

BEFORE THE  
CALIFORNIA BUREAU OF STATE AUDITS (BSA)

In the matter of

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

555 Capitol Mall, Suite 300  
Sacramento, CA 95814

FRIDAY AUGUST 13, 2010  
9:18 A.M.

Reported by:  
Peter Petty

## APPEARANCES

### Members Present

Nasir Ahmadi, Chair

Mary Camacho, Vice Chair

Kerri Spano, Panel Member

### Staff Present

Stephanie Ramirez-Ridgeway, Panel Counsel

Diane Hamel, Executive Secretary

### Candidates

Tangerine Mignon Brigham

Matthew M. Lorono

Donna Day Beers

Jacquelyn Estrada

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P R O C E E D I N G S

AUGUST 13, 2010 9:18 A.M.

MS. RAMIREZ-RIDGEWAY: We have before us today  
Ms. Tangerine Brigham. And are you ready to begin?

MS. BRIGHAM: Yeah, absolutely.

MS. RAMIREZ-RIDGEWAY: Your mike's good?

MS. BRIGHAM: Mike's good.

MS. RAMIREZ-RIDGEWAY: You'll want to speak  
directly into it so we can hear you.

MS. BRIGHAM: All right.

MS. RAMIREZ-RIDGEWAY: All right. So,  
Secretary, start the clock.

What specific skills do you believe a good  
Commissioner should possess? Of those skills, which do  
you possess? Which do you not possess and how will you  
compensate for it?

Is there anything in your life that would  
prohibit or impair your ability to perform all of the  
duties of a Commissioner?

MS. BRIGHAM: Well, let me first start out by  
saying that I think there are a general set of skills that  
any Commissioner should have irrespective of the issue  
that they're looking at, in either redistricting, or  
health, or public safety for that matter.

I think it's certainly the ability to broker

1 consensus among your other Commissioners. Certainly,  
2 within that context the ability to work on a team, the  
3 ability to not only listen well, but to listen with  
4 intent, hone in on the key issues that are being raised,  
5 either by your fellow Commissioners or the public, and to  
6 be able to synthesize that into the most salient points.

7 I certainly think it's important to be able to  
8 communicate clearly your perspective and to communicate that  
9 perspective based on a rational discussion of the facts  
10 before you, be they either qualitative or quantitative  
11 facts.

12 Certainly, the ability to be open-minded to new  
13 information that is presented so that it allows you to  
14 make the best decision that's within your purview.

15 And I think the ability to stay really at the  
16 policy level with respect to the work that you're doing, I  
17 think those are key skill sets that any Commissioner  
18 should have with respect to this Commission, in  
19 particular.

20 Given the qualifications that are outlined in  
21 the regulations, the ability to understand and appreciate  
22 the geographic diversity, the cultural diversity of this  
23 State and the importance of that in daily life and  
24 certainly in redrawing the political boundaries of the  
25 State.

1           Certainly, the ability to be impartial and to  
2 make decisions free of bias which is, quite frankly, why  
3 we're all here today to begin with.

4           And, certainly, the ability to use, and  
5 understand, and examine analytical data and to be able to  
6 take that data and translate it into a form that's easily  
7 understandable by individuals.

8           And then, finally, I would say for this  
9 Commission, in the first few months they will have to get  
10 their internal ducks in order in terms of an  
11 organizational structure, and to be able to hit the ground  
12 running. And to do to that with efficiency will be  
13 important so that those issues, perhaps, don't impede or  
14 bog down the process for developing the district lines for  
15 State offices.

16           In terms of the skills that I possess, I have  
17 done a significant amount of public- and community-based  
18 planning, both in my professional career and in my  
19 community activities, working with public entities,  
20 working with the public in general, facilitating meetings,  
21 chairing processes, seeking input from the public.

22           So, I do believe I possess the ability to be a  
23 good Commissioner in terms of listening well, in terms of  
24 communicating, in terms of having a fundamental belief in  
25 the value of public opinion and being able to use that

1 public opinion wisely.

2 In terms of those skill sets that I don't  
3 possess, while it's not at least articulated as a  
4 qualification for the Commission, I understand  
5 redistricting, I understand what gerrymandering is, but am  
6 I a political science professor? No.

7 Do I work in a policy think tank? No. I don't  
8 have that level of depth for studying it for years.

9 But I have the ability to learn on the job and  
10 to learn complicated and complex facts, and I am not shy  
11 for asking for help in clarifying information that I don't  
12 understand. So, I think that would be the way that I  
13 might compensate for any skill sets that I might lack.

14 And in terms of the final question and there's  
15 lots of compound questions, I might add, in this area, is  
16 there anything in my life that I believe might prohibit my  
17 full participation at this time? I see none.

18 I have always had a job, had a family home life  
19 and done a lot of community activities at all the same  
20 time. And so I would be able to, I believe, manage what  
21 would be, I think, a significant amount of work or very  
22 defined period of time to ensure that the Commission  
23 collectively achieves its goals.

24 MS. RAMIREZ-RIDGEWAY: Describe a circumstance  
25 from your personal experience where you had to work with

1 others to resolve a conflict or different of opinion,  
2 please describe the issue and explain your role in  
3 addressing or resolving the conflict?

4           If you were selected to serve on the Citizens  
5 Redistricting Commission tell us how you would resolve  
6 conflicts that may arise among the Commissioners?

7           MS. BRIGHAM: The example I will use is I was  
8 once on a Board, it was a nonprofit organization in San  
9 Francisco, and it had been a long-standing organization  
10 that actually had grown out of the community. The  
11 organization was actually the Women's Foundation.

12           And it went through a process in the early  
13 nineties, like any nonprofit, of determining where it  
14 should grow in terms of its work in the community. And  
15 one of the things that was clear was that the current  
16 location of the organization impeded, potentially, its  
17 ability to broaden its recruitment of Board members, to  
18 broaden its fund-raising base, and that there was a need  
19 to perhaps look at a different location in the City and  
20 County of San Francisco.

21           That location and the discussion around that  
22 move engendered a lot of heated debate and emotion from  
23 Board members who were committed to and felt that movement  
24 from the organization from its founding location would  
25 essentially dismantle what had been a grass roots

1 organization.

2           And so there were Board members on both sides of  
3 the issue.

4           My role as a Board member, which I was a Board  
5 member of about, you know, 11 or 13 of us, equal standing,  
6 was to really sort of step back and try to take the  
7 emotional context out and try to figure out what was the  
8 vision of the organization and try to analyze, as best as  
9 possible, whether or not staying in the current location  
10 would further that mission and that vision or whether or  
11 not a move would help better facilitate that.

12           The Board, after really several months of --  
13 almost a year, quite frankly, of conversations and  
14 discussions, did agree to move. It was not a consensus  
15 recommendation.

16           And I think that we spent a lot of time making  
17 sure that people were comfortable that it was not a  
18 consensus recommendation, although it was a majority  
19 recommendation.

20           And that we all tried to disagree without being  
21 disagreeable. And we recognized that if some individuals  
22 on the Board felt so strongly that they could not serve on  
23 the Board as a result of that, then that was fine for them  
24 to make that personal decision.

25           But as a Board I think we came to the right

1 decision and I think, more importantly, the fact that our  
2 internal discussions, as heated as they were, did not make  
3 it to the streets of the community, did not make it to our  
4 funders I think reflected well on the professionalism that  
5 was inherent within each member of that Board and the  
6 staff.

7           In terms of if selected to the Commission how I  
8 would resolve conflicts, I think it's first importance of  
9 recognize that, you know, with every perspective an  
10 individual will have their own personal history embedded  
11 in that, facts that they have and their own personal  
12 preference.

13           And we can't expect, necessarily, that to change  
14 for individuals, nor should we. We want people to use  
15 their own personal perspective.

16           But I think as a Commission what we should  
17 always do or I would try to do is to ensure that people  
18 understand, you know, what is the ultimate goal we're  
19 trying to achieve and what information will allow us to  
20 facilitate that decision-making process, have ground rules  
21 in terms of being sure that it is fine for us, as I said  
22 before, to disagree with each other, but that that  
23 disagreement does not spill over into either personal  
24 attacks and/or beliefs that people are not being  
25 adequately listened to and heard during the process.

1 MS. RAMIREZ-RIDGEWAY: We have about ten minutes  
2 remaining.

3 How will the Commission's work impact the State?  
4 Which of these impacts will improve the ~~the~~ State the  
5 most? Is there any potential for the Commission's work to  
6 harm the State and, if so, in what ways?

7 MS. BRIGHAM: I think the Commission's work will  
8 have a tremendous potential for impacting the State,  
9 certainly by instilling confidence in the electoral  
10 process, potentially, by having boundaries that really  
11 reflect a very transparent, unbiased perspective in how  
12 they were drawn.

13 And that certainly, I think, is what this  
14 Commission is intended to do.

15 I think the fact that -- well, we don't know at  
16 this point what the true impact will be, we understand  
17 what the potential is. But knowing that currently there  
18 are two ballot initiatives that will be considered in  
19 November suggests that there are groups of people who  
20 believe there will be an impact.

21 One believing that the impact will be  
22 significant and positive and, therefore, wanting to expand  
23 the role of the Commission.

24 And another perceiving that it will be  
25 detrimental, potentially, to the status quo and proposing

1 to dismantle and eliminate the Commission.

2 So, certainly, I think that there is the belief  
3 that there will be impact. The issue is trying to ensure  
4 that that impact is a positive level.

5 In terms of what would be, I think, how to  
6 improve the State the most, from my perspective, if I were  
7 a Commissioner, you know, certainly I would want to ensure  
8 that there was a perception of trust in the development of  
9 the boundaries that were drawn.

10 But from a personal perspective, I would take  
11 great gratification if one of the top results of the work  
12 of the Commission was that we had higher voter  
13 participation and more people actually participated in the  
14 process.

15 I think that that would be something that all  
16 Commissioners would, I think, feel good about.

17 In terms of potential for harm, certainly, I  
18 think there are always unintended consequences. And if,  
19 in fact, there are perceptions that the process is rigged,  
20 that the public comment is dismissed, that it is sort of  
21 business as usual, you have the potential to set the  
22 effort back further than it was before.

23 And so, certainly, if it is not done with  
24 deliberate aforethought, you have a danger of further  
25 corrupting people's confidence in the public system.

1 MS. RAMIREZ-RIDGEWAY: Describe a situation  
2 where you had to work as part of a group to achieve a  
3 common goal, tell us about the goal, describe your role  
4 within the group and tell us how the group worked or did  
5 not work collaboratively to achieve this goal?

6 If you are selected to serve on the Citizen's  
7 Redistricting Commission, tell us what you would do to  
8 foster collaboration among the Commissioners and ensure  
9 the Commission meets its legal deadlines?

10 I was an appointed member of the California  
11 Healthy Families Advisory Panel, it was created by the  
12 State Legislature. It was a 15-member panel of  
13 individuals from very diverse backgrounds, from business,  
14 to education, to health, to consumers, and we were charged  
15 with making recommendations for creating a health  
16 insurance program for uninsured children, about 600,000 in  
17 the State. And we were also responsible for overseeing  
18 the education and outreach to low income families, so that  
19 they would be aware of the program.

20 The panel met in a very public process. Public  
21 meetings were noticed, they were posted. And I would say  
22 that the committee, overall, worked very well in the  
23 deliberation of its charge to ensure that the program was  
24 established on time for the benefit of children.

25 And I think that it spent the first several

1 months getting the internal infrastructure in place but,  
2 once it did, it evaluated regulations, made  
3 recommendations that were ultimately put into the  
4 proposal.

5           The group worked effectively, I think because  
6 there was a common understanding of what the goals were.  
7 There was a belief that all public opinions were  
8 respected. There certainly was an external deadline,  
9 which pushed people I think, quite frankly.

10           And then, finally, I don't think anyone on that  
11 family wanted to be responsible for not ensuring that on  
12 the first day that children were eligible that all of  
13 these children could get health insurance. So, I think  
14 that was certainly paramount in everyone's thinking.

15           In terms of my ability to foster collaboration  
16 on a commission, certainly, as I said before, respecting  
17 the opinions of others and creating camaraderie among your  
18 fellow commissioners. I think it's important to always  
19 give information.

20           I think that mistrust often rears its ugly head  
21 when individuals feel that information is not being  
22 provided to them in a free-form manner. And I think  
23 giving information when you have it, I think is important,  
24 as opposed to holding back.

25           And I certainly think that being able to -- when

1 differences do arise, seeking a middle ground of  
2 perspectives is something that I would certainly want to  
3 ensure we do to meet the legal obligations of the  
4 Commission.

5 MS. HAMEL: Five minutes.

6 MS. RAMIREZ-RIDGEWAY: A considerable amount of  
7 the Commission's work will involve meeting with people  
8 from all over California, who come from very different  
9 backgrounds and very different perspectives. If you are  
10 selected to serve on the Commission, tell us about the  
11 specific skills you possess that will make you effective  
12 in interacting with the public?

13 MS. BRIGHAM: Certainly. I have worked, as I  
14 said before, on a number of projects. One public project  
15 I worked on, 52 public meetings around the City and County  
16 of San Francisco. Why would we have 52 meetings? Well,  
17 it's the City and County of San Francisco.

18 And so, I'm well skilled with, you know, meeting  
19 with the public, not only making sure that processes are  
20 established where individuals know where to come to make  
21 their public comment, how to make their public comment,  
22 you know, certainly ensuring that our Commissioners are  
23 well prepared for how to work with the community is  
24 something I have understanding of.

25 Certainly, I have understanding of how to ensure

1 that communities that are perhaps disadvantaged,  
2 communities that don't have English as they're perhaps  
3 primary language at home, how to ensure that they are  
4 informed about committee meetings and how to participate  
5 in the public process.

6 Those are some of the things that I think I  
7 would be able to bring to the Commission.

8 MS. RAMIREZ-RIDGEWAY: Mr. Ahmadi, would you  
9 like to begin your 20 minutes?

10 CHAIR AHMADI: Yes, thank you.

11 Good morning, Ms. Brigham.

12 MS. BRIGHAM: Good morning.

13 CHAIR AHMADI: Let me take you back to one of  
14 your responses to the standard questions, and specifically  
15 standard question number four.

16 MS. BRIGHAM: Uh-hum.

17 CHAIR AHMADI: And also, considering the  
18 information on your application, it appears that you have  
19 been appointed to numerous boards and committees, and one  
20 of which you just mentioned in response to question number  
21 four, that you were on the panel created by the State  
22 Legislature.

23 I just want to make sure that I understand the  
24 timing of those appointments and which appointments,  
25 specifically, have been by the State Legislature?

1 MS. BRIGHAM: So, I'm not currently on any panel  
2 or commission that has been appointed -- that I've been  
3 appointed by the State.

4 I was appointed to that panel in late 1997-98.  
5 That was for a three-year term, which ended in 2001.

6 CHAIR AHMADI: Okay. So, the appointment,  
7 itself, was by the State Legislature?

8 MS. BRIGHAM: The panel was created by State  
9 legislation. The actual appointment was done by the  
10 California Managed Risk Medical Insurance Board. That is  
11 a State agency that is somewhat separate from the  
12 Department of Health and Human Services. And so that  
13 panel, the five members of that panel are, in fact,  
14 appointed by the Legislature. I believe four are  
15 appointed by the Legislature and one is appointed by the  
16 Governor.

17 CHAIR AHMADI: Okay, thank you.

18 MS. BRIGHAM: Yeah.

19 CHAIR AHMADI: Now, during the time that you  
20 were serving on that panel, have you had any interactions  
21 with the legislature or the legislative staff?

22 MS. BRIGHAM: During that time I certainly did.  
23 But I work for a public entity, now, I work for the San  
24 Francisco Department of Public Health. And so, certainly,  
25 aspects of my job require that I respond to legislative

1 requests, either by legislative staff or Legislators, to  
2 either present on a topic that I have expertise in or if,  
3 in fact, the City and County of San Francisco is  
4 supporting a piece of legislation and there is a desire to  
5 have someone from the City and County speak to that  
6 particular legislation before an Assembly or a Senate  
7 committee, I have done that in the past.

8 CHAIR AHMADI: So, it sounds like those are  
9 interactions that were as part of your job related,  
10 information sharing or presenting, and all that?

11 MS. BRIGHAM: Absolutely.

12 CHAIR AHMADI: Thank you very much.

13 MS. BRIGHAM: Uh-hum.

14 CHAIR AHMADI: Real quick, collect my thoughts  
15 here.

16 You mentioned in your response to standard  
17 question number three --

18 MS. BRIGHAM: Yeah.

19 CHAIR AHMADI: -- about the two propositions  
20 that are currently in process.

21 MS. BRIGHAM: Right.

22 CHAIR AHMADI: One, Proposition Number 20 and  
23 then the other one, 27.

24 MS. BRIGHAM: Yeah.

25 CHAIR AHMADI: What are your thoughts about

1 Proposition Number 27?

2 MS. BRIGHAM: I would say, am I surprised that  
3 there would already be an attempt, before the Commission  
4 has even begun its work, to dismantle the Commission? No,  
5 not necessarily.

6 I think that it reflects the fact that people  
7 believe that there are high stakes involved in the  
8 potential change or the process by which legislative  
9 boundaries are drawn.

10 And I think it reflects a concern or a fear,  
11 perhaps, on some people's parts that the power that they  
12 may currently have will be severely minimized. I mean, I  
13 think that would be my general perspective on why it's on  
14 the ballot.

15 CHAIR AHMADI: Well, thank you. But can you  
16 tell me a little more about in terms of, you know, the  
17 potential impact on the Commission's work, or should there  
18 be any concern about that?

19 MS. BRIGHAM: Oh, okay. And just with respect  
20 to number 27, not 20? Just 27?

21 CHAIR AHMADI: Sure.

22 MS. BRIGHAM: So, I think that the Commission  
23 should do the work as outlined under Proposition 11.  
24 That's what its mandate is and it should use that.

25 Will there be other things swirling around in

1 the universe as it does its work? Absolutely.

2 But I don't think that it should take either 20  
3 or 27 into account as it fulfills what is a legal  
4 obligation.

5 CHAIR AHMADI: Thank you.

6 So, Prop. 20, if passed, will expand the  
7 responsibility of the Commission to not only redraw the  
8 lines for the State Assembly and Senate, and also the  
9 Board of Equalization but also the Congress Districts,  
10 Congressional Districts.

11 MS. BRIGHAM: Right.

12 CHAIR AHMADI: And, of course it will put a  
13 burden on some of the timeline or the deadline will be  
14 shortened by about a month, I believe.

15 Any thoughts on how the Commission should manage  
16 that extra constraint in terms of the timelines or meeting  
17 that deadline?

18 MS. BRIGHAM: Well, certainly it would, I think,  
19 require the Commission to spend a significant amount of  
20 time, quite frankly, soon after it comes into existence.  
21 I mean, the election will be on the 2<sup>nd</sup>, I believe, the  
22 work of this Commission starts in the latter part of  
23 November. I could be wrong about that.

24 CHAIR AHMADI: November 18, I believe.

25 MS. BRIGHAM: November 18<sup>th</sup>. And if it actually

1 passes then I think, quite frankly, one of the things that  
2 should be done is to have the Commission ask staff, if  
3 there is a staff in place, to really go through and look  
4 at how, potentially, the timeline changes as a result of  
5 the passage of 20, number one.

6           And then determine what additional data might be  
7 needed above and beyond the data that was initially going  
8 to be collected, to help the Commission then not only  
9 determine the political boundaries for the State  
10 Legislature, but also for the Congressional districts.

11           And I think that that information would be  
12 critical before there's an attempt to have discussions  
13 about changing the deadline.

14           You need to understand, quite frankly, what the  
15 expectations of the -- of Prop. 20 are.

16           CHAIR AHMADI: Thank you.

17           You mentioned data, which kind of leads me to  
18 the next follow-up question on that response. What  
19 resources and information resources do you think the  
20 Commission would have to utilize to meet those deadlines?

21           MS. BRIGHAM: Sure.

22           CHAIR AHMADI: Can you give me some specifics,  
23 please?

24           MS. BRIGHAM: Sure. So, in terms of  
25 quantitative data, sort of certainly understanding census

1 data will be helpful because you'll have to understand,  
2 you know, populations, the distribution of individuals  
3 within those particular districts.

4 I think it would be also important to understand  
5 voting patterns in past elections within the State. I  
6 think that that certainly will be important.

7 Understanding what the current map is, what  
8 those current boundaries are, I think that will be  
9 important. I think it's hard to figure out where you're  
10 going, if you don't know where you're coming from.

11 And so, I think that kind of information I think  
12 will be certainly critical in terms of qualitative  
13 information -- or, rather, quantitative information in  
14 terms of qualitative information.

15 Certainly, I think there will be a degree of  
16 familiarity and experience with redistricting and the  
17 like, and so making sure that all Commissioners have --  
18 are fully steeped in understanding what the redistricting  
19 is, and its concepts and its principles, be it either  
20 understanding the Voting Rights Act, fully understanding,  
21 in full detail, the regulatory framework for this  
22 Commission I think will be important.

23 And, finally, certainly making sure, as it goes  
24 through its deliberations, having information from the  
25 public and having that information synthesized in a way

1 that allows the Commission to take into account all the  
2 various factors that will be needed to draw those  
3 appropriate boundaries.

4 CHAIR AHMADI: So, where do you think -- in your  
5 mind, where do you think that the redrawing of those  
6 boundaries should start in terms of, you know, current  
7 districts or any alternative that you can think of?

8 MS. BRIGHAM: I mean, I just want to make sure I  
9 understand the question?

10 CHAIR AHMADI: Well, let me rephrase that. In  
11 your mind, where should the redrawing of the lines start?  
12 In terms of, you know, do you start from the northern part  
13 of the State, or from the central part, or current lines?  
14 Because you mentioned current lines, studying the current  
15 districting.

16 MS. BRIGHAM: Right. Well, I don't think I  
17 could answer that question until I see the data, quite  
18 frankly, and I'm not sure it really matters where one  
19 starts, potentially, if you start in the middle of the  
20 State, or the north of the State, or the southern part of  
21 the state.

22 I think the issue is understanding what are the  
23 principles that will guide the discussion around the  
24 changes of those boundaries, if changes are in fact  
25 necessary, and needed, and justified.

1 CHAIR AHMADI: Changes in what, like --

2 MS. BRIGHAM: In the boundaries.

3 CHAIR AHMADI: In the current boundaries?

4 MS. BRIGHAM: In the current boundaries.

5 CHAIR AHMADI: So, do you think there's a  
6 potential that there may not be change to the boundaries?

7 MS. BRIGHAM: I think potentially. I mean, I  
8 don't think that anyone, before you could assume that each  
9 boundary will stay intact or that each boundary will  
10 change. I mean, I think that certainly there may be  
11 certain boundaries that are not impacted, either because  
12 based on the census data, based on my understanding of the  
13 desire to have communities of interest that those  
14 boundaries might not change.

15 And there may be some that do change. But, I  
16 mean, I don't think without seeing the data one could make  
17 any prediction on the outcome.

18 CHAIR AHMADI: Okay, thanks for clarifying that.

19 MS. BRIGHAM: Yeah.

20 CHAIR AHMADI: I'm going to take you back to  
21 your application, kind of a follow-up question in regards  
22 to one of the application responses to the questions.

23 MS. BRIGHAM: Yeah.

24 CHAIR AHMADI: It appears that you have -- your  
25 volunteer efforts and your activity involvement, community

1 activity involvements are focused more on helping at-risk,  
2 low income and disenfranchised population. And, you know,  
3 I can imagine the reason why, of course, but because they  
4 need probably help.

5 But I'm going to use that to ask a question  
6 about, you know, what are some of your thoughts about  
7 other groups within the State who are not at risk, who are  
8 not disenfranchised, how do you see them and how would --  
9 how important are they in the process of redistricting?

10 MS. BRIGHAM: Oh, they're critically important.  
11 While it's true that my volunteer work has focused  
12 primarily on that population, it's not exclusively.

13 So, for example, I am on the Board of the  
14 Tenderloin Neighborhood Development Corporation, and that  
15 organization focuses on affordable housing. And that's,  
16 you know, irrespective of income level.

17 I mean, we have a lot of, you know, moderate  
18 income people who have a very difficult time finding  
19 affordable housing.

20 So, I do work on issues that also touch other  
21 populations, other than low income.

22 But I will tell you, disenfranchisement does not  
23 imply low income status. I think that's important.

24 I think, obviously, we have many people in this  
25 State who do not participate in the voting and electoral

1 process, and I couldn't imagine that all of them are low  
2 income. I think many of them are individuals with higher  
3 incomes, individuals who perhaps have gone to college,  
4 maybe haven't gone to college. But it doesn't matter,  
5 they are frustrated with what they see to be the politics  
6 as usual.

7 And so, I think that from that perspective I  
8 certainly understand the issues of individuals who are not  
9 low income, who are disenfranchised.

10 And, certainly, in my work, not only in health,  
11 but also in housing, and in philanthropy I have been  
12 exposed to individuals who certainly span the gamut in  
13 terms of socioeconomic status.

14 CHAIR AHMADI: Thank you. Let me collect my  
15 thoughts here, just one second.

16 Let me ask this question, I'd kind of like to  
17 know in general terms --

18 MS. BRIGHAM: Yeah.

19 CHAIR AHMADI: -- what needs to happen to cause  
20 you, at the end of the Commission's work, to say that you  
21 were successful?

22 MS. BRIGHAM: You know, I actually would sort of  
23 go back to my original comment. Certainly, I think if at  
24 the end of the day there was a belief, not only among the  
25 Commission, but certainly among the public, because I

1 suspect that the deliberations of the Commission will be  
2 closely monitored externally, that there are external  
3 reports, either in the media or the like that the  
4 Commission has done its work diligently, that it was  
5 transparent, I think that that would be a great outcome  
6 and success, and that the lines were drawn and that it was  
7 done in a timely manner.

8 MS. HAMEL: Five minutes.

9 MS. BRIGHAM: And then I would want to see --  
10 that's the immediate. But then, as I said, long term I  
11 really would like to see over the course of the next few  
12 elections that as a result of this we see increased voter  
13 turnout.

14 And so, I think there would be short-term and  
15 long-term successes I would look for.

16 CHAIR AHMADI: Okay, thank you. I don't have  
17 any questions at this point.

18 MS. RAMIREZ-RIDGEWAY: Ms. Camacho?

19 VICE CHAIR CAMACHO: Hi, Ms. Brigham.

20 MS. BRIGHAM: Yeah, like the Mormon.

21 (Laughter.)

22 VICE CHAIR CAMACHO: I had to turn my mike on  
23 there.

24 I have a few questions.

25 MS. BRIGHAM: Yeah.

1           VICE CHAIR CAMACHO: What I'd like to do is  
2 start off with just asking you a clarifying question that  
3 Mr. Ahmadi said -- or asked.

4           I noticed that on your application you have had  
5 such an impressive volunteer and activity listing here,  
6 it's -- it puts me to shame.

7           MS. BRIGHAM: I don't have kids.

8           (Laughter.)

9           VICE CHAIR CAMACHO: Maybe that's my problem.

10          One of the commissions that you were on, you  
11 were appointed by a State agency. I also see there is  
12 another one that I'm just kind of curious about, it's the  
13 California Healthcare Safety Net Institute. Was that the  
14 one that you were talking about?

15          MS. BRIGHAM: No. The California Healthcare  
16 Safety Net Institute Advisory Committee is a committee of  
17 a statewide trade association, the California Association  
18 of Public Hospitals.

19          VICE CHAIR CAMACHO: Okay.

20          MS. BRIGHAM: Yeah.

21          VICE CHAIR CAMACHO: Thank you, I was just kind  
22 of curious about that one a little bit.

23          MS. BRIGHAM: Yeah.

24          VICE CHAIR CAMACHO: You also said that you were  
25 on a board in San Francisco that had about 11 to 13

1 members. As you know, the Commission is going to have  
2 about 14 members.

3           What do you think the pros and cons are for  
4 having that many board members and how would you use that  
5 experience, that you had on that board, to this  
6 Commission?

7           MS. BRIGHAM: So, I've been on several boards.  
8 I actually am on a board that has 25 members. I've been  
9 on, you know, the board of the Women's Foundation, which  
10 had like 11, 12 members. And I was on another board that  
11 had about seven members. So, I've seen it sort of all.

12           I think that 13, 14 is actually a good number in  
13 some ways. Number one, you are generally assured quorum,  
14 quite frankly, and I think that's important thing. You  
15 know, because if you don't have a quorum, you can't really  
16 do business. I think that's a good thing.

17           I don't think that a smaller board necessarily  
18 allows you to manage potential conflicts better, because  
19 you're dealing with fewer people.

20           I think that what you want in a process like  
21 this is, quite frankly, a diversity of opinions and  
22 perspectives, and sometimes you get that with a board of  
23 an adequate sort of size.

24           Certainly, there are diminishing returns to  
25 that, but I don't think that, from my experience, a board

1 of 13 or 14 members would be difficult to ensure that the  
2 group stayed on task.

3 VICE CHAIR CAMACHO: Okay, thank you.

4 Also, in one of your answers to the five  
5 questions you have been to and held 52, or about 52 public  
6 meetings within the City and County of San Francisco.

7 As you know, being a Commissioner for the  
8 Redistricting, you're going to be going to many public  
9 meetings.

10 How did you get the word out at those public --  
11 for those public meetings and how did you ensure you had a  
12 good, diversified group coming to those meetings?

13 MS. BRIGHAM: So, one of the things we did was  
14 we worked with individuals in -- individuals and  
15 organizations that are steeped in the community.

16 And it's, quite frankly, pretty easy to, quite  
17 frankly, identify them, organizations that, you know, be  
18 it either the church, be it either the community center  
19 where individuals go, we worked and partnered with them to  
20 ensure that they knew that we had a meeting that was going  
21 to occur.

22 We published everything on the web, our entire  
23 meeting schedule, once we had it available. We made sure  
24 that there were translators available at every meeting,  
25 so, for individuals who felt comfortable speaking in their

1 native tongue.

2 We ensured that our postings of meetings,  
3 particularly on the website, were done at least a week in  
4 advance so that people, you know, if they wanted to  
5 attend, could attend.

6 We never had a meeting during the workday. All  
7 of the meetings were in the evening so that people could  
8 attend.

9 You know, we also, quite frankly, you know,  
10 people -- food brings people together and we always had a  
11 few snacks there for individuals, so that made it easier  
12 for individuals to participate, and give their comment,  
13 and their feedback.

14 We always made sure that we had copies of  
15 documents there for individuals, so for those individuals  
16 who, perhaps, weren't able to collect the document on the  
17 internet, they were able to at least get the document at  
18 the meeting.

19 We always had, have I would make the  
20 presentations, public comment period. We always gave a  
21 context for the public comment period.

22 In some instances we would have to say, you  
23 know, we've got a lot of people here today and we all know  
24 that you've got busy lives and you want to go home so, you  
25 know, tonight will probably be the night that we limit

1 public comment to three minutes, as opposed to our  
2 traditional five. So, that it allows everyone to  
3 participate in the process.

4 So, those were some of the things that we did to  
5 ensure that.

6 And the other thing we did do is we summarized  
7 all of the comments and we put them on the website, so  
8 that people would have a sense of the information that was  
9 being given by the public. And, more importantly, that  
10 people knew that they weren't just coming to speak and  
11 that we're there just to listen, and we weren't doing  
12 anything with their information.

13 VICE CHAIR CAMACHO: With all that information  
14 you gathered and the summary that you obtained, how did  
15 the public know that they were heard? How as that, was  
16 there an outcome?

17 MS. BRIGHAM: This was for the strategic plan  
18 for the San Francisco Department of Public Health, so  
19 there was an outcome.

20 So, all the information went into a final  
21 Strategic Plan Report that set the framework for the  
22 Department's work over a five-year period.

23 That was presented to the San Francisco Health  
24 Commission.

25 In the actual document was a summary of all the

1 public comment and reference to how that information was  
2 factored into the recommendation for the strategic plan.

3 So that not only was the information on the web  
4 so people could see it, but they could also see it in the  
5 final report and it was cross-referenced in the overall  
6 recommendations that were adopted by the Health  
7 Commission.

8 The Health Commission, itself, meets in a public  
9 forum setting, its meetings are always noticed, and the  
10 public had an opportunity to also comment on the strategic  
11 plan, itself, before it was adopted by the Health  
12 Commission, to ensure that if they felt, perhaps, that we  
13 had misconstrued a comment that was made or neglected to  
14 input a comment, that they also had an opportunity, also  
15 at that point, to give input.

16 VICE CHAIR CAMACHO: Thank you.

17 As stated in your application, you benefited  
18 from the passage of the Voting Rights Act of 1965. What  
19 remains to assure full participation in the electoral  
20 process for the under-represented?

21 MS. BRIGHAM: Well, you know, I think that while  
22 certainly, as a result of the Voting Rights Act you don't  
23 have blatant systems in place that prevent individuals  
24 from voting.

25 But I think what we still lack and we had it,

1 and certainly in 1965, was a mistrust of the larger  
2 system. And so I think that's still lacking.

3 And what this effort is attempting to do is to,  
4 quite frankly, ameliorate that in some significant way.

5 And so, even though we have come certainly a  
6 long way from Prop. 165, what you're seeing is that the  
7 disenfranchisement, now, is not just limited to people of  
8 color, people who are Caucasian, people of, as I said,  
9 higher income status, as who perhaps once felt that their  
10 vote mattered are no longer voting.

11 And I think it's that trend which is I think  
12 disturbing and which is why I think we're here, trying to  
13 figure out how to correct that by taking the process for  
14 determining the political boundaries out of the hands of  
15 the legislative process.

16 VICE CHAIR CAMACHO: Thank you.

17 You've lived and worked in the Bay Area and Los  
18 Angeles. There are significant differences in philosophy  
19 and/or action between them -- you know, are there any  
20 significant differences in philosophy or action between  
21 racial communities of interest in each of these areas,  
22 that you saw?

23 MS. BRIGHAM: Well, that's an interesting  
24 question. I would say no. I think if you feel  
25 disenfranchised, I don't think it matters if you're in

1 Siskiyou County, or in Shasta County, or in Orange County  
2 or in L.A., or in Fresno for that matter.

3 No, I did not see that. I mean, I certainly  
4 think that in certain communities and in certain parts of  
5 the State you will have community-based organizations and  
6 advocacy organizations that are more active in one part of  
7 the State versus another part of the State.

8 That, I saw more than differences in people's  
9 sort of perceptions, individual perceptions.

10 Does that help?

11 VICE CHAIR CAMACHO: Yeah.

12 MS. BRIGHAM: Okay.

13 VICE CHAIR CAMACHO: Thank you very much, that's  
14 the last question I have.

15 MS. RAMIREZ-RIDGEWAY: Ms. Spano?

16 PANEL MEMBER SPANO: Good morning.

17 MS. BRIGHAM: Good morning.

18 PANEL MEMBER SPANO: Being exposed to those two  
19 areas, like Mary was just talking about, describe the  
20 issues you believe redistricting could help to increase  
21 full participation of the residents in the total process,  
22 in those two areas?

23 MS. BRIGHAM: So, certainly. I mean, I think  
24 that with communities of color, low-income communities, I  
25 think that there is an interesting ensuring that the

1 elected officials understand, appreciate and represent  
2 some of the legislative priorities of that community.

3           And I think that if there's an opportunity to  
4 look at the political boundaries that are drawn, that  
5 allow for the election of representatives that people  
6 believe represent them, and it doesn't mean that they have  
7 to look like them exactly. You know, they don't have to  
8 wear glasses, like Tangerine does, but they have to  
9 understand, and appreciate, and represent the interests of  
10 their communities.

11           That's what I think will spur people to  
12 participate more in the process.

13           And I think that this will help because at least  
14 I am hoping that the work of the Commission will educate  
15 people about the importance of redistricting and the  
16 importance of the electoral process.

17           PANEL MEMBER SPANO: Yes, yes.

18           Tell us how you will be able to help  
19 understand -- be able to understand the shared interests  
20 of the rural areas of California and solicit information  
21 to make informed decisions about redrawing the lines that  
22 affect those communities?

23           MS. BRIGHAM: Sure. I, actually, until his  
24 passing, my father lived the last 15 years of his life in  
25 both Siskiyou and Shasta Counties. And both of my sisters

1 did, also, and I have a sister who lives in San Bernardino  
2 County.

3           So, I think, you know, in rural communities one  
4 of the things I think is often challenging, I think beyond  
5 the geographic boundary limitations and, you know, there's  
6 technology to address that in some ways, webcasting, all  
7 of those kinds of things.

8           I think one of the things that it would be, I  
9 think, a shame to -- for this Commission to have meetings  
10 in the public and not have meetings in rural communities.  
11 I mean, I think that if you, as a Commission, are  
12 committed to doing this work, you have to ensure that you  
13 go out to rural communities and you meet with the public.

14           If you don't, you've already said to, even  
15 though it's a small subset of the voting population,  
16 you've already said that you really don't care what their  
17 opinion is. So we're going to have to, I think, meet with  
18 that community.

19           And then understand their sort of unique needs  
20 in terms of drawing the lines, the boundaries, because of  
21 the population being spread out and sparse. It might not  
22 be your typical square, your typical rectangle, and I  
23 think there has to be acknowledgement of that to ensure  
24 that there's equal representation, at least in terms of  
25 the number of individuals.

1           I also think that it's important to recognize  
2 that beyond the sort of geographic limitations,  
3 understanding, really, the cultural perspective and the  
4 political perspectives and ~~idealogy~~ideology of that  
5 population, which might vary differently from a rural  
6 community.

7           And that's fine, and that's appropriate and, you  
8 know, that's what makes democracy.

9           But making sure that that perspective, just  
10 because it's a few number of people, isn't valued I think  
11 runs the danger of creating distrust in this Commission  
12 process.

13           PANEL MEMBER SPANO: Yes, yes.

14           How do you propose the Commission goes about  
15 hitting all the critical areas in California to assure  
16 that they get their voices heard about the concerned  
17 issued, and just as they would draw the lines?

