

1 (Whereupon the Panel convened at 2:59 p.m.)

2 CHAIR BELNAP: It looks like we're all
3 here, so let's call this meeting back to order.

4 We want to welcome Dr. Ray Kennedy from
5 the technology, from the screen I'm looking at, I
6 don't know if it's Skype or what, but through the
7 technology, welcome. Can you hear us?

8 DR. KENNEDY: I can hear you. Thank you
9 very much.

10 CHAIR BELNAP: Okay. So we're going to
11 turn the time over to Mr. Dawson and he's going to
12 ask you the standard five questions.

13 MR. DAWSON: Good afternoon, Dr. Kennedy.
14 I am going to ask you five standard questions that
15 the Panel has asked each applicant to respond to.
16 Are you ready, sir?

17 DR. KENNEDY: I'm ready. Thank you.

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

1 DR. KENNEDY: Very good. Thank you.

2 As far as what skills and attributes all
3 Commissioners should possess, I think the legal
4 framework gives us a good start on that as far as
5 setting out the analytical skills that
6 Commissioners need to have in order to engage
7 successfully in the work of the Commission.

8 Beyond that, and some of these are covered
9 in parts of the legal framework, but I would say
10 that respect for diversity is key, an ability to
11 work together in a group, critical listening and
12 thinking skills, integrity, open-mindedness and
13 good judgment, commitment, patience, and curiosity.
14 And my sense is that together, as long as the
15 Commissioners are able to display those attributes
16 and skills, those are going to enable the
17 Commission to gain broad respect of the voters and
18 the broader population in California.

19 As far as skills or competencies that the
20 Commission should possess collectively, and by that
21 I'm understanding those that all not Commissioners
22 need to have but someone on the Commission needs to
23 have, obviously, I think leadership is important.
24 Without leadership we could find ourselves going 14
25 different ways very unproductively for a good long

1 time and not managing to achieve our objectives.

2 There needs to be someone with a
3 reasonable understanding of law and how laws are
4 interpreted. The person doesn't have to be a
5 lawyer. My understanding is that the Commission
6 will have at least one, if not two, lawyers to
7 assist in the process.

8 Someone who's very good at communication
9 and outreach because my sense is that the
10 Commission has very important work to do but unless
11 we are able to convey to the people of California
12 what it is that we are doing, how we are doing it,
13 why we're doing it that way, we will ultimately not
14 succeed in a very important part of what the
15 Commission was established to do.

16 And finally, I think it's important that
17 someone on the Commission have administrative and
18 organizational skills. There is going to be a
19 universe, a small universe, revolving around the
20 Commission. And it's important that someone on the
21 Commission be able to keep track of what's going
22 on, how long things are taking, whether we need
23 additional resources, et cetera.

24 So I think those are four skills and
25 competencies that need to be somewhere on the

1 Commission but not necessarily exercised by each
2 and every Commissioner.

3 As far as which competencies I possess,
4 I'd like to give you a sense of -- or some examples
5 of where I see myself having the attributes and
6 competencies that each Commissioner should possess.

7 As far as analytical competencies, you
8 know, having the doctorate, I undertook my
9 dissertation research which involved developing a
10 questionnaire that was sent out for a public
11 opinion survey in two countries in Latin America.
12 So designing that questionnaire, then taking the
13 raw data from the survey research firms and
14 analyzing it, using SPSS software, but also my own
15 intellectual abilities to analyze the data that
16 came in.

17 I've also had a number of occasions to
18 develop outlines and lead discussions, one of those
19 in Papua, New Guinea five years ago, a lessons
20 learned exercise after an election, bringing
21 together various stakeholder groups. During the
22 course of those five or six events over a course of
23 several weeks, I catalogued over 1,200 discreet
24 inputs. I then catalogued those in a spreadsheet.
25 I coded them as to which group they came from, what

1 region they came from, what topic they dealt with
2 and then, through analysis, managed to boil down
3 those 1,200 discreet inputs into a ten-page report
4 that I sent back out to the participants for their
5 review.

6 I'm respectful of others. I have really
7 had to be respectful of others and respectful of
8 diversity to succeed in the electoral work that
9 I've done in the United Nations over the last 20
10 years and in the international electoral field
11 broadly over the last 30 years. If I weren't
12 respectful of others and respectful of diversity I
13 would never have succeeded to the extent that I
14 have.

15 Ability to work in groups and build
16 relationships, those have also been critical to my
17 success working in the U.N. system around the
18 world. We can go into more detail later on. But
19 being part of an 11-member national or, actually, a
20 mixed election commission with 6 Afghans and 5
21 international members, I really had to work with
22 others, build relationships, respect diversity in
23 order to succeed in that assignment.

24 My critical thinking and listening skills,
25 I think, stem or come from many years ago I was a

1 debater for a number of years in high school. And
2 debating really teaches you critical listening
3 skills. You have to be very attentive to very
4 precise points that people are making. You have to
5 interpret them on the run. You have to seek
6 feedback when you're not understanding something.
7 And you have to be able to think on your feet and
8 be able to rebut points that deserve a rebuttal.

9 Patience and commitment, I think I've
10 always been viewed by those around me as a patient
11 and committed individual. After my assignment in
12 Liberia, the head of the U.N. Mission there, and
13 this was after I had left the country, I had no
14 knowledge of this until a colleague of New York
15 sent it to me, but the head of the U.N. Mission in
16 Liberia sent a note to the Undersecretary General
17 saying, "Without Mr. Kennedy's patience and
18 perseverance, these elections would never have
19 succeeded." So, I mean, that was high praise. I
20 was not aware of it until several months after it
21 happened but it was certainly gratifying to get
22 that type of feedback from my boss, really.

23 Open-mindedness, again, I think I would
24 not have succeeded working all over the world over
25 the last 20 years were it not my open-mindedness.

1 I'm intellectually curious. I enjoy getting to
2 know and getting to understand people and cultures.
3 And I think that is important in the work that the
4 Commission will be doing.

5 In summary, how would I contribute to the
6 success of the Commission, I think, you know, the
7 level of commitment, persistence, positive energy.
8 I love elections. I have loved elections for many
9 years. I discovered seven years into my elections
10 career that my grandfather had been a member of the
11 county board of elections in the county where he
12 was from in North Carolina. And that deepened my
13 love of elections and promoting popular
14 participation in democratic processes that much
15 more.

16 I'm a quick study. I'm accustomed to
17 rapidly familiarizing myself with the legal
18 framework. I don't go into countries knowing the
19 laws but I have to get up to speed very quickly so
20 that I can ensure that everything that we do fits
21 within the law, not only the operational work but
22 the public information products that we produce as
23 well. Those have to convey accurate information.

24 Again, I'm not a lawyer but I'm accustomed
25 to mastering electoral laws. I'm very experienced

1 at explaining technical electoral concepts to non-
2 technical audiences of all types.

3 I believe that I'm good at helping build
4 consensus within a group. I'm working -- I'm
5 accustomed to working to legally binding timelines
6 under intense political scrutiny. So this will be
7 nothing new from that perspective.

