STATE OF CALIFORNIA

CITIZENS REDISTRICTING COMMISSION

In the matter of:

CRC BUSINESS MEETING / LESSONS LEARNED

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Reported by:

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Linda Akutagawa, Commissioner
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VICE-CHAIR FORNACIARI: Welcome California to day three of the Lessons Learned exercise for the California Citizens Redistricting Commission. I will call this meeting back to order and ask Director Hernandez to call the roll, please.

MR. HERNANDEZ: Yes, Chair. Commissioner Kennedy?

COMMISSIONER KENNEDY: Here.

MR. HERNANDEZ: Commissioner Le Mons.

COMMISSIONER LE MONS: Here.

MR. HERNANDEZ: Commissioner Sadhwani. Commissioner Sinay.

COMMISSIONER SINAY: (Indiscernible).

MR. HERNANDEZ: Commissioner Taylor. Commissioner Toledo.

COMMISSIONER TOLEDO: Here.

MR. HERNANDEZ: Commissioner Turner.

COMMISSIONER TURNER: Here.

MR. HERNANDEZ: Commissioner Vasquez. Commissioner Yee.

COMMISSIONER YEE: Here.

MR. HERNANDEZ: Commissioner Ahmad.

COMMISSIONER AHMAD: Here.

MR. HERNANDEZ: Commissioner Akutagawa.
COMMISSIONER AKUTAGAWA: Here.

MR. HERNANDEZ: Commissioner Andersen.

COMMISSIONER ANDERSEN: Here.

MR. HERNANDEZ: Commissioner Fernandez.

COMMISSIONER FERNANDEZ: Presente.

MR. HERNANDEZ: And Commissioner Forniciari.

VICE-CHAIR FORNACIARI: I am here, and I see that Commissioner Taylor is here also, for the record.

MR. HERNANDEZ: Thank you.

COMMISSIONER TAYLOR: (Indiscernible).

VICE-CHAIR FORNACIARI: Welcome, Derric. So with that, I will turn it over to Commissioner Yee to continue the Lessons Learned.

COMMISSIONER YEE: Thank you, Chair. So continuing our gathering of thoughts of evaluating how things went this cycle as well as recommendations we have for next cycle, and we continue a little bit ahead of schedule. Today we pick up item 3(c) on the outline. It should've been 3(d), but 3(c) on the outline, education.

So this was something we got to do much more than the 2010 commission did with the extra time we had, especially. So developing materials, a redistricting basics video and the presentations we did with that, all the educational events, our role as commissioners, which was something that we had discussion and debate about
whether we ourselves should be going out versus staff,
the mix of events that we initiated and hosted versus
things that other people invited us to. We had quite a
mix of that. So how did that go? And then those who
were involved in any of the school curriculum
development, any thoughts about that?

So I'll just open it right up, and this can bleed
into the next couple of items as well, the communications
item and the outreach item. Commissioner Sinay.

COMMISSIONER SINAY: I will kick it off today. I
thought it was really important and critical that
commissioners actually were out there and did some of the
outreach and -- I mean that they -- we did the education
piece because it was part of the demystifying the
commission and feeling welcome to the commission. I
think the more the merrier, so what you had staff and
staff to do it, it was great.

I thought I would -- I think one of our strengths
was ending once we started getting -- we got into the
official phase two. So you know, the phase one and then
there was the phase two, the community of interest. Once
the input was official when we were doing those, it was
good that we stopped and that transitioned completely
over to staff.

But the number of times that people said, wait,
you're a commissioner? Or, you know, either on call or
on one of the Zooms, it really did -- it also allowed us
to tell our stories. We didn't tell our stories in any
other place. Maybe a recommendation for the website for
next time is when you click on the commissioner, they can
tell their story, they're -- you know, that short,
little -- we have different stories that we told in our
introduction, and that might be a way as well besides
having the stiff portraits and the professional bios.

But I think the more we can humanize the commission
and let folks know we're just like them and we're going
to -- yeah, we're going to make mistakes, we're going to
be creative, we're going to keep going forward, and we
really want to hear because this is a process where we do
it with Californias -- or Californians.

COMMISSIONER YEE: Thank you, Commissioner Sinay.

Commissioner Turner.

COMMISSIONER TURNER: Thank you. I didn't get the
memo that we weren't covering this yesterday, so I gave
most of my feedback then about education. But in
addition to that, as I thought it through, I recalled
when we first started, there was kind of a mix in were
we, as commissioners, expected to reach out to all of the
people or if people were being reached out and then we
would respond to the areas?
And in retrospect, it seems that there was never definite clarity, and I think it happened different for different commissioners. Some commissioners reached out; some commissioners responded. I did quite a few and loved all of the presentations. I did quite a few, but I did not reach out, and it seems to me that if there was an official -- maybe later, I think there was something that was developed.

But from the onset, if there was an official letter that goes out from the commission that says, this is who we are, this is what we're requesting, and if you would like a presentation, please do respond. And the group -- the committee, I think, sent out some letters, but it seemed like there should be almost a phased approach of initial introduction -- something coming from letterhead from the commission -- a follow-up after a couple of weeks to the different, you know, levels of government, to the different areas of community that we're trying to reach out to. I think it would be probably a little bit more consistently covered.

At the time and working full-time, I didn't have time to keep following up for different groups and then doing the presentation. So I think if there was something that the commission could, you know, or the staff, or if there was a process that alerted people.
Definitely, I had time to put it on my calendar and do the presentations, but it was just the notification of who we are and what we're trying to do that I would like to see happen from a staff perspective. Thanks.


COMMISSIONER KENNEDY: Thank you, Commissioner Yee. Yeah, I can certainly see that, you know, this is an area where having a clear understanding of all of the tasks and the time required for all of those tasks is important. You know, we may want to factor that into our recommendations for legal changes as -- just once, you know -- we now have a better understanding of the time line and how all of the pieces fit together.

And as Commissioner Turner was saying, you know, delivering the presentation was the easy part. It was the making the introductions, doing the follow-up to get things scheduled and so forth. And we were trying to do that at a point in time where we weren't -- still weren't fully staffed, and a lot of the -- a lot of the burden fell on to busy commissioners.

And we did the best we could, and I think we did an amazing job. But yeah, my -- I remain concerned, you know, particularly when we got towards the end and it was clear that people hadn't -- they hadn't been reached, you
know, and I made that point on a couple of occasions that, yeah, we made the presentations, we reached a lot of people, but with 40 million people out, there are a lot that we didn't reach. And it became clear at the end -- or towards the end that there were a lot of people that we didn't reach.

And I think it's incumbent on us in these coming years and will continue to be a topic of concern for future commissions, how to reach more people, motivate them to engage early. That's certainly where earlier and better tie-ins with the census outreach effort are going to be crucial.

I think that's yet another reason that we need to take a serious look at the overall time line, including the time line that is set out in the legal framework and see if there are modifications that we would like to suggest in order to facilitate a more comprehensive reach of the otherwise very successful education efforts.

Thank you.

COMMISSIONER YEE: Thank you. Indeed, we ran out of time even with our extended time line. You know, if we had been on the original time line, that would really have been a -- really been a crunch. Commissioner Andersen.

COMMISSIONER ANDERSEN: Yeah. I totally agree with
both things that have been said by Commissioner Turner and Commissioner Kennedy. The time line was crucial and I know each of us had different experiences. I was really, really busy working on the RFP for the line drawers and did not get out to my area as early as I would have liked to.

And some of the rural areas are much harder to reach, and that needs to be incorporated in the educational time line because as Commissioner Kennedy was indicating, once people sort of heard about it and they wanted more information, we'd almost sort of run out of time for the commissioners to be doing this and with a staff.

And particularly in some of the rural areas, I found it was so much more effective to have staff -- I mean, to have commissioners do that then staff because it was really like, oh, you actually do care about the rest -- you know, us, our information, which, quite frankly, a lot of areas in the country, they get only -- they only -- everyone in government only cares about city people. And that's blatantly not true specifically of our organization. We need to get everybody. And so I really want that to be included in our time line.

I also want to talk a little bit about the school curriculum development. I was not involved in that. I'd
like to get a copy of it, but I'd like to get -- to have us review that to include the census information with that but get it to not just the public schools but the private schools. You know, chart -- some of the -- and some of the charter schools, although they're public, they're not as connected to the public schools as we sort of think they are in terms of information. But I'd like to get that.

And then possibly towards two years, you know, before, like, you know, '28 to '29, have us go in and sort of do some of these presentations because that makes such a meaningful impact. And at that point, it's -- we don't have a conflict. You know, we sort of have to pull back because we had conflicts when we were going to start doing some of this work, and that won't be the case. So I think it's -- I think it would be an excellent time for us to start doing some of that. And I'll stop there.

Thank you.

COMMISSIONER YEE: Thank you, Commissioner Andersen.

Commissioner Fernandez.

COMMISSIONER FERNANDEZ: Thank you. Just a couple of things. In terms of our presentations, I would have really liked to have included as part of that presentation for us to actually do a fictional COI tool to show -- to show them how easy it was to go in and
submit your communities of interest. I think that would have been very helpful.

And then I think just it's not a lessons learned, but more of we're not going to reach 40 million people. Regardless of how difficult we try, we're just not going to meet them, so it's just the acknowledgment of that. And I mean, it's evident with census they had a 146,000,000 or 162,000,000, whatever the amount was, and granted it was COVID, but even in regular times, they would not reach all of the Californians.

So yes, we need to make an effort. But then also you need to have the realization that you won't reach everyone. We're going to try but -- and do our best and try to coordinate with as many organizations as we can and get out there as much as we can, but at the end of the day, unfortunately, we're not going to reach everyone.

Well, and then plus some of them are babies, so you know, you're not going to reach them anyway, they're going to submit a communities of interest. But I think it's just important to just acknowledge that from the onset. Try to reach as many as you can. That's the goal, of course. But just realize that it's not going to be a hundred percent.

COMMISSIONER YEE: Thank you. Commissioner Sinay.
COMMISSIONER SINAY: Just, you know, one of our strengths was that we did document this phase really, really well, and so it would be good to include in, as part of the report, links to the staff's report that they did on, you know, all the education as well as the subcommittee's report on this -- on this phase.

A lot of -- you know, it -- a lot of the education in the outreach phase came in, unfortunately, before we had outreach and education staff, right? And so we learned as we went. And I think what a recommendation I would make is to really work collectively as a commission to identify, you know --

Commissioner Vasquez and I, with our experiences and stuff, we started with that list of who was our target audience that we would want to reach and then how would you want to reach it? And we did create guidelines that I don't know if anybody ever used on how to first go into the community, who you can talk to you, community foundations, United Ways, you know, government.

There was all the different tools, but it's hard because sometimes we create tools, but unless we present them at a meeting and talk about them and keep in mind, you know, as -- which brings you back to the website. I -- there was never a place where I could find everything easily.
The education material, yes. The tool, you know, I -- from the beginning, we had asked for, like, a place where we as commissioners could put in a password and we could access things that couldn't be public. But we never centralized our document, and then I -- I know we did with Google Docs to a certain extent, but it was difficult and it wasn't organ -- we didn't have an organized way to say, okay, where are the reports, where are the tools that were created, where --

And I think a message I would really like to leave for staff of 2030 and for commissioners, but it's really staff, make it as simple as possible the work for the commissioners. Make it easy to find the things. Make it, you know -- and that goes for the commissioners, too, because, you know, if -- it was just as much the committee's fault that we kept not bringing it up or what-not.

And I remember when Commissioner Akutagawa -- I mean, Commissioner Ahmad called and he's like, you guys, created these letters? And I was, like, well, yeah, we've been creating for the statewide outreach. It never occurred to us -- or we did share it because it was in the folder, but we didn't really push it, you know? And so Commissioner Forniciari and I had been doing a lot of statewide outreach, hoping that getting to the statewide
entities would trickle down to the local entities, and
some of them did it and some of them did not.

But there was a lot of good work that was done.
There was a lot of great work that was done once staff
came on board. And so I really recommend that links are
made -- are -- in this full report, there's a lot of good
reports at different times that were written by
committees, you know, the (indiscernible) and stuff, and
just make sure that we link into those reports as well.

COMMISSIONER YEE: Thank you, Commissioner Sinay.

Commissioner Kennedy?

COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

Going back to my earlier comments, I mentioned need
possibly for some legal changes, but I also wanted to
highlight that we might want to propose some
clarifications again as far as definitions or just making
things more explicit so there's not a question that would
facilitate commissioners being involved in the
educational work.

Just telling people, communicating to people what
redistricting is, the importance of participating, how to
participate. You know, none of which is, you know,
directly related to the actual drawing of the maps. And
I think it really -- I agree the value of having
commissioners involved in that educational work is
enormous.

You know, we said from the beginning that in order for people to have confidence in the process, they needed to have confidence in us as commissioners. And in order for people to have confidence in us as commissioners, we need to be humanized in their eyes. They need to know us. And I agree with colleagues that that aspect of commissioners being personally involved in the education phase was really, really important to building confidence in the commission.

So it had that dual role. It was not only to build knowledge among the public. It also served to build confidence, and I think that's incredibly important in what we achieved.

And yes, Commissioner Fernandez, we do have to be realistic in our expectations. You know, we won't reach everybody, but you know, I think one thing that we successfully did was understand that there are people out there who are multipliers, who will get the information and pass it on.

I remember in one of my projects twenty-some years ago, we discovered that giving posters to, like, fourth and fifth graders was incredibly effective in communicating information to parents because those kids are at an age where they run home from school with, you
know, the poster or whatever and say, look, look what I got. And they'll explain it, you know, as they heard it in the classroom. And so, you know, I would say that, you know, being creative, thinking outside the box. No, fourth graders aren't directly engaged or, you know, we're not looking so much to directly engage fourth graders in the process, but we can at least recognize that fourth graders can be incredibly effective allies in getting information out to parents and family and neighbors and so forth. Thanks.

COMMISSIONER YEE: Thank you, Commissioner Kennedy. Yeah. You know, I remember before I became a commissioner, reading about the 2010 commission and, you know, it meant something to me when I read about the outreach they did, even though I, myself, you know, did not get involved at that point or was not part of any of those events. But that builds confidence, just the reputation to build by saying you went to all these different places in the state or you reached out to all these different places in the state.

Commissioner Forniciari.