18           MS. BRIGHAM: Sure. I mean, I think there are  
19 several ways beyond sort of public meetings. I think that  
20 one of the things that will be very important is sort of  
21 to go county-by-county to figure out. I mean, if there is  
22 a possibility, I mean, you know, you're right, it's Modoc,  
23 it's Alpine. But, you know, they're Modoc and Alpine and  
24 there are people who live there and, you know, we should  
25 go to those communities.

1           So I think first making sure everyone  
2 understands there are 58 counties in this State and that  
3 we need to sort of touch on and go to all of those various  
4 communities, develop a strategy that sort of outlines what  
5 are those critical, not only within the counties, places  
6 to go, developing a timeframe and a timetable for  
7 scheduling those meetings, working with an identifying, as  
8 I said before, community's organizations or other entities  
9 in those communities to partner with, to spread the word  
10 about it.

11           As I said before, to the extent possible using  
12 webcams. Certainly, in community colleges I think would  
13 be a great place to try to -- in terms of using technology  
14 to get lots of people in one place, at one time, to have  
15 meetings. And to televise meetings, as best as possible,  
16 would be a way to ensure that you get to all the  
17 communities. It will be a tall order.

18           And I think that there will be high  
19 expectations. And will everyone's expectation be met? I  
20 think not.

21           PANEL MEMBER SPANO: Yeah. Yes.

22           Describe the best and worst experiences you've  
23 had while participating in a group decision making and  
24 what role did you play in managing conflict and conflict  
25 resolution?

1 MS. BRIGHAM: The best and the worst. Well, the  
2 worst I'll start with, because only the best for last.

3 So, on this project I work on, and I work on a  
4 project that expands healthcare for people who are  
5 uninsured, we were developing a process by which  
6 individuals would pay funding for -- some money for a  
7 portion of their care. For example, \$10 for a primary  
8 care visit, \$5 for pharmacy.

9 That was a bone of contention with many of our  
10 providers, our doctors, who believe, in some cases, that  
11 for some individuals' payment of any monies will  
12 compromise their access to care. And we had very long and  
13 difficult conversations. And, certainly, we spoke -- we  
14 worked to a middle ground, where individuals below a  
15 certain income level are not charged.

16 But one of the things that I committed to do to  
17 help mollify concerns is I created a quarterly meeting  
18 process, I created a process where I would give data on  
19 how much was being collected. I gave information on -- or  
20 asked that, in fact, providers tell me, if someone comes  
21 in, tell me who's coming in and saying that they actually  
22 are having difficulty making their payment, so that we  
23 have information so we can understand is it just the  
24 perception that people don't have the ability to pay or is  
25 it that they truly don't have the ability to pay.

1           And so, we were able to resolve that conflict.  
2 We have not had a lot of disenrollment as a result of  
3 inability to pay and the providers are comfortable with  
4 the fee process. And so I think that that's one.

5           The second would be an effort that I worked on  
6 that resulted -- it was over a five-month period, very  
7 intensive. We were under a deadline from the federal  
8 government to put on the ballot, for San Francisco voters,  
9 a bond measure of about \$300 million to rebuild a skilled  
10 nursing facility.

11           We had public meetings throughout the county.  
12 It was, I think, a 24-member group that came up with a  
13 consensus recommendation to put an initiative on the  
14 ballot, and the ballot measure passed by 73 percent of the  
15 vote.

16           And by December of this year we're going to have  
17 a new Laguna Honda Hospital opened up, accepting. So, if  
18 you have -- know someone who needs skilled nursing care,  
19 who lives in San Francisco, look me up.

20           PANEL MEMBER SPANO: Thank you.

21           MS. BRIGHAM: Yeah.

22           PANEL MEMBER SPANO: Describe the extent of your  
23 media relations experience.

24           MS. BRIGHAM: Media relations?

25           PANEL MEMBER SPANO: Yes.

1 MS. BRIGHAM: Yeah. So, in all my jobs, both  
2 within the Department of Public Health, within the  
3 Corporation of Support of Housing, the San Francisco  
4 Foundation, L.A. Care Health Plan, Department of Social  
5 Services I have done media relations.

6 By that I mean I have been interviewed by  
7 newspapers, interviewed by news. I have written  
8 editorials and the like.

9 So, I am skilled at, you know, giving a three-  
10 second sound bite. And when asked about something I don't  
11 know, I'm fine saying I don't know and I'll get right back  
12 to you.

13 PANEL MEMBER SPANO: Okay. Are you comfortable  
14 being scrutinized by the public and the media?

15 MS. BRIGHAM: Oh, I work with the public sector,  
16 I'm constantly scrutinized.

17 PANEL MEMBER SPANO: So that was yes?

18 MS. BRIGHAM: Yes.

19 PANEL MEMBER SPANO: Okay. Okay.

20 How would you defend your redistricting work if  
21 it were challenged in litigation?

22 MS. BRIGHAM: Well, I think if it were  
23 challenged in litigation, I think that one of the things  
24 would be to go back and look at the history of and provide  
25 all the information on the proceedings. Which is so --

1 which is why it's so critically important that the  
2 decision making be based on data, both qualitative and  
3 quantitative data, and also the guidelines that were  
4 developed.

5           So, if you can point back to the history of the  
6 meetings, the information, I think that will not  
7 necessarily, you know, stop a lawsuit in its tracks, but  
8 at least give the presiding judge information on what was  
9 and was not done, and how it did or did not comply with  
10 the provisions of Proposition 11.

11           PANEL MEMBER SPANO: Okay, thank you.

12           What led you to form the California Health  
13 Families Advisory Panel?

14           MS. BRIGHAM: Oh, I actually did not form it.  
15 It was formed by State legislative.

16           PANEL MEMBER SPANO: Oh, okay.

17           MS. BRIGHAM: But what perhaps caused me to be  
18 interested in serving on it was, you know, the notion that  
19 California has the opportunity expand health insurance to  
20 uninsured children is something that I could not pass up,  
21 so I applied for it along with other individuals and was  
22 selected.

23           PANEL MEMBER SPANO: Okay, thank you.

24           Let's see, can you describe a situation in  
25 making decisions that demonstrated your willingness to set

1 aside any strong views and biases?

2 MS. BRIGHAM: Sure. Okay, I'll give an example.  
3 I just turned off a board. It's is First Place Won For  
4 You, and it's a board that provides services for  
5 emancipated foster youth. And the organization was  
6 actually undergoing discussions around growth of the  
7 organization.

8 And one of the decisions was whether or not to  
9 expand into Los Angeles. And I certainly thing that there  
10 is a need to work in that community, there are many foster  
11 care children who become homeless as a result of being  
12 emancipated out of the system.

13 And so, my reservations about the work in Los  
14 Angeles had nothing to do with the need, documented need.  
15 It had to do with ensuring that the organization -- that  
16 the County of Los Angeles was committed to the work.

17 I was convinced that our organization had the  
18 organizational capacity to do the work, there was a need.  
19 I was not convinced that the City and County of Los  
20 Angeles was prepared to ensure that the project would be  
21 successful.

22 And so that was an area -- and, you know, part  
23 it is because I grew up L.A, and I know L.A., and it's a  
24 little dysfunctional, quite frankly.

25 So, but my -- I had to put aside my own sort of

1 personal perspectives on, you know, L.A.'s ability and  
2 say, you know, this is in fact for the good of the  
3 organization and certainly for the good of the clients.  
4 And it just means that we, as an organization, are  
5 essentially just going to have to backfill around the  
6 county and do some of that heavy lifting that I didn't  
7 think the county would be prepared to do.

8 PANEL MEMBER SPANO: Okay, thank you.

9 What does appreciation for California's  
10 diversity mean to you?

11 MS. BRIGHAM: You know, I think diversity comes  
12 in, you know, many shapes and forms, and it certainly is  
13 not limited to racial or ethnic. I mean, it is age, it is  
14 language, it is geography, it is in understanding that,  
15 you know, our -- the nature of our population is changing  
16 and that as a result of that there are changes in our  
17 culture, there are changes in our social structures that  
18 have to keep pace with that.

19 And certainly, I think, within the context of  
20 the electoral process, as the community is changing we  
21 want to ensure that individuals understand that the  
22 process appreciates that diversity and welcomes that  
23 diversity of opinion and thought.

24 Because, certainly, you now, the perspectives of  
25 individuals are colored by their own personal backgrounds.

1 You know, be it someone who's a recent immigrant from  
2 Russia, to someone who is a third generation Asian/Pacific  
3 Islander.

4 MS. HAMEL: Five minutes.

5 PANEL MEMBER SPANO: Okay. Why is appreciation  
6 for California's diversity so important to redrawing the  
7 lines?

8 MS. BRIGHAM: Well, I think it's important to  
9 redrawing the lines because we're talking about people.  
10 Ultimately, we're talking about a voting population. And  
11 it's important to ensure that those lines reflect the  
12 diversity, the communities of interest so that when we  
13 look at the, you know, what is it, 80 Senators -- or 80  
14 Assembly Members and 40 Senators, that we see in that the  
15 representation of the larger California community.

16 PANEL MEMBER SPANO: Okay. Can you tell us how  
17 important other forms of diversity, such as geographical  
18 and economic diversity are to redistricting?

19 MS. BRIGHAM: Oh, I think they are. I mean, as  
20 I said before, in terms of geography, I mean I suspect and  
21 I certainly know that my own father, when he moved from  
22 Los Angeles to Siskiyou was kind of dumbfounded by, you  
23 know, how few opportunities there were for kids in rural  
24 communities to, you know, get into the UC system. He  
25 retired from UCLA.

1           You know, and just the opportunities are just  
2 so -- they're much fewer there. And I think that  
3 certainly understanding and appreciating that, and making  
4 sure that there are legislative representatives that  
5 appreciate that so that when, quite frankly, issues come  
6 up with respect to either education, or public safety, or  
7 the like, that that perspective is also part of it, so  
8 that they're not left out from whatever benefits are being  
9 accrued to the larger community.

10           So, certainly, and certainly in terms of  
11 economic diversity, I think that's important. I mean, I  
12 think that we recognize, as I said before, you know,  
13 voting preference isn't limited to your economic status.

14           PANEL MEMBER SPANO: Uh-hum, uh-hum.

15           MS. BRIGHAM: Your voting proclivity, rather.

16           PANEL MEMBER SPANO: Oh, thank you.

17           How do you see the role of a Commissioner  
18 impacting your current lifestyle?

19           MS. BRIGHAM: You know, will I busy? Oh, yeah,  
20 I will be busy for a period of time and I think it will be  
21 quite intense. But, you know, I work well under intensive  
22 environments.

23           So, I think that will be a level. I mean,  
24 certainly I think that, as you indicated before, I think  
25 you used the word "scrutiny" in one of your questions, I

1 suspect that there will be an interest in individuals  
2 knowing who the Commissioners are. I don't think we'll be  
3 on People Magazine, but I think there will be an interest.

4 And so, certainly, I suspect that that might  
5 change. I certainly thing that one of the things that  
6 will happen is people, if I am selected, people will be  
7 probably interested in understanding what's going on  
8 behind the scenes.

9 And certainly, I think all of us, if you were  
10 selected as a Commission, you'd probably want it to be  
11 very clear that what's communicated with your friends is  
12 the same level of information that's communicated with the  
13 public. And that's the story, and stick with that story  
14 to ensure that there is, quite frankly, a very transparent  
15 process and it's not subject to whims, and ebbs, and  
16 flows, and tides, and all those kinds of things.

17 I am so bad with phrases, I don't know why I try  
18 but, you know.

19 PANEL MEMBER SPANO: But I'm getting it, so it's  
20 okay.

21 MS. BRIGHAM: Okay, good.

22 MS. HAMEL: One minute.

23 PANEL MEMBER SPANO: I'm sorry, one minute?

24 MS. HAMEL: One minute.

25 PANEL MEMBER SPANO: Okay. Quickly, just what

1 your take is on this, what do you expect to be the more  
2 challenging duties and responsibilities of the Commission?

3 MS. BRIGHAM: Well, certainly, I think in the  
4 beginning, as I said, getting its structure in place. I  
5 mean, it's got to develop, you know, select a chair,  
6 select a meeting structure, the organizational structure,  
7 getting the consultants in place, all of that.

8 And then, quite frankly, it will be the  
9 negotiation. I mean, there are a number of factors that  
10 need to be taken into account in terms of the lines. And  
11 what one person values in terms of contiguous boundary,  
12 versus what someone else values in terms of compactness  
13 versus what someone else values as a priority with respect  
14 to another factor, I think that those will be the tricky  
15 issues.

16 And prioritizing it and helping people  
17 understand that --

18 MS. RAMIREZ-RIDGEWAY: That's your time, but go  
19 ahead.

20 MS. BRIGHAM: -- that all of those things will  
21 be looked at and taken into account.

22 PANEL MEMBER SPANO: Thank you.

23 MS. RAMIREZ-RIDGEWAY: Panelists, are there  
24 follow-up questions?

25 VICE CHAIR CAMACHO: I have no follow-up

1 questions.

2 CHAIR AHMADI: Neither do I.

3 MS. RAMIREZ-RIDGEWAY: I just have a couple of  
4 questions for you, Ms. Brigham.

5 MS. BRIGHAM: Yeah, sure.

6 MS. RAMIREZ-RIDGEWAY: In one of your letters of  
7 recommendation from Ms. Marsten, I believe --

8 MS. BRIGHAM: Yeah.

9 MS. RAMIREZ-RIDGEWAY: -- she talks about how  
10 you have incredibly high standards for yourself and that,  
11 as a result of that, you also demand excellence from those  
12 around you.

13 What will you do if you're seated on the  
14 Commission and, in your mind, you've encountered a  
15 Commissioner who doesn't bring the appropriate focus or  
16 commitment to the job?

17 MS. BRIGHAM: Well, I guess in the first case I  
18 would keep it in my mind and not vocalize it.

19 Number two, I think that sort of having a --  
20 first, it's important to understand where people are  
21 coming from and so I would say having a one-on-one  
22 conversation to say, you know -- not so much to talk about  
23 the focus, but how you think things are going in terms of  
24 the Commission, what are the issues, areas that you're  
25 interested in?

1           Maybe it's that the areas that are being  
2 discussed aren't the areas that the person is interested  
3 in and that, you know, in subsequent meetings we can  
4 ensure that those issue areas are discussed so that the  
5 person feels as though we're doing work that is valuable,  
6 number one.

7           Number two, I think that if it becomes a  
8 significant problem, well, I think, quite frankly, it  
9 would be something to address with the Chair of the  
10 Commission and to say, you know, this is just my  
11 perspective. I'm not sure it's been voiced by others. If  
12 it hasn't been voiced by others, that's fine.

13           If it has, then perhaps this is a time to meet  
14 with that person on an individual level to say there are  
15 some expectations in terms of participation and there is a  
16 broader perspective that that is not being met. And so,  
17 I'd like to work with you on how to meet that.

18           I think that's the best way to sort of address  
19 those types of issues.

20           If it persists, then I think it is not often  
21 valuable to spend energy on those things which might not  
22 rectify themselves, at the risk of not being able to do  
23 the Commission's job.

24           And so, if that were to occur, I would let  
25 sleeping dogs lie. Is that the phrase?

1 MS. RAMIREZ-RIDGEWAY: Very good. Very good  
2 phrase.

3 MS. BRIGHAM: Okay.

4 MS. RAMIREZ-RIDGEWAY: I think a couple of the  
5 Panelists have already touched on iterations of the  
6 Commission's outreach work.

7 One of the things that I didn't hear asked is  
8 where do you think the Commission should focus the bulk of  
9 its work in terms of outreach? Do you have a thought  
10 about that?

11 MS. BRIGHAM: Do you mean in terms of the  
12 mechanism of the outreach?

13 MS. RAMIREZ-RIDGEWAY: A location? Is there  
14 one? Maybe there isn't, I don't know.

15 MS. BRIGHAM: Oh, gosh. You know, I don't know.  
16 I think it, quite frankly, depends on where each of the  
17 Commissioners are geographically. I certainly don't know  
18 that. Certainly, you'd want something potentially  
19 central, potentially, obviously, near an airport if you're  
20 flying individuals in.

21 If the goal is to have Commission meetings in  
22 some central place and then to have meetings on a periodic  
23 basis out in the community, but I think it would be hard  
24 to say, not understanding the geographic makeup of a  
25 Commission.

1 MS. RAMIREZ-RIDGEWAY: I notice that you're  
2 highly involved with a number of boards and commissions,  
3 and some I think you've termed off recently, since  
4 submitting your applications and others maybe not.

5 As you may be aware, the Proposition has some  
6 restrictions on the types of activities that a  
7 Commissioner can hold for a period of five years after the  
8 date of appointment. And the Bureau is in the process  
9 right now of promulgating regulations --

10 MS. BRIGHAM: Oh, great.

11 MS. RAMIREZ-RIDGEWAY: -- that define some of  
12 those restrictions more clearly. That's a work that's in  
13 progress and so we don't have regulations that are  
14 finalized, yet.

15 Moreover, they're pretty detailed regulations in  
16 the sense that each position has to be analyzed separately  
17 to determine whether or not it's a position that an  
18 applicant or a Commissioner can keep or needs to give up.

19 And so, I won't try to take you through those --  
20 that analysis because it would be inappropriate since  
21 these aren't final regulations, but also would take way  
22 too much time, way more than nine minutes.

23 But, generally, what I'm just wondering is if  
24 you're selected to serve on the Commission and it turns  
25 out that any of the positions that you hold are positions

1 that you would not be able to maintain for a period of  
2 five years after your appointment, are you willing to give  
3 those up in order to serve on the Commission?

4 MS. BRIGHAM: Certainly, I would be willing to  
5 give them up. You're right, we don't know what the  
6 regulations are. I will say that none of the groups that  
7 I'm currently affiliated are -- they're all nonprofit  
8 organizations. None of them are either affiliated with a  
9 central committee on a political party, or anything like  
10 that.

11 But, certainly, I understand that if required, I  
12 would certainly give up a seat on a board to fulfill the  
13 duties of this Commission.

14 MS. RAMIREZ-RIDGEWAY: Okay. Well, it's nothing  
15 to worry about right now.

16 MS. BRIGHAM: Yeah, yeah.

17 MS. RAMIREZ-RIDGEWAY: I just wanted to check to  
18 make sure.

19 I don't have any further questions of Ms.  
20 Brigham. Does the Panel?

21 CHAIR AHMADI: I don't.

22 PANEL MEMBER SPANO: No.

23 VICE CHAIR CAMACHO: No.

24 MS. BRIGHAM: Okay.

25 MS. RAMIREZ-RIDGEWAY: Thank you so much for

1 coming to see us. You've got about 20 minutes, if you'd  
2 care to make a closing statement?

3 MS. BRIGHAM: Holy camoley.

4 (Laughter.)

5 MS. BRIGHAM: You led me astray, Diane, you said  
6 I only have two minutes.

7 Let me say that, first, thank you all for the  
8 tremendous amount of work that you've done over the course  
9 of these several months, and I'm sure you're looking  
10 forward to the end.

11 So, let me thank you for inviting me here to  
12 interview. I am certainly interested in serving on the  
13 Commission. I think the ability to develop a process by  
14 which our public believes that their vote will matter,  
15 that their vote is counted is something that I am  
16 particularly interested in.

17 I have always been interested in serving the  
18 public, both in my work and in my community, and I think  
19 you see that. And I would consider this to be, quite  
20 frankly, an extension of the work that I have done in the  
21 past, trying to get individuals more engaged, and more  
22 accountable, and involved in their own self-determination  
23 on what goes on in their lives.

24 So, thank you very much.

25 MS. RAMIREZ-RIDGEWAY: Thank you.

1 PANEL MEMBER SPANO: Thank you.

2 VICE CHAIR CAMACHO: Thank you.

3 CHAIR AHMADI: Thank you.

4 MS. RAMIREZ-RIDGEWAY: We'll go into recess  
5 until 10:59.

6 (Recess at 10:30 a.m.)

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

8 MS. RAMIREZ-RIDGEWAY: Let's go back on record.

9 Panelists, we have with us today Mr. Matthew  
10 Lorono. And he understands the schedule that we're  
11 keeping.

12 Are you ready to begin, Mr. Lorono?

13 MR. LORONO: Yes.

14 MS. RAMIREZ-RIDGEWAY: Secretary, please start  
15 the clock.

16 What specific skills do you believe a good  
17 Commissioner should possess? Of those skills, which do  
18 you possess, which do you not possess and how do you  
19 compensate for it?

20 Is there anything in your life that would  
21 prohibit or impair your ability to perform all of the  
22 duties of a Commissioner?

23 MR. LORONO: I believe that the regulations,  
24 themselves, that were set out by the Bureau, of  
25 impartiality, understanding the diversity of Californians,

1 and also strong analytical skills are a good foundation  
2 for understanding the skills required for somebody who's  
3 going to be serving on the Commission.

4           When it comes to impartiality, I think they have  
5 to have a proven ability to set aside their personal  
6 interests and political opinions, and to do this in the  
7 context for working with the Commission.

8           And I believe I have experience in that. I did  
9 work with the United Way as a volunteer, on the Agency  
10 Review Committee, in 2002.

11           In that, we analyzed about -- I think it was  
12 about 20 or so agencies, nonprofit and otherwise, around  
13 the area that they funded. And I think it included the  
14 Catholic Charity, Sacred Heart, and I believe there was a  
15 Rape Crisis Center that I also personally visited.

16           We did on-site visits at several of them. They  
17 kind of broke up the responsibilities, the Board was, I  
18 think, about 20 or so people and each of us -- we broke up  
19 into groups and each of us reviewed about five, in person,  
20 on site.

21           And in that process we interviewed the staff,  
22 and we used critical and, you know, careful listening  
23 skills.

24           Not everybody has the same communication ability  
25 so at times you have to use probing questions in order to

1 get answers that are necessary to analyze whether or  
2 not -- you know, analyze certain points that the United  
3 Way was looking for.

4 Individually, we reviewed the financial and  
5 other records for every single agency that we were looking  
6 at, as a body. We would compare those records against  
7 requirements by the United Way and give a score based on  
8 those requirements. A successful score was higher, of  
9 course.

10 Then the committee met as a group and then we  
11 compared the findings of each individual, and based on all  
12 those findings and our discussions we developed a  
13 consensus and presented our results to the United, who  
14 then used that as justification to establish funding for  
15 the next year.

16 Another area I think, as I mentioned earlier, is  
17 appreciation for diversity of Californians. And I believe  
18 this goes beyond just appreciation, this goes to a skill,  
19 an actual skill of empathy.

20 And in this, I personally believe that I have a  
21 lot of that culturally, education, and also  
22 socioeconomics.

23 Culturally, I have a mixed background. I know,  
24 it might be surprising, but I do. I have a significant  
25 portion of my family is actually of Filipino origin. My

1 last name comes from Spain, through the Philippines. My  
2 grandfather immigrated to the United States, to California  
3 many decades ago.

4 So, I have appreciation for southeast culture,  
5 at least to the extent of, you know, being around that to  
6 some extent.

7 And also, my wife is from Hong Kong, she's a  
8 first generation Hong Kong immigrant that came here when  
9 she was ten years old.

10 And associating with her family and visiting  
11 Hong Kong has given me a special appreciation for the  
12 Chinese culture as well.

13 Additionally, I also have -- I can technically  
14 say I'm Hispanic, but I don't really associate myself with  
15 that. But I do have a lot of exposure to the Hispanic  
16 cultures. There's really a lot of different cultures in  
17 that one group that we often group together.

18 I think one example of my exposure to that is I  
19 spent a week in a border town, south of Arizona, with a  
20 family during Christmas vacation one year, and that really  
21 did change my perspective on the Mexican culture and what  
22 they have to go through. Not only on this side of the  
23 border, but on that side of the border, and the family  
24 connections that are there, that remain there.

25 Of course, I've also got a significant white

1 background as well. A large portion of my history, my  
2 ethnic heritage is from, you know, Middle America, so I  
3 can appreciate that as well.

4 As far as education goes, I know that only 30  
5 percent of California's population has a college degree,  
6 that's it.

7 I, personally, do not have a college degree.  
8 And I didn't ever think that that would ever be a bonus  
9 when I bring that up, but in this case I really do think  
10 that the fact that I don't allows me to represent that 70  
11 percent that does not have a college degree.

12 And I think that -- I'm not going to cite any  
13 studies, but I believe that there have been some studies  
14 that show that people who don't have college degrees do  
15 tend to have a slightly different perspective on things,  
16 than people who do not have college degrees, particularly  
17 those who seek higher education at the universities.

18 So, I believe that's one area I have an  
19 advantage.

20 Under socioeconomic, as I stated in one of my  
21 essays, I was homeless, literally homeless at the age of  
22 eight. And also at that time, around that period I  
23 believe we were on -- my family was on welfare. And after  
24 that we did spend a significant amount of time in low-  
25 income housing.

1           So, I believe I have a direct experience with  
2 individuals and a direct connection with individuals of  
3 that socioeconomic group, who may be what some consider  
4 disadvantaged or whatever words you want to use for that.

5           As a young adult, I grew up as a young, single  
6 adult, having to, you know, understand and make my way in  
7 the world, you know, trying to divide up responsibilities,  
8 like trying to help my family, but also trying to build up  
9 my career, as well.

10           So, I understand some of the difficulties there.  
11 And I would call it disenfranchisement, but there tends to  
12 be a lack of interest for a lot of people in that stage of  
13 their life because maybe they're just busy trying to get  
14 their lives started and get things going, and they may not  
15 feel that, you know, taking time out to vote is an  
16 important issue.

17           But I believe I have an empathy for that, and  
18 understanding of that and, you know, may be able to  
19 connect with those individuals and help get them involved.

20           Right now I am a fairly well off homeowner,  
21 living in Santa Clara County, in a desirable neighborhood,  
22 two-income family. And that also gives me a perspective,  
23 you know, from that side as well.

24           And if you take that one the whole, that pretty  
25 much means, socioeconomically speaking, I represent, or my

1 experiences represent about 97 percent of California's  
2 population, just straight up.

3           And I believe I can connect with many different  
4 groups because of that.

5           I think another skill that's going to be  
6 required for somebody on the CRC is good writing skills  
7 and in this area I do have a significant amount of  
8 experience. I've written dozens, probably even hundreds  
9 of technically oriented documents. I work in the  
10 engineering field, so I write up documents all the time,  
11 actually, for different reasons.

12           Another one is I think people are going to have  
13 an understanding of the Voters Rights Act. This may be a  
14 skill that's learned versus one that may already exist,  
15 because I don't think the majority of the people have, you  
16 know, tried a case, or done this or that trying to  
17 enforce, or use the Voter Rights Act.

18           So, I believe that this is one area that I will  
19 have to learn, and catch up with, and utilize --  
20 hopefully, utilize counsel in order to understand the law  
21 correctly.

22           And that also associates with any court cases  
23 that have been associated with the Act, including, you  
24 know, ones specifically referred to the second and the  
25 fifth sections.

1           I think I have -- personally believe I have  
2 tremendous analytical skills, which is another point  
3 that's brought up in the regulations. And this comes from  
4 the fact that I do have an engineering background and I do  
5 work in situations that constantly require me to  
6 understand data, to collect data, and to extrapolate it  
7 and turn it into something. And in some cases turn it  
8 into an actual product, or turn it into a report that  
9 needs to be reviewed to determine whether something's  
10 ready to be shipped.

11           I also have a significant amount of mechanical  
12 drafting skills because of my career in the engineering  
13 field. And this helps me understands drawings very well,  
14 and symbology, and graphical representation, which may be  
15 of benefit to the CRC, and to augment other people, with  
16 other skill sets, to help in the map-making process.

17           And I do have leadership experience as well. I  
18 was the drafting department supervisor many years ago and  
19 I had a staff, I maintained a staff and their workloads on  
20 a daily basis.

21           MS. RAMIREZ-RIDGEWAY: With about 11 minutes  
22 remaining, describe a circumstance from your personal  
23 experience where you had to work with others to resolve a  
24 conflict or difference of opinion. Please describe the  
25 issue and explain your role in addressing and resolving

1 the conflict.

2 If you are selected to serve on the Citizens  
3 Redistricting Commission, tell us how you would resolve  
4 conflicts if they arise among the Commissioners.

5 MR. LORONO: Many, or several years ago my wife  
6 had purchased a home in a new neighborhood, it was under  
7 an HOA. The homes were organized where they were one next  
8 to each other, they were detached home. But in between  
9 the homes was a fenced off area and the fence basically  
10 extended between the two homes. That created a side yard  
11 and those side yards were assigned -- through the HOA  
12 contract and easements within the contract, they were  
13 assigned to one of the two properties. So, each home had  
14 the one side yard assigned to it.

15 Soon after my wife had moved in -- I'm going to  
16 call her my wife, she was my fiancé at the time, I'm going  
17 to call her my wife for simplicity.

18 As soon as somebody had moved in, after --  
19 within about a month of that, one of her neighbors had  
20 entered her side yard and installed a huge satellite dish,  
21 international version on her fence.

22 And, obviously, she was upset about this.  
23 However, the neighbor was adamant about his right to do  
24 this.

25 So, under my instructions, and my role was

1 advisory in this case because I wasn't -- I did not have a  
2 direct ownership of the property at that time. We looked  
3 at some of the options together and I offered her, well,  
4 you can take the legal action and go towards, you now, go  
5 to the policy and report a trespass. That often  
6 aggravates a situation more than it helps.

7           So, then another option was, okay, just go take  
8 a real action, go snip the wire and trash the satellite.  
9 That's also kind of aggressive and can damage property,  
10 and create animosity.

11           So, I steered her towards taking the diplomatic  
12 approach and utilizing the HOA, studying the HOA contract  
13 and presenting the case to them to have -- to petition  
14 them to have the satellite removed.

15           It ended up being that the HOW did side in her  
16 favor, to remove the dish at my wife's earliest  
17 convenience. So, the neighbor had to go in and remove the  
18 dish.

19           He was never satisfied with that conclusion, but  
20 he did respect it because he understood the consequences  
21 had he not.

22           So, basically, we -- although the process did  
23 take a little longer than more aggressive solutions, we  
24 basically used the -- basically used the contract, the HOA  
25 contract to help us guides us -- guide our way through the

1 conflict. Sorry, that's the point I was trying to make.

2 To resolve conflicts when I'm a member of the  
3 Board, I think that, you know, you have to realize that  
4 all of the parties have a say and you have to respect each  
5 party.

6 So, take a step back, analyze the points of each  
7 party, start finding the common ground along those points  
8 to build a consensus upon, and then take the opportunity  
9 to perhaps even build further consensus upon the original  
10 decision.

11 MS. RAMIREZ-RIDGEWAY: How will the Commission's  
12 work impact the State? Which of these impacts will  
13 improve the State the most? Is there any potential for  
14 the Commission's work to harm the State and, if so, in  
15 what ways?

16 MR. LORONO: I think there's a tremendous  
17 opportunity to engage and energize the public. When I'm  
18 talking about the CRC and what -- I mean, and my hope is  
19 to be a member of the CRC, to my friends and  
20 acquaintances, I get unsolicited requests, hey, let me  
21 know how this goes, I'm interested in helping out. I know  
22 this person in this board over here, or I am a part of  
23 this committee that's associated with this community.

24 So, I'm already getting feedback and, you know,  
25 I'm just barely going through the interview process, of

1 people who want to participate.

2           So, I think there's a great opportunity to  
3 energize the public and to raise not just voter turnout,  
4 but to raise registration, because people will -- voter  
5 registration, because people will understand that they may  
6 have more of a say now. It will basically give a voice to  
7 groups that have been historically on the sidelines.

8           I think a harm might come in if the CRC does not  
9 properly justify the choices that they make. And we do  
10 have to follow the Voting Rights Act, we have to follow  
11 the rules within the Voting First Act, and we have to  
12 basically apply the sections two and, where appropriate,  
13 sections five.

14           But, however, I think if the CRC acts  
15 diligently, forthrightly, openly and in good faith, I  
16 believe that the decisions that we make will be respected  
17 by the Legislature, by the courts, and through the pre-  
18 clearance process.

19           MS. RAMIREZ-RIDGEWAY: Describe a situation  
20 where you've had to work as part of a group to achieve a  
21 common goal. Tell us about the goal, describe your roles  
22 in the group, and tell us how the group worked or did not  
23 work collaboratively to achieve the goal?

24           If you are selected to serve on the Citizens  
25 Redistricting Commission, tell us what you would do to

1 foster collaboration among the Commissioners and ensure  
2 the Commission meets its legal deadlines?

3 MR. LORONO: I think working as part of a group  
4 to accomplish a goal is a daily chore or daily task for  
5 most of us. In my own field, in the engineering field I  
6 work with other engineers and people related. I think we  
7 have a common goal, oftentimes, to create a product that  
8 is useful to our customers.

9 My role is generally that of supporting the  
10 design and documentation efforts, recording data, and  
11 making drawings, and also helping out with some of the  
12 design work based on input.

13 And I've often been the go-to person for all sorts of  
14 tasks, such as sourcing supplies, and also making  
15 justifications or creating -- writing justifications for  
16 changes that we make.

17 I think sometimes you might -- in this scenario  
18 you might have a case where you have two engineers, who  
19 are working on competing designs, but that may not be  
20 working collaboratively, together. But when I'm assisting  
21 these individuals, I basically follow the instructions of  
22 the leadership of the group in order to determine how best  
23 to allocate my resources.

24 I think in general communication is the key.  
25 The Commission's going to have to foster an environment of

1 respect and develop, help everybody within the group  
2 develop a rapport.

3           For myself, if I were a CRC member, I'd be  
4 calling upon my skill set and my experience to work hard  
5 to accomplish the CRC tasks within the guidelines that are  
6 established by the law.

7           MS. RAMIREZ-RIDGEWAY: A considerable amount of  
8 the Commission's work will involve meeting with people  
9 from all over California, who come from very different  
10 backgrounds and very different perspectives. If you are  
11 selected to serve on the Commission, tell us about the  
12 specific skills you possess that will make you effective  
13 at interacting with the public?

14           MS. HAMEL: Five minutes.

15           MS. RAMIREZ-RIDGEWAY: And you've got five  
16 minutes.

17           MR. LORONO: Appreciation and connection for --  
18 in California's diversity, I think's very important. I  
19 think I pointed that out in the answer to my first  
20 question, how I can associate, and converse and connect  
21 with people in California.

22           I have experience in speaking in public, giving  
23 presentations and seminars, and that often involves  
24 audience participation.

25           Just recently, at work I had introduced a new

1 process, where I had to train well over a hundred people,  
2 over the course of several -- about a month or so. You  
3 know, you can't train a hundred people all at once, so we  
4 broke it up into groups.

5           And the meetings involved on-site training, with  
6 a Powerpoint presentation, but also an online component,  
7 using Go To Meeting, so that people were actually able to  
8 participate in the meeting, both from around the country  
9 and on-site, as well.

10           So, I believe I do have skills for engaging in  
11 public, I have experience for engaging the public, and I'm  
12 going to use my total skill sets and background to be a  
13 productive member of the CRC and make sure that we follow  
14 the guidelines to complete our tasks on schedule.

15           MS. RAMIREZ-RIDGEWAY: Mr. Ahmadi?

16           CHAIR AHMADI: Yes, thank you.

17           Good morning, Mr. Lorono.

18           MR. LORONO: Hi.

19           CHAIR AHMADI: Let me, if I may, take you back  
20 to your response to question number one, I have a few  
21 follow-up questions, just to clarify for myself.

22           MR. LORONO: Okay.

23           CHAIR AHMADI: You mentioned that you do not  
24 have a college degree.

25           MR. LORONO: Correct.

1 CHAIR AHMADI: But I believe that you do have a  
2 diploma in electrical/mechanical computer science?

3 MR. LORONO: Drafting. Electrical/mechanical  
4 drafting, yeah.

5 CHAIR AHMADI: Okay, drafting. Thank you so  
6 much.

7 You also mentioned that at the age of eight you  
8 experienced being homeless. How do you think that  
9 experience and that knowledge of being exposed to that  
10 kind of situation will give you some different perspective  
11 on that segment of the population in California, and to  
12 what degree you will consider that in your decision making  
13 process, should you be selected?

14 MR. LORONO: I think people who are going  
15 through that, anybody who's disadvantaged or experiencing  
16 being homeless, or experiencing, you know, having to be on  
17 welfare for a particular period of time, they do have a  
18 different focus. Their focus is on, you know, getting  
19 that bread for that day, for that day's dinner, right? Or  
20 making sure we have a roof over our head for that night.

21 CHAIR AHMADI: Uh-hum.

22 MR. LORONO: My situation wasn't so bleak that  
23 we were living out of a car, but we did live in a very  
24 small trailer, in the driveway of some Good Samaritans,  
25 and that was the extent of it. A family of four in a

1 trailer, you know, not much wider than puffing that to  
2 there, that's it, you know.

3           So, it was an experience that helped me. I  
4 believe I can call upon that experience, let me put it  
5 that way, I believe I can call upon that experience to  
6 help me understand people who are currently going through  
7 that, and understand why they're disenfranchised.

8           Not necessarily because they don't really feel  
9 they have an impact on the system because they do, many of  
10 them do feel that way, but also because they don't have  
11 time to deal with that. They don't have time to go  
12 through and become part of the process.

13           And I believe that I might be able to have that  
14 skill of empathy, I talked about, to maybe help them find  
15 that time, help them find a way. And we can maybe even  
16 use technology to help people, who may not be able to  
17 drive a hundred miles to our meeting, set up a Go To  
18 Meeting, so they can participate at a distance, at another  
19 location, or an off-site location, or something.

20           I mean, there's different ways to bring them in  
21 and then help them participate in the process, while still  
22 understanding the situations they're dealing with.

23           CHAIR AHMADI: Generally speaking, you know,  
24 that segment of the population, I'm talking about the  
25 homeless segment, may not have access to, for example,

1 internet.