8 I'm always looking for common ground. I'm
9 looking for workable solutions, not necessarily the
10 same old solutions or the same old approaches. I
11 try to look at all options and listen to everyone
12 taking elements from each and finding common ground
13 where we can all agree.

14 Part of my work before joining the United
15 Nations was collecting, organizing and
16 disseminating a wide variety of information about
17 elections and election administration. And one of
18 the things that I learned there is, you know, you
19 have to learn how to present information in ways
20 that the end users are looking for it. It's not
21 how you want to present it, it's how the end users
22 are going to be looking for it.

23 I build strong relationships with
24 stakeholders. I've been a good and successful
25 leader when I'm tasked with leading but I can also

1 be a reliable team player when I'm a member of a
2 team.

3 I have solid drafting and editing skills,
4 and not only in English but in Spanish as well. I
5 started studying Spanish in seventh grade. I've
6 lived almost two years in Mexico, working for the
7 United Nations, mentoring, domestic observer
8 groups, so I have a good facility with election-
9 related terminology in Spanish from that work that
10 I did in Mexico.

11 MR. DAWSON: Thank you, Dr. Kennedy. I
12 want to make sure that you have the opportunity to
13 answer all five standard questions, so let's move
14 on to the second question.

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

21 What characteristics do you possess and
22 what characteristics should your fellow
23 Commissioners possess that will protect against
24 hyper-partisanship? What will you do to ensure
25 that the work of the Commission is not seen as

1 polarized or hyper-partisan and avoid perceptions
2 of political bias and conflict?

3 DR. KENNEDY: Thanks. I read a report
4 recently from No Labels, which is a group that's
5 trying to work across the aisle in American
6 politics, and that cited recent data showing that
7 the number of people registering as Independents or
8 declined to state, no party preference, are on the
9 rise in record numbers. And their conclusion was
10 that that shows that more Americans may want a new
11 politics of problem solving. I think we may, if
12 we're lucky, be in a situation where the pendulum
13 has begun to swing back a bit.

14 Personally, I don't engage in hyper-
15 partisan behavior. Again, you know, I'm not
16 accustomed to engaging in partisan behavior because
17 of all the work that I've done overseas and having
18 to be so strictly nonpartisan. I have a very small
19 social media footprint that focuses primarily on
20 the importance of everyone participating in
21 political processes and the importance of high
22 quality election administration.

23 I don't know if you're familiar with
24 Meyers-Briggs tests, personality tests. In one of
25 my formal jobs, we all took Myers-Briggs test. I'm

1 a very high S on the Myers-Briggs test, so that
2 means that I'm very fact based, I don't get into
3 the emotional side of things that much, I'm very
4 able to remain focused on the objective and helping
5 others to remain focused on the objective.

6 I've had staff who were very diverse who
7 probably would not have gotten along together had
8 they been on their own. But under my leadership, I
9 was able to create a positive environment and keep
10 them focused on the objective at hand so that we
11 achieved our objectives.

12 I think the classic rules of debate, I
13 mentioned earlier, my debating experience, those
14 require both sides to listen to the other before
15 seeking to rebut them. So, basically, I'm going to
16 focus on the objective, focus on the legal
17 framework and technical considerations, demonstrate
18 an active interest in hearing from other members
19 who might hold different views. I'm not going to
20 escalate or throw hand grenades into things. Those
21 don't get us to where we need to be.

22 You know, if I do see something that I
23 think is hyper-partisan, I might go to the
24 individual and say, you know, we really need to
25 focus on getting our objective. How do you think

1 this is helping us get to our objective?

2 And I think the -- I'm very hopeful that
3 the Panel is going to succeed in great measure to
4 screening out individuals who might be disruptive
5 to the process. From what I'm seeing, the Panel is
6 doing a good job so far.

7 MR. DAWSON: Thank you.

8 Time check?

9 MS. PELLMAN: We have 13 minutes, 18
10 seconds.

11 MR. DAWSON: Thank you.

12 Question three: What is the greatest
13 problem the Commission could encounter and what
14 actions would take to avoid or respond to this
15 problem?

16 DR. KENNEDY: From many, many years in
17 election administration, I can tell you that the
18 time pressures are going to be enormous. You know,
19 I've also read the report from the previous
20 Commission. I'm accustomed to working to immovable
21 deadlines. You know, in the contexts where I've
22 worked in the elections, if the election doesn't
23 happen on time, there's a good possibility that
24 somebody could die. You know, I don't think that's
25 the case here. We're not going to see people dying

1 in the streets if the Commission, you know, somehow
2 fails.

3 But, you know, that -- I understand the
4 time pressures and I want to keep everyone focused
5 on achieving our objective in a timely and
6 transparent manner.

7 The transparency, you know, is related to
8 the time. I understand from reading the previous
9 Commission's report that time was a problem as far
10 as doing as much outreach as they would have liked
11 to. I think outreach, as I mentioned before, is
12 incredibly important to the success of the
13 Commission, not just in producing maps but in
14 convincing the greater part of the public in
15 California that we've done a good job of listening
16 to everyone and taking their input into account to
17 the maximum degree possible.

18 I will work with colleagues to ensure that
19 we have a clear plan of action that gets us to our
20 goal in time, including a margin for unforeseen
21 issues that might arise along the way. And I'm
22 willing to commit the time necessary to get the
23 work done, no matter how much time that is.

24 A second issue related to time is budget.
25 We need to look ahead and anticipate our needs,

1 looking also backwards at the experience of the
2 previous Commission to see where there might have
3 been resource constraints. And, again, outreach is
4 an area that they cited that needed more resources.

5 So I'll leave it there and look forward to
6 further discussion later on if the Panel members
7 are interested.

8 MR. DAWSON: Thank you.

9 Question four: If you are selected you
10 will be one of 14 members of the Commission which
11 is charged with working together to create maps of
12 the new districts.

13 Please describe -- excuse me -- please
14 describe a situation where you had to work
15 collaboratively with others on a project to achieve
16 a common goal? Tell us the goal of the project,
17 what your role in the group was, and how the group
18 worked through any conflicts that arose? What
19 lessons would you take from this group experience
20 to the Commission, if selected?

21 DR. KENNEDY: As I mentioned earlier, I
22 was a member of an 11-member election commission
23 for the 2004 presidential elections in Afghanistan.
24 So we started out with drafting the electoral law
25 and regulations. We had to oversee the work of our

1 operational secretariat. And we had to address
2 disputes raised by the candidates.

3 At the time of the elections, I was the
4 vice chair of the group. I was also its
5 international spokesperson, so I was the one who
6 faced the domestic and international press,
7 answering questions about progress, the commission,
8 the results of the elections, and controversies
9 that had arisen during the election process.

10 I also had an informal teaching or
11 resource function helping, particularly, our Afghan
12 colleagues understand the fundamental principles
13 and processes involved in democratic election
14 administration.

15 I would say that the group generally
16 worked well together. You know, there were --
17 there was a time of getting to know each other but,
18 you know, we really were able to coalesce and work
19 well together. When there were blockages, we
20 discussed individual perspectives, on a couple of
21 occasions for hours, seeking to identify
22 misunderstandings, seeking to identify common
23 ground, and then crafting resolutions that
24 addressed any remaining concerns.