VICE-CHAIR FORNACIARI: Yeah. A couple of things. I like Commissioner Kennedy's thoughts about school kids because my wife's a elementary school teacher, and he's exactly right. Kids going home and sharing with their
parents is a great way to get information to parents.

And he also said, you know, that the commission has
to be humanized in the public's eyes. And I'll just
offer we talked about the formality of -- or lack of
formality of our meetings, you know, and Robert's Rules
of Order. And I'll just say, from my perspective, you
know, being less formal, I think, makes us more
approachable and more engageable, and I think that that
was a positive.

So it's interesting how the outreach and education
parts are kind of getting coupled together here, and it's
not a surprise. I'll focus on educational materials, and
I don't want to -- I want to make sure we capture this,
that if the next commission decides to go down the road
of, you know, paper COI inputs, you know, to get out
with, you know, postage on them, they need to start
early.

If they want to get paper feedback from incarcerated
persons, they need to start that process early. Of
course, they'll have the work that we had done as a
starting place, but you know, if they want to get
those -- if they want to engage through those routes,
they need to start early.

COMMISSIONER YEE: Thank you, Commissioner
Forniciari. Commissioner Akutagawa.
COMMISSIONER AKUTAGAWA: Thank you. I'll try to keep it on the education materials and not the outreach. I realize that there was a little spillover.

One, I wanted to just speak about just the presentations -- the video and the live presentations. I actually thought the video was great. I think it gave us a option in place of a live presentation if, for whatever reason, either due to time or just scheduling, there wasn't a -- I guess an organization didn't have that option or if somebody just wanted to watch it because they weren't engaged in an organization that was having a presentation.

I do just generally want to say that the live presentations, I think, were also useful, too, because it -- it did give that -- a lot of what's been said. I think it humanized us. It gave a more personal connection, even if we were doing it over Zoom. I think being able to have those conversations was helpful so that at least people had an opportunity to start focusing on redistricting as well, too.

In terms of the modalities, there was a prompt about modalities, and -- and I think, you know, we were limited to Zoom because of the pandemic, but in future years, you know, one, hopefully, there will be other technology options for the 2030 commission. But I think in terms of
thinking about modalities, perhaps -- and I think we talked a little bit about this in terms of making it a little, for us as -- as adult learners -- you know, having opportunities for a little bit more engagement, less lecture.

And I don't know if that's going to be possible given if we're doing it, but maybe we can try to also build in, like, a poll so we can test for, like, you know, what do people know about, you know, something? Do you remember what I said about what are the top six, you know -- or the six criteria we have to follow or -- or something like that.

Something where it's just not them listening to us. So maybe, you know, in the future, maybe thinking about some kind of, you know, interactive engagement, that's not just them asking questions but, you know, use of a poll like on -- on Zoom. If we do things in person, you know, there are ways in which that could also be incorporated in, but I think that that may also get trickier so I'm not sure about that.

In terms of educational events, I think we did a couple of our own. One that we did in Spanish, one that we did, I believe, in English as well, too. I thought that that was helpful to do. I think maybe it was due to time we couldn't do more. I think it would be good to do
more so that then anyone who doesn't have access to --
you know, through a community-based organization, they
could take part.

It would also be nice to think about in the future
if we can -- if the next commission can also think about
providing simultaneous translations during that time.
Again, thinking about language access as well, too.

I also want to just point out in terms of the timing
of the outreach and the timing of when the presentations
started happening. This, to me, is another example of
some of the work that we were consumed with in the first
few months of 20 -- or the end of 2020 when we were just
trying to set up the office.

And this, to me, is a reason why if we can help
create a structure where they don't have to worry so much
about some of the administrative details and they can get
straight into thinking about some of these options, we
may then be able to help them have more time for these
educational presentations which I do believe were really
important.

I agree with what Commissioner Forniciari said about
the paper COI. I honestly wasn't sure how many we were
going to get back, and the fact that we got as many as we
did really speaks to the fact that there is a need for
just -- you know, just pen and paper, right, and being
able to provide that as an accessibility option as well, too.

Last thing I want to say is, you know, to build upon what Commissioner Fernandez said about maybe doing a fictional COI training, or even if it's just walking through how do you submit COI testimony, it got me thinking about what Commissioner Kennedy had said about doing, like, a simulation about line-drawing. And I'm thinking that that also may be a really helpful option to think about for the public.

Maybe that can be done once the staff is on or we could do it. I don't know where the legalities around that may be, but I kind of feel like if people can understand earlier what the line-drawing entails and they, too, can also take part, if there's a way to make it interactive enough so that they can also, you know, make some of these choices that we're going to.

One, they'll understand earlier the engagement that's needed earlier than later, and two, I think they will also start to get a better sense of some of the choices that, as commissioners, we had to make. You know, they may still, you know, have different thoughts about it, but at least it gives them, hopefully, a pathway to think about the kind of feedback that they give, what they need to be thinking about, how they're
going to engage their community so that then when they're
giving us feedback, it is going to be in a way that will
also be constructive and additive for us as well, too.
So I thought I'd do that.

Also, that may also be a fun option for the high
school and elementary school. High school kids, you
know, in terms of doing a practice line-drawing, they
might have fun with that, too. And again, the sooner
they can also get an awareness of this, the earlier we'll
be -- also be able to encourage that civic engagement in
this process of redistricting with our future voters and
leaders. So thank you.

COMMISSIONER YEE: Thank you. Wow. The wheels are
turning here. This is great. Thank you, Commissioner
Akutagawa. Commissioner Andersen.

COMMISSIONER ANDERSEN: Yeah. On the -- our
material log room was absolutely fantastic, and I love
the way it evolved. As we started on -- you know, we did
our fish -- first one, then we modified. Basic -- almost
every presentation I did, I always modified what I said,
what slides, the order of the slide, things like that,
based on who I was talking to.

But one thing I'd like us to put in the report,
which I -- is a recommendation, is we actually have --
and Marcy can show us exactly how. I went back to
probably Marcy and said, look, I need some people that asked me, you know, how do I get involved and how do I motivate my area? And she directed me to amazing slides and, like, a list of what is it? You know, how did we get involved? Why?

And it had all of -- like, it was in, like, a slide form. You know, it was more -- as opposed to a dry report. I would recommend we put links to this in -- and I'll Marcy kind of talk a little bit more about that-- but it was really amazing. You know, and it was, like, short, little versions -- little versions. It was really like press -- almost material to give organizations to how to get everybody involved.

And I think that -- a link of that is going to be invaluable to give to the 2030 commission because it's visual. It's not just a written report. It's not as dry. You know, a picture's worth a -- worth a thousand words. I really -- it was absolutely amazing, so I really want head -- to make that recommendation.

Then the other is -- oh, and also I want to highlight on how we -- almost all the presentation -- many of the presentations were available in different languages. I really want to promote that as well because that's something we can get out and get out to people early.
Then the curriculum and, like, you know, get people involved. The age appropriateness of, you know, fourth graders and middle schooler, you know, like, elementary, middle school, and high school, that's really something that's pretty easy to modify and to get people involved in, particularly towards, you know, the couple of years before.

You know, although, these people -- you know, these children won't be eligible -- won't be eligible but involves them. And so I think that's part of a very -- like, slightly modifying you know, our educational curriculum to make sure that we reach everybody different ages.

And also senior citizens. Get involved in the senior citizens in, you know -- you know it's -- you know, the elder care areas, you know, where you have people of different ages because they are the ones who will end up staffing, like, the libraries and all those areas, and they're more than willing to go in and spend time talking to everybody because they have the time. And if I think if we can get that in community groups and libraries across the state, that would be another very valuable resource to help educate. Thank you.

COMMISSIONER YEE: Thank you, Commissioner Andersen. Let's see. Maybe we'll skip over -- hop over to Director
Kaplan first. Oh. She just disappeared. There you are.

Yeah.

MS. KAPLAN: (Indiscernible).

COMMISSIONER YEE: Yeah. Yeah.

MS. KAPLAN: Thank you. I just wanted to highlight some of the things that were flagged to just reiterate. I think circling back to Mr. Fernandez around the training. So as you may remember, in the fall, staff then started to do trainings, and a core component when we launched in September was doing the COI blitz and really walking folks through the mapping tools. And we did get a lot of feedback that that was extremely helpful.

So staff would go through the tool, and then -- or you know, give the broader training, go through the tool, and then log off. And so sometimes, groups would then actually engage their network in how to utilize it. So just really emphasizing, I think, and we had talked about this with Commissioner Sinay and Forniciari, opportunities to have started that earlier, I think, would have helped as well. So just reemphasizing that.

And then just wanted to follow up on the curriculum, Commissioner Anderson. Just so you know, that was promoted really widely. Staff did reach out to all county offices of education across the state, along with
the promotion that Sacramento Office of Education did with L.A. County Office of Ed. And then we did reach out to a few statewide networks that work with private schools also to help get the word out. But the curriculum has been on the website and it's helpful, I think, to take a look at the curriculum.

Also, we did work with Sacramento County Office of Ed as they were developing it to tie it together with the commission's work. So the COI tool was included there. And part of the modules for teachers to work with students on was actually, like, providing that opportunity to draw their community of interest.

And so I mentioned at a previous meeting a follow-up conversation with Frank Pisi with Sacramento Office of Education. And so I followed up with him, and I'll ping him again, and we had talked about -- he had brought it back to the commission, so maybe you weren't on that day, ways to revisit the curriculum and look at kind of some interim follow up, what -- you know, what's next now that redistricting happened? What were the outcomes?

And also the state census curriculum that was developed, how to further strengthen and tie that together with redistricting more as they revisit that curriculum as well. And I think that was it. Just following up on some of the points that were brought up.
COMMISSIONER YEE: Thank you, Director Kaplan.

Commissioner Sinay.

COMMISSIONER SINAY: Thank you. So I just -- in each section, I keep thinking, you know, what can we do to set up the next CRC? And to me, outreach goes before education, and so yes, education -- outreach -- education and outreach will bleed into each other.

But one of the things I think we can do and we can put on our to-do list as we get close -- you know, as we get closer to needing to help promote and everything else is really cleaning up the database that we do create. Not handing over the whole database to 2030 and say, good luck, but really testing, seeing what emails are still there, figuring out what organizations exist because, you know, there'll be new -- there'll be new statewide organ -- entities.

There'll be new local entities and such like that. And just really give -- you know, having that start because that will help us in our outreach with -- sorry, if you can hear all the dogs in the back. Is that why you were laughing? Yes, all three dogs are outside, and then the little dog who lives next door lives higher up, and you think he's a big dog when he sees our three dogs.

Anyway, I just think that the cleaner the database, the better it's going to be for doing the outreach for
new commissioners as well as starting the education process and all that. And so that's something that we could really, really live -- leave behind, and we can all participate in that at the end with all our different networks.

The other piece I was thinking of was we might have missed an opportunity, I think, in -- by not inviting the 2010 commissioners to help us on education and help us do some of the sessions. It didn't occur to me till just now, but we were really busy and there was a lot going on.

Another reason I think I really enjoyed doing the sessions is I really learned a lot. You know, when you have to teach it, then you learn it, and I -- and it really got me to understand what I didn't get and would go back and study it and better.

But I just wonder if one of our -- the things that we didn't do -- one of the opportunity we missed was inviting 2010 commissioners also, because they humanize it just as much as we do, to do some of those education and outreach and really help out in the outreach and education piece because that would have been 14 more people who had experiences that could have helped us with that.

COMMISSIONER YEE: Thank you, Commissioner Sinay.
Commissioner Sinay, with -- when you mentioned cleaning up the database, are you thinking specifically of our contacts list database?

COMMISSIONER SINAY: Yeah.

COMMISSIONER YEE: Yeah.

COMMISSIONER SINAY: Yeah. Because we were just given one that was kind of old and we built it up, but contacts change within 10 years. So even sending out an email, you know, use our contact list to say -- to just to see who was deleted and what new names or what -- who should -- yeah. I don't know. But it -- yes. Sorry. That was a long answer to a yes question.

COMMISSIONER YEE: No problem. Let's see. If it's okay, can we hop over to Director Hernandez and catch his thoughts?

MR. HERNANDEZ: Yes. Thank you. I just wanted to mention a couple of things that just popped into my head as we're talking about this. You know, the COI itself, the tool that we used, was the first time that we were using that it was available to us as well as the public. So I think as we were learning how to use it, we were able to then share that information with the public on how to use it and best utilize the tools.

And then when they rolled out the drawing tool, that -- the timing of that was when we were bringing
staff onboard. So it just worked well in that piece of it, but I think, moving forward, maybe having a better understanding of what's going to be provided from the statewide database if they are going to be providing additional tools, knowing ahead of time so that we can prepare that educational plan. How can we roll out those activities and those -- in some cases, maybe even the simulation that was being talked about, having that simulation ahead of time to get people much more engaged and involved early on.

The other thing I wanted to mention is that possibly creating some videos -- this commission creating some videos on what we're talking about in anticipation for the new commission to then have those videos available and ready to go for educational purposes. What is it that we're doing? How do -- you know, how do you provide community of interest input? Those type of videos, I think, would be very helpful, would be something that could be easily done by this commission to prepare the new commission. Thank you.


Commissioner Turner.

COMMISSIONER TURNER: Um-hum. Thank you. Just a couple of more things on education. We were determined to serve all Californians in our role, and I think,
through the education process when we were doing the presentations, I think sharing across parties was very helpful. When I was able to do presentations for political parties that were not my own, sometimes I was met with suspicion and distrust and, you know, kind of some language that was interesting to start out with.

But I think by the end of -- well, I know by the end of each of the presentations that there was a definite shift in acceptance. And I think that talking about humanizing us, I think it was brilliant in ensuring that we're not just same-party delivering to whoever we're delivering for because, of course, though we made the determination that we wanted to be fair and equitable and represent all Californians, all Californians don't necessarily think that that would have been the case for us.

And so I think that served us well, and to go into the next process, I guess my suggestion would be that that's done with even more intentionality so that people will see -- Californians will see that we are here to represent every -- you know, all Californians.

And then that COI testimony. It was in our educational material about, you know, what was helpful, what is needed for you to describe areas, but I think if we can even emphasize more what is not helpful. I recall
during our last -- the last days when we were really kind
of in a press, there were so many people that would call
and just say, don't do this, you know, I don't like this,
we don't want this. And it would be like, okay, and you
do want? And you do -- tell me more. Tell me what you
do want, right?