2 MR. LORONO: Correct, yeah.

3 CHAIR AHMADI: Or may not be able to connect to  
4 the online connections. Any ideas about what needs to be  
5 done to get them involved or to get them -- to help them  
6 get motivated?

7 MR. LORONO: Well, I hope the first thing is we  
8 can get them a house, or get them a home.

9 But, in general, there may be ways to utilize  
10 existing services, such as libraries, they have computer  
11 systems at libraries.

12 Or maybe there is volunteers who can be in those  
13 areas, that can bring people in to computer labs and have  
14 them participate that way.

15 Or you can, you know, provide transportation.  
16 You know, basically maybe have somebody who is working  
17 with the community -- working with a group that's working  
18 with the homeless in the community can maybe bring them in  
19 and have them participate in the meeting by providing them  
20 a bus, or a car, or trying to be at the locations where  
21 they are most likely to be. You know, that's another  
22 thing that we can do, too.

23 So, I think there's a lot of different ways to  
24 approach it. I don't necessarily have like, you know, the  
25 quick answer right this minute, but I believe that we can

1 probably explore that and find something that would work  
2 real well.

3 CHAIR AHMADI: How important is that in the  
4 decision-making process.

5 MR. LORONO: Oftentimes this is a group -- now,  
6 I'm not just talking just homeless in general but, you  
7 know, somebody who is poor is oftentimes a group that  
8 seems to be under-counted. Particularly homeless are, I  
9 think, under-counted, despite the fact that we do have  
10 census takers who go out to the camps and everything.

11 But I think that they are a group that's under-  
12 counted, and by providing a way for them to participate  
13 and give them a voice, they may be able to participate in  
14 the system a lot more.

15 And as I said, you know, maybe even creating  
16 awareness about their plight and maybe provide housing for  
17 them, that helps them out of the situation.

18 It's an unrelated topic, but it might create  
19 awareness for that.

20 CHAIR AHMADI: Okay, thank you.

21 Looking at your application, I have a few  
22 follow-up questions, just to again clarify my mind.

23 MR. LORONO: Uh-hum.

24 CHAIR AHMADI: Let me just read the first  
25 question. It's somewhat long, but please let me repeat

1 it.

2 MR. LORONO: Okay.

3 CHAIR AHMADI: So, let me just read this, get it  
4 correct.

5 You mentioned there are situations in California  
6 where one minority group dominates local politics almost  
7 to the exclusion of another, larger minority group in the  
8 same area.

9 How would you approach and resolve such a  
10 conflict as a Commissioner, as you work to fairly draw  
11 lines?

12 MR. LORONO: Well, we have to, again, involve  
13 the community and find out where those situations exist.  
14 I mean that involves, you know, getting out into the  
15 community, determining the communities of interest, and  
16 finding the connection of the communities.

17 Sometimes that may be -- that situation may be  
18 natural. It may be that these just happen to be the best  
19 qualified people that are in the area, that the population  
20 likes.

21 But other times there may be that there is  
22 something that needs to be adjusted in the redistricting  
23 boundaries.

24 So, we have to go through and look at the  
25 populations and just to make sure that if we look at

1 redrawing those areas that the populations are fully  
2 represented. And maybe we have to divide that city up, if  
3 it happens to be a city.

4 Or, you know, or take other action to ensure  
5 that the district, itself, is going to represent the  
6 population there.

7 CHAIR AHMADI: So, you mentioned something about  
8 the potential for dividing the city into two pieces,  
9 perhaps, or whatever may be needed.

10 MR. LORONO: Right.

11 CHAIR AHMADI: If you have leverage or latitude  
12 of flexibility in terms of, you know, what can be done and  
13 what the laws require, how would you go about balancing  
14 it?

15 MR. LORONO: Well, I believe that there is  
16 enough flexibility in the law, as it's currently written,  
17 the Voters First Act. It does say that you have to  
18 respect city boundaries, and county boundaries, and other  
19 types of territories, but it says that as long as it  
20 doesn't conflict with the Voters Rights Act.

21 So, I believe that you can balance what the law  
22 requires with what is expected of the CRC to make sure  
23 that the population is well represented.

24 CHAIR AHMADI: Thank you, sir.

25 I have another question that I have to read to

1 you because it's somewhat long. How does your own life  
2 experience affect your perspective on the communities of  
3 interest and how would you apply that life experience to  
4 your work as a Commissioner?

5 And somewhat attached to part of it, you know,  
6 going back to your response to question number one and the  
7 follow-up about the homeless segment, but this is in  
8 general terms, putting all your experiences and life  
9 experiences together, what is your perspective?

10 MR. LORONO: Well, I know how my perspective has  
11 changed over time, that's for sure, and I can understand  
12 how people of different situations, socioeconomically, in  
13 different areas, have -- may have different viewpoints on  
14 things. And how, you know, given time that may change,  
15 too, as well, there's no absolutes.

16 But the -- I believe that the way to look at  
17 that is I do have a lot of a very diverse background in  
18 different ways, and in different areas, and I can  
19 basically call upon that to try to connect with  
20 individuals of different areas.

21 And, I mean, I can use that, I believe, to  
22 energize the groups that we do come in contact with fairly  
23 readily. And we can do that by just speaking directly to  
24 the people, working with community leaders, and maybe try  
25 to find groups that are disenfranchised right now, that

1 maybe I have a special knowledge of that I can help say,  
2 well, maybe let's look at this location right here and see  
3 what's over here, for example.

4 So, I believe that my experiences can help me  
5 maybe pinpoint areas that may not be obvious to other  
6 people.

7 CHAIR AHMADI: Thank you.

8 To ensure the redistricting maps will not be  
9 overturned on legal challenge, what fundamental principles  
10 or philosophies would you need to follow?

11 MR. LORONO: Well, first is the Voting Rights  
12 Act, second section, of course, and any of the court  
13 decisions related to that.

14 I believe that that one takes paramount over a  
15 lot of it because the whole -- the Voting Rights Act,  
16 itself, covers a lot of what we're doing.

17 Secondly, of course, we have to also work with  
18 the fifth sections for certain sections of California. I  
19 believe the counties are Monterey, Merced, Yuba, and  
20 there's one other county for sure, where you have to  
21 involve the pre-clearance process.

22 So, we have to make sure that we provide enough  
23 justification so that the choices that we do make are  
24 respected by the courts and if it is challenged, or  
25 through the pre-clearance process, which we have to get

1 approval before we can even, you know, implement the  
2 changes.

3 CHAIR AHMADI: Thank you.

4 Do you think a diverse Commission will have a  
5 harder time reaching conclusions or consensus? Diverse in  
6 many ways?

7 MR. LORONO: I think it depends. Well, the  
8 bottom line is we're all Californians and we all have a  
9 common goal and -- hopefully, we'll have a common goal of  
10 trying to find a fair redistricting process, fair  
11 redistricting lines for the entire population here.

12 So, I think that it may go both ways, but I'm  
13 hopeful that we can work together and we'll be working as  
14 a team, in unison, to try to do the job that we need to  
15 do.

16 CHAIR AHMADI: Hypothetically, if you do have a  
17 difference of opinion, for example on where the lines  
18 should be drawn in Kern County, for example, how would you  
19 approach that, resolve it?

20 MR. LORONO: I think you first have to look at  
21 the default choices that are given to us in the Voters  
22 First Act. It says that we have to respect the  
23 territories and boundaries that are established by  
24 counties and cities, and other entities.

25 Then we take a look at how that might apply, how

1 that might be modified by the Voting Rights Act, and draw  
2 the lines based on where the communities of interest that  
3 we find are located.

4 And how are we going to be linking up the  
5 different areas that may be -- you know, there may be some  
6 distance between them, so maybe we have to look at how to  
7 combine communities of interest so that the rights of the  
8 individual community can be the right to vote, and the  
9 right to participate in the system, and have an equal say  
10 can be respected.

11 CHAIR AHMADI: Thank you. Let me just put a  
12 twist to that question.

13 MR. LORONO: Okay.

14 CHAIR AHMADI: I think I didn't make it clear.

15 MR. LORONO: Sorry.

16 CHAIR AHMADI: But your response is correct, of  
17 course.

18 Let's say that the laws, and the regulations,  
19 and the criteria allows for more than one option and the  
20 Commissioners, or at least two of them, are taking two  
21 different positions, how would you go about resolving  
22 that?

23 MR. LORONO: In a world of no absolutes, I think  
24 that would be a situation that has to -- that might occur.  
25 You have to involve the community, and you have to not

1 just involve the communities of interest that are  
2 immediately in question, but also the ones that may be  
3 surrounding the area as well.

4           Say, perhaps, you have an enclave that is a  
5 rural area within an urban district, what right now would  
6 be an urban district. That rural area may be arguing to  
7 become included with another district nearby, that's more  
8 similar to them. And they, themselves, may argue that,  
9 okay, there's this one strip of land, this one strip of  
10 this neighborhood over here, even though don't really  
11 represent our voting block, this may be a completely  
12 different type of voting block, you know, we want them  
13 included in our group.

14           So, you have to look at the communities,  
15 themselves, and basically see where they stand and how  
16 they want to be divided. And maybe talk -- well,  
17 definitely talk directly to the people in those groups, in  
18 those areas where there is a question.

19           And then from that try to see where the common  
20 ground is and build a consensus. And I think as long as  
21 we are involving the community process, we can come up  
22 with solutions that can be favorable, at least with the  
23 majority of the body.

24           CHAIR AHMADI: Thank you.

25           You mentioned a couple of times communities of

1 interest. Could you share with us your ideas about the  
2 challenges that are associated with identifying  
3 communities of interest and how would you -- excuse me --  
4 and how would you go about it?

5 MR. LORONO: Well, communities of interest don't  
6 necessarily follow down, you know, racial lines or  
7 political lines, they can go across those lines very  
8 easily and vote different ways, based on different  
9 decisions.

10 So, the difficulty with communities of interest  
11 is that you may have a situation where one body will vote  
12 one way on -- you know, will have a tendency to vote a  
13 certain way, for example, in one area and be associated  
14 with another similar group in another area, but they may  
15 have completely different outlooks on how to handle other  
16 situations that may be -- you know, to simplify, maybe  
17 there's a majority of Democrats in one area, not that  
18 that's a major consideration, but maybe there's a majority  
19 of Democrats in one area, but they have conservative  
20 leanings towards certain issues.

21 Like, maybe there's a large Catholic population  
22 that actually looks at this, you know, certain issues a  
23 certain way, different than what you might associate with  
24 being part of the Democratic Party.

25 So, you have to look at how the communities of

1 interest maybe overlay each other and overlap, and don't  
2 necessarily always follow some absolute line and then look  
3 at how to combine them.

4 Because even with the Assembly districts, where  
5 there's 80 all over the State, I think you'll be hard-  
6 pressed to try to find communities of interest in some  
7 areas where, if you're trying to equally divide up the  
8 population, where you're going to have an absolute set  
9 that's right here, and you're going to have an absolute  
10 set that's right here, that's not going to happen.

11 So, you have to find ways to combine all that,  
12 so that everybody has an equal and fair say in the overall  
13 process.

14 MS. HAMEL: Five minutes.

15 CHAIR AHMADI: Thank you. No more questions.

16 MS. RAMIREZ-RIDGEWAY: Ms. Camacho?

17 VICE CHAIR CAMACHO: Hello, Mr. Lorono.

18 MR. LORONO: Lorono.

19 VICE CHAIR CAMACHO: Mr. Lorono.

20 MR. LORONO: That's fine, thank you. Lorono.

21 VICE CHAIR CAMACHO: Lorono.

22 MR. LORONO: All o's.

23 VICE CHAIR CAMACHO: I'm sorry. Can I call you  
24 Matt?

25 MR. LORONO: I get called Larono more often than

1 I get called Lorona, so it's okay. And you can call me  
2 Matt, yeah.

3 VICE CHAIR CAMACHO: No problem.

4 You've mentioned what you've performed in your  
5 United Way activities and you were saying that you --  
6 there was 20 various --

7 MR. LORONO: About 20, I'm not -- I don't  
8 remember the exact number, but yeah.

9 VICE CHAIR CAMACHO: About. I have a question  
10 related to that. I noticed in it that there was some  
11 purposes that you didn't quite agree with. Could you --  
12 can you state what those charities or the purposes of  
13 those charities, and why you didn't agree with the  
14 purpose, and how did you separate your personal biases  
15 from your work?

16 MR. LORONO: I don't think that -- it's not that  
17 I may have -- I may have said that it was the purposes,  
18 but it may have been more how the operation works, more so  
19 than the purpose, the actual, like, we're doing this cause  
20 or this cause, right.

21 But based on my analysis of each of those  
22 organizations, I had to take out my personal opinions  
23 completely away from this. So, we had to evaluate based  
24 on a very specific set of criteria, many different  
25 categories, and it was a very technical matter.

1           That I will be frank, that some of the  
2 individuals on the board, at the time, did take personal  
3 opinions into their decision making, and the board had to  
4 address that. The committee had to address that by, you  
5 know, discussing the matter and trying to find a  
6 consensus. And it was not, necessarily, a hundred percent  
7 agreement on every choice.

8           But the individuals who may have given undo  
9 favor to one group, and I think that's probably more to  
10 the point is that somebody maybe gave undo favor to one  
11 group or another. They're decision to do so was mitigated  
12 by the overall committee and the discussion that we had,  
13 when we analyzed all the factors together.

14           VICE CHAIR CAMACHO: So, this was a process that  
15 you were in on to help overcome these biases that other  
16 individuals may have --

17           MR. LORONO: Yeah, yeah.

18           VICE CHAIR CAMACHO: -- or you may have, so you  
19 could look at it as a group?

20           MR. LORONO: Yeah.

21           VICE CHAIR CAMACHO: Do you see this experience  
22 helping you be a Commissioner and, if so, can you explain  
23 how?

24           MR. LORONO: I think it definitely helps me  
25 because it gives me the experience working with a

1 committee that not everybody's going to agree, but you can  
2 work to find a consensus in a civil manner, and you can do  
3 this through building the rapport, and an understanding of  
4 each individual.

5           And maybe, even if everybody doesn't agree, you  
6 still work for a majority decision. So, and basically --  
7 and I do think that, you know, to back off a little bit  
8 from that, the quorum is nine for the CRC, and also the  
9 decision on the final vote is nine.

10           So, I believe as long as we're trying to work  
11 towards having -- you know, having everybody agree, the  
12 majority agree, that we can come to conclusions, even if  
13 we do not have a hundred percent consensus. And I believe  
14 that this experience helps me understand that and work  
15 with individuals who may be not -- maybe not necessarily  
16 agree with the final decision, but at least they're heard  
17 and they get their word out.

18           VICE CHAIR CAMACHO: Thank you.

19           You also talked about giving presentations, and  
20 seminars, and on-site training. As you know, as a  
21 Commissioner you're going to be going to a lot of public  
22 meetings. I was wondering, how would that experience that  
23 you had ~~there~~their help you in the Commission?

24           MR. LORONO: Well, it helps a lot. I am  
25 comfortable with speaking -- you know, I am a little

1 nervous here because there's a lot at stake here. But I  
2 am generally comfortable speaking in large groups.

3           And I think the largest group I had was probably  
4 about a couple hundred people at one setting, at a seminar  
5 in -- in a national convention.

6           That allows me to be able to converse with  
7 people on a friendly manner. And, you know, basically  
8 focus the presentation, if we're giving a presentation,  
9 focus the presentation in a way that is -- that will  
10 elicit response. I basically have a -- I know how to do  
11 that.

12           And how to elicit audience participation in  
13 other ways, asking probing questions, asking rhetorical  
14 questions that may not be so rhetorical. Maybe you, you  
15 know, do want people to speak up and say something, or  
16 raise their hand and comment.

17           So, it allows me to also understand that even if  
18 you do have a set forum, you know what, you're going to  
19 have to break sometimes and listen to somebody's comments,  
20 as long as there's a call for that.

21           The other thing is, is you do want to keep  
22 meetings organized and that may be that you only allow  
23 comment through a mike, at a specific point, just to keep  
24 the meeting organized, so you may want to -- I guess  
25 that's one of the ways to help keeping meetings organized

1 in the public setting.

2 But as far as my own experience goes, I believe  
3 I can utilize that experience to keep meetings focused, on  
4 target, and also allow for an organic discussion.

5 VICE CHAIR CAMACHO: Okay. You kind of talked a  
6 little bit about obtaining complex data in your  
7 engineering field. What I'd like to know is could you  
8 describe a complex problem that you had, and that you  
9 analyzed, and that you solved?

10 MR. LORONO: The situations that I usually deal  
11 with are ones that if I'm approached with -- say an  
12 engineer approaches me with a requirement, I'm given many  
13 times very simple instructions, I need this device to do  
14 this. Well, the problem is the device doesn't exist.

15 So, I have to go through, I have to find out,  
16 okay, this is the function of the device, it has to act in  
17 this way and accomplish this task. So, I have to go  
18 through, analyze if it's -- for example, if it's something  
19 that's going to assemble another component, I'll have to  
20 look at the individual components that are going to be  
21 assembled together and I'll have to look at the mechanism  
22 that can perhaps bring those components together,  
23 controlling their position and locking them into place  
24 using various methods.

25 So, you can look at -- and the thing about it is

1 there is no absolute rules. There's a lot of right ways  
2 to do it, there's a lot of -- there's very few ways that  
3 are efficient and simple to -- you know, and simple.

4 So, it takes some time to balance the  
5 understanding of, you know, trying to put the components  
6 together, trying to then build a device that does that  
7 action with the actual, maybe you need motors or some sort  
8 of actuation, and then to also disengage.

9 So, say if you have two components coming  
10 together and you assemble them together, then you have to  
11 disengage. And then provide that new product in a way  
12 that isn't going to like fly all over the place, or pop in  
13 the person's eye, you have to basically provide it's an  
14 escape. If it's something that's more dynamic, you have  
15 to provide an escape that a person can handle, so maybe it  
16 goes into a bucket, or maybe it goes into down on an  
17 assembly line.

18 So, there's a very complex set of information  
19 that I have to take in, and then do a lot of analysis with  
20 in order to determine, you know, how do I produce a final  
21 product that is useful to the customer, where it's an  
22 internal customer or somebody that we're selling to.

23 VICE CHAIR CAMACHO: From all this experience of  
24 dealing with the complex problems, as you know being a  
25 Commissioner is going to require you to gather a lot of

1 data and to analyze that.

2 Can you kind of provide me, since you have some  
3 experience with the information that might be provided,  
4 just kind of explain to us what data you would obtain if  
5 you were a Commissioner, right off the bat?

6 MR. LORONO: Well, the first thing I want to  
7 make sure is -- I've already been reading through the laws  
8 and their -- I'm not going to say I've read every single  
9 word.

10 VICE CHAIR CAMACHO: Yeah.

11 MR. LORONO: But I've read through them and I've  
12 read through significant portions of some of the court  
13 cases that have been associated with them.

14 So, the first thing is to educate myself on the  
15 law, itself. And then once I do that work with --  
16 hopefully, once the Board meets and we have a focus on  
17 which -- on how to divide tasks, you know, start  
18 immediately trying to find historical data of, okay, why  
19 were the lines set this certain way when they were set  
20 this way before?

21 Because, you know, through this whole process I  
22 believe that there is an assumption that perhaps the --  
23 you know, this gerrymandering is a major component. But  
24 maybe gerrymandering isn't a major component in some areas  
25 or many areas. Maybe it's a matter of there was a lot of

1 due diligence done previously and a lot of justification  
2 provided for the way the districts were set up before.

3           So, we have to look at that, find out historical  
4 statistics, and then compare that to what we have now.  
5 And basically use the census data of what we have now.

6           And then, from that, we're going to have to go  
7 out to the public and again, you know, try to find those  
8 communities of interest, establish the communities of  
9 interest, and maybe try to find new ones that aren't being  
10 picked up by the current processes and then use that data  
11 in order to start drawing up the maps.

12           And I believe there's a special software that's  
13 being used so, you know, basically use the -- plug that  
14 information into the software and then analyze the results  
15 that are given to us based on that.

16           VICE CHAIR CAMACHO: Thank you.

17           With all this information and all these various  
18 individuals that will be on the Commission, what unique  
19 skills do you think you would bring if you were a  
20 Commissioner?

21           MR. LORONO: I think I mentioned one of them. I  
22 don't want to press the point too much, but I do have that  
23 skill of empathy, connecting with the large, diverse  
24 population of California.

25           Technically speaking, I have -- I think I talked

1 well about the analytical skills, both my letters of  
2 recommendation, my essays and right now as far as my  
3 experience with, you know, trying to find information.

4           And one thing I am, I'm kind of a bloodhound  
5 when it comes to looking for information. If I know that  
6 I need to find something out, I go and hunt it down until  
7 I find it. So, that's one of the important skills.

8           Another one is I do have, because of my  
9 technical background and the kind of related field, I do  
10 have experience with dealing with abstracts in a graphical  
11 representations.

12           So I have -- I can help, maybe, the Board  
13 understand that symbology or that way of graphically --  
14 graphical symbols, graphical representation on a map, for  
15 example, and understand the real meaning of that.

16           Beyond that, I think I have a strong focus and a  
17 basically focused energy, as well. I think that's  
18 probably the way to say it, I have a focused energy where  
19 if you -- if I do have tasks, I'm going to get them done,  
20 I'm going to work hard and diligently to make sure I  
21 accomplish those tasks based on the requirements given to  
22 me.

23           VICE CHAIR CAMACHO: As you were saying that you  
24 will look at the data and you're like a bloodhound looking  
25 at it, when do you know that you have enough data to do

1 your job?

2 MR. LORONO: Well, usually, you have a goal  
3 that's given to you even before you -- I mean, if your job  
4 is to get this information, for example, that's the goal,  
5 so that's how you know.

6 VICE CHAIR CAMACHO: How do you know if it is  
7 reliable or even relevant?

8 MR. LORONO: Well, that goes -- I mean, that  
9 really goes deep into what I do on a daily basis, really,  
10 is being able to evaluate the information you're looking  
11 at. You know, if you're dealing with the public you're  
12 going to get a lot of opinion, for example, so you have to  
13 learn -- you have to know how to associate or disassociate  
14 yourself from the opinions, find the opinion versus the  
15 actual facts.

16 People may use facts and then come to extraneous  
17 conclusions, so you may have to figure out, okay, the  
18 facts take us this far, but maybe not take us this far.  
19 So, you know, you have to be able to identify -- well,  
20 essentially, identify facts from opinion.

21 And then take the information that you do have  
22 and then determine relevancy, really, right? So, you  
23 know, we have this information here and maybe you come up  
24 with some way to rank the information. I'm not really  
25 sure because, you know, I haven't been in this particular

1 process. But maybe we can develop a way to rank the  
2 information, and the importance of the information, and  
3 start judging by a score.

4 Or, you know, maybe there's an -- you know, we  
5 have to just use -- or maybe there are existing processes  
6 that we can use as guidelines as well.

7 So, I think being able to analyze the data and  
8 utilize the data is going to be very important, and that's  
9 where I have a pretty strong skill set.

10 VICE CHAIR CAMACHO: Thank you. That's all the  
11 questions that I have.

12 MS. RAMIREZ-RIDGEWAY: Ms. Spano?

13 PANEL MEMBER SPANO: Good morning.

14 MR. LORONO: Good morning. Is it still morning?

15 (Laughter.)

16 PANEL MEMBER SPANO: I never know what time of  
17 day it is.

18 MR. LORONO: It's too dark.

19 PANEL MEMBER SPANO: How do you -- do you have  
20 any experience integrating public testimony in decision  
21 making?

22 MR. LORONO: As far as taking testimony in a  
23 public forum?

24 PANEL MEMBER SPANO: Well, yes. Yes.

25 MR. LORONO: Not direct experience, no.

1                   PANEL MEMBER SPANO: Can you tell me how your  
2 background will prepare you for this?

3                   MR. LORONO: Well, I do have experience in  
4 working with the public, I do have experience engaging the  
5 public and giving public presentations.

6                   I am of an organized mind so I can work with  
7 individuals or work with communities to -- especially if  
8 you're talking about in a meeting setting, to work within  
9 the context of that meeting to try to keep the  
10 conversation on track and organized.

11                  So, that's a very abstract question, so I'm  
12 trying to pull from my experience right now, from my  
13 memory.

14                  PANEL MEMBER SPANO: As a Commissioner you will  
15 have to incorporate, consider communities of interest in  
16 your decision making and redistricting, so I was curious  
17 to know how, from your experience, you'd be able to do  
18 that.

19                  MR. LORONO: Oh, okay. Well, it goes down to  
20 being able to interact with the public, it goes down to  
21 being able to analyze the data that exists and compare the  
22 two, compare any other information that we find out  
23 through our investigations. Like I said, we can look for  
24 historical information on why certain things were set a  
25 certain way.

1           And do a lot of fact checking, a lot of  
2 engagement of the public, as I just spoke of, and we  
3 can -- I think if you're looking for a way to organize  
4 that, I believe that the Board is going to find a way to  
5 organize that using the laws that are in place and any  
6 requirements that are placed upon the CRC.

7           PANEL MEMBER SPANO: Describe for me what  
8 factors constitute a community of interest in your mind?

9           MR. LORONO: As I said before, I think that's a  
10 complex idea. You can have people of a common interest  
11 and that could go down racial lines, that can go down  
12 geopolitical lines. That could be an actual community,  
13 you know.

14           And the law actually kind of does -- the new  
15 law, the Voting First Act, kind of does address that to  
16 some extent in saying that, you know, the first thing  
17 you're going to be looking at is the existing boundaries,  
18 and you're going to try to work within that as long as  
19 that complies with the Voting Rights Act.

20           So, I think that will help guide both, not just  
21 me, but also the CRC to come to some sound conclusions.

22           PANEL MEMBER SPANO: Thank you.

23           Tell us how you recognize that the State  
24 benefits by having persons of all demographic  
25 characteristics, from all geographic locations participate

1 in the electoral process?

2 MR. LORONO: Participation helps a lot, it keeps  
3 people involved in the process, allows them to be involved  
4 in their community.

5 The CRC's efforts, I believe, is going to go  
6 further in that, in trying to engage, further, people who  
7 may have been a part of disenfranchised groups, or even  
8 groups that were just disinterested, previously, and  
9 trying to find a way to involve them.

10 I think it's extremely important to have  
11 everybody involved because this is a democracy. Well,  
12 sometimes it's called a republic.

13 But, basically, we have a process that requires  
14 public input, because every decision that's made affects  
15 all of us. So, we need to have everybody involved in  
16 order to make the best decision possible for the  
17 collective State.

18 PANEL MEMBER SPANO: Thank you.

19 How has being multi-racial impacted your  
20 understanding of how we recognize that the State benefits  
21 by having these attributes and demographic  
22 characteristics, from all geographic locations participate  
23 in the electoral process?

24 MR. LORONO: I think it significantly applies.  
25 The appreciation for different cultures, from my own

1 experience, allows me to extend that out and be  
2 appreciative of the fact that there are other cultures,  
3 you know, and that each culture may respond differently to  
4 different situations.

5           And that even generations, if you have a first  
6 or second generation, they may respond differently than a  
7 third or fourth generation of a particular immigrant  
8 group, for example.

9           So, overall that applies to me understanding  
10 that there is this incredible diversity. I have  
11 appreciation because, you know, of this particular  
12 exposure in my own life, but that allows me to see, hey,  
13 there may be this over here, or this group over here that  
14 also needs attention.

15           PANEL MEMBER SPANO: Thank you.

16           Tell us about growing up in Salinas Valley and  
17 how different or similar it is to living in Santa Clara  
18 County in terms of its citizens' concerns, in your  
19 experiences?

20           MR. LORONO: Oh, Salinas Valley, and in  
21 particular the City of Salinas is -- it's a fairly  
22 sizeable city for the area, planted smack in the middle of  
23 farmlands.

24           And that tends to bring a sense of isolation a  
25 little bit because you have to drive a half-hour to an

1 hour to get anywhere else.

2           And I think, in particular in the valley, but  
3 also in particular the city, itself, there is the sense  
4 that it's kind of boring, there's not much to do there.

5           So, you know, but it doesn't take that much to  
6 go to Monterey, for example, or to go up to Gilroy, if you  
7 want to go to the Garlic Festival.

8           If you want to drive south, you're a lot more  
9 isolated, or that even gets even more sparse south of  
10 there.

11           But then, again, you can also go to the  
12 Pinnacles. I mean, so it's just a matter of, hopefully,  
13 reaching out. If it's a matter of trying to connect to  
14 somebody from that area, it's hopefully a matter of  
15 reaching out and trying to help them understand they are  
16 part of a larger State.

17           For myself, I came to that realization and I  
18 think I look at our State much differently since then  
19 because I realized that, you know, I can go anywhere I  
20 want. I can do whatever I -- I'm not stuck in a city; I'm  
21 not stuck in a town.

22           And as far as contrasting that to Santa Clara,  
23 the population exists completely different. In Salinas  
24 Valley you have a large Hispanic population, the majority  
25 of them are Mexican. You have a fairly decent mix, I

1 think it's less these days than it used to be, but there  
2 used to be a fairly large white population, as well.

3 If you go west, to Monterey then, you know, the  
4 makeup's a lot different there.

5 And if you go south, the makeup is a lot  
6 different there.

7 In Santa Clara, if you're referring to the city,  
8 itself, or the county, the city, itself is -- it does have  
9 a substantial white population, but also has a substantial  
10 South Asian population, whereas Indians, and Pakistanis  
11 and Afghanis.

12 There's also, I believe, other groups that have  
13 populated the area.

14 But then again, if you look at just outside the  
15 Santa Clara boundary, you're going to see a large  
16 Vietnamese population to the south and to the west -- or  
17 to the east, I mean.

18 And again, you have to move towards Southern San  
19 Jose, you might see more of a mix between the different  
20 groups, with slightly more Hispanic, a large Hispanic  
21 constituency.

22 PANEL MEMBER SPANO: What do you see in the  
23 differences and the similarities of their concerns and  
24 their shared either common interests or not?

25 MR. LORONO: In Santa Clara County and Santa

1 Clara City, the concerns are mostly towards the city,  
2 itself. I think we had a recent election where the voters  
3 voted on whether or not to add a stadium for the San  
4 Francisco 49'ers there. That vote passed with like 3,000  
5 people more yes than no. I mean, that's -- it's a billion  
6 dollar project and it passed, basically, with 3,000 people  
7 saying yes.

8           And so, the concern I think there is for  
9 development of the city, raising the city's stature  
10 versus, you know, keeping some of the historic nature of  
11 the city in place.

12           Salinas, it may be to find more activities, to  
13 bring more activities to the town. I know that was a  
14 concern when I lived there, for example. I mean there  
15 is -- I do really believe that there is a sense that that  
16 might be a really boring city. I don't want to offend  
17 anybody there, but I lived there and even in talking to  
18 people who are still there, it's not represented well as  
19 far as activities for young adults and, you know, adults.

20           But that would be -- that's the comparison,  
21 though. I'm not trying to, you know --

22           PANEL MEMBER SPANO: Thank you. Thank you.

23           How do you feel that this experience, since  
24 you've learned from living in both areas, might provide  
25 you insight in the State's diversity and how it impacts

1 redrawing the lines?

2 MR. LORONO: I think it's tremendous. In fact,  
3 essentially, as I said, Salinas is a city in the middle of  
4 the farmland. It's essentially a rural community. It's a  
5 city within a rural community, really.

6 They have completely different interests, as I  
7 mentioned earlier, than people living in Santa Clara.

8 So, I have gained appreciation that there is  
9 more than one way to look at the world.

10 PANEL MEMBER SPANO: Uh-hum.

11 MR. LORONO: You know, you have kind of the  
12 rural aspect of it and then you also have the higher  
13 concentration, the cosmopolitan aspect of it from living  
14 in the city, and so it helps me understand that there's  
15 diversity there.

16 And I've also traveled around the State. I  
17 mean, one of my preferred ways of going to places is to  
18 spend time with people there.

19 I mentioned before I spent time in Mexico, with  
20 a family there.

21 I also spent time in Shasta County, with a  
22 family there for about a week or two. And that's  
23 isolated. I mean, if you thought Salinas was isolated,  
24 that's really isolated.

25 So, that also helps me gain an appreciation for

1 the people that live in each of these areas and I think,  
2 believe that will be extremely beneficial for me, when I'm  
3 working on the CRC.

4 PANEL MEMBER SPANO: Okay, thank you.

5 Can you tell us how your experience, you stated  
6 you have experience validating and verifying data,  
7 translates into the complexities of using census data and  
8 mapping and developing of the district lines?

9 MR. LORONO: Well, hopefully, with the census  
10 data that's already validated and verified. But I think  
11 in the use of that data and how we apply, it's going to  
12 need to be analyzed intently.

13 The populations are going to have a say in how  
14 they want to be divided up. The law has its guidelines on  
15 how things should be divided up. So, we're going to have  
16 to take all that together and analyze it and, hopefully,  
17 come to some well-respected consensus on how to draw the  
18 lines.

19 PANEL MEMBER SPANO: Okay. Could you tell me  
20 how you would utilize consultants' work in this process?

21 MR. LORONO: I think there is an opportunity for  
22 a lot of work. Well, I wouldn't call it -- it's an  
23 opportunity for people to do work for the CRC.

24 At one level, you know, we're going to need  
25 administration help, some administrative assistance.

1           I think another area is marketing. We may need  
2 a marketing firm in order to get the word out about what  
3 we're doing, to do public service announcements on a local  
4 radio station and some televisions.

5           We may have to -- we may look at exploring the  
6 social media and having an evangelist go out into  
7 California related online forums, on Twitter, on Facebook,  
8 or even to explore organic marketing methods to -- you try  
9 to use word of mouth to build a consensus.

10           I believe that we also have a tremendous amount  
11 of interest that's just penned up right now, that we can  
12 utilize and build a volunteer force to perhaps get the  
13 word out, to help connect to the community even more. You  
14 know, maybe something as simple as standing in front of a  
15 store, passing out fliers and letting them know about a  
16 meeting that's coming up. So, that kind of help as well.

17           On the legal side, I'm pretty sure we're going  
18 to need paralegal assistant to help us understand and  
19 analyze a lot, help us find out things about the law to  
20 help counsel accomplish her tasks. And to look at, you  
21 know, to help also aggregate data and provide it to us,  
22 that's of a more technical nature.

23           We also may need paralegal and legal counsel, in  
24 addition to the current counsel, if we are sued, for  
25 example. Because according to the Voting First Act, we're

1 going to be responsible for our own defense. So, we have  
2 to have -- we don't want counsel to be distracted with  
3 lawsuits while we're trying to get our work done, so we  
4 may also do that.

5 PANEL MEMBER SPANO: Okay. I'm curious, what  
6 benefits and drawbacks do you see using an evangelist to  
7 get the word out to the communities about the work of the  
8 Redistricting Commission?

9 MR. LORONO: I think an evangelist would be  
10 useful to help reach out to people who may have access to  
11 technology, but may not be interested in the process and  
12 help them -- an evangelist may help people who are not  
13 really interested get interested.

14 And I do think we already have a Twitter  
15 account, right, so you know, maybe leverage that, leverage  
16 other areas.

17 There is probably hundreds of forums online,  
18 right now, that are California specific in one way or  
19 another. Different communities have their own forums.  
20 You know, you can go onto those forums and you can contact  
21 the community and help generate interest in that area.

22 As far as organic marketing, you can use -- you  
23 know, that's mainly word of mouth. There are other ways  
24 to do it, but that's probably the most convenient way, the  
25 most successful way.

1           As far as how that may be harmful, you have to  
2 make sure that the individual's fully aware of our  
3 message, individual or individuals, you have to make sure  
4 that they're fully aware of our message and stick to what  
5 we want discussed.

6           So, I think trying to build community interest  
7 should be definitely a point that we push and that would  
8 be the main purpose that I would have for somebody like  
9 that. I don't want them out there promoting their own  
10 ideas or trying to leverage this for some other purpose.

11           And if they're a consultant, I believe that  
12 wouldn't be an issue, but that might be a risk.

13           PANEL MEMBER SPANO: Thank you.

14           Tell us about the most challenging, difficult  
15 task or decision in your work or volunteer experience that  
16 you experienced?

17           MR. LORONO: Within the -- well, I really  
18 haven't had too much difficulty. You know, I don't think  
19 I've gone home crying any day that I've gone to do any  
20 volunteer work so --

21           PANEL MEMBER SPANO: Did you have any  
22 challenging tasks in your work experience?

23           MR. LORONO: I think the most challenging one  
24 that I did was the United Way, working with that  
25 Commission.

1           On a not so much daily, but from time to time at  
2 work there is a lot of tasks. I believe I just pointed to  
3 some of the detail about some of the design tasks that I  
4 have to do in order to support engineering efforts, that  
5 tends to be very difficult.

6           PANEL MEMBER SPANO: Okay.

7           MR. LORONO: In terms of if you're looking on --  
8 are you looking how to deal with -- how to work with  
9 individuals or --

10          PANEL MEMBER SPANO: Actually, yeah.

11          MR. LORONO: Okay.

12          PANEL MEMBER SPANO: And, actually, a complex  
13 decision that you have made in your career?

14          MS. HAMEL: Five minutes.

15          MR. LORONO: Actually, I haven't had a whole lot  
16 of complex decisions regarding my career, itself. I do  
17 deal with a lot of technical data. So, I've had no life  
18 changing decisions I've had to make with my career, so  
19 much that I've considered difficult.

20                 I mean, when I moved up from Monterey County to  
21 Santa Clara, for example, I really didn't consider that a  
22 difficult decision, although that was a career move.

23                 I had often said that I came up from Monterey  
24 County to Santa Clara for twice the money and half the  
25 responsibility so, yeah, that wasn't that difficult.

1           But as far as on a daily basis or in my job I do  
2 experience a lot of technically difficult challenges,  
3 where I have to take, you know, sometimes very little data  
4 and turn that into something very real, and usable, and it  
5 has to pass -- it has to pass muster, it has to accomplish  
6 a task. So, if I do design a tool, for example, that does  
7 a particular task, I have to take that through its paces  
8 after I'm done. I have to prove that it's installed  
9 correctly, that it's performing as it's supposed to  
10 perform, and that it produces the product that it's  
11 supposed to produce.