25 We also set up subcommittees to exercise

1 oversight of the various areas. I was on the
2 operations subcommittee. But we were careful not
3 to interfere in the relationship between our chief
4 electoral officer and his staff. The subcommittee
5 served mostly to organize our agenda and to ensure
6 that we had, we, as commissioners, had a good
7 understanding of what was going on at all times.

8 Lessons, you know, there were deep
9 differences at times but we were always able to
10 keep our sights on the final objective. Patience,
11 open communications, and commitment to the goal
12 enabled us to find enough understanding to move
13 forward. And this was under a consensus rule. The
14 11 of us had to operate under a consensus decision
15 pool.

16 And that was also a time when I learned
17 how important the executive director or, in our
18 case, the chief electoral officer is as far as
19 managing the staff. It was not our job to manage
20 the staff. It was the chief electoral officer, the
21 executive director's job to manage the staff.

22 The Commission can't and won't do all of
23 the work involved in this process. But we need an
24 effective and committed executive director that we
25 can hold accountable and that can hold their staff

1 accountable.

2 MR. DAWSON: Thank you.

3 Time check, Ms. Pellman?

4 MS. PELLMAN: Six minutes and thirty-eight
5 seconds remaining.

6 MR. DAWSON: Thank you.

7 The fifth question.

8 A considerable amount of the Commission's
9 work will involve meeting with people from all over
10 California who come from very different backgrounds
11 and a wide variety of perspectives.

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

20 DR. KENNEDY: Okay. As far as skills and
21 attributes, I'm going to just cite three.

22 Again, my experience as a high school
23 debater made me an active listener. I pay very
24 close attention to details of what people are
25 saying.

1 Learning a number of languages helped me
2 seek and understand underlying meanings. You learn
3 that language is more than just the words on the
4 surface. There are underlying meanings. And
5 knowing or having familiarity with as many
6 languages as I do, I look for underlying meanings,
7 not just what's on the surface.

8 And 20 years of experience with the U.N.
9 taught me the value of asking clarifying questions
10 to ensure that I understand the message that the
11 speaker is trying to convey.

12 As far as experiences helping me be
13 effective, I would say that, you know, I have
14 always endeavored to broaden my horizons. I grew
15 up in North Carolina but before I went off to
16 college I wanted to spend time somewhere else, so I
17 spent six weeks or nine weeks, I guess, on the
18 Central Oregon Coast living with my uncle, working
19 at a grocery store, just to get to know what people
20 on the other side of the country were like.

21 I went to an out-of-state school
22 specifically so that I could be among a more
23 diverse population. I represented my university as
24 part of a teacher exchange in Brazil and had
25 students from a wide variety of backgrounds.

1 I lived in Downtown Washington, D.C. for
2 almost 20 years which, I can assure you, is a very
3 diverse environment. And I was politically engaged
4 with people from all over the District, working
5 together to try to make the District a better place
6 to work.

7 I've spent much of my career living and
8 working in other cultures. I've lived and worked
9 for extended periods in nine countries. Of the
10 countries listed in one of the orientation
11 presentations for the 2010 Commission, I think I've
12 been to, not just worked to, but been to roughly
13 have of those, covering all regions of the world.

14 And finally, you know, my colleagues in
15 the U.N. come from all over the world. In one
16 case, I had a staff of 250 reporting to me and they
17 included 65 nationalities. And I enjoyed working
18 with each and every one of those 65 nationalities.

19 MR. DAWSON: Thank you.

20 Now we will go to Panel questions. Each
21 Panel member will have 20 minutes to ask his or her
22 questions. And we will begin with the Chair.

23 Mr. Belnap?

24 CHAIR BELNAP: Okay. Thank you, Dr.
25 Kennedy, for making time to meet with us and for

1 your continued interest in serving on the
2 Commission.

3 In your application, you mention that you
4 obtained a master's degree from John Hopkins
5 University in internal -- international economics,
6 and also a PhD from John Hopkins in Latin American
7 studies in 2000. I suppose that those who obtain
8 those degrees don't necessarily just go right into
9 international elections.

10 So I'm wondering, what was your pivot
11 point? What brought you into international
12 elections?

13 DR. KENNEDY: Yeah, that is an interesting
14 question because my experience is that no one in
15 elections grows up wanting to be an election
16 administrator. You fall into it by accident.

17 My pivot point or my point of entry was my
18 Portuguese language skills, my familiarity with
19 Brazil. In the late '80s, as I was preparing to
20 depart after having worked at the university for
21 six years as coordinator of the Center of Brazilian
22 Studies, I had an informational interview with a
23 friend who worked as an international public
24 affairs consultant. She was helping set up IFES,
25 the International Foundation for Electoral Systems,

1 and so I became part of a very small group of
2 people kind of in orbit around IFES in its early
3 days.

4 And then once I met the chairman and the
5 president of IFES, the president asked me if, given
6 my Brazil background, I would go to Brazil for the
7 country's 1989 presidential elections. So I made
8 two trips for them, collected information,
9 established contacts, gained an understanding of
10 how Brazil administered the elections. And then a
11 year later, when IFES was expanding, they called me
12 and asked me if I would come work for them.

13 CHAIR BELNAP: And now you might have
14 already said this, but is IFES part of United
15 Nations or --

16 DR. KENNEDY: No.

17 CHAIR BELNAP: -- is this separate?

18 DR. KENNEDY: No.

19 CHAIR BELNAP: This is separate?

20 DR. KENNEDY: IFES is a Washington-based
21 NGO.

22 CHAIR BELNAP: Okay. And you eventually
23 started working --

24 DR. KENNEDY: And one of the important
25 things -- one of the important things to note about

1 IFES is it was established by a bipartisan group of
2 people in the U.S. political realm. You know, one
3 had been a campaign advisor to Goldwater. The vice
4 chair had been a campaign treasurer, I think, for
5 Humphrey. And so, you know, even in my work at
6 IFES, you know, we worked under a bipartisan board
7 of directors.

8 CHAIR BELNAP: Okay. And when did you
9 start working for the United Nations and how did
10 that come about?

11 DR. KENNEDY: In 2000, shortly after
12 finishing my PhD, I had been at a conference in
13 Scotland on the sharing of election-related
14 information. The head of the U.N. Electoral
15 Division was there also. I had known her through
16 academic channels for a number of years. Her
17 husband also. But during a break in the
18 roundtable, we went for a walk around Loch Lomond
19 while others went on a tour of a local distillery.
20 And just in the middle of the walk, she turned to
21 me and said, "When are you going to come work for
22 me?"

23 And I just kind of stopped in my tracks
24 and said, "Whenever you want me to."

25 I mean, my father used to tell me that the

1 first time I walked into U.N. headquarters in New
2 York, I looked around and said, "I want to work
3 here one day."

4 So, you know, being invited to work for
5 the U.N., just after finishing my PhD, was kind of
6 my life's dream.

7 CHAIR BELNAP: Okay. You also mentioned
8 in your application, doing some work for the Carter
9 Center, and I'm not familiar with that. So if you
10 could describe what the Carter Center is and then
11 describe what your role was?

