. So, if
10 selected, I will not be working as a consultant during this
11 period of time. It's just, there are not enough hours in
12 the day. So I want to say that first.

13 I think secondly, in my response to your earlier
14 question, that I would listen to their concerns, I think
15 that I was making that comment with the thinking that they
16 would be coming to me, suggesting that I was conflicted in
17 some way. And if somebody suggested that I was conflicted,
18 I would want to understand what their perspective was.

19 Now, if they were coming to me with interest about
20 their community, or trying to transmit information through
21 back channels to me, to influence me on the Commission,
22 that is a completely different situation. And that line of
23 communication would not be open. I think that one
24 distinction I do want to make though, is that my role as a
25 Commissioner is very different than my role as it was as a

1 public servant. As a public servant I really did have
2 influence and shape policy. I was interacting with other
3 executives, as well as politicians on a regular basis.

4 As a consultant I'm really behind the scenes. I'm
5 not face forward. Most of the local politician and council
6 people, they don't even know who I am. I do not have
7 active channels of communication with various politicians
8 in these cities. You know, my direct reports are really to
9 finance or to city managers, who in my experience are
10 typically very apolitical for very obvious reasons, because
11 it's their responsibility to serve whoever is in those
12 political roles. So, I would find it not impossible, but
13 maybe very unlikely that any of the contacts that I have
14 would have any specific interest in redistricting.

15 If, perhaps, a local politician was able to somehow
16 see a connection and reach one of those executives to try
17 to get information to me, I think that that is just an
18 obvious no. It's not acceptable, and it's not something I
19 would participate in. Because, as I said at that time,
20 while I'm serving on the Commission, I do not see myself
21 maintaining active contracts and being engaged in work with
22 any cities.

23 BOARD MEMBER BELNAP: All right. Thank you.

24 MS. BEAUCHAINE: So, hopefully that answers your
25 question.

1 BOARD MEMBER BELNAP: It did. Thank you.

2 And, Mr. Chair, no further questions.

3 CHAIR COE: Okay. Thank you, Mr. Belnap.

4 Mr. Dawson.

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

6 Ms. Beauchaine, once again, thank you for being
7 here. Good morning. In our response to standard question
8 three, you mentioned the Covid-19 situation possibly giving
9 additional challenges to the work of the Commission. But I
10 took your response to mean that it would have particular
11 effect on travel and outreach.

12 MS. BEAUCHAINE: Correct.

13 MR. DAWSON: Do you have any concern about the
14 Covid-19's situation's impact on the Census data that the
15 Commission will be relying upon?

16 MS. BEAUCHAINE: I think that's possible. Did I
17 lose you? There you are. Okay. Sorry. I think it's
18 possible. I know that the Census has gone to an on-line
19 format, so in addition to being able to mail things in, you
20 can submit on-line. But I think it, I think that that
21 doesn't necessarily address the issues specifically, you
22 know, in -- with minorities and in certain demographics of
23 the State. I think there are a lot of people who don't
24 have access to technology and are reliant on that kind of
25 outreach. And for those people who do go out into

1 communities and, you know, knock on doors and talk to
2 people and really educate and explain why it's important to
3 participate. So I do think that that is a real concern.
4 What the impacts will be, I'm not sure that we will know
5 until we have that data.

6 MR. DAWSON: All right. Thank you. I notice in
7 your application that you were a CFO for Cher-ae Heights
8 Casino. Did I pronounce that correctly?

9 MS. BEAUCHAINE: Yes, Cher-ae Heights.

10 MR. DAWSON: Cher-ae Heights. Is that in Humboldt?

11 MS. BEAUCHAINE: It is.

12 MR. DAWSON: And then that's a tribal casino?

13 MS. BEAUCHAINE: It is.

14 MR. DAWSON: Do you think that your work with the
15 tribe gives you any insight as to the representation or
16 lack thereof of the indigenous peoples of California?

17 MS. BEAUCHAINE: I think a little bit it does.
18 This specific casino was run very independently from the
19 tribe, which my understanding is, somewhat unusual. But we
20 did -- as a CFO I did report to the tribal commission. And
21 so I do -- you know, I have sat through those meetings. I
22 have, you know, been involved with the interaction from
23 tribal members, and I think I do have some understanding as
24 to what their concerns are and, you know, that they do have
25 a lack of representation. So, yeah, I think it provide

1 some insight there. By no means an expert, but I have, I
2 do have some insight.

3 MR. DAWSON: Okay. Thank you. So, I take it from
4 some of your answers that you'd mentioned that you had
5 participated in public meetings, and that is, if I
6 understood correctly, as a consultant or staffer?

7 MS. BEAUCHAINE: Correct.

8 MR. DAWSON: So making reports to councils, that
9 sort of thing?

10 MS. BEAUCHAINE: Yes.

11 MR. DAWSON: And then, do you do have some
12 familiarity with the Brown Act and the Public Records Act?

13 MS. BEAUCHAINE: Absolutely.

14 MR. DAWSON: Okay. I was struck by your response
15 to, I think it was standard question four, you were talking
16 about one particular city that were working in where they
17 were going to district elections. And the local community
18 presented a map. Does -- that was ultimate accepted by the
19 council, is that correct?

20 MS. BEAUCHAINE: Yes.

21 MR. DAWSON: So, was it that the consultant just
22 didn't know where folks -- I mean, he knew where folks
23 lived, but didn't understand the connections between them?

24 MS. BEAUCHAINE: It's hard for me to know exactly
25 what happened, because as I said, I just happened to be in

1 that meeting when it happened. I don't really know what
2 the consultant's process was. I don't know how he engaged
3 the public, or what kind of prior hearings they had had.
4 So, I don't know how that situation evolved.

5 MR. DAWSON: All right.

6 MS. BEAUCHAINE: What I do know from sitting in a
7 number of meetings, is that this specific resident is what
8 I would kind of define as a community leader, regularly
9 participated in council meetings, voiced his concerns and
10 opinions on a number of various policy items at almost
11 every meeting I attended in that city. And so definitely
12 interesting that either the consultant was unaware of this
13 citizen's concerns or did not incorporate them. So, which
14 happened here, I'm not sure, but it was striking to me.

15 MR. DAWSON: I see. Thank you. Sticking on the
16 topic meetings, you mentioned that you'd read the 2010
17 Commission's report, noting that the furthest north member
18 was in Esparto. But also in that report, the Commission
19 noted that they felt that during public meetings there were
20 folks who represented themselves as being community members
21 who may have had, you know, some partisan backing. And I
22 was wondering if your perspective, as having worked for
23 city government, might give you some ability to suss that
24 situation out?

25 MS. BEAUCHAINE: I think that -- again, you know, I

1 had talked earlier about, you know, my involvement in
2 public policy, and listening to the comments that you
3 receive. But the real job is to kind of access and dive
4 below the surface. And I think that if you give people an
5 opportunity to speak and you really listen, I think you can
6 identify those connections. If you allow people to speak
7 and you ask the right leading questions, I think you can
8 get the information you need. So I do think it would be
9 our responsibility to identify those situations, and I
10 think that I do have that experience and ability.

11 MR. DAWSON: All right. Thank you.

12 No further questions, Mr. Chair.

13 CHAIR COE: Okay. Thank you, Mr. Dawson.

14 Any follow-up questions from the Panel? Ms.
15 Dickison, any follow-up questions?

16 BOARD MEMBER DICKISON: I do not have any follow-up
17 questions.

18 CHAIR COE: Mr. Belnap?

19 BOARD MEMBER BELNAP: I do not have any follow-up
20 questions.

21 CHAIR COE: I have one I could ask, but I don't
22 want to step on the time of the applicant's closing
23 statement.

24 MS. PELLMAN: We have seven minutes, five seconds
25 remaining.

1 CHAIR COE: Okay. Thank you, Madam Secretary.

2 I'll ask it really quick, Ms. Beauchaine. In the
3 work of the Commission, when you're reaching out to
4 communities of interest, it's possible that you could come
5 across a community that -- or more than one community that
6 maybe is less engaged or has concern about engaging for one
7 reason or another. And I'm wondering that since
8 perspectives of as many communities as possible is so
9 important to the work of the Commission, what can the
10 Commission do to make some of those communities feel more
11 comfortable coming forward and sharing their perspective if
12 they're having some apprehension about doing so?

13 MS. BEAUCHAINE: I think that there's a few things
14 that the Commission can do. I had talked earlier about,
15 you know, identifying each of the Commissioner's strengths
16 and delegating appropriately. And I also talked about, you
17 know, diversity on the Commission and how that really adds
18 to the credibility of the Commission itself.

19 And so, I think that one way that we could help
20 open the lines of communications in these communities is to
21 identify which of -- which member of the Commission really
22 would be the closest matched for that community. Who might
23 have the background and experience to really reach out and
24 find some sort of connection to these communities. And I
25 think that that's the first thing I would try to do.

1 Secondly, I think that, you know, in my experience
2 of not only working on public policy, but also, you know,
3 working in business and negotiating deals, that, is that,
4 you know, if you can find a commonality between two groups
5 or between two people, and establish some sort of a rapport
6 or a little bit of a personal connection, I think that
7 people are more trusting, and they feel more comfortable
8 with you.

9 And so, again, I think that, you know, if you can
10 find a way to find some commonality, that it can open lines
11 of communications with people. And so I would be looking
12 to the Commissioners to kind of bounce those ideas off of
13 one another, and determine, you know, who would be best
14 fit, and what kind of tools do we have to find
15 commonalities and similarities between us to inspire that
16 comfort and conversation.

17 CHAIR COE: Okay. Thank you.

18 I don't have any additional questions, counsel.

19 MR. DAWSON: All right. Thank you.

20 Madam Secretary, how much time is remaining in the
21 90 minutes?

22 MS. PELLMAN: Four minutes, 20 seconds.

23 MR. DAWSON: Thank you.

24 Ms. Beauchaine, with the four minutes or so left,
25 I'd like to offer you the opportunity to make a closing

1 statement to the Panel, if you wish.

2 MS. BEAUCHAINE: Thank you. First, I just want to
3 say, thank you to each of you for having me here today.
4 I'm sorry I wasn't able to be there in person. I have a
5 genuine interest and a respect for the mission of this
6 Commission. And I believe that my professional experience
7 and also my personal experiences would benefit this team.
8 I think this is a legacy project, and I would be so humbled
9 and honored if given the opportunity to participate and
10 serve, and I would do so with the utmost integrity and
11 respect for this process. So I just want to thank you for
12 your time.

13 I'm, again, grateful for having the opportunity to
14 meet with all of you, and I appreciate your interest in me
15 thus far, in getting me to this point. And I just wish you
16 the best of luck with the rest of your recruitment process.

17 MR. DAWSON: Okay. Thank you, Ms. Beauchaine.
18 Thank you for taking the time to speak with us this
19 morning.

20 Our next interview is scheduled for 10:45, so we'll
21 be in recess until 10:44.

22 (Off the record at 10:27 a.m.)

23 (Back on the record at 10:44 a.m.)

24 CHAIR COE: Okay. The time being 10:44, I'd like
25 to call this meeting out of recess. At this time I'd like

1 to it over to Mr. Dawson, who I believe has some
2 information for us.

3 MR. DAWSON: Thank you, Mr. Chair. I'd like to
4 announce to the Panel and to those watching at home, we
5 received some indication, initial indication from Dr.
6 Carpenter that he attempted to withdraw, but we don't have
7 confirmation of that. So in the interest of fairness we
8 will -- I recommend that we stand at ease until 11 -- until
9 he logs on, or 11:00 o'clock, whichever is soonest.

10 CHAIR COE: Okay. So, that being the case, we will
11 be at ease until 11:00 a.m., or if Dr. Carpenter happens to
12 join the meeting.

13 (Off the record at 10:45 a.m.)

14 (Back on the record at 11:00 a.m.)

15 CHAIR COE: Okay. The time is now 11:00 a.m., and
16 as Dr. Carpenter hasn't joined us for the interview, we
17 will go into recess until our next scheduled interview,
18 which is at 1:15 p.m. So we will be in recess until 1:14
19 p.m.

20 (Off the record at 11:00 a.m.)

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

22 CHAIR COE: Okay. The time being 1:14, I'd like to
23 call this meeting out of recess. At this time I'd like to
24 welcome Dr. David Burdick for his interview.

25 Dr. Burdick, can you hear us okay?

1 DR. BURDICK: I can hear you fine.

2 CHAIR COE: All right. Great. Thank you for being
3 here this afternoon.

4 I'd like to turn the time over to Mr. Chris Dawson
5 for the standard five questions, please.

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

7 Dr. Burdick, I'm going to ask you five standard
8 that the Applicant Review Panel has requested each
9 applicant respond to. Are you ready, sir?

10 DR. BURDICK: Yes, although you were cutting out a
11 bit. So, this is going to be a little jumpy I think.

12 MR. DAWSON: All right. I -- let me know if you
13 need me to repeat a question.

14 DR. BURDICK: Okay.

15 MR. DAWSON: Question one. What skills and
16 attributes should all Commissioners possess? What skills
17 or competencies should the Commission possess collectively?
18 Of the skills, attributes and competencies that each
19 Commissioner should possess, which do you possess? In
20 summary, how will you contribute to the success of the
21 Commission?

22 DR. BURDICK: First, I'd like to thank the Panel
23 for the invitation to participate. With respect to the
24 first question, there is a sentence in the article in the
25 Constitution that the -- State Constitution, that I think

1 goes to the heart of what each Commission member must do.
2 And, basically, it says each Commission member shall apply
3 the law in a manner that is impartial, and that reinforces
4 public confidence in the integrity of the redistricting
5 process. That applies to every Commission member, not just
6 to the Commission as a whole, and I take that as a mandate.

7 So, on that basis, every Commission member, as I
8 think every applicant has said to you in the previous
9 interviews, must be open and transparent, comfortable
10 working in full public view, able to apply the
11 redistricting criteria that are spelled out in the
12 Constitution, act with integrity and fairness, participate
13 in a full public consideration of the process of drawing
14 the district lines.

15 And, finally, exercise what I have learned is good
16 boardmanship. Among other things, that requires every one
17 of the Commission Members to participate in the process.
18 These are 14 seats, and there's really not room for
19 somebody that simply wants to be appointed to the
20 Commission and sit on the board so they can put it on their
21 resume. It's going to be a working Commission. It's
22 probably going to be working very hard. So, I guess my
23 message to any Commissioner is, if you don't want to work,
24 don't accept the position.

25 Now with respect to analytical abilities, each of

1 us would have to be comfortable with a great mass of
2 statistical data, and the display of that data in maps, of
3 course. Exercise a certain amount of patience during map
4 adjustments to meet the law, including the Voting Rights
5 Act.

6 And I believe that in the process of contracting
7 for the map software, I would like to see the Commission
8 issue a request for proposals from any one of a number of
9 GIS map makers, and then present their wares, their
10 products, by illustrating its performance with a standard
11 problem the Commission would present each potential
12 contractor with, so that we can evaluate their techniques,
13 their accuracy and, probably very importantly, the data
14 display capabilities.

15 I myself would be particularly interested in the
16 ability of any software package to give us a three-
17 dimensional display. That is to say, one that allows you
18 to rotate the data from, let's say, and overhead view to a
19 side view, and so on. I think that's going to be very
20 useful in determining where gaps in the data might be. And
21 when we get to question three, there are going to be a
22 fairly large number of potential gaps.