12           And I have to do this kind of analytical work  
13 almost on a daily basis.

14           So, I think -- I hope that's kind of answering  
15 your question.

16           PANEL MEMBER SPANO: Sure, gives me some  
17 insight.

18           MR. LORONO: Yeah.

19           PANEL MEMBER SPANO: What do you expect the most  
20 challenging duties and responsibilities of the Commission  
21 will be?

22           MR. LORONO: Assuming that we do have, we are  
23 able -- we are good at building consensus, I'm going to  
24 say beyond -- I mean, that may be the most challenging  
25 part, just trying to build a consensus.

1 PANEL MEMBER SPANO: Uh-hum.

2 MR. LORONO: Because there may be disagreements  
3 within the group that we have to overcome.

4 The second part of that, that I think is going  
5 to be challenging, is trying to get the public involved.  
6 I think there's a lot of interest out there, that's going  
7 to help a lot. But, you know, there's a risk with that,  
8 too.

9 With public involvement comes public  
10 involvement. So, they may severely disagree with the  
11 choices we make, and they may be very vocal about that,  
12 and we may have to face lawsuits or some other action  
13 against us that we're going to have to deal with, and I  
14 think that's going to be very hard.

15 That may involve giving testimony, you know, in  
16 a court of law.

17 So, I believe that there are some challenges,  
18 but as far as myself, and I believe you guys have chosen  
19 wisely in the pool that you have, I think we're all going  
20 to be capable of handling those pretty well.

21 PANEL MEMBER SPANO: You told us earlier that  
22 you don't have a college degree and you said others with  
23 higher education have different perspectives. Can you  
24 elaborate on that?

25 MR. LORONO: Well, I was kind of amazed, I was

1 watching, I was flipping through the channels one time,  
2 and this is just an example, I believe it was the 700 Club  
3 had a story about the fact that when they -- when, what  
4 they determined Christian, Christians go to college, go to  
5 higher education, go to universities, they've quoted a  
6 statistic that one out of seven of them come out of that  
7 college with the same beliefs they went in with.

8           So, I think that speaks volumes. That story was  
9 made in such a way to make that appear bad. But I think  
10 that speaks volumes as far as when you go for a higher  
11 education, you're outlook changes, and that may impact  
12 your viewpoints on the world, and how you interact with  
13 other people and how you look at certain things.

14           I do know, being in the engineering field, that  
15 there is often an assumption that everybody around you has  
16 a college degree. And oftentimes I've found that that is  
17 not true, not just with myself, but even with others who  
18 are -- who have the title of engineer, it's not  
19 necessarily always true.

20           And so I think there's a certain perspective  
21 there, from people who do have a college degree, that is  
22 different than people who do not.

23           PANEL MEMBER SPANO: Do you think it's -- in  
24 your life how has it impacted you, positively or  
25 negatively?

1 MR. LORONO: Both.

2 PANEL MEMBER SPANO: Uh-hum.

3 MR. LORONO: I mean, I basically had to start  
4 work when I was -- well, I started work when I was 13 and  
5 a half to help my family.

6 MS. HAMEL: One minute.

7 MR. LORONO: So, I've been working for a very  
8 long time and that's been the focus of my early career.  
9 And, in fact, I think I've had a permanent job since the  
10 age of 15 and probably haven't had more than two or three  
11 unemployment checks since then.

12 So the -- that definitely has helped me gain  
13 experience from the school of hard knocks, but it has  
14 always given me a disadvantage, sometimes, as trying to  
15 develop my career further. It gives me more challenges  
16 because there isn't as many opportunities afforded to me.

17 PANEL MEMBER SPANO: Thank you.

18 MS. RAMIREZ-RIDGEWAY: Panelists, is there  
19 follow-up questions?

20 CHAIR AHMADI: I don't.

21 VICE CHAIR CAMACHO: I have a couple, if I  
22 could.

23 MS. RAMIREZ-RIDGEWAY: Okay.

24 MR. LORONO: Good.

25 VICE CHAIR CAMACHO: Mr. Lorono --

1 MR. LORONO: Matt.

2 VICE CHAIR CAMACHO: Matt.

3 (Laughter.)

4 VICE CHAIR CAMACHO: You stated that you spent  
5 some time with a family in Mexico, or a week with a family  
6 in Mexico.

7 MR. LORONO: Yeah, it was in Mexico, about a  
8 week, yeah, a little over a week.

9 VICE CHAIR CAMACHO: And some time up -- another  
10 time, at another location. Why did you spend that time,  
11 and if it was for a voluntary purpose or just for a  
12 vacation?

13 Did you learn anything that would be helpful for  
14 the Commission, being a Commissioner?

15 MR. LORONO: Well, as I stated, one of my  
16 preferred ways of traveling is I like to go spend time  
17 with people there, and that may be through friends or that  
18 may be through family.

19 I've gone to Hong Kong for a period of time, as  
20 I mentioned, Mexico.

21 And as far as the city of -- as far as  
22 California goes, I've been as far up -- spent time with  
23 people as far up as Shasta County, and also San Diego and  
24 L.A.

25 I remember, in fact one of the first trips I

1 took, I visited a friend for a week in Inglewood, and that  
2 was an interesting experience. That was another mind  
3 changing experience, as well. You know, trying to  
4 understand that there's a lot more to this world.

5 And that was when I was, I think, about 22, so  
6 it definitely had an impact with me.

7 And this traveling and spending time with  
8 people, in a recreational manner, gives me a more relaxed  
9 interaction with them, where I can get a sense of who they  
10 are and what -- you know, kind of what makes them tick.

11 And it's very different. Everywhere you go it's  
12 very different and I have that realization because I have  
13 done this.

14 VICE CHAIR CAMACHO: Okay. Also, talking about  
15 your education and stuff, as you know, if you're on the  
16 Commission, there's possibly going to be individuals that  
17 have PhDs, and JDs, and other various credentials. How  
18 would you feel being on a panel -- a panel member with  
19 someone like that?

20 MR. LORONO: In my career I work with PhDs every  
21 day, and I work with people with Bachelors every day, and  
22 at different levels. I mean, there's different fields.  
23 You can have a technical degree or you can have, you know,  
24 an arts degree.

25 So, it's not just -- you know, that's black and

1 white, education/no education, but there's also a lot of  
2 variety within people that have educations.

3           And I have -- I have learned that, you know, you  
4 just have to deal within those people, that there's  
5 nothing special about anybody in particular, you just  
6 communicate, and converse, and what I know, I know, and  
7 what you know, you know, and let's talk together.

8           And I don't believe -- I believe that actually  
9 having that diversity of experience will actually help us,  
10 you know, develop these districts a lot better.

11           VICE CHAIR CAMACHO: That's the last question I  
12 had. Thank you very much.

13           MS. RAMIREZ-RIDGEWAY: Well, I have several  
14 questions for you.

15           MR. LORONO: I'm in trouble?

16           MS. RAMIREZ-RIDGEWAY: No, not at all.

17           MS. RAMIREZ-RIDGEWAY: In your application you  
18 referenced injustices experienced by minority groups and I  
19 wonder if you could tell me more about that?

20           MR. LORONO: I think I have some exposure to  
21 that, I've seen how people are treated differently. I'm  
22 of a multi-ethnic background, but you don't look at --  
23 you don't know it by looking at me.

24           And, you know, people tend to react differently  
25 sometimes. Not all people, but there may be individuals.

1 Let's put it that way, there may be individuals who react  
2 differently to people of different race, who may say  
3 certain things around me about portions of my own heritage  
4 that, you know, they may not know that I am or, you know,  
5 I have exposure to or, you know, experience with.

6           And so, I've seen that a lot in certain groups  
7 as it were. So, I think dealing with that and  
8 experiencing it also helps me understand that, hey,  
9 everybody is a person, everybody is here, trying to live  
10 their own life and, you know, there may be people who have  
11 prejudice, but we just have to try to work -- myself, I  
12 just kind of have to just kind of ignore that.

13           I do have -- I think, I believe I've seen it  
14 from time to time, from this advantage point where I think  
15 the example I gave there is, you know, the last time we  
16 came back from Hong Kong, my family -- my fiancé, at the  
17 time, her mother and I were walking together, side by  
18 side, with our bags in hand.

19           And I'm not going to say the individual who was  
20 checking us through was racist, in particular, but even  
21 though my wife and I were side by side, he walked me  
22 right -- he passed me right along without looking at me  
23 and stopped both my wife and my mother -- my mother-in-  
24 law, not mother-in-law.

25           You know, and that was a little confusing

1 because, you know, they didn't even stop us as a group,  
2 they just literally told me to go and held them back, and  
3 checked all their bags.

4 I mean, I was just as likely to have anything in  
5 my bag from Hong Kong, as my mother-in-law.

6 You know, that kind of thing concerns me a  
7 little bit and it's still out there.

8 And I think the CRC's job is going to be to make  
9 sure that none of that interferes with what we're doing.

10 MS. RAMIREZ-RIDGEWAY: I wanted to clarify  
11 something that I heard you mention a couple times, and you  
12 talked about using an evangelist for outreach, and I  
13 wasn't sure whether you met an evangelist in the religious  
14 sense or in the --

15 MR. LORONO: That's a technical, that's a modern  
16 technical term, sorry. It's basically an individual whose  
17 job is to do outreach, to basically evangelize your  
18 purpose, not a religious term.

19 MS. RAMIREZ-RIDGEWAY: Okay, I wasn't sure.

20 (Laughter.)

21 MS. RAMIREZ-RIDGEWAY: And I had follow-up  
22 questions depending on the answer.

23 MR. LORONO: There must be an evangelist story.

24 MS. RAMIREZ-RIDGEWAY: Why should the Panel  
25 select you over one of the remaining other applicants?

1           MR. LORONO: Hopefully, I've given you enough  
2 justification already. I do have a tremendous  
3 understanding of California's diversity. I have a great  
4 depth in my experience in analytical skills, and I have a  
5 proven track record of impartiality, that's even  
6 appreciated, as you may be able to see from my letters of  
7 recommendations.

8           MS. RAMIREZ-RIDGEWAY: Assuming that you're  
9 selected on the Commission, you're going to be working  
10 closely with 13 other people.

11           MR. LORONO: Probably more because we're going  
12 to have a lot of consultants, yeah.

13           MS. RAMIREZ-RIDGEWAY: Correct. For a period of  
14 several months, traveling around, and probably  
15 experiencing new people and places together.

16           What characteristics would you like to see in  
17 your fellow Commissioners?

18           MR. LORONO: I would want to see a lot of  
19 diversity, I want to see a lot of representation of  
20 California. I think that we're going to have to have  
21 skill sets that augment each other, that support each  
22 other.

23           You don't want everybody to be homogenous in  
24 what they can do and what they can't do. So, I believe  
25 that we're going to have to have -- if the eight are

1 selected randomly, the final, I mean they're going to have  
2 the responsibility to try to build the diversity that may  
3 be lacking in the random vote, for example.

4 So, I would like to see people who are aware of  
5 that and appreciate that and themselves, also, represent  
6 that.

7 MS. RAMIREZ-RIDGEWAY: Anything else?

8 MR. LORONO: As far as personality types, maybe?

9 MS. RAMIREZ-RIDGEWAY: Uh-hum.

10 MR. LORONO: Oh, I don't want to get personal.  
11 Well, friendly, engaging, open I think would be a very  
12 important talent, personality trait.

13 I'm pretty open, too, myself, to people of  
14 different personalities, so I'm not going to be too  
15 critical or say I need this or I need that. It's just,  
16 you know, somebody who's going to be willing to engage not  
17 just the public in the formal setting, but maybe engage  
18 each other in a friendly manner and respectful discourse.

19 MS. RAMIREZ-RIDGEWAY: Now, assuming that you're  
20 not selected as a Commissioner, what role do you  
21 anticipate playing in California's redistricting in 2011?

22 MR. LORONO: Even if I wasn't selected as a  
23 Commissioner? Actually, I even thought about this.

24 I'll take that question backwards. If I was  
25 selected as a Commissioner, I would give a lot of focus at

1 looking at the remaining pool and see who among that  
2 remaining pool can help us continue our work.

3 So, if I wasn't selected, I would hope that the  
4 people who were in the CRC may be able to look at the  
5 skill set of the people in the remaining pool, including  
6 myself, and ask us to participate in the process, either  
7 through volunteer, or through being one of the  
8 consultants, or trying to do community outreach or  
9 something similar.

10 MS. RAMIREZ-RIDGEWAY: And you'd be willing to  
11 do that?

12 MR. LORONO: Yeah.

13 MS. RAMIREZ-RIDGEWAY: I have no further  
14 questions.

15 Panelists, do you have additional questions?

16 CHAIR AHMADI: No.

17 PANEL MEMBER SPANO: No.

18 VICE CHAIR CAMACHO: I don't, either.

19 MS. RAMIREZ-RIDGEWAY: We have 16 minutes  
20 remaining on the clock.

21 MR. LORONO: That much, wow.

22 MS. RAMIREZ-RIDGEWAY: If you'd like to make a  
23 closing statement?

24 MR. LORONO: After running it so close in the  
25 first 20.

1           I believe that you guys are doing a tremendous  
2 job. I don't want to suck up to you too much, but I don't  
3 envy you guys right now, in the day in and day out  
4 interviews. This has got to be tough. So, I appreciate  
5 the work that you guys are doing.

6           And I use the word "guys" in both the male and  
7 female sense so, hopefully, it doesn't offend anybody.

8           As far as myself goes, I do believe that as a  
9 CRC member I will bring a lot to the table that can  
10 benefit the group. And as long as the body of the group  
11 has a diverse set, you know, I can augment the skills.  
12 And, myself, I'm going to be a hard worker, and get  
13 focused, and hit the ground running, as it were.

14           I think that's one of the things that's become  
15 kind of a concern now, especially with the mention of the  
16 two -- the one, of the two, propositions.

17           The work is going to be hard and it's going to  
18 be a lot of work. And one of the areas that I was  
19 thinking about this, even before I submitted, I talked to  
20 my wife and said this is going to be a lot of work, and  
21 the only thing she said was, well, if you believe in this  
22 and this is what you want to do, then do it, you know,  
23 make it happen.

24           So, I said okay, so all right, so that's what  
25 happened. I'm here, trying to get on -- you know, get

1 into the CRC commission and if I do, I'm going to be a  
2 hard worker and work diligently to get the job done that  
3 we need to do for the State.

4 CHAIR AHMADI: Thank you.

5 MS. RAMIREZ-RIDGEWAY: Thank you so much for  
6 coming to see us.

7 We'll go into recess until 12:59.

8 CHAIR AHMADI: Thank you.

9 (Recess at 12:16 p.m.)

10 (Back on the record at 1:01 p.m.)

11 MS. RAMIREZ-RIDGEWAY: The hour being 1:01,  
12 let's go back on the record.

13 We have before us Donna Day Beers. Ms. Beers,  
14 are you ready to being?

15 MS. BEERS: Yes, thank you.

16 MS. RAMIREZ-RIDGEWAY: Please start the clock.

17 What specific skills do you believe a good  
18 Commissioner should possess? Of this skills which do you  
19 possess, which do you not possess and how will you  
20 compensate for it?

21 Is there anything in your life that would  
22 prohibit or impair all of the duties of a Commissioner?

23 MS. BEERS: Well, first of all, I think the  
24 skills a Commissioner should have are the skill of  
25 communication. You should be able to write and speak

1 effectively, and listen with a desire to learn the  
2 viewpoints that the other Commissioners have, and what the  
3 public would like their lines to look like.

4           You need to be trusting, if you're going to  
5 build collaboration. Trusting the expertise and the  
6 experience of the other Commissioners is going to be  
7 important for us to get the work done quickly and happily.

8           I trust my own integrity and my own skills for  
9 task completion and bookkeeping, recordkeeping, computer  
10 skills. I trust my own skill in listening to others.

11           And I have a willingness to trust and that  
12 openness, I think, will allow other people to get along  
13 better when I'm willing to be the first to trust.

14           And I'm hoping to work with people that are as  
15 anxious to serve the State of California and its citizens  
16 as I am.

17           And my reasoning skills, which are also  
18 important for a Commissioner, are to be able to understand  
19 what the best interest of the community is and what --  
20 you're negotiating, you find out what the party's best  
21 interest is, you look for a goal that all of them are  
22 interested in serving, and then you can reason by being  
23 prepared to adequately understand the subject matter in  
24 front of you, and look for the commonalities, and help  
25 people to open up and tell you what they think and how

1 they would solve the problem.

2 Analyzing a lot of different data, and being  
3 able to put into perspective what we analyzed, and  
4 prioritize it and compartmentalize it is how we would  
5 organize to get the job done.

6 We have to remain impartial. Being impartial is  
7 a really important part of this job and I feel like I've  
8 shown impartiality in my service as a co-worker, serving  
9 all of the different people who come in to vote.

10 And there's nothing that I can think of that  
11 would impair my ability to perform as a Commissioner. I  
12 have computer skills, bookkeeping skills, recordkeeping  
13 skills, writing skills, having owned a newspaper and been  
14 an editor.

15 I worked at Computer Sciences Corporation, so I  
16 can learn computer programs really quickly. Anything that  
17 I can't learn really quickly, the algorithms and the  
18 mapping, and whatever they're going to be using, I have no  
19 idea what has already been put in place, but any computer  
20 programs that I can't learn right away, I feel like I  
21 could find people that would be able to help me do those  
22 things rather quickly.

23 I feel like I have the ability to be impartial  
24 and take criticism, and take it constructively. And I  
25 would feel like I could defend what our Commission will

1 do. And I'm anxious to be part of a group of people that  
2 want to serve California.

3 And I think that answers everything.

4 MS. RAMIREZ-RIDGEWAY: Okay. Describe a  
5 circumstance from your personal experience where you had  
6 to work with others to resolve a conflict or difference of  
7 opinion. Please describe the issue and explain your role  
8 in addressing or resolving the conflict?

9 If you were selected to serve on the Citizens  
10 Redistricting Commission, tell us how you would resolve  
11 conflicts that may arise among the Commissioners?

12 MS. BEERS: Well, the first thing I can think --  
13 that I thought of when I was working this question out,  
14 was a recent meeting that I had gone to of condo  
15 homeowners, where my condo is, and there was a very big  
16 difference of opinion about the color of the lobby had  
17 been painted, in an orange and green color that some  
18 people found really offensive. And there was so much  
19 disagreement that they had a large number of people at a  
20 meeting that people never usually ever go to.

21 So, the person that had been in charge of the  
22 project was trying to defend the colors that she had  
23 chosen, and wanted to buy the new furniture and complete  
24 the project.

25 The other side was rather unhappy with the color

1 | and didn't want to spend ~~anymore~~any more money on  
2 | completing that project.

3 |           And the back and forth was going, and then I  
4 | tried to analyze that situation and come up with something  
5 | that would stop a little bit of the back and forth, and I  
6 | just took my turn to speak. And I first thanked the hard  
7 | work that the woman had done in trying to make a nice  
8 | lobby for everyone, and acknowledged her participation,  
9 | and acknowledged her point of view.

10 |           And then I said, but what I think is before us  
11 | now is that we want a lobby that everybody likes, and so  
12 | maybe we can get rid of some of the orange color, and keep  
13 | the green color, and paint part of it, only the orange  
14 | part, over with a lighter shade of green, and we can keep  
15 | the furniture we already have. Because that would solve  
16 | the problem of cost because the association is now working  
17 | in their reserve, the foreclosures have really limited the  
18 | amount of money that they're collecting.

19 |           So, everybody kind of liked that solution and  
20 | the people were nodding their heads yes, and kind of we  
21 | went in that direction. And I think it was -- I think  
22 | acknowledging that other people had done hard work and  
23 | that, you know, we needed to come to a new solution that  
24 | could give the old board some acknowledgement by keeping  
25 | the green color, because they didn't like the pasty white

1 look, and that satisfied their kind of aesthetic thing,  
2 and it also satisfied the people that hated the orange.  
3 So, we have a lovely lobby now.

4           And if I was to work on the Commission with  
5 others, I don't think I would necessarily look at conflict  
6 as a bad thing. I would probably see conflict as someone  
7 trying to be understood, someone that wanted to convey a  
8 worthwhile idea with a lot of emphasis.

9           And so, I would calmly remain constructive under  
10 pressure, and be ready to listen more than talk, so I  
11 could learn what the other person's position was before I  
12 adopted a real staunch position of my own.

13           And, hopefully, set out the facts that were  
14 involved in the objective, instead of personality, or  
15 confusion.

16           And in establishing a common objective, that's a  
17 very good step for managing a conflict. When you manage a  
18 conflict, you get a better outcome, you get more creative  
19 answers and you maybe get a third solution that was much  
20 better than either one.

21           So, if you involve everybody in solving the  
22 conflict you can, you know, manage them a little better.

23           And in thinking about what it is, in particular,  
24 that makes you a good manager of a conflict is to trust  
25 other people, that they have integrity and that they have

1 expertise to allow them to bring their collaborative  
2 resolution into play by asking them questions and finding  
3 out what ideas they do have, and what opposition they do  
4 have. And then, looking for a compromise, if you have to,  
5 when there's a looming deadline, that everybody can live  
6 with.

7           And being ready to relinquish a position in  
8 order to gain the goal, and you have to start with that in  
9 yourself sometimes.

10           So, if you can leave that out and say, you know,  
11 well, in order for this to be really good I can see your  
12 point, and I can concede mine, and we can move forward.

13           There's some things about collaboration that I'm  
14 going to add later on, so I think I'm pretty much done  
15 with question two.

16           MS. RAMIREZ-RIDGEWAY: We have about ten minutes  
17 remaining.

18           How will the Commission's work impact the State?  
19 Which of these impacts will improve the State the most?  
20 Is there any potential for the Commission's work to harm  
21 the State and, if so, in what ways?

22           MS. BEERS: Well, I'd like to start on a  
23 positive note by what we could do to improve the  
24 appearance of our lines. And I'd like to help the public  
25 elevate the perception that voting is fair.

1           And if we come up with some really good lines, I  
2 think people will be more encouraged to come out and vote,  
3 and that would be a really good outcome.

4           A bad thing would be if we get fined by the  
5 Supreme Court for violating a Voting Law Act.

6           And another bad thing would be that if we did a  
7 bad job of drawing the lines, voters would be even more  
8 disappointed and discouraged.

9           And I would love to see the people of California  
10 be really proud of what we've done as a Commission, and  
11 other states would look at our State as a shining example  
12 of how to accomplish a good Redistricting Commission.

13           And that's pretty much question two -- or three.

14           MS. RAMIREZ-RIDGEWAY: Describe a situation  
15 where you've had to work as part of a group to achieve a  
16 common goal? Tell us about the goal, describe your role  
17 within the group, and tell us how the group worked or did  
18 not work collaboratively to achieve this goal?

19           If you are selected to serve on the Citizens  
20 Redistricting Commission, tell us what you would do to  
21 foster collaboration among the Commissioners and ensure  
22 the Commission meets its legal deadlines?

23           MS. BEERS: Well, a personal experience was  
24 being a volunteer at the San Diego County Fair for a group  
25 of Weavers.

1                   We had our group at the Antique Steam and Gas  
2 Engine Museum, Weavers, and then we invited the San Diego  
3 Weavers and the Palomar Weavers to come and help us man  
4 this booth at the fair. And we were going to have a  
5 lovely, big table and the volunteers would have an easier  
6 time, you know, coming out and doing the 21-day booth  
7 minding.

8                   And we were all set to go, we had our crew  
9 there, ready to set up, and a fair employee came over and  
10 informed the girls that they only had two tables, not  
11 three.

12                   So, all of the sudden this contention arose  
13 between the fair employee and the crew that was there to  
14 decorate and set up.

15                   Well, I got there a couple minutes later and  
16 heard all about it. And I said, okay, guys, you know, we  
17 really have to take what we have and get to work, and  
18 start designing it. You know, we're real creative people,  
19 we'll just get in there and we'll get it done, and we  
20 won't worry about anything else that happened before that.

21                   And the girl that had the most trouble with it,  
22 who was kind of really insulted in her -- by the  
23 confrontation between her and the fair employee, I tried  
24 to let her see that the fair employee had 8,000 square  
25 foot of exhibit space to deal with, and all kinds of

1 people showing up that day to occupy those spaces, and we  
2 had 250 square feet to play with.

3           And she could see that the person didn't really  
4 want to come over and say that to us, and that was  
5 probably more responsible for her bad presentation of bad  
6 news, that she could probably forgive her and, you know,  
7 get on with it and get over it.

8           So, sometimes, I think I can be a pretty level-  
9 headed and kind of bring-it-down-a-notch team player, and  
10 kind of let people level out a bit by understanding that  
11 another person's point of view is important. And that,  
12 you know, sometimes people seem different than they might  
13 really be.

14           And the fair employee probably didn't want to  
15 bring bad news, and that probably was part of how she  
16 delivered it.

17           Anyway, people are like that a lot and tempers  
18 flare, and sometimes people are abrupt with each other and  
19 you have to remain caring in a collaborate atmosphere, you  
20 have to remain trusting. You have to give people a little  
21 room, a little space to find their happy places again.

22           And I think being trusting and sensitive to  
23 others' needs, and respecting their valuable expertise and  
24 their integrity is what builds collaboration.

25           And there are also some rules at the beginning,

1 there are ground rules that you can set for collaboration.

2 And one of the things that I have used in the  
3 past is a system that says we're going to do the 70/30  
4 rule, and suggest that to the group, and say is that a  
5 group thing that we want to do, do we want to use this  
6 kind of rule?

7 Which says that if you're in favor, number one  
8 would be I easily support this decision or action.

9 Number two is I can support it, but it's not my  
10 favorite.

11 Number three is I can support it, but I'd like  
12 some changes.

13 Number four is I don't necessarily agree, but  
14 I'll go along.

15 And the fifth is, I can't agree at all.

16 And if you have the 70/30 rule, if you ask  
17 people what they think, and people's ideas about it are  
18 all over three, if 70 percent of the ideas are all over  
19 three --

20 MS. HAMEL: Five minutes.

21 MS. BEERS: -- then you work in that -- in that  
22 idea and say, you know, this is the idea we're going to  
23 build on.

24 So, that's good for collaboration. And if  
25 somebody has a really big four or five you can say, well,

1 what's the problem with this, why are we feeling so bad  
2 about it, so we can correct something that might be wrong  
3 and make it better.

4 And the third outcome, like I said before, a  
5 third outcome that nobody thought of might be the result.  
6 So, that could be good for building collaboration. And I  
7 think trusting is the key, trusting others is the key.

8 And I would be willing to trust the expertise  
9 and the integrity of the others.

10 And now for question five?

11 MS. RAMIREZ-RIDGEWAY: A considerable amount of  
12 the Commission's work will involve meeting with people  
13 from all over California, who come from very different  
14 backgrounds and very different perspectives. If you are  
15 selected to serve on the Commission, tell us about the  
16 specific skills you possess that will make you effective  
17 in interacting with the public?

18 MS. BEERS: Well, that was one of the most  
19 sensitive questions for me because I feel like I'm a  
20 sociable person, I like people, I like being around  
21 people. I belong to two square dance groups, a weaving  
22 group, a gemological society with facet stones. I teach  
23 art to the public. I'm always around a lot of other  
24 people and I can spend a long time, you know, as well  
25 as -- that's okay, too.

1           But my desire for working on this Commission is  
2 to serve California and to give back to California.  
3 Because California's given me a wonderful education, it's  
4 given me lots of wonderful experiences.

5           And I think in school, when I studied  
6 anthropology, it's because I wanted to know about people,  
7 they were more interesting to me than anything else. And  
8 I enjoy meeting and learning new people, and how they are,  
9 and what they think, and where they come from and, you  
10 know, what their beliefs are.

11           I really think that if I bring that kind of an  
12 honest openness to want to serve, and an honest openness  
13 to want to, you know, be impartial to all people, people  
14 from all backgrounds, that I'd be a good choice for this  
15 Commission.

16           And, also, I have friends that are Republicans  
17 and Democrats and, you know, people that don't have a  
18 particular party and all of them think I'd be a good  
19 Commissioner, and they've all encouraged me to come and do  
20 the job.

21           So, I hope I'm selected and I'm glad I don't  
22 have to answer any more of the five questions.

23           (Laughter.)

24           MS. RAMIREZ-RIDGEWAY: Mr. Ahmadi, would you  
25 like to begin your question period?

1                   CHAIR AHMADI: Yes, thank you. Good afternoon,  
2 Ms. Beers.

3                   Almost all of my questions are about your  
4 statements that you mentioned in response to those  
5 questions and also on your application.

6                   So, let me go back to your responses right now  
7 and ask you a question in regards to you mentioned, as  
8 part of one of the significant skills that a Commissioner  
9 should possess, you mentioned ability to understand best  
10 interests of the people.

11                  Could you please share with me, in your mind,  
12 how would you achieve that objective, to make sure that  
13 you understand the best interests of the people?

14                  MS. BEERS: Well, I heard that we're going to  
15 have a lot of public meetings, and I heard that the public  
16 is going to be able to come and talk to us.

17                  And I would hope that we could send out  
18 invitations, and press releases, that would really make  
19 people feel that we're welcoming them and that we're  
20 really, you know, joining with them and pulling them into  
21 us, and saying, yes, please, come and tell us what you  
22 want your lines to look like, this is your big opportunity  
23 to invest in this situation with us.

24                  And so, we really want to make a presentation to  
25 people that would allow them to come and want to be with

1 us and want to meet with us.

2 So, I think that's what you were asking in your  
3 question. Perhaps you could ask it again, so I could  
4 maybe tune in a little?

5 CHAIR AHMADI: No, that's fine. You answered  
6 part of it, so let me just have a follow up on that. How  
7 would you determine what is best and what is not best?

8 In other words, if you have a group of people  
9 approaching you and asking for certain shape, or geometric  
10 shape of the line, how would you go about making a  
11 judgment about is that the best?

12 MS. BEERS: Well, at some point somebody's going  
13 to have to say this is where the line is. So, I would be  
14 very careful about listening to a lot of the opinions.  
15 And sometimes the majority is right and sometimes the  
16 majority isn't right. So, I would have to come into my  
17 own integrity, my own strength of knowing that, you know,  
18 the mop rule isn't always right. And also knowing that if  
19 the majority says that this is what is good, then  
20 sometimes you have to follow what the majority wants.

21 So, I'm going to have to use that balance in my  
22 own thought process to figure out what I think is the best  
23 in a situation.

24 CHAIR AHMADI: Thank you for that.

25 MS. BEERS: I hope that's kind of what you were

1 going for.

2 CHAIR AHMADI: I don't want you to worry about  
3 it, you know, I'm just trying to gain some solid  
4 understanding of -- you know, working on the Commission is  
5 a huge responsibility, as I'm sure that you imagined, so  
6 it's my job to ask some follow-up questions to make sure  
7 that, you know, I understand fully your skills and  
8 abilities for that purpose. So, that's the only reason  
9 I'm asking these follow-up questions.

10 MS. BEERS: Okay.

11 CHAIR AHMADI: You mentioned something about the  
12 majority rule. Well, let me just put a twist to that. In  
13 your mind, based on your understanding of the criteria  
14 that applies to the redistricting job, what kind of  
15 criteria, or rules, or laws, or what kind of criteria  
16 would you follow along with, you know, listening to people  
17 or getting input from the public?

18 MS. BEERS: Well, from what I've read so far,  
19 there are certain steps that you go through. You have to  
20 have so many people, the same number in each division, in  
21 each district. You have to have a thing called common  
22 interest, and that comes after the cities and the  
23 geographic, you know, sort of things.

24 The common interest is the part where I might be  
25 able to shine. I think I would be able to understand the

1 different groups that are in an area and in that way,  
2 knowing that we have a lot of Buddhists in this area, and  
3 we have a lot of Catholics in this area, and we have a lot  
4 of farmers in this area, or we have a lot of, you know,  
5 small intricacies that are going.

6           And maybe this common area, these people with a  
7 common interest need to be recognized, you know, as per  
8 the law. And I would use the law as my first criteria for  
9 making these decisions.

10           And choosing what is a common interest I think  
11 is where it gets like, well, what is the common interest  
12 of these people? And that may be where I can pull out  
13 some of my past experience, having worked with a Filipino  
14 community as their newspaper person, and provided them  
15 with a newspaper. I'm certainly not Filipino, but I got  
16 to know to what people in a community look for politically  
17 and what they look for, you know, socially and culturally.

18           I also might add that one of my first jobs was  
19 at the Bank of Tokyo, and I had to go to work and speak  
20 Japanese every day, and I had to learn Japanese manners,  
21 and I had to, you know, kind of be Japanese while I was  
22 there. And I really loved that job.

23           And those are the kind of things that I might be  
24 able to look for in the common interest and find, so we  
25 could maybe bring those things out a little more in the

1 districting.

2           Because there are other things that are cut and  
3 dried, you know, you need a certain number. And maybe  
4 there is where I would be able to help out.

5           CHAIR AHMADI: Okay. Thank you so much, again.

6           One other follow-up question on your response to  
7 question number four.

8           MS. BEERS: Okay.

9           CHAIR AHMADI: And this is just in general  
10 terms. You used an example about the compromises that you  
11 made when that conflict emerged from the San Diego Fair,  
12 using two tables versus three, and I appreciate that  
13 process you've taken. Certainly, there's value with that.

14           I'm wondering if you can share with us a  
15 lifetime experience where you had opinion or a stand on an  
16 issue that you did not change your position on, and why?

17           Do you want me to paraphrase that?

18           MS. BEERS: No, I'm trying to think of a place  
19 where I really held my line. And the only place that  
20 comes to mind is probably not as appropriate as it might  
21 be, but I'll give it to you anyway.

22           It was a situation where borrowing money came  
23 into play and I guess I was raised never a borrower or a  
24 lender be, and I had to stick to my principles and hope  
25 that even though I stuck to those principles that the

1 people in the conflict would still like me and still, you  
2 know, want to deal with me.

3 And as it turned out, they still liked me and  
4 still wanted to be with me even though I didn't give in to  
5 their point of view.

6 CHAIR AHMADI: Okay.

7 MS. BEERS: I don't know if --

8 CHAIR AHMADI: Thank you.

9 MS. BEERS: I don't know if you want more  
10 mechanical type of things, you know, or more  
11 philosophical.

12 CHAIR AHMADI: Well, that's your judgment.

13 MS. BEERS: Okay.

14 CHAIR AHMADI: Thank you, appreciate that.  
15 Let me take you back to, you know, your  
16 Moonlight Beach Gallery experience.

17 MS. BEERS: Okay.

18 CHAIR AHMADI: And I believe that was, as you  
19 explained earlier, about we made our products and --

20 MS. BEERS: Actually, to different things.

21 CHAIR AHMADI: Okay, so tell me a little about  
22 that?

23 MS. BEERS: Okay, the Antique Steam and Gas  
24 Engine Museum has a weavers barn, with many looms, and we  
25 teach people to weave, and we're docents and it's a live

1 action museum. And you go in there and people are working  
2 on tractors, and antique steam rollers. And it's a lot of  
3 fun and it's -- you know, come down to San Diego and see  
4 it sometime.

5           The Moonlight Beach Gallery is a nonprofit  
6 organization that promotes art, and I teach art on the  
7 beach every Tuesday morning, on Moonlight Beach. And  
8 nobody pays for it, it's just volunteer.

9           The Moonlight Beach Gallery gives scholarships  
10 and its goal is to promote art and artists. Because in  
11 our community a lot of times if a child comes and says to  
12 you, I want to be an artist, the first thing you'll say is  
13 get a real job.

14           My daughters are both interior designers and  
15 they make a lot of money with their art. And, you know,  
16 everything around us has been designed by somebody, so  
17 we've like to elevate the status of the artists. That,  
18 you know, you really want to be an artist be an artist,  
19 you know, be a good artist.

20           And I also teach art in retirement homes and to  
21 retired people, as well as teaching all ages on the beach,  
22 because I think art is a way you can express your emotion,  
23 and art gives you a way of communicating that's not verbal  
24 or written, but can show up moods, and evoke moods, and  
25 evoke emotion. And that's something that everybody, if

1 they want to draw, or they want to paint, or they want to  
2 create art in some way, that needs to be encouraged.

3 So, that's why I teach art on the beach, because  
4 I like sharing my ability to encourage other people to  
5 bring their artistic talent out.

6 CHAIR AHMADI: That's very interesting.

7 May I ask you to share with us your favorite art  
8 piece and why you like it?

9 MS. BEERS: La Pieta. And as a child I had the  
10 opportunity to go to the World's Fair and see  
11 Michelangelo's La Pieta. I think I'm pronouncing it  
12 correctly. I got chills from looking at it then and I get  
13 chills from thinking about it now. And that's my favorite  
14 piece.

15 CHAIR AHMADI: Okay, thank you so much.

16 Again, looking back at your application, you  
17 have lots of activities, one of which was being a poll  
18 inspector.

19 MS. BEERS: Oh, yeah.

20 CHAIR AHMADI: What values do you think that  
21 experience will bring to the Commission, should you be  
22 selected?

23 MS. BEERS: Well, I began to be a poll inspector  
24 because when I was a child one of the people that was  
25 kindest to me was the woman who worked on the polls every

1 year. When she passed away, I decided to work on the  
2 polls in her honor.

3 And she was one of the most fair-minded,  
4 accepting people that I ever knew.

5 And when I go to the polls and I work, and I'm  
6 there, I remember how important our right to vote is. In  
7 1920 women did not have the right to vote and the  
8 suffragettes had to suffer greatly in order to give us the  
9 right to vote.

10 And it's so precious. I don't care if the  
11 people vote differently than I would vote, I don't -- I  
12 just want them to show up and participate and, you know,  
13 deliver to the government what the government should be,  
14 not have the government deliver to them -- you know, it's  
15 the government by the people.