And all of that was in the training, but I'm
thinking, maybe even if it can be ran as a constant
banner on the video feed, helpful tips, so that if anyone
is watching, they can be reminded again not just what
they don't want but what they do want and how are you
defining an area?

And so we do know that there is quite a wait time
for people to get in the queue. And if we're just
constantly feeding that to them, perhaps it can shape
what people are saying, particularly in those -- in times
when we really want the information, we're really trying
to make a decision between two different, you know, asks,
and then the persons will -- people will come on and say
something that's not very helpful. So thank you.

COMMISSIONER YEE: Thank you. Commissioner Kennedy.

COMMISSIONER KENNEDY: Yeah. I really strongly
agree with Commissioner Turner on that. You know,
providing live reminders, whether it's, you know, in
place of hold music, which people got tired of, or a
streaming banner on the video feed. I think providing live tips and reminders really is a fantastic way to go in the future.

I wanted to go back to Commissioner Akutagawa's remarks which really got me thinking that, you know, we've been talking a lot about what we can do in 2028 and 2029 to help pave the way for the 2030 commission, and it struck me listening to Commissioner Akutagawa that that really is going to be a phenomenal opportunity to perhaps experiment with ideas that either we didn't have time to implement or, you know, hadn't occurred to us yet, or the technologies haven't yet emerged. But 2028, 2029 are going to be close enough to when the 2030 commission takes over that, you know, technologies that will have emerged by then and other things, it really is going to be a phenomenal opportunity for us to experiment and maybe leave some further lessons learned for them that we develop as a result of that experimentation.

And I forget who mentioned -- oh, it was Commissioner Sinay mentioned perhaps inviting previous commissioners to help with the educational phase, which I think is an okay idea. I mean, it would perhaps reduce the impact, as far as humanizing the current crop of commissioners, but, you know, if the objective is to maximize the reach, then maybe that is a good idea.
And I'll raise an idea again. I know that some people aren't wild about it, but, you know, is there scope for at least inviting those who remain in the final pool to engage in some of these efforts. After all, you know, individuals who are in the final three pools are subject to being called up to serve if anyone needs replacing at any point during the ten-year period. So I still see some upside to inviting those who are in the final three sub pools to join the commission in some of these activities. Thanks.

COMMISSIONER YEE: Thank you, Commissioner Kennedy. Commissioner Fernandez?

COMMISSIONER FERNANDEZ: Thank you, Commissioner Yee.

This is -- I think my overall was -- it's coming back to we really need to hire the outreach staff as soon as possible. Relying on the 14 commissioners to do the initial outreach, I think, is unfair. And I say it's unfair because one, it's not my expertise. And there was a different level, I'm sure, between zones. So that's unfair also to the Californians. So I -- for me, I felt that it's not my wheelhouse. It's not my expertise. It would have been much more effective had we hired the outreach staff and allowed them to do it. But on the second piece of this is, it's very important that
commissioners are the ones that do that the presentations because that was probably my favorite -- one of my favorite parts of the whole commission was doing the presentations and hearing the feedback because every time you have a presentation you take away something. And it's great because you use it as you're moving forward, and you need to hear from Californians firsthand. So I really appreciate that process.

And a couple of you had brought up the tying the education piece with the schools, which definitely is a must, in my opinion. And that's what census did. And we need to learn from census as well because during COVID, how did we get that information, they put it in the kids' backpacks, right -- in the folder that goes home to the parents. And the parents have to sign off that they read it. So great (indiscernible), and they were so -- Commissioner Vazquez and I, when we were on the education panel, they're so open to however they can help and assist us, so we really need to take advantage of that.

And I think that was it. I just -- I think my main thing was just that we really need to hire the outreach staff as soon as possible because I think they will be so effective in, I think Commissioner Turner mentioned the following up. That's the hard part is the following up and making sure that you, you know, try to reach as many
as you could in your zone. And I just always had this feeling that I wasn't doing enough. But when you're working full time and trying to do this, it does get challenging, as many of us on the commission became very familiar with the lack of time that you have outside of trying to do your regular job, plus your family job, plus commission. And having that staff.

And I have to say, once we hired the staff, the communications and outreach, it was great being able to hand off so much of the additional duties that we had taken on. So thank you.

COMMISSIONER YEE: Thank you, Commissioner Fernandez.

And you know, going to educational events maybe also was a huge motivation for all of us, right, as well. As you meet people face to face, even on Zoom and actually see these community groups and hear their questions, I mean, it was really energizing and motivating for us as well.

Commissioner Akutagawa?

COMMISSIONER AKUTAGAWA: Yeah. I just wanted to follow up on what Commissioner Fernandez was talking about too, and a little bit about going back to something that Commissioner Andersen said. I would absolutely agree. I think the commissioners doing the presentations
were great, and I would agree, it was one of my favorite things too, given that we were not able to get out and meet people directly because of the pandemic. I think even just being able to do the presentations to the different groups was really good.

And I agree also -- you know, I want to also second what Commissioner Turner said about the, you know, cross-party presentations. I think we tried really hard to make sure that we were, I think, as impartial as we could try to be. And I think doing these presentations and sticking to what was really what our role was, I think, hopefully helped create additional confidence in our ability that when we're doing this work, it is with truly the best interest of the entire state in mind. So I want to just second that.

The other thing that I really felt about us doing, when, as commissioners, we were doing the presentation is that I know for me, it helped me really become much, much more versed in and educated and more knowledgeable about redistricting because when you're trying to explain it to others, you're forced to really start to understand it much more quickly, and I think that that really helped to accelerate our ability, you know, to really understand the work that we were doing.

I mean, you know, I think it's been said, we're not
professional, you know, redistricting experts or
political operatives that, you know, live and breathe
this work, and we're just everyday citizens -- or
Californians. And so I think that that was helpful.

I agree, definitely, I think hiring the outreach
staff as soon as possible would be really, really helpful
because I think to the point that Commissioner Andersen
made about rural areas being harder to reach was really
ture. And, you know, not that -- it wasn't for
necessarily lack of trying, but, I mean, if you are
working full time, it's kind of hard. And even if you're
not, I mean, you know, knowing how much do I follow up.
You know, I didn't get a response. Should I respond
again? You know, should I follow up again? I mean,
there's a lot of things that if it's part of your job
then it becomes easier to stay focused. Plus, everyday
life does come in, and so I think it wasn't that we
didn't try, but I think it was a little challenging.

And, you know, I think for Commissioner Andersen and
I, we had the zone that was primarily the Eastern Sierras
and others, and we were very mindful that there was a
feeling that they were oftentimes overlooked or really
just ignored, and we didn't want them to do that.

And I know that Commissioner Andersen actually made
some last-minute pushes to try to reach our further. And
it is hard because there's not a lot of organizations to find, and if you don't find one that can then lead us to others, then it's really just kind of looking for that needle in the haystack and just hoping that we at least reached enough people that the word could be getting out.

And we were fortunate that some of the -- the county officials were very supportive in helping us to connect and make presentations in that area.

I also want to say, I think there was a comment about building a database and kind of building upon some of the comments around '28 and '29, and some of the different things that we can experiment with.

It did get me thinking that if we're also going to have this effort to try to supplement or coordinate with maybe the census efforts, that's an opportunity for us to build that database that Commissioner Sinay was talking about so that, you know, if we do it now, yes, it's going to change, but in '28 and '29, if we start doing that, we can start populating that database so that at least they're not starting from complete, like, zero. So that was just another thought that I was thinking that would be another good way to think about all these kind of multiple intersections of the work that we might want to do and the kind of benefits that that may bring in terms of our education efforts. Thank you.
COMMISSIONER YEE: Thank you, Commissioner Akutagawa.

Commissioner Andersen?

COMMISSIONER ANDERSEN: Yeah. I have a couple of items on our education. One, we do need to put a time to update all of our materials along the way because it's really great using, you think, oh, I've got some material in, and then you go, oh, I can't use it. So we need to kind of keep and updating on that.

But the other is, for education, we need to have a how-to-do outreach for the commissioners because remember, we're trying to get commissioners to be representing every Californian -- your average Californian, and your average Californian doesn't do outreach. You know, this -- it's -- I know a lot of people are going to be like, well, of course you do, but because that is your expertise. It's not my expertise. And I know there are other commissioners who it's not their expertise.

And so to make sure that we're able to use all of our commissioners who have even different skills at different levels, particularly for the 2030. We have no idea who the commissioners will be, so if we could put together like a how-to outreach. And I think Commissioner Sinay said, with the kind of time frame,
this is how -- these are kind of like your initial and
your, you know, how to go back in again. I think that
would be very helpful for the 2030 commission, and then
basically commission -- so in terms like a little
training package, an outreach package for the
commissioners.

COMMISSIONER YEE: Thank you, Commissioner Andersen.
Commissioner Kennedy?

COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
A lot of us have mentioned the importance of hiring
outreach staff earlier, and I wanted to take that and tie
it back to our conversation on Wednesday and the
definition that we keep coming back to of fully
functional. You know, I continue to feel that a fully
functional commission includes people who can be working
on communications strategies, outreach strategies, press
releases, notes on Twitter, whatever, from day one. And
the fact that we, you know, did not have some of those
for several months, I think, you know, left us in this
situation where we're sitting here saying, we wish we had
had these people on earlier.

I think, you know, that we need to find a way to at
least encourage the auditor's office to look at fully
functional more holistically, more in terms of all of the
work that the commission will need to eventually do, the
importance of starting all of that work earlier,
particularly in light of what is likely to be a much
shorter time line.
So I just -- I would appreciate any further thoughts
on how we can, you know, marry our understandings of the
need for outreach staff earlier and the desire to
redefine or at least better define fully functional.
Thanks.
COMMISSIONER YEE: It's a challenge. I mean, I'm
recalling, we were told at several turns, you know, to
start things early, not just outreach, but hiring,
contracting, BRA work. You know, we were told, but it's
just hard to get things going. Right. So
(indiscernible) had actually, officially an earlier
start. Seems to be the challenge.
Commissioner Fornaciari?
COMMISSIONER FORNACIARI: Yeah. I mean, that's a
great point. I mean, I think, for me, this is one of the
most challenging sort of decisions or ideas or -- you
know, what are we going to do for outreach, and who's
going to be responsible for outreach.
You know, start everything early, hire everyone
early, you can't, right. I mean, the commission starts,
you know, you can't just do everything at once. First
you got to learn how to be a commission, then you got to
start hiring, and you can't do everything at once. So, I mean, do we take on that responsibility to get the outreach and education going ourselves in 2029? Do we suggest that that become part of the responsibility of the census organization, that they take that on. And then that kind of folds into the CRC. You know, and maybe some of those people are staged to become part of the CRC.

You know, there's been a session about starting the CRC earlier so that they can, you know, have more time to get started. Well, if we propose to do that, then does that eliminate the opportunity for some people who maybe could do a six-month stint on the CRC but not a year-long stint on the CRC. I mean, you know, there's so many things that are so coupled here, and you know, it's -- I think it's going to be a really challenging kind of conversation that we have.

COMMISSIONER YEE: Thank you, Commissioner Fornaciari.

Commissioner Turner?

COMMISSIONER TURNER: Yeah. Thank you, Commissioner Fornaciari. And it's been brought up a couple different ways. What would be prohibitive of us just, as part of our, you know, eight-year-out, nine-year-out plan, to just start educating, to do the education. Because it's
not saying how they're going to do or what they're going
to do. Unless the laws have changed in what
redistricting is, we could very well start doing
education around it because it -- and it's not going to
take, I don't think, anything from the 2030 commission
because there's 40 million Californians that, you know,
we're still trying to reach.

So I think we should -- because if we get the time
line moved earlier, they'll have more time to do their
own kind of education and outreach. And if it doesn't
get moved, I don't know why we could not just take that
role on to ensure that we're reaching more Californians.

COMMISSIONER YEE: Thank you, Commissioner Turner.

Commissioner Vazquez?

COMMISSIONER VAZQUEZ: I really like that idea
because then what you're doing is creating, I think, more
institutional relationships within communities that
aren't necessarily tied to individual commissioners or a
particular iteration of the commission, right.

We as commissioners are time limited, but the
commission is, I think, what we want to build
relationships with in each of these counties, and so I'm
also hopeful that the next commission will have an easier
time of outreach and education because they'll be able to
build on the relationship, and at least the -- like I
said, the institutional relationships between the commission and community-based organizations in particular, and leverage those. And I think, if we can sort of create fertile ground near the time when the new commission will be coming on, I think it's a really great -- it's a great proposal.

COMMISSIONER YEE: Thank you.

Commissioner Fornaciari?

COMMISSIONER FORNACIARI: Yeah. So I like that idea. I think it's a great idea. But then it goes back to, you know, some of the challenges that have been brought up before, right. Not all of us are outreach type folks that have that capability, and I think back on kind of -- you know, when Marcy got her staff up and going, it was like night and day of, I mean, how effective they were, the professionals who are in outreach and how deep they reached out and they capabilities. And so, you know, I just -- I want us to keep that in mind. If we decide we want to do outreach then perhaps we need to, you know, get some outreach professionals to work with us and help us be more effective in doing that.

COMMISSIONER YEE: Thank you, Fornaciari.

Commissioner Andersen?

COMMISSIONER ANDERSEN: These are all absolutely
fantastic ideas. What I keep on thinking though is, when we came in and took over, there was kind of a (indiscernible) communications group with us, and we kind of went like, yeah, I don't think so. And there is, you know, that independent -- you know, that -- and probably because it was a brand-new thing and the 2010 commission didn't really know at all. I think they weren't working with the state auditor in terms of what the state auditor had sort of, quote, given us. I think that's because -- a lot of the push back from the 2010 commission, so I think that would be different if we are working with -- but I kind of like the idea of, you know, we have this education. We have some outreach so we have to use the professionals, who then are to be replaced. You know, they're our temporary staff, you know, sort of for the new -- the 2030 commission. And we would have to really be careful of how we frame this because as Commissioner -- I keep on -- I can't say first names -- Commissioner Vazquez was just saying, you know, it's the CRC. And so, you know, aware for the 2010, and now we'd have to really push for as the new commission comes in -- you know, as the new commission comes in, as we do all of our education. You know, this is how (indiscernible), this is (indiscernible) for the new commission coming in, who you'll be working with, sort of keep that emphasis
forward, realizing that we're sort turning things over, it's a fine line, but I do think there's enormous benefit of education and outreach, so those doors are all opened.