23 So, in addition to that, everybody's got to stay
24 engaged, stay focused on the task in front of us. Stay
25 awake during long meetings. And I think every Commissioner

1 should be a notetaker. And the reason I say that is
2 because I (indiscernible) the Commission is going to be
3 faced with a very high probability of legal challenges in
4 this particular effort.

5 And, finally, as a measure or as an element in
6 boardmanship, everybody should participate in the
7 discussions. You know, all 14 Commissioners need to be
8 able to hear the point of view of all 13 other
9 Commissioners, but you have to do that respectfully, not
10 dominating the conversation, give everybody a chance to
11 clearly explicate their position on the same, but don't
12 deny the Commission a view into your opinions.

13 And, finally, I think the Commissioners need to
14 look forward. The -- again, as we get to question three,
15 I'm concerned about a number of things. One is, the
16 failure of the Federal Census. The second is the
17 continuation of the impact of the Covid virus on the
18 community, on the State. And the third is possible
19 manipulation by external third parties. And so those are
20 the, those are the elements that a good Commissioner and a
21 good Commission are going to have to exhibit. And, I
22 suffice it to say, think I can do this job.

23 MR. DAWSON: Thank you. Question two. Work on the
24 Commission requires members of different political
25 backgrounds to work together. Since the 2010 Commission

1 was selected and formed, the American political
2 conversation has become increasingly polarized, whether in
3 the press, on social media, and even in our own families.
4 What characteristics do you possess and what
5 characteristics should your fellow Commissioners possess
6 that will protect against hyperpartisanship? What will you
7 do to ensure that the work of the Commission is not seen as
8 polarized or hyperpartisan and avoid perceptions of
9 political bias and conflict?

10 DR. BURDICK: Well, let me start by saying, I think
11 the issue is not simply hyperpartisanship. The notion of a
12 hyperpartisanship strikes me as being extraordinarily
13 extreme. I think the Commission ought to be striving
14 totally for no exhibition of partisanship whatsoever. We
15 all come from different backgrounds, and there are going to
16 be different views among the Commissioners, but in the end
17 the Commission should be discussing issues and solutions to
18 the problems that the Commission faces, without any
19 partisan input whatsoever. So I don't expect anybody to
20 mention their -- excuse me (coughing), their particular
21 affiliation with a party, and frankly, I think that the
22 Commission ought to do something as simple as a simple
23 pledge before every open meeting that says, we're basically
24 going to work together without any partisanship, so that we
25 reinforce at every juncture the impression by the public,

1 that this group, this CRC, is indeed aiming at solving a
2 California problem, doing a job for California, and not for
3 any particular party. So that's how I'd approach it.

4 MR. DAWSON: Question three. What is the --

5 DR. BURDICK: Excuse me (coughing).

6 MR. DAWSON: -- what is the greatest problem the
7 Commission could encounter, and what actions would you take
8 to avoid or respond to this problem?

9 DR. BURDICK: Okay. So this gets to the heart of
10 my view of the Commission, and in particular, it's work
11 over the next year or so. So, I would like to begin with
12 a, sort of a very quick review of what actually the goal
13 is, and how the law outlines what should be done. The goal
14 of the Commission is to draw lines on a State map, so that
15 we carve up the -- excuse me (coughing), the -- sorry. The
16 -- yes, the four districts needed, Congressional Assembly,
17 Senate and Board of Equalization.

18 Now the law outlines seven legal constraints on the
19 process and on the result. And, again, I would reiterate
20 the law also says, once again, that each Commissioner will
21 apply the law in a manner that is impartial, and that
22 reinforces public confidence in the integrity of the
23 redistricting process. Now, which leads me to the
24 overlying or overarching problem that the Commission is
25 going to face, and that is, the problem of uncertainty.

1 The uncertainty in the whole effort I think is going to be
2 rooted in three areas.

3 The first is the quality and the timeliness of the
4 Federal Census. And the Federal Census was compromised
5 early on by the administration in Washington when it
6 attempted to put a citizenship question on the Census.
7 This issue was immediately challenged by the State of New
8 York, among others. It ultimately went up to the Supreme
9 Court -- excuse me (coughing), after a district court had
10 issued an injunction against the asking of the question.
11 The Supreme Court sent it back saying, you guys can't do
12 this.

13 The reasons that were given by Wilbur Ross, the
14 Secretary of the Department of Commerce, that runs the
15 Bureau of the Census, were basically described by the
16 courts majority as being a pretext. And the pretext was
17 that somehow asking that question about citizenship of any
18 respondent would somehow (indiscernible) enforcement of the
19 Voters Rights Act. The Supreme Court said, no.

20 The administration tried for another, basically
21 three weeks, to figure out a way that they could leave it
22 on there, but ultimately said, okay, we will, we will obey
23 the mandate from the district court, and the question got
24 pulled. But the damage to the populous in California was
25 already complete. This question had received a great deal

1 of coverage in the media, and I feel certain that as a
2 direct consequence, the administration actually achieved
3 its end. It's going to have scared off participation in
4 the Census by folks who are immigrants, who are not
5 citizens, and yet who must be counted according to the
6 Constitution, during the decennial Census.

7 So I think that is going to become a real problem
8 for the CRC. And I actually believe that once the CRC has
9 been constituted, it should start virtually immediately
10 trying to deal with the legal ramifications of a faulty
11 Federal Census. Now, it's known that the Federal Census is
12 not the only source of data used in order to determine what
13 the population is in the country, but this is going to
14 become a big problem.

15 Okay. The second source of uncertainty for the
16 Commission has to do with the impact of the coronavirus,
17 Covid-19, on the population as a whole. I think it's going
18 to be very difficult for the Redistricting Commission to
19 conduct itself in the manner that the first one did 10
20 years ago. People are going to be extremely reluctant to
21 come out in public for fear of spreading or being infected
22 by the virus. It appears that venues that might have been
23 logical sources for public meetings for the CRC are pretty
24 much closing down shop, the churches, the assembly halls of
25 all kind. So, the logistics of actually conducting the

1 outreach that I think the CRC would like to do is going to
2 become very problematic. Travel will be virtually
3 impossible if it has to be done by air. Even if you get to
4 the location where you want to hold a meeting, you probably
5 won't be able to find a hotel or a motel open. No place to
6 eat under the current circumstances. So I think that is
7 another source of great uncertainty, and the CRC will have
8 to deal with it.

9 Finally, the third source of uncertainty that I see
10 coming down the pike is the very real possibility of an
11 attempt to manipulate CRC by political entities, and I will
12 call them the Democratic National Committee and the
13 Republican National Committee, although those may not be
14 the only ones. There were good, credible reports from the
15 2010 Commission that such manipulation was attempted. It
16 took place through the trojan horse of the community-of-
17 interest approach, which is a fairly vaguely defined entity
18 in the law, and it seems like it's sort of ripe for
19 manipulation by parties that are trying to influence in the
20 wrong direction the output of the committee.

21 So, those are the three sources of uncertainty that
22 I see. Now, the other part of the question I think had to
23 do with, what would I do about it. And I do have some
24 ideas, and probably the most important one and the most
25 interesting one to me is a recognition of the fact that in

1 the process of selecting the 14 members of the CRC, the
2 Applicant Review Panel has actually created a very useful
3 database of very interested people who might want to serve,
4 as what I'm going to call the CRC's auxiliary. These 120
5 folks who you will have interviewed, minus the 14 that will
6 ultimately get on to the Commission Panel, I deem to be
7 almost invaluable resource.

8 I've paid a fair amount of attention to the
9 interviews of a fair number of those folks, and I would
10 conclude that as a body, they are the sort of people we
11 would like to (indiscernible) into the community, if you
12 will, to (indiscernible) information would be useful in the
13 Commission's process of actually trying to identify
14 communities of interest and other information.

15 One other thought that has occurred to me was that
16 if the threat of political interference from the outside,
17 from the DNC and the RNC, as examples, is significant, it
18 might start showing up fairly early. These folks who want
19 to exert political influence have already started planning
20 a far more sophisticated approach than they were able to
21 use in 2010. And we might find elements of those -- that
22 planning process reflected in newspaper accounts,
23 editorials, opinion pieces that have appeared throughout
24 the State over the last, I don't know, three or four
25 (indiscernible). And so, one thought that I've had is that

1 the CRC auxiliary could be useful in examining through
2 newspaper accounts the process that might be leading to
3 another attack from the political foes. So those are the
4 three areas, and that is essentially my approach.

5 MR. DAWSON: Thank you. Question four. If you are
6 selected you will be one of 14 Members of the Commission,
7 which is charged with working together to create maps of
8 the new districts. Please describe a situation where
9 you've had to work collaboratively with others on a project
10 to achieve a common goal. Tell us the goal of the project,
11 what your role in the group was, and how the group worked
12 through any conflicts that arose. What lessons would you
13 take from this group experience to the Commission, if
14 selected?

15 DR. BURDICK: I've had a number of board type
16 experiences, and the one I want to draw upon to address
17 that question goes back to my service on the local school
18 board. I should point out that I'm -- that I live in a
19 very small community. It's about 30,000 people in the
20 area. We have one school board that covers the entire
21 district. The district includes a couple of high schools,
22 a couple of secondary -- sorry, middle schools, and 10 or
23 11 elementary schools.

24 Now some years ago when I was on the board, a
25 proposal came forward to the board that we would -- we

1 should take one of our elementary schools and turn it into
2 what the proponents at that time were calling a basic
3 school. This is probably a forerunner to charter schools,
4 but I don't think the concept of a full-blown charter
5 school had actually cropped up yet, at least not in our
6 district.

7 So we had a seven-member board, and the board
8 discussed this proposal. And we decided there might be
9 sufficient interest that we should do some kind of an
10 outreach survey to find out what actually the community
11 thought of it. So we did a postcard survey mailing to
12 every elementary parent in the district, to find out what
13 their interest might be. And we got those data back. It,
14 again, still looked fairly positive. So we fleshed out in
15 somewhat greater detail the actual composition and goals
16 and makeup of the so-called basic school. And that then
17 became the goal of the board.

18 Now, at that point, the question arose, so, where
19 will the students come from? Will they come from a
20 particular geographic area? Because we had identified a
21 particular school that could be the site for the basic
22 school. So would the students come from that same service
23 area, or would they come from basically district wide.

24 And my approach, which I brought to the attention of the
25 school board at the time, was, great. Now we need to find

1 out just how to go about populating the school. And my
2 approach was, let's, once again, have an outreach to the
3 parents. Now they know more about what the district --
4 what the school would look like, and they can tell us
5 whether they're really interested in having their child in
6 that school. And we would put, essentially put all those
7 names of people that say, yay verily, I want to be a part
8 of this into a hat, and we would pull out, I think it was
9 like 350 names at random.

10 The bulk of the board, bulk of the school board
11 didn't particularly appreciate that. Their view was, we've
12 already done the survey. We already have a list of people
13 whose names we think are interested. And so the contention
14 was, do we go with Burdick's recommendation or do we do it
15 another way. Ultimately they decided to just take the
16 names that had been submitted in the survey, the first one,
17 and those folks then would have first crack at seats in the
18 basic school.

19 My feeling at the time was, that in order to
20 represent the entire district, including those people who
21 may not have participated in the first survey, who didn't
22 know what the school, what the school would look like, they
23 needed another opportunity to be part of that process,
24 either in or out. The -- I did --

25 MS. PELLMAN: Time check. We have five minutes

1 remaining.

2 DR. BURDICK: Okay. Thank you. I lost that vote,
3 and the lesson I took away from that was, don't get too
4 upset when you lose a vote. You've made the best case you
5 can, and I think that the same sort of thing would take
6 place during the CRC's deliberations on any one or some of
7 the district lines. So that's the end of that story.

8 MR. DAWSON: Thank you. Question five. A
9 considerable amount of the Commission's work will involve
10 meeting with people from all over California who come from
11 very different backgrounds and a wide variety of
12 perspectives. If you are selected as a Commissioner, what
13 skills and attributes will make you effective at
14 interacting with people from different backgrounds and who
15 have a variety of perspectives? What experiences have you
16 had that will help you be effective at understanding and
17 appreciating people and communities of different
18 backgrounds and who have a variety of perspectives?

19 DR. BURDICK: So, I've outlined my experience on a
20 school board. Now, I recognize that I do not come from the
21 most diverse community within California. We are a small
22 community. We are essentially a one-company town. It is
23 the Naval Air Warfare Center. And the bulk of the jobs and
24 the bulk of the people that are, live in the community, are
25 engineers or scientists or technicians that are working on

1 the base. And they all tend to be uniformly Caucasian,
2 with some exceptions. So the question is, how does a guy
3 like that, like me, from an area like this intersect with
4 the great diversity in the State of California?

5 And what I would say to you is this. First of all,
6 I came from a small farming community in South Dakota. And
7 I, you know, as a grew up in that community I became aware
8 of the interest of farmers and things like the weather,
9 crop prices, the daily grind of working with the weather
10 and so on. So, I think that gives me some insight into the
11 Central Valley condition.

12 From there, after I graduated high school and went
13 on to college, I ended up in school in Montana, a very
14 western state, much like the north end of California. And
15 the attraction of living in a forested area was pretty
16 evident. So -- but there are also some pitfalls in living
17 in that area what -- not the least of which is wildfire.
18 And we all know what areas up north, Paradise, in
19 particular, went through this year and past year with
20 respect to wildfire. I have fought fire in the one and
21 only area in South Dakota, in the Black Hills, that
22 actually is forested and looks like the north end of
23 California. I've spent time on fire lines, both there and
24 in Montana. So, again, that gives me some appreciation for
25 what folks in that area of California are undergoing. Lots

1 of smoke. We've had lots of smoke from fires in the
2 Sierras blowing down into our valley, the Indian Wells
3 Valley here in Ridgecrest over the years. So, I have some
4 (indiscernible) for what they're up against.

5 MS. PELLMAN: Forty-five seconds remaining.

6 DR. BURDICK: (Indiscernible) thing I would say is
7 that I do have some appreciation for what the immigration -
8 - or the immigrant community is undergoing, because I, too,
9 have had to learn or -- yes, had to learn a foreign
10 language in order to get my PhD. And so it gives me some
11 sense of what it is that the folks down in the L.A. area,
12 the large immigrant community there is undergoing as they,
13 too, try to integrate. So I'll leave it at that.

14 MR. DAWSON: All right. Thank you, Dr. Burdick.
15 We'll now go down to, we'll go to Panel questions. Each
16 Panel Member will have 20 minutes to ask his or her
17 questions.

18 We'll start with the Chair, Mr. Coe.

19 CHAIR COE: Thank you, Mr. Dawson.

20 Dr. Burdick, good afternoon to you. Thank you for
21 taking the time again to speak with us today.

22 DR. BURDICK: Sure.

23 CHAIR COE: So in your application you discuss a
24 number of activities you're involved in. You spoke about
25 your time on the, serving on the board of your local school

1 district. That you've also been involved in the local
2 library system and the board of your homeowners
3 association. Since you already talked about the school
4 district roles, I'm wondering if you could give us a little
5 more insight into the roles you played on the homeowners
6 association and the, and with the library system, and why
7 you chose to be a part of those efforts.