16 And as long as the people are voting, we're by  
17 the people. So, that's when I go there and I serve, and  
18 I've served for, I don't know, I can't even count how many  
19 years I've served it's so long. I've served in every  
20 election. I don't plan vacations, you know, and things  
21 when elections are coming.

22 So, you know, I really feel it's my duty and  
23 it's important. And I serve everybody the same.

24 CHAIR AHMADI: Okay, thank you.

25 In your application, in response to

1 impartiality, if you recall, you mentioned something about  
2 an opportunity that you had -- let me just refer to the  
3 notes here -- invited someone to be co-president and then  
4 you built the group back up. There was a group that was  
5 falling apart, okay.

6 MS. BEERS: Uh-hum.

7 CHAIR AHMADI: And you were invited to come and  
8 help, and then you helped, and you're declaring that that  
9 was successful.

10 MS. BEERS: Uh-hum.

11 CHAIR AHMADI: Could you tell me a little more  
12 about that in terms of, you know, what was the cause, and  
13 how did you approach it, and why did it become successful?

14 MS. BEERS: Any time you get a bunch of ladies  
15 and creative gentlemen, artists together, they all have  
16 really good ideas, and they're all full of emphasis and,  
17 you know, high emotion. And, you know, creative people  
18 can be really expressive and that's wonderful, and I get  
19 inspired by being around them.

20 Unfortunately, this lovely group was -- had an  
21 officer who embezzled most of the money, and we're talking  
22 about like \$26,000, or some bodacious amount of money.  
23 And the president of the group -- I don't know if this  
24 mike is -- if I'm in the heart.

25 CHAIR AHMADI: That's fine.

1 MS. BEERS: The president of the group was  
2 disrespected and, you know, had a terrible time with the  
3 district attorney, and just a whole bunch of disgruntled  
4 people, and accusations.

5 And a lot of people decided heck with this, I  
6 don't want to be part of this group anymore. And nobody  
7 wanted to be the president because of the, you know, awful  
8 experience the president was going through.

9 And I looked at one of the most popular girls in  
10 the group and I said, Theresa, why don't you and I be co-  
11 presidents because, you know, we can do this together.

12 MS. HAMEL: Five minutes.

13 MS. BEERS: And we can build this group up. And  
14 then, you know, we just slowly started thinking of ways to  
15 have activities, and have fun things, and we just started  
16 doing fun things and bringing people back in, and started,  
17 you know -- just started working the program that the  
18 thing was set up to do in the first place, which was to  
19 bring art to the community and give people a place where  
20 they could come and show an exhibit.

21 And we had an art fair, a community art fair  
22 that stemmed out of that. And we had built the membership  
23 right back up because we were having so many fun things to  
24 do that people just decided to forget about what had gone  
25 by, and that was the focus anymore. The focus was, gee,

1 look at this, this is fun, let's go back, let's do it.

2 CHAIR AHMADI: Thank you.

3 I'm kind of stretching a little bit here, going  
4 back to your application, you mentioned something about  
5 your experience of being the owner of the Filipino Press.

6 MS. BEERS: Uh-hum.

7 CHAIR AHMADI: When was that?

8 MS. BEERS: In 1988 and 1987.

9 CHAIR AHMADI: And I believe the editor was the  
10 press secretary for the Democratic Senator?

11 MS. BEERS: Yes, Congressman Jim Bates. His  
12 press secretary was Ernie Flores and during that year  
13 we -- during those years that I owned the paper I got to  
14 meet a lot of nice people, and one of them was Duncan  
15 Hunter's father. I don't know if -- he was a lovely  
16 gentleman.

17 And I just got to, you know, see a little bit  
18 closer some of the people who are doing politics and are  
19 in politics. And I was kind of impressed by some of the  
20 beauty in some of the people that I did meet, that were  
21 politicians, and that was kind of nice.

22 CHAIR AHMADI: Thank you.

23 How much time do I have?

24 MS. HAMEL: About two minutes.

25 CHAIR AHMADI: Okay, last question.

1 MS. BEERS: Okay.

2 CHAIR AHMADI: In the last ten years did you  
3 have any interaction with the Legislature, with the State  
4 Legislature or any legislative office staff.

5 MS. BEERS: No, none at all. Not any at all.

6 CHAIR AHMADI: Okay, thank you very much.

7 MS. BEERS: And thank you.

8 MS. RAMIREZ-RIDGEWAY: Ms. Camacho?

9 VICE CHAIR CAMACHO: Hi, Ms. Beers.

10 MS. BEERS: Hi.

11 VICE CHAIR CAMACHO: Kind of along the same  
12 lines as your involvement with the Filipino Press, I saw  
13 that you were encouraging individuals, Filipino  
14 individuals to vote. Why was that so important to you?

15 MS. BEERS: Well, at the time one of the lovely  
16 young ladies was going to the citizens being sworn in, and  
17 there were tables outside where the people who were being  
18 sworn in as brand-new citizens could go and register to  
19 vote.

20 And I thought, you know, the Filipino Press  
21 could go there and then we could, you know, have our young  
22 lady go out there and hand out registrations, so that the  
23 brand-new citizens could join right away and get involved  
24 in the process and, you know, be a part right away.

25 And that was a lot of the political ad came from

1 the Democratic Party to our newspaper and a lot of ads  
2 came from the Republican Party because they wanted to  
3 garner the Filipino vote. I mean, that was important to  
4 them. San Diego has a very large Filipino community. So,  
5 that's kind of some of what was going on at that time.

6 And I'd enjoyed it all, I wanted to see  
7 everybody get out and vote and, you know, make sure  
8 everybody was encouraged and had good information.

9 VICE CHAIR CAMACHO: Thank you. As you stated  
10 in your application, different areas have different needs.  
11 What are some of those needs?

12 MS. BEERS: Whoa. Well, one of the areas that I  
13 live in has some of the -- a lower economic value to their  
14 property. And some of those individuals have different  
15 educational needs, some of those individuals have  
16 different medical needs, housing needs and the community  
17 needs to be responsible and help out where they can make a  
18 big difference in the lives of the people there, and make  
19 sure the children are educated well, and make sure that  
20 nobody starves. And make sure that, you know, people are  
21 given an opportunity to grow and be healthy in our  
22 country.

23 And the other area where I live it's a different  
24 story. People are economically, you know, in one of the  
25 wealthiest communities in the country and those people are

1 going to have different ideas about what they want than  
2 the people in the other neighborhood.

3           However, there are commonalities between both.  
4 They both want their children to be educated well. They  
5 both want to eat a good meal at the end of the day. They  
6 both want to see our communities as healthy, and growing,  
7 and wonderful.

8           So, even though there are a lot of differences,  
9 there are a lot of similarities as well.

10           But if you take a look at a farming community,  
11 they're going to have different needs, say, than an urban  
12 community.

13           So, you have to specify what community we're  
14 looking at to know what kind of needs are going to be more  
15 important to them than another.

16           VICE CHAIR CAMACHO: Is that it?

17           MS. BEERS: Yeah.

18           VICE CHAIR CAMACHO: Okay. Kind of with that in  
19 mind, you were talking about drawing really good lines.  
20 What exactly do you mean by this and how would you  
21 encourage the Commission to draw these types of lines?

22           MS. BEERS: I've heard the expression,  
23 gerrymandering, and I think that's almost like a dirty  
24 word. It makes people feel like they're not important, it  
25 makes people feel that their votes don't count, it makes

1 people feel like they're outsiders.

2           And if the Commission can draw lines that make  
3 people feel included, important and will come out and vote  
4 and be encouraged to participate, then that is certainly a  
5 good line and a good job done.

6           And a gerrymandered line may not be that. So,  
7 if you have people that feel like nothing they vote for is  
8 going to matter, then they're not going to come.

9           And if you have a gerrymandered line, the  
10 perception of some is that the Legislature is picking  
11 their own little basket of apples, and the apples are  
12 always going to be theirs, and they're always going to  
13 have a full basket and always win. And the people that  
14 are not are the rotten apples.

15           So, you know, you want to make everybody feel  
16 like they're a good apple. So you got to get everybody in  
17 where the lines are, in their communities, they need to be  
18 held together by their common interests.

19           I mean, if you're sitting on the corner over  
20 here, and the line goes around you, down the freeway and  
21 it -- to some other community, that's not near you at all,  
22 and then someone comes up with this lovely phrased called  
23 the ribbon of shame, you know, these things have a  
24 tendency to make voters feel ~~hat~~that they're not really --  
25 you now, who cares, why should I got vote? And apathy is

1 a killer for democracy.

2 So, a good line, good districts would make  
3 people feel like here's where I belong, here's a good  
4 place. You now, we're here, we're the voters here and  
5 that's a good thing.

6 VICE CHAIR CAMACHO: How would you determine  
7 that they belong in that area?

8 MS. BEERS: Well, I'm not allowed to use a  
9 political affiliation for deciding those things, so there  
10 may e a varied amount of things that might make people  
11 feel like they're in the same group. Maybe they have the  
12 same religion, or maybe they have the same language or  
13 maybe they have the same ancestry, or maybe they have the  
14 same jobs, or maybe they have the same opinions. There  
15 are so many variables that you could say this is a common  
16 interest.

17 You know, I guess I would have to sit down and  
18 listen to them and see what they think are the common  
19 interests.

20 What will I learn? I'll learn a lot about what  
21 they want and that's important.

22 So, I really don't have any preconceived ideas  
23 about where the lines should be. I don't have any  
24 preconceived notion of what a common interest is in the  
25 little nuts and bolts kind of mechanical way because I

1 want to go out there and find out what the people things  
2 are their common interests, and they'll know a little  
3 better how to say what a common interest is or how to know  
4 what a common interest would look like.

5           So, I can only kind of like take a very vague  
6 and vast view, and from there give you the answers that  
7 I've given you.

8           VICE CHAIR CAMACHO: Okay. I see in your  
9 application that you had a variety of jobs throughout your  
10 career; how have they individually prepared you for the  
11 Commission?

12           MS. BEERS: Well, I would think I would need  
13 recordkeeping, bookkeeping, human resources skills for  
14 hiring, certainly those kind of mechanical things I have  
15 under the belt.

16           Communication in writing, I've done technical  
17 writing, grant writing. So, I feel like my writing skills  
18 would be adequate for recording and communicating.

19           I think my verbal skills are probably better at  
20 listening than talking, so I like to listen.

21           And I've done a lot of volunteer work recently  
22 and that has helped me to really get to know people and,  
23 you know, very quickly make friends.

24           And I like to think that I'm the kind of person  
25 that this Commission would really be proud of and I hope I

1 get selected. And a lot of people I know hope I would get  
2 selected, I have lots of friends who are, you know,  
3 different opinions than mine that still think I would be  
4 fair and impartial, and do a good job.

5           And they know what kind of experience I've had  
6 in my life, and the different jobs that I've had and the  
7 different -- you know, lots of variable things to bring to  
8 the table. I mean, I think almost everything that I would  
9 have needed in my past has pushed me into this position.

10           I don't really need to work, but I'm at a place  
11 in my life where I can devote all the time, and the  
12 energy, and motivation to give my full attention to this  
13 job. My children are all grown, you know, and I have a  
14 good understanding of the task that's in front of us, and  
15 I have a good understanding that I would be able to give  
16 it the attention that it warrants, and I would feel  
17 motivated. And a sense of reward, when the Commission is  
18 done, that we've done an excellent job, that maybe people  
19 from other places would look at and take as an example of  
20 this is how a good Citizens Redistricting Committee can  
21 help our state.

22           VICE CHAIR CAMACHO: You talked about some  
23 volunteer work that you're performing, recently, that  
24 would be applicable. Can you kind of elaborate on that a  
25 little bit?

1 MS. BEERS: Well, I get to step out of my own  
2 world and join in the world of other people and I  
3 constantly am hearing ideas that are new to me and, you  
4 know, hearing ideas that are different than mine. And so  
5 I have a lot of social interaction, and I'm not sitting in  
6 front of my TV all of the time, you know, listening to the  
7 news or the media. I get out there and I hear what other  
8 people have to say and I kind of like gather in a lot of  
9 information from all the different groups that I belong  
10 to.

11 I mean, you might say I was a little gregarious  
12 because I have so many friends and so many different  
13 activities that I actually, you know, hear a lot of  
14 opinions, you know.

15 VICE CHAIR CAMACHO: Listening to all of the  
16 work that you're involved, because you're very -- it  
17 sounds like you're very involved, and you did say that you  
18 have the time and energy to put into this. Are you  
19 willing to give up some of those activities that you're  
20 doing now?

21 MS. BEERS: Oh, yes. In my mind I have placed  
22 myself as already have gotten this job and what -- and  
23 missing my friends that I share activities with, but this  
24 job is going to last a very short time, in comparison to a  
25 lifetime career.

1           And I know we may have to defend the lines for  
2 the next ten years and, you know, I would also be  
3 available for that. But I can -- I can devote the energy  
4 and the time, and be motivated to do that, so much so that  
5 it wouldn't really bother me to miss the other activities  
6 that I'm doing because they'll be there when I get back.

7           VICE CHAIR CAMACHO: That's all the questions I  
8 have, thank you.

9           MS. BEERS: Okay, thank you.

10          MS. RAMIREZ-RIDGEWAY: Ms. Spano?

11          PANEL MEMBER SPANO: Good afternoon.

12          MS. BEERS: Oh, that's right, Ms. Spano. I  
13 thought I got to stretch a little.

14          (Laughter.)

15          PANEL MEMBER SPANO: Go ahead and stretch if  
16 you'd like.

17          MS. BEERS: I needed a little water, I think.

18          PANEL MEMBER SPANO: Let's see. You state in  
19 your application that you have experience understanding  
20 many types of maps. Can you tell me more about this  
21 experience?

22          MS. BEERS: I was helping a neighbor with a  
23 project, he's a lawyer. He was needing some help doing  
24 research into what the different zoning maps had in them.  
25 It was kind of complicated because he was looking for what

1 kind of frontage was permitted, and what kind of driveways  
2 were happening in this area. And we went down to the  
3 zoning department and looked at all different kinds of  
4 maps, and dragged out all kinds of histories.

5 And looked at all the different kinds of  
6 community rules and regulations, and all these laws, and  
7 all the symbols, and all the things that I had to kind of  
8 parse out and help him with the research.

9 So, I got to do some things with the zoning maps  
10 and learned about a lot of things in that regard.

11 Topographical maps, I've done a lot of hiking as  
12 a young woman and, you know, those geological survey maps  
13 are always in the backpack and, you know, elevation and  
14 different geological things.

15 And also, when I worked on the Filipino Press  
16 and I needed to know about different mappings for  
17 different things that had to do with, you know, the  
18 advertising. Like different, you know, structures of the  
19 neighborhoods here, and who was going to get this area,  
20 and who was going to get that area and what -- you know,  
21 the kind of sales area this person was going to have, and  
22 what sales area that person was going to have.

23 And, oh, another mapping experience was when I  
24 did the map for the park across the street. And there was  
25 this fair that the Art Guild put on, and there's a huge

1 park across the street and I had to make a map to show  
2 where each person's little booth would be, and it had to  
3 be something that they could look here and imagine that  
4 what was here would also be over there, and I kind of made  
5 maps for that.

6 Oh, gosh, what other kind of maps am I familiar  
7 with? The Google maps, everybody's familiar with the  
8 Google maps.

9 I was also pretty interested to find out how the  
10 district maps are drawn, and what kind of programs that  
11 they're using right now, and what kind of algorithms and  
12 actual programs the maps will be drawn on. And I wasn't  
13 able to get that information.

14 So, my computer skills are pretty good, so I'm  
15 sure that, you know, if there's CAD programs and things  
16 like that, that I'll be able to kind of manipulate those  
17 kind of maps as well, if I have to.

18 PANEL MEMBER SPANO: Sure. Thank you.

19 How will you apply your map reading experience  
20 to the complex task of drawing maps to ensure it  
21 reasonably complies with all the redistricting  
22 requirements and laws?

23 MS. BEERS: Oh, I was hoping that there would be  
24 some algorithms that the State had already put in place to  
25 kind of show how they had done it before, and utilize some

1 of the experiences and what's already been, you know,  
2 looked at and used before, and taking from that. And  
3 being able to say, well, I see the logic of how they did  
4 this mechanically, and then I see the logic or illogic of  
5 how they might have done this philosophically.

6 And so, in those two regards, I would have to  
7 use the philosophical and the actual mechanical together.

8 PANEL MEMBER SPANO: What steps should the  
9 Citizens Redistricting Commission take to increase its  
10 accessibility to California's immigrant population?

11 MS. BEERS: Would you please say that again, I  
12 want to make sure I got it.

13 PANEL MEMBER SPANO: Sure. What steps should  
14 the Citizens Redistricting Commission take to increase  
15 accessibility to California's immigrant population?

16 MS. BEERS: Well, if you can get native speakers  
17 to invite the public, through their cultural groups,  
18 perhaps, that would help them come and join, if you could  
19 figure out who the groups are that you're addressing.

20 Maybe having people go out into churches and  
21 schools, and notify people in those areas.

22 I don't know exactly how these meetings are  
23 going to take place and what notices are going to go out,  
24 but maybe we could come up with some creative ways to do a  
25 good job of getting the people to come and perhaps if they

1 need to be addressed in their own languages, that we could  
2 have people go in, invite them in their own languages.

3 And seeing everybody come and a whole audience  
4 of folks that are the community that's going to be  
5 represented would just be like looking at an unfolding  
6 flower, and it would be beautiful to have everybody come.

7 So, I would hope we would be able to project  
8 that, project that so much that actually people will  
9 believe in it and come, and that's all I could think of.  
10 You have to project it, and believe in it yourself and  
11 then, you know, that's the most that could be done.  
12 Because then you would think of the good ways to do it,  
13 you would think of the best ways to accomplish it.

14 And then, you know, maybe some of the other  
15 Commissioners would have some ideas about what they think  
16 we could do to make the public appear.

17 PANEL MEMBER SPANO: Thank you.

18 MS. BEERS: Okay.

19 PANEL MEMBER SPANO: What challenges do you see  
20 in the Committee's ability to understand the issues from  
21 the perspectives of immigrant groups?

22 MS. BEERS: Well, I don't see everybody as  
23 always agreeing. Sometimes there's going to be  
24 disagreements. Sometimes those come from people looking  
25 at situations from their own perspective and sometimes, if

1 you can get people to look at something they disagree with  
2 from another perspective, that will open their door and  
3 allow them to have a good understanding of another  
4 wonderful idea, or another wonderful way things can  
5 happen. And I think that would be the answer that I would  
6 hope to go with.

7 PANEL MEMBER SPANO: Thank you.

8 You state in your application that you know what  
9 is needed to keep the State of California from being  
10 prosecuted from any violations of the U.S. Constitution  
11 and the Voting Rights Act. What actions are you  
12 recommending the CRC to take to avoid violating the U.S.  
13 Constitution and the VRA?

14 MS. BEERS: Well, it's pretty cut and dried what  
15 the law says, although I'm sure an attorney would be able  
16 to give us even more advice, and we would always want to  
17 follow the advice of our attorneys to make sure that we  
18 were covered in all of our decisions, and make sure that  
19 we didn't, as lay people, or as, you know, maybe there  
20 will be some other lawyers on the Commission.

21 But for someone like myself, who's not a lawyer,  
22 all I can do is kind of pick up these rules, and look at  
23 them, and see what they say, and say, you know, that's  
24 against these rules that I can see right in front of me  
25 and we can't do that.

1           And by adhering to what I understand in plain  
2 English, in front of me, I will avoid making a terrible  
3 mistake.

4           And one of the things is that race, and color,  
5 you can't discriminate against anyone. And there's even  
6 more ways to discriminate against people, not just race  
7 and color. I mean, there's lots of ways to be  
8 discriminating and improperly behave.

9           So, you know, you would really have to  
10 understand the rules and know that when they're being  
11 broken you cannot -- you cannot do that.

12           And there are so many good things that you can  
13 do, that you might as well start with those and do the  
14 good ones, and stay away from the bad ones.

15           PANEL MEMBER SPANO: Sure.

16           And how would you ensure your work would be  
17 defensible under scrutiny and litigation?

18           MS. BEERS: One would be when you go to sleep at  
19 night and you know you did everything right, you sleep go.  
20 So, I would sleep good at night.

21           And the other would be on a more cut and dried,  
22 you know, nuts, heavy duty nails, nail it down with the  
23 attorneys first, make sure that the attorneys approved  
24 that, you know, they know what our actions were, they knew  
25 how we arrived at the decisions that we were making, and

1 they knew that we were following the rules that we need to  
2 follow. And, you know, be respectful of the rules and be  
3 respectful that they're there to guide us and we don't  
4 need to break them.

5 PANEL MEMBER SPANO: Are you comfortable being  
6 challenged in the public by the media?

7 MS. BEERS: I've been criticized a couple of  
8 times in my life and I think I have a pretty even  
9 disposition. And not everybody's going to love you and  
10 not everybody's going to hate you, and you're going to  
11 have to just do the best you can and be who you are, and  
12 know that you're okay.

13 No, I don't think I would fall apart if somebody  
14 said something mean about me.

15 PANEL MEMBER SPANO: Are you comfortable with  
16 the transparent process and making decisions in an open  
17 meeting?

18 MS. BEERS: Well, I knew that if I got on this  
19 Commission that it was going to be kind of a fishbowl  
20 experience, and it was perfectly okay with me, that it  
21 would be scrutinized and overlooked, and I'd be watched  
22 and I'd be filmed, and so I'm okay with that.

23 PANEL MEMBER SPANO: Okay. Describe for me how  
24 your experience working with the Rancho Santa Fe Art Guild  
25 affects your recognition of how the State benefits by

1 having all demographic characteristics, from all  
2 geographic locations, participate in the electoral  
3 process?

4 MS. BEERS: From the perspective of having  
5 worked as a Rancho Santa Fe Board Director or --

6 PANEL MEMBER SPANO: Sure, in that capacity or  
7 in any work that you've done that, in your experience,  
8 could affect your recognition of it?

9 MS. BEERS: I don't really understand your  
10 question, so maybe you could repeat it again and I could  
11 get a better answer for you?

12 PANEL MEMBER SPANO: Sure. I know that with  
13 your experience it's pretty focused in enriching others  
14 about the arts --

15 MS. BEERS: Okay.

16 PANEL MEMBER SPANO: -- and enlightening them  
17 about the appreciation of arts, and getting people to --  
18 and motivate them to pursue their dreams in art.

19 And I was wondering what you've learned so far,  
20 that you can share with us, that would kind of benefit you  
21 in determining a person's ability to elect a candidate of  
22 their choice and how it affects their participation in the  
23 electoral process?

24 MS. BEERS: Well, if you're going to bring art  
25 into it, if you sit in front of a blank campus, you have

1 to have some idea of what you're going to put on that  
2 canvas. And you're going to bring something out in that  
3 canvas, and it's going to be an expression that you own.

4 When you're voting, you may not have an idea  
5 that this is going to be on the ballot or you may not know  
6 the person that you're going to vote for, so it's kind of  
7 like your blank canvas.

8 So then you have to organize your information  
9 and you have to figure out what information is going to  
10 give you a good choice as to how the message on that  
11 canvas is going to finally be understood.

12 So, it's the process of figuring out what you  
13 want, with what you've got, and then making decisions  
14 about how you're going to act. And I guess that's how I  
15 could relate it to my experience as an artist.

16 PANEL MEMBER SPANO: Thank you.

17 MS. BEERS: Okay.

18 PANEL MEMBER SPANO: What does appreciation for  
19 California's diversity mean to you?

20 MS. BEERS: Oh, I can just think about all the  
21 delicious foods from all over the world, and how many  
22 different recipes I want to learn how to cook, and how  
23 many beautiful faces there are to draw, and how many --  
24 how the genetic pool produces such beautiful, beautiful  
25 people.

1 MS. HAMEL: Five minutes.

2 MS. BEERS: And just, oh, I don't know, I just  
3 appreciate people and the things that are interesting  
4 about them and, you know, their -- I have a love of life,  
5 and a love of my community, and a love of my country and I  
6 just appreciate and am willing to participate with them,  
7 and live and be happy, and notice the glory and beauty  
8 that surround us most of the time.

9 PANEL MEMBER SPANO: Why is appreciation for  
10 California's diversity so important to redrawing the  
11 lines?

12 MS. BEERS: Well, you can't exclude anyone, you  
13 have to make sure that when we teach our children that  
14 they have a right to vote, and when we teach our children  
15 that this is a free country, that they really understand  
16 how important it is that they participate.

17 You can't sit around and complain about what's  
18 going on if you don't get out and vote. So, it sounds  
19 like a cliché, but they don't recognize what it would be  
20 like if they didn't have the right to vote.

21 We don't have really any intrinsic knowledge of  
22 what it's like not to vote, and so we can't imagine how it  
23 feels not to vote.

24 So, I think we need to kind of push some of that  
25 back in and tell people, you know, you really -- you know,

1 you're not imagining what it would be like if you lost  
2 your right to vote. You're not imagining what it would be  
3 like, so get out there and do it, get out there and vote  
4 and participate.

5 PANEL MEMBER SPANO: What do you think the most  
6 challenging duties and responsibility of a Commissioner's  
7 going to be?

8 MS. BEERS: When there's kind of a place where I  
9 imagine it will be a hard line to draw, somebody is going  
10 to have to be not so happy about where it lands, that's  
11 going to be a difficult thing. That's going to be a place  
12 where it's not going to be comfortable and at the end of  
13 the day you're going to have to say this is what I did,  
14 this is where I went with it, this is what the committee  
15 has decided as a group, together we stand on this decision  
16 and we made it together and it was the best we could do.

17 PANEL MEMBER SPANO: I'm going to look at my  
18 questions a little bit, but I'm pretty much done.

19 MS. RAMIREZ-RIDGEWAY: Okay.

20 PANEL MEMBER SPANO: Thank you.

21 MS. RAMIREZ-RIDGEWAY: Follow-up questions,  
22 Panelists?

23 CHAIR AHMADI: No.

24 VICE CHAIR CAMACHO: No, I don't have any  
25 follow-up questions.

1 MS. BEERS: I want to thank you and --

2 MS. RAMIREZ-RIDGEWAY: I have some questions.

3 MS. BEERS: Oh, okay.

4 MS. RAMIREZ-RIDGEWAY: You likened voting to  
5 making art. I wonder if you believe that all Californians  
6 have equal access to the supply closet?

7 MS. BEERS: I would certainly hope that they  
8 would. I don't know of any situations, specifically, in  
9 my community where people don't know that they can come  
10 and vote.

11 Our registrar of voters, I think, works very  
12 hard to make sure that people can come out and vote.

13 So, I don't know, per se, exactly where it might  
14 exist. I don't know, per se, who has the problem and what  
15 community might have the problem, but I wouldn't be so  
16 arrogant or so bold as to say, oh, sure, everybody has  
17 this access to the supply closet.

18 But I would darn sure work my darndest to make  
19 sure that everybody had access to that supply closet  
20 because whatever is going to be up to me is going to give  
21 everybody the same access to the closet.

22 MS. RAMIREZ-RIDGEWAY: You also said that if you  
23 don't vote, you shouldn't complain. And I wonder -- you  
24 talked a little bit about how we have the right to vote,  
25 we should appreciate the right to vote and it's something

1 that we, as a society, don't necessarily -- we don't have  
2 knowledge of what it's like to have that right to vote.

3 I'm wondering whether you think that's actually  
4 true of all segments of society, that they don't remember  
5 what it's like not to have the right to vote?

6 MS. BEERS: Well, I was speaking of that in a  
7 broad generalization from the apathy that I see in even my  
8 own children, so I was saying that as a broad  
9 generalization, that the young people think they're too  
10 busy, and they don't know what the issues are, and they  
11 have all these -- you know, I threw out an expression,  
12 that you just brought up, it's kind of like, you know, you  
13 hear that, you hear people say that. But you also hear  
14 people say my vote doesn't count. You also hear people  
15 say, you know, disparaging things about our system.

16 And so, I believe we can do a better job of  
17 bringing people to the ballot box. And people need to  
18 come here with a sense of pride and we need to instill  
19 that sense of pride in them. Sometimes pride is a good  
20 thing. Pride in your system, that it works, and that you  
21 can participate is something we need to develop, I think,  
22 a lot more.

23 MS. RAMIREZ-RIDGEWAY: I noticed in looking at  
24 your application you had -- you've done a lot. And  
25 whether you have employed -- I think the answer to this

1 question is yes, but I want to hear it from you, whether  
2 you employed support staff in your various positions in  
3 business ownership, and the like?

4 MS. BEERS: What, exactly, do you mean by  
5 supportive staff, do you mean like --

6 MS. RAMIREZ-RIDGEWAY: Employees, able to assist  
7 you?

8 MS. BEERS: Employees. I've had occasion to own  
9 businesses where I've had to have, you know, paid  
10 employees do jobs for me, and hire and fire.

11 MS. RAMIREZ-RIDGEWAY: And what role do you see  
12 support staff playing for the Commission?

13 MS. BEERS: Not really exactly sure about what  
14 the staff is that we're supposed to have. And this is an  
15 area that I've asked questions in and haven't really  
16 gotten very many answers that were satisfactory to me.  
17 But I would imagine that we would probably need somebody  
18 to help us coordinate and schedule the meetings so that we  
19 could -- you know, together as a group, we may ~~ne~~not all  
20 be in the same place, at the same time, so we may have to  
21 have somebody help us with scheduling the meetings.

22 We may have to have somebody that can do the  
23 maps for us. We may have to have somebody that can help  
24 us do some of the recording.

25 We may have to have somebody who can help us --

1 I can make my own travel arrangements, certainly, but if  
2 I'm doing it in a very large amount, I really don't know  
3 how many meetings I'm going to be required to go to at  
4 this point, so I don't know if I'm going to need a staff  
5 person to take care of that.

6 But I'm certainly going to find out if I get the  
7 job, and at that time I would be able to prioritize what  
8 needed to be done and then, you know, to give everything a  
9 time limit.

10 I would imagine there would be different things  
11 that would be needed to get done at different times. So,  
12 I imagine that once, you know, you have this job you would  
13 be able to figure out what kind of staff you need right  
14 away.

15 MS. RAMIREZ-RIDGEWAY: And what's your basic  
16 philosophy in dealing with support staff?

17 MS. BEERS: My basic philosophy in what?

18 MS. RAMIREZ-RIDGEWAY: Dealing with support  
19 staff, employees?

20 MS. BEERS: I trust that they will do the job  
21 that I've given them to do and that they'll do it with the  
22 skill and the integrity that I would do it if I had their  
23 job, and I would treat them with respect. And I would  
24 regard them as a team member of mine, and somebody that I  
25 would -- you know, they're indispensable to me and I

1 really need to care for them and give of them as much as I  
2 want -- you know, I have to give as much as I'm willing to  
3 take, so I have to be on -- you know, on a kind of a  
4 loving, trusting relationship with my employees.

5 MS. RAMIREZ-RIDGEWAY: Do you -- you said just a  
6 moment ago you weren't sure whether you'd be required to  
7 go to all the meetings, you just weren't sure what the  
8 meetings would be like?

9 MS. BEERS: Well, I'm not even sure how many  
10 meetings there are, if we're going to combine districts  
11 together and say, you know, all the people within this  
12 certain amount of space or area, or say San Diego County,  
13 and this is your meeting for this day, or if there's going  
14 to be individual meetings within that space to say this is  
15 this group meet here and --

16 MS. RAMIREZ-RIDGEWAY: Do you have thoughts  
17 about that?

18 MS. BEERS: Yeah. I'd like to know the answer,  
19 but I don't know if anybody really has it at this point,  
20 because this is a brand-new, trailblazing effort.

21 MS. RAMIREZ-RIDGEWAY: I mean, do you have  
22 thoughts about whether the meetings should be in San Diego  
23 proper or different sections?

24 MS. BEERS: I think it would be nice if I could  
25 get to travel all over California and meet with people

1 from lots of different places. And I would go to as many  
2 meetings as I ~~possible~~possibly could to find out what  
3 people really wanted.

4 You know, if there's a community and they have  
5 50 people, and they want to come to a meeting, and this is  
6 when they can be there and I can be there, I'll go there.

7 If they want a meeting with, you know, a room  
8 with 5,000 other people, then I would go there.

9 And one of the thoughts that I had was, you  
10 know, at some of the government meetings that I've been to  
11 and some of the meetings that I've gone to there are  
12 people, and they're sitting way up here, and the people  
13 that come and talk are down there, and I would hate to see  
14 our Commissioners behave like that.

15 I mean, not hate. But I would rather see the  
16 Commissioners as sitting, maybe, in a round table more, or  
17 like an environment where we are, where you're not kind of  
18 looking for information that way.

19 And that was one of the thoughts that I had.

20 MS. RAMIREZ-RIDGEWAY: Do you have an ongoing  
21 involvement or relationship with your tribe, I noticed  
22 you're American Indian.

23 MS. BEERS: I'm part Cherokee, part Creek, and  
24 part European, mostly British Isles and Romania.

25 MS. RAMIREZ-RIDGEWAY: So, are you affiliated

1 with either tribe?

2 MS. BEERS: I do not specifically -- have not  
3 joined any specific tribe because I have Creek and  
4 Cherokee and I don't --

5 MS. RAMIREZ-RIDGEWAY: I understand.

6 MS. BEERS: I don't feel like I need to choose.

7 MS. RAMIREZ-RIDGEWAY: How are you at making  
8 tough decisions?

9 MS. BEERS: When I was young I didn't have as  
10 much experience as I have as an older person. Making  
11 tough decisions, I have come to learn, you do your best.  
12 You analyze it, you criticize it, maybe you agonize over  
13 it, but you come to the best idea that you can for  
14 yourself. And then that's where you are and that's what  
15 you do.

16 And you take your lumps if it's bad, and you  
17 take your praises if it's good. And so, I look forward to  
18 the praises.

19 Another thing I thought of about my employees  
20 was that I'm responsible for their livelihood, if I'm  
21 paying them, and it would sadden me and hurt me if I  
22 couldn't deliver a business that would be able to give  
23 them their livelihood. And that would often worry me  
24 that, you know, I would have to really make that payroll  
25 and make sure that those people were well taken care of.

1 And I felt very emotional towards them.

2 I don't think I'd run into that so much with  
3 this job. But I would also want to have the State of  
4 California not spend an enormous amount of money on this  
5 Commission; I would rather that we were a Commission that  
6 could do things effectively and inexpensively.

7 And go for a goal that would be more budget  
8 meeting than spend, spend, spend. Because our employer  
9 are the people.

10 MS. RAMIREZ-RIDGEWAY: What are some of the most  
11 pressing civil rights issues facing the State of  
12 California today?

13 And I guess the second part of that is do you  
14 see the Commission's work having any impact at all on  
15 those issues?

16 MS. BEERS: Well, if you pay attention to the  
17 media, you have the people who want marriage rights, and  
18 you have the people who are kind of annoyed with Arizona,  
19 and you have the people that are kind of happy with  
20 Arizona.

21 I don't think my job, as a Commissioner, has any  
22 basis in forming a line using any of those decisions as  
23 part of what or how I would draw the line.

24 Because I see merit on both sides of either one  
25 of those arguments, and I think that's up to the people to

1 decide how they want to do on those issues, not up to me  
2 to decide to make a district because I feel one way or  
3 another about those issues.

4           So, I'm not there for that purpose, I'm there  
5 for a different purpose.

6           MS. RAMIREZ-RIDGEWAY: So, if you have, say,  
7 youryou're in the Castro, in San Francisco, and you have a  
8 line of people out the door, coming to you and talking to  
9 you about how they're a community of interest because,  
10 among other things, the right to marry is fundamental to  
11 them.

12           MS. BEERS: Right.

13           MS. RAMIREZ-RIDGEWAY: Or you're in various  
14 locations in the Central Valley and you're hearing from  
15 communities of immigrants who -- migrant farm workers and  
16 the like, who are discussing the fact that they are a  
17 community of interest because they share certain  
18 socioeconomic or other struggles, how do you remove  
19 yourself from those issues if communities of interest are  
20 central to drawing the lines?

21           MS. BEERS: I don't know that necessarily you  
22 would have to invalidate somebody's wishes and desires to  
23 have a certain right or to have a certain community.

24           Because I know that some people are very happy  
25 with the communities that they have and the lines that

1 they already have. And their content with what they have.  
2 Why, when you go in there and break up what they have,  
3 they're going to be disturbed.

4 And so, you're going to have to realize that  
5 when you're looking as a community of interest, this may  
6 not be your interest, this is the interest that they have,  
7 that has to be respected. And that's who they are, not  
8 who I am, that doesn't matter who I am. It matters what  
9 they think they need their representation to be.

10 Do they want country looking roads or do they  
11 want sidewalks? I mean, this is that community's idea  
12 about what they want, not my idea about what they want.

13 So, my preference is, or my political view on a  
14 particular hot button subject has absolutely no merit in  
15 how I would decide what the common interest of that group  
16 is. That group has the right to be represented in  
17 government and their representation should reflect their  
18 interest, their representation should reflect their needs,  
19 their desires, and their wants. And that's what -- you  
20 have to respect that more than you respect some other  
21 thing, I guess.

22 I can't even imagine myself not looking at a  
23 group and saying, okay, this is who you are as a group  
24 and, no, you should not be separated because the law says  
25 that you should be together, you shouldn't be divided.

1                   So, that's what we're going to do as  
2 Commissioners is to keep you together in your group. I  
3 guess that's the only thing you could say and that's where  
4 I'm standing.

5                   MS. RAMIREZ-RIDGEWAY: Panelists, do you have  
6 additional questions?

7                   CHAIR AHMADI: I don't.

8                   PANEL MEMBER SPANO: No.

9                   VICE CHAIR CAMACHO: I just have --

10                  MS. RAMIREZ-RIDGEWAY: You have seven minutes.

11                  VICE CHAIR CAMACHO: Okay. Hi, Ms. Beers.

12                  MS. BEERS: Hi.

13                  VICE CHAIR CAMACHO: I have a question for you.  
14 When you're drawing these district boundaries and you're  
15 going out to these public, you're going to have various  
16 individuals that are there. There's going to be people  
17 that are registered to vote and there's going to be people  
18 that haven't registered to vote. What will be your take  
19 on those particular individuals, when you're taking their  
20 public comment?