And as Commissioner Sinay said, you know, there's been this initial letter, well, this initial letter could be, here we go, you know, because as Commissioner Fornaciari just said, Marcy -- what Marcy had set up, the whole staff was amazing from what we first began. And to have that kind of going like, okay, and then, you know, and now here you go with the new commission. So they could have had that, that little bit of outreach training, and then jumped in miles ahead of where we were.

So I think that is a very, very good idea, we just have to really pay attention to the details of it. But I still think it's something that we should do on both of those fronts, the outreach, the education, and also moving the time line up, in terms of our -- if we move their time line when they come in.

I know it's still a ten-year gig. It's just in terms of when the emphasis is. It might be, as opposed to most commissions when you first come in or (indiscernible) and you start like right away on the detail of (indiscernible). They all have a little bit of (indiscernible) time, getting the contracts going. And
then while you're doing some outreach but all that sort of stuff because the outreach has already started, and then you can hit the ground running. Where, you know, everyone says building the plane before it even takes off, but we don't have the plane halfway built (indiscernible) runway is there and so they can come in and start learning how to drive it, is more of a -- I think we should aim for.

So, yeah, I think there's great possibilities of doing to, but we really (indiscernible) fit more time than we have (indiscernible) plan right now to work out details of that. And it's worth it.

COMMISSIONER YEE: Yeah. I mean, a lot of great ideas. But it definitely sounds like something we'd have to spend quite a bit of time developing and has staffing implications, budget implications, as well as we probably need some legal opinion, make sure we're on firm ground to add this work to our mandate post-maps when outreach is over.

Commissioner Akutagawa?

COMMISSIONER AKUTAGAWA: Yeah. Thank you. What Commissioner Andersen just got me thinking here too, and I wanted to just raise a few things. One is, I know that -- I think in our budget change proposal, we had suggested hiring, especially in the '28, '29 years, you
know, perhaps more additional staff to just be able to
get -- do some of this coordination we talked about, you
know, proposing the coordination with the census to do
more of the redistricting education and other things like
that. And also on this line of fully functional, you
know, maybe helping the next commission so that there's
already some infrastructure in place.

So perhaps maybe thinking about it in a little bit
more either -- I mean, one of two ways. One, what if --
and I don't know whether or not there's legalities around
this, but what if we could request earlier the money or
the funding from the legislature to hire the executive --
or at least a partial executive team, whether it's an
executive director who can also manage outreach, or an
outreach, you know, director to start some of the
outreach kind of work.

Now, the next commission always has the option to
just, you know, let that person go and then reopen their
hiring. I mean, you know, there's never any guarantees,
but we can, you know -- but at least something is in
place. Something's already going. So that was just one
thought here.

Another thought around that, yeah, just perhaps --
and I don't know about this either. And I was asking
Commissioner Fernandez about this. You know, if we're,
you know, maybe trying to coordinate with census efforts and also talking about redistricting, can we share staff with census. Like can we use census staff, or can we use our own staff, hire our own staff as the 2020 commission, hire our own staff and then maybe they also help do some of the coordination with census. I'm not sure, but I'm just putting this out there just for the question.

Again, this also requires what Commissioner Yee, you said, but in terms of, you know, asking for funding and all that stuff, but, you know, it's a thought, you know, so that then maybe we can that transition a little bit easier.

And to Commissioner Vazquez's point, it's about institutionalizing -- we're only the second one, so as each commission goes, we're going to innovate, and I think we're going try out new things. And so this may be hiring staff earlier may be a way to move in that institutionalization that Commissioner Vazquez mentioned so that then there's a little bit of a transition that could enable smoother, you know, handoffs.

And again, it's up to each commission whether or not they want to keep the staff or they want to move, you know, with new staff, and that could be other ways of hiring. So thank you.

COMMISSIONER YEE: Thank you, Commissioner
Akutagawa.

Yeah. You know, of course we can -- all great ideas. Of course we can say they're of course welcome to use or not use anything we put into place, but I'm thinking of ourselves. We ourselves were actually very mixed about, you know, things that we inherited or things that were offered to us and whether we would use them or not. I think that probably will be very mixed feelings on 2030 about anything we put into place, you know, that we think is wonderful, but they may or may not have initiated, or designed, or you know, chosen themselves.

Let's see. Can we hop over to Chief Counsel Pane. And then we'll go to Commissioner Taylor and Sinay. And we're done to our last 13 minutes before the break.

MR. Pane: Thank you, Commissioner. I just wanted to briefly chime in, in light of what some of the commissioners have mentioned. Just briefly, just to call your attention, the statutes refer to the redistricting commission. It doesn't bifurcate it in say a 2010 commission, a 2020 commission, a 2030 commission. There's one commission. So if you have nine votes and the statute says you need nine votes to hire, you can hire. The commission can hire. And you are the commission for the ten years.

So to answer Commissioner Akutagawa's hypothetical,
you could have staff -- and again, given budget in all of that, all of those consideration, but you could. And as exempt employees, there isn't going to be a procedural problem or otherwise much of a bureaucratic hurdle if you were to say, thank you very much for your service, or at the next commission we're going to say, thank you very much for your service because all employees are exempt. So there isn't going to be that hurdle either.

So yes, it's something you could say this commission could explore, and I just wanted to highlight the fact that the statutes don't -- they refer to a commission. They don't refer to them in ten-year increments.

COMMISSIONER YEE: Thank you. And of course, any such hire would need to be coordinated with the auditor's office, you know, and their (indiscernible) -- their statutory responsibility to staff the startup of the next commission.

Commissioner Taylor?

COMMISSIONER TAYLOR: Good morning, everyone. To continue with Commissioner Kennedy's and Commissioner (indiscernible) point, I think a top to bottom demo would be useful in both a curricular (indiscernible) to the citizens of California. A demo from the start of providing input and finishing with the production of something on the line drawing, I think, would be
immensely useful.

And then it goes to, if we -- or if the commission is to sort of alleviate the next commission of some of the tasks of outreach, we'd have to address that in our staffing, maybe even in the term fully functional because in a few months, are we going to be truly fully functional if our staff is (indiscernible)?

So if you wanted to do some of this outreach in a year eight, how are we going to manage that? Our staff will be gone -- or the majority of our staff will be gone. So we might have to adjust the term, fully functional. Are we truly fully functional for the whole ten years? Thank you.

COMMISSIONER YEE: Thank you.

Commissioner Sinay? You're on mute.

COMMISSIONER SINAY: And I was being so heartfelt. This conversation has really got me reflecting. And one of the things I want to do is apologize to the 2010 Commission. One of the things -- you know, it wasn't so much that we didn't want the 2010 Commission and their engagement. It was that we wanted to figure it out ourselves.

And some of the things that we keep saying, like the communications contract. It wasn't we didn't want the communications contract from 2010. It was that it was a
big firm, and they were charging us a lot of money, and we didn't feel they were on the ground and understood what we were doing. And we had said, you know, could we use that same money to hire a local company or a woman-owned company or a, you know -- we had all these different ideas.

But I also want us to be clear that a lot of the tension -- it wasn't that 2010 didn't work with the Auditor's Office. The Auditor's Office chose to work with Director Claypool, and Director Claypool had a lot of tension with the 2010 Commission. So by the Auditor's Office choosing to work with Director Claypool to create the whole process, and Director Claypool hiring the first two people to work with us, that created tension that we didn't know we were walking into. And I think it stayed with us all the way through until even now as us -- hearing us talk.

And so that's why I'm apologizing to the 2010. We did not know what we were walking into. And we always say 2010 did an amazing job and we built on that foundation. And they did an amazing job the ten years between, you know -- throughout their whole tenure. But we do need to acknowledge that there was -- there were things that we didn't understand and politics we didn't understand and ways that we were trained and, you know,
kind of onboarded and all that.

And so just to remind ourselves that when the 2030 Commission comes on board, they're not going to want our staff. But maybe a contractor's okay. Think about hire -- you know, we can think about hiring a contractor to help set up the foundations that we're talking about similar to the way we had Christian (ph.) and his team there to help us. And then we put out a contract, and we ended up hiring Christian.

But you know, just having -- helping them by having some of the things in, with the terminology of contractors -- things that are temporary. But really -- and I think the outreach piece, yes, we can do that as part of the recruitment efforts. Let's help recruit new, you know, to be able to -- we've all said we didn't know what we were applying for. So let's fix that for next time and people know what the Commission is.

But I just -- I'm sorry it's taken so long to just be able to say -- to see where a lot of that tension came from and how toxic, kind of, things stayed for a long period of time.

COMMISSIONER YEE: Thank you, Commissioner.

I understand that, Commissioner Fornaciari, we're down to our last seven minutes or so.

COMMISSIONER ANDERSON: Yeah. I was also going to
expand on what Chief Counsel Pane said about -- yes, we
could hire. And we could do these things as kind of what
Commissioner Sinay was indicating, on a short-term basis.
You know, yes, we're doing this. This is -- whether it
be contracted or something -- because it would give the
2030 Commission ideas of, oh, these are positions that we
need to fill.

And even teaching them, you know, the first thing is
okay, these are positions that you will need. We're
doing this job, we've been introducing you to this job,
good luck finding people. You know, these are -- like,
so these are some limited-term roles with even, say, two
months into their stent or some sort of time frame. So
the 2010 -- 2030 Commission would not feel obligated to
use these people, to hire them again if they didn't want
to. But it would be on a completely different -- you
know, as opposed to individual contracts that you --
anyway -- however they liked.

But they would have examples of the positions
because a lot of things we kind of went into, hired -- we
didn't know what we were really doing. We had to hire
these titles. We didn't really understand what that
meant. But I think if we can sort of have an example of,
this is the things that the Commission will need and --
with examples. Then they would be able to make their
hires because there is, you know, the independent idea --
as Commissioner Sinay (indiscernible) defined it. It's
actually (indiscernible). How you get along with people.

There -- like, there might be great people. But if
the 2030 Commission doesn't get along with them, they
would need appropriate staff that they can all work with.
So I really like that idea of, you know, towards the
2028, 2029 bringing some people on board that will be
examples but will subset into the term of the 2030
Commission.

COMMISSIONER YEE: Thank you, Commissioner Anderson.

Commissioner Fornaciari?

COMMISSIONER FORNACIARI: Yeah. I just want to
appreciate Commissioner Sinay bringing us back to the
early days. And you know, we had a contract with that
big firm that we weren't that happy with.

And so it just got me thinking again back to the
beginning and how things started. And maybe, you know,
setting up some contracts might be a good sort of in-
between approach that can help that next Commission get
started but wouldn't make them feel like we're intruding
on their independence.

COMMISSIONER YEE: Okay. So many good thoughts.

Okay. Education. Looks like we'll have Commissioner
Sinay helping us wind this part down.
Commissioner Sinay?

COMMISSIONER SINAY: Hopefully this is a good way to bring it all together, especially since you just brought up education. But in the field of education and also in the field of poverty alleviation, we use the term scaffolding a lot. How do you set up scaffolding for individuals, for students, and help them, you know, go -- build up. And then as they are stronger they can -- you can pull the scaffolding off. And to think about that, you know, that's kind of where -- what we're talking about is how can we create kind of the framework that will help.

You know, when we say fully functional, what we can we -- you know, how can we build the scaffolding to help them be fully functional. And then they can take it whichever direction they want. And the scaffolding is just temporary. And it can be taken down or it can be used more permanently.

COMMISSIONER YEE: Thank you. Okay. We are just a couple minutes away from our break. So this would be the winddown of our education discussion. When we come back at 11:15, we will have Martin with us. And we'll start our discussion of coms.

And Commissioner Kennedy, if you want to fold that in with outreach, you're certainly welcome to. If you
want to do those together or if you want to keep them separate; up to you.

Okay. Chair, back to you.

COMMISSIONER FORNACIARI: Okay. Well, we'll take our break at this point and be back at 11:15. Thanks everybody.

(Whereupon, a recess was held from 10:58 a.m. until 11:15 a.m.)

COMMISSIONER YEE: Welcome back to the California Citizens Redistricting Commission meeting. I will turn it over to Commissioner Kennedy, I believe, for the next section. Thank you.

COMMISSIONER KENNEDY: Thank you, Chair. Yep. We are now onto communications. I really enjoyed the discussion on education. And we still have outreach coming up after lunch. But communications was obviously a very important topic for the Commission.

What we've come up with, as far as prompts: The CRC logo, the brand identity, the website -- and that could include both the old website and the new website, use of broadcast and print media, use of social media, use of ethnic minority media, press releases, final press conferences, media training, help with interviews and public appearances, we could also talk about where we go going forward as far as communications. So those are our
prompts. And I'm looking forward to a lively discussion
on the topic of communications.

And thank you, Martin, for joining us.

MR. PINEDA: Pleasure to be here, Commissioner.

COMMISSIONER KENNEDY: Commissioner Sinay?

COMMISSIONER SINAY: I love our logo. And I got to
say, I love the colors more than anything and just using
that pop of orange wherever we can. I was hoping for the
bear or the poppy. But in the end, I really loved our
logo.

COMMISSIONER KENNEDY: Okay. Thank you.

Commissioner Vazquez? We're not hearing you. Huh-

uh.

COMMISSIONER VAZQUEZ: Can you hear me now?

COMMISSIONER KENNEDY: Yes.

COMMISSIONER VAZQUEZ: Okay. Great. Overall I felt
like we had a great team, even though I think hiring
always could've been done sooner. I felt like the team
that Fredy assembled was really effective.

I will say that I was never really certain about why
or what the barriers were to having more ads -- Facebook
media, et cetera, sooner especially because once we sort
of realized we weren't able to do grants out to
community-based organizations our outreach, I think, was
limited to, again, relationships and what our newly
onboarded outreach staff could get. And I felt like we missed some time with just getting a broader message out to the community about what redistricting was and what -- I just felt like it could've been timed sooner to have greater impact.

And so perhaps a couple of lessons learned is maybe -- I think there was some challenges, of course, with contracting, I remember. So that's just the bigger -- one of the other things that we need to consider when we're talking about improving the contracting process.