8 DR. BURDICK: Okay. I missed the tail end of that
9 question. Now, homeowners association, and what was the
10 next part?

11 CHAIR COE: And your time with the library system.

12 DR. BURDICK: Okay.

13 CHAIR COE: The roles you played there and why you
14 got involved in those efforts.

15 DR. BURDICK: Okay. Well, let me start with the
16 library association. I spent a great deal of my time in
17 education, getting one, and libraries are a very big part
18 of that in my mind. I've learned over the years to
19 appreciate the ready accessibility of a wide variety of
20 books. And our local -- we, the local library here in
21 Ridgecrest is a one branch of the Kern County Library
22 System. So, it's a county-run operation. It's a county
23 operation in large part. And I was asked some years ago by
24 the member of the Friends of the Ridgecrest Branch Library
25 if I wouldn't get involved. And more importantly, they

1 wanted me to get involved as president as the operation. I
2 knew nothing about how they functioned, but I took the job
3 on, and quickly became aware of the fact how badly
4 underfunded the -- not only the Ridgecrest Branch was, but
5 indeed, the entire library function in Kern County.

6 So over the years, and I spent a little over four
7 years with the Friends of the Library, one of our biggest -
8 - well, we had two big efforts. Annually we had to do
9 hand-to-hand combat with the Board of Supervisors in
10 Bakersfield concerning the budget for the entire library
11 system. And I led those things. We had a VTC hookup from
12 the district supervisor's office here in Ridgecrest with
13 Kern County, and we were able then to talk directly to the,
14 to that board during their budget negotiations, and so we
15 made really good use of that time. We would put what
16 turned out to be a fairly large number of people in the
17 room, to express their opinions and their desires for
18 increased library support.

19 The other aspect of working with the Friends of the
20 Library was that we would hold two used book sales every
21 year open to the community. We would have thousands of
22 books that had been donated, and those all had to be --
23 cataloged is too strong of a word, but categorized, so that
24 you could find a history book if you wanted to look at
25 history books, et cetera. And we worked very hard on that.

1 A lot of heavy lifting, hard physical labor, in addition to
2 all the activity of actually running the sales. So, that
3 was my activity (indiscernible) the library.

4 The -- I live in a, what's called a PUD, a planned
5 unit development in Ridgecrest. There are almost 300 units
6 here. So it's like of like a small city in its own right,
7 and it is governed, as I said someplace, by state law, the
8 Davis-Sterling Act. So it outlines what a board can do,
9 and, of course, we spent a lot of time concerning ourself
10 with what the law had said.

11 And then in addition to that, many of the problems
12 that we had were things, just the mundane operation.
13 Groundskeeping, roads, periodically the roads have to be
14 upgraded. We have swimming pools, tennis courts, that kind
15 of stuff, so you have to worry about the maintenance of
16 those things. And then, of course, deal with resident
17 complaints, usually about barking dogs or perhaps parking
18 problems, things of that sort. So, that's pretty much it.

19 CHAIR COE: Okay. Thank you. In your essay on
20 impartiality you discuss how your training as a research
21 physicist and service on several boards have required
22 impartial judgments on your part. I'm wondering if you can
23 give an example of a time, a specific time where you had to
24 make a difficult, impartial decision that involved setting
25 aside your self-interest?

1 DR. BURDICK: Well, good one. I -- let's see. One
2 second. The Naval Air Warfare Center is the Navy's
3 premiere research and development institution for air-to-
4 air and air-to-surface weapons. And a weapon in these
5 categories consists of a number of subsystems, ranging all
6 the way from (indiscernible) control section, which is
7 usually found at the front (indiscernible), so all the way
8 back through the warhead, the fusing, the propulsion system
9 and the airframe that actually controls how the, how the
10 weapon, the missile travels through the air.

11 Now, we were organized, and pretty much along those
12 subsystem lines, so I started my career at the naval
13 (indiscernible) in the guidance and control area. And when
14 it came time to divide up the money of the discretionary
15 money that was made available to promote new development
16 ideas, there was always a scramble between the various
17 subsystems. So the guidance and control folks would come
18 in with a couple three, four proposals. The airframe folks
19 would come do the same. The fuse folks would -- everybody
20 had their own bag of tricks that they wanted to get funded,
21 to aid the development of the next weapons system.

22 So, when I shifted from guidance and control to
23 actually handling, let's call it all the engineering
24 concepts for the weapons department, I had to shift my
25 focus from just doing our own thing in the guidance and

1 control area, to giving equal balance to the problems that
2 were being proposed and the solutions that were being
3 proposed by the other engineering groups. And that
4 required abandoning partiality to guidance and control, and
5 actually looking more, much more carefully than I had
6 historically, at the other technologies involved. So --
7 and we would make decisions about who got funded.

8 These things always caused a certain amount of
9 consternation among managers and engineers and departments
10 that didn't get everything they wanted, but that turned out
11 to be pretty much my job at the second half of my career.

12 CHAIR COE: Okay. Thank you. In your essay on
13 analytical skills you discuss having gathered dense
14 technical material from published sources and evaluated it
15 in relation to your own research. And that such sources
16 included computer models and simulations based on
17 geographical information software. I'm wondering if you
18 could expand a little on this, and tell us specifically
19 what kinds of work you have done with geographical software
20 and maps?

21 DR. BURDICK: Well, GIS software itself was not a
22 big part of my package. It would -- it comes up most often
23 in an air-to-surface weapon configuration. And so the
24 folks that are -- that were developing the guidance and
25 control for a weapon, like a Tomahawk cruise missile, for

1 instance, they are very interested in -- they plan their
2 flight actually over from the geographic information that
3 they have, including three-dimensional, just where the
4 mountains are, where the lakes are, but also where are
5 (indiscernible) entities. That is to say, towns and
6 cities, and possibly even defensive batteries on the part
7 of a potential enemy. So that's kind of my exposure at the
8 planning level.

9 Everybody who has a car that's probably newer than
10 10 years probably has a GIS system in it right now, Google
11 Maps. And so you can see -- I mean, most people have seen
12 what a GIS system can actually do for them. So you have
13 to, in the end, like Google usually is doing, or perhaps
14 exclusivity doing, is taking very precise GPS, global
15 positioning system data, that is to say, where are things
16 on earth, and then coupling that with information they have
17 gathered by literally driving these cars that have the
18 cameras on top and a very good GPS system in the receiver,
19 and they're just matching cultural things, like streets and
20 houses and house numbers with the GPS data. And that's
21 kind of the way these things are constructed.

22 Conceptually, I don't think it is very complicated.
23 It gets a lot of data, and that's where you want to have a
24 good system for incorporating, literally, millions, if not
25 billions of pieces of data into a system like that. But

1 once it's in, and once it's correlated with maps, you can
2 manipulate it pretty much any way you like.

3 CHAIR COE: Okay. Thank you. So one of the
4 biggest tasks in front of the Commission is going to be
5 identifying communities of interest all throughout the
6 State. And some of those communities are going to be
7 easier to find, they're a little more obvious than some
8 others that are less obvious or more hidden, less engaged
9 for one reason or another. How could the Commission go
10 about identifying communities of interest throughout the
11 State, and avoid the pitfall of kind of inadvertently
12 overlooking some of those communities that are harder to
13 find?

14 DR. BURDICK: Well, the first -- my first reaction
15 with communities of interest and this problem, the one that
16 you outlined is, there are communities out there whose
17 primary interest's not being found. But, of course, we're
18 not going to try to accept that because we want to count
19 them. As a bare minimum, we want to count everybody, even
20 if they don't want to be found. And so, for instance, you
21 might argue that a community of interest of homeless people
22 living along, you know, the L.A. River or something like
23 that, really doesn't want to be found.

24 Setting that aside, my -- one approach, and I alluded to
25 this earlier, is this notion of the CRC auxiliary, the 114

1 that won't get selected, just all a very committed group of
2 people who are interested in the very problem that the CRC
3 is trying to set out to do. And I noticed in the
4 interviews a very large number of them are already working
5 in what's called, communities of interest. And so, I think
6 the Commission should actively try to solicit the help of
7 these folks, and give them at least an opportunity to
8 educate the CRC about areas that they know, that they, the
9 auxiliary members know much more about. So I can see them
10 sort of guiding the ability of the CRC to, first of all,
11 identify groups. And secondly, and probably equally
12 important, is to tell us how big they might be, both
13 geographically and numerically. Because both of those
14 things I think would play directly into the question of how
15 do you meet the needs, and identify communities of interest
16 that need to be contiguous, that need to be reported in
17 their particular ramifications, what they're looking for.
18 So, again, I tend to look to these people that aren't
19 selected as being a real insight into a lot of the
20 problems. And, of course, I also think that the community
21 of interest is one of the, it's the fuzziest area in the
22 definition of the CRC's task, and it's going to be -- we're
23 going to need the greatest amount of help. So, that's how
24 I would approach it.

25 CHAIR COE: So, some of these communities that you

1 may encounter in your outreach efforts as a Commissioner,
2 as you alluded to, they don't want to be found necessarily.
3 They're less engaged and may be concerned about engaging
4 for a number of reasons. But, also, as you alluded to, the
5 input of as many communities as possible is very important
6 for the work of the Commission to do its best job. So, how
7 could the Commission go about kind of making some of those
8 communities that may be a little more apprehensive to feel
9 comfortable to come forward, and then share their
10 perspectives to better inform the Commission?

11 MS. PELLMAN: Just a quick time check. We have
12 four minutes --

13 DR. BURDICK: Well --

14 MS. PELLMAN: -- twenty seconds.

15 DR. BURDICK: One -- I'll try to be brief. One way
16 is obviously to send in folks who already communicate with
17 them, to act as our intermediaries, before we actually get
18 the CRC on the scene. Folks who don't want to be found,
19 you know, may have confidence in religious leaders or
20 community organizers that are -- that they're already
21 working with. And it's that type of person that I think we
22 should try to make maximum use of in order to establish
23 some sort of rapport with an identified community of
24 interest.

25 You can utilize newspapers and local

1 (indiscernible), but you know the number of newspapers that
2 has -- that are out there now is diminishing rapidly. A
3 lot of these public-publications are dropping away. So
4 the, some of the obvious approaches that we might have used
5 10 years ago just don't exist anymore. And yet you -- we
6 would have to try to utilize those that do exist. So,
7 Spanish language T.V. and radio would be one example that's
8 probably still out there, that can be utilized. But the
9 folks we put on there should be speaking basically about
10 the issues that these potential communities of interest are
11 actually interested in. It's not going to be an easy task,
12 that's for sure.

13 CHAIR COE: Okay. Thank you. Really quick before
14 we run out of time. If you were to be appointed to the
15 Commission, which aspects of that role do you think you
16 would really enjoy, and conversely, which aspects of that
17 role do you think might cause you to struggle a little bit?

18 DR. BURDICK: Well, I'm obviously not the most
19 conversant with the diversity issue, but I certainly can
20 appreciate some aspects of the diversity of (indiscernible)
21 big. We had our, the largest earthquake in the last 10
22 years or so, and we also sit out here in the middle, so
23 (indiscernible) characteristic with folks on the east side
24 of the mountains.

25 The things that I would enjoy the most, I think,

1 are dealing with what are potentially the legal --

2 (Whereupon the feed for Mr. Burdick stops.)

3 MR. DAWSON: Yeah. We should try to get him --
4 have we lost? Yeah. We should call him.

5 CHAIR COE: Shauna --

6 BOARD MEMBER DICKISON: I still can hear you in the
7 room.

8 MS. PELLMAN: Should I go ahead and stop the clock?

9 MR. DAWSON: Yeah, stop the clock, please.

10 MS. PELLMAN: Okay.

11 UNIDENTIFIED SPEAKER: In the interest of
12 stability, we've stopped the clock. What I'm wondering,
13 Mr. Burdick, is, if you could leave your video running, but
14 we could have you connect by a telephone for the audio?

15 (Off the record at 2:03 p.m.)

16 (Back on the record at 2:10 p.m.)

17 CHAIR COE: Madam Secretary, let's restart the
18 clock now.

19 MS. PELLMAN: Okay. And there are two minutes
20 remaining. So that factors in the lapse of time when --

21 CHAIR COE: Two minutes on my question --

22 MS. PELLMAN: Yes.

23 CHAIR COE: -- questioning period? Okay. Thank
24 you.

25 Dr. Burdick, I think I caught most of your answer,

1 but the tail end of my question regarding what you would
2 enjoy and what you think you would struggle with, I think
3 maybe we lost.

4 DR. BURDICK: Okay. Well, let's see. I think the
5 tail end of it was the things that I would enjoy. And what
6 I think I was saying to you was, I'm very much interested
7 in the legal aspects. That is to say, what we can do -- or
8 what the Commission can do about dealing with possible late
9 and flawed Census data, if there's something that can be
10 done either by the state legislature or if we need court
11 input on something like that, how we handle that.

12 And the second thing is similarly related, and that
13 is, what do we do about, legally, or even operationally,
14 about interference from external sources. And, again, I
15 characterize them as either the DNC or the RNC, two groups
16 that really do have an interest in the outcome of the
17 Commission's work. So, those are the aspects that I think
18 I would enjoy the most. Does that, does that fill in your
19 question?

20 CHAIR COE: It does, and that was actually my last
21 question. So I'm going to go ahead and turn the time over
22 to Ms. Dickison for her questions.

23 DR. BURDICK: Okay.

24 BOARD MEMBER DICKISON: Thank you, Mr. Coe.

25 Good afternoon, Dr. Burdick.

1 DR. BURDICK: Hello.

2 BOARD MEMBER DICKISON: Thank you so much, thank
3 you so much for meeting with us today. So, I'm going to
4 carry on with one of the things you said that you would
5 enjoy most had to do with the Census data. My question's
6 going to kind of go in that direction. So, are
7 understanding is that the Census is most likely not going
8 to -- there's a good possibility that the Commission will
9 not get the Census data until the end of July --

10 DR. BURDICK: Right.

11 BOARD MEMBER DICKISON: -- which sets it back. What
12 steps can the Commission take to, to take that into account
13 and still meet its deadline?

14 DR. BURDICK: And still meet its deadline. You
15 pose a difficult question there. You know, the Census data
16 could come in about, I think by my calculations, like three
17 weeks before the -- or, sorry, two weeks after the CRC has
18 to submit its first draft maps, and maybe three weeks
19 before the final maps have to be done. I would start
20 looking literally for legal relief on the deadlines for the
21 committee. Now we got to do that -- I mean, we should do
22 that in parallel with any other approach to the problem.

23 And one -- you know, if we really have no
24 confidence in the Census data, we -- the committee -- the
25 Commission might ask for resources from the State in order

1 to -- I hesitate to say it, but essentially conduct our own
2 census in those areas in the State of California that we
3 think are the worst undercounted of all the areas. If the
4 Commission is going to have any credibility with the
5 population, it's simply going to have to go to the mats on
6 trying to retain integrity of the data.