21                  MS. BEERS: Well, I have children, and my  
22 grandchildren aren't able to vote right now. But what  
23 this State looks like when they're able to vote, I'm very  
24 invested in the future of what -- you know, what we do  
25 right now and how it will reflect on what comes after.

1           So, if there are people and they haven't got the  
2 right to vote right now, perhaps in the future they will  
3 have the right to vote. And I guess I would have to ask  
4 the lawyers how, in the interpretation of the law that  
5 we're looking at, do they qualify, what it means to be  
6 represented.

7           Are the prison populations going to be  
8 represented in the census, do I have to take into  
9 consideration that those people aren't voters right now or  
10 that, you know, they will be later on.

11           Or, you know, maybe this immigrant population  
12 will have the right to vote later on and even if they  
13 aren't legally, or illegally, or temporarily, or whatever  
14 it is here what -- you know, they're people that are here  
15 and what's the legal status that they have in our decision  
16 making?

17           And I would look to the legal counsel to give me  
18 some direction as to how that should affect what lines the  
19 Commission is drawing. And if there is a clear legal  
20 status as to what we should do, then we would do that.

21           If there isn't a clear -- a clear place, then  
22 we're going to have to, as a Commission, remember that  
23 we're trailblazers here and what we do may be setting a  
24 precedent, and that we better set a good one, we better  
25 set the right one and come as close as we possibly can.

1           So, I don't have a specific yes answer or no  
2 answer to that question because I don't exactly know where  
3 the laws are that pertain to those little niggling spaces  
4 and places where people are not registered to vote yet, as  
5 you asked, and many other conditions that might exist out  
6 there as well.

7           VICE CHAIR CAMACHO: That's my last question.

8           MS. RAMIREZ-RIDGEWAY: Panelists, nothing?

9           CHAIR AHMADI: No questions.

10          MS. RAMIREZ-RIDGEWAY: We have about four  
11 minutes left, if you'd like to make a closing statement?

12          MS. BEERS: We have about 37 million people in  
13 the State of California. I'm proud to be one of them.  
14 I'm proud to sit in front of you, having been selected as  
15 one of the 40 people in my particular party. And I hope I  
16 will be able to serve the State of California if I'm  
17 picked here. And if I'm not picked here, I would still  
18 hope to serve the State of California because the State  
19 has given me so much and I can give back now.

20          And I wanted to thank all of you. I've watched  
21 you on the internet and I respect you, and I feel so much  
22 gratefulness to you. You've done a fine job and thank  
23 you.

24          CHAIR AHMADI: Thank you.

25          PANEL MEMBER SPANO: Thank you.

1 VICE CHAIR CAMACHO: Thank you.

2 MS. RAMIREZ-RIDGEWAY: Thank you so much for  
3 coming to see us.

4 Let's go into recess until 2:45.

5 (Recess at 2:29 p.m.)

6 (Back on the record at 2:44 p.m.)

7 MS. RAMIREZ-RIDGEWAY: It's 2:44, let's go back  
8 record.

9 We have with us, today, Jacque Estrada. And,  
10 Ms. Estrada, are you ready to begin?

11 MS. ESTRADA: Yes, I am.

12 MS. RAMIREZ-RIDGEWAY: You might want to bring  
13 the mike close so that you can talk right into it without  
14 getting a backache, as we're all discovering.

15 Secretary, please start the clock.

16 What specific skills do you believe a good  
17 Commissioner should possess? Of those skills which do you  
18 possess, which do you not possess and how will you  
19 compensate for it?

20 Is there anything in your life that would  
21 prohibit or impair your ability to perform all of the  
22 duties of a Commissioner?

23 MS. ESTRADA: Well, number one, you have to have  
24 good organizational skills. This is something that's a  
25 major task that has to be accomplished in a relatively

1 short period of time. So, being able to schedule, plan,  
2 prioritize is paramount for this job. And that is  
3 something that I've always been excellent at in all the  
4 different things I've been involved in.

5           You have to have good researching skills because  
6 a lot of information has to be gone through, you have to  
7 be able to look at that information, know what's important  
8 and what isn't, and absorb the necessary information to be  
9 able to have an intelligent discussion about it, and make  
10 informed decisions.

11           And as somebody who's worked in college  
12 textbooks for 40 years, that is definitely something that  
13 I've been able to do in my career.

14           Good communication skills, essential. Not only  
15 oral skills for when you're having a meeting, and being  
16 able to listen well to other people, but also written  
17 communication skills. And I'm a professional writer and  
18 editor.

19           And one of the textbooks that I have worked on  
20 over the last 20 years is on business communication, so  
21 that is a field that I'm very familiar with and I try to  
22 make things as brief as possible, and focused on just the  
23 essentials as possible.

24           Good relational skills, be able to get along  
25 with other people. Just kind of obvious, whenever you're

1 in a group situation you have to have those kinds of  
2 skills. I've been involved in many organizations, many  
3 groups, and I've always been somebody who's, you know,  
4 gotten along with everyone and helped facilitate the group  
5 being able to make decisions and not want to tear each  
6 other's throats out.

7 Flexibility and open mindedness, being able to  
8 set aside whatever opinions that you have, and listen to  
9 what other people have to say, and not close out  
10 information that might change your mind about things. And  
11 that is something that I think I've always prided myself  
12 on.

13 Good data processing and map reading skills.  
14 Obviously, for this Commission that is a very important  
15 ability. That is something that is my weakest area, but  
16 from my understanding there will be support for this  
17 Commission in those areas to help. And, you know, that's  
18 something you can learn, it's not something you have to  
19 have built in.

20 And I think, finally, being able to see the big  
21 picture on things and not getting bogged down in all the  
22 little details, and keeping the focus on the overall  
23 purpose and goal of what you're trying to do, and that is  
24 something that I've always been very good at.

25 As far as anything that would keep me from

1 performing my duties, the only thing that I would say is  
2 that when it comes to scheduling meetings and things I do  
3 have a week in July that is a week that I can't do  
4 anything else but work on Comic-Con International, in San  
5 Diego. So, that is who I work for and that is our annual  
6 event that we put on, so that would be the only drawback.

7 MS. RAMIREZ-RIDGEWAY: Describe a circumstance  
8 from your personal experience where you had to work with  
9 others to resolve a conflict or difference of opinion.  
10 Please describe the issue and explain your role in  
11 addressing and resolving the conflict?

12 If you are selected to serve on the Citizens  
13 Redistricting Commission, tell us how you would resolve  
14 conflicts that may arise among the Commissioners?

15 MS. ESTRADA: Well, an example I would use is an  
16 organization I was involved with founding, in the 1990s.  
17 It was an organization called Friends of Lulu, and the  
18 bunch of people who all got together, who wanted to found  
19 this organization, they wanted to have an organization for  
20 women in the comic book industry.

21 And there were many different ideas of what this  
22 organization should be. There were women who thought it  
23 should be a professional group and that one of the things  
24 would be to try to get group insurance, and make it more  
25 along the lines of being professionals in the field.

1           There were those who wanted it to be a feminist  
2 group and go after sexism in the comic book industry, and  
3 wanted it to be a women's only group.

4           And I was part of the group who felt that the  
5 whole point of this organization would be to just get more  
6 women involved in comics in general, as creators and as  
7 readers, and that it should be inclusive, rather than  
8 exclusive.

9           And we had a couple of meetings, with a lot of  
10 people at them all, expressing their different opinions.  
11 And eventually, the majority of us all felt that to be  
12 inclusive was more important and that the overall goal was  
13 to look at the fact that who reads? Who reads in the  
14 United States? Women read a lot more than men. But who  
15 reads comic books? Guys.

16           So, what would be a goal that would be worth  
17 having an organization for, and that would be to show  
18 women that there's an outlet for their creative abilities  
19 in producing graphic novels, and other storytelling done  
20 in the graphic novel medium.

21           And also just, you know, letting readers know  
22 that there's stuff out there that they could be enjoying,  
23 but they think it's just for guys.

24           So, I ended up being on the steering committee  
25 to start the organization and was the first president of

1 it, and was president for five years. And I think we --  
2 you know, we gave the opportunity for everybody to give  
3 their opinions and the group reached a consensus.

4 And there was people at extreme ends who just  
5 dropped out because it wasn't what they wanted it to be,  
6 and that was fine. And then they kind of ended up joining  
7 it again later, anyway.

8 As far as what I would do on the Commission to  
9 resolve conflicts among Commissioners, I think the first  
10 thing you have to do is find a common ground that  
11 everybody can agree on and then use that as the basis to  
12 decide, let the issues be discussed, and work from there.  
13 Focus on the issues, not on the people who are fighting  
14 with each other, and make it be about the decision being  
15 made and not about particular people's agendas.

16 And I do have one rule when it comes to  
17 conflicts and that's pick your battles. When something is  
18 nit-picky and unimportant, and I don't agree with  
19 somebody, you know, fine, if you guys want to do it that  
20 way, I don't have a problem with it.

21 When it's a more significant thing then I will  
22 try to use reason and arguments to convince them that my  
23 point of view might be the best way to go.

24 MS. RAMIREZ-RIDGEWAY: How will the Commission's  
25 work impact the State? Which of these impacts will

1 improve the State the most? Is there any potential for  
2 the Commission's work to harm the State and, if so, in  
3 what ways?

4 MS. ESTRADA: Well, first of all, just let me  
5 say as an editor that when I hear "impact" as a verb it  
6 makes my nerve endings tingle because it's not a verb.

7 So, that said, I think it's going to have a  
8 significant effect on the State if it's done correctly.  
9 Because as it's been and the whole reason why this  
10 initiative was passed is because political parties have  
11 pretty much taken over the State and voters do not feel  
12 like they have a say in things.

13 It's kind of preordained, this is a Democratic  
14 district, that's a Republican district, it doesn't matter  
15 how you vote, it's that person's going to end up in the  
16 Legislature.

17 So, I do think that if the Commission fulfills  
18 its function that it will be much more equitable, people's  
19 votes will count and it will set, perhaps, an example for  
20 other states that have similar problems with the  
21 gerrymandering that we've seen here.

22 As far as potential harm, I think the harm is if  
23 there are people that have agendas that come into the  
24 Commission, and their purpose is to push that agenda and  
25 not to achieve the goals of the Commission.

1           And if we don't follow all of the different  
2 legal rules from the federal and the State, and the  
3 initiative to make sure every T is crossed and I is dotted  
4 there could be legal challenges. And, you know, we  
5 already have the two initiatives on the ballot in November  
6 that can affect this whole thing. So, it could have legal  
7 drawbacks that could just make everything a mess.

8           But I would hope that with the correct advice  
9 that we would be able to avoid that type of thing.

10           MS. RAMIREZ-RIDGEWAY: Describe a situation  
11 where you've had to work as part of a group to achieve a  
12 common goal? Tell us about the goal, describe your role  
13 within the group, and tell us how the group worked or did  
14 not work collaboratively to achieve this goal?

15           If you are selected to serve on the Citizens  
16 Redistricting Commission, tell us what you would do to  
17 foster collaboration among the Commissioners and ensure  
18 the Commission meets its legal deadlines?

19           MS. ESTRADA: Well, one of the things that I do  
20 for Comic-Con, in San Diego, which is an annual  
21 celebration of comic books and the popular arts, I am the  
22 Administrator of the Will Eisner Comic Industry Awards,  
23 which are the Oscars of comics.

24           And the way that the nominees are arrived at is  
25 through a committee of five people, who I'm in charge of

1 selecting those people, bringing them all to San Diego for  
2 four days in the spring of each year, and supervising them  
3 as they arrive at nominees in 28, 29 different categories.

4 So, they have to take hundreds, if not thousands  
5 of books, comic books, websites, and distill them down to  
6 five nominees in each category.

7 So, my job is to keep them on that task, to  
8 facilitate every step of the task. And I work it all out  
9 ahead of time that, you know, here are the things you  
10 should all read before you ever even come to town so that  
11 we aren't sitting around waiting for somebody to read a  
12 500-page book before they give it a score.

13 The judges, I give them opportunities to discuss  
14 categories with each other as far as, you know, what's  
15 going on in the world of graphic novels today? Or if we  
16 have a lot of graphic novels that are autobiographical,  
17 maybe there should be a category for that. So, you know,  
18 talk among yourselves, decide is that something worth  
19 adding and if we add it what are the repercussions doing  
20 that when you add another award to an award ceremony that  
21 already has so many awards, and that type of thing.

22 And somehow I manage, over the course of the  
23 weekend, to get them to accomplish this task and to not be  
24 wanting to kill each other at the end of it. So, that is  
25 a thing that I do every year, that's taking a group of

1 people and working with them to achieve this goal.

2           As far as fostering collaboration among the  
3 Commissioners, I would say that the important thing is to  
4 take advantage of each Commissioner's unique expertise and  
5 areas of knowledge, and divide up some of the tasks,  
6 maybe, to draw on that, you know, each person's abilities,  
7 so that we're not all trying to do the same thing.

8           One of the things is that make more use of  
9 technology. Can we make use of things like video  
10 conferencing, that sort of thing where, you know,  
11 obviously it has to all be transparent, and taped, and  
12 everything. But I would think that instead of insisting  
13 that all 14 people all be in one place at one time, that  
14 there could be ways to communicate that could be where  
15 everybody can do so from their own base.

16           We could also -- excuse me, I'm getting over a  
17 cold.

18           It may be more -- the best approach might be to  
19 have some of the Commissioners hold meetings in certain  
20 areas of the State, that are taped, and then it can be  
21 shared with the other Commissioners, rather than all of  
22 them having to be there, and that the other Commissioners  
23 can have input into what kinds of information they would  
24 love to hear from the residents of that area.

25           So, the other thing is just moving things along

1 during the meetings. That is something that I've  
2 developed as a skill, to stop people from, you know,  
3 asides, and distractions and, you know, get -- okay, we've  
4 done that, let's get on, let's go to the next thing, let's  
5 resolve this point.

6 MS. HAMEL: Five minutes.

7 MS. RAMIREZ-RIDGEWAY: Does that complete your  
8 answer to that question?

9 MS. ESTRADA: Yes.

10 MS. RAMIREZ-RIDGEWAY: A considerable amount of  
11 the Commission's work will involve meeting with people  
12 from all over California, who come from very different  
13 backgrounds and very different perspectives. If you were  
14 selected to serve on the Commission, tell us about the  
15 specific skills you possess that will make you effective  
16 at interacting with the public?

17 MS. ESTRADA: Well, I have been a Californian  
18 for 56 years. And before that, as a Navy brat, I lived in  
19 Hawaii, where my neighbors were Hawaiians, and Filipinos,  
20 and all kinds of different people.

21 I grew up in Chula Vista, which is about six  
22 miles north of Tijuana, and there's a very diverse  
23 community down there. Lived there up until age 22 and  
24 then I've lived in San Diego since then.

25 But I've traveled around the State, I've been to

1 everyplace, from Truckee to Chico, San Francisco, Santa  
2 Cruz, Santa Barbara, Redlands for various purposes. Some  
3 things were vacations, but a lot of the things were for  
4 conventions that -- my husband's a cartoonist and we go to  
5 events where we sell his comic books and things to the  
6 public. So, we meet the people from those communities.

7 I spent a week in Truckee as a photography  
8 student. And as a photographer, I was studying street  
9 photography, so I went out and met a lot of people.

10 In the eighties I was a photographer for the  
11 Punk and New Wave groups who were, you know, going to  
12 clubs and stuff like that, so I photographed them.

13 So, I did a lot through photography just going  
14 out and meeting people in a lot of different areas. And  
15 I'm just discovering, even in San Diego, there are areas,  
16 even though I've lived there all my life, that have whole  
17 populations that I wasn't aware of.

18 For instance, there's an area of Linda Vista  
19 that's little Vietnam, that has a whole shopping center  
20 that's only Vietnamese food, and vendors, and things like  
21 that.

22 In my particular neighborhood, where I live,  
23 does have Vietnamese, Cambodian, Laotian, and African  
24 refugees and the Jewish Community Center.

25 So, in my life I just encounter a lot of people

1 from all walks of life and I'm just comfortable dealing  
2 with them.

3 MS. RAMIREZ-RIDGEWAY: Mr. Ahmadi, would you  
4 like to begin your 20 minutes?

5 CHAIR AHMADI: Yes, thank you very much. Good  
6 afternoon, Ms. Estrada.

7 I'll organize my thought, first. Could you  
8 please tell me a little more about -- you've had, based on  
9 your application and based on what you just explained, you  
10 mentioned that you have been involved on several boards  
11 and committees. I have two questions, kind of follow-up  
12 questions.

13 And that one, have you ever been appointed to a  
14 committee and, if yes, who were the appointees?

15 MS. ESTRADA: No, the organizations that I've  
16 been involved with have been things like professional  
17 organizations, like the San Diego Professional Editors  
18 Network, which I was President of for many years.

19 The Comic Convention, various, the Board of  
20 Directors of that was an elected position. So, most of  
21 the things I've been involved with have been either  
22 elected or volunteer.

23 CHAIR AHMADI: Okay, thank you. The second  
24 follow-up, kind of follow-up question is related to your  
25 service or experience on various committees is that you

1 also mentioned that at times you have had strong opinions  
2 about issues, but have paid attention to what the other  
3 side was saying and that you just moved on if the final  
4 decision does not go your way.

5           So, my question related to that is if you can  
6 please clarify for me, when the decisions that needs to be  
7 made should comply with certain rules or regulations, what  
8 approach would you take on those?

9           MS. ESTRADA: Well, obviously, the -- you know,  
10 I wouldn't disagree with the rule or regulation. So, the  
11 disagreement would be about how to carry something out.  
12 And, you know, other people might have a different opinion  
13 about the best way to do something and, you know, they may  
14 prevail.

15           You know, a lot of times I don't have experience  
16 doing certain types of things and my idea of how to do it  
17 might not be how somebody else would do it. But,  
18 obviously, you know, if there's rules that govern  
19 something, we have to comply and do it within that  
20 framework.

21           CHAIR AHMADI: So, if you have a situation where  
22 you have to resolve a conflict arising from such  
23 disagreements and you know that what -- if you're  
24 convinced that your position is in compliance with the  
25 legal requirements, how would you go about resolving it?

1 MS. ESTRADA: Well, for example, the Friends of  
2 Lulu organization was a nonprofit within the State of  
3 California. So, the things we did had to comply with the  
4 State's rules governing nonprofits. And sometimes people  
5 would come up with ideas like, okay, we are -- we're going  
6 to go to a convention and we're going to have portfolio  
7 reviews, and we'll look at people's artwork and comment on  
8 it, but we'll only look at women's artwork.

9 Well, then I would say, well, I don't think that  
10 that -- I think that might get us in trouble. You can't  
11 just say you're only going to look at one genders' stuff,  
12 that would not be, I don't think, compliant with the  
13 State.

14 And, certainly, when that issue actually came up  
15 the person who really was adamant about that, we just  
16 said, well, maybe you shouldn't be the one who does  
17 portfolio reviews then. You know, there's plenty of other  
18 people who will do that and if you only want to review  
19 women's then, you know, maybe you could do that somewhere  
20 else, but not under the auspices of this organization.  
21 So, that is an example of something, making sure that  
22 things don't go against rules and regulations.

23 CHAIR AHMADI: Okay, thank you very much. You  
24 actually answered my next question, so you shared that.

25 You mentioned that for your schedule and

1 commitment you need to take a week off in July. But you  
2 also mentioned that every year you're involved with the  
3 awards for the nominations --

4 MS. ESTRADA: Right.

5 CHAIR AHMADI: -- for the Comic-Con. Is that a  
6 huge -- in terms of the amount of time that it takes, how  
7 much -

8 Ms. ESTRADA: That is a Thursday through a  
9 Sunday.

10 CHAIR AHMADI: Uh-huh.

11 MS. ESTRADA: And that's usually in late March  
12 or early April.

13 CHAIR AHMADI: So, do you think that will cause  
14 any difficulty for your schedule or --

15 MS. ESTRADA: Well, from my reading of the setup  
16 for the Commission, the Commission is going to try to work  
17 around the Commissioners' schedules. So, that is a work  
18 commitment I have, so since it was, you know, worded that  
19 way I'm assuming that other Commissioners will have work-  
20 related commitments, as well, that are time related.

21 CHAIR AHMADI: Right. But if you need to be to  
22 a public hearing, for example, would you be willing to put  
23 the time for the Commission work?

24 MS. ESTRADA: It just depends on how long that  
25 that would be and if I could get somebody who could -- an

1 assistant who could handle things for the judging for me,  
2 while that's going on.

3 CHAIR AHMADI: Okay, thank you.

4 You know, I understand that the Comic-Con is a  
5 huge event for a lot of people. I went to school in San  
6 Diego, so I'm somewhat familiar.

7 But can you tell us a little more about how your  
8 involvement in it will be applicable to the work of the  
9 Commission? What aspects of that experience can be  
10 valuable to your work as a Commissioner?

11 MS. ESTRADA: Well, one of the things that I was  
12 involved in was deciding the mission statement for Comic-  
13 Con. We had a committee, in the late 1980s, where we sat  
14 down and really discussed, and took input from people  
15 about, you know, what is the purpose of this event?

16 And it has a nonprofit status, a nonprofit  
17 educational status, but why are we doing this?

18 And I ended up writing the mission statement,  
19 which, you know, with input from everybody. But,  
20 basically, the mission is to promote the unique art form  
21 of comics and related popular arts through putting on  
22 events.

23 And that really helped us to focus what we did  
24 for the next -- well, what we've done for the subsequent  
25 20 years.

1           And as far as other, you know, organizing type  
2 things, you know, putting on the awards, I also am the  
3 Chair of the Guest Committee, which decides who to invite  
4 to be our special guests from around the world to come to  
5 the show, and take into account budget aspects, and  
6 diversity aspects, and come up with a really, you know,  
7 stellar guest list of people that we can advertise.

8           CHAIR AHMADI: Thank you.

9           One of the things that the Voting Rights Act,  
10 which is the federal law, requires is that the district  
11 lines be drawn in a way that gives a particular racial and  
12 ethnic minority group the opportunity to select a  
13 representative of their choice.

14           How will you ensure compliance with that  
15 requirement?

16           MS. ESTRADA: Well, I think we will be getting a  
17 lot of demographic information, you know, from the census  
18 to work with on what makes up these different areas of the  
19 State, and what their ethnic and racial makeup is.

20           I am not somebody who thinks that just because  
21 somebody's a certain race or ethnic group they're going to  
22 vote a certain way and that one representative is going to  
23 represent what, you know, every person who happens to be  
24 Hispanic wants from a representative.

25           So, other than using the input from those

1 communities, that the Board will be getting by going out  
2 there and talking to the communities, and looking at the  
3 demographic data, I don't see any other things that would  
4 be necessary to do.

5 CHAIR AHMADI: You mentioned demographic data.  
6 Could you elaborate on that, what would be the source for  
7 that kind of data, how would you go about gathering that  
8 data?

9 MS. ESTRADA: Well, we're supposed to use the  
10 census data, coming in from the 2010 census. So, we're  
11 counting on the federal government to give us that  
12 information.

13 CHAIR AHMADI: Okay. Beside the race and  
14 ethnicity, what other elements do you think are playing a  
15 role in the formation of those communities that you  
16 mentioned?

17 MS. ESTRADA: Oh, I think there are lots of  
18 elements, especially things like a farming area, you know,  
19 is going to be a lot different from an area that's a high  
20 tech, that's different from a coastal resort area, or area  
21 that has a lot of retired military. There are a lot of  
22 different demographics around the State that affect -- you  
23 know, that are communities of interest.

24 And I think of small business as being an  
25 important community of interest. I think of people who

1 want to preserve wildlife, people who ride bicycles, there  
2 are a lot of different kinds of people who have concerns  
3 that affect how they vote.

4 CHAIR AHMADI: I know you mentioned something  
5 about, you know, the potential for having the  
6 Commissioners have their own bases of different parts of  
7 the State to enable them to be close to their regions and  
8 to their network of people that they want to talk to, for  
9 example.

10 What kind of information do you expect those  
11 Commissioners to collect during the first few days of the  
12 Commission's formation, I'll say the first week, perhaps?

13 MS. ESTRADA: Well, the first week I don't see  
14 the Commissioners going out and getting that kind of  
15 information. I see the Commissioners coming up with lists  
16 of the kind of information they want and how they would go  
17 about getting that information.

18 And that's -- the essential part at the  
19 beginning of anything is the planning part. You know,  
20 once you've got the people together then if you plan well,  
21 and organize well, then you can execute your plan.

22 If you just, okay, let's do something now, it's  
23 going to not turn out well.

24 So, obviously, the kinds of things that would be  
25 sought by the Commissioners from all these different parts

1 of the State are going to be, you know, fairly obvious. I  
2 mean, just wanting to talk to people who vote, people who  
3 don't vote and why they don't vote? Do they think that  
4 their vote doesn't count? What would we have to do to  
5 make it more appealing to them to vote, that they would  
6 think that, okay, maybe my interests would be served if I  
7 voted.

8           So, you know, it would be up to the  
9 Commissioners to decide what would be the core questions  
10 they would want to get answered by these various areas of  
11 the State.

12           CHAIR AHMADI: Thank you.

13           The next question I have is somewhat lengthy, so  
14 let me just read it to you. Do you think effective  
15 participation in the political process by under-  
16 represented groups, who have lacked opportunities to  
17 participate because of their shared demographic  
18 characteristics is important? Why or why not?

19           MS. ESTRADA: Well, I don't know who are under-  
20 represented groups, so it's kind of hard to answer on  
21 that. A lot of people are under-represented because they  
22 have no interest in the political process. And I think  
23 there are many organizations out there that are -- that do  
24 make a conscious effort to try to engage groups they think  
25 are under-represented into the process.

1           So, I don't see I being the Commission's job to  
2 go out and find under-represented voters and get them to  
3 vote. You know, the Commission's job is just to make sure  
4 that every vote gets counted, every vote is fair, that  
5 it's worth voting.

6           CHAIR AHMADI: Okay. No more questions. Thank  
7 you.

8           MS. RAMIREZ-RIDGEWAY: Ms. Camacho?

9           VICE CHAIR CAMACHO: Hi, Ms. Estrada, how are  
10 you doing?

11          MS. ESTRADA: Well, so far so good with this  
12 cold.

13          VICE CHAIR CAMACHO: Good. Keep drinking, if  
14 you need.

15          You were saying one of your Comic-Con duties is  
16 to select five individuals to determine which -- the  
17 groups, and categories, and various other things.

18          How do you go about selecting those five  
19 individuals?

20          MS. ESTRADA: Well, I try to get representatives  
21 from different aspects of the comics industry. And what I  
22 have learned is that librarians are very, very big on  
23 graphic novels and very knowledgeable about them. So,  
24 each year one of the judges is a librarian who specializes  
25 in graphic novels.



1 kind of look for a diversified population within those,  
2 also?

3 MS. ESTRADA: Yes. Yeah.

4 VICE CHAIR CAMACHO: And --

5 MS. ESTRADA: I always make sure there's at  
6 least one woman on the judging, there might be one or two.  
7 I think one year I had three. You know, comics as I said,  
8 with talking about Friends of Lulu, is a very dominated by  
9 male industry, so I try to make sure there's the female  
10 perspective. And I try to get a little bit of age  
11 difference, so you know that everybody -- all 45-year-olds  
12 getting together there.

13 And, you know, there are different ethnic  
14 backgrounds.

15 But a lot of times I have never met the person,  
16 I don't know the person, I just see their writings, and I  
17 don't even know what they're like.

18 One year I went to the airport to pick up a  
19 judge and she was seven months pregnant. So, I didn't  
20 know that about her.

21 So, you know, a lot of times it's not people I  
22 know, and am friends with or anything, it's just people  
23 I've seen their writings, I've seen them talk at a  
24 conference, or something like that. And, you know, I'm  
25 meeting them for the first time when they come to San

1 Diego for the judging.

2 VICE CHAIR CAMACHO: Taking that experience that  
3 you have on selecting these judges for the Comic-Con, how  
4 would you, if you were one of the eight individuals  
5 selected for the Commission, the original, how would you  
6 go about selecting the remaining Commissioners?

7 MS. ESTRADA: Well, I'd look to see what the  
8 abilities and skills are of the eight that have been  
9 chosen, pulled out of the hat, and see are there -- where  
10 are the holes? Are there regions of the State not  
11 represented, or do we need somebody with more legal  
12 background, do we need somebody with more data processing  
13 background? You know, it would just be what would make it  
14 more heterogeneous, rather than homogenous group.

15 VICE CHAIR CAMACHO: Would there be other  
16 factors, also, other than the skills that you would be  
17 looking at, at these applicants?

18 MS. ESTRADA: Well, I think already the process  
19 is set up to, you know, have a mix of genders, and  
20 ethnicities, and things like that. So, you know, I don't  
21 think at this point you're looking at those kind of  
22 factors, you're looking at what does that person bring to  
23 the Commission as of their knowledge, and abilities, and  
24 their -- you know, are they from a rural area, are they  
25 from a big city, you know, what kinds of voters will they

1 have interacted with that maybe nobody else did, so that  
2 type of thing.

3 VICE CHAIR CAMACHO: Okay. You were talking  
4 about the Comic-Con and the diversity aspects, that kind  
5 of leads into one of the questions I wanted to ask you.

6 You stated that Comic-Con makes a point of  
7 reaching out to a diverse audience. How do they do that  
8 and what was your role in making sure that Comic-Con  
9 reached a diverse audience, and how will this experience  
10 help you as a Commissioner?

11 MS. ESTRADA: Well, I mean one of the things we  
12 did was create a Disabled Services Department, and that  
13 department makes sure that there are wheelchairs available  
14 for people, accessibility available for people with any  
15 needs. We have deaf interpreters. We have areas for  
16 pregnant women, things like that to, you know, make it  
17 easier for them to attend this big show.

18 And that was -- I was on the Board of Directors  
19 when that was brought up and I was definitely behind  
20 having that kind of a department.

21 The Comic-Con, itself, interestingly enough, the  
22 Board has always been kind of half women and half men,  
23 even though the attendees, originally, were mostly male.  
24 It's been a -- and it hasn't been the sort of thing like,  
25 well, it's somebody's wife or somebody's mom comes in.

1 It's been women who are actually interested in the science  
2 fiction and fantasy, or comics, or gaming, or anything  
3 like that. But we do have a lot of women involved in the  
4 organization.

5 Our committee actually includes about 200 people  
6 that are the committee that runs the convention, in  
7 addition to the Board of Directors.

8 And then I work in an office that's the paid  
9 employees.

10 But we have every possible gender, and there  
11 seems to be more than two or three these days, and they're  
12 all involved and they're all connected by the fact that  
13 they're all fans of things, and they have this  
14 commonality.

15 And it's just, you know -- as may people wrote,  
16 following Comic-Con, it's just an invitation for people to  
17 come and, you know, wear costumes, and be yourself. And  
18 no one's judging you about anything and it's just, you  
19 know, a place to be a geek.

20 VICE CHAIR CAMACHO: Okay. With that in mind,  
21 you were saying that you have organizational skills with  
22 that. How do you think the public meetings should be  
23 organized to ensure participation or adequate  
24 participation by the public?

25 MS. ESTRADA: Well, the main thing is how you

1 handle your publicity to get people to come, and it has to  
2 be done in a very inviting way that's, as we call in the  
3 textbook trade, "you oriented." Which means, you know,  
4 come help us so we can decide what to do about voting,  
5 it's oriented toward here's your opportunity to have a say  
6 in things. And you may get an inviting place and an  
7 inviting time for them to participate, and make it not  
8 sound like it's a dry, boring sort of thing, but an event  
9 that's a chance for them to speak up.

10           So, I'd say that's -- marketing is the main  
11 thing.

12           VICE CHAIR CAMACHO: With that marketing, do you  
13 think there's any other extra things that would bring  
14 individuals in, from your experience?

15           MS. ESTRADA: Free hot dogs. No.

16           VICE CHAIR CAMACHO: I'd come.

17           (Laughter.)

18           MS. ESTRADA: If they get something that they  
19 can take away with them, usually -- I don't know what that  
20 something would be but, you know, something that they  
21 would have in their hand.

22           But even when we go to vote and we get our "I  
23 Voted" sticker, you know, some kind of poster or some kind  
24 of takeaway thing that they would have that is their  
25 evidence that they were at this thing and participated.

1 VICE CHAIR CAMACHO: Okay.

2 In one of your answers you were talking about  
3 the improvements that would happen when the Commission did  
4 their work and one was to be more equitable. Could you  
5 kind of explain what you meant by equitable and how the  
6 Commission could make the process equitable?

7 MS. ESTRADA: Oh, I'm just talking about the  
8 fact that currently, the way the districts are done by the  
9 State government, is set up so that it's divided amongst  
10 the Democrats and the Republicans. And since the  
11 Democrats are in power, they're having the most say about  
12 how things are divided up.

13 And I was reading online how there's one --  
14 Whittier is divided into like three different districts,  
15 that it's not -- Whittier, itself, is not a district, and  
16 it doesn't make any sense how it's divided up.

17 And so, by equitable I just mean that it's done  
18 based on the actual geographic areas, and the  
19 demographics, rather than on how many people we can count  
20 on to vote our party.

21 And, you know, it should be oriented to what  
22 makes it easier for the public and not what makes it  
23 easier for the government.

24 VICE CHAIR CAMACHO: Okay. One of the areas,  
25 also, was you didn't want to see or one of the harms would

1 be is people came with agendas. If you were on the  
2 Commission, how would you ensure that those agendas, if  
3 there's another Commissioner there, do not take  
4 precedence?

5 MS. ESTRADA: That's a good question because I  
6 know that when I was first reading about the Commission  
7 and, you know, word was going out to get people to apply,  
8 that there were, you know, some interest groups that were  
9 specifically looking for candidates and offering to train  
10 them in how to fill out their forms, and things like that.

11 You know, I would hope that, you know, that kind  
12 of thing would not have been -- you know, ended up with  
13 people that are in the final pool because, you know,  
14 that's -- that's somebody trying to pull your strings,  
15 rather than you think for yourself.

16 So, I have a lot of faith in this particular,  
17 you know, Board here, that you're going to end up with  
18 people who don't have those kind of agendas, especially  
19 with this intense grilling that you're doing of us, that  
20 those kind of people would be weeded out.

21 But there's always a danger that people, you  
22 know, just want to make sure that their kind of voter gets  
23 more say than other people's kinds of voters, whether it's  
24 by party or whatever.

25 VICE CHAIR CAMACHO: That kind of goes in line

1 with, you know, everyone comes in with some biases. How  
2 would you ensure that the other Commissioners are -- do  
3 not bring those biases into drawing the maps?

4 MS. ESTRADA: By discussing things with people  
5 and, you know, asking what is your reason for this, and  
6 trying to get a logical reason out of them rather than a,  
7 well, because more Democrats will be in there or more  
8 Republicans will be in there, whatever.

9 VICE CHAIR CAMACHO: So, communication?

10 MS. ESTRADA: Yes.

11 VICE CHAIR CAMACHO: Okay. That's the last  
12 question I have, thank you.

13 MS. RAMIREZ-RIDGEWAY: Ms. Spano?

14 PANEL MEMBER SPANO: Good afternoon.

15 How does the issues and concern of -- in  
16 Chula Vista, where you grew up, differ from issues in San  
17 Diego, where you live now?

18 MS. ESTRADA: Well, Chula Vista has become  
19 increasingly Mexican American and so the elementary school  
20 that I went to, now is a Spanish-speaking elementary  
21 school.

22 And a lot of businesses there, if you don't  
23 speak Spanish, you cannot communicate with your customers.  
24 So, it's become a lot more oriented toward the Mexican  
25 American constituency, so that's a bigger concern in Chula

1 Vista, now, than when I lived there. Which was, you know,  
2 was more Navy families and things like that.

3 And, you know, San Diego, where I live is, you  
4 know -- like I say, the area where I am is very diverse,  
5 but I'm also next to San Diego State University, so it's  
6 college students, it's immigrants, it's older Jewish  
7 community. So, there's a lot of different kinds of people  
8 all in one small area.

9 PANEL MEMBER SPANO: Where do you see, in what  
10 areas do these issues or these two communities converge?

11 MS. ESTRADA: Oh, I think everybody has basic  
12 concerns about being able to make a living, being able to  
13 educate their children, being able to have a retirement,  
14 being able to take care of their health, and that's going  
15 to be the same for anybody. And they're going to want  
16 representatives that share the same concerns and interests  
17 that they have, and that have the answers that they  
18 respond to.

19 PANEL MEMBER SPANO: As far as you know, how do  
20 the issues of these two communities compare to the issues  
21 of communities throughout the State?

22 MS. ESTRADA: Well, again, I would say that  
23 there's just basic things that every individual, and I  
24 call myself an individualist, is concerned about, that are  
25 political issues that they're going to want to vote on.

1           And, you know, the commonalities, again, are  
2 education, health, work. And the non-common areas might  
3 be things like immigration or, you know, things like  
4 having to do with religion. So, you know, those are areas  
5 that might be more specific to certain communities.

6           PANEL MEMBER SPANO: Thank you.

7           What hands-on experience do you have working  
8 with communities of interest?

9           MS. ESTRADA: Well, that term, communities of  
10 interest, to me can mean people who ride bicycles, like my  
11 husband does not drive a car, he rides bicycles. People  
12 who read comic books could be a community of interest.

13           So, it's kind of a nebulous term. I mean, as  
14 far as dealing with very specific groups that are  
15 organized, is that what you're asking about or --

16           PANEL MEMBER SPANO: Going out and trying to get  
17 an idea of the shared interests of a community, like with  
18 your Comic-Con and the work that you do. You formed that  
19 organization to get the word out about getting women more  
20 involved in this industry.

