

1 CHAIR COE: And thank you, Mr. Reader, for taking
2 the time this morning to speak with us.

3 Our next interview is scheduled at 10:45, so we
4 will be in recess until 10:44.

5 (A recess was held from 10:05 a.m. to 10:44 a.m.)

6 CHAIR COE: The time is 10:44. I'd like to come out
7 of recess.

8 I'd like to verify, Ms. Dickison, you're with us.

9 VICE CHAIR DICKISON: Yes, I am.

10 CHAIR COE: We'd like to welcome Mr. Derric Taylor
11 for his interview this morning.

12 Mr. Taylor, can you hear us okay?

13 MR. TAYLOR: Yes, I can. Thank you.

14 CHAIR COE: Great. I'd like to turn the time over
15 to Mr. Dawson to ask the five standard questions, please.

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

17 Sir, I'm going to read you the five standard
18 questions that the Panel has asked each Applicant to
19 respond to. Are you ready, sir?

20 MR. TAYLOR: Yes, I am.

21 MR. DAWSON: First question: What skills and
22 attributes should all Commissioners possess? What skills
23 or competencies should the Commission possess collectively?
24 Of the skills, attributes, and competencies that each
25 Commissioner should possess, which do you possess? In

1 summary, how will you contribute to the success of the
2 Commission?

3 MR. TAYLOR: Great question. I think this is one
4 of the tantamount issues of the Commission. So, to a
5 certain degree, all of the Commissioners should be
6 individuals that have a desire to serve as individuals that
7 are analytical, have a respect for the diversity of
8 California, which are the prescriptions of the Commissioner
9 role.

10 I feel overwhelmingly, though, that each
11 Commissioner should have a distinct desire to be fair and
12 impartial, and within that desire to be fair and impartial,
13 everything else will come into play. So, if you have a
14 desire to be fair and impartial, and you're deliberate in
15 your attempts to do that, you'll respect other individuals.
16 You'll seek out information. You will analyze and
17 synthesize the information that you're given to come to
18 sound decisions.

19 I feel that I possess those qualities. My job as
20 an investigator with the Los Angeles County Sheriff's
21 Department enables me to function in that manner. It is my
22 job to be fair and impartial on an everyday platform.

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

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

4 What characteristics do you possess, and what
5 characteristics should your fellow Commissioners possess,
6 that will protect against hyperpartisanship? What will you
7 do to ensure that the work of the Commission is not seen as
8 polarized or hyperpartisan, and avoid perceptions of
9 political bias and conflict?

10 MR. TAYLOR: Those characteristics that were asked,
11 of what will make a Commissioner goes hand in hand with
12 this second question. If we're fair and impartial, we look
13 for those common grounds, so that we can come to a
14 consensus or to a sound conclusion. When you're able to do
15 that, you can steer away from the hyperpartisanship.

16 What happens is that you can -- in an effort to be
17 fair and impartial, you put systems or processes in place
18 that can lead to evidence-based conclusions. You look for
19 empirical evidence so that you can make sound decisions.

20 We also look for -- what I would think in the
21 Commissioner, we would look for ways to be transparent in
22 our processes, in our dealings, and we would encourage
23 participation. So maximum participation from the public
24 lends itself to transparency, which lends itself to
25 empirical evidence, so that we can make sound decisions

1 based on that evidence going forward.

2 MR. DAWSON: Thank-you. Question three: What is
3 the greatest problem the Commission could encounter, and
4 what actions would you take to avoid or respond to this
5 problem?

6 MR. TAYLOR: The greatest challenge is probably
7 coming to consensus. With a Commission of 14, there could
8 be a lot of different opinions, a lot of strong views.
9 We're assuming that these Commissioners will be
10 strong-willed individuals. They all have courage of their
11 convictions, and they would like to get their points
12 across.

13 So I think consensus is the hardest obstacle for
14 the Commission. However, I believe, when you seek the
15 common ground, and we look for conclusions that are based
16 on evidence that we can find, then we have a road map to
17 consensus, and once we are able to break down our arguments
18 or the positions of the Commissioners, we would be able to
19 go forward on our decisions.

20 My job as an investigator, I have often had to
21 break down those arguments in that form. So I have to look
22 at my cases as they're presented, look at the evidence
23 that's before me, and I have to make a conclusion based on
24 the evidence. So we find the common grounds on what
25 evidence exists.

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

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

11 MR. TAYLOR: Continuing to use my job as an
12 example, a few years ago, I was fortunate enough to be on a
13 multiagency taskforce, and in that taskforce, we were
14 charged with reducing violent crime within the San Gabriel
15 Valley area, and in doing so, we brought people from
16 different agencies, with different practices or modes of
17 operation, and we would have to construct investigations to
18 reduce violent crime, and during those meetings, or each
19 investigation of a case, you have various levels of
20 responsibilities.

21 So, for one case, you might be the head
22 investigating officer, and you're responsible for doling
23 out or delegating the responsibilities of the other
24 investigators, and so you're responsible for the direction
25 of that investigation and its impact on the community

1 immediately around you, and so there would be debate or
2 disagreements between the direction an investigation should
3 go, or how it should be handled, or how an informant should
4 be used.

5 So, again, we would try to, in those moments when
6 there's disagreements -- and I would, also -- we would try
7 to reduce it down to what our purpose is, and the purpose
8 is, for that taskforce, was to reduce violence, and how
9 would this, or this action, or this procedure, or this
10 process -- how would that take us to our common goal?