7 The fallback area that I would suggest for the
8 Commission is, if none of these other things approach and
9 if the rest of the Commission members don't have any ideas
10 that we can implement in such a period of time, the thought
11 has occurred to me that the Commission just simply ought to
12 go ahead and submit maps that we know will be thrown out,
13 and freely admit that because of the problems with the
14 data. And then ask -- I guess the Supreme Court at that
15 point is the one that would appoint the special master to
16 deal with the problem. And I realize it's crazy, but --
17 and then the special master can then turn back to the
18 Commission and say, okay, you know, by using this ruse, you
19 are essentially getting a little more time to do your job
20 correctly. In the end, I think the special master would
21 prefer to have the Commission do a credible job. I know I
22 would. And I think the citizens of California would. But
23 if we're going to get caught in this trap that the Federal
24 Census data is going to spring on us, it's going to take
25 some exceptional work to get out of it.

1 BOARD MEMBER DICKISON: Thank you. So one of the,
2 one thing that has been discussed is that California could
3 lose a congressional seat. Given that what the others have
4 said, issue. What can the Commission do to create
5 confidence with the public that it's taking into account
6 the public input that it's receiving and everything else
7 in redrawing the district lines?

8 DR. BURDICK: Again, that's a problem associated
9 with, at least in part, with the quality of the Federal
10 Census. There, I think the biggest -- let's assume just
11 for the sake of discussion, that the Federal Census is not
12 as bad as I fear it's going to be, and yet various segments
13 of the population have been overlooked. Now, we're not --
14 we, CRC is not required to lean exclusively on federal
15 data. In fact, it's not required to lean on it at all.
16 All you have to do, ultimately, is to prove to the judge
17 that you've done a really good job of dividing up the State
18 into districts commensurate with a good measure of the
19 population.

20 So, I come back to the notion that perhaps the CRC
21 could mount an effort to do a better job than the feds have
22 done in counting those areas that are basically underserved
23 and that don't want to be found. And one of the things
24 that would contribute, at least in my own mind, to
25 expediting or facilitating that sort of an approach, is a

1 really good display of the geographic data that is
2 available. And I come back to that because I think the
3 holes that would show up in a 3D display of the data would
4 be very instructive as to where the CRC could look to
5 improve the data that are available.

6 BOARD MEMBER DICKISON: Okay.

7 DR. BURDICK: These are not easy questions. Ask me
8 something about the weather, will you?

9 BOARD MEMBER DICKISON: Some of my questions -- so,
10 you spoke with Mr. Coe on communities of interest, and what
11 methods you could take to look for those. My question goes
12 to thinking about the various communities throughout
13 California and all the different regions. Tell us what you
14 know about the concerns of different communities throughout
15 different regions, and what -- and how those concerns would
16 bind a community together to -- that could identify it as a
17 community of interest.

18 DR. BURDICK: Well, probably the easiest one to
19 point to is -- and it's not because I'm intimately or even
20 personally familiar with it, but the Northern California
21 area, all those counties that are up along the California-
22 Oregon border, and, indeed, some 20 Northern California
23 counties have systematically in the past voiced the opinion
24 that they'd like to break off and become the state of
25 Jefferson. Okay. So now, it's clear, at least to me, that

1 these people have certain needs or desires that are not
2 being met by the State of California at this time.

3 And one thing that we could do in order to clarify
4 that, let's call it a fairly large community of interest,
5 but it might be very more than I think, but again, looking
6 -- talking first all to the political leaders in that area
7 as to what the interests are and what is it that gives rise
8 to this notion that a state of Jefferson is something that
9 everybody ought to be interested in. That's one thing.

10 The other thing I would do if I were God, is I
11 would get my hands on as many of the newspapers that have
12 been published in the last five or 10 years in that area,
13 and scrutinize editorials, letters to the editor, opinion
14 pieces that have been written, to see if we can extract
15 from it the issues that would bind these folks together. I
16 also think they ought to have a representative on the CRC,
17 and I don't know that one is actually -- I don't think one
18 emerged in 2010, and I have no idea what the pool looks
19 like now, you know, for this 2020 CRC.

20 The -- and let's see, and I think your question
21 extended to other communities, possible, is that correct?
22 I -- I'm sorry. I didn't -- I can see you talking but I
23 can't hear you.

24 BOARD MEMBER DICKISON: I apologize. I muted it,
25 so it wouldn't switch back and forth. So, yeah, it's the

1 different (indiscernible) cover the northern region, and
2 what could bind those communities together. What about
3 other regions of the State, what do you know about the
4 needs and concerns of those areas?

5 DR. BURDICK: Well, the other one I would -- the
6 next one that I would turn to is the Central Valley. And
7 the only reason I guess I would do that is, first of all, I
8 do have some historical background in farming and ranching
9 areas. But they also have a problem, at least as they
10 perceive it, similar to the one that we have in the desert,
11 and that is the lack of water. So, the availability and
12 the accessibility of water that I guess the folks in the
13 Central Valley seem to think should be flowing more readily
14 down into their fields, is one area where you might find a
15 fairly vociferous and easily bound together community of
16 interest. So, I think that's one other place I would look.

17 And there -- oddly enough, as you go down in the
18 Coachella Valley, same sort of thing, crops up there. And
19 there's a community, in fact the L.A. Times was just
20 talking about it this morning, a community -- actually,
21 there's a number of small communities down there who are
22 being severely affected by cut back in farming because of
23 the coronavirus issues. And so I think that, that issue
24 would bind them together, I don't know how long, but they
25 definitely have an interest in the farm problems and water

1 issues.

2 BOARD MEMBER DICKISON: How do think these concerns
3 and these differences can influence their preference when
4 they're looking for representation in the Government?

5 DR. BURDICK: How would it affect their
6 preferences? Well, certainly the -- I would think that the
7 farming communities, and in particular, the folks that are
8 actually working on the farms, are going to have a great
9 deal of interest in somebody who is bilingual, they can
10 speak both Spanish and English, and are politically active
11 enough to actually run for an office in those areas.

12 I know from my own experience here in Kern County,
13 Kern County had to redistrict the board of supervisors here
14 about two years ago to create, essentially, another
15 Hispanic majority area in the county. And the assumption
16 was on the part of MALDEF and everybody that I think was
17 paying attention to it was, that if that supervisorial
18 district actually got carved out, that a person of Hispanic
19 heritage would be elected almost automatically. That
20 didn't happen. And I don't know why, but my suspicion is,
21 is that it's because many of the folks that are over there,
22 first of all, are not citizens. They can't register to
23 vote. And secondly, perhaps those who are registered to
24 vote didn't actively campaign for that seat. So, you know,
25 it's a difficulty, and I don't know the answer to it, but

1 I'm -- I think I can recognize some of the problems
2 associated with it.

3 BOARD MEMBER DICKISON: Okay. Thank you. If you
4 were selected as one of the eight Commissioners that are
5 selected randomly, what -- you would be tasked with
6 selecting the next six. What would you be looking for in
7 those individuals?

8 DR. BURDICK: Well, I think I'm like every other
9 applicant that you've spoken to. I think, you know, the
10 first eight have to try to fill in the holes that exist.
11 So, if there's a definite geographic mismatch, they're
12 probably going to want to look at people who, all other
13 things being considered, might fill in that. And a good
14 example I think is the northern counties, for instance. And
15 I don't know what the applicant pool looks like in terms of
16 geographic representation, but that's an example of the
17 sort of gap that one should try to fill in.

18 If there's a misbalance, in other words, if the
19 first eight were all male, I think you would to find some
20 female representatives in the next six, and vice a versa.
21 You would like to find a certain amount of heritage
22 involvement in those, in those six. So the basic message
23 is, fill in the gaps, do the best job you can to get both
24 the diversity of California reflected, and the law really
25 recognizes the fact that 14 people can't be completely

1 representative of the wide diversity of ethnic backgrounds
2 in the State, but you can certainly try.

3 BOARD MEMBER DICKISON: Thank you.

4 Mr. Coe, I have no additional questions at this
5 point.

6 CHAIR COE: Thank you, Ms. Dickison.

7 Mr. Belnap.

8 BOARD MEMBER BELNAP: Dr. Burdick, good afternoon.
9 Thank you for being with us.

10 DR. BURDICK: My pleasure.

11 BOARD MEMBER BELNAP: I want to have you just give
12 us a brief overview of your long career as a research
13 physicist, in particular, what type of projects did you
14 work on?

15 DR. BURDICK: Oh boy. I started off -- well, let's
16 see. My training, my PhD thesis in that area was in an
17 element of physics called, many-body physics. Nobody at
18 the Naval Weapons Center needed anybody that was an expert
19 in many-body physics, so that's when I got into the
20 guidance and control area, because it's a form of solid-
21 state physics. I was first interested in the type of
22 infrared detectors that were being utilized in the missile
23 systems, and then pretty rapidly moved into the area of the
24 optical properties of the materials that are used for what
25 are called the domes or windows in air-to-air weapons.

1 Let's see. When I left that and went over to the research
2 department, I was again working pretty closely on the
3 optical properties of thin films that are used to coat
4 windows and mirrors and domes in missile systems. And I
5 sort of ended up at my bench-level career doing something
6 called, biomimetics. That is to say, trying to utilize the
7 lessons that nature can teach us about the processing of
8 images, to simplify the computing load, if you will, that a
9 guidance system actually needs in order to take a look at a
10 scene that it's seeing, and extract the targets from that
11 scene.

12 So that's kind of a quick overview. I went from
13 optics to biomimetics. I still have a warm spot in my
14 heart for the biomimetics, because I think it's -- as a
15 source of ideas for all kinds of development, it's
16 underutilized. Nature has solved many of the problems that
17 we think we have to spend a lot of time on.

18 BOARD MEMBER BELNAP: All right. Thank you. So
19 I'd like you to talk about a different project that you
20 worked on in your career, a project that had tight
21 timelines and faced a variety of uncertainties. Describe
22 the project, how you helped complete the project, and the
23 lessons you learned from it.

24 DR. BURDICK: Tight timelines. Well, I'm going to
25 have trouble with that, because I don't remember any tight

1 timelines that were, that were really laid upon us. Some
2 of the, some of the interactions that we -- that I had when
3 I was on the international committee for their guidance and
4 control, we had to produce a report of the committee's
5 activities in a timely fashion. And it usually devolved on
6 to the so-called, national leader of that particular
7 committee, when the committee's deliberations and meetings
8 were over with. I mean, I'm -- and so, because then you
9 had to submit these reports up the chain for the entire
10 national group that -- which the guidance and control
11 committee was just a subpart.

12 So, I'm -- you know, that's probably the best I can
13 do. And, you know, at one point, I was a national leader
14 and I had to write these reports and get them in on time,
15 and get them verified or accepted by the folks ahead of us.
16 But that's -- we weren't working under a terribly big gun
17 at that time, but you did have to meet some deadlines.

18 And the problem was getting stuff out of the rest
19 of the committee members to submit. I mean, we would have
20 many presentations, technical presentations at these
21 meetings, and they had to be, basically had to be refined,
22 so that a lot of the minutia was taken out, and yet the
23 essential parts of the technical presentation, whether it
24 be from the Australians or the UK or whomever, as they were
25 working out a reporting on their research activities. You

1 want to get it into a form that somebody, who doesn't have
2 the kind of time that you do, to -- I mean, me, not you --
3 that they have, in order to digest the thing, and see
4 whether or not you're headed in the right direction.

5 BOARD MEMBER BELNAP: Okay. Thank you. So,
6 switching gears, in your essay on appreciation for
7 diversity, you described your travels throughout the world.
8 How much have you traveled throughout California?

9 DR. BURDICK: Not much, and that I think is
10 probably the biggest weakness in my application. As I
11 think I alluded to, I have been in this community that I
12 live in for pretty close to 50 years. Hired in at the
13 Naval Weapons Center. My entire professional career, other
14 than graduate school, has been here. I've traveled within
15 the State, down into the L.A. and San Diego basin and other
16 places in the eastern desert, but I have never been any
17 further north than probably Healdsburg in the -- on the
18 other side of the mountains.

19 So, that's it. I mean, I don't pretend to be a
20 world -- or an experienced California traveler, but I do
21 read a lot of newspapers.

22 BOARD MEMBER BELNAP: All right. Thank you. So in
23 your application, and you've already talked about it today,
24 you served on a local school board, also a local hospital
25 advisory body, homeowners association and a library

1 volunteer group. How did participating in these volunteer
2 activities increase your understanding of and appreciation
3 for California's diversity?

4 DR. BURDICK: Well, the school board experience is
5 probably the most relevant one, and I don't know whether I
6 spelled it out in one of my essays or not. But we were a
7 seven-person board when I was there. We had -- in that
8 seven-person board we had one Latino, a fellow by the name
9 of A.J. Napolis, who was a school board member from a
10 district that had been combined with ours. We had one
11 African American man, who was a technician on the base.
12 And then there were, we had one retired female
13 schoolteacher, and then the rest of us were either
14 scientists or engineers, either of recent tenure or retired
15 tenure.

16 And we didn't deal with a lot of diversity issues
17 as a board, because we didn't, we don't have -- or didn't
18 at the time, have many minorities or other ethnic groups in
19 the community. So, we did have some, but they certainly
20 didn't constitute anything like even 10-percent, as I
21 recall, of the population.

22 BOARD MEMBER BELNAP: Okay. Thank you.

23 Mr. Chair, I have no further questions at this
24 time.

25 CHAIR COE: Okay. Thank you, Mr. Belnap.

1 Mr. Dawson.

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

3 Dr. Burdick, thank you for being here again, and
4 thank you for working with us through the technical
5 difficulties. I was looking at your application and
6 noticed in your, the part about your education, B.S. in
7 Physics and M.S. in Physics, PhD in Physics, and then
8 Russian. What led you to get a degree in Russian while --
9 it looked like you were doing so well, you were also in
10 your PhD Physics program.

11 DR. BURDICK: Well, I don't know what physics
12 departments are doing these days, but when I got my degree,
13 when I got my PhD, we had to have two languages that we had
14 shown some sort of "competence" in, and I put that word in
15 quotes. I had taken German when I was an undergraduate.
16 We also had a requirement to take some foreign language,
17 you know, for a Bachelor's Degree in Physics, and so I
18 took, I think, two years of German, and promptly forgot
19 most of it.

20 I got to my PhD program and my de facto faculty
21 advisor said, gee, it would really be nice if you studied
22 some Russian. So, as it turned out -- and because you
23 needed a second, you needed a second language, okay. Well
24 it turned out that for me, Russian was much simpler than
25 German, and so I just kept doing it.

1 And, indeed, half-way through the second or third
2 year, as I recall, I was pretty well on a track to qualify
3 for a degree in Russian, but I also had answered an ad to
4 do technical translating. So I spent maybe, I'm going to
5 say 30 years, translating Russian technical material into
6 English for the number one publisher at that time of
7 technical translations. It was called, Consultants Bureau.

8 And I remember one day I took a stack of my
9 translations, which had been edited by the publishing
10 company, I took them over to the modern language department
11 and had a meeting with the head of the department. I said,
12 look, you know, I've had all these classes in Russian.
13 I've been obviously using it as a way to support my family,
14 which was the case. You know, what about it? Can we talk
15 about a degree? And he -- we talked about it for an hour
16 or so about his degree, and then he said, sure. So, that's
17 how it came about.

18 MR. DAWSON: Do you get a chance to use it? I
19 don't -- I'm not aware of a large Russian speaking
20 community in Kern County.