12 DR. KENNEDY: Okay. The Carter Center was
13 founded by President Carter and Mrs. Carter and it
14 has a number of missions. There is a public health
15 component working worldwide to improve public
16 health and to address some of the least familiar,
17 most intractable diseases. There's also a Peace
18 Program that grew out of President Carter's work in
19 Central America. And kind of as a spinoff of the
20 Peace Program, there is a Democracy Program. The
21 Democracy Program has been very active in observing
22 elections around the world. They don't provide
23 much in the way of technical assistance, although
24 they do occasionally provide some advice to
25 countries.

1 So I've worked for Carter Center in
2 Mozambique, in Liberia where I had previously
3 worked with the U.N., and most recently, in
4 November and December, I was part of a small Carter
5 Center observation mission to the Muscogee Creek
6 Nation tribal elections in Oklahoma. So I was
7 going around visiting early polling places,
8 election day polling, watching the tabulation of
9 votes. And I'm currently finishing up some work
10 editing and drafting for the final report of our
11 observation mission.

12 CHAIR BELNAP: Okay. Thank you.

13 You also mentioned that you host
14 international delegations here in California,
15 people coming to observe probably elections in
16 California. What organization do you -- what
17 organization are you working with due to that work?

18 DR. KENNEDY: That's a private initiative.

19 CHAIR BELNAP: Okay.

20 DR. KENNEDY: My partner worked in 1999 as
21 a spokesperson for the San Francisco Department of
22 Elections and has also been very interested in
23 elections all his life. His focus is more the
24 voter education side rather than the technical
25 administrative side. But it's a collaboration

1 between the two of us, also growing out of my work
2 starting in Mexico in 2007 to promote awareness of
3 the International Convention on the Right of
4 Persons with Disabilities, and particularly their
5 political rights.

6 So I was in my office in Mexico City one
7 day and I had clipped a newspaper article. Mexico
8 was actually the country that had pushed for
9 ratification of this Convention within the U.N.,
10 and so there was something about that in the
11 newspaper.

12 I clipped it out, put it on the bulletin
13 board in my office, and people from one of the
14 election observer groups that I was mentoring saw
15 it on my bulletin board and said, "Yeah, you know,
16 Mexico does these great things on the international
17 stage but never does anything about them at home."

18 And I said, "Well, you know, you are
19 Mexican Civil Society Organizations. It's not only
20 your right, it's actually your responsibility to
21 hold the government's feet to the fire on this. If
22 they were the ones who pushed for this in New York,
23 they need to implement it at home."

24 And he said, "Well, how do we do that?"

25 So we helped them set up an umbrella

1 steering committee to push the Mexican Senate for
2 ratification of the Convention and then, once it
3 was ratified, coming up with a work plan for how to
4 ensure that it was implemented.

5 And so these visits grew out of that work.
6 We wanted to show off, really, the work that -- or
7 the progress that has been made in California and
8 in the U.S. more broadly as far as enfranchising
9 people with disabilities.

10 So that's where that came from.

11 CHAIR BELNAP: Okay.

12 DR. KENNEDY: And it's a purely
13 private -- it was a purely private initiative.

14 CHAIR BELNAP: So when the international
15 delegations come to California, what exactly do you
16 show them? Where do you take them?

17 DR. KENNEDY: You know, I know the
18 election officials here in Southern California, so
19 I'm in touch with them. I get -- they actually
20 generate letters of invitation for us to send to
21 these individuals and groups in Mexico and
22 elsewhere. We get permission from the Registrars
23 to take them to polling places. The Registrar in
24 Riverside has taken them on a tour of the
25 warehouse, shown them the counting operation, you

1 know, all these things. Yeah.

2 CHAIR BELNAP: Okay. Thank you.

3 There's a part of your application I'd
4 like to read. It's in the essay number two. And
5 I'll ask you a question about it. You said,
6 "In relation to drawing the lines here in
7 California, I recognized, while attending a
8 local hearing of the CCRC eight years ago, that
9 there were speakers from the audience who had
10 very strong partisan interests, even as they
11 were offering what were touted as technical
12 proposals."

13 How did you recognize the partisan
14 interests behind the technical proposals?

15 DR. KENNEDY: There were two things. One
16 is there were speaker after speaker after speaker
17 with, essentially, identical talking points. So
18 it's like, okay, people are collaborating because
19 they're not going to have virtually identical
20 talking points, you know, the same points in the
21 same order with the same wording, unless they're
22 collaborating.

23 And by -- I don't remember the exact
24 detail but I think it had to do with how the area
25 around the Salton Sea was going to be represented,

1 whether it was going to be in a single district or
2 split into two districts. And it just seemed that
3 the people who wanted it one way really were using
4 that as an excuse to justify, you know, having a
5 seat go their way. And the people who wanted it
6 the other way were pushing for the other
7 perspective because that would result in them
8 having an additional seat.

9 CHAIR BELNAP: Okay. Thank you.

10 I'm going to back up to an answer you gave
11 in question four and you talked about the
12 Commission's need to hire an executive director.

13 So if you were on the Commission and you
14 were asked to give advice on -- about hiring this
15 executive director, what kind of person would you
16 be looking for? What kind of background would they
17 have?

18 DR. KENNEDY: You know, having read the
19 previous Commission's report, I certainly
20 understand and endorse the need for someone who
21 understands how California state government works.
22 We really don't have time to get bogged down,
23 particularly with administrative details, so we do
24 need someone who is familiar with how state
25 government works and how to get the levers of

1 government working for the Commission rather than
2 serving as a roadblock to the Commission's work.

3 But we also need someone who is equally
4 committed to the work of the Commission, the
5 integrity of the Commission. I would certainly
6 like to see someone who, you know, is committed to
7 the outreach component, as well, transparency.

8 You know, my work in Liberia was cited by
9 one of the observer groups has having resulted in
10 those elections being the most transparent
11 elections in the history of the entire continent of
12 Africa. And I don't know, you know, exactly how or
13 why they concluded that, but I was certainly very
14 happy. And I certainly was focused on ensuring
15 transparency in the process.

16 And so I think for the executive director,
17 you know, we need someone who not only understands
18 state government but is equally committed to the
19 objectives of the Commission which, from my
20 perspective, includes a very strong outreach
21 component and maintaining the image of the
22 Commission as being one of, you know, just
23 incredibly integrity.

24 CHAIR BELNAP: So same subject but final
25 question.

1 How would you recruit for and vet
2 candidates for that vet candidates for that
3 particular position?

4 DR. KENNEDY: There are, I mean, any
5 number of channels these days for recruiting
6 people. But I think, you know, if we can get
7 notices out, there's California Association of
8 Counties that has a website or a webpage for jobs
9 that I think would tap into a good pool of people.
10 I would like to see ads in professional journals,
11 if possible, possibly even the media. And
12 certainly, I mean, the Committee's website would
13 need to be a major channel for that.