11 So we would explain, "Well, given this action, this
12 would probably be the circumstances, and this would be the
13 affect on the community." And so we're able to look at the
14 outcomes, the probable outcomes, to see if that fit into
15 our overall goals, and then to go forward from there.

16 So my role at any given time, at any given
17 responsibility, would be to present outcomes, and we would
18 debate and discuss those given circumstances, debate the
19 outcomes, to achieve our goals, and I think that ultimately
20 worked to our advantage. The taskforce, while I was
21 present or seated in our city, was highly effective. We
22 were able to reduce crime at a level not seen in recent
23 years, and so that was a very positive outcome.

24 So you take from that, or those meetings,
25 especially, when we debate that, that you have to listen to

1 your fellow officers, your fellow investigators, which
2 would be your fellow Commissioners. You have to
3 objectively look at what they present, and then move
4 forward to see if it reaches the common goal. On the
5 Commission, it's the same thing. We lay out what is
6 our -- what are we trying to accomplish, and will this
7 process or act help us to reach that goal?

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

19 MR. TAYLOR: Another great question. One of the
20 best things or one of the things that I enjoy about law
21 enforcement is that you meet everyone. You meet
22 individuals from every background. You meet the young, you
23 meet the old. You meet every ethnicity. You meet every
24 demographic. You meet individuals that like you, that
25 don't.

1 So you interact with every segment that California
2 has to offer, and you do it in different forms. You not
3 only do it when they're requesting help, but you do it as
4 you're getting lunch, because people like to interact with
5 police officers, in uniform and out of uniform, when they
6 find out who you are.

7 So I think those interactions throughout my career
8 has caused me to appreciate everyone for who they are.
9 Everyone, there's commonality, and it's all -- the human
10 race, the human animal, is a lot more similar than we are
11 dissimilar. So that has brought me to the belief that we
12 are all looking for the same thing, and that's
13 representation. We're all looking for that American Dream.
14 So I think that point of view helps ground me, and that we
15 all have some of the same issues.

16 Now, if I take that to a personal level, I'm a
17 Southern California kid. I was born in Los Angeles. I
18 moved to the San Gabriel Valley, Altadena, Pasadena, when I
19 was young. I went to schools throughout the city and
20 through the neighboring cities, and I always tell my
21 children, as we're talking about some of my elementary
22 school, is that I traveled from what would be the foothills
23 of the San Gabriel, Altadena, all the way to Alhambra to go
24 to school.

25 I rode the public transit, the RTD, as it was

1 called then, and in traveling, I would pass through every
2 community there was, the Asian community that is Alhambra,
3 the African-American and Caucasian community that is
4 Pasadena, the working-class community, would pass through
5 the Latino community, and so I think that I sucked up or I
6 became a part of all those places as I traveled, just going
7 back and forth to school.

8 I was fortunate enough to go to high school in
9 Pasadena at a time when the high school was very diverse,
10 and so I had friends from every segment, and I think that
11 made me a more appreciative person, and I actually think it
12 made me a better police officer when I eventually joined
13 the Sheriff's Department, and I compound that with the fact
14 that I went away to school.

15 So I didn't go to undergrad, I didn't go to college
16 in California. I went away to Morehouse College in
17 Georgia, and I was confronted with a different culture, and
18 not so much as these are different people, but just a
19 different way of life, and that was also added with the
20 fact that, at Morehouse, there were so many students from
21 other parts of the country.

22 So I got to learn the perspective of other people.
23 I got to know the perspective of people in a rural
24 community. I got to learn the perspective of people in
25 more densely populated communities. I got to learn the

1 perspective of people down south, and people north, and you
2 get to see how their perspective is shaped, and why
3 different issues are important to them.

4 My love for California brought me back home again.
5 I'm a California kid, so I came back home, and, as those of
6 us that are here, have been here for a while, one of the
7 benefits of Southern California is, I think, we have every
8 community represented in what's around us.

9 So I enjoy snow skiing. So, if you go snow skiing,
10 the people that you meet snow skiing are different than the
11 people that you meet at the beach. I enjoy going to the
12 beach, but those individuals from Manhattan Beach, a little
13 different than those individuals in Wrightwood, and their
14 concerns are different. I enjoy hiking trails. So, when
15 you're on a trail, you meet a different individual. His
16 concerns, his perspective, is different than those
17 individuals.

18 It was some years ago, but I took my wife and my
19 brother and we went winetasting. So we went to Santa
20 Barbara, and we were speaking to some of the people in
21 Santa Barbara. We were speaking to some of the business
22 owners, some of the vineyards, people that worked in
23 vineyards, and their concerns are different. Of course,
24 all these individuals share a commonality, but their
25 concerns may be different.

1 Now, my enjoyment of all these things has led me to
2 bond with their perspective, and I acknowledge their
3 concern, and I can see their point, especially in a
4 political environment. I wouldn't want to vineyards to be
5 gone. I wouldn't want the beach to be gone. I wouldn't
6 want the mountains to be gone. So I think, if we're
7 respective (sic) of those levels on a micro and a macro
8 level, we can make sound decisions that are good for
9 communities and good for us all.

10 MR. DAWSON: Thank you.

11 At this point, we will go to Panel questions. Each
12 Panel Member will have 20 minutes to ask his or her
13 questions, and we will start with the Chair, Mr. Coe.

14 CHAIR COE: Good morning, Mr. Taylor. Thank you
15 for taking the time to speak with us today.

16 MR. TAYLOR: Good morning. How are you?

17 CHAIR COE: I'm well. Just out of curiosity,
18 what's the significance of the movie poster behind you?

19 MR. TAYLOR: So my wife -- Bonnie and Clyde. I've
20 been married for 20-plus years, and I think that my wife
21 and I are going to stick it out.