21           When you did that how did you go about doing  
22 that, in looking in the communities to see where you  
23 needed to target to draw in those people?

24           MS. ESTRADA: Well, that was a matter of, you  
25 know, using the communication channels available, where

1 you try to determine what media those people are most  
2 likely to visit, access, be involved in. You know, if you  
3 want to reach young people, you're going to be dealing  
4 with Twitter, and ~~Facebook~~Face book, and things like that.  
5 And, you know, if you want to reach comics fans, there's  
6 certain websites and things that you go to.

7 You know, we've gone beyond the print medium  
8 now, so everything is out there in the ether, on the  
9 worldwide web, or via TV, things like that.

10 But there's just so many different channels,  
11 now, to get to people that you just have to figure out  
12 that community, what are the channels they are most likely  
13 to use.

14 PANEL MEMBER SPANO: Sure. You know, as a  
15 Commissioner there's many counties to possibly go out and  
16 solicit public input. Do you have any ideas or did you  
17 have any thoughts about how to reach certain areas that  
18 are kind of remote, rural communities, or those areas that  
19 may be different than what you're used to living, and see  
20 in San Diego and Chula Vista?

21 MS. ESTRADA: Well, I think you have to target  
22 what those areas are and then find out if there is a  
23 particular central spot in that area. You know,  
24 Vacaville, or whatever, and say that's a good spot that  
25 you can get to all of the farming community around there,

1 and have some kind of open meeting to get input about  
2 what's happening with those people there, and what their  
3 interests are, and what their concerns are, and what would  
4 make them be more interested in the voting process.

5 PANEL MEMBER SPANO: Thanks.

6 In your experience, maybe in a meeting, a  
7 committee meeting or group discussion, where it's very  
8 contentious, what roles are you comfortable assuming in  
9 those types of discussions and what approach do you take  
10 in resolving any conflict in a group?

11 MS. ESTRADA: I'm usually the one that tries to  
12 calm everybody down and I often use humor to diffuse  
13 things. And, you know, try to get people to focus on not  
14 each other, but on, okay, what are we talking about now  
15 here, let's get back to the topic and don't -- you know,  
16 let's set aside those differences for now and let's, you  
17 know -- maybe we should not even talk about this topic for  
18 a little while, until everybody's had time to clear their  
19 minds and think about it a little bit, and then we'll go  
20 back to it. How about we do that?

21 I'm often the chair or the person in charge, so  
22 I have to make sure that that doesn't slow everything down  
23 and bring things to a stop, and that people still will  
24 speak to each other afterward.

25 And so, I just try to let calmer heads prevail.

1 PANEL MEMBER SPANO: Thank you.

2 Can you tell me about the most complex decision  
3 that you've had to make in either your work experience, or  
4 volunteer experience, committee experience?

5 MS. ESTRADA: Complex. Gosh, that is a -- I  
6 don't know what you -- what's your definition of complex?

7 PANEL MEMBER SPANO: Complex, most difficult.

8 MS. ESTRADA: Difficult. Well, I don't know  
9 most difficult --

10 PANEL MEMBER SPANO: Most challenging.

11 MS. ESTRADA: Sometimes dealing with authors of  
12 textbooks that I edit can be very challenging. As a  
13 recent example, I was editing a psychology textbook and  
14 the author decided to add an appendix to it on  
15 sustainability and kind of the psychology of  
16 environmentalism.

17 And so, he had a guest author write this. And  
18 in editing it, I ran across references to children liking  
19 to play with non-human animals. And so, I just changed it  
20 to animals, children like to play with animals.

21 And this person -- the author was very upset  
22 that I did that because it's very important that we point  
23 out that humans are animals, so if you play with an  
24 animal, that could be humans, too, so we have to clarify  
25 that it's non-human animals.

1           And so, I tried to explain, well, I don't think  
2 anybody's going to misunderstand. I think they're going  
3 to know, by animal, it could be a pet, or some -- you  
4 know, an animal in the zoo, or on the farm, or whatever,  
5 they're not going to think it might be human.

6           And she just insisted, no, this is the way it  
7 has to be. And so, I ran it past the main author of the  
8 book and he said I don't want her to be unhappy, so just  
9 leave it that way. And I said, okay. I said my piece, I  
10 made my point.

11           You know, not my name on the book, it's your  
12 name on the book, if you -- you know, I think it makes you  
13 look silly but I --

14           PANEL MEMBER SPANO: Please the customer, is  
15 that the theory?

16           MS. ESTRADA: I did my job so, you know.

17           PANEL MEMBER SPANO: How often do you get  
18 challenges like that, as a textbook editor?

19           MS. ESTRADA: Every once in a while. Sometimes  
20 an author will feel like he or she is an expert on  
21 grammar, or spelling, or something like that, and start  
22 capitalizing a bunch of things and saying, everybody knows  
23 this is capitalized. And I have to point out to them,  
24 here's the style manual that is used by this publisher,  
25 that says that is to be done this way. And then they go,

1 oh, okay.

2 But most of the time it's a collaboration  
3 between the publisher, the author and the editor. And,  
4 you know, you have to make the publisher happy because  
5 they have to sell the book, but you want the author to not  
6 feel like his or her words have been twisted, or changed,  
7 or not sound like their style of writing.

8 And I've been pretty successful, over the last  
9 40 years, being able to make both of those people happy  
10 and, most important, the reader being able to have  
11 accessible information that's not bogged down by any kind  
12 of errors, or inconsistencies, or things like that.

13 PANEL MEMBER SPANO: Okay. Are you comfortable  
14 being -- if you're a Commissioner, being challenged by the  
15 public or by your fellow Commissioners on if your decision  
16 to draw a map some way, and maybe somebody's saying, no,  
17 you should do it this way because it's not considering  
18 communities of shared interest, on dividing this  
19 community, are you comfortable?

20 MS. ESTRADA: I have no problem with that, no.

21 PANEL MEMBER SPANO: Okay. Based on your  
22 experiences, what are the similarities and differences you  
23 foresee working on the Commission versus the hearings you  
24 participating in, working with Friends of Lulu and Comic-  
25 Con?

1 MS. ESTRADA: Well, it's going to be a much  
2 more, I guess, bureaucratic. And, you know, because of  
3 all of the legal aspects, everything has to be done  
4 following all of the various guidelines that we'll need to  
5 follow.

6 And so, a lot of things I've been participating  
7 in have been more informal and casual, so this is going to  
8 have to be really Roberts Rules of Order, everything  
9 transparent, everything following all the guidelines and  
10 rules.

11 PANEL MEMBER SPANO: Would you say this  
12 redistricting experience, this job would be the most  
13 difficult task that you would possibly be faced with?

14 MS. ESTRADA: Definitely.

15 PANEL MEMBER SPANO: What do you envision to be  
16 a day in the life of a Commissioner?

17 MS. ESTRADA: Well, I imagine lots of  
18 communications on what particular project we're working on  
19 at the time, you know, whether it's setting up, going to a  
20 location, or actually being at the location and  
21 interacting with the public from that area.

22 A lot of data having to be gone over and, you  
23 know, consulting the support staff on what the data mean  
24 and what's to pay attention to, you know, as far as the  
25 demographics and the map stuff. Which, as I mentioned

1 earlier, is my weakest area.

2 And I think different days are going to be  
3 different kinds of tasks.

4 PANEL MEMBER SPANO: Sure, sure.

5 MS. HAMEL: Five minutes.

6 PANEL MEMBER SPANO: Thank you.

7 MS. HAMEL: Yeah.

8 PANEL MEMBER SPANO: Are you used to working  
9 really long hours on your jobs, 40, 60, 80 hours?

10 MS. ESTRADA: I'm a freelance person. I've been  
11 a -- well, I was freelance from 1975 to 2008, and whatever  
12 projects I had, if it took 80 hours, I worked 80 hours.

13 And now, I work part-time for Comic-Con and then  
14 part-time editing college textbooks. So, sometimes I have  
15 a lot of hours and sometimes I don't. But, you know,  
16 whatever hours it takes, that's the hours I do.

17 PANEL MEMBER SPANO: Are you comfortable with  
18 traveling?

19 MS. ESTRADA: Oh, yeah.

20 PANEL MEMBER SPANO: Frequently?

21 MS. ESTRADA: I don't have any kids and my  
22 husband takes care of the cats so --

23 (Laughter.)

24 PANEL MEMBER SPANO: Let's see. I think that's  
25 it for right now.

1 MS. RAMIREZ-RIDGEWAY: Panelists, do you have  
2 follow-up questions?

3 CHAIR AHMADI: No.

4 VICE CHAIR CAMACHO: No.

5 MS. RAMIREZ-RIDGEWAY: Ms. Estrada, you said --  
6 well, strike that.

7 How sensitive are you to the issues that face  
8 California's minorities and how those issues might  
9 influence their representational references?

10 MS. ESTRADA: I'm not quite sure what you mean  
11 by minorities because we have a lot of population that are  
12 about to become majorities that are considered minorities  
13 now.

14 So, you know, I think that I go more by  
15 geographic areas, rather than by looking at people as  
16 being a member of a minority group.

17 I think people's -- you know, our job is to look  
18 at mapping out the State based on communities that are in  
19 certain areas and not on what minority groups they are.  
20 So, that's more of a concern to me.

21 MS. RAMIREZ-RIDGEWAY: Well, I think once you  
22 get training on the Voting Rights Act of 1965 you'll see  
23 that, in fact, that's not always the case.

24 And so, I wonder how you'd feel about having  
25 your work directed by federal law in a manner that would,

1 in some instances, require you to draw lines in a way that  
2 gives particular racial or ethnic minorities the chance to  
3 elect a representative of their choice?

4 MS. ESTRADA: Well, if they are the predominant  
5 group in that area, you know, again I think that you can't  
6 just assume because somebody belongs to a race or an  
7 ethnic group that they're all going to vote the same way  
8 and that they all have the same concerns.

9 They might be from different socioeconomic  
10 groups. They might have, you know, different educational  
11 backgrounds.

12 So, you know, I don't like to lump them all and  
13 say they're all going to have the same concerns just  
14 because they have the same, you know, origin of birth.

15 MS. RAMIREZ-RIDGEWAY: So, were you serious when  
16 you said you didn't know who was a minority in the State?

17 MS. ESTRADA: Well, if you follow the trends, it  
18 may be that Hispanic is going to be more than 50 percent  
19 of the State at a certain point. So, that doesn't count  
20 as -- you know, white's going to become a minority at a  
21 certain point.

22 In the textbooks I work on, we're actually  
23 getting rid of the word "minority" because it doesn't  
24 necessarily -- a lot of -- you know, sometimes women are  
25 classified as minorities and there's more women than there

1 are men in a lot of places.

2 MS. RAMIREZ-RIDGEWAY: So, you think, then, that  
3 once a certain class of individuals who have a history, a  
4 historical history in this country and this State reach a  
5 certain numerical level that their problems disappear?

6 MS. ESTRADA: I don't think you can say they all  
7 have the same problems. I think that's stereotyping to  
8 say that everybody from the same background has the same  
9 problems and the same --

10 MS. RAMIREZ-RIDGEWAY: Do you see any trends  
11 with particular ethnic or racial groups, that may justify  
12 concluding that they have been historically under-  
13 represented?

14 MS. ESTRADA: Can you reword that question?

15 MS. RAMIREZ-RIDGEWAY: Probably not.

16 (Laughter.)

17 MS. ESTRADA: Because I'm not quite sure what  
18 you mean. Yeah, I mean, I'm seeing, for instance, a lot  
19 of Hispanic people becoming more involved as small  
20 business people, and becoming more conservative and, you  
21 know, that's one trend I'm seeing.

22 And there are so many different Hispanic groups.  
23 Because, you know, we have not just Mexican Americans, but  
24 we have people from Central America, Cuba, South America.  
25 And, you know, you can't lump them all together.

1 MS. RAMIREZ-RIDGEWAY: You talked a little bit  
2 about the outreach partners that assisted the Bureau of  
3 State Audits in getting the word out about the application  
4 process. And I wondered how you felt about the fact that  
5 some outreach partners may have gone to great lengths to  
6 reach, encourage and assist certain racial and ethnic  
7 groups in the process of applying to -- for a seat on the  
8 Commission?

9 MS. ESTRADA: I had kind of a negative reaction  
10 to it because I felt it was -- I saw it as politically  
11 motivated, rather than trying to help people. So, let's  
12 get one of our guys in there kind of approach to things.  
13 You know, that's just a reaction I had when I saw that  
14 going on.

15 I mean, I was sent stuff, I think, because I  
16 have a Hispanic last name, encouraging me to apply, and  
17 take advantage of some seminars that were being given.

18 MS. RAMIREZ-RIDGEWAY: Did you participate in  
19 any of those?

20 MS. ESTRADA: No.

21 MS. RAMIREZ-RIDGEWAY: Any reason why?

22 MS. ESTRADA: It wasn't something that I felt I  
23 needed to -- I felt I was getting the information I needed  
24 from other sources.

25 MS. RAMIREZ-RIDGEWAY: Do you think that there's

1 any other reason that these outreach groups may have  
2 determined that certain racial and ethnic individuals may  
3 need that kind of encouragement to participate in what's  
4 really a brand-new form of government in the State?

5 MS. ESTRADA: Oh, sure. I mean, obviously, if  
6 they felt that those people were not feeling like it's  
7 worthwhile to participate in government because, you know,  
8 what's the point, it's not going to have any affect if  
9 they feel like making an effort in this regard would make  
10 some -- some potential eligible people say, hey, wait a  
11 minute, maybe this is something I should get involved in,  
12 you know, that's fine.

13 MS. RAMIREZ-RIDGEWAY: How important do you  
14 think the visual diversity on the Commission is, in terms  
15 of having people from all different races, and  
16 ethnicities, and ages, and genders and backgrounds, how  
17 important do you think that composition, visual  
18 composition is to the success of the Commission?

19 MS. ESTRADA: Well, perception is -- a lot of  
20 things are first impressions and perceptions based on, oh,  
21 it's a bunch of old white guys. You know, if you had  
22 that, you would give the impression it's the same-old,  
23 same-old. That's why we don't participate because it's  
24 the same people that have been running the State forever.

25 And if you have the -- really, a lot of variety,

1 then it does give an impression that maybe this is  
2 something different, maybe this is something that will do  
3 what it's supposed to do, and answer to the Prop. 11  
4 mandates.

5 MS. RAMIREZ-RIDGEWAY: You said at one point,  
6 when you were talking about -- I think Comic-Con, maybe,  
7 I'm not sure. But there seems to be two, or three, or  
8 more genders these days. What did you mean by that?

9 MS. ESTRADA: Oh, there's just people that you  
10 can't really tell what gender they are, they've just got  
11 their own identity and they flaunt it. We have people who  
12 work in the office I don't know, not quite sure what they  
13 are, but they're just individuals and fun to be around.  
14 You know, just they -- they transcend gender.

15 MS. RAMIREZ-RIDGEWAY: Let me check my notes  
16 here real quick.

17 What do you think the best way is to show a  
18 person that you're open to hearing about their opinions,  
19 what's the best way to show them that?

20 MS. ESTRADA: To listen to what they have to  
21 say. We have a nation of very bad listeners. Most people  
22 want, are just waiting to have their turn to say  
23 something, so they don't really pay attention to what the  
24 other person says, unless there's like a little key word  
25 that I can jump in here, now.

1           And so, a lot of it just has to do with the  
2 person feeling like, yes, you're actually listening by  
3 responding and showing that you've heard what they've said  
4 by actually, you know, repeating some of what they said,  
5 or showing that you understand what they're trying to say,  
6 or trying to figure out what they're trying to say by  
7 saying did you mean this, did you mean that?

8           And people are so used to not being listened to  
9 that that's always refreshing.

10           MS. RAMIREZ-RIDGEWAY: I don't have any further  
11 questions.

12           Panelists?

13           CHAIR AHMADI: I don't.

14           PANEL MEMBER SPANO: I do. Mary, did you have  
15 any?

16           VICE CHAIR CAMACHO: No, I didn't.

17           PANEL MEMBER SPANO: I'm just curious, when you  
18 filled out the application for this process, and the  
19 supplemental application, in particular, did you feel like  
20 the criteria to describe your appreciation for  
21 California's diverse demographics and geography was a  
22 necessary qualification that the Commissioners have to  
23 have?

24           MS. ESTRADA: Yeah, I think given that the --  
25 the way the Voters Right Act is and everything that

1 that's, you know, an element that had to be included.

2 PANEL MEMBER SPANO: Why do you say that?

3 MS. ESTRADA: Just because of the fact that the  
4 mandate includes having, you know, the communities of  
5 interest included and taking into account, you know, the  
6 civil rights and everything.

7 PANEL MEMBER SPANO: How important is that to  
8 you, as a criteria?

9 MS. ESTRADA: My concern is that each individual  
10 person feels like they are represented. And I really  
11 don't care what their ethnicity is, or their gender is, or  
12 anything like that. I'm more concerned that they not only  
13 know that they can vote and have a say, but that they  
14 are -- it's worth finding out the information to be a  
15 knowledgeable voter.

16 So, you know, I'm -- I really don't like  
17 grouping people. I don't like trying to pigeon hole  
18 everybody as having the same views, or the same  
19 backgrounds just because of their ethnicity, or whatever.  
20 Because, you know, I have the last name of Estrada, so  
21 people start -- you know, before they see me they think  
22 I'm going to be Hispanic and they start talking to me in  
23 Spanish, and I don't know any Spanish.

24 I think we have to treat people as individuals  
25 and respect them as individuals, and not make assumptions

1 about them.

2 PANEL MEMBER SPANO: Thank you.

3 Can you tell me what really inspired you to  
4 apply for the Commissioner?

5 MS. ESTRADA: Well, it's Citizens Redistricting  
6 Commission. And so, they want like ordinary citizens, but  
7 people who have analytic minds and can -- that are sort of  
8 impartial, don't have involvement in politics in any way,  
9 and that's me.

10 So, I'm going to apply because it just seems  
11 like something I would do a good job at. I don't know if  
12 I'll be selected or not, but it just sort of said me when  
13 I read the description of it, so that's why I applied. I  
14 was not recruited by anybody.

15 And as far as I know, not a single person has  
16 made comments about me online. I don't have a following  
17 or anything like that, so it's just me, as a citizen  
18 wanting to be involved.

19 PANEL MEMBER SPANO: Thank you.

20 MS. RAMIREZ-RIDGEWAY: Nothing further?

21 PANEL MEMBER SPANO: Nothing further.

22 MS. RAMIREZ-RIDGEWAY: We have about 12 minutes  
23 left, if you'd like to make a closing statement?

24 MS. ESTRADA: Just very briefly, I think it  
25 should be government's job to serve the public. And if we

1 have redistricting the way that this Commission's set up  
2 to do, then the voter should have a lot more say in who's  
3 in government, instead of political parties having a say  
4 who's in government.

5           One thing that's really annoying to me is  
6 elected officials having an attitude toward voters that  
7 they aren't smart enough to know how to make their own  
8 decisions, that the constituents in this State don't need  
9 to be listened to because they're stupid.

10           There's just a certain number of elected  
11 officials, when I hear they talk they just act like you  
12 don't know, you don't know what's involved. We know, so  
13 we'll take care of it, don't worry about it.

14           I went to a town hall meeting that Susan Davis  
15 did last year, during the healthcare discussions, and one  
16 of the questioners asked, on your website you have a poll,  
17 asking people to indicate whether they're for or against  
18 this particular healthcare bill.

19           And the poll came out like 25 percent for and 75  
20 percent against, how are you going to vote?

21           And she said, oh, well, I'm going to vote on  
22 principle. And he said, well, so you're not going to pay  
23 attention to what your constituents say?

24           Well, I have to vote on principle on this. And,  
25 you know, what she was really saying was I have to vote as

1 part of my coalition, and my dealings and stuff in  
2 Congress.

3 And, you know, that kind of not paying attention  
4 to who put you there and that kind of we know better than  
5 you do, just go off and do your own thing and we'll let  
6 you know later type of attitude is very annoying.

7 So, I would hope that when people can elect  
8 people that truly represent them and want to represent  
9 them, and what their needs and desires are in government,  
10 that we'll have fewer of those kinds of elected officials.

11 And other than that, I would say that I'm a  
12 pretty impartial and open-minded person and I'm -- would  
13 be delighted to be involved in this Commission. I know  
14 it's a lot of hard work, but I'm used to hard work. So,  
15 thank you.

16 MS. RAMIREZ-RIDGEWAY: Thank you so much for  
17 coming to see us.

18 VICE CHAIR CAMACHO: Thank you.

19 PANEL MEMBER SPANO: Thank you.

20 CHAIR AHMADI: Thank you.

21 MS. RAMIREZ-RIDGEWAY: Let's go into recess  
22 until 4:29.

23 (Recess at 4:06 p.m.)

24 (Back on the record at 4:29 p.m.)

25 MS. RAMIREZ-RIDGEWAY: Let's go back on record.

1                   We have our last interview of the day, Mr. John  
2 Saavedra.

3                   Mr. Saavedra, are you ready to begin?

4                   MR. SAAVEDRA: I am.

5                   MS. RAMIREZ-RIDGEWAY: Secretary, please start  
6 the clock.

7                   What specific skills do you believe a good  
8 Commissioner should possess? Of those skills which do you  
9 possess, which do you not possess and how will you  
10 compensate for it?

11                   Is there anything in your life that would  
12 prohibit or impair your ability to perform all of the  
13 duties of a Commissioner?

14                   MR. SAAVEDRA: Well, I think that basic  
15 analytical skills that are good and of long-standing, and  
16 it is very important.

17                   The ability to work with others,  
18 collaboratively, to be a part of a team I think is very  
19 important.

20                   Good listening skills are very, very important.  
21 The ability to communicate with others effectively, both  
22 written and verbally is going to be very important.

23                   And I think, personally, the ability to  
24 recognize and respect the ability of others.

25                   Along with good time management skills, because

1 I think the process is going to be pretty compacted for  
2 the amount of work, I think that will be needed.

3 I believe I have these skills and, although,  
4 there's always room for improvement.

5 And I'm not aware of anything that would  
6 prohibit me from being part of this.

7 MS. RAMIREZ-RIDGEWAY: Describe a circumstance  
8 from your personal experience where you had to work with  
9 others to resolve a conflict or difference of opinion?  
10 Please describe the issues and explain your role in  
11 addressing or resolving the conflict?

12 If you are selected to serve on the Citizens  
13 Redistricting Commission, tell us how you would resolve  
14 conflicts that may arise among the Commissioners?

15 MR. SAAVEDRA: Well, the experiences I had with  
16 differences of opinion and conflict were a recurring  
17 problem when I worked with Orange County Mental Health for  
18 over -- about 30 years.

19 But mostly, when I worked in Children New  
20 Services, we had conflicts that were part of what we did  
21 in coming up with treatment plans, assessments and  
22 delivery of services to children and their families, and  
23 these were part of IEP driven services, individual  
24 education plans, and parents had to agree to them.

25 Sometimes, if the child was older, we wanted

1 them to agree to it. And then we had to agree, as the  
2 agency delivering the service.

3 And these were under the Public Law 94142, which  
4 calls for a free and appropriate public education for  
5 every child.

6 These children were in special ed., they had  
7 been referred by the schools. And sometimes the parents  
8 had advocates, they wanted more -- most of the time we  
9 resolved them, just in the process of going through an  
10 evaluation, writing up a report and giving it to the  
11 school district, presenting it there, and the parents were  
12 happy with what we -- but sometimes they were not.

13 And sometimes there were behavior problems,  
14 problems of severe emotional disturbance that made it  
15 difficult, you know, to solve it at the level we were  
16 beginning.

17 So, we had disagreements and we had to convince  
18 the parents, the school district, and sometimes there were  
19 advocates and lawyers involved, that we had an appropriate  
20 treatment plan.

21 If not, we went into disputes that could get to  
22 the legal point and become part of a long process.

23 Sometimes there were other agencies involved,  
24 like Social Services, or the Department of -- the Regional  
25 Centers, the Department of Disabilities -- Developmental

1 Disabilities.

2           And most of the time we were able to do it and I  
3 was part of that, I would have to sign off on the reports.  
4 I would be at the ones that became more severe, and that  
5 is severe that they became legally involved with lawyers,  
6 and special advocates, and so forth.

7           And they were demanding very extreme measures,  
8 like placing the child into residential treatment, or  
9 something like that, which we would do if we felt that was  
10 what was needed.

11           So, this became very familiar with me and I was  
12 very much a part of that and there were times when I was  
13 the last one left trying to work it out.

14           But for the most part it went well and I think  
15 we worked as a team. And, you know, I think that that's  
16 an experience that taught me to work with others, to  
17 listen to others, and so forth.

18           On the Commission, how would we resolve them?  
19 You know, it depends on the dynamics of the group. But  
20 the same things, we're going to have to have honest  
21 dialogue, find points of agreement, kind of know where our  
22 abilities are. And like my part, I mean, to suggest the  
23 options, look for points of agreement, strive to  
24 understand each other's position, hear everyone out. And  
25 then sometimes we may have to compromise, sometimes we may

1 have to stand our point if it's really an important issue  
2 that cannot vary from what the law says, or getting good  
3 results in the end.

4 MS. RAMIREZ-RIDGEWAY: How can the Commission's  
5 work impact the State? Which of these impacts will  
6 improve the State the most? Is there any potential for  
7 the Commission's work to harm the State and, if so, in  
8 what ways?

9 MR. SAAVEDRA: Well, the hope is that we're  
10 going to counteract the complacency that may come about  
11 with incumbents' positions being protected to an extreme  
12 degree and that we'll have better representation, and it  
13 would promote more competition among those running for  
14 office, less rigidity and the gridlock that we have now.

15 And empowering communities of interest, racial  
16 and ethnic, is a hopeful outcome, recognizing  
17 neighborhoods and communities of interest that may have  
18 been left out or not had favorable representation in the  
19 past.

20 The best outcome -- impact I would see as an  
21 outcome would be that people would feel empowered, and go  
22 out and vote, and go out and register perhaps.

23 If we saw more voting from particular groups,  
24 that should be voting, I think that would be a very good  
25 outcome.

1           And if it's done poorly, I think -- if it's done  
2 well, it's going to lift the spirit of the State, I think,  
3 and the voters will have more confidence in the political  
4 process.

5           If it isn't done well, then it's going to be  
6 discouraging, people will be more cynical and apathetic  
7 about the political process.

8           And so, I think everyone's not unhappy with  
9 failure to move along and accomplish a lot of things, like  
10 the budget, perhaps. So, I think it's a needed change and  
11 I think it's very important.

12           MS. RAMIREZ-RIDGEWAY: Describe a situation  
13 where you had to work as part of a group to achieve a  
14 common goal? Tell us about the goal, describe your role  
15 within the group, and tell us how the group worked or did  
16 not work collaboratively to achieve this goal?

17           If you are selected to serve on the Citizens  
18 Redistricting Commission, tell us what you would do to  
19 foster collaboration among the Commissioners and ensure  
20 the Commission meets its legal deadlines?

21           MR. SAAVEDRA: Well, working collaboratively, I  
22 think my experience as a regional service chief for Orange  
23 County Mental Health, again, since I worked there so long,  
24 and we had a mission to deliver mental health services to  
25 low and moderate income people, and provide emergency

1 services.

2           And collaborating, building a team, recognizing  
3 what our mission was, was very important. And working  
4 together with professional mental health people, who were  
5 from different disciplines, and getting them to work as a  
6 team, we had social workers, PhDs, psychologists,  
7 psychiatrists, clerical support.

8           And I worked in Santa Ana for most of my time,  
9 which was -- well, it was the East Region, Santa Ana,  
10 Orange and Tustin, and it had a high minority population.  
11 And, you know, there were how do we do this, and there  
12 were the regular trying to identify, get people to  
13 recognize we had services and when to use them.

14           Some of the groups tend to under-utilize  
15 services if there's a stigma attached with being a mental  
16 health patient.

17           And others, well, just to get -- reach those  
18 communities and provide good services, hire staff that  
19 could deliver that service. So, we had a very diverse  
20 staff to do that.

21           And there were, you know, disputes that came up  
22 and, you know, being in an office and supervising this on  
23 a daily basis, part was are the -- are the patients  
24 receiving good service, are there complaints from them? I  
25 would have to deal with the complaints from the public,

1 from the patients, themselves.

2 But also, just the normal office politics,  
3 dealing with conflicts over assignment of offices,  
4 caseloads, workloads, were we achieving productivity  
5 standards that have been set by administration?

6 I was kind of the middle person, there was upper  
7 management, and I was supervisory management, and then we  
8 had staff, line staff that are in the trenches every day,  
9 and dealing with these things.

10 But I had to deal with those kind of things,  
11 productivity, making sure we had good, quick response to  
12 psychiatric emergencies, and things like -- mundane things  
13 like time off, vacations, performance evaluations, and who  
14 are the best for what kind of cases to assign.

15 And sometimes personality conflict that might  
16 occur, trying to keep people working together and rise  
17 above it.

18 I think as a Commissioner, one needs to look for  
19 the strengths and abilities, and I would be looking for  
20 that, and who can do what types of jobs best, and try to  
21 match them to the tasks as required.

22 And frequently remind the other Commissioners  
23 that there is an important mission that needs to be  
24 accomplished and keep our eyes on that.

25 And are we hearing towards that, or how close

1 are we, what do we need to do?

2           And to try to build a good team sense, I think  
3 it's important that the Commissioners work together and  
4 are on the same page.

5           And I would encourage a lot of meetings among  
6 the Commissioners at the very beginning, frequently, to  
7 establish goals, set out protocols, schedules, what  
8 deadlines need to be met, how we're going to get there in  
9 nine months, or eight and a half, whatever it may be.

10           MS. RAMIREZ-RIDGEWAY: A considerable amount of  
11 the Commission's work will involve meeting people, meeting  
12 with people from all over California, who come from very  
13 different backgrounds and very different perspectives. If  
14 you were selected to serve on the Commission, tell us  
15 about the specific skills you possess that will make you  
16 effective in interacting with the public?

17           MR. SAAVEDRA: Well, I think it's hard to name  
18 those skills, other than I have that experience, that I  
19 have been working with the public for a long period of  
20 time. And that, you know, the ability to understand  
21 what's being asked for, to listen closely, to accept  
22 people where they're at and not -- and to keep my issues  
23 out of the way as much as possible.

24           Going to social work school they gave us that,  
25 you know, where it's not about us, it's about the client,

1 start where the client is.

2 I think we need to understand who is it we're  
3 trying to reach, who are the ones being left out and try  
4 to reach them and, hopefully, build more unity in the  
5 political arena rather than, you know, throwing mud back  
6 and forth.

7 And I think trying to understand the background  
8 of where they're coming from, establishing a rapport,  
9 first.

10 Did my experiences there, I think, all help me  
11 in this? I mean, to try to enumerate is difficult, but  
12 it's kind of secondhand for me as far as working with  
13 people. I like working with people, I'd rather do that  
14 than solitary work, although I've tried that, too.

15 But I think that's --

16 MS. HAMEL: Five minutes.

17 MR. SAAVEDRA: -- that's important. I mean, for  
18 me. And my experiences with -- I mean, I can't say enough  
19 about working for Orange County Mental Health, because  
20 they used to put on a multi-cultural conference every  
21 year, which a lot of professionals from all over the State  
22 came to, and the public was invited and, you know, people  
23 that had used our services went there.

24 So, there's always an interest on that school of  
25 social work, there's always been an emphasis on

1 understanding others, and the cultural, and being  
2 sensitivity to all kinds of cultures, ethnic, racial,  
3 gender, the whole thing.

4 So, it's part of my training and it's part of my  
5 experience there and I'm comfortable with that. And I  
6 think it's going to be important for Commissioners to  
7 reach out, and go out, and get on the ground, put their  
8 feet on the ground, running, from the beginning and, you  
9 know, meet the public, meet the ones that need to be met.  
10 So, that's it.

11 MS. RAMIREZ-RIDGEWAY: Mr. Ahmadi?

12 CHAIR AHMADI: Yes, thank you. Good afternoon,  
13 Mr. Saavedra.

14 MR. SAAVEDRA: Good afternoon.

15 CHAIR AHMADI: You mentioned, in response to  
16 standard question number one, that one of the abilities or  
17 skills that you think might be useful for the Commission's  
18 work is time management.

19 MR. SAAVEDRA: Yes.

20 CHAIR AHMADI: And I agree with that because the  
21 Commission has a very limited amount of time to get the  
22 huge task done.

23 Could you share with me, or with us, your ideas  
24 about what might be the most effective approach to manage  
25 the time that we have available for the Commission's work?

1           MR. SAAVEDRA: Well, I think we have to start  
2 right now or, hopefully, most of us have already started  
3 by reading the material that's there, both on the website  
4 and the things that have been done.

5           I haven't read it all, but I think we should all  
6 already be familiar with the Voters Rights Act.

7           Prop. 11, although it's not very lengthy, know  
8 that very well.

9           But, you know, to educate ourselves before even  
10 that first day, when the first eight are appointed, I  
11 think.

12           So, one is getting as much knowledge. But let's  
13 say the first eight, they need to pick somebody -- they  
14 need to pick four after that very quickly. Six, I mean,  
15 not four. Math.

16           (Laughter.)

17           MR. SAAVEDRA: And I think they need to do that  
18 quickly and they need to look at the Commission, first of  
19 all, to make sure we -- if we're not quite balanced, the  
20 diversity's missing something that's key, they need to be  
21 sure to take that into account.

22           After that, let's say once the Commission know  
23 why they are, I think there's many meetings immediately.  
24 I mean, it could be in the first month. And I'm thinking  
25 maybe the first week, or maybe have two or three days, or

1 maybe the whole week, I'm not sure, to how we can do this,  
2 get to know each other.

3 To get to know each other, what are the  
4 strengths, who can do this, who can do that? What are the  
5 tasks, that we've got to be careful to outline what the  
6 tasks are going to be.

7 I think one of the important things I think is  
8 going out to the communities. And maybe if there's  
9 meetings, a lot of meetings, there could be -- one could  
10 be -- there could be three, one in Southern California,  
11 one in Northern and one in Central, where we could hold  
12 them. And everybody needs to get there, get it going and  
13 start those public hearings. But meet and kind of learn  
14 what the territory is, if you're not already familiar with  
15 it.

16 So, I think we need to really move and -- well,  
17 of course, there's hiring consultants, that sort of thing.  
18 And that's going to be very important who you choose, you  
19 know, staff to help initially.

20 And outlining, start writing things down, I  
21 think. You know, I think we have to really start well and  
22 intensely, and set up as many public hearings as possible.

23 I mean, I think that's more than the technical  
24 side, and looking at the maps and all that, I think it's  
25 more important to get out there, get known, talk to the

1 media, tell them how important this is. We've got to --  
2 it's going to have to be an educating-the-public process.

3           Because everybody's not that exciting. I mean,  
4 although they realize there's something wrong when there's  
5 animal shapes for districts, and I realize now, after the  
6 involvement, that doesn't necessarily mean it's bad. It  
7 could be funny shapes, they're not all going to look nice  
8 and all this.

9           But when there are problems, that it protects  
10 particular incumbents, nobody likes that. And people want  
11 that but they -- you know, it's not an exciting topic, in  
12 and of itself, and we're going to have to reach out and  
13 convince people how important it is.

14           It must be important or Prop. 27 wouldn't be  
15 there in the November elections, which is kind of, you  
16 know, a sad thing. Unfortunately, here we're trying to do  
17 something and it's going to be undermined.

18           But we have to convince voters, this passed by a  
19 very slim margin, let's somewhat protect Prop. 11.

20           And I think public education, reaching out and  
21 hitting as many communities as possible.

22           CHAIR AHMADI: Thank you, sir.

23           You also mentioned about recognizing abilities  
24 or finding out who's good at what.

25           MR. SAAVEDRA: Yes.

1           CHAIR AHMADI:  Could you share with us what you  
2 see your role in the Commission?  How do you see your role  
3 on the Commission?

4           MR. SAAVEDRA:  Oh, my role.  Okay, my role.  
5 Well, I'm comfortable going out, I'm comfortable reaching  
6 out to people, I'm comfortable with talking to people.  
7 I've been interviewing individuals, the first eight years  
8 worth was adult services and then after that with children  
9 and their families.

10           You know, I'm comfortable going out and talking  
11 to people, and trying to figure out, you know, what's  
12 behind the complaint or trying to -- I mean, I think a lot  
13 of the applicants I've -- well, they had those skills,  
14 too.

15           What's special about me?  I'm not sure.  But I  
16 think I'm comfortable working with people, I'm comfortable  
17 working with groups, maybe that's it.

18           And I like the technical side, as well.  But I  
19 would like to reach out to -- maybe be a key person with  
20 the Spanish, Latino community.  But I'm not, necessarily,  
21 just favoring one or another.  I mean, I think we have to  
22 reach them all.

23           And there may be other people on the Commission  
24 that can do that, as well.  But I've always had an  
25 emphasis on the Latino community.  That's about it.

1           CHAIR AHMADI: Do you have any -- do you have  
2 any special relationship with any Latino communities or  
3 organizations?

4           MR. SAAVEDRA: No. I used to be in the Latino  
5 Social Work Network of California, but that was when I was  
6 working with the county, and we set up a conference one  
7 year in Orange County.

8           But I'm not involved with that organization and  
9 no other organization, really.

10          CHAIR AHMADI: Okay. Thank you, sir.

11          MR. SAAVEDRA: Uh-hum.

12          CHAIR AHMADI: Let me take you back to your  
13 application. There was a statement there that I just want  
14 to get a clarification for.

15          MR. SAAVEDRA: Sure.

16          CHAIR AHMADI: And if you can please share with  
17 us some of the details. You state that you were born in  
18 the American subcultural, but maintained an administration  
19 for groups. Could you please elaborate on that?