14 CHAIR BELNAP: And how about vetting them?

15 DR. KENNEDY: I don't know if the 2010 --
16 I don't know if the 2010 Commission is leaving us
17 its media list, but hopefully they are, and we
18 could use that as well.

19 Vetting, yeah, I mean, we're going to need
20 a lot of not just letters of reference but, you
21 know, when I get a letter of reference about
22 someone, I look into my network to see, you know,
23 how I can verify what's in the letter of reference.
24 I don't -- you know, letters of reference are
25 useful but I try to go beyond just the words on the

1 paper and get a better understanding of the
2 individual.

3 CHAIR BELNAP: Okay. Thank you.

4 I'll now turn the time over to Mr. Coe for
5 his questions.

6 VICE CHAIR COE: Thank you, Mr. Belnap.

7 Good afternoon to you, Dr. Kennedy. Thank
8 you for taking the time to speak with us today.

9 DR. KENNEDY: Sure.

10 VICE CHAIR COE: My first question is
11 we've talked a lot about your experience, over 30
12 years in the field of international electoral
13 assistance. What kept you there for over 30 years?

14 DR. KENNEDY: You know, it was the
15 fascination of it, the level of commitment that I
16 have to ensuring that people have the opportunity
17 to participate in genuine elections that allow them
18 to have a say in their future.

19 I remember very vividly being at a polling
20 place in Haiti in December of 1990. The people had
21 been waiting in line for hours. I mean, they
22 started lining up at three or four o'clock in the
23 morning and the polls weren't supposed to open
24 until 8:00. And because some of the poll workers
25 weren't as ready as others, that particular polling

1 station didn't open until 9:00 or 9:30. And, yet,
2 those people in one of the poorest parts of Port-
3 au-Prince, came streaming into the polling -- into
4 the schoolyard, the polling place, with enormous
5 smiles on their faces, you know? And I understood
6 how important it was to those people to have a say
7 in their own future.

8 And that really was a formative moment as
9 far as my commitment to election work and doing
10 what I can to ensure that people are able to
11 participate in genuine elections.

12 VICE CHAIR COE: So in your opinion, your
13 experiences that you bring with that work, it may
14 be difficult to pick one but what do you think is
15 the most important unique aspect that you would
16 bring to benefit this Commission from your
17 experience working in electoral international
18 elections?

19 DR. KENNEDY: I mean, like I said, I think
20 the experience that I have working to, you know,
21 legal timelines under intense political pressure is
22 an important factor. I would also like to think
23 that, you know, my 30 years of experience would
24 make me a credible member of the Commission. As I
25 think I said earlier, the Commission needs to be

1 seen by the population of California as, you know,
2 a body of people with integrity that are listening
3 to them and doing their best to reflect back to
4 them their desires as far as how they want to be
5 represented.

6 To me, it's not how we, the Commissioners,
7 want to see the state divided, it's really how the
8 people of the state want to see the state divided.
9 Sure, we have a role in taking all of the input and
10 sorting it out and doing our best job to reflect it
11 back. But I do think that, you know, having the
12 long experience and dedication to elections, you
13 know, does make me a credible figure in the world
14 of elections and, hopefully, as part of this
15 Commission.

16 VICE CHAIR COE: Okay. Thank you.

17 I wanted to touch on your essay on
18 impartiality that you wrote for us. And in that
19 essay you discuss your ability to focus the
20 Commission's discussions on the technical
21 considerations that need to guide them.

22 And while some of the Commission's work
23 will be guided by technical considerations, such as
24 census data and the legal requirements that you
25 have mentioned, much of the work is less technical

1 and it involves gathering perspectives and feelings
2 from different people across the state. How do you
3 balance those two kind of hard and soft forms of
4 data in the work of the Commission?

5 DR. KENNEDY: I mean, to me, the -- as I
6 said before, our work is to try to reflect back as
7 best as we can the desires of the people and how
8 they want to be represented. So the soft aspect is
9 incredibly important. The hard census data are a
10 tool that will enable us to do a better job of
11 reflecting that but listening to the people of
12 California is what this is all about. I mean, if
13 it -- if that weren't the case, we could program a
14 computer to do this.

15 And I've been aware of countries that have
16 worked on redistricting programs where they just,
17 you know, they write the program, the computer
18 starts at the northwest corner of the country and
19 takes the census data and, you know, comes up with
20 the constituencies. But that's -- I mean, we have
21 to listen to the people of California.

22 That's the main goal of the Commission, I
23 think, as well as having the people of California
24 feel, at the end of the process, that we have done
25 that job of listening to them and reflecting back

1 to them their desires. And, you know, no, not
2 everyone is going to get 100 percent of what they
3 want. But one of the things that I've learned
4 through these decades working in elections is
5 people are a lot more willing to accept an adverse
6 outcome of an election or any aspect of an election
7 if they feel that they have been adequately heard.

8 VICE CHAIR COE: Sticking with the subject
9 of impartiality for a moment, can you give us an
10 example of a time you had to make a difficult
11 impartial decision, where you had to set aside your
12 self-interest?

13 DR. KENNEDY: I don't know about self-
14 interest but certainly personal opinions.

15 We faced a situation in Afghanistan where
16 one of the potential candidates for president was,
17 you know, widely considered to be a warlord and
18 responsible for many, many deaths. And we also
19 knew that he was the candidate representing an
20 important segment of the Afghan population. We
21 discussed that for hours. We solicited input from
22 all over Afghanistan. We had a session where we --
23 I think we were in the Commission meeting room
24 until 10:00 or 10:30 at night, reading 118 letters
25 that had come into us from individuals asking us

1 not to allow him onto the ballot. And yet none of
2 those letters included enough detail to enable us
3 to feel that there were, you know, adequate grounds
4 for not including him.

5 I mean, we were very conscientious of the
6 importance of due process. We felt that, you know,
7 if there had been adequate detail and corroborated
8 enough times, that we could have had grounds for
9 excluding him from the ballot. But short of that,
10 we had neither adequate detail nor corroboration.

11 And so, you know, despite everything that
12 had been said about him for many years, we decided
13 that, you know, the situation demanded that we
14 allow him on the ballot. He was not likely to win
15 more than ten percent of the vote. He didn't win
16 more than ten percent of the vote. And I think in
17 the end, allowing him on the ballot was a decision
18 that helped maintain peace and tranquility in the
19 country.

20 VICE CHAIR COE: Okay. Thank you.

21 So based on your essays and the
22 discussions we've had today, you've met and worked
23 with diverse groups of people, both domestically
24 and internationally. And I want to hear a little
25 bit about what you learned about the preferences

1 and concerns that motivate these different groups
2 of people. Well, I'll just stop there and get to
3 the second part of my question in a second.

4 DR. KENNEDY: Well, you know, I'm
5 currently in the midst of moving from the Coachella
6 Valley up to the Morongo Basin. And it's really
7 amazing what a difference 20 miles makes, you know,
8 the 20 miles from my former residence in Palm
9 Springs to the property that we bought three years
10 ago up in Morongo Valley. It's almost night and
11 day. I mean, there's more and more back and forth
12 between the Coachella Valley and the Morongo Basin
13 but they are really two very different realities
14 and, certainly, very different politically. And,
15 you know, the priorities are different. Up in the
16 Morongo Basin, the high desert, we have a different
17 concept of what constitutes quality of life.