22 CHAIR COE: Okay. Thank you. In your application,
23 and as you discussed already this morning, you're a
24 graduate of Morehouse College in Georgia, you mentioned.
25 Obviously, one of the most notable alumni at Morehouse is

1 one of the most influential figures in modern history, and
2 that's Doctor Martin Luther King, Junior. What was it like
3 attending the same university as Doctor King, and what
4 effect did that have on you personally?

5 MR. TAYLOR: Wow. He was, him and among other
6 notable alumni, you know, Spike Lee, Samuel Jackson, Edwin
7 Moses, their social impact -- they are men of action. You
8 walk around with the weight. You're expected, or the hope
9 is, that you become a man of substance, a man of purpose.

10 The underlying thought at Morehouse is that "We
11 will train you to be a man of substance, a man of action."
12 The saying is that Morehouse holds a crown above your head,
13 and they want you to grow into that crown. So, when you're
14 on campus, before you become a Morehouse man and you're man
15 of Morehouse, you're groomed to be a man of action, to take
16 stock in who you are, to try to affect your realm of
17 influence, to be a man of purpose.

18 CHAIR COE: And how much does that ideal that was
19 kind of ingrained in you at Morehouse -- how much did that
20 idea, do you think, affect the course of your life, the
21 trajectory of your -- do you think you would have ended up
22 in the same place had you not had that kind of ideal kind
23 of instilled in you with your experience at Morehouse, or
24 do you think that it changed the trajectory of where your
25 life went?

1 MR. TAYLOR: So we're influenced by our
2 surroundings, so I would be remiss if I didn't say I didn't
3 learn a strong work ethic from my father. I would be
4 remiss if I didn't say that my mom didn't put a sense of
5 responsibility in who I am. At the basis of my desire to
6 serve was my mom being the leader of my Cub Scout troop,
7 and the president of my Little League, and on the PTA. So
8 there's an element of service that my mom instilled in me.
9 There's an element of work ethic that my dad instilled in
10 me.

11 For a year before I went off to Morehouse, I went
12 to Mt. SAC, Mt. San Antonio College, a junior college close
13 to us, and I took a logic class, and in the logic class,
14 the individual that wrote my recommendation to go to
15 Morehouse -- I only went to junior college for a year -- he
16 stated that Morehouse College and myself -- "Morehouse and
17 Derric would be a great meeting of the minds."

18 So I think he saw that desire to service, to
19 elevating myself, to elevate those around me at the time,
20 and thought that this was a good place for me to land, and
21 that it would serve me well. I think that continued as I
22 got older. So Morehouse helps to shape the person that you
23 are, but, of course, those seeds have to be in the
24 individual that you are.

25 CHAIR COE: Thank you for that, and some of your

1 discussion this morning already in relation to standard
2 question five about all the different communities that
3 you've interacted with throughout your life, and I'm
4 wondering what it is, if you could pick one thing, that you
5 have learned from your interaction with those diverse
6 groups of people that you think would make you a
7 particularly effective representative for them on this
8 Commission.

9 MR. TAYLOR: I think all of -- and it might even
10 lend itself to my recommenders, who are diverse, the people
11 who I spoke to about attempting to obtain this position, is
12 they said that the thought is that I am sober-minded or
13 sound in my views. In other words, I try to make good,
14 sound decisions.

15 I think my decision making and judgment is
16 respected amongst my peers, and so, if I extrapolate that
17 onto the Commission, I think I would do the same. I would
18 take the evidence as presented, look at the needs of a
19 given community, look at it both on a micro and a macro
20 level, and make a sound decision within the context of our
21 group.

22 CHAIR COE: So kind of a similar question, but, as
23 you mentioned, you were born and raised in Southern
24 California, and aside from your time, I think, at
25 Morehouse, you've been generally in that region for your

1 entire life. Is that right?

2 MR. TAYLOR: Yes. I've lived in Southern
3 California my entire life.

4 CHAIR COE: So what about interactions with people
5 in other regions of the state, outside of your home region,
6 and what experiences have you had with people outside your
7 home region? What did you learn from those individuals
8 about their perspectives and their concerns regionally that
9 may be different from Los Angeles? What have you learned
10 from those folks that would make you an effective
11 representative for them on this Commission?

12 MR. TAYLOR: Again, it all falls back to the common
13 bond that we all share. So, just in my life experience, in
14 my time on the Sheriff's Department, and people that I've
15 interacted with, I've met people from every part of the
16 state. So I have friends that live up north.

17 I have friends that have moved up north and that,
18 when we talk, we discuss what's going on in those places.
19 I have friends that have moved further south, San Diego, so
20 friends in Oakland, friends in San Francisco, friends that
21 commute back and forth. They live in both places as a
22 course of their business. So, in my interaction with them,
23 I still see what is common, common to us.

24 So someone from an agricultural or rural
25 environment, I understand that they have issues surrounding

1 water, development, and immigration, and those are relevant
2 issues because that's what sustains life, and those points.
3 People from the city, from where I live, I understand that
4 they have issues surrounding redevelopment, gentrification,
5 attracting business, to housing. Those are all relevant
6 issues.

7 So, although I've been centered here, I have
8 friends, my wife has friends. I have a number of friends
9 that have attended college in those cities. So I again
10 think that the commonality, the issues that are relevant to
11 those places, still ties us all together, so that I can
12 fairly represent those individuals as well.