21 DR. BURDICK: No. And that always was a problem.
22 I had one fellow at the base, another engineer, he was a
23 ethnic Ukrainian but he spoke Russian. And so periodically
24 I would get just stopped on a translation, and I would take
25 it down to Marco's office and say, look, Marco, read this

1 for me. Tell me if my translation even makes sense. And -
2 - but that was the sum total of it. He used to stop by my
3 office and he would speak a little Russian to me, you know,
4 just, I guess just to keep his facility up to speed, but it
5 didn't take much to overwhelm mine. Spoken Russian in my
6 mind is much more difficult than reading technical Russian.

7 MR. DAWSON: I see.

8 DR. BURDICK: You could do it.

9 MR. DAWSON: Madam Secretary, could I have a time
10 check, please?

11 MS. PELLMAN: Yes. There are 13 minutes remaining
12 of the 90.

13 MR. DAWSON: Okay. Thank you. Dr. Burdick, you're
14 not a lawyer, but you did cite by my count, three SCOTUS
15 cases, the Voters First Act, including the constitutional
16 provisions. What legal research did you in preparation for
17 this interview?

18 DR. BURDICK: Well, I actually did a fair amount.
19 I have one of these crazy hobbies. I like to read Supreme
20 Court cases, primarily to absorb the language of the
21 justices. And my favor linguist, not to say my favorite
22 jurist on the Supreme Court -- Anthony Scalia died, but I
23 have a couple of his books. And it was always fun to read
24 his analysis of things.

25 So, I spent a fair amount of time with the decision

1 in Commerce v. New York. I've looked at a couple of the
2 decisions that the Supreme Court didn't deal with in terms
3 of the gerrymandering in Maryland, and I think it was North
4 Carolina, if I -- it sticks in my mind. It's a rewarding
5 hobby, but it's not one that many people share.

6 MR. DAWSON: Not those of us who don't get paid for
7 it. Mr. Burdick, I have no further questions. Thank you.

8 CHAIR COE: Okay. Thank you, Mr. Dawson.

9 Any follow-up questions from the Panel? Ms.
10 Dickison, any follow-up questions?

11 BOARD MEMBER DICKISON: No, I don't have any
12 follow-up questions.

13 CHAIR COE: Mr. Belnap?

14 BOARD MEMBER BELNAP: None here.

15 CHAIR COE: Okay. I also have no follow-up
16 questions, Mr. Dawson.

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

18 Madam Secretary, a time check again, please?

19 MS. PELLMAN: Yes. Eleven minutes, 10 seconds
20 remaining.

21 MR. DAWSON: Thank you. Dr. Burdick, with the 11
22 minutes remaining I'd like to give you the opportunity to
23 make some closing remarks to the Panel, if you wish.

24 DR. BURDICK: Thank you for that. And I will
25 indeed. First of all, I want to thank you for your

1 attention, especially through the difficulties. I
2 suspected we were going to have some communication
3 problems, given the fact that we're literally on the other
4 side of the Sierras from you folks, and I'm not blessed
5 with the greatest internet connection, obviously. But I am
6 honored to be your penultimate interview. I know you're
7 all looking forward to the next one, if only because it's
8 the last one, and I wish you well after that.

9 I wanted to tell you that I applied for this
10 Commission 10 years ago, and obviously didn't get even to
11 the stage we're at right now, but I came pretty close. And
12 I haven't lost my interest in the whole problem. That was
13 a historic CRC just simply because it was the first one
14 that got to deal with the gerrymandering issues and the
15 voter suppression issues that were then fairly common. But
16 if the -- I think this new CRC is also going to be
17 historic, if only because of the crises that it's going to
18 face. And here I'm talking, again, about the Federal
19 Census that's going to be both late and flawed, the
20 difficulty that the CRC is going to have in meeting with
21 the public because of travel issues and reluctance of
22 people to get together in a big room.

23 And I think -- I don't see how the DNC and the RNC
24 can avoid or justify not trying to influence the committee
25 primarily through the definition of a community of

1 interest. So that's something the committee's going to --
2 the Commission is going to have to be I think fairly aware
3 of.

4 The, I think the Commission is going to have to --
5 have to act swiftly and boldly to deal with these issues,
6 and I'm seeing parallel efforts in that area. So, CRC must
7 get up and get ready to talk to the courts and the
8 legislature for mandates and the tools it needs. I do want
9 to be a part of this crusade. And even though my wife told
10 me not to say it, I think every Commission needs at least
11 one physicist.

12 MR. DAWSON: Okay. Thank you, Dr. Burdick. Thank
13 you for taking the time to speak with us today.

14 DR. BURDICK: It's a pleasure.

15 MR. DAWSON: Our next interview is scheduled for
16 3:00 p.m., so we will be in recess until 2:59.

17 (Off the record at 2:44 p.m.)

18 (Back on the record at 2:59 p.m.)

19 CHAIR COE: Okay. The time being 2:59 p.m., I'd
20 like to call this meeting out of recess. At this time I'd
21 like to welcome Mr. Scott McCarty for his interview this
22 afternoon.

23 Mr. McCarty, can you hear us okay?

24 MR. MCCARTY: Yes, I can.

25 CHAIR COE: Fantastic. Thank you. Welcome, and

1 thank you for being here. I'd like to turn the time over
2 to Mr. Dawson for the five standard questions, please.

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

4 Mr. McCarty, I am going to ask you five standard
5 questions that the Applicant Review Panel has requested
6 that each applicant respond to. Are you ready, sir?

7 MR. MCCARTY: Yes, I am.

8 MR. DAWSON: First question. What skills and
9 attributes should all Commissioners possess? What skills
10 or competencies should the Commission possess collectively?
11 Of the skills, attributes and competencies that each
12 Commissioners should possess, which do you possess? In
13 summary, how will you contribute to the success of the
14 Commission?

15 MR. MCCARTY: First of all, thank you for giving me
16 this opportunity. I very much appreciate it. I first
17 started considering a question similar to this many years
18 ago in my post-college days. I was starting to consider
19 what kind of qualities I would look for in somebody with
20 whom I might want to start a long-term relationship. I
21 didn't have a specific checklist that I was looking for,
22 however, I think the qualities that I came to deem
23 important kind of crystalized in my mind as I processed
24 through a number of relationships.

25 Now, fast-forward to the present, and when I

1 consider this question in light of the Commission, what
2 attributes would I like all Commissioners to possess,
3 surprisingly, to me at least, those boiled down to the same
4 three that I would look for in a life-long partner.

5 The first of those is courage. And by courage I
6 mean, not being afraid to do the right thing even in the
7 face of opposition. Courage is the power to let go of the
8 familiar, and to make decisive choices that create a path
9 for a better future. I think in the context of the
10 Commission, that would be particularly important.

11 The second attribute that I think all Commissioner
12 should possess is awareness. And by awareness I mean,
13 having good observational skills that allow you to interact
14 effectively and appropriately with the environment you're
15 in. I think part of -- back in my naval aviation days, we
16 would call this, situational awareness. And that includes
17 knowing what your goal or mission is, knowing what your
18 timeline is for reaching that goal, and knowing what
19 resources you have on hand to help you attain the goal, and
20 what obstacles might be in your way.

21 In addition, I think you need to be cognizant of
22 what I would call your sphere of influence. In other
23 words, do those resources and obstacles, are -- do they lie
24 within your sphere of influence? Do they have -- do you
25 have control over them, or do they lie outside of your

1 sphere of influence and you don't have control over them?

2 The third attribute that I think all Commissioners
3 should have is compassion. And by compassion I simply
4 mean, a genuine concern for other people. For work that
5 the Commission is going to do is going to be very data-
6 driven. And I think data are a good starting point for
7 telling us about real life, but to get the full story you
8 need to have real-life interactions.

9 So, in the context of the Commission, I think
10 compassion would mean, having an appreciation for public
11 viewpoints and a respect for public viewpoints, and also a
12 respect for matters of importance to the communities of
13 interest that the Commission will be working with. So, the
14 three attributes that I think all the Commissioners should
15 possess are courage, awareness and compassion.

16 In addition, I think there are four competencies
17 that the Commission should possess as a body. And the
18 first of those is the ability to come to consensus. The
19 Commission will be -- will have a heavy workload and a
20 short timeline to do that work, and it will really help the
21 Commission to be able to reach consensus on a recurring
22 basis to keep going forward on the mission.

23 The second competency is legal expertise. The
24 Commission will be involved in a lot of legal issues, and I
25 think having some sort of legal savvy would be essential to

1 team success.

2 The third competency is analytical skills. I don't
3 think every member of the Commission needs to be an expert
4 in statistics or GIS, but there should be some number of
5 Commission members who understand the quantitative models
6 enough so that they can translate or explain them to the
7 rest of the Commission members, so that the Commission as a
8 whole has some level of comfort with the analytical aspects
9 of their work.

10 The fourth competency would be good public
11 communication skills. I think there should be a number of
12 Commissioners who are able to speak clearly to the public
13 and the press about the progress and the work of the
14 Commission on an ongoing basis.

15 So, the four competencies I think are critical for
16 the Commission as a whole, are ability to come to
17 consensus, legal expertise, analytical skills and good
18 public communication skills.

19 Of the three attributes that I mentioned that I
20 think all Commissioners should possess, I believe I do
21 possess at least a modicum of each of those and -- which I
22 hope will be borne out both in this interview and by my
23 supplemental application.

24 How I could best contribute to the Commission, I
25 think to a certain agree depends upon the skill sets and

1 the strengths of the other Commissioners. I would be happy
2 to be called upon in any way that would best benefit the
3 Commission in whatever fashion that is. That being said, I
4 believe that my background as a systems and human factors
5 engineer would allow me to provide a critical eye toward
6 data analysis, toward visual display of quantitative
7 information, and perhaps as kind of a pressure tester for
8 any assumptions and conclusions that come about as part of
9 the Commission's work.

10 MR. DAWSON: Thank you. Question two. Work on the
11 Commission requires members of different political
12 backgrounds to work together. Since the 2010 Commission
13 was selected and formed, the American political
14 conversation has become increasingly polarized, whether in
15 the press, on social media, and even in our own families.
16 What characteristics do you possess and what
17 characteristics should your fellow Commissioners possess
18 that will protect against hyperpartisanship? What will you
19 do to ensure that the work of the Commission is not seen as
20 polarized or hyperpartisan and avoid perceptions of
21 political bias and conflict?

22 MR. MCCARTY: I think that hyperpartisanship comes
23 about because of a failure to be aware of and have an
24 appreciation for the perspectives of other people. I think
25 a characteristic that I possess, and that other

1 Commissioners should possess, is a tolerance for opposing
2 viewpoints, and a willingness to engage with people who may
3 hold opposing viewpoints. And by engage, I don't mean in a
4 confrontational way, but rather in a manner just to
5 understand.

6 Another characteristic that is important in this
7 regard is being fact-driven. I consider myself fact-
8 driven. If there's something -- if there's a question
9 about something being presented as to whether or not it's a
10 fact or an opinion, I always like to actually discern which
11 it is. And the way I do that is to kind of move backward
12 or go to the source of the information to determine whether
13 something is opinion or fact. So I think to protect
14 against hyperpartisanship, a tolerance for opposing
15 viewpoints and base, base your opinions on fact.

16 How could the Commission guard against
17 hyperpartisanship? I think so that the Commission is not
18 viewed at partisan by its stakeholders, by the public, the
19 Commission needs to have procedures in place that allow for
20 a great deal of transparency in its deliberations as a
21 body, and also transparency in its output and its
22 deliverables. I think the Commission needs to stick to an
23 agreed upon set of principles to guide its work, and part
24 of that includes rules laid down for the deliberative
25 process.

1 Also, any of the Commission's decisions I think
2 need to be well documented in writing. And any public
3 statements from the Commission need to be clear,
4 coordinated and represent the position of the Commission as
5 a unified body.

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

9 MR. MCCARTY: I view this question through the lens
10 of my risk management experience. And risk manifests
11 itself across a spectrum. There are high-impact events
12 that typically occur with low probability, whereas low-
13 impact events may occur on a much more frequent basis. And
14 the overall severity of a risk is equal to the probability
15 of an event happening times the impact of that event.

16 I think the greatest risk to the Commission would
17 be something that would jeopardize the ability of the
18 Commission to complete its mission, and also compromise the
19 integrity of the Commission. So that being so, I think the
20 greatest problem that the Commission would encounter would
21 be a rogue actor who acts counter to the mission of the
22 Commission.

23 For instance, somebody who may be vulnerable to
24 bribery, or who may advocate on behalf of false or
25 misleading input from a group or an individual. I think,

1 fortunately, I think the process that you're -- the
2 screening process you're going through right now makes the
3 probability of such an event very, very small. But how can
4 the Commission, minimize the probability of that happening?

5 I
6 think it behooves each of Commission members to create a
7 relationship with each of the other Commission members, so
8 that there's kind of an ongoing awareness of both the
9 physical and mental state of the Commissioners as they meet
10 as a body. I think that building those close, personal
11 relationships would be a good defense against any improper
12 motives of a particular Commissioner going undetected. But
13 in the event of something like that actually happening, I
14 think it would be extremely serious, and my response to it
15 would be, I would escalate the issue to the appropriate
16 authority, and at which time it would probably become a
17 legal or even a criminal matter. So -- but that would be,
18 essentially, a worst-case scenario.

19 So, essentially, I think the worst thing that could
20 happen to the Commission is a rogue actor who jeopardizes
21 the ability of the Commission to do its work, and also
22 compromises the Commission's integrity.

23 MR. DAWSON: Question four. If you are selected
24 you will be one of 14 Members of the Commission, which is
25 charged with working together to create maps of the new

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

7 MR. MCCARTY: At the biotechnology company that I
8 worked for I was the leader of what was called a commercial
9 product launch team. And the goal of that team was to take
10 a drug which had successfully completed clinical trials,
11 and take all the steps necessary to move it into the
12 commercial marketplace. Essentially to take the drug from
13 the clinic and get it onto the shelves for our patients.

14 The team consisted of about two dozen members of
15 different sites and functional areas from across company,
16 including both in the U.S. and Europe. Some of the
17 functional areas included were manufacturing, distribution,
18 regulatory affairs, supply chain, quality assurance,
19 customer support and marketing, among others.

20 One of the challenges that we had to deal with was
21 that even though we were a single company, each of the
22 different geographical sites was its own autonomous,
23 independent financial unit. So, the issue that came up
24 was, it was in the best interest for each of those
25 different sites to try and grab as big a piece of the pie

1 as they could of the manufacturing and distribution
2 operations during the product launch. So, naturally, that
3 was, that kind of became a source of some conflict.

4 Things we did to try and mitigate any conflicts.
5 First of all, the team was formed and actually started its
6 meetings about two years before the expected FDA approval
7 of the drug. And one of the things we decided to do was to
8 rotate the team's face-to-face meetings among all the
9 different sites, both in Europe and the United States. And
10 what this did was, it really minimized the probability of
11 any particular site or function feeling like their input
12 was -- or their input or their participation was not
13 valuable. So we kind of made everybody feel welcome and
14 part of the team by having of the different sites host the
15 team meetings.