But then I thought I also heard some barriers in terms of potentially not knowing how far the media budget could go. And so sort of waiting until the big push when we were doing maps to spend most of our money on buying ads when we were actually drawing maps, I don't know that I -- I guess if you -- if we were making tradeoffs, in terms of budget, yes, that makes sense.

But for me, a lesson learned then is maybe we should expand the overall media ad-buying budget so that we can have, you know, specific, significant, substantial funds for outreach and community education and still have enough ad-buying money to do the big push when we actually start drawing lines. So those would be my two considerations.
COMMISSIONER KENNEDY: Thank you.

Commissioner Turner.

COMMISSIONER TURNER: Thank you. So with the print advertisement -- be it on the billboards or anything else that went out -- I believe I stated it before to our comms team. And again I'll say, I think it amiss any time you do not include faces, people. I think a lot of our billboards were up. A couple of the ones that I finally saw, I probably passed them I don't know how many times before I actually paid attention to what they were and what they said. And so I think faces. I think it's what I've seen in so many different areas. It gets people's attention.

And so I think to have a photo shoot with several -- with all of the commissioners to be able to use them in different combinations of faces along with the advertisement, they remind us to participate. Whatever it was would go a lot further, from a recognition standpoint.

Same thing with the videos that went to the prison -- to the incarcerated population. Again, I suggested that there be faces that -- I volunteered. That never was followed up on. And I just think that it's a miss. I think for sure that we need to have more of -- I think it adds to a personal touch. Thank you.
And an attention-getter more than that. Thanks.

COMMISSIONER KENNEDY: Thank you, Commissioner

Turner.

Commissioner Yee?

COMMISSIONER YEE: Thank you, Commissioner Kennedy.

Yeah. I just loved the energy that Fredy brought in once he was hired. Got right on the redesign. Loved the logo selection process. I remember he gave us various options, had us weigh in, was just so proactive and inclusive in that process. And -- yeah. He came out with a great product.

At the same time, you know, we did inherit and ended up reusing the same brand identity, "We Draw the Lines". I remember the very first time I encountered that. And it actually struck me a little negatively. It was like, we draw the lines/you don't. No. You know, instead of maybe we all draw lines, all three million of us.

But in any case, you know, (indiscernible) did not reuse that identity or to reuse it. Seems appropriate. But it is a kind of image that's now become so closely associated with the effort. But yeah. Just the full effort to have a consistent branding, to use it widely throughout social media.

I think some of the talking points and briefings, I'm glad we did that. Certainly helpful. Some of the
tools which I think were not as useful as I was hoping they would be. A lot of collection of -- a lot of details that weren't as strategically organized and selected as I think they might've been. But of course, happy to get that help. And of course, I never had that kind of help. So it's just great having a staff of pros working at this with all you folks. Thanks.

COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

Commissioner Anderson?

COMMISSIONER ANDERSON: Yeah. Thank you.

One thing I want to talk about was the -- actually the "We Draw the Lines". I actually thought was, like, wow because you usually think, well, the legislature does. It was like, no, this Commission, we're going to draw the lines. So I was like, oh, I was -- so I liked the title.

But I also liked the "Shape California's Future". You know, the -- what was used for state auditors. But the website, when we switched back and forth though -- we switched to a different one. That was so confusing. We lost people along the way. That's one thing we really need to -- for the 2030, we need to give them a complete and working website.

The 2010 thought they were doing that. And I think, in terms of the lack of staffing before we came over,
they were not able to really keep it up-to-date and transfer. And so I think that's extremely important that we actually keep that website because, you now, as we know 10 years from now the technology will be completely different. So we need to be able to update that to keep all this material moving forward. And that way, the 2030 Commission will not have the, you know, oh God, the website blah, blah, blah. If they want to switch names and everything, they certainly could.

But you know, we went from dot-gov to dot-org; that's a big deal. And I think we need to sort of spend a little bit of time -- again, a little bit later -- working on what exactly we're staying with and how it's all going to fit together. The website time is crucial on that.

And then, you know, that -- well, everyone's already going to talk about that in communications. I did not see in our area -- I saw -- I heard one of our radio ads. And I saw -- I didn't see any billboards until I was in LA. I didn't see any billboards in this area. So I know it was -- in terms of we got that out late. We've all said we want to get that out earlier. So that's nothing new.

So in terms of the one other -- print media, I know we really tried (indiscernible) eventually. But also,
you know, the newspapers, the radio, it really is
important, including other language radio and newspaper.
That's very, very important. And I want us to -- as
we're already talking about moving all this stuff up,
that stuff needs to go out very early. So thank you.

COMMISSIONER KENNEDY: Thank you, Commissioner
Anderson.

Yeah. I agree that the switch from dot-gov to
dot-org was confusing. It certainly led quite a few
people that I spoke to to think that we weren't an
official government body, we were just, you know, kind of
an NGO out there advocating for good districts. And
perhaps if we had done a little more due diligence on
whether Nation Builder was the best platform to use, you
know? If I had known Nation Builder couldn't be used
with our dot-gov domain name, I might've objected. But
we weren't -- we didn't have that information.

So I would say, you know, be careful in the future
so as not to create confusion where you don't have to. I
think that was a little bit of a self-inflicted wound.
And as I say, it certainly led to some confusion out
there as to the true nature of the body. I'll have more
later. But I just wanted to concur with that.

Commissioner Fernandez?

COMMISSIONER FERNANDEZ: Thank you. I don't really
have much negative to say. But I also feel like lessons learned to be positive too. So it should include things that did go well. So I'm going to do some did go well.

Fredy, and Martin, and Cecilia (ph.), I don't think I can say enough about how responsive they were. They were very quick. They were proactive in their press releases, which I really appreciated. They were open to the feedback. Well, at least visually they were open to the feedback. They might've cursed me on the outside or when they were done. But that's okay. Very quick to update the website.

So I think for me it's more of, like, finding -- you know, it's very important to make sure you find the right communications director and then the right time -- the good fit. I was just a little disappointed there was no billboard in Clarksburg. So maybe next time. I just have to say there's never been a billboard in Clarksburg. But anyway --

And I really, really, really appreciated the helps with the interviews and the public appearances. They were very open. And they would tailor some of the bullet points and some of the talking points based on whatever interview I had. And they were very responsive and quick in terms of, hey, how many VRA districts did we have, and blah, blah -- or whatever the question. So thank you.
Kudos to you guys. Can't say enough positive things about you.

COMMISSIONER YEE: Did we lose Commissioner Kennedy? If so, I can pick up. Let's go with Commissioners Taylor and then Fornaciari.

COMMISSIONER TAYLOR: Hello. I thought that our logo and our colors were wonderful. And specifically, the tag line of "We Draw The Lines". I thought that number one, it promoted action. And number two, when it's said by someone else, "we" becomes inclusive. So it's not you, even though when we said it, you know, it's we the commissioners. But I viewed it from a Californian standpoint of "We Draw The Lines". So I thought it was very inclusive of all Californians.

The billboards. When the billboards hit, I thought they were effective, not knowing the numbers. I know in some of my social circles I was getting text messages and social media posts of, I saw the billboards. Once they hit on buses in the public transportation it became a game between some of my family members of where in Los Angeles have we seen those billboards.

So I thought that once that hit it provided some momentum to Marcy that was wonderful. I would like to see future reiterations of the 2030 Commission choose to do so -- maybe I'll do so in my own time and start at the
top of California and work my way down -- I'll post a billboard on every city I pass through. So give me a chance to do it and I'll do it. But I like the logo. I enjoyed the colors. I thought it was pleasing to the eye and that it was an asset for us.

COMMISSIONER KENNEDY: Thank you, Commissioner Taylor.

My Wi-Fi dropped out.

Commissioner Fornaciari, your hand is up?

COMMISSIONER FORNACIARI: Yeah. Thanks.

Loved the logo. Loved the sweatshirt. Yeah. But the board -- there's still billboards out there. I just saw one on I-5 in Williams on the way home from Redding. And one in Modesto just the other day. So we're -- our legacy lives on.

You know, I appreciated a lot of what the comms team did. And just to echo a lot of Commissioner Fernandez said. I, in addition, I appreciated the media training that we got up front. You know, what to focus on, what not to focus on, how to interact with the media. Invaluable. And then, you know, I got the -- before -- you know, that only lasts so long. So I got refreshers later on when I interviews later on. And then, you know, updating the bullet points and all that was really, really helpful.
COMMISSIONER KENNEDY: All right. Thank you.

Director Kaplan?

DIRECTOR KAPLAN: Just wanted to add some highlights also. I think what was mentioned a little bit about the ad buys. We did -- I think it was a part of how we were able to execute the contract. They were all regionalized. And I think that was a real strength of the ad -- the paid media campaign was that it was localized. I know -- and some of the discrepancies in terms of why there were more billboards in certain areas versus others, Fredy really worked with -- oh. Well, he's on. So he can share some of it.

But really working within the different markets, what -- which had broader reach. And that's where dollars were emphasized. So within a certain area there was a broader reach from radio versus billboard. That's where the dollars were targeted. So that's why you saw certain areas where there was more billboard versus less. And also, like, the price market of -- the price point of those ads.

We'll just go through a few more things because I am sure you're going to want to hear from Fredy also. But really just also highlighting a little bit I know was mentioned about the social media ads and that time line. And Fredy can add to this more. But there was really
that difficulty within terms of how to pay for those, 
given we didn't have the credit card available. And then 
need to go through a contractor. And also the  
 authenticating the account. And that took a while also.  
So Fredy can probably share more on that and maybe some 
lessons learned for 2030.

    I guess from my perspective, in terms of outreach, 
also what really, I think, allowed us to really, you  
know, leverage the work that we were each doing in our  
own departments was how closely we did coordinate  
together. And so Fredy and I were on the phone probably 
too many times on a given day. But that we were really 
lock-in-step. And he was helping me with outreach  
guidance. And I was helping him with comms. And I think  
also just that feedback loop of what we would hear from  
the outreach staff on stuff that was helpful or groups  
that we were contacting, or other resources that were  
available

    And then two other points. I think there was a lot  
on -- a lot of time spent on building media lists. And  
that's maybe something tying into what Commissioner Sinay  
had mentioned on our outreach database is that -- I think  
that's another effort that you could potentially -- I  
mean, depending on who you would have coming in for  
comms. But supporting with updating media lists getting

www.ecribers.net | 800-257-0885
closer to that -- to the 2030.

And then just really also highlighting the ethnic media efforts that were done. Those were really quite extraordinary. And the roundtables that were put on, including really the importance of how to report on redistricting and the importance. And I think that that was a great service that the Commission did with ethnic media across the State.

So I'm not going to steal any of Fredy's thunder but he was extraordinary to work with, along with everybody else. So I'm glad he's on.

COMMISSIONER KENNEDY: Thank you, Director Kaplan.

Commissioner Anderson?

COMMISSIONER ANDERSON: Yeah. Thank you.

You know, I do want to say there was so much done that we would've loved to have had earlier. But we ended up doing so much. And there were a lot of things that like -- when Marcy said that about, you know, I went toward outreach. There's so much more on that page then there was, you know, just not that long ago. Well, not that long ago, it's a while now.

But one thing I would recommend is because communications and outreach, the way they work together, that we should really emphasize in terms of how important that is because that's what really helped us. But if,
like, a little quick email to the Commissioners, hey,
some things going up on our website, blah, blah, blah,
would actually be helpful because it would help us
promote. One, we don't know about it. And two, we can
talk about it because amazing (indiscernible).

And I don't know if the public really realized that
because even once you're paying attention to our
meetings, if we didn't kind of say it there, they didn't
necessarily know. So it's like, you know, when you're
doing all these great things, make sure everyone knows
about it.

But I want to talk about the -- oh (indiscernible),
you know, that little summary of hey this is what's been
going on in the press. That was also very helpful. That
went to all our commissioners. The press releases, I
thought those were very well done. The way they, you
know, Fredy would kind of help whoever the chair was.

You know, kind of, hey this is what -- you know, what do
you think this -- what you need to say. this is what you
kind of want to say, right. And then you could edit and
modify. That was very, very helpful. Very beneficial.

So yeah. Short updates. The other is the -- in
terms of organizing the website, again, just a quick note
to the commissioners. When we did do reorganizing on the
website, a quick little note to the commissioners, hey,
by the way, this has been changed and modified would
again help all of us stay up to date. And I don't need a
lengthy report at all. Just a quick, short note.

I really appreciated during all of the meetings when
we got updates from the outreach and communications
because you really did that sort of synopsis of
everything, really helped. It was very useful. You
know, it might've seemed like it took a lot of time. I
thought that was very useful. And it also, again,
brought that to the attention of the public.

Yeah. So that -- you know, I just want to say, I
mean, it was amazing what we ended up doing. If only we
had had the funds to do a little bit of it earlier, that
would've been phenomenal. But really, thank you very
much for everything you ended up -- oh. I also like the
logo except it needed more swag. Great swag when we got
it. The pins were awesome.

Oh. And the final press conference I thought was
exceptional. You know, very professional. Having the
press in, I thought that was, you know, excellent. If
there was another time we could've had press in
earlier -- I don't know if there was an opportunity -- an
appropriate time to have done that. But looking back,
I'm like, wow, too bad we didn't do that earlier. not
that I know if we could've. But excellent job on that.
Thank you.

COMMISSIONER KENNEDY: Thank you, Commissioner Anderson.

Commissioner Sinay?

COMMISSIONER SINAY: Thanks.

Hey buddy. Good seeing you.

Sorry. Director (indiscernible).

I am -- I want to just appreciate the flexibility that (indiscernible) -- that we all took and that staff took. And we constantly had to pivot. And we took it on -- you know, pivot became kind of -- I know it's overused during the pandemic and all that. But just -- we never looked at it, oh, here's another road barrier, let's get pissed off, and let's yell. We were like, okay. What are we -- what can we do instead. And so I want to thank everybody, staff as well as commissioners, for keeping that mindset all the way through.

And I think that that's something positive to share with the commissioners in 2030. Things aren't going to go as you plan. You know, that little -- my favorite is that drawing where it said, "What you think is going to happen" and it's a straight line, "But what really happens" and the whole middle part is a big scribble. That's, like, the best visual for our experience.