13 CHAIR COE: Thank you for that. I'd like to switch
14 topics a little bit to the topic of impartiality, and I'm
15 wondering if you can give us an example of a time
16 where -- maybe an example of work experience in law
17 enforcement where you had made a decision about something
18 that you thought was the right course of action, then you
19 maybe received some additional information that perhaps
20 maybe caused you to change your mind. Is there an example
21 of something like that that you've experienced?

22 MR. TAYLOR: So I think, still in general, since
23 it's one of the best ways to look at your issues, you are
24 often faced with a given set of facts when a case is
25 presented to you, and it can look as if -- and now that

1 we're -- what we're speaking, yes (sic).

2 So I had a particular case where it looked as if
3 this individual had committed a particular crime, and even
4 some of my fellow investigators thought that this was for
5 certain the individual that did it, but the case still must
6 run its course. You know, it's our job to follow all the
7 information that's given to us.

8 Over the course of a month or two, and piecemeal,
9 we started getting additional information, and in that
10 particular case, it switched from that individual to the
11 person that actually had committed this particular crime,
12 and it was fascinating that -- and, you know, we always
13 tell each other truth is stranger than fiction, but it was
14 fascinating to follow the evidence as it moved from what
15 definitively looked like the individual to a whole
16 different person that was sort of on the periphery of what
17 was happening.

18 It also stood as a -- it can stand as the standard
19 bearer, is that we have to be fair and impartial. We have
20 to follow evidence as it comes. We would be remiss and we
21 would be negligent in our duties if we didn't follow our
22 steps and processes.

23 CHAIR COE: Thank you. One of the biggest jobs the
24 Commission is going to have is to identify communities of
25 interest throughout the state. Some of those may be easier

1 to identify than others. Some are harder to identify.
2 They're less engaged, and they're not as easily
3 identifiable. Do you think that your extensive experience
4 being engaged with communities in your role as a law
5 enforcement officer would be an asset to the Commission in
6 regards to identifying communities of interest?

7 MR. TAYLOR: I do. I almost view these
8 Commissioners as investigators, much the same as I view
9 auditors as investigators. I've, throughout my career,
10 been able to talk with people. Having a team of
11 individuals, of course, is good, because individuals choose
12 the people that they want to talk to, but I've been able to
13 talk. That's been one of my strengths throughout my
14 career, and so being able to talk to people, to engage them
15 in conversation, would be an asset when trying to find
16 those communities of interest that aren't as visible or
17 easily seen.

18 So yes, I do think that my law enforcement
19 experience would be of benefit, and that's compounded with
20 the data and the information that we also have available to
21 us. So those conversations, in conjunction with data,
22 would be a strength.

23 CHAIR COE: Okay. So some communities, as you may
24 have experienced in your role as a law enforcement officer,
25 are less comfortable coming forward and speaking with

1 organizations or with government sometimes, for various
2 reasons.

3 How would you, as a Commissioner, or how did you,
4 as a law enforcement officer, make some of those
5 communities that may have been less engaged or concerned
6 about engaging -- how would you go through a process of
7 making them feel comfortable to engage with the Commission
8 and provide their perspectives to help inform the
9 Commission in its work?

10 MR. TAYLOR: Sometimes, when good old-fashioned
11 persistence doesn't work, you just choose a different
12 route, a different avenue, and in today's modern age -- and
13 who would have thought it when I entered law enforcement
14 some years ago? So, if I have an individual that doesn't
15 want to speak to me, they don't answer their phone when I
16 come by -- they don't answer the phone when I call, they
17 don't answer the door when I come by -- sometimes a text
18 message will do, and that's a different way to reach out to
19 someone, for whatever reason, might be hesitant to talk to
20 law enforcement.

21 I've made contacts with individuals I needed to
22 speak with on Facebook, on Instagram, through social media,
23 through community leaders, through their friends, through
24 the periphery. So I think you just try to find an avenue
25 that's comfortable for them, and I've even had to use other

1 people, if someone wasn't comfortable speaking with me, to
2 send another investigator they might be comfortable with.
3 So you try to find where that individual is, so that you
4 can make the contact necessary, and so, given the role as a
5 Commissioner, you try to meet the people where they are, so
6 that they can be fairly represented and so that their
7 issues can come forward.

8 CHAIR COE: Thank you.

9 Madame Secretary, can I get a time check, please.

10 MS. PELLMAN: Yes. We have three minutes, 30
11 seconds remaining.

12 CHAIR COE: Thank you.

13 Mr. Taylor, if you were to be appointed to the
14 Commission, which aspects of that role do you think that
15 you would enjoy the most, and, conversely, which aspects of
16 that role do you think you might struggle with a little
17 bit?

18 MR. TAYLOR: I would find this whole endeavor to be
19 enjoyable. My undergraduate degree is in accounting, so
20 the data and the numbers of it I find fascinating. Even
21 though I'm not practicing accounting, that still seems to
22 be where my heart lies. The social science of it all is
23 fascinating. I would find the interaction, the
24 learning -- it would all be -- I find this to be a
25 worthwhile endeavor.

1 The only drawback to this is I'm a family man, so,
2 of course, time away from your family is time lost, but I
3 think, with my family's belief in service, it's what we
4 expect. My family is willing to sacrifice some time so
5 that you can contribute to a worthwhile endeavor. So I
6 find this to be fascinating. I'm not sure what I wouldn't
7 enjoy about it, and the time away would be the most
8 regrettable, but that's what we've been bred to do.