16 Another thing we did was we set down clear ground
17 rules for deliberation during our team meetings, one of
18 which we found pretty effective, and that was, prior to any
19 important team decision being made, we would individually
20 canvass each and every one of the members of the team to
21 get his or her input on the decision. And, once again, I
22 think this got people very involved. They felt like they
23 were a part of every decision that was made. And also it
24 completely eliminated any post-decision griping about, oh,
25 I didn't get my input heard, or my site didn't -- wasn't

1 involved. There was no excuse for not having your input
2 heard.

3 And there was one other thing that we did that we
4 found extremely effective in generating team cohesiveness.
5 We had the luxury, if I may call it that, of being able to
6 invite patients who had taken the drug in the clinical
7 trials to our team meetings. So, on occasion, we would
8 invite one of the patients to either address the team in
9 person or via live video feed.

10 And the testimonials that those patients gave when
11 they talked about what positive effects that drug had on
12 their lives and the lives of their family, was a, a
13 surprisingly and very effective way to invigorate the team
14 and really get the team sharply focused back on the
15 mission.

16 So, things, lessons that I would take from this, I
17 think -- with regard to the Redistricting Commission, rally
18 the team around a common goal and have a clear timeline.
19 Keep a focus on the big issues and an eye, keep an eye on
20 the mission.

21 Also, allow every team member to express his or her
22 thoughts. And as I alluded to before, perhaps at times
23 even insist upon it. Encourage an environment in which
24 people feel like that they can provide their personal
25 opinions and even objections freely and without fear of

1 recrimination.

2 And I think something personal to me as the team
3 leader that I learned, was to be humble and surround
4 yourself with experts, and then listen to those experts.

5 MR. DAWSON: Thank you. Question five. A
6 considerable amount of the Commission's work will involve
7 meeting with people from all over California who come from
8 very different backgrounds and a wide variety of
9 perspectives. If you are selected as a Commissioner, what
10 skills and attributes will make you effective at
11 interacting with people from different backgrounds and who
12 have a variety of perspectives? What experiences have you
13 had that will help you be effective at understanding and
14 appreciating people and communities of different
15 backgrounds and who have a variety of perspectives?

16 MR. MCCARTY: Well, first of all, I think I -- I
17 believe I have good observational skills. I like to
18 approach new situations with my eyes and ears open and my
19 mouth closed, so as to gain as much information as possible
20 before I make any decisions or take any actions. Also, as
21 part of being aware, I like to get to know my audience up
22 front, and I think that helps me know where to start a
23 conversation or a relationship.

24 I try to practice engaged listening, which includes
25 maintaining eye contact, and also trying to ensure that my

1 body language that I'm open to conversation. I initiate
2 interactions with new people with an awareness that there
3 are going to be differences between us. We do have
4 differences. But my mindset is always that I will try to
5 appreciate those differences.

6 I've had a number of experiences that I think would
7 help me in this regard and -- with regard to my work on the
8 Commission, and I'll mention a few of those. In the --
9 when I was in the Navy, I was able to travel around the
10 world a lot. I traveled to many places, including a lot of
11 third-world areas. I was able to interact with people in
12 countries around the Mediterranean, both European and North
13 African, and also in East Africa, Asia and Australia.

14 Closer to home, as part of either sponsored or
15 unsponsored educational efforts, I've given presentations
16 to a number of audiences of varying kinds. They include
17 elementary schools, secondary schools, university groups in
18 a wide variety of locations. I've given presentations to
19 majority Black and Hispanic schools in the urban Los
20 Angeles area, and also to service organizations and
21 community groups.

22 I've acted as a mentor in the field of
23 biotechnology to minority undergraduate and graduate
24 students as part of a formal program that was co-sponsored
25 by my biotechnology company and an organization called,

1 BIO, Biotechnology Innovation Organization.

2 I have been involved in volunteer work in adult
3 literacy training, in which I engaged in one-on-one
4 instruction with an English speaking adult who had dropped
5 out of school at a very early age and had never learned to
6 read. I'm still involved as a volunteer with an
7 organization called, Be My Eyes, which connects blind and
8 low-vision people with sighted volunteers for visual
9 assistance over a live video call.

10 And, finally, I've -- in both my Navy career and at
11 the biotech company that I work for, I've acted as an
12 informal and formal recruiter, in the Navy as a goodwill
13 ambassador for naval aviation. I had the opportunity to
14 meet and interact with people in rural and urban areas
15 across the United States, on both coasts and in the
16 heartland.

17 And for my biotech company, I was engaged in a
18 formal recruiting process in which we were hiring graduate
19 students for the company. The students came from various
20 regions in the United States, and were of varied racial,
21 ethnic and socioeconomic backgrounds. So the experiences
22 that I've had that I think would help me in this regard are
23 travel, presentations to groups, mentoring, volunteering
24 and recruiting.

25 MR. DAWSON: Thank you. We will now go to Panel

1 questions. Each of our Panel Members will have 20 minutes
2 to ask or his or her questions.

3 We'll start with the Chair, Mr. Coe.

4 CHAIR COE: Thank you, Mr. Dawson.

5 Mr. McCarty, good afternoon again to you. Thank
6 you for speaking with us today.

7 MR. MCCARTY: Good afternoon.

8 CHAIR COE: So in a letter of recommendation, I
9 think in a couple of your public comments, it mentioned
10 that you were finalist in NASA's astronaut program, is that
11 right?

12 MR. MCCARTY: Yes, that's true.

13 CHAIR COE: So, could you tell us -- I know this is
14 probably a lot of information, but an abridged version of
15 your career and how someone becomes an astronaut finalist.

16 MR. MCCARTY: A briefest version of my career was,
17 I took an interest in flying in my college days. I
18 actually got a private pilot's license while I was in
19 college. And by the time I graduated had decided that
20 that's what I want to do for a living. It was a little bit
21 too expensive to pay for my own certification to become a
22 747 pilot for United like I wanted to, so I looked into
23 military aviation, and I ended up joining the Navy, went
24 through flight training, and became a fighter pilot. I
25 flew F-4 Phantoms and F-14 Tomcats off of aircraft

1 carriers. And at one point the opportunity arose. I saw
2 that my friends and colleagues, my fellow aviators were
3 applying for the astronaut program, and a good number of
4 them were getting selected. So, I viewed myself as
5 competitive, and ended up actually applying at one point
6 and did -- I was invited down to Houston for a week-long
7 interview to go through the process.

8 Just as an aside, I think your -- you, the Panel,
9 would be very interested to know that this selection
10 process that you're conducting is in certain ways no less
11 rigorous than the astronaut selection process.

12 The year I went through the selection process there
13 were approximately 2,000 qualified applicants of whom 101
14 were invited to Houston for face-to-face interviews. And
15 of those 101, 15 were selected. So, I think you should be
16 happy to know that this process is just as rigorous,
17 although I must say, I -- for this, for the -- for this
18 Commission, I don't have to take a test for claustrophobia,
19 I don't have to take a psychological screening, and I don't
20 have to go through a week-long physical exam, which I'm
21 very happy about.

22 CHAIR COE: That's a good perspective to have. I
23 did not realize that it was, the numbers were that
24 comparable.

25 MR. MCCARTY: Yes.

1 CHAIR COE: So I don't believe that you yourself
2 discussed your role in the astronaut program in the essays
3 that you wrote. And that that information was only
4 disclosed to us via letters of recommendation or public
5 comments. I'm curious as to why you chose not to discuss
6 this yourself.

7 MR. MCCARTY: Well, actually, I was not -- I made
8 it as a finalist. I was not, I was not selected,
9 obviously. I made it to that final group. So, I was --
10 so, I did not become an astronaut. Does that answer your
11 question? I -- why I didn't discuss it? It's a --

12 CHAIR COE: I think so, yes. Changing topics a
13 little bit to your -- or a lot really, to your essay on
14 impartiality. In that essay you gave an example from your
15 time as a youth basketball coach of how you used a random
16 number generator to ensure that all of your players,
17 regardless of skill level, received equal playing time,
18 often at the expense of winning the game. As a sports fan
19 myself, I can certainly appreciate this as an example of a
20 demonstration of impartiality, but I'm wondering if you can
21 provide us with another non-sports-related example of a
22 time you had to make a difficult, impartial decision that
23 involved setting aside your preference or self-interest.

24 MR. MCCARTY: Okay. So, one of my Navy assignments
25 was as an F-14 test pilot here in Ventura County at Point

1 Mugu Naval Air Station. And the mission of that command
2 was to provide aircraft support for testing new systems.
3 So, other Navy commands in different parts of the United
4 States would contract our services. They would contract or
5 pay for aircraft and pilots to do testing for them. So --
6 and at Point Mugu we had a number of different aircraft
7 types, fighter aircraft, attack aircraft, patrol aircraft.
8 And our -- the customers would come to us and pay for
9 flight time and pilots to test their systems.

10 One of the gripes that some of the pilots of the
11 different types of airplane had was, they were getting as
12 much time as the other pilots. So that different pilots
13 are qualified in different aircraft, and can only fly that
14 type of aircraft typically. And the rates that our
15 customers would pay were kind of set arbitrarily, so that
16 they would come and pay \$1,000 for an hour of F-14 flight
17 time, and \$500 an hour for an hour of A-7 flight time.

18 The pilots perceived there was some injustice being
19 done, in that the flight rates were being set arbitrarily,
20 and that affected how much flight time that each of them
21 was getting. In a particular, they had kind of a grudge
22 against the fighter pilots because we seemed to get getting
23 all the flight time. And I think they had a pretty good
24 case.

25 What I did, I took it upon myself to actually kind

1 of do an investigation as to whether or not the flight, the
2 aircraft costs per hour of flight time for the different
3 aircraft were in fact equitable. Because if they weren't
4 equitable, then certain aircraft would be in demand more
5 than the others, and that would mean certain pilots would
6 get more flight time than the others. I'll try and make
7 this story short.

8 I set up -- I did -- I set up a programmed
9 spreadsheet using a certain add-in for the Excel
10 application, which took all of the actual costs of each of
11 the different kinds of aircraft, and all of the costs to
12 provide flight hours for each of the pilots. And ran this
13 through the, through the application, and actually came up
14 with a set of flight-hour costs that were equitable and
15 transparent to our customers, and which also made it fair
16 for the pilots of each of the different kinds of aircraft
17 in the amount of flight hours they were getting.

18 So, what made me impartial about this, well, I was
19 one of the guys getting more than his fair share of the
20 flight time, but I wanted to ensure that what we were doing
21 was fair for the entire command. So I presented, I
22 presented my analysis to the commander, the admiral, and it
23 was very well received. And what we did is we ended up
24 resetting all of our flight-hour costs, so that those costs
25 were equitable to our customers. And the result was, the

1 pilots in my command -- in this command, were all getting a
2 fair amount of flight time.

3 So, at the outset I kind of thought at the end of
4 it all I would be getting less flight time, but we did what
5 was fair, it worked. And I was -- I'm proud to say, that
6 that methodology that I used was incorporated by the
7 command and used in subsequent years for setting flight
8 time costs.

9 CHAIR COE: Okay. Thank you. In your essay on
10 appreciation for diversity and in some of your responses to
11 standard question five this afternoon, you discussed the
12 opportunities you've had to interact or meet or work with
13 or on behalf of diverse groups from a variety of
14 backgrounds. And I'd like to know from those interactions,
15 what have you most learned from people of diverse
16 backgrounds about their perspectives and their concerns
17 that you think would make you an effective representative
18 for the broadly diverse population of California on this
19 Commission?

20 MR. MCCARTY: I think what I've learned from my
21 interactions with people throughout the State of California
22 is, each person on an individual level has pride in
23 something. Pride in place, their community, pride in their
24 livelihood, pride in their family. And I think those
25 translate into how their perspectives are formed. So that

1 perspectives become based on, say, geography and livelihood
2 and culture.

3 I think there's another factor that goes into how
4 diverse people form their perspectives, and that's what
5 resources do you have at hand and how can you use those?
6 I'll give kind of a narrow example, but maybe it will help
7 show what I'm trying to say. Consider for, say, a farmer
8 from the Central Valley, whose livelihood may, to a certain
9 extent, be dependent on the vagaries of nature, how much
10 sun or rain his farm gets in a growing season.

11 So, in his perspective, his concerns, his day-to-
12 day thoughts, thoughts on a day to day or weekly or monthly
13 basis might be something along the lines of, how can I take
14 these resources I have, the sun and the rain and the wind
15 and the soil, and translate those into something that is,
16 what will make my life better? So he has a perspective,
17 and it's a completely valid and understandable perspective.

18 So, in contrast, consider, say, somebody else,
19 somebody, a young worker at a high-tech firm in Silicon
20 Valley. For that person, her day to day or daily or weekly
21 or monthly concern or thought process might be, how can I
22 take advantage of my advanced degree in engineering to make
23 a better life for myself? So -- and that's a completely
24 valid and understandable perspective. Two widely different
25 perspectives, but each is kind of aiming toward the same

1 thing, bettering one's life.

2 So, I guess another thing I've learned is, whereas
3 perspectives can vary to a great degree, they're also
4 common interests or common concerns that everybody has.
5 And some of those would be, for instance, stability of
6 livelihood, stability of housing costs, opportunity for
7 good education for myself or for my children, availability
8 of medical care. So, I think the takeaways from all of
9 this is that different perspectives are kind of like
10 feelings that are all valid, and you really can't discount
11 any perspectives.

12 Also, I've learned that people like to be, they
13 need to be respected, they need to be heard. They need to
14 feel like they're represented. And I think another lesson
15 for me personally that I think would be valuable, were I to
16 be selected on the Commission is, not to project my own
17 notions or conceptions from one group or one area on to
18 another, because everything's different. Perspectives are
19 different, depending upon those factors I mentioned,
20 geography, livelihood, culture, et cetera.

21 CHAIR COE: Okay. Thank you. I'd like to ask you
22 about something you mentioned in your response to standard
23 question one. You were talking about communities of
24 interest and gathering input from those communities. And
25 that's clearly going to be one of the biggest challenges in

1 front of Commission is to identify as many communities of
2 interest as they can across the State. So of those will be
3 easier to find than others. They're more engaged. They're
4 more willing to come forward. Others will be less so.
5 They're a little more hidden or less obvious, harder to
6 find.

7 As a Commissioner, how could you, or how could you
8 help the Commission identify communities of interest across
9 the State, and kind of avoid the pitfall of inadvertently
10 overlooking some of those communities that are harder to
11 locate?

12 MR. MCCARTY: I think the way to go about
13 identifying communities of interest -- well, first of all,
14 there's the hard data that the Commission will receive.
15 You may be able to identify certain communities of interest
16 simply from the hard data. But then -- but that doesn't
17 tell the whole story, naturally.

18 I think the way to identify communities of interest
19 is to reach out to liaisons or intermediaries who have kind
20 of their fingers on the pulse of a region, and that would
21 include school groups, say school organizations or a school
22 superintendent. Service organizations that are active in
23 the community. I think religious leaders would be good
24 people to reach out to, to try and find communities of
25 interest. And also such things as, maybe even food banks,

1 ethnic leaders in the community. And even if your first
2 round of trying to identify all the communities of interest
3 doesn't work, the first people you reach out to I think
4 themselves will have contacts or know of ways to reach even
5 deeper into the community.