And I also wanted -- you know, I've asked this
before. But we really need to understand the
effectiveness of the media-buys. We know that the
media -- you know, that talking with the press and all
that and interviews, all that was really effective. And
I mean, when random people call my mom to say I just say
your daughter, you know even though my parents always
miss my quotes in the newspaper -- but it could be
because they were in the last quote of the article. But
I think the fact that is -- that that's important.

And people will always tell you that free media is
more effective then media buys. But if media buys were
effective -- and we do have some of that information from
the survey that we sent out to folks -- and I know that
Director Kaplan put it in our handouts -- then we really
need to think through, for the budget for 2030 and how we
ask for an increased budget for the new commission
because it's that and maybe other outreach venues. I
mean, we really need to be very clear and maybe ask
before Fredy's gone completely, really sit down and think
through what would be the dream budget. And if he could
do -- because we've said we want to ask -- maybe be able,
you know -- for the commissioners to be able to do grants
or some type of contracting for outreach. So is it that
and media buys? Okay. How much does the budget need to
look like.
And obviously they'll be inflation. And there's ten years forward. But we do need to capture that real information.

COMMISSIONER KENNEDY: Thank you, Commissioner Sinay.

Commissioner Akutagawa?

COMMISSIONER AKUTAGAWA: Yeah. I guess I'll just add my thoughts to comms. One, I just wanted to just say thank you. I do like the logo. I really like the colors and just the brand identity. And just kind of the whole -- everything that was done in terms of the materials, and the website, and all that. I just really like the way it got pulled together. And I just really felt -- you know, it had a real positive feel to it. I also want to just acknowledge that -- and I think that this has already been said we were delayed on it.

But I was really glad that there was efforts to reach out and engage ethnic minority media as well too. I think that that was a really good, you know, thing to do. And you know, as obviously as a lesson learned, you know, the earlier we could do this the better it would be. But you know, given the kind of -- the circumstances that we had, I think the comms team did a great job in terms of really trying to engage ethnic minority media as well just broader media in terms of the radio buys and
they -- and the billboard buys, and everything else, and the bus ad buys too because I saw some of those.

I also appreciated the help with the interviews, especially at the beginning and being there, on with us, you know, when we were doing interviews so that then they were there to help provide support. I thought that that was also really helpful as well too. So and of course, you know, just everything else that they did from the press conference and everything else that was done.

I think it's harder for us to say what else could've been done. perhaps part of it is because I don't know. But I mean, just generally speaking, I just thought that the team did a really great job. And I also really liked having the media tracking and just being able to see all the stories as well too. So that was good too. Thank you.

COMMISSIONER KENNEDY: Thank you, Commissioner Akutagawa.

I guess one of my questions on that, I agree that the media monitoring was very helpful. But I don't -- my sense is that I don't know how much we appeared in ethnic media because ethnic media generally wasn't picked up in that monitoring. And so I still feel that the ethnic media outreach was incredibly important. But I don't feel like I have a good understanding of how much we
appeared in the ethnic media.

So something -- I don't know -- you know, I understand that a lot of that media monitoring came from a commercial service. At least that's my understanding. And I don't know whether there's a way to ensure that mentions in ethnic media get picked up. But yeah. Okay.

Anyone else? Or Fredy, I'll hand the floor over to you to share your thoughts.

Martin? Okay. Martin's hand went up. So I'll call on Martin.

MR. PINEDA: Hi, everyone. Thank you guys all for your wonderful comments, and suggestions, and just lessons learned on what could've been done better.

I was brought on in August. And it was a big change just learning what a commission is, what each and every person's doing, and -- but it was good. It was, like, I went straight into it. But I definitely think that having a communications team all at once, from a early start, would definitely benefit to do a lot of the stuff you guys are suggesting.

Managing a website, it seems easy. But it's a task itself. And managing a website and also having to deal with all the public comment we were getting, that became the job itself. So also just maybe keeping consideration that could be split up between other positions. Or if
that's just -- relies on the communications on team, posting on the website. Just because there's so much we can do. But that was the most important part of the phases we were living in. So that would just be my suggestion is just, like, how we handle the public comment and who that really relies on because that could just -- that's just potential -- like, if I was free to do other stuff, like, if that wasn't public comment we could've -- because then a lot more things in terms of the comment, you know. It was nice.

COMMISSIONER KENNEDY: Great. Thanks, Martin.

Fredy?

DIRECTOR CEJA: Thank you so much, Mr. Chair.

Good seeing everyone. I am taking my lunchbreak to jump in here and (indiscernible). I have been listening the past two days while I'm doing my other work. Great discussions.

I first want to commend all the commissioners going back to beginning of this when we first started doing interviews. I know some of you were timid. Some of you needed training for addressing the media. But at the end I think everyone became such professionals at it. And I didn't even need to write talking points at the end because you all knew what you were talking about.

But yeah. Some of the things that I jotted down
quickly as you all were discussing it -- some of these
things you've already covered -- is managing public
comment on the website. I think, going to what Martin
said, that did become a full-time job. Actually,
updating the website became a full-time job. When it was
just me having to build out up the website, update it,
and then start keeping track of public comment -- I'm so
happy that you all approved a communications coordinator
and the communications associate because those positions
were really needed.

So if anything, for lessons learned, the next go
around we should definitely mirror the team that we had.
I think we did an amazing at breaking down
responsibilities so that everybody knew what the other
folks were doing. But it did take that team -- someone
to focus primarily on social media, sending out that
toolkit to all the elected official staff members and
nonprofits that we put together, and then doing messaging
weekly. And I know that, for future reference, maybe the
social media messaging could be worked on with a few
commissioners maybe spearheading that on a weekly basis
to make sure that our talking points and our messaging is
on point.

I know some commissioners shared frustration that
our messaging was not the same thing as what we were
portraying on our website or vice versa. So just making sure that all that is fine tuned. I think having a committee closely working with us would've been great on messaging alone.

I think I want to applaud the collateral materials subcommittee because we hit the ground running. At the beginning we started with nothing. We -- quickly, after building the website, put together collateral materials to inform folks who we were, what we were doing, who put together an FAQ to answer some of the most pressing questions. And the whole first page was education. So everything that we were putting out was just letting folks know what the process was for redistricting, how the commission came about. And I think putting together that presentation, that power point, the redistricting basics was super helpful along with the script that we put together.

And it cleared us from some legal scrutiny, of course, because everyone knew what we were talking about. And then we got the bright idea to tape all of those conversations and put them up on our website so that people had zero questions about what we were talking about. Everything was scripted. And I don't believe any speakers went off script. And that's all captured in videos.
The media stories or the attention that we got from
the press at the beginning was super slow. It was very
difficult. It was like pulling teeth to get someone to
write about redistricting because for them it was like,
well we have nothing to write about. There's no action
needed from the public yet, you're barely doing
educational meetings. And when the -- when we got the
news from the census bureau that the census data would be
late, then that started the trickle of interest in our
work. And of course, by the time that we had draft maps,
then that blew up. And we got much attention for that.
And then everything after that was just great.

But it took us about half the year to get traction
with the media, for anyone to even want to write about
it. I actually reporters tell me, oh come back to me in
six months when you have something for me to talk about.
And I was like, okay thanks; you're not helping our cause
here. But when we got the ball rolling it was really
good. We had good relationships with writers. And I
want to thank everyone who made themselves available to
talk to the press. They actually started calling us and
saying, hey can I speak to Commissioner So-and-so. And I
no longer had to go through the list to see who was
available. So that was pretty amazing.

As far as things that we can tighten up for the next
go around, the chain of command for approvals. It is very difficult to work with fourteen bosses, an executive director, and legal on top of that. Not because of the people themselves but just the chain of command and getting approvals for writing a press release, writing a statement, making sure that information that we're posting on the website is accurate. And so I found it helpful to go to the chair and the vice chair for approvals immediately, running it by the executive director, of course, first. And then getting legal to review everything that we were putting out.

So for myself, I had to put together a checklist before I sent anything out. Am I getting it through the chair and the vice chair. Am I getting approvals from the ED. Am I getting approvals from legal. Am I getting somebody else to edit it. At the beginning I was sending out stuff without having a second or a third pair of eyes. So working with Marcy, she actually became my editor for a lot of that stuff until I had my team together. But yeah. Having that internal communications piece is just as important as the external communication.

So what does that approval process look like going forward or in the future for the 2030 Commission. And when there's an immediate need to send something out, like a statement, is it okay to just get the chair's
approval with legal and the executive director looking at it. And for the most part, that's how we worked. And we developed a system to send information out.

And I think it was pretty effective to make sure that we were not creating bureaucratic red tape internally to get information out because as you know, yes, definitely have a communications director hired immediately when you start. But just as much as you want to respond to things immediately, you also need an approval process to effectuate that type of response. So I found it very useful and want to thank the commissioners for allowing me to even work in that space to be able to approve things immediately and send them out.

I do think that we had a slow start. And I want -- I think I can attribute that because in the beginning we were working with a lot of external groups that wanted to help in the process to get information out. And it felt like once we announced that we didn't have the authority to give out grants they all, like, went away and disappeared. And so for me I was just like, okay we're supposed to be working in coalition with a lot of these groups that come to the table every time this happens, right -- these good government organizations.

But I felt like even to get the information for what
is the commission, what is your role in this process, it
was all -- it was like some of these organizations joined
the conversation a little too late for me. I would have
liked to have that partnership early on. And maybe
having that connection and continuation from the census
will help this a bit so that there is no drop off and
there is no disconnection with those organizations, and
it's just a continuous partnership. But I definitely
think a lot of the work we did at the forefront was very
difficult to just get attention and have people care
about what we were doing. And of course, we couldn't do
it alone. We need community partners to help us in that
process.

But overall, I am super happy of the work that we
did in communications. Could it have been better? Yes,
of course. Just like anything else that we did. But we
were building the airplane as we were flying. And a lot
of things we did have to pivot. When we thought that we
were going to the public information phase and we quickly
pivoted and said, no we're going to do something else.
We're going to start a second phase of education. So we
needed to create a second PowerPoint presentation that
went out to organizations.

So yeah. I think the name of this game is
definitely learning how to pivot and adjust accordingly.
And I think we did a phenomenal job, not just in communications but in every aspect of this commission, to pivot and work with the resources that we had to get things done. Even if it meant creating processes that were outdated not using the technology that was available to us like agenda setting, and creating agendas, and getting all that process together. But we did. And I think the fact that nobody challenged our maps yet is a testament to that. So bravo and kudos to everyone all around.

COMMISSIONER KENNEDY: Thank you, Fredy. Before I call on Commissioner Anderson, I wanted to ask you if you could just briefly review for us the breakdown of responsibilities among your team. I think we have a general sense. But if you could go over that, it'd be very helpful.

MR. PINEDA: Maybe Commissioner Anderson can go while I look for that document and I have it --

COMMISSIONER KENNEDY: Okay. That's fine.

Commissioner Anderson?

COMMISSIONER ANDERSON: Yeah. Well, although this is a question for you, Fredy, or commissioner -- Director Ceja. You mentioned, which I totally understand, like, in the media, you know, why are you interesting; you have nothing to say; why -- do you have any idea now, looking
back, because you're doing media, what we could do to get interest earlier? And we've talked about education, things like that. But you're -- this is your expertise. So do you have any ideas for us?

DIRECTOR CEJA: It definitely goes one-on-one with editorial boards. I know that talking to the few that did take us up on that offer -- LA Times and I believe (indiscernible), and one other -- really creating that relationship with the editors, not just the reporters but the editors themselves who have something to say and will push their audience to take an action, was super helpful. LA Times actually wrote an editorial early on saying, hey people need to get involved; we've lost a congressional seat so your district is going to change.

And then at the end giving the Commission a round of applause for creating this process that was not legally challenged. And the fact that you created such great maps that nobody stepped up to challenge them was a great effort. But creating that relationship from the beginning, I think, would have forced or started the ball rolling with the writing of some of these articles because they would have talked to their reporters to write something and keep the public informed as the phases went through.

But also, we created those phases late in the game...
too. Had we had an idea at the beginning of the
different phases and what our time line would look
like -- and of course, that's inevitable because we
didn't have the data. It's really difficult to plan when
you don't know what the future holds, right? Or what the
time line is actually going to be.

So I mean, we were working with the information we
had. But had we had a clear idea of what the year would
look like, then we would be able to engage media
accordingly to say, okay, we're in phase one; we're
educating folks; phase two is we're doing these public
hearings; phase three we're actually drawing lines, we
need you to tell us if we're doing it right or not. I
think if the next commission sticks to a time line that
is indicative of the work that we're going to do, then
that's going to make it easier for them to pitch and get
the media involved from the beginning.

COMMISSIONER ANDERSON: Okay. Thank you, Fredy --

Director Ceja.

COMMISSIONER KENNEDY: Anyone else?

Director Kaplan?

DIRECTOR KAPLAN: This is also for Fredy. I think
you kind of touched on this right at the end. But I
think there was some technology that I think by 2030
probably will be further developed that I think could
further allow comms to be focused more on comms versus
some of the other, like, website posting and
agenda-related stuff. I think Fredy might be able to
elaborate on that a little bit more. But kind of
encouraging. Hopefully there is, you know, better
technology by then. But I think that also would've
allowed comms to expand effort and not -- and reduce some
of the time that they spent on website or agenda-related
items also.

COMMISSIONER KENNEDY: Thank you for that.

Commissioner Fornaciari?

COMMISSIONER FORNACIARI: Yeah. I think that Fredy
bringing it -- Director Ceja bringing up the agenda
thing. Yeah. I -- now I'm remembering all that stuff.
It was a challenge getting the process figured out. So I
think one of the things we want to capture is the process
that we wound up with for setting the agenda. I think it
became much more effective.

You know, we did go through the exercise of, you
know, looking at one of these automated agenda-building
systems. And ultimately, you know, decided it wasn't the
right thing for the Commission. But maybe that's
something we ought to try to remind ourselves 2029 sort
of time frame to look at and see if that -- you know, if
there's better options out there.
COMMISSIONER KENNEDY: All right. Thank you for that.

Commissioner Sinay?

COMMISSIONER SINAY: And I know I'm sounding like a broken record. But I want to share this a couple of times in the different areas. But the reason that making sure that the website has an area where reports and -- you know, reports, policies, motions, et cetera are all in is that 2010 actually left us a lot of things. And they left us a lot of templates, just like we're hoping to leave behind for others. But it was in a Google Doc that they lost -- you know, they were -- they no longer had access to. And when we asked staff, staff said they didn't know what it was -- what I -- what we were asking for. And this is earlier staff that should have.