9 CHAIR COE: Thank you, Mr. Taylor. I don't have
10 any further questions.

11 Ms. Dickison, the time is now yours.

12 VICE CHAIR DICKISON: Thank you, Mr. Coe.

13 Good morning, Mr. Taylor.

14 MR. TAYLOR: Good morning.

15 VICE CHAIR DICKISON: So you mentioned that you
16 have your degree in accounting. So what prompted the
17 career in law enforcement after getting your degree in
18 accounting?

19 MR. TAYLOR: So, as I mentioned before, my mom
20 believes in service, and she showed that service by
21 engaging in the things that I've done throughout my life.
22 I've played baseball throughout my college career, and even
23 recreationally as an adult, and my mom was always the
24 biggest cheerleader. She always played a role in my
25 extracurriculars.

1 There was a time when I thought that law
2 enforcement was uneven in its application towards
3 minorities, and, while it's not a perfect profession, I
4 didn't quite understand some of the inner workings of the
5 profession, of law enforcement, and my mom's challenge to
6 me was "Don't complain about a problem. Go become the
7 solution." And so, being challenged by my mom, I went and
8 I applied, and, 20-some-odd years later, I find it to be a
9 very rewarding career.

10 VICE CHAIR DICKISON: Thank you. So, in your
11 diversity essay, you talked about coming into contact with
12 people of different backgrounds, and you stated that you've
13 been able to see the needs of various family units and
14 communities.

15 What have you learned of the needs of communities
16 you've interacted with that could bind them together as a
17 community of interest?

18 MR. TAYLOR: So the city where I worked is often
19 divided into north, south, east, and west, and traveling
20 back and forth between the cities and talking to the
21 individuals, you may see a need for job training among the
22 young people on every side of the city, a place for them to
23 congregate, socialize, to have a central place to study, to
24 have a place where resources are available to all,
25 tutoring.

1 So you can speak to the parents on one side of the
2 city, and speak to the parents on another side of the city,
3 and see that particular need, and so that can marry
4 together, those two, that community. That could be a
5 community of interest based on the needs of that
6 demographic, that group.

7 Now, another side of the city, there may be more of
8 a need for government resources. So there might be a need
9 to bring in business development, and so this community
10 possibly needs someone that can push or support that
11 business development or redevelopment for that particular
12 community.

13 So, in conversation with the people, I would say
14 you start to see the needs. You start to see what is
15 common from one part of the city to another part of the
16 city, and how they have a shared interest in what happens
17 in this particular tract or radius.

18 VICE CHAIR DICKISON: Thank you. How much
19 knowledge do you have of the other regions of the state?

20 MR. TAYLOR: So I would say it's a cursory
21 knowledge. I haven't lived up north, so I understand that
22 it's a different community. I've spoken with many people
23 up north, that came from up north or currently work for the
24 Sheriff's Department that were formerly up in Tulare
25 County.

1 So I understand some of the issues that they talk
2 about, but it's a cursory knowledge, just in visiting San
3 Francisco or visiting Oakland, or traveling down to San
4 Diego, or traveling to Temecula. So it's cursory
5 knowledge.

6 VICE CHAIR DICKISON: Okay. But, thinking of what
7 you've learned about the needs of the communities that
8 you've worked with, how can you use that knowledge to help
9 you identify communities of interest or community needs in
10 other areas of the state?

11 MR. TAYLOR: So you research those. You research
12 those areas. So, given what the agenda would be, given
13 what the Commission is working on at the moment, you
14 research those areas. That's one of the wonderful things
15 about the Internet, is that so much information is
16 available to us now, and then you compound that with the
17 meetings. You combine that with social media. You combine
18 those with other avenues of contact, and you can get a
19 working knowledge of what's happening, and it can go beyond
20 the cursory information.

21 It's funny because I've worked station detectives,
22 but, at any given time, you specialize in a particular
23 element, so you can specialize in robberies for a period of
24 time, or assaults, or white collar crimes, or identity
25 theft, and sometimes, when you move from case to case, you

1 don't have any experience in that area. Sometimes this is
2 the first time or the second time you have a case, and you
3 have to dive into what that case consists of. So you have
4 to fill yourself with the background, and then you can go
5 forward to make a sound decision.

6 So, for the regions that I'm not as familiar with,
7 or have a cursory knowledge of, I would fill myself with
8 the backgrounds, and I would dive into what that area
9 consists of, and I'd review some of the resources that are
10 available to me. So my friends that are from those
11 regions, I get to reach out and I get to talk to them more,
12 and combine that with learning more about those regions,
13 and I think that information would make me -- could bring
14 me up to speed to be an effective representative.

15 VICE CHAIR DICKISON: Thank you. So, in your
16 activities, you talked about that you've been involved in a
17 number of professional, social, and volunteer activities
18 whose premise has been for the betterment of surrounding
19 community. What caused you to seek those types of
20 activities?

21 MR. TAYLOR: It has always been my goal to leave
22 the world in a better place, and I like to even bring that
23 in the micro, even smaller. I would like anyone that comes
24 in contact with me to be a better person because of it. So
25 I've sought organizations that have that same purpose, "How

1 can we leave our community, how can we leave our
2 surrounding area, better than what we found it?" And I
3 think I will always be of that mind set. I want to make
4 the world a better place. That's one of the things I'm
5 trying to instill in my children, to leave this world in a
6 better place than you found it.

7 VICE CHAIR DICKISON: Thank you. So you've engaged
8 in mentoring youth, fundraising for scholarships, and voter
9 registration. What did you learn from your engagements in
10 mentoring youth that will help you in reaching out and
11 connecting with diverse groups of people in other regions?