20          MR. SAAVEDRA: Okay. Well, it's very personal  
21 but, you know --

22          CHAIR AHMADI: Not anymore, I guess, huh?

23          MR. SAAVEDRA: Huh?

24          CHAIR AHMADI: Not anymore, I guess.

25          MR. SAAVEDRA: No. No, I guess not. Well, how

1 can I say this. Yeah, I was born -- you know, my mother  
2 is Spanish American. My father is Mexican American. And  
3 so, I was both.

4 But growing up my parents said we were Mexican.  
5 They both spoke Spanish fluently and all of this, but  
6 they -- but it was only seen as a negative, they didn't  
7 want to speak Spanish in the home.

8 And it wasn't until I went to college that I  
9 found out about, oh, you know, what my roots were and  
10 something to respect, and it wasn't just a negative.  
11 There are things to celebrate about being a Mexican, you  
12 know. So, that's all I mean by that, it's just --

13 CHAIR AHMADI: Okay.

14 MR. SAAVEDRA: Yeah.

15 CHAIR AHMADI: Thank you so much, appreciate  
16 that.

17 You've had a long career with the Orange County,  
18 I believe, right?

19 MR. SAAVEDRA: Yes, Orange County.

20 CHAIR AHMADI: Supervising programs for children  
21 and families who are in need of services, health services.  
22 What kind of insights has this experience given you into  
23 the issues facing families in California?

24 MR. SAAVEDRA: Well, just that there's a lot of  
25 hurting families, and they have a lot of difficulties, and

1 if they're not dealt with early it gets worse, they don't  
2 get educated. And they end up where I'm seeing some of  
3 them now is in prison, unfortunately. There's a high  
4 percentage of Latino and black that are in prisons.

5 And I think a lot of it was, you know, didn't do  
6 well in school. There might be just a lot of problems in  
7 the home, or single parent homes that had a hard time  
8 managing.

9 And so, I think we need to reach children as  
10 young as possible and see if we have a way to educate  
11 them. Education, I think, is the biggest thing, if we  
12 could promote more of that and get them.

13 But recognize when kids maybe -- they look like  
14 they haven't problems, but they may have developmental  
15 disabilities, or they may have learning disabilities that  
16 prevent them, and being able to identify them and think  
17 it's something else, that they're bad kids.

18 So, I don't know, I just recognize there's a lot  
19 of pain and that we need services, we need to recognize,  
20 we need to reach, we need to have services available in  
21 all of the communities and empower the parents to keep  
22 striving. I don't know, just a lot of problems.

23 CHAIR AHMADI: Do you think the Commission would  
24 be the first step towards reaching that goal?

25 MR. SAAVEDRA: Well, I think if we had a better

1 functioning political system, that we weren't spending so  
2 much time on fighting between parties, that maybe we'd  
3 accomplish more and it would involve people more, and  
4 inspire them to participate in the process.

5 I think it's just improving -- yeah, it's not  
6 direct, but I think, you know, when people feel  
7 represented, they're going to participate more and we have  
8 better outcomes in government.

9 CHAIR AHMADI: Thank you, sir.

10 More recently, you had experience working with  
11 the inmates at the Department of Corrections; correct?

12 MR. SAAVEDRA: Yes, that's correct.

13 CHAIR AHMADI: So, do you think your knowledge  
14 of and interaction with the inmate population, or your  
15 exposure to the criminal system would benefit you as a  
16 Commissioner; why or why not?

17 MR. SAAVEDRA: Well, a lot of these that I see  
18 in prison there, they're going to be -- a lot of them are  
19 just there on parole violations, they're going to be out  
20 in less than a year or more. They're in the communities.  
21 They may be homeless, they may be living in sober living  
22 homes, they may be living with family, but not doing well.

23 So, you know, they're part of our system out  
24 there and, you know, some of them don't go back and they  
25 may become involved, I don't know.

1           They're part of our community, what can I say.

2           The other -- there is a technical side to this,  
3 is the ones that are in prison, I mean, I've read about,  
4 are they counted for the city that the prison is in, or  
5 the district that the city's in, or are they kind of where  
6 they go back and, you know, how do they work into the  
7 count?

8           But that's, maybe, not that big a problem. But,  
9 yeah, a lot of men and women in prison do come back and  
10 they become -- they're part of the problems in the  
11 communities or they could be part of the solutions, I'm  
12 not sure.

13           CHAIR AHMADI: Do you see the Commission --  
14 well, how would you see the Commission taking input from  
15 that segment of the population, or will it?

16           MR. SAAVEDRA: I don't think it would. I mean,  
17 anyone in a public meeting can speak out, you don't ask,  
18 you know.

19           CHAIR AHMADI: Well, obviously, inmates cannot  
20 make it to the public meeting.

21           MR. SAAVEDRA: Right, right. Well, I don't mean  
22 the inmates when they're out.

23           But I don't see any direct involvement right  
24 now. That's a tricky question.

25           CHAIR AHMADI: But do you see value in that?

1 MR. SAAVEDRA: Do I see value in knowing, I  
2 mean, for them to know?

3 CHAIR AHMADI: In knowing their concerns?

4 MR. SAAVEDRA: Oh, I do. I mean, yeah, I get  
5 calls from their family members who are, you know,  
6 concerned about them and I get calls from out of state,  
7 seeing how they're doing, when are they getting out, why  
8 haven't they gotten out, yet, things like that.

9 And you try to understand the inmate by  
10 understanding the family. But the families are definitely  
11 involved. I mean, not all of them, some have burned their  
12 bridges.

13 CHAIR AHMADI: Thank you, sir.

14 MR. SAAVEDRA: Uh-hum.

15 CHAIR AHMADI: You mentioned that the drawing of  
16 the lines will translate into how we share the power and  
17 opportunities for economic growth. This is going back to  
18 your application.

19 MR. SAAVEDRA: Okay.

20 CHAIR AHMADI: If you were a Commissioner in a  
21 public hearing, attended by individuals or groups with  
22 passionate competing interests, how would you approach  
23 that in terms of, you know, keeping the Commission's  
24 business as civil as possible?

25 MR. SAAVEDRA: Well, again, you'd have to have

1 dialogue and you'd have to have each of the parties state  
2 their positions, and why do they feel that way, what are  
3 the facts, what is the evidence, what do they see the  
4 outcomes, and hear them out, both sides.

5           And then perhaps come up with something  
6 that -- or some proposed resolution in some way, either --  
7 or just, you know, it may be that you just have to listen  
8 to it and you may not be able to do anything.

9           But perhaps by them meeting together, and  
10 talking to each other, and getting to know each other in  
11 that process, they may see the other point of view a  
12 little bit and they could make compromises.

13           But, you know, I think you can propose solutions  
14 or just sometimes there's not going to be any. But you  
15 want to hear it, no matter how unresolvable I is.

16           MS. HAMEL: Five minutes.

17           CHAIR AHMADI: Thank you.

18           How comfortable would you be in that role?

19           MR. SAAVEDRA: Well, I respect the person's --  
20 each person's opinion to say whatever point of view they  
21 have. I think I would be comfortable in doing that.

22           You know, I think I would. I don't know until  
23 it happens but, you know, that's the purpose, I guess, to  
24 hear people's complaints, hear it out. And try to find  
25 points of agreement, look for it.

1           So, I think I could do it, but I don't know for  
2 sure.

3           CHAIR AHMADI: Thanks. Thank you very much, I  
4 have no more questions at this time.

5           MS. RAMIREZ-RIDGEWAY: Ms. Camacho?

6           VICE CHAIR CAMACHO: Okay, thank you.

7           Hello, Mr. Saavedra.

8           MR. SAAVEDRA: Saavedra.

9           VICE CHAIR CAMACHO: Saavedra, right?

10          MR. SAAVEDRA: Yes, thank you. Pretty good,  
11 pretty good.

12          MS. RAMIREZ-RIDGEWAY: He doesn't roll the "r",  
13 I learned that the hard way.

14          (Laughter.)

15          MR. SAAVEDRA: If you want to say Saavedra, that  
16 would be okay.

17          VICE CHAIR CAMACHO: Okay. I don't think I can  
18 say that.

19          MR. SAAVEDRA: But I try to make it easy for  
20 everyone and Saavedra's good.

21          VICE CHAIR CAMACHO: Well, I appreciate that,  
22 thank you.

23          When you were talking about building the team  
24 and meeting the deadlines, and getting together to set up  
25 some timelines, and other tasks --

1 MR. SAAVEDRA: Uh-hum.

2 VICE CHAIR CAMACHO: -- as you know, the process  
3 has to be transparent for the public.

4 MR. SAAVEDRA: Yes.

5 VICE CHAIR CAMACHO: Where and how would you  
6 conduct these initial meetings?

7 MR. SAAVEDRA: It's not written down anywhere,  
8 is it?

9 (Laughter.)

10 VICE CHAIR CAMACHO: No, it's not.

11 MR. SAAVEDRA: Darn. Well, you know, I think we  
12 have to brainstorm and come up -- I mean, I've heard one  
13 of the applicants say city council chambers, and stuff  
14 like that. Maybe libraries, maybe we have to be creative,  
15 where you want to attract people.

16 I mean, it's not like everybody's going to get  
17 up, they have things to do.

18 But, you know, I think we have to be creative,  
19 we have to come up with some places. So, I think public  
20 venues of some kind that are already being used.

21 You know, gee, I think that's part of the task  
22 is like we got to get creative, write down a lot of  
23 different options, talk it out. Okay, which are the top  
24 three, okay, let's vote on this.

25 You know, and until we actually start it, I mean

1 until the Commission starts it right at the beginning, you  
2 won't really know how. And if you have to look, I think,  
3 at the population that you're dealing with, first, where  
4 are they likely to go? Churches? Now, some groups, you  
5 know, are very ready and willing to go to a church  
6 building, all, and others might not.

7 So, I think there are places, but somehow we got  
8 to get the input to find out where to go, how do we reach  
9 everyone? Who else is reaching them, how do they normally  
10 reach them? Or, I mean, nobody reaches them. And if they  
11 don't, we have to be creative and willing to dive into it,  
12 and drive, or go, or do whatever it takes.

13 I mean, if we don't get that, what are we really  
14 doing? I mean, we're not getting the input from the  
15 people that are being left out of it the most. And so, I  
16 could just -- I don't want to go on and on.

17 VICE CHAIR CAMACHO: That's okay.

18 This, so this process when the Commission is  
19 initially meeting to set up their tasks and stuff, so  
20 you're saying that they should be at various venues to  
21 allow the public to comment on your timeframes, and  
22 [eriteriascriteria](#) that you might set up?

23 MR. SAAVEDRA: I think so. I mean, I think they  
24 have to tell them what's going on and important it is. I  
25 mean, a little education, once we get a little bit, you

1 know, of an idea, ourselves, of what's the main points  
2 that we need to reach.

3 And some people, maybe they already have  
4 grievances or knowledge of working with this and they're  
5 going to be ready.

6 But I'm talking about the ones that have not  
7 been involved, and trying to identify those communities.  
8 But any of them, I think we have to do that.

9 VICE CHAIR CAMACHO: Okay. So when -- when the  
10 Commission's together, do you see the need of always  
11 having to have your meetings in a public setting or do you  
12 think that there's some purposes to not?

13 MR. SAAVEDRA: Oh, our meetings?

14 VICE CHAIR CAMACHO: Yes, the Commission's  
15 meetings, themselves?

16 MR. SAAVEDRA: I don't know if -- I'm not sure  
17 if that's a requirement. I mean, well, I suppose we  
18 could -- oh, no, they have to be transparent. I mean, do  
19 they have to be in a public setting? Is this a public  
20 setting here?

21 I think if you have them on video, and on the  
22 internet, I think that would be a great way to do it.  
23 Yeah, I think to be transparent, they have to be where the  
24 public has access to them, either to join and come once  
25 they're advised, or to be advised, or not. Yeah, we can't

1 have anything but.

2 VICE CHAIR CAMACHO: Okay. And you're  
3 comfortable with that, correct?

4 MR. SAAVEDRA: Oh, yeah, of course.

5 VICE CHAIR CAMACHO: Okay. As you know, the  
6 Commission will manage and have to analyze mountains of  
7 data. Can you describe your tools and experience in  
8 managing and analyzing data in your career?

9 MR. SAAVEDRA: Well, I've read a lot of papers  
10 on research or what's good treatment, and so on and so  
11 forth. But data on a monthly basis, or a weekly basis, I  
12 was keeping track of how much treatment we provided to  
13 families, children and families, breaking it down, giving  
14 feedback to the therapist as to how they're doing in  
15 direct services versus indirect, that kind of thing.

16 Working within a budget that each region had to  
17 work under.

18 And I didn't have the experience of mountains  
19 or, you know, ten million individual data pieces, but I  
20 could do that. I mean, I think -- well, maybe not ten  
21 million.

22 (Laughter.)

23 MR. SAAVEDRA: But I'm comfortable working with  
24 a lot of data, and analyzing and looking at it, trying to  
25 find something that hangs together there or not.

1           And I'm not sure how that would, you know, would  
2 get into the technical part of the map drawing and just  
3 what that looks like exactly, yeah, but I think I could do  
4 it.

5           VICE CHAIR CAMACHO: In your current job, you  
6 have more than one individual that you service; correct?

7           MR. SAAVEDRA: Yes. I see groups of inmates  
8 that can be anywhere from three or four in a group, to ten  
9 or 11. Once a week I run three groups like that.

10           And then I see individuals, who are -- for  
11 parole planning purposes, and I do evaluations on what  
12 their needs are, or what their situation is.

13           Because these are inmates that are diagnosed as  
14 mentally ill of some type and they would need to be hooked  
15 up with their parole offices, and the parole outpatient  
16 clinics. And we try to make sure there's good connection,  
17 and there's continuity, and they keep with their  
18 medication is also important.

19           So, yeah, I do see a lot more than one and quite  
20 a few, every week I have 30 to 40 on my caseload at any  
21 one time. Not that I can get to all of them right away  
22 but, yeah.

23           VICE CHAIR CAMACHO: So, with those 30 to 40  
24 people that you service, there's lots of information that  
25 you have to maintain and be aware of?

1 MR. SAAVEDRA: Uh-hum.

2 VICE CHAIR CAMACHO: And to be able to provide  
3 that to any other doctors or any other individuals that  
4 might need that; correct?

5 MR. SAAVEDRA: Right, it goes into a health  
6 file. The assessments we do or any time we have an  
7 interaction, we have to do a progress note that goes into  
8 their health file that's for -- confidential, for mental  
9 health purposes.

10 VICE CHAIR CAMACHO: Is there any time during  
11 your job that you would have to get -- do some research,  
12 so you can help one of your clients?

13 MR. SAAVEDRA: Research? Sometimes we look into  
14 their big file, we call it the C file, to look in all of  
15 the -- when everything first started, when they were first  
16 charged and what the charges were, and other kinds of  
17 custody type information.

18 Is that the kind of research you mean or --

19 VICE CHAIR CAMACHO: Yeah, any research that you  
20 do.

21 MR. SAAVEDRA: Yeah, that kind of thing.  
22 We -- our computer system is not that easily accessible,  
23 we don't have a good access to it right now, that has a  
24 lot of other things online through the Parole's offices  
25 and stuff.

1           But, you know, that's as much research, is just  
2 looking into their C files, that we normally do.

3           VICE CHAIR CAMACHO: Okay. Do you feel that  
4 being bilingual would benefit you, as a Commissioner? And  
5 if so, why?

6           MR. SAAVEDRA: Well, because I think sometimes  
7 in translation there are things that could be lost or -- I  
8 mean, I would hopefully pick up some things, if listening  
9 to the public, even though there may be someone else  
10 translating for them, or if they're not -- if we don't  
11 have a translator and they're trying to speak in English,  
12 to be able to ask them in Spanish and they're more  
13 comfortable.

14           And I think it could be a help that way. I'm  
15 not sure what's going to be set up for that. I wouldn't  
16 want to be the only one translating for everything, but  
17 I'll do my best, you know.

18           So, I think it is definitely a help, you know.  
19 When somebody's speaking in their primary language, they  
20 can feel more comfortable saying things they might not say  
21 otherwise, or perhaps you might not misunderstand  
22 something, you know, in English.

23           VICE CHAIR CAMACHO: Okay. As you were saying,  
24 that you feel very comfortable around people and you have  
25 interactions with people, and it sounds like you have

1 group meetings.

2 MR. SAAVEDRA: Yes.

3 VICE CHAIR CAMACHO: I was wondering, since the  
4 Commission is going to be out in the public and there  
5 could be large groups, was most of your activity on a one-  
6 on-one or did you have larger group participation, where  
7 you were the speaker?

8 MR. SAAVEDRA: I don't have a lot of that type  
9 of activity. In other words, public meetings where I'm  
10 the speaker, in front of a microphone, I don't. But, I  
11 mean, I think I could become comfortable with it, I think  
12 it's a matter of doing it for a while, practicing. No, I  
13 don't.

14 In front of a mike, I can't say I have a lot of  
15 experience doing that. I mean, I don't.

16 VICE CHAIR CAMACHO: Do you feel that the  
17 meetings that you do have with your clients are somewhat  
18 similar and different to the meetings that you might have  
19 as a Commissioner?

20 MR. SAAVEDRA: I think they're different. Yeah,  
21 they're very different. But not totally unrelated in  
22 trying to, you know, read body language, or try to  
23 understand what's under that question, or this comment or  
24 that. Trying to have a -- to create a sense of trust in  
25 me, I think there's similarities and differences. But

1 they're not the same.

2 VICE CHAIR CAMACHO: Can you think of any other  
3 similarities and differences, other than what you've said,  
4 for the meetings that you might have?

5 MR. SAAVEDRA: Well, listening to people's  
6 stories, where they come from and realizing there's a lot  
7 more than first comes out, and it takes time to build  
8 enough trust where people will self-disclose important  
9 information.

10 Yeah, I don't know what else I can say about  
11 that.

12 VICE CHAIR CAMACHO: No, that's fine. That's  
13 the last question I have, thank you.

14 MS. RAMIREZ-RIDGEWAY: Ms. Spano?

15 PANEL MEMBER SPANO: Good afternoon.

16 MR. SAAVEDRA: Good afternoon.

17 PANEL MEMBER SPANO: Let's see, you know the  
18 Mental Health Bureau talks about cultural competence in  
19 culturally relevant services?

20 MR. SAAVEDRA: Yes.

21 PANEL MEMBER SPANO: What do these terms mean to  
22 you?

23 MR. SAAVEDRA: I think it's a matter of trying  
24 to put the person in their circumstances that they were  
25 born into, and raised in, and to understand how that

1 affects their values, and their feelings, and how they  
2 express themselves.

3           And the more you know about it, I think the more  
4 you can understand. If it's a misunderstanding, because  
5 you don't really appreciate how a person is expressing  
6 themselves, let's say, and so it's very important to  
7 understand how their culture might affect what their  
8 problem is or how they express that problem.

9           And it's different. I mean, there's a lot of  
10 similarities between cultures and we have a lot more in  
11 common, I think, than we have not in common. But if there  
12 are problems that are not being worked out or there are  
13 misunderstandings, maybe, looking at that, or getting the  
14 advice from someone that does understand the culture will  
15 help in understanding how to resolve that problem.

16           And just being aware that it's an issue. I  
17 mean, it's not everybody's just not the same, and they  
18 might be sounding angry but they're only just -- they're  
19 really not. They're trying to say something that's hard  
20 for them and that's the way they're expressing it, and you  
21 have to accept it, but let's get to what the problem is  
22 and if I can do anything about it or not.

23           So, I mean, yeah, that's -- without going in --  
24 I'm not an expert in cultural competency, but it's always  
25 been there in the work I do.

1           And what I tried to do was hire people that were  
2 very competent and so we had, you know, Vietnamese  
3 therapists, we had from all the -- as many as we could,  
4 it's determined by our population we were working with.

5           But to be aware of it is to ask questions about  
6 what -- where they're from, what did that mean to them,  
7 what did that mean to their parents, and so forth.

8           PANEL MEMBER SPANO: In your opinion, should the  
9 Citizens Redistricting Commission receive training in  
10 cultural competence?

11           MR. SAAVEDRA: I don't think it would hurt and I  
12 think maybe many of them -- I mean, it's hard in  
13 California not to be living in communities where we have a  
14 lot of diversity, I mean if you're in the big cities.

15           Outlying areas may be less so. But I would be  
16 in favor it, I think it would be a very good thing. I  
17 mean, it's not -- if they haven't already had it, if they  
18 haven't been exposed to it, I think it would be excellent.

19           And it won't be that painful.

20           (Laughter.)

21           PANEL MEMBER SPANO: Would it -- do you believe  
22 it would help them in their decisions?

23           MR. SAAVEDRA: Well, I think -- well, I mean, I  
24 don't know who it's going to be. Some of the applicants,  
25 I thought it's not a problem. I remember one, who's

1 Asian, but she was with the farm workers and, you know,  
2 really, I was so impressed with her.

3 So, not everybody -- I mean, and that's just one  
4 culture. I mean, we have so many. But I would think, you  
5 know, it would be a good thing maybe to spend a day or  
6 couple of days, why not?

7 PANEL MEMBER SPANO: Describe the issues of  
8 concern affecting the citizens of the Inland Empire  
9 Region, where you live?

10 MR. SAAVEDRA: Well, probably it's a pretty big  
11 area, so mostly blue collar, working class jobs would be  
12 the biggest thing. I mean, I think there's a high  
13 unemployment in the construction trades. And I think  
14 those are the -- one of the biggest problems.

15 Beyond that, what else would there be? There's  
16 not as much agricultural as there used to be. A lot of  
17 it's been -- you know, the homes came in. There used to  
18 be a lot of vineyards out that way.

19 But I don't know beyond that.

20 PANEL MEMBER SPANO: Which of these issues do  
21 you foresee the Commission hearing about?

22 MR. SAAVEDRA: I'm sorry?

23 PANEL MEMBER SPANO: What issues -- what of  
24 these issues do you foresee the CRC hearing about?

25 MR. SAAVEDRA: The CRC?

1           PANEL MEMBER SPANO: The Commission, the  
2 Citizens Redistricting Commission, sorry.

3           MR. SAAVEDRA: Sorry, that didn't register.  
4           What other issues?

5           PANEL MEMBER SPANO: Yes. What of these issues  
6 do you foresee the Commission hearing about?

7           MR. SAAVEDRA: Well, the distribution of --  
8 well, racial representation as to the lines, language.  
9 There's language. Where a large population has a language  
10 that is above five percent, or I'm not sure what the exact  
11 number is, that may be not represented adequately. It  
12 could be gender issues. Let's see, age, maybe. Young  
13 voters, they don't seem to be voting as much. You have  
14 the elderly tend to vote more, which is a good thing, but  
15 maybe there's age.

16           Maybe income, employers, what kind of  
17 representation are there, there could be those factors.

18           Gender factors, gay and lesbian communities that  
19 have strong connections, are they split up or are they  
20 maintained in a district, those kind of things. Although  
21 I haven't read much about that, but I could see that as an  
22 issue.

23           PANEL MEMBER SPANO: Okay. How do the issues in  
24 San Bernardino, where you live, differ from the issues of  
25 other communities throughout the State?

1           MR. SAAVEDRA: I don't know. I don't know how  
2 they're different. I mean, the whole State has  
3 unemployment issues. I don't know. You know, I would  
4 have to learn more about what's going on in the Inland  
5 Empire.

6           I've just lived there, but worked in Orange  
7 County, which is totally different, it's more affluent.  
8 Although it's changed a lot, a lot of L.A.'s moved over  
9 into Orange County, gradually, in the northern part of  
10 Orange County.

11           So, every place is changing. But I don't -- you  
12 know, I'm sorry to say I don't -- I can't tell you a lot  
13 about the Inland Empire. It's changed a lot, there's a  
14 lot more people there.

15           PANEL MEMBER SPANO: But, for instance, in  
16 Orange County there are distinctly different issues that  
17 you can --

18           MR. SAAVEDRA: Oh, I'd say they're distinctly  
19 different. You know, it's wealthier. I mean, it's more,  
20 but there's poor areas, too. But it's wealthier and it's  
21 pretty filled up as far as growth.

22           There's still room for growth, and housing, and  
23 so forth in the Inland Empire. We have a lot of -- San  
24 Bernardino, I believe, is the largest county in the United  
25 States, geographical wise, how many square miles. It's

1 huge, it goes all the way out to Nevada and it's a lot of  
2 desert. It's hot there, in a lot of places.

3 Orange County, you have the coastal areas, it's  
4 very cool. And, of course, the coastal areas are  
5 wealthier and so forth. But there's not much room for  
6 growth in Orange County and the land is very expensive.

7 PANEL MEMBER SPANO: Describe for me what  
8 factors constitute a community of interest in your mind?

9 MR. SAAVEDRA: I couldn't find it in the  
10 dictionary, it wasn't there.

11 But I think people that have a lot in common,  
12 and it could be, I would say, you know, gay and lesbian  
13 communities that are formed. I'm aware, like in Chicago  
14 and New York, there's areas that you go in that it's quite  
15 obvious.

16 But there's other factors, I think, like maybe  
17 in areas that geographically are bound by mountains, or  
18 secluded, or something that ties people together and you  
19 don't want to break that up or, you know, run the line  
20 through the middle of the lake or something.

21 I don't know. It just seems to bring people  
22 together, you know, so those kind of communities of  
23 interest.

24 Coalitions have already been there for years  
25 over certain issues. Although, you know, I can't say I've

1 read all of what they are, but I can only imagine what  
2 they might be.

3 But we should know and we should find out, I  
4 think that's part of what needs to be done.

5 PANEL MEMBER SPANO: Sure. Are communities of  
6 interest, do you believe, involving race or ethnic  
7 commonality more important than other kinds of communities  
8 of interest?

9 MR. SAAVEDRA: I think they are, but I'm not  
10 sure. You know, looking back, I'm not sure why. I mean,  
11 looking into the way things are done.

12 PANEL MEMBER SPANO: Uh-hum.

13 MR. SAAVEDRA: And, of course, the Voting Rights  
14 Act, it was a civil rights issue that started in 1965.  
15 So, I mean, race is always an issue and people don't feel  
16 that, you know, that they've been treated fairly.

17 And what do people discriminate about the most  
18 likely, race, ethnicity, or they get stereotypes and  
19 whatnot.

20 So, I think groups that may be suffering from  
21 negative stereotyping are the ones that look -- but I  
22 would say, to answer your question, race and ethnicity are  
23 primary.

24 It's not my opinion to make it that way,  
25 necessarily, but I think that's the way the process is,

1    yeah.

2                   PANEL MEMBER SPANO:   Okay, thank you.

3                   MR. SAAVEDRA:   Yeah.

4                   PANEL MEMBER SPANO:   Are you a Vietnam Vet?

5                   MR. SAAVEDRA:   Yes, I am.

6                   PANEL MEMBER SPANO:   Okay.  Did you participate  
7   in any Veteran's organizations?

8                   MR. SAAVEDRA:   No.  No, I didn't.

9                   PANEL MEMBER SPANO:   Are you familiar with the  
10  issues of Veteran's?

11                   MR. SAAVEDRA:   Yes.  There's a lot of post-  
12  traumatic stress syndrome, there's -- you know, it's a  
13  hardship.  There's also Vietnam Vets that are homeless,  
14  and it's a tough thing.

15                   If they were involved heavily in the combat or  
16  just the whole thing, the Vietnam Vets were not celebrated  
17  when they came back from the war.  It wasn't like World  
18  War II, and they were brought back individually, for the  
19  most part, not as part of their companies and so on, and  
20  there was not much.

21                   And it's a negative thing, and then the war  
22  protest was going on at the time a lot of us came back, so  
23  it wasn't -- just a lot of reasons Vietnam Vets have --  
24  although I know a lot of them from -- as friends, I'm not  
25  in an organization.

1 PANEL MEMBER SPANO: No, that's okay.

2 MR. SAAVEDRA: But some of them very well. But  
3 I'm just saying there have been -- and we're seeing it  
4 now, of course, in the current war that's going on, of the  
5 post-traumatic stress syndrome and what happens.

6 PANEL MEMBER SPANO: The Veterans that you know  
7 of in California, that you associate with any, are there  
8 specific -- specific areas, issues of concerns with them,  
9 in California?

10 MR. SAAVEDRA: I couldn't pinpoint any one. You  
11 know, there's a lot that go to the VA, that need physical  
12 help or sometimes, you know, mental health issues.

13 But I don't know if there's any particular one,  
14 no.

15 PANEL MEMBER SPANO: How does your experience as  
16 a Veteran impact your work as a Commissioner?

17 MR. SAAVEDRA: How would it?

18 PANEL MEMBER SPANO: Yes?

19 MR. SAAVEDRA: I don't have an agenda for that.  
20 I mean, I just -- I appreciate -- I guess I've always felt  
21 patriotic, I don't know why. I mean, I guess that's just  
22 in the fifties, I guess that's people were that way.

23 How would it impact? I would see that as -- I  
24 mean, I'm not sure what the connection would be, exactly,  
25 other than -- I don't know what the connection would be.

1           PANEL MEMBER SPANO: How do you believe like the  
2 Citizens Redistricting Commission can do to increase  
3 involvement and participation by Veterans?

4           MR. SAAVEDRA: Well, we could go to Veterans  
5 groups, I guess, and ask them to participate in this whole  
6 thing.

7           PANEL MEMBER SPANO: Uh-hum.

8           MR. SAAVEDRA: Yeah. Well, you know, maybe  
9 that's a mission of interest that would have to be  
10 addressed. You know, it's funny, I hadn't really thought  
11 of that. But why not?

12           And there's a lot of us, you know, and we're  
13 getting -- reaching the Baby Boomer ages, and they would  
14 probably be wanting to participate.

15           You know, there are organizations, of course,  
16 that are very involved in it, yeah.

17           PANEL MEMBER SPANO: Thank you. What can you  
18 take from your marathon training that will benefit the  
19 Citizens Redistricting Commission?

20           MR. SAAVEDRA: Oh. Well, there may be -- you  
21 know, keeping active is important to maintain your health.  
22 And you know, in going out I trained with, in Los Angeles,  
23 which I had to drive every Saturday morning and --

24           MS. HAMEL: Five minutes.

25           MR. SAAVEDRA: Five minutes? And I met a lot of

1 people in Los Angeles that way. And it was part of the  
2 L.A. AIDS project. And wonderful people, I just saw such  
3 diversity in the groups.

4 I was running with people over there, mostly,  
5 young and some older and, you know, you run with them once  
6 a week and then you'd run on your own. Really, it was a  
7 good way to get to know people, and they have a great  
8 organization. I just -- I appreciated L.A. more than I  
9 ever have. I mean, even though it's not my city, so to  
10 speak.

11 But through that process people got to know each  
12 other and, I don't know, it was a good experience. And,  
13 probably, the Commissioners should have a regular jogging  
14 routine going.

15 (Laughter.)

16 MR. SAAVEDRA: And it was just a good experience  
17 and it's been -- when you do something like that, you're  
18 working with hundreds and thousands of people that are  
19 doing the same thing and it brings people together.

20 PANEL MEMBER SPANO: Okay, thank you.

21 MR. SAAVEDRA: Maybe we could have a  
22 Commissioner's marathon event. Not that the Commissioners  
23 have to run, but it would be a way to promote it, you  
24 know.

25 So, anyway, just a crazy idea.

1 PANEL MEMBER SPANO: Endurance, yeah.

2 I'm curious, tell us about your work experience,  
3 working with parole work and the types of racial problems  
4 you were required to handle as a supervisor?

5 MR. SAAVEDRA: Because racial problems?

6 PANEL MEMBER SPANO: The racial problems that  
7 you were required to handle as a supervisor?

8 MS. RAMIREZ-RIDGEWAY: The types.

9 PANEL MEMBER SPANO: The types.

10 MR. SAAVEDRA: Okay, but you're talking about  
11 when I was with Orange County Mental Health?

12 PANEL MEMBER SPANO: Your work, your parole  
13 work?

14 MR. SAAVEDRA: Oh, but that's currently and I'm  
15 not a supervisor, I'm just a line clinician.

16 PANEL MEMBER SPANO: Oh, okay.

17 MR. SAAVEDRA: Yeah. You know, I --

18 PANEL MEMBER SPANO: How do you handle the types  
19 of racial problems that occur?

20 MR. SAAVEDRA: Well, it's always touchy and when  
21 I've been there, there's been one race riot that happened  
22 and they burned part of the west yard down.

23 You know, it's just you have to be aware of it.  
24 Luckily, you know, we have a lot of correction officers  
25 around.

1           But respecting people and knowing what are the  
2 things that might set them off, we're trying to get them  
3 to go together, that's the whole -- to, you know, get them  
4 to respect each other.

5           It's always a sensitive issue, you just have to  
6 be aware of it. But we do have a lot of them that don't  
7 have the -- that can be in a group together. Some of them  
8 can't, they have to be by race.

9           And it's just being sensitive and knowing which  
10 ones carry a lot of anger with them, and which don't. But  
11 it's always kind of prominent that you have to be aware of  
12 it.

13           PANEL MEMBER SPANO: All right, thank you.  
14 Okay.

15           MS. RAMIREZ-RIDGEWAY: Panelists, do you have  
16 follow-up questions?

17           CHAIR AHMADI: I don't.

18           VICE CHAIR CAMACHO: No.

19           MS. RAMIREZ-RIDGEWAY: I think I just have one  
20 or two.

21           The Commission will be comprised of subgroups  
22 that are chosen, in part, on the basis of their party  
23 affiliation or their non-affiliation.

24           MR. SAAVEDRA: Uh-hum.

25           MS. RAMIREZ-RIDGEWAY: How much do you think

1 partisanship on the Commission will impact its function,  
2 and will a partisan Commission be a successful Commission?

3 MR. SAAVEDRA: I'm not sure what a -- what you  
4 mean by a partisan Commission?

5 MS. RAMIREZ-RIDGEWAY: A Commission that's  
6 divided on party lines.

7 MR. SAAVEDRA: Oh, along party lines. Well,  
8 yeah, that would make it much harder. And, hopefully, the  
9 applicants that remain have met the ability-to-be-  
10 impartial criteria. And from what I've seen so far, they  
11 are. And I think that they would -- they have to go  
12 beyond that. I don't think anybody can be wedded or tied  
13 to a rigid ideology.

14 I think that would come out real quickly. I  
15 think the majority will be fair, whoever's selected. And  
16 it would be too bad if it came to that, then we're going  
17 to be -- we're not going to do our job.

18 So, I think everyone has to put down their  
19 positions, and being open-minded more than anybody could  
20 respect. And I mean more so than what's out there.  
21 Because we have a task to do and we have to -- if we can  
22 focus on how do we accomplish this then we have to --  
23 and we need to find out, I guess, pretty quick, I mean the  
24 Commission will and address it. And say, well, wait a  
25 minute, how are we going to get this if we're all just

1 going to stick to our position?

2 I don't think that's going to happen. I don't  
3 see that. I mean, just reading what's been written, and  
4 the few that I've watched come to these interviews, I  
5 would have, most of them, very much confidence in them  
6 being impartial, and fair, and putting down their  
7 partisanship.

8 MS. RAMIREZ-RIDGEWAY: How do you think your  
9 professional training in psychology and social work can  
10 help you, both individually, as a Commissioner, and the  
11 Commission as a body?

12 MR. SAAVEDRA: Well, and it's -- I think,  
13 individually for me, it's taught me to be patient and to  
14 hear people out, and not interject my own opinions, you  
15 know, that aren't relevant.

16 I think it would help, I hope I've -- part of  
17 being in a group is to -- being a group leader or, you  
18 know, in a group therapy process is to build cohesion in a  
19 group. It takes time but, you know, I think I could help  
20 in that process.

21 I mean, just based on what I know of myself, I  
22 tend to get along with most people. And I don't know, I  
23 think I could help. I don't know that I'm -- I've seen  
24 some pretty great applicants, so far, that could do the  
25 same, I think.

1           So, I don't know if it's that special, but I  
2 would hope it would contribute in some way, and it's hard  
3 without knowing -- I think I would help and I think we  
4 have to build a cohesion by staying on task and talking to  
5 each other, getting -- once the Commissioners get to know  
6 each other that will progress, and the more we meet, talk,  
7 tell our stories, review our experiences, what our goals  
8 are for the Commission, then I think it will come about.  
9 I see it being overcome, it has to.

10           MS. RAMIREZ-RIDGEWAY: I don't have any further  
11 questions.

12           Panelists, do you?

13           CHAIR AHMADI: Neither do I.

14           PANEL MEMBER SPANO: No.

15           MS. RAMIREZ-RIDGEWAY: We have about 22 minutes,  
16 if you'd care to make a closing statement?

17           MR. SAAVEDRA: Yes, I'd like to do that. This  
18 is my first time in Sacramento, the Capitol, and I want to  
19 come back. I mean, not necessarily as a Commissioner,  
20 that's another matter. But, no, it's just pretty neat to  
21 be here.

22           But I do, I want to thank you for all the hard  
23 work you've done and it's been an honor to get to this  
24 point.

25           And I really just hope that this accomplishes

1 something, and I think it has the potential to do that,  
2 that could improve our politics in the way -- what we do  
3 in this State.

4 So, again, simply thank you and I appreciate the  
5 opportunity to be here.

6 PANEL MEMBER SPANO: Thank you.

7 VICE CHAIR CAMACHO: Thank you.

8 MS. RAMIREZ-RIDGEWAY: Thank you for coming to  
9 see us today.

10 MR. SAAVEDRA: Thank you.

11 MS. RAMIREZ-RIDGEWAY: Before we go into recess,  
12 I wanted to remind the Panel and announce to the public  
13 that I will be gone all next week, and my esteemed  
14 colleague, Donna Neville, will be here to sit in for me.

15 She is not only a wonderful person, but a great  
16 lawyer, so you'll be in excellent hands.

17 And I will return on the 23<sup>rd</sup>.

18 And with that, we will recess until -- you will  
19 recess until Monday, at 9:45.

20 (Recess at 5:40 p.m.)

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