So that's why it's so important to have a website that does have all that, very organized. I know it's all in there. But it's in different places. So not only we as commissioners can find it, and staff can find it, but also for the future 2030 so they can look at, oh, this is how they did that or whatever. So a lot of things were created for us. We just were never able to access it, so -- and I realize that web technology changes and all that, but since we're committed to ensuring that the web is -- that we update the technology as we move forward to
2030 -- I would encourage us to put as much there as possible.

Also there is -- what I did like about the 2010 website -- and I know we're somewhere different, but -- that we talked about website already -- but it is communication. The 2010 website talked about the whole process of how Commissioners were selected and such, and then they talked about the 2020 process. And that's where their website ended. I kind of feel like that part of the 2020 website should be moved over to our website along with the website that Shape California had created that is now -- that Commissioner Kennedy was able to share with us, but you can't find it when you search for it. And so it should be -- instead of being archived, it should be in our website so that folks -- so that the whole 2020 process is all together. And that way -- yeah. 2030 can start -- just so that -- anyway. Thank you.

COMMISSIONER KENNEDY: Thank you, Commissioner Sinay. Commissioner Andersen?

COMMISSIONER ANDERSEN: Yeah. Thanks for bringing that up about the website. And actually, I really appreciate Commissioner Ceja mentioning that how much time he ended up spending on the website, but really that wasn't what he needed to do. And so I always wanted
to -- look, we need a whole technology group that's doing all these things. That's what I was talking about. We need a website -- dedicated website people, who -- and it doesn't mean, like, oh, they're preparing computer work -- they're updating it. They're bringing information in. Think of all the things we have to add to the website and modify the website. We had a devil of a -- lot of time because Martin came in in August. How many months were we, like, boy, we really needed to improve the website. We had different subcommittees. That is crucial. And I know it's been like, well, that's not outreach -- that's not mapping. We can't function without it. We need a dedicated website, technology, because wait until we start talking about data management.

How much time was -- there's the website, but then there's all the public comment. And those are two separate sort of items. In terms of, like, Martin was saying, boy, the things I could've done, could've modified and rearranged. Not if he's spending day-in-day-out in the public comment end, which is also crucial. So we need a whole team to be working on that. And then, the communications would've opened up. Yes, they all really need to work together, but the communications could've really focused on how do we get our message out.
How do we get ourselves out? It's almost like the website is -- when people want to look in, what do we look like? And that we need to have a whole group about. So thank you for bringing that up. And I meant to get back to it, but I got distracted. Thank you very much. Make that a strong recommendation.

COMMISSIONER KENNEDY: Thank you, Commissioner Andersen. Fredy?

DIRECTOR CEJA: Yeah. So data management did become a big issue for us and that's why Martin stepped in and he had to focus on that specifically. It was a -- it was a whole multitude of things. It was public comment, public input, any form of communication that we got, agenda items that we needed to post. And when we were getting information or emails, we needed to save the PDF, take out people's personal information, turn it back into a PDF, upload it, and then archive it somehow so that we knew what we were getting. So that entire process was very labor-intensive. And then we got smart and we got the Airtable and we started automating the way people sent us information so that way we took away the whole middle person. And people were just submitting directly to the website, and it was captured in the Airtable. I just wanted to add that for that.

I do have the communications duties sheet, so I'm
going to share my screen. Give you a breakdown of what
our team was doing. So in theory, when everything was
working fine, as far as media relations, my job was to
talk to editorial boards. We actually didn't end up
doing that until after summer, so we got a late start on
that.

One-on-one meetings with media, that was continuous.
I was reaching out and doing cold calls and saying, hey,
do you want to cover this, do you want to cover that?
Op-eds as needed. We didn't do op-eds until late in the
game, too. That's something that we could've done early
on. And we tried just doing the whole -- doing the
editorials that covered the commissioners and who they
were at the beginning, but that didn't get much traction,
especially with the daily papers. I think we had a game
plan to start pitching them to local papers so they can
get the, hey, we have a local commissioner who's serving
on the board or on the Commission, and that didn't get
much traction. Some of the daily papers had already
written about their commissioners.

Media alerts and releases, we were doing that once a
week or at least intended to when we had something to
shoot out. Press conferences as needed. That was my
responsibility. We didn't do that at the beginning
because, again, we didn't have much to say. We did put
out press releases when major things happened -- like us
getting the announcement from the U.S. Census Bureau that
the data would be late -- once we started doing the input
meetings and everything after that.

    Television, we were hoping to do twice a month. I
think we -- I haven't looked at our actual final report,
but I'm sure we did twice a month on TV at least. Print
media, at least twice a month. We definitely did that.
Radio, three times a month. We didn't have a strong
response from radio until we started doing the adds,
because part of the ad buys was that they would get free
interviews, so we did start sprinkling some free unpaid
interviews along with those radio advertisements.

    As far as the website -- our updates -- you know
what, I don't think I actually updated this when Martin
joined, but Martin would've taken over the website
updates that would be done daily. Content sliders on the
first page, we did that as needed. So when we went into
the different phases or we had something new, we would
change the slider that was on the main page to get
people's attention and get them to click on that. That
would've been Martin.

    The events calendar, this became the meetings page.
We wanted to have an events calendar, but I don't think
we ever got around to creating an actual calendar that
had, like, the different dates on the website. Social media was all Cecilia. So Facebook, we were doing at least three times a day posting. At least twice a day for Twitter. Instagram was three times a week because that was a little slower. YouTube was as needed, and of course, at the beginning, we did have those individual videos from the commissioners, so that was cool, and we were pushing those out on social media. LinkedIn, we started doing daily for that. And Cecilia actually started that account -- we didn't have it before.

Social media ads, that came in super late. Cecilia was coordinating that with our advertising team that did social media advice. And at the beginning -- I know I haven't talked about the advertisers -- it was pretty slow, so we were not getting the traction that we wanted. And I think that had to do with the messaging that we had. When we initially signed the contract, we were in the input meeting phase, so a lot of the ads were saying, hey, we're going to have input meetings, we need your input. And then, halfway through the campaign I told them, you know what, this is not working. So we changed the messaging to, you're going to lose a Congressional seat, and that sort of sparked a little bit of attention from folks and got them to click through and start visiting our website and stuff.
Eblasting we were doing at least once a month for the newsletter. We were sending out our newsletter, which was very well received, pretty much summarizing what we had done and giving people an update on what was going on with the Commission and our time line. I thought that was super helpful. The announcements that eblast themselves, we were sending those out as needed. And of course, as I reported out, every time we had a meeting, the click-through rate was about twenty percent, which was exceptional.

Videos, at the beginning we did do a few videos. We had a contractor, Joey, was doing educational videos at least once a week, and we reshared those. One of those videos -- I think it was, "Why is it important to participate?" -- we actually end up tying into the advertisements for social media, and I got a lot of clicks. I think I got over 10,000 views, which was amazing. U.S. mail, letters, we didn't get to do mailers. From what I know, we did do the paper COI tool, but we sent those to specific jails and places around California.

Internal communications, so we were doing the morning media report -- Cecilia was doing that -- just letting commissioners know what was happening with the entire redistricting landscape and then stories -- of
course, I mentioned us here in California. And then she would send out an end-of-the-week media report, just capturing all the stories, which ones were attributed to the Commission, which ones were attributed to California Redistricting.

Communications training was pretty much done at the beginning, but I think we fortified that with the talking points that we kept updating and sending out so that we were all talking on the same page. All staff communications, we were sending those out when we were having some legal matters with personnel so that our staff knew what was going on and that they wouldn't be talking to the press or anyone else externally.

Crisis communication, we dealt with that as it came. And then updating media list, as needed. Yes, we did need to do that more often, and we actually got assistance at the end to update those media lists. So that was helpful. But getting help at the beginning, I think, would've been helpful for this whole process.

And then external communications, the social media toolkit, like we said, we sent that out to the staff, sort of like an official, and they were sharing those, as well as our nonprofit partners. And we were doing that once a week at the beginning of the week. Can I stop sharing now?

DIRECTOR CEJA: I can't see anyway. And that was in, I think --

COMMISSIONER KENNEDY: Commissioners -- yeah. Go ahead.

DIRECTOR CEJA: I'm sorry. I think that was included in the final report.

COMMISSIONER KENNEDY: That document?

DIRECTOR CEJA: Yeah.

COMMISSIONER KENNEDY: Okay. Perfect. Perfect. Thank you for that. Commissioner Sinay?

COMMISSIONER SINAY: I think what -- I mean, we know this already, but for recommendation for the report, I'm trying to stick to what you kept saying -- strengths, weaknesses, recommendations, innovations. Communications is one area that you need to be as innovative as possible. And we were, but I think sometimes we were prohibited from being as innovative as we would like to be because of budgetary constraints or bureaucratic constraints. So I don't know if at times it would've been better to -- instead of having staff on that are part of the Commission, if it would've been -- would we have been able to be more flexible quickly and use money differently if we would've contracted with someone to do
this work? Not that I would've -- so let's say, Fredy, instead of applying to us as a staff person, Fredy would've applied to be the contractor to do this work. Would Fredy have had more flexibility outside the system versus within the system -- is kind of a question, but just trying to think of innovation.

But the recommendation for 2030 is you've got to have the -- use the best technology you can for communication. And for us that was a robust website and robust social media. I don't think Google was the best way for us to do email and such. But thinking that you need that -- use the best technology -- make sure everybody's got training -- because we never really got training -- we still get one-on-one trainings -- but that we all get training on the best tools and that we implement the best tools for technology. I mean, technology's only as good as the people who know how to use it and use it. But we really -- in thinking about any recommendations we have for a budget for 2030 -- this piece I think, needs to get special attention, because external communications and internal communications and also keeping everything for the future.

So Director Ceja, if you have a thought on would life have been easier as a contractor versus an employee, that would be helpful.
DIRECTOR CEJA: Yeah. I can respond to that. I don't think being a contractor would make a big difference. If anything, it would just create more roadblocks, because you're not seeing the day-to-day, and not being able to respond immediately to things. When you're internal, you catch on -- with internal conversations and internal meetings -- how things are shaping up, and then you can send out a message accordingly.

But then, going back, I think, when you started, you did have a contractor on board right before you had a communications director. And I got the feeling that that did not work out too well for the Commission. Maybe having a PR team in addition to the communications director would be great, but I think you still need a communications person to manage the internal and external communications for the Commission.

I had something else that I forgot -- oh, yeah. So when we -- when the money landed on our lap to do advertising we quickly had to come up with a process -- selection process and scoring of the applications, and then awarding those contracts and monitoring the contracts and making sure that some of them are still getting paid. So making sure that that closes -- that that process is closed before I depart. But having
that -- like I said, at the forefront of the process would've been nice too, if we knew that we were not a grant-making authority -- to know that at the beginning, we could've kickstarted all these advertising campaigns early on. And maybe engaging folks through social media would've been easier to get them looped in to what we were doing early on. And maybe 2030 can take advantage of that if, again, they are not allowed to be a grant-making authority so that they can get these advertising contracts in place early on in the process.

COMMISSIONER KENNEDY: That's very helpful. Thank you. Commissioner Fernandez?

COMMISSIONER FERNANDEZ: So what I heard from that is that the budget should be increased for that purpose. Right? Okay. Thank you.

DIRECTOR CEJA: And one thing I --

COMMISSIONER KENNEDY: I always use -- go ahead.

DIRECTOR CEJA: One thing I forgot to mention is that -- one thing to highlight too is that we gave those contracts to small businesses in California, which was awesome. Some of them LGBT, some of them women-led, people of color organizations. So that was pretty cool that we were able to do that.

COMMISSIONER KENNEDY: Great. Thank you for that. And we have the -- we have the survey results and really
appreciated Marcy's work in putting together the presentation that helped us understand that. I would say that one recommendation for 2030 might be to find a way to do -- or maybe even we could do in 2029 -- a baseline survey to get an idea of the baseline level of understanding of redistricting, and then having that as something to measure against at the end of the process. And seeing how much the 2030 Commission is able to move the needle as far as the level of understanding of redistricting and the importance of participating in the process and participating early.

I mean, I know I certainly felt that there were a lot of people at the end who probably understood the importance of participating, but didn't fully appreciate the importance of participating earlier in the process. And we'll talk more about this tomorrow when we get to mapping, but my sense is that -- I mean, we all learned that the later you are in the process, the more difficult it is to make major changes because major changes take time. And when you're slamming up against a deadline that is as hard as the deadline that we had, it just becomes essentially prohibitive to even try to make major changes late in the process. So getting everybody engaged as early as possible in the process is certainly important. And yeah, I think we benefited from the
expertise that we had -- Fredy and his team, Marcy and her team did an amazing job. Commissioner Andersen?

COMMISSIONER ANDERSEN: Thank you, Commissioner Kennedy. One thing I got out of that definitely is going back in our admin. We definitely need, like, contracting staff, because when you have the contract -- we're talking about doing more contracting -- the head staff or commissioners can't then spend their time trying to do a contract. And as you said, the selection process -- how do you screen it -- I know Commissioner Sadhwani and I were like, whoa, whoa, whoa, how we rated and ranked -- that all needs to be done and it takes quite a bit of time. And remember we have -- we looked at our org chart -- in terms of how many people -- Raul knew, thank God, little bits about everything -- but it was one person, and you can't have that. It becomes a bottleneck. So we need contracting staff. And I also heard -- and it's not just right at the beginning, because little things come up. If we're going to do -- we should say that if they plan to use contracts for things, they have to have contracting staff.

And the other is, technology training, which Commissioner Sinay mentioned, and I remember Commissioner Turner said earlier -- not everybody is so up-to-date on how to do all the different things. And what I mean by
that is, if we're using whatever media -- are they doing Outlook; are they doing Google -- all the commissioners need to be trained on this is what the CRC is going to use, and these are all the different factors in it. Because as you said, not everyone knew how to do all those things. And that goes all the way through -- the mapping software, any and all software we plan on using, or everyone's referring to, to make things quicker. As technology evolves we should have a quick, like, -- making sure that all the commissioners and staff are very familiar with everything we have and plan on using. So that's a little bit in the training stuff -- I'd do a little technology training. Or even if it's just, hey, these are refresher courses -- look all these things up but have it in one place so everyone can find that.