12 MR. TAYLOR: So I think, with young people, they
13 really want you to listen, and I think that's a skill that
14 would translate up and down, up and down the ladder,
15 whether talking with young people or talking with old
16 people. I'm often in contact with seniors, and they want
17 someone to listen, and so I think that's one of the biggest
18 qualities I can learn with them.

19 If you listen, and you can hear what individuals
20 are saying, you'll find what the commonality would be
21 within that community of interest. So you have to be
22 engaged, you have to be participatory, and you have to
23 listen to what people are saying, so that you can identify
24 their need.

25 VICE CHAIR DICKISON: What steps do you think the

1 Commission can take to ensure that communities know that
2 the Commission not only listened, but heard what they said
3 and considered their comments?

4 MR. TAYLOR: You know, I think the Commission
5 should encourage as much participation as it can. It
6 should inspire the public to contribute. I think it should
7 be redundant in its efforts. I don't believe, if you do
8 some things once and only once -- and given the logistics
9 sometimes, that's all you can do, but I think efforts
10 should be to do things on multiple fronts.

11 So a community meeting is nice, but sometimes two
12 community meetings may be better, to give everyone an
13 opportunity to be heard. Reaching people on one platform
14 is nice. Multiple platforms is better. I think about my
15 application for the Commission. I'm fairly computer-savvy.
16 At least, I'm able to use a computer. But, if there was a
17 venue where it was only publicized, I may never have heard
18 it or saw this opportunity.

19 So I think multiple platforms, reaching out to the
20 public, when given the opportunity, being redundant in your
21 processes will enable everyone to participate. The more
22 participation, the better. That would fight the
23 hyperpartisanship, it would be transparent, and it would
24 help us to be an effective Commission.

25 VICE CHAIR DICKISON: Thank you.

1 Secretary, can I get a time check?

2 MS. PELLMAN: Yes. We have six minutes, 33
3 seconds.

4 VICE CHAIR DICKISON: Thank you.

5 In your work as an investigator, I'm sure you had
6 to look at various types of information or evidence and
7 determine the reliability or validity of that information.
8 How can you use that when you're looking -- those skills
9 when you're looking at information or data that the
10 Commission will be using to draw the lines?

11 MR. TAYLOR: It's always helpful when you can
12 corroborate information, and that's what we attempt to do.
13 So we'll get information from a source, and you want
14 something that you can corroborate that source with. So,
15 as a Commission, we would take in that information, and,
16 hopefully, we can corroborate that information with data,
17 another source, or some other piece of evidence. You want
18 to be able to -- even though it's coming from one point,
19 you want to be able to hold it as somewhat objective, that
20 this person said it, but this seems to be the pattern, and
21 this is the empirical evidence.

22 So, as an investigator, you always want to try to
23 corroborate, and we would do the same on the Commission.
24 We'd want to try to validate the information that comes in,
25 because often people speak in superlatives, and often

1 people speak from an emotional standpoint. So you want to
2 try to filter that information, and stream from it what is
3 objective, what is subjective, and to move forward to make
4 sound decisions.

5 VICE CHAIR DICKISON: Thank you. The way the
6 Commission is selected, the first eight are selected
7 randomly, and then they are tasked with selecting the final
8 six Commissioners to round out the Commission. If you are
9 selected as one of the first eight, what would you be
10 looking for in those final six Commissioners?

11 MR. TAYLOR: I would be looking for individuals
12 that can supplement that team environment. So I'm viewing
13 the Commission as a team, in parlance, as a colloquialism,
14 a bureau, as we would think of it in my profession, and so
15 we have to function well as a bureau.

16 If there's individuals that have good interpersonal
17 skills on the team, as constituted with the initial
18 Commissioners, then we might look for someone that is
19 strong on the admin side, or someone who has that strong
20 structural (sic), while still possessing those other
21 qualities that make a good Commissioner. So I would be
22 looking for people that can round out the team, so to
23 speak, and again using one of my extracurricular
24 activities, I don't want a baseball team full of batters.
25 We need some pitchers.

1 VICE CHAIR DICKISON: Okay. Thank you. I have no
2 further questions at this time.

3 CHAIR COE: Thank you, Ms. Dickison.
4 Mr. Belnap.

5 PANEL MEMBER BELNAP: Thank you, Mr. Taylor, for
6 taking the time to interview with us today. In your
7 answers today, you talked about evidence, and
8 evidence-based decision making. As it relates to the work
9 of the Commission, what are the types of evidence that the
10 Commissioners would be gathering, evaluating, and using?

11 MR. TAYLOR: So evidence is testimony as well, so I
12 don't want people to think that word of mouth or statements
13 from individuals aren't evidence. Evidence is also
14 testimony, but we're looking at past maps. We're looking
15 at census data. We're looking at election data. We're
16 looking at the evidence or the testimony at open meetings.
17 We're looking at speaking to community leaders. So we're
18 looking at social media. We're trying to find those
19 patterns. All those items exist as evidence and can help
20 you make a decision.

21 PANEL MEMBER BELNAP: Thank you. Do you believe
22 that, as a Commissioner, you will encounter people who are
23 wary of or even have a bias against law enforcement, and,
24 if so, how will you respond to these individuals?

25 MR. TAYLOR: Actually, at times, law enforcement

1 has a love/hate relationship with the community. My
2 mechanism has always been to inspire a conversation. When
3 given an opportunity, I challenge and I ask people, "Why?
4 What is your issue?" So I try to engage in conversation.
5 I try to find what their issue is, where the problems lie,
6 and see if there's a common ground within there.