18 I think one of the things that we've been
19 working on, I'm part of the Roads and Traffic
20 Committee, we literally have one road that gets up
21 to the Morongo Basin from the Coachella Valley, or
22 at least the western end of the Morongo Basin.
23 Otherwise, you have to go all the way around the
24 far side of Joshua Tree National Park or you have
25 to come all the way back around through

1 Victorville. So Highway 62 is important to us.
2 It's not important to people in Palm Springs,
3 really, and they could care less.

4 And I've started some discussions with
5 SCAAG and with -- I'm hoping to make it to a San
6 Bernardino County Transportation Committee meeting
7 and a Riverside County Transportation Committee
8 meeting to try to get people to develop a common
9 understanding.

10 I mean, for Riverside County, you know,
11 the county ends before Highway 62 gets up into the
12 Morongo Basin. And because it's not a lifeline for
13 Riverside County, I think the Riverside County
14 Transportation Commission probably doesn't give it
15 a lot of importance.

16 The San Bernardino County Transportation
17 Commission might give it more importance, although
18 they're probably more focused on things happening
19 in San Bernardino City, Ontario, Rancho Cucamonga,
20 than we are in the Morongo Basin.

21 So it's really trying to bring together
22 people and get them to understand the importance of
23 these things to us in the high desert and how can
24 we work together to make sure that the highway is
25 given the importance that it's due.

1 VICE CHAIR COE: That's kind of a nice
2 segue into my next question, something I'm curious
3 to hear you talk about, and that's one of the most
4 important aspects or goals the Commission is going
5 to have to face is identifying communities of
6 interest throughout the state.

7 And you may have had some experience with
8 this in your previous electoral work
9 internationally, but based on your experience, how
10 does the Commission go about identifying these
11 communities of interest? Some of them are easier
12 to find. Some of them are less obvious and harder
13 to find. How does the Commission go about finding
14 communities of interest, particularly those that
15 may be more difficult to locate?

16 DR. KENNEDY: Yeah. I mean, this goes
17 back to the point that I made earlier about
18 listening to the people of California. I mean, we
19 can't just look at numbers on paper and say this is
20 a community of interest. We have to go out there
21 very proactively with the input hearings, with
22 public education outreach, make people aware of
23 what it is that we are trying to do, and making
24 sure that everyone understands the channels and the
25 opportunities for input. You know, we can't force

1 people to provide input but we certainly don't want
2 there to be any shortage of understanding that
3 there is the opportunity to provide input.

4 And, I mean, I gave a talk at the National
5 University in Mexico years ago about access and
6 electoral processes being accessible. And one of
7 the things that I said was, "You know, elections
8 have to not only be perceived as accessible by the
9 election administrators, they have to be perceived
10 as accessible by the people. And that's
11 geographically accessible."

12 We need to have hearings in as many areas
13 of the state or in all areas of the state, but in
14 as many locations in the state as possible it give
15 people a realistic opportunity to have input into
16 this process. It needs to be intellectually
17 accessible.

18 The Election Board in Mexico had published
19 a beautiful book about electoral justice in Mexico.
20 But I went to the head of international programs
21 there one day and I said, "You know, if you took
22 three people at random off the sidewalk in front of
23 the court and gave them this and asked them, you
24 know, what it all meant, you know, two of the three
25 probably wouldn't be able to tell you."

1 So people need to understand what
2 redistricting is, how it is important to them, what
3 the process is, how to have input into the process.
4 So it's, yeah, it's a lot of different factors.
5 And we need to think about accessibility as broadly
6 as possible and ensure that the process really
7 reflects the desires of the people of California.

8 VICE CHAIR COE: So I want to expand on
9 that.

10 I'm sorry. Yeah, go ahead.

11 MS. PELLMAN: Four minutes, twenty
12 seconds.

13 VICE CHAIR COE: Thank you.

14 I want to expand on that idea a little bit
15 in terms of access and getting perspectives from
16 different groups. Some communities may be less
17 engaged or may not feel like they want to get
18 engaged for reasons, for various reasons.

19 How do you engage these communities to
20 elicit them to provide perspective that they
21 wouldn't normally feel comfortable providing?

22 DR. KENNEDY: Well, again, I think that,
23 you know, we need to be out in the media to a
24 certain extent, making people aware of it, making
25 people aware of the importance of it. The census

1 is doing some of this right now for their own work,
2 you know? It's like -- it's not just the census is
3 coming. The law requires you to take part in the
4 census. They've got ads up on television, on
5 radio, billboards, telling people not only that the
6 census is here and that they are required to take
7 part in it but what kind of difference it's going
8 to make in their day-to-day life.

9 And, you know, again I go back to,
10 hopefully, the 2010 Commission is leaving us a good
11 media list that they worked with. We can expand on
12 that. We need to be working through community-
13 based groups, also, to reach as many people as
14 possible throughout the state.

15 And, you know, I'm committed to going
16 everywhere I can within, you know, whatever
17 constraints are on us, time constraints, fiscal
18 constraints, other constraints. But, you know, I
19 want to make people aware of the process and what
20 the process does or can mean to them.

21 You know, going back to the desert versus
22 high desert, we have Chad Mayes, who represents
23 both ends of Highway 62. And so, you know, even
24 though we've got a county line dividing it, you
25 know, the fact that Chad actually represents both

1 the low desert end of Highway 62 and the high
2 desert end of Highway 62 means that he's an
3 important part if people want anything done to
4 improve Highway 62.

5 So those are -- that's how, you know,
6 these things make very specific differences in
7 people's lives.

8 VICE CHAIR COE: Okay. Thank you. I
9 wanted to ask one more question but we're getting
10 short on time.

11 MS. PELLMAN: One-and-a-half minutes.

12 VICE CHAIR COE: One-and-a-half minutes.
13 Okay.

14 Really quick, which aspects of the role of
15 Commissioner, should you be appointed, do you think
16 that you would enjoy the most and, conversely,
17 which aspects of being a Commissioner do you think
18 you might, perhaps, struggle with a little bit?

19 DR. KENNEDY: Yeah, you know, I have
20 thrived for 30 years on the intensity and pace of
21 election-related work. It's a bit of an adrenaline
22 rush, I guess. Working with others Commissioners,
23 staff, who are committed to achieving our
24 objectives is something that I look forward to.

25 Helping people understand the process is

1 something that I'm going to enjoy.

2 On the other side, I would say, you know,
3 bureaucracies, usually, aren't much fun. None of
4 us necessarily enjoys having to deal with
5 bureaucracies but I've managed well enough so far.

6 VICE CHAIR COE: Okay. Thank you. No
7 further questions.

8 CHAIR BELNAP: And we'll turn the time
9 over to Ms. Dickison.

10 PANEL MEMBER DICKISON: Thank you.

11 Thank you for speaking with us today, Dr.
12 Kennedy.

13 So we've talked a bit about your
14 experiences with multiple different cultures and
15 different areas and just different types of diverse
16 people.