6 And then I think -- was part of your question, how
7 to engage ones that may be hard to engage?

8 CHAIR COE: It was similar to that. It was how do
9 you avoid inadvertently overlooking some of those that are
10 harder to find. But what you say actually leads into a
11 follow-up question I had, which is, some of those
12 communities that you identify in the work may be harder to
13 engage, or may feel less comfortable engaging with the
14 Commission. They may have concerns about engaging with
15 Government for one reason or other, but their perspectives
16 are just as valid and just as important to inform the
17 Commission in its work.

18 So, how could the Commission go about making those
19 communities feel comfortable to come forward and share
20 their perspectives with the Commission to better inform it
21 in its work?

22 MR. MCCARTY: Uh-huh.

23 MS. PELLMAN: Time check. We have three minutes,
24 30 seconds remaining.

25 CHAIR COE: Thank you.

1 MR. MCCARTY: I think that's where it's important
2 to actually use the, what I would call, liaisons or
3 intermediaries to those communities. I think for the
4 Commission to gain credibility with those types of
5 communities of interest, we have to make ourselves credible
6 to the leaders of those communities.

7 So, if we're able to explain to somebody that those
8 communities respect what our mission is, and how it will
9 benefit those communities, in my ideal world, it would nice
10 to have those kind of people standing right next to us as
11 we engage with these smaller or tougher to engage with
12 communities of interest.

13 And partly another way to do that is, take our
14 message to them. Make -- ensure that we schedule
15 Commission meetings in places that are accessible to the
16 people we want to engage with. Make it, make the time and
17 the location accessible to those people. Also, don't come
18 across, perhaps, as a regimented representative of the
19 Government. Take off the coats and ties, and use some
20 level of formality that would work in those, in those
21 smaller communities of interest or harder to find ones.
22 But the main thing I think would be use, use respected
23 people as our liaison or intermediaries with those
24 communities. That would be the way I would try to go about
25 it.

1 CHAIR COE: Okay. Thank you, Mr. McCarty. I think
2 I'm just about out of time, so I'm going to go ahead and
3 turn the time over to Ms. Dickison for her questions.

4 BOARD MEMBER DICKISON: Thank you, Mr. Coe.
5 Good afternoon, Mr. McCartney (sic).

6 MR. MCCARTY: Good afternoon.

7 BOARD MEMBER DICKISON: Thank you for meeting with
8 us this afternoon. So, you talked in your essay about your
9 presentations, and one of them was a day in the life of a
10 carrier pilot.

11 MR. MCCARTY: Yes.

12 BOARD MEMBER DICKISON: And one of the things you
13 took away from those presentations was that no matter the
14 age, education or background, the audience seemed to have
15 the same questions, have the same concerns, and shared the
16 same sense of wonder about the subject matter that might be
17 unusual to them. My question is, what concerns did the
18 audience members share, and how would this knowledge assist
19 you in the work of the Commission?

20 MR. MCCARTY: The question is, what concerns did
21 they share?

22 BOARD MEMBER DICKISON: Yes.

23 MR. MCCARTY: The answer that pops into my mind
24 when you asked that question is, they were concerned about
25 my safety when I described carrier operation. A lot of the

1 questions were, what would you do if this happened, if this
2 emergency happened, what would you do if that happened?
3 How would you react to this or how would you react to that.
4 So, it kind of tickled me that people were concerned about
5 me when I was telling them about what my job position was.

6 But I don't know, I think that, the second part of
7 your question, I think what did I learn or how did that --
8 how would that help me. I think that goes back to, there's
9 a lot more that brings up together than separates us. So -
10 - and I, that's what I tried to express as part of that
11 response in my essay. But everybody kind of had the same
12 thoughts, they were all in the same wavelength.

13 And what I was impressed with was that they're all
14 thinking the same way, and they're all alike, no matter
15 what their age or ethnic background or educational level.
16 So that I think impressed me.

17 BOARD MEMBER DICKISON: Thank you. You were also
18 on the -- are you currently on the City of Ventura Planning
19 Commission?

20 MR. MCCARTY: Yes, I am.

21 BOARD MEMBER DICKISON: Okay. What is your role on
22 that Commission?

23 MR. MCCARTY: Simply one of seven members. Each of
24 the members was chosen by one of Ventura's city council
25 members. So I am a representative for one of Ventura's

1 city council members. And the role, along with the other
2 planning commissioners -- excuse me, is to really take a
3 look -- well, a good example of what we're doing right now
4 is, when the Thomas Fire rolled through Ventura a little
5 over two years ago now, the city lost over 500 homes. And
6 we're now in the process, it's been a couple of years, but
7 we're in a big rebuilding process right now.

8 And so a lot of the work the commission's doing is
9 taking a look at the plans for the homes that are being
10 rebuilt, and any variances from the design of the homes
11 that were previously on those sites, to see if they're in
12 accordance with the city's overall plan. So that's -- a
13 lot of our work has been along those lines recently.

14 BOARD MEMBER DICKISON: So, in the work you do on
15 the commission, are you -- do you take looks at the -- look
16 at the different communities within the area and how those
17 communities fit into the plans of the area?

18 MR. MCCARTY: Absolutely. So, one of the other
19 items that we have on our plate right now, is a plan for a,
20 kind of a major development of, it's a combination of
21 apartment spaces, shop spaces and open spaces right close
22 by me in my very neighborhood. And so, the -- we do look
23 at, you know, trying to attract more people to this area,
24 to this particular neighborhood, but we take a look at, you
25 know, how it will fit in with the kind of community that is

1 already here. It's kind of a beach community, so it's got
2 to fit in. So, that's one of the things we're looking at,
3 but we have to take a look at the open space to see if it
4 is appropriate to the neighborhood it's in. Does it invite
5 people to come in? I'm not sure if I've answered your
6 question specifically or not.

7 BOARD MEMBER DICKISON: You did. You did. So, in
8 developing those plans and taking that into consideration,
9 I'm guessing that you invite community inputs on that?

10 MR. MCCARTY: Yes, absolutely. In fact, that's
11 been a very interesting part of being on the planning
12 commission. In fact, in respect to communities of
13 interest, I have found that being on the planning
14 commission, and previously when I was a member of Ventura's
15 Water Commission, in a lot of cases community of interest
16 tend to self-identify when they come and present their
17 views to either of those commissions.

18 So, you know, yes. So, it's very interesting to me
19 to -- in fact, I think something that would be valuable to
20 me if I were to get on the Redistricting Commission, is I
21 do have that experience with taking public input in a
22 commission-like setting. Listening to both sides of
23 arguments, and then coming to consensus with the fellow
24 commission members, and making evidence-based or fact-based
25 decisions.

1 BOARD MEMBER DICKISON: So, in your work on the
2 planning commission or the water commission, either one, or
3 any other work, have you ever had to do an analysis where
4 you took hard data and matched -- and you've -- then used
5 softer data, such as the public comment, and merged the two
6 to make a decision?

7 BOARD MEMBER DICKISON: Yes. Let's see. Let me --
8 -- if I may, can I give you an example not commission
9 related, but work related?

10 BOARD MEMBER DICKISON: Of course.

11 MR. MCCARTY: Okay. In the biotech company that I
12 work for, one of the things -- I worked in supply chain and
13 the risk management area, and one of the things that I took
14 upon, again, I kind of took upon myself as I was part of
15 the supply chain, was -- one of the missions of supply
16 chain is to reduce the perturbations in the supply chain
17 and make sure that our supply of drugs is as smooth as
18 humanly possible. And to do that, we have to have the
19 correct drug manufacturing assumptions to do our planning,
20 to do all of our supply-chain planning.

21 And it came to -- my group's attention that things
22 weren't going as smoothly as they could have. So I did an
23 analysis of -- a statistical analysis of the, our drug
24 substance manufacturing plants, and what the output from
25 each manufacturing run was. So, in biotechnology, each

1 manufacturing run is not necessarily the same size. It's
2 not like a normal pharmaceutical company where you combine
3 chemicals and the -- you always get the same size batch
4 coming out. In biotech we're using living cells under
5 growth, different growth conditions, and you don't always
6 get the same batch size, and that's what causes the
7 perturbations in the supply chain.

8 So I did an analysis of all of our products, there
9 were about a dozen products at the time, and what those
10 batch sizes were at each of the plants. And I found that
11 most of the planning assumptions we were using were not
12 very accurate, and that was causing some of the problem in
13 the supply chain.

14 So, what I did was, I, in conjunction with all of
15 the manufacturing plant managers, I presented this
16 evidence, and I suggested that we change our assumptions
17 about the batch outputs based upon my statistical analysis.
18 And, lo and behold, they thought that was a good idea. So
19 we implemented that plan, and it seemed to work very well.
20 So we went from kind of plant managers guessing as what the
21 batch sizes were, to a good knowledge of what they were
22 based on statistics. And that worked just fine, and we
23 were able to set the number of manufacturing runs
24 appropriately.

25 Well, at one point in time, I got some pushback

1 from one of the plant managers, who said, you know, Scott,
2 we've just adjusted our manufacturing assumptions by this
3 little bit, as you suggested, but what it did is it caused
4 us to have to change the number of manufacturing runs over
5 the next year by a very tiny amount, say maybe they went
6 from 33 manufacturing runs down to 32. And he said, for
7 such a small change, you know, that causes a big disruption
8 to our plant personnel, all of the people who work in the
9 manufacturing plants, and it's a big human disruption. And
10 he suggested, how about if we don't make the statistically
11 appropriate change on behalf of the people's whose lives it
12 would disrupt? And to make this long story short, we ended
13 up using his suggestion.

14 So what we had put in place was good in accordance
15 with all of the analytics, but we kind of left the human
16 aspect out of it. And we thought -- we forgot what impact
17 these small changes would make on the people actually
18 running the plants and doing the manufacturing. So, that's
19 an instance where I think taking the human input changed
20 the way we looked at things.

21 BOARD MEMBER DICKISON: Thank you. Thank you.
22 What do you see -- what role do you think you would fill on
23 the Commission?

24 MR. MCCARTY: Again, kind of -- as I mentioned
25 before, I'm -- wherever the Commission needs me, I would be

1 happy to, happy to be a team player. But I think my data
2 analysis skills are good. I believe I have good editing
3 skills. In the jobs that I've had, I've many times been
4 called upon to edit documents prior to publication. I also
5 think I might be kind of a good sanity checker. I'm good
6 at kind of taking a broad look, and taking a look from, you
7 know, a bird's-eye-view of the whole process. Is
8 everything fitting together, to make sure things, things on
9 a big scale are going well. So, what role? Data analysis,
10 editing of documents and kind of maybe a jack of all trades
11 sanity checker on the entire process.

12 BOARD MEMBER DICKISON: If you were selected as one
13 of the first eight Commissioners, which are selected
14 randomly, you would be tasked with selecting the next six
15 to round out the Commission. What would you be looking for
16 in those individuals?

17 MR. MCCARTY: Actually, I think this one has a
18 fairly straightforward answer. To the greatest extent
19 practicable, the Commission as whole needs to reflect the
20 diversity of the State with regard to race, ethnicity,
21 geography, gender. So, the final six Commissioners I think
22 need to be chosen to ensure that the diversity of the
23 Commission best reflects the diversity of the State.

24 That being said, I think as a secondary factor, the
25 final six should be chosen with skills that complement the

1 skills of the first eight. For instance, in the
2 competencies that I mentioned earlier, legal expertise,
3 analytical skills, public communication skills, I think, if
4 possible, to choose people who would round out the
5 Commission in that manner. But, basically, I think the
6 credibility of the Commission is dependent upon its
7 diversity. The more diverse the Commission is, the greater
8 credibility it will have in the job that it has to do.

9 BOARD MEMBER DICKISON: Thank you. What would you
10 like to see the Commission ultimately accomplish?

11 MR. MCCARTY: I think that's another kind of
12 straightforward answer to that one. And that would be, the
13 Commission needs to come up with maps that ensure effective
14 and fair representation of all voters throughout the State.
15 So that's the primary goal. But I also believe it's the
16 process by which that is done is important. I think that
17 the Commission needs to come up with maps that are -- in a
18 manner that is as transparent and unambiguous and
19 defensible as possible. The Commission needs to deliver to
20 the State maps that can withstand legal scrutiny.

21 BOARD MEMBER DICKISON: Thank you. What can the
22 Commission do as part of its process to ensure that its
23 maps are defensible legally?

24 MS. PELLMAN: Time check. We have three minutes,
25 35 seconds.

1 MR. MCCARTY: What can it do? Well, one of the
2 things it needs to do, the maps -- the districts have to be
3 drawn with equal numbers of voters in each district, and
4 that ensures that each person's vote carries the same
5 weight in each district. I think that fair -- maps need to
6 be drawn that don't dilute minority interests. So there
7 can't be any splitting of minority groups or cracking of
8 groups to dilute voting power by minorities. And the same
9 thing goes for other communities of interest. I think to
10 be defensible the maps have to show that we haven't split
11 communities of interest across boundary lines.

12 BOARD MEMBER DICKISON: Thank you.

13 Mr. Coe, I don't have any additional questions at
14 this moment. Thank you, Mr. McCartney (sic).

15 MR. MCCARTY: Thank you.

16 CHAIR COE: Okay. Thank you, Ms. Dickison.

17 We'll go ahead and turn the time over to Mr.
18 Belnap.

19 BOARD MEMBER BELNAP: All right. Good afternoon,
20 Mr. Carty.

21 MR. MCCARTY: Good afternoon.

22 BOARD MEMBER BELNAP: In your essay on appreciation
23 for diversity, you described your work on the City of
24 Ventura's Water and Planning Commissions, and how these
25 experiences required that you learned and took into account

1 the interests and concerns of your diverse community. I
2 thought these experiences would also be applicable to
3 impartiality, and I was going to give you the opportunity
4 to draw that connection, but I -- in Ms. Dickison's
5 questions I think you already drew that connection. But
6 what I'd like to hear is an example of a difficult decision
7 you had to make on one of these commissions where you had
8 to exercise impartiality.

9 MR. MCCARTY: Let's see. That's a good question.
10 Well, it might not be a specific decision that was made, I
11 feel that maybe this example would work. The water
12 commission is very well supported by the City of Ventura
13 water staff, and a lot of the meeting preparation for the
14 items on the agenda are prepared by the water department
15 staff. However, sometimes those are -- sometimes the data
16 provided by the department staff is in conflict with some
17 of the data are represented by members of the public when
18 they come to address the commission on particular agenda
19 items. And I demonstrate impartiality I think by listening
20 to both sides. It would, for some people it would be
21 natural to assume that the data and information you're
22 getting from your own staff are accurate and the gold
23 standard. However, sometimes the public brings their own
24 information and their own data, which are very compelling,
25 but in conflict with what we're being presented by the

1 staff.

2 And, again, some commissioners may outright poo-poo
3 the data that's coming from the public, because they think
4 what's coming from the staff is not questionable. But in
5 my, what I like to believe my impartial scrutiny of the
6 public from the data, I have found things that are very
7 compelling, and need to be presented and brought to the
8 attention of the greater -- of the commission as a whole.

9 So that is kind of an attempt for me to be
10 impartial. To really listen to both sides and to dig in,
11 dig into the -- dig into both sides, dig into the arguments
12 on both sides, and stand up for the side that I think is
13 presenting a compelling argument.