7 I am self-critical. I am open to criticism. I'm
8 ready to admit when law enforcement as a whole, myself in
9 particular, have done something wrong, for lack of a better
10 word, and I am always explaining why the processes are this
11 way and what the purpose of it is. I think, when people
12 see what the purpose is, then they can see the common
13 ground.

14 PANEL MEMBER BELNAP: All right. Thank you. So
15 I'd like you to describe an experience or an example that
16 demonstrates that, as your time as an investigator, you
17 were able to put aside your own belief, maybe even your own
18 biases, to come to an appropriate conclusion to an
19 investigation.

20 MR. TAYLOR: Yes. I used an example in my essay
21 where I had a particular case, and most people sort of
22 automatically turn on a switch when it comes to domestic
23 violence, and I had a case that involved a domestic
24 violence incident, and often those domestic violence
25 incidents lean towards, and the data shows, and the

1 literature shows how often males are arrested.

2 So I'm investigating this case, and you're fighting
3 that natural -- you're fighting that desire to say that
4 this is a male's crime, and you sift through it, and you
5 see that this individual didn't precipitate this set of
6 events, and the evidence shows that this was a case where
7 the female was the dominant aggressor, and you shift, based
8 on the evidence, to arrest the appropriate person. I think
9 that's an instance where you fight what might be your
10 natural direction, your own biases, to make an effective
11 decision.

12 PANEL MEMBER BELNAP: Okay. Thank you. In the
13 activity section of your application, you indicate that
14 you've had the privilege to work on several committees and
15 with various groups, but you didn't name all those
16 committees and groups. Can you provide a few examples, in
17 particular, where you worked with people of a variety of
18 backgrounds to come to a common objective?

19 MR. TAYLOR: So I'm a member of Alpha Phi Alpha
20 fraternity. We have several committees. We have our
21 mentoring, our voters' registration, and we work in those
22 committees to try to find what's the most effective way to
23 connect with the committee (sic) to make our mentorships
24 available.

25 I'm a member of the Manly Deeds Scholarship

1 Foundation, so we're working to effectively fundraise, put
2 on our golf tournament, to connect with kids to offer our
3 scholarships, and to connect with the community so that
4 they are aware of our scholarships, so that they can make
5 use of those funds.

6 So it's primarily been in that context, and on
7 those committees, you have people of different opinions.
8 They want to engage the public in different ways, and you
9 just have to come to a consensus of how best to affect
10 those goals.

11 PANEL MEMBER BELNAP: Okay. Thank you. I don't
12 have any further questions.

13 CHAIR COE: Okay. Mr. Dawson.

14 MR. DAWSON: Thank you, Mr. Coe.

15 Mr. Taylor, I'd like to just follow up on a couple
16 of questions, some responses that you'd made to the
17 standard questions. Standard question two, I understood
18 you to say that, in your opinion, maximum public
19 participation promotes transparency, which promotes a
20 successful process. Can you expand on your thought on
21 that? I'm interested to hear what you were getting at.

22 MR. TAYLOR: Yes. So, under the belief that
23 decisions are made behind closed doors, or decisions are
24 made that affect individuals without their input, and
25 especially if there's an adverse effect to it, that leads

1 itself to the thought that these individuals did something
2 in their own best interest. So the idea is, is that I want
3 to show the public that I'm working for them.

4 In my cases, I want to show the public that I'm
5 working for them as far as it is -- as far as I'm legally
6 able, I will show you the steps. I will show the suspect
7 the steps I took in an investigation, because this is their
8 process as well. Due process belongs to us all. It's not
9 for a victim. Due process belongs to us all. So
10 transparency in that context, in that parlance, is due
11 process.

12 I want due process to be obvious. If I get maximum
13 participation from the public, they see the due process,
14 and it lends itself to a transparent process, and they can
15 see that we were working for them, that this was not
16 something that was working against them.

17 PANEL MEMBER BELNAP: Thank you. So, sort of along
18 the same vein of thought, in 2010, the Commission went out
19 and they did a series of public meetings up and down the
20 state, trying to get input from the public about
21 communities of interest, and in one of their reports, they
22 indicated that they found that some of the folks who were
23 coming up purporting to be representing grassroots
24 interests really weren't who they said they were, that they
25 might have been there for a political or a partisan

1 purpose.

2 Do you think that your experience as a law
3 enforcement officer could help you sort of suss out who is
4 honest and who is who they say they are?

5 MR. TAYLOR: So, again, truth is often stranger
6 than fiction, and you meet -- in the course of my business,
7 I meet people from every angle that there are, so that's
8 when the importance of trying to corroborate what an
9 individual says. So you might get a leaning, and it helps
10 you to seek out the information to corroborate what an
11 individual says. So something, your intuition, which is a
12 form of perception -- your intuition leads you to seek
13 information, and as long as you have processes around that,
14 you try to corroborate the information that's given.

15 MR. DAWSON: Thank you. In your response to
16 standard question four, which was about your group
17 experience, you talked about working on an interagency
18 taskforce. What jurisdictions were those?

19 MR. TAYLOR: So it's the San Gabriel Valley Safe
20 Streets Taskforce. It was the FBI, Pasadena Police
21 Department, Pomona Police Department, various sheriff
22 stations. There are a number of sheriff stations, because
23 it's a county area and contract cities. So all those
24 agencies worked together.

25 When we would have a case that would sort of lead

1 to a neighboring agency, LAPD would come in. So all of
2 the -- Alhambra PD or Temple City, Temple City
3 Sheriff -- so all those agencies that would have been
4 affected by violent crime in the San Gabriel Valley were at
5 the nexus of that taskforce.