17 Have you noticed or come up with any ideas
18 about what may influence a person when they're
19 looking for representation and how that could
20 differ from region to region throughout the state?

21 DR. KENNEDY: Okay. You know, I've had
22 experiences where, you know, I've been represented
23 by individuals of a different political party.
24 What I'm looking for in those cases are people who
25 really listen to their constituents and who are

1 willing to go beyond their own long-held beliefs
2 and genuinely listen to their constituents.

3 I mean, I think factors that individuals
4 may be looking at, I've mentioned transportation as
5 an important item for people in the high desert.
6 There could be -- you know, I mentioned the Salton
7 Sea earlier. That's certainly a big concern around
8 that area. Joshua Tree National Park, beaches,
9 other parks that are important to the economic
10 well-being of a community. In the Town of Joshua
11 Tree of Village of Joshua Tree, the Town of Yucca
12 Valley, that whole area depends quite heavily, and
13 increasingly so, on the economic benefits of having
14 Joshua Tree National Park.

15 Somebody else may be looking at, you know,
16 healthcare issues or educational issues.

17 So, yeah, there are a wide variety of
18 factors that people may be looking at. And I think
19 it's also important to note that we need to be
20 attentive when we're looking at congressional
21 districts versus state districts, that the
22 communities of interest that will -- you know, that
23 might naturally coalesce around a certain issue
24 federally might be different from the coalition
25 that come together for state-related issues. So

1 that's something that we need to keep in mind as
2 the Commission goes through this.

3 PANEL MEMBER DICKISON: So one of the
4 things that has been brought up is that California
5 could lose a congressional district.

6 Given that, how difficult do you think
7 it's going to be when you're looking at the various
8 communities of interest versus neighborhoods,
9 cities and counties, and drawing those lines and
10 weighing what should take precedence?

11 DR. KENNEDY: That's going to be very
12 difficult because, I mean, I've seen in other
13 countries where this is a major, major issue.

14 Canada even has a provision that says no
15 providence can ever lose representation. So the
16 House of Commons in Ottawa just grows and grows and
17 grows because they just can't fathom the idea of
18 losing a seat.

19 Losing a seat is a big thing. And it is
20 going to require very careful work on the part of
21 the Commission to understand where groups are and
22 aren't likely to come together over any number of
23 issues and see where the best places are to draw
24 new lines, you know? And I hope that no one
25 expects these lines to correspond, you know, almost

1 exactly to the old lines because we've had shifts
2 in population. But we -- it will definitely be a
3 difficult process.

4 And I just go back to we have to listen.
5 We have to listen. We have to ask questions about
6 how different groups interact with other groups,
7 where they've found common cause in the past, where
8 they think they might have common cause in the
9 future and do our best.

10 And then, you know, the other thing is,
11 you know, hopefully we will have a chance to come
12 out with a set of maps, get comments, and go back
13 and revise those maps. I know that there were
14 issues with the previous Commission. But I think
15 that really is critical to the overall eventual
16 success of the Commission is having a chance to get
17 feedback on actual proposed maps and go back to the
18 drawing board, where we need to, and make
19 adjustments.

20 PANEL MEMBER DICKISON: Thank you.

21 Given all your experience, what do you see
22 as your role on the Commission?

23 DR. KENNEDY: You know, I think groups
24 naturally fall into or members of groups naturally
25 fall into roles once the group is together. There

1 can be people who might normally lead but there's
2 someone else who's a more natural leader or, for
3 any number of reasons, might be a better leader at
4 a particular point in time.

5 And so groups tend to have, you know,
6 these roles, peacemakers, consensus builders,
7 leaders, taskmasters. So I think, you know, I
8 could see myself in a number of these but it would
9 depend very much on who the other personalities are
10 and what their strengths are.

11 PANEL MEMBER DICKISON: Thank you.

12 If you were selected as one of the first
13 eight Commissioners, you would be tasked with
14 selecting the next six. What would you be looking
15 for in those individuals?

16 DR. KENNEDY: You know, commitment is
17 really big, commitment to our objective, commitment
18 to working together to achieve that objective.

19 Integrity. I mentioned at the very
20 beginning that I think that's one of the most
21 important elements that all of the Commissioners
22 need to bring to the table so that, at the end of
23 the day, the people of California feel that we have
24 listened to them and have done our best to reflect
25 back to them, you know, what it is they told us

1 they wanted for the new lines.

2 Respect for diversity, critical thinking
3 and critical listening, those, to me, are the most
4 important. We can balance other factors
5 eventually, as needed, but those are the ones that
6 I would be looking for in anyone that would be
7 joining as part of the final six.

8 PANEL MEMBER DICKISON: What would you
9 like to see the Commission ultimately accomplish?

10 DR. KENNEDY: I think this pulls together
11 various aspects of what I've said during the
12 interview.

13 First of all is helping the citizens of
14 California, directly and indirectly, understand not
15 just the law but the general concepts and practices
16 involved in redistricting. It's important that we
17 convince the electorate that we are here for them.
18 And they need to see that from the beginning to the
19 end of the process.

20 We have to listen to them to their sense
21 of communities of interest. We have to review the
22 options that -- you know, again, we're not going to
23 be able to do all of the work. We're going to have
24 consultants, others, advisors, to do some of the
25 work.

1 Our part in this is to make the ultimate
2 decisions and be able to convince the people of
3 California that we've made the best decisions that
4 we could, given everything that we have in front of
5 us, given the legal framework, given their input,
6 given the realities of the situation.

7 We have to establish maps that comply with
8 the legal framework and command the respect of the
9 largest number of Californians. And, you know, we
10 have to work to promote the broad acceptance of
11 those standards and eventually defend them in
12 court, if that's necessary.

13 So we need to be very aware of all of
14 those throughout the work.

15 PANEL MEMBER DICKISON: Okay. Thank you.
16 No further questions.

17 CHAIR BELNAP: Mr. Dawson?

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

19 Dr. Kennedy, I wanted to follow up on a
20 couple of your responses.

21 In standard question three, you mentioned
22 that, in your opinion, time pressures and immovable
23 deadlines could be one of the greatest threats to
24 the Commission. And, certainly, everybody in this
25 room understands immovable deadlines.

1 Could COVID-19 delay -- or COVID-19 could
2 delay the collection and reporting of census data.
3 What would be your strategy to address that time
4 crunch, if there was one?

5 DR. KENNEDY: Well, I've been thinking
6 about this but you're actually the first person
7 that I've heard saying that it could, in fact,
8 delay the census. You know, that's been on my mind
9 for a couple of weeks now.

10 You know, and again, this goes back to the
11 legal framework. We have the legal framework that
12 we have. Sometimes we have to get -- we have to
13 think outside the boxes for as far as how we
14 interpret the legal framework.

15 You know, the legal framework regarding
16 these interviews says that, you know, the Panel has
17 to be in Sacramento. It doesn't literally say that
18 the interviewee has to be in Sacramento. So here I
19 am and there you are.

20 We're going to have to work with the
21 governor, with legislators, consult with, possibly
22 even ask for an advisory opinion from courts to
23 figure out what our margin of maneuver is in this
24 situation because, yes, we may have reason to take
25 all of those steps.