14 BOARD MEMBER BELNAP: All right. Thank you. How
15 would your experience as a jet pilot and your assignment in
16 the military's GPS Joint Program Office prepare you for the
17 technical aspects of being a Commissioner?

18 MR. MCCARTY: Experience in the military and at the
19 GPS Program Office applicable to being a Commissioner. I
20 think my experience as a fighter pilot has, number one, I
21 think I'm able to present a calm demeanor and calm response
22 in high-stress, high-paced environments. That's something
23 that I think has come about as, via as being my experience
24 as a pilot.

25 Also, I have learned to, I have the ability to I

1 think assimilate a lot of information in a short period of
2 time. And I'm also I think good at making decisions with
3 less-than-perfect data. I think another aspect of what I
4 can take from the military is, is has to do with the tools,
5 the tools required to do a job at hand. Not one tool works
6 for every problem that you're working on.

7 In fact, it kind of reminds of something that was
8 said by a calculus professor that I had back in school. He
9 said the more problems I know how to solve more than one
10 way, the better my chances of success. And I think it's
11 been very true in a lot of the things that I've experienced
12 in my careers.

13 With regard to the GPS Joint Program Office, it was
14 -- when I first arrived -- I arrived at a time when there
15 were no -- GPS was still a dream. There were no -- the GPS
16 satellite constellation had just started to be launched
17 into space. The -- what I was working on was the military
18 rollout of GPS sets, so there were no commercial
19 applications of GPS at that time. And when I first arrived
20 I -- it was kind of like taking a drink from a fire hose,
21 and learning all of the technical aspects of the GPS
22 satellites themselves, how the GPS system works. It's kind
23 of like magic now. You turn it on and you know where you
24 are. But there's a -- I'm pretty versed in exactly how the
25 system works and how it calculates where you are. So, I

1 did get a good technical background in the GPS system while
2 I was there.

3 BOARD MEMBER BELNAP: All right. Thank you. Do
4 you think that background in the GPS system helps you at
5 all in spatial awareness and understanding maps,
6 understanding geography?

7 MR. MCCARTY: Yes. Yes, I do. Although I have --
8 something popped into my mind as you were articulating that
9 question and it kind of made me smile. What's interesting
10 to me is that I think a generation ago people were much
11 better map readers than they are now. Because GPS allows
12 people to put their faith in just system that tells them
13 where to go and when they're going to get there.

14 I remember as a kid, I was in charge of the maps
15 when we went on trips. And I'd have to figure out where we
16 were, where we were going, and what the best way to get
17 there was. So, yes, GPS is a real boon. I think it gets
18 people interested in maps, in GIS applications. People use
19 it all the time on-line. It's extremely valuable. But
20 there's also something to be said for people who pull out
21 the paper maps and use them occasionally.

22 BOARD MEMBER BELNAP: All right. Thank you. So
23 for 17 years you were the director of operations and risk
24 Management at Amgen. You've touched on some of the types
25 of analysis that you performed there, but can you walk us

1 through an analysis, or a typical analysis you would
2 perform in your role that would demonstrate the strength of
3 your analytical skills?

4 MR. MCCARTY: Sure. There was -- so, the company I
5 -- and so the biotech company I work for had about 12 or 13
6 drugs on the market at the time that I worked there --
7 excuse me. And most of the drugs were being delivered to
8 very stable, large markets where the demand was consistent
9 and high. However, there were certain few markets where
10 demand was low and not very stable. And that caused
11 problems within the splicing. The splicing, it was very
12 hard to predict and to manufacture the right amount of
13 drug to supply those low-demand markets. So I was called
14 upon to do an analysis of those markets to try and smooth
15 out the supply chain. So what I had to do was take a look
16 at the historical demand in those markets, and
17 statistically analyze that demand, and make some
18 assumptions about future demand or forward-looking demand.

19 And what I did was, I set up a Monte Carlo analysis
20 within Excel to -- well, let me back up a little bit. I
21 would utilize a certain set of assumptions about the
22 distribution of the demand. And then set up a Monte Carlo
23 analysis which would run the simulations of future demand
24 over a good number of times, 1,000 simulations, and then
25 take the data from that output and plot it.

1 And what it would show is a very nice chart of what
2 the probability would be of us being unable to supply the
3 market at any particular probability level. So if we
4 wanted to have a 95-percent probability of being able to
5 supply the market in these low-demand regions we'd be able
6 to do it, or we could choose a 99-percent probability of
7 being able to supply the demand. And depending upon which
8 you chose, that would inform the manufacturing department
9 of how much of that particular drug to make for that
10 particular region. So Monte Carlo analysis is a very
11 powerful tool to do forward-looking, probabilistic
12 planning.

13 BOARD MEMBER BELNAP: Thank you. My next question
14 you've answered a part of it already with an experience
15 that you shared with a Panel Member. So, I was going to
16 ask you, from your career at Amgen something you were proud
17 of, a project that you were successful in, and I believe
18 you've already shared that. So now I want to ask, can you
19 think of a time that you made a mistake and what you
20 learned from that mistake?

21 MR. MCCARTY: Yes. It had to do with another
22 analysis at my biotech company. In this case, my boss --
23 what we were looking at was an option to install new
24 manufacturing lines at one of our manufacturing plants in
25 the Bay Area, and I was working at our headquarters in

1 Thousand Oaks at the time. And for this analysis we had to
2 look at what the options were for the number of
3 manufacturing lines, what their output would be, what their
4 maintenance and upkeep would be, things like that.

5 And so my boss put me in touch with the plant
6 manager up in the Bay Area. And so I worked with the plant
7 manager to gather all of the assumptions that I needed to
8 run my analysis. Ended up running the analysis, which I
9 thought was pretty good. And then delivered it for review
10 to the plant manager up in the Bay Area.

11 What happened was, she kind of -- she shared that
12 analysis and ran it up the line to her bosses. My mistake
13 was I did not keep my boss in the loop or informed that I'd
14 given my analysis to the plant manager up in the Bay Area.
15 So, there was a disconnect and there was some blowback
16 about the fact that I delivered an analysis not to my boss,
17 but to the plant manager. And my lesson learned was, you
18 better keep the boss in the loop with everything you're
19 doing. Even if you think she's given you the reins to do
20 otherwise, keep your boss in the loop.

21 BOARD MEMBER BELNAP: All right. Thank you.

22 All my other questions that I've prepared have been
23 either answered or have been resolved. So, I'll yield the
24 rest of my time.

25 CHAIR COE: Okay. Thank you, Mr. Belnap. I'll go

1 ahead and turn the time over to Mr. Dawson.

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

3 Madam Secretary, how much time do we have left of
4 the 90 minutes?

5 MS. PELLMAN: We have 14 minutes, 50 seconds.

6 MR. DAWSON: All right. Thank you.

7 Mr. McCarty, thanks again for being here. I
8 appreciate you being here this afternoon. I'm -- you may
9 have said this, but I may have also missed it. Did you
10 grow up in California?

11 MR. MCCARTY: Yes. I'm a native of Santa Barbara.
12 Left California post-college when I joined the Navy. And
13 then worked it out to return home to my favorite State late
14 in my Navy career, and have been here ever since.

15 MR. DAWSON: And then I see that you went to -- did
16 you get your B.A. at Stanford, and then you were at
17 Monterey and then --

18 MR. MCCARTY: Yes.

19 MR. DAWSON: -- and then USC. So you've hit all
20 the big coastal areas.

21 MR. MCCARTY: Yup.

22 MR. DAWSON: When you were -- I want to ask you to
23 put your operational -- operations-risk management hat on.
24 And can you walk me through what in your mind the risk to
25 this redistricting process that the Covid-19 situation

1 might pose?

2 MR. MCCARTY: Yes. I've thought about it a little
3 bit. It will certainly -- in my mind, in my opinion, it
4 will certainly make the process more difficult. Number
5 one, getting the Census Bureau, the Census takers boots on
6 the ground may be delayed or difficult. So that may cause
7 a ripple into, into the Census data collection itself.

8 With regard to the Census data, there may be pros
9 and cons to what Covid-19 does. With people -- but it
10 depends on what group you're in. There are people staying
11 home more, so they may be more apt to respond
12 electronically, if they have broadband access, to the
13 Census questions. So, we may see from people who have
14 computers, a better response to the Census. However, it
15 works just the opposite for other communities and other
16 groups we want to capture who may not have internet access,
17 and we may get less of a response from them. So, it kind
18 of works both ways there.

19 What else? What other risks? There are others, I
20 just can't come up with something right now. It's not a
21 good situation, that's for sure.

22 MR. DAWSON: Well, and I think you touched on it a
23 little bit. We know for a fact, historically there are
24 some groups who are more likely to be undercounted than
25 others. And as you've said, they might be folks who are

1 less likely to have access to electronic communications.
2 But there are other folks, like the homeless or recent
3 immigrants, where I imagine that the situation could be
4 exacerbated. And so I was wondering if you had any
5 thoughts about how the Commission might be able to
6 compensate, if you will?

7 MR. MCCARTY: That is a question that I would
8 probably have to defer to the Commission's legal counsel.
9 To my knowledge, I don't think the Redistricting Commission
10 would be allowed to make any adjustments to the Census data
11 that are provided from the Bureau. I think -- no. I
12 talked earlier about your sphere of influence. I think the
13 Census data as a whole that will be delivered by the Census
14 Bureau is outside of the Commission's sphere of influence.
15 And I think once it crosses that boundary and comes to us,
16 we're not allowed to do, make any adjustments. We'll have
17 to do the best job we can with the data that we're given.
18 Make the best decisions we can with the information that we
19 have. I could be wrong on that, but that's my belief, but
20 I'd have to -- I think it's a legal call.

21 MR. DAWSON: All right. Thank you. You talked a
22 little bit about your work on both the planning commission
23 and the water commission. And I wanted to ask you. So,
24 these are -- you were appointed by your council member, did
25 I understand that correctly?

1 MR. MCCARTY: Different cases for each commission.
2 For the water commission it was, I was a member -- the city
3 did not have a water commission and was standing one up.
4 So they took applications for a seven-person water
5 commission, of which four of those spots were reserved for
6 people with, with water, professional water expertise,
7 hydrogeologists, et cetera, scientists. And three were at-
8 large members of, members of the community, who did not
9 necessarily have professional water experience, which I did
10 not. So I applied as a member at large. And that process
11 was simply an interview with a subset of city council. And
12 then we were chosen, chosen by city council for the water
13 commission.

14 The planning commission works a little bit
15 differently, as I think I alluded to before. Each of the
16 seven planning commissioner -- commission members is chosen
17 by a city council member, and serves through the term of
18 that city council member's term.

19 MR. DAWSON: I see. So, were you responsible only
20 to that district?

21 MR. MCCARTY: No. No, I'm not.

22 MR. DAWSON: I see. It's sort of an at large
23 situation?

24 MR. MCCARTY: Yes. Yeah. Even though, even though
25 you're chosen by a -- in fact, Ventura's going through a

1 transition right now. So part of their city council is at
2 large and part of it is voted in by district. We're moving
3 to district-wide elections in the near term.

4 MR. DAWSON: I see. And then the planning
5 commission meetings, they're under the Brown Act, all that?

6 MR. MCCARTY: Yes. Yeah.

7 MR. DAWSON: Is there something about having to
8 deliberate in public that you can find useful in your work
9 on the Commission, if selected?

10 MR. MCCARTY: I think there's a very natural
11 connection. Yes, deliberating in public is what I've done
12 on both the water commission and the planning commission.
13 I'm not afraid to speak up and -- sometimes I was kind of
14 known as somebody who would, you know -- I don't know, say
15 my mind more than I should have, perhaps. But, yeah, I
16 think -- because I like to stand up for the public, the
17 public input. You know, I think a lot of commissions may
18 experience gadflies coming in and talking about things that
19 may not be appropriate or germane. And you have to kind of
20 learn how to get through that. But I think the experience
21 I've had listening to the public, engaging with the public,
22 asking questions of the public, would be a, would translate
23 well to work on the Commission.

24 MR. DAWSON: All right. Thank you.

25 I have no further questions, Mr. Chair.

1 CHAIR COE: Okay. Thank you, Mr. Dawson.

2 Any follow-up questions from the Panel? Ms.

3 Dickison, any follow-up questions?

4 BOARD MEMBER DICKISON: I do not have any follow-up
5 questions.

6 CHAIR COE: Mr. Belnap?

7 BOARD MEMBER BELNAP: I do not have any follow-up
8 questions.

9 CHAIR COE: Counsel, I also have no follow-up
10 questions.

11 MR. DAWSON: All right. Thank you.

12 Madam Secretary, how much time is remaining in the
13 90 minutes?

14 MS. PELLMAN: Six minutes, five seconds.

15 MR. DAWSON: Thank you.

16 Mr. McCarty, with the six minutes remaining, I'd
17 like offer you the opportunity to make some closing remarks
18 to the Panel, if you wish.

19 MR. MCCARTY: Sure. But before I do make a closing
20 remark, I'd like to say thank you for the tremendous amount
21 of effort that you have all put in. The three members of
22 the Applicant Review Panel, counsel and your staff --
23 staffs, have all done a great job with -- on a long
24 timeline with a lot of work. And now that you're down to
25 the last couple of interviews, you must be breathing a sigh

1 of relief, which is nice.

2 I would also like to say thank you to some of those
3 who have been seen and not heard or heard and not seen.
4 And that includes the Panel Secretary, the court reporters,
5 your IT experts, the captioners, and also the ASL
6 interpreters. Thank you.

7 As a closing statement, what I'd like to say is
8 this. My oldest son, Connor, is now 31 years old. When he
9 was 12, he said something to me that I thought was very
10 profound for a 12 year old. He said, if you know a lot and
11 you don't tell anybody, then it's just kind of wasted. I
12 believe there are things that I know that would be helpful
13 to the Panel, to the Commission. I believe there are
14 things I know how to do that would be helpful to the
15 Commission.

16 And one of the reasons I applied is because I
17 didn't want to waste an opportunity to do something good
18 for the people of California. And with that, I'd like to
19 thank you very much for your consideration of my
20 application.

21 CHAIR COE: Okay. Thank you very much for being
22 with us today, Mr. McCarty. We appreciate your time.

23 We have one final interview, rescheduled interview
24 for tomorrow at 10:45 a.m. So we will be in recess -- we
25 don't have any business before that, is that right? Okay.

1 So we will be in recess then until 10:44 a.m. tomorrow.

2 (Recess at 4:25 p.m.)

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

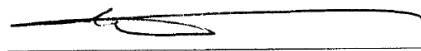
25

REPORTER' S CERTIFICATE

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

And I further certify that I am not of counsel or attorney for either or any of the parties to said hearing nor in any way interested in the outcome of the cause named in said caption.

IN WITNESS WHEREOF, I have hereunto set my hand this 5th day of May, 2020.



PETER PETTY
CER**D-493
Notary Public

TRANSCRIBER'S CERTIFICATE

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

And I further certify that I am not of counsel or attorney for either or any of the parties to said hearing nor in any way interested in the outcome of the cause named in said caption.

IN WITNESS WHEREOF, I have hereunto set my hand this 5th day of May, 2020.



Myra Severtson
Certified Transcriber
AAERT No. CET**D-852