6 MR. DAWSON: Did that involve public participation
7 as well? Was there public input?

8 MR. TAYLOR: No. That was strictly -- I guess the
9 underpinnings of it were law enforcement. Public always
10 comments on our interactions within the city. So you would
11 have people that would contact the various stations, or the
12 board of supervisors, or the city manager of Pasadena, or
13 the chief of police of Pasadena, and they would comment on
14 our actions within the city, and those filter down to us on
15 the taskforce, and we have to adjust accordingly, or
16 justify our actions. So, from that extent, there's always
17 public comment on what law enforcement does.

18 MR. DAWSON: But there were no public meetings?

19 MR. TAYLOR: No public meetings, no.

20 MR. DAWSON: What kind of data did the taskforce
21 use? Was it mapping data, census data, that sort of stuff?

22 MR. TAYLOR: We used some mapping data, but it was
23 all relative to where crime is happening in the city, and
24 it's judged against populations, and populations of
25 neighboring areas.

1 MR. DAWSON: Were there expert geographers or
2 demographers called in help you analyze this data, or was
3 it sort of at the police officer level?

4 MR. TAYLOR: No. We would synthesize the
5 information on our own or through our crime analysis.

6 MR. DAWSON: I see. I wanted to follow up on a
7 question that Ms. Dickison asked about how the first eight
8 are selected at random, and then the second six are
9 selected by the first eight, and you were indicating that
10 the second six really needed to have those sort of
11 attributes of fairness and analytical ability, but my
12 question is about -- the entire makeup of the Commission is
13 intended to reflect the diversity of California's
14 demographics and geography. So I'm curious as to how much
15 weight you would put onto having geographic balance.

16 MR. TAYLOR: I think geographic balance is
17 important. As we talked about, being a subject matter
18 expert, it helps to have someone there. Oftentimes we
19 think of diversity as in placing an individual that is
20 constructed or represents a specific demographic, and I
21 think what literature has shown is that, when we have
22 people of various backgrounds, they bring that knowledge to
23 the table.

24 So having people that are represented
25 geographically, having people that are represented

1 economically, demographically, ethnically, you bring that
2 body of knowledge to the board, so the board, the
3 Commission, it will be better for its diversification.
4 That will be one of the benefits of it, because they bring
5 that knowledge base with them. So, although I can become a
6 subject expert for Tulare County, if I have someone from
7 that region, we together can identify those communities of
8 interest, in that we, as a team, can function at a higher
9 level.

10 MR. DAWSON: I see. Thank you. I noticed that you
11 recently just returned to school to earn your master's.
12 What brought that about?

13 MR. TAYLOR: I believe that you should continually
14 be learning, and we should always want to know the "whys"
15 of why we're doing things, and so, as a check and balance
16 for myself, I thought it necessary to go to school, to
17 return to school, to continue to hone my skills, as a form
18 of professional advancement, as a way to hone my skills
19 even better.

20 MR. DAWSON: And that was while you were still
21 working full-time?

22 MR. TAYLOR: Absolutely.

23 MR. DAWSON: And did you have to drive down to
24 Irvine every day or so?

25 MR. TAYLOR: No. There's an online function to the

1 degree. So there were times when I could go on campus, but
2 the world of the Internet is amazing, and I think we're all
3 experiencing that now with the pandemic. My child's high
4 school especially did not miss a beat. My brother-in-law
5 and my sister-in-law are currently in college, so they show
6 me how, on line, it's just a part of their lexicon. It's a
7 part of their learning environment.

8 MR. DAWSON: Thank you.

9 Those were all of my follow-up questions, Mr.
10 Chair. If there are any additional follow-ups from the
11 Penal?

12 CHAIR COE: Ms. Dickison, do you have any follow-up
13 questions?

14 VICE CHAIR DICKISON: I do not have any follow-up
15 questions.

16 CHAIR COE: Mr. Belnap?

17 PANEL MEMBER BELNAP: I do not.

18 CHAIR COE: I have no follow-up questions.
19 Counsel?

20 MR. DAWSON: Madame Secretary, could I have a time
21 check, please.

22 MS. PELLMAN: We have 16 minutes and 37 seconds
23 remaining.

24 MR. DAWSON: Thank you.

25 Mr. Taylor, at this point, I think we're all done

1 with Panel questions. I would like to offer you the
2 opportunity to make a closing statement to the Panel, if
3 you wish.

4 MR. TAYLOR: Thank you. Just in short, again, I
5 thank you for the opportunity. I would love to be of
6 service if given the chance. I think that this Commission
7 has done something that is revolutionary in seeking its
8 diversity and enabling or empowering the vote of each and
9 every citizen throughout California. I full believe that
10 that's what it's doing. So I am thankful for this
11 opportunity. I think it would be best served by the
12 diversity. Thank you.

13 CHAIR COE: Okay. Thank you, Mr. Taylor, for
14 speaking with us today.

15 Our next interview is scheduled for 1:15 p.m. So
16 we'll be in recess until 1:14.

17 (A recess was held from 11:50 a.m. to 1:14 p.m.)

18 CHAIR COE: Okay. I'd like to go ahead and bring
19 this meeting back to order. I'd like to welcome Ms. Judith
20 Francis for her interview today.

21 Ms. Francis, can you hear us okay?

22 MS. FRANCIS: Yes, I can.

23 CHAIR COE: Great.

24 MS. FRANCIS: Can you hear me?

25 CHAIR COE: I can, indeed. Thank you.