1 MR. DAWSON: Thank you.

2 Your dissertation was on direct democracy
3 in Latin America. And California is famous for its
4 direct democracy. In fact, the Commission is a
5 product of a ballot proposition.

6 What influence did California have or did
7 it provide an example to Latin America governments
8 and reformers?

9 DR. KENNEDY: I don't think it has yet but
10 it certainly could in the longer term. Mexico has
11 been contemplating adding elements of direct
12 democracy in recent years.

13 I was actually at lunch one day with the
14 head of the Election Office for Mexico City who was
15 saying he had a publications budget and was looking
16 for things to publish. He ended up publishing a
17 translation of my dissertation. And there were,
18 you know, some mentions of California in there. I
19 believe there was an academic from Berkeley whose
20 work I cited. There were certainly a member of the
21 Canadian Parliament whose work I cited.

22 You know, the direct democracy is -- has
23 to be managed carefully. And one of the things
24 that I teased out of the data that I got back is
25 that, you know, people aren't looking for --

1 looking to take over the legislative process.
2 They're looking at direct democracy as a way of
3 constraining legislators to legislate in the public
4 interest.

5 MR. DAWSON: Thank you.

6 In your analytical skills essay, you
7 mentioned that when you were in Liberia, and I
8 think we talked about your experience in Liberia a
9 little bit, but did that also include drawing
10 lines? Did it actually include drawing maps?

11 DR. KENNEDY: Yes. I mean, I was not the
12 one doing it. We had a consultant, an American
13 consultant, that we brought in. But I was advising
14 the commission on some of the decisions that it was
15 making and, also, advising the commission to do its
16 absolute best to make sure that the process was as
17 open and transparent as possible with public
18 hearings, with opportunities for written comment on
19 the proposed districts.

20 The biggest difference was that we were
21 working only from voter registration data. We
22 didn't have addresses. All we had was this many
23 people registered at this registration center. And
24 so we had to take those voter lists for each
25 individual registration center, go to the people

1 and say, okay, tribal issues, local economic
2 issues, whatever, you need to tell us whether --
3 you know, how you want to be represented. And I
4 believe those lines are largely still in existence.
5 They may be changed soon but that was -- that
6 system that was put in place in 2005, I believe,
7 may actually be still in existence today.

8 MR. DAWSON: Thank you. I have one last
9 question.

10 You grew up on the East Coast. You've
11 lived all over the world, and in Washington, D.C.,
12 but you moved to California as an adult. And I'm
13 always very interested in the perspective of
14 somebody who chose California. And do you think
15 that's a perspective that would be useful to you if
16 you were selected as a Commissioner?

17 DR. KENNEDY: I think it could be useful.
18 I mean, what I can say is, you know, 15 years in
19 California, I love California. I love --
20 California is -- it's kind of like America.
21 California is a concept. It's not just a reality,
22 it's a concept. And I love the concept of
23 California.

24 You know, when we talk about America being
25 a melting pot, I mean, to me, California is even

1 more of a melting pot. And I love the process. I
2 love the results of the (indiscernible). And I
3 think California is really something quite unique.

4 You know, certainly, as you mentioned,
5 California's experience with direct democracy is
6 unlike others. And I think, you know, the
7 Commission is really in a position to demonstrate
8 to others, both in other states and in other
9 countries, eventually, the value of listening to
10 the people in this process of legislative
11 redistricting.

12 MR. DAWSON: Thank you.

13 We have roughly 9 minutes left in the 90-
14 minute period. Do any of the Panel members have a
15 follow-up?

16 CHAIR BELNAP: Mr. Coe?

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

19 CHAIR BELNAP: I do not either.

20 PANEL MEMBER DICKISON: I do not either.

21 MR. DAWSON: Dr. Kennedy, at this time,
22 I'd like to offer you the opportunity to make a
23 closing statement to the Panel, if you wish. You
24 have 8 minutes and 43 seconds.

25 DR. KENNEDY: Okay. I don't think I'll

1 take that much.

2 But first of all, I wanted to thank all of
3 you for your interest in learning more about my
4 background and experience. I realize it's not
5 something you would run across every day. But I
6 believe that I could contribute significantly to
7 the success of the Commission.

8 After dedicating the last 30 years of my
9 life to ensuring that people all over the world
10 have a genuine opportunity to participate in truly
11 democratic elections. I see this as an opportunity
12 to give back to California, to share some of what
13 I've learned over these last three decades.

14 Friends have told me for years, you know,
15 come home, we need you here. And, you know, the
16 question earlier about, from Mr. Coe, I believe,
17 about what kept me at it overseas, and I mentioned
18 the joy of seeing people running into polling
19 places with enormous smiles on their faces at a
20 motivating factor. But at this point in my life, I
21 feel like, yes, it's time for me to give back to
22 California. I'm eager to do this and to help make
23 the Commission a success and ensure that the people
24 of California feel that the Commission is a
25 success.

1 You know, just running over the main
2 points, my extensive experience working to
3 statutory deadlines under intense political
4 scrutiny, I'm not likely to be shaken by any aspect
5 of this process.

6 I'm always looking for common ground. I
7 had the experience in a U.N. leadership training
8 course in South Africa years ago of being pitted
9 against a colleague who was playing the part of a
10 rebel general and I had to negotiate a truce with
11 this rebel general. And I managed to negotiate the
12 truce with him by identifying common interests with
13 some of the people around him who then became
14 allies in convincing him of the value of
15 negotiating the truce.

16 So I'm always looking for common ground
17 and workable solutions. And I think that's what
18 the Commission needs to be about.

19 My ample experience explaining technical
20 concepts, I think this could also go back to Ms.
21 Dickison's question about potential roles. You
22 know, if there is a member of the Commission who is
23 acting as a spokesperson for the Commission, then I
24 think I could probably fulfill that role well.
25 There is -- that's not to say that we don't need

1 other assistance in outreach. But there are times
2 when the voice of a Commissioner is more important
3 and more useful than the voice of a staff member.

4 You know, I've enjoyed maps since I was a
5 kid. You know, I would have my dad stop at the gas
6 station so I could pick up a map. You know, I've
7 got everywhere I've ever lived pinned on Google
8 Earth. Maps and I are friends and have been for
9 many, many years.

10 My experience working as part of an 11-
11 member commission with people from very different
12 backgrounds, you know, not just the Afghan versus
13 internationally, but among the internationals, we
14 were from very different backgrounds and we made it
15 work. And I believe that I can, you know, be a
16 force on the Commission for making the Commission
17 work and achieve its objectives in a timely and
18 transparent manner.

19 So I'll leave it there. I really do
20 appreciate your confidence in me to get to me to
21 this point. And I wish you all the best in the
22 weeks and months ahead.

23 Thank you.

24 CHAIR BELNAP: And thank you, Dr. Kennedy.

25 We're going to go into recess.

1 Before you hang up, Dr. Kennedy, from --
2 no. Okay. We don't have any further questions for
3 you.

4 We're going to go into recess and be back
5 tomorrow morning at 8:59.

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

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