COMMISSIONER KENNEDY: Great. Thank you.

Commissioner Yee?

COMMISSIONER YEE: Thank you, Commissioner Kennedy. Yeah. The contracting maybe it's something we should actually revisit when we get to next Thursday, the cost-cutting issues. But just to mention, I recently had some correspondence with Raul and he mentions that in the end we cut thirty-seven different contracts for over ten million dollars' worth of business services. So a lot did go on, and I'm going to work with him to see if we
can get a list of all those contracts into this Lessons Learned document to help us remember and review and we have some record of what it took to do all this. So just wanted to mention that.

COMMISSIONER KENNEDY: Yeah. And following up on that -- I had spoken with Raul a while back to say that as part of the Gantt chart that will be part of the final Lessons Learned report, we do want to include time lines on all of those contracts so that 2030 Commission, as well as the legislature and the public, can see exactly how long each contract took from the first steps until contracts were awarded and work could start. Because I think that is an important element in understanding the overall time line of this process, and particularly, as we keep saying, if 2030 Commission is going to have a shorter time line than we had, there needs to be a much clearer understanding of the hurdles that they're going to face in hopes that maybe they can find ways to leap those hurdles more skillfully than we did. Commissioner Fernandez?

COMMISSIONER FERNANDEZ: Yes. Thank you for that. And then definitely need to differentiate between the different types of contracts, because you have requests for proposals, you have multiple awards schedules. So definitely attach different time frames to each. And I
would like to say that in ten years it will be different, but I've worked for the State too long to say that. So I think whatever we come up with in the next six months might still be, unfortunately, applicable in ten years.

Eight years.

COMMISSIONER KENNEDY: Great. Thank you for that. Director Hernandez, are you with us? I wanted to ask -- contracting seems, at least to a certain extent, to be something that is -- or needs to be -- very much frontloaded -- bye Fredy -- frontloaded in the time line and so is that something that from your perspective is something that a future commission would need more staff for? Or is there some way of putting in place surge capacity early on that either doesn't stay with the Commission or transitions to other roles. Although, I think it might be difficult to transition someone if they're a contract specialist to find some other way to engage them in the -- in supporting the Commission. But just because contracting, we've said, needs to be so frontloaded in the process, is it a staff function? Is it a function that could be carried out with staff on loan -- short-term loan from other state bodies? I just want to get your thoughts on that.

EXECUTIVE DIRECTOR HERNANDEZ: Sure. No, that's a very good question, and I think -- the couple things that
come to mind -- one, this Commission does not operate
wholeheartedly as other departments do. It's very unique
in what it does and how it does it and the time frames in
which it does it as well. Most other departments have a
lot more lead time to get contracts into place. We're
talking more than just two months. We're talking six
months in some instances.

And when Marcy and I were looking at the grants, we
talked to a number of different agencies that had similar
type programs where they either issued contracts or
grants, and the shortest time frame that they shared with
us at the time was six months. But it was, in most
cases, up to a year. So in that sense, we are -- we have
to move very fast. Can you get someone from a different
department on loan to do what we do? They would know the
ins and outs, but I don't know if they would be -- we
don't have the infrastructure -- let's put it that way --
to process the contracts through the entirety of the
state process. We can do things quickly on our end, but
it still has to go through the Department of General
Services for them to review. They have the Office of
Legal Services. In some cases, they have to review it as
well. And so that's the piece that usually takes a lot
more time that -- I don't think that will change, as
Commissioner Fernandez said, in the next eight years. So
that process won't change.

Having somebody on loan -- there's advantages of
having someone on loan. They know the process. They can
work with some of that information and get things -- know
what to expect and what not to expect. But at the same
time, because this Commission is so unique -- if you have
somebody who's ingrained in the process of how to do
things, you may find that they're too ingrained in that
way of doing things -- that they're not flexible enough
to adjust to this Commission's way of doing things and
the time frames in which they do them.

So in that sense I think having more people to focus
on contracts would be ideal, absolutely. I think we need
to have at least a couple of people just focusing on the
contracts piece. And I think I mentioned it the other
day, in hindsight can we -- or should we have had more
people to handle all these things? I think we should
have, could have -- but at the same time we didn't know
all these different pieces. My sense is that, though we
had some knowledge, we didn't have a true floorplan of
what we had to do and what we were doing.

And a couple of things that really changed
everything -- obviously the pandemic, that changed the
time frames in which we were doing things. When I first
started, I worked with the executive director and planned
out an entire year through the end of the maps of activities and what needed to happen in support of those different activities. That time line kept changing as the census data got delayed and so forth. But those activities that were being planned needed some support, contracting -- certain things in place that required the contracts. And so having that full-on map of everything that needed to happen is very helpful. And if you had a staff that focused just on the contracts, they can start working on the different contracts earlier in the process to get those in place.

The challenges are going to be the timing for the next Commission. If this Commission is unable to implement some of the discussions that we've had today and this week about fully functional -- back to that terminology -- they will have a lot of challenges in that effort to try to get everything in place in that short time frame. I think in many ways, we were really fortunate that we had a little bit longer time frame, but had we not, would we have been able to do as much as we did? I don't think so. The next Commission may not have that time frame -- the luxury of time. So a lot of things would need to be in place for them to be efficient and effective in doing as much as this Commission has done.
COMMISSIONER KENNEDY: Right. Yeah. Thank you for that. That is the purpose of this discussion -- is to see what we can do to make that possible. Okay. At this point, I'm going to hand it back over to the Chair to take us to lunch, and then we will be back after lunch and Commissioner Yee will lead the discussion on outreach. Thank you.

VICE CHAIR FORNACIARI: Thanks, everyone. Yeah. Let's just make it a round number. 1:45. Return at 1:45. See you all then.

(Whereupon, a recess was held from 12:37 p.m. to 1:45 p.m.)

VICE CHAIR FORNACIARI: Welcome back from lunch. And we will begin again with our Lessons Learned. Is it Commissioner Yee at this point?

COMMISSIONER YEE: Yes.

VICE CHAIR FORNACIARI: Okay. Very good. Thank you.

COMMISSIONER YEE: Thank you, Chair. Commissioner Kennedy and I did meet briefly during lunch -- making plans. We commented to each other just how pleased we are with how this process is going. The great range and quantity of everybody's comments. Just to let you know we will be working together to try to summarize everyone's comments, get them into some kind of draft
document later this month. May have something to show you by the 30th, which is something drafty -- to show you by the 30th, which is going to be our next business meeting after this set of meetings. And just depending on how happy people are with how it's looking when it's really mostly complete -- just needs to be fleshed out and edited and formatted and all that -- or whether it looks like we actually need further discussion on some points, we'll just take it from there and see where we go.

So this particular session, we are going to focus on outreach. And just reminding ourselves in our statutory requirements, we were told we shall establish and implement an open hearing process for public input, and that that would be promoted through a thorough outreach program to solicit broad public participation. And I know I felt certainly we did that. We just did full and good and wide-ranging and prolonged -- a series of efforts to solicit public input, lots of different modalities and received tens of thousands of input items.

So comments on any of that? So in the prompt you see connections to the census folks. We've already mentioned some of that. We wish we'd done more of that earlier. Connections to any other redistricting efforts. The online tools that we and the statewide database
pioneered. The Draw My California Community, then Draw My California District tools. Paper tool, translation, interpretation in our outreach. Our outreach to incarcerated individuals. The zone approach. You remember the zone map actually took us quite a while to put together and then dividing ourselves up by zones. That all worked out. The whole summer of zone public comment meetings. Remember all those? And took us a while to kind of figure out how to time those and how much -- how many hours to give to them and how not to have too much downtime. We had quite a bit of downtime early on given over to campfire chats -- remember? Activities. Memories around the state. Comments about outreach and input we got from the larger community-based organizations at different stages and how that went.

Anything else? I know we had a lot of concern at the beginning about public input, especially online -- whether we needed to validate it, whether we might have bogus inputs from out of state or -- what would we do about duplicate inputs, all that stuff. And in the end, we didn't do -- I don't think we did validation very much in that regard, and it didn't become a problem. So any thoughts on that. So we have it wide open this afternoon. It's all about outreach. We're thinking this'll be the last topic for today. If we do end
earlyish in our discussion, we'll take a longer break before the 4 o'clock public comments. But we'll end today with outreach. Okay. Your thoughts? Commissioner Fernandez?

COMMISSIONER FERNANDEZ: I'll start it off. Thank you. Yeah. Definitely coordinate with -- better coordination with Census, and I think that will be incumbent upon our Commission to do that because by the time the 2020 Commission was up and running, Census was kind of done with their census count, so I think that's something that we have accounted for in terms of on our long-term plan, so that's good.

And I'll say it again, hire the outreach staff. And when I say outreach staff, I mean, like, all of them. Not just your director and your manager and your supervisor and your leads. I'm like, hire all of them as soon as possible. And one piece that I really wish we would've had time to do -- and I think our outreach staff, if you do hire them early enough -- is to do more coordination with the local redistricting efforts. And what I mean by that is try to -- like, economies of scale -- try to do some similar advertising and similar outreach efforts. Do as much as you can to try to coordinate and as well as educate at the same time to all Californians.
And I think, in my opinion, the online tools were good. And I know you've got a whole list of things, and I don't think there's anything else. Access centers, again, that's not ours. That's the statewide database did the access centers. I would like to hear from them, but I doubt that they were heavily used. And I really don't know how effective they are. And by the time they were actually set up it was kind of late in the game a little bit. So it wasn't our funding, but maybe whatever funding they had for that maybe could be transferred over to the Commission, and we can use it for education or outreach or something else. But I really don't know how well that was taken. Although, I will say that I went in to the access center and Sarah (ph.) -- I'll do a little shout out to Sarah again. She was absolutely -- Sarah Lee (ph.), as I remember -- did a great job. Actually, all of -- I will say, all the statewide database -- I mean, hats off to all of you guys. So responsive. I know I'm not there yet. That's the next piece of it, but I was there.

And everything else -- instead of number of meetings, time flows, all that -- I do think our initial public input sessions that we had -- I think, looking back now, because we didn't really receive as much input as we were hoping, and I don't know if that was part of
our education or outreach efforts as a result of that --
but I would definitely reconsider maybe having shorter
public input meetings and fewer, potentially. And I
don't necessarily think it needs to be by zone. I think
it can be statewide. I don't think there's a benefit of
doing it by zone. But anyway. So I think I'm just going
to stop now. Thanks.

COMMISSIONER YEE: Thanks Alicia -- Commissioner
Fernandez. Yeah. We made that distinction of public
comment before the maps and then public input after the
draft maps. And we'd been told and we -- our actual
experience was that, indeed, it's not until the draft
maps come out that people really start focusing and
commenting. So yeah. A much lighter turn out before
that. Commissioner Fornaciari?

VICE CHAIR FORNACIARI: I think part of it is we had
the luxury of time that the next Commission won't, so we
were able to spend an entire summer, basically, with
public input meetings, which the next Commission won't.
Yeah. I agree. I think if we can have a sooner and more
coordinated outreach effort with the census, then I
think -- hopefully then their input sessions will be more
effective. I will comment -- I think in some ways the
input we got in our public input sessions was purer, if
you will. Once we started poking politicians, then we
woke the dragon. And then in some cases it was kind of clear what was happening. In other cases maybe not so much.

As far as validating the public input for provenance, we did take a look at that. We did have the team take a look at it, and there just didn't seem to be anything that indicated anything at all that was suspicious about the data coming in, so we didn't really go super deep into it. But it didn't look suspicious at all. So I mean, for me, kind of this topic that -- we've already touched on it a bit -- is kind of a collision between Lessons Learned and what we're going to do down the road, right? How we're going to engage in outreach down the road.

And I don't know -- it's not clear to me how we're going to make decisions about that. And it's not even clear to me that we can at this point make decisions about that, because it's six years down the road at least before we would even consider starting on that. I think we have at least some notional budget in place for us to begin to do that, and maybe that's something we wait and really figure out what we're going to do when it gets closer.

COMMISSIONER YEE: Thank you, Commissioner Fornaciari. Yeah. I mean, it'll be a lot of anticipated
issues with Zoom, with the public comments, public input that we ended up not having a problem with. Censoring, Zoom bombing, inappropriate backgrounds -- things like that, thankfully, were not a problem. Commissioner Kennedy?

COMMISSIONER KENNEDY: Thank you, Commissioner Yee. Two things. One is I had started putting together county profiles for the two counties in zone I. I never fully completed those. I think I passed them to outreach. I don't know if outreach completed them, but I'd be interested in hearing Marcy's thoughts on the idea of handing over fifty-eight county profiles, each one as complete as possible, to the 2030 Commission. And also, the -- find it useful for Marcy to go over with us, because we keep saying, census, but my understanding of the setup is we're actually talking about the California Complete Count Office rather than the U.S. Census Bureau. So Marcy can review for us the distinction between Census and California Complete Count. I think that'll be helpful for us as well as any members of the public who are listening. Thank you.

COMMISSIONER YEE: Yeah. Director Kaplan, that would be very useful. And even just as this idea of coordinating with the census. Realistically, how would that look? How would you really pull that off in a way
that was actually effective and actually benefited both
the census and the Redistricting Commission. You want to
comment on that now, or you want to -- yeah. Please.

DIRECTOR KAPLAN: Yeah. So I just -- I can give a
little bit of context. So there's the U.S. Census Bureau
that manages the actual enumeration. They do have
outreach efforts. There was, I think, some nominal
funding, maybe for entities to do outreach. They do
have, like, swag, and they provide a lot of assistance in
terms of they ended up doing access -- like, kind of like
an access center where people could -- mobile stations
where folks could come and do -- fill out the census on
the spot.

But the California Complete Count Office was through
the governor's office -- an initiative of about over 187
million -- that was a targeted effort -- a public
awareness campaign around the census. It was really
targeted at California's hardest to count and so the
office developed a hard-to-count index that was over,
like, seventeen indicators of what makes a community hard
to count and particular census tracks were targeted,
particularly for outreach funding was all data-driven.
Funding was distributed across the state through regional
organizations, through statewide organizations, through
schools, universities, and counties also. And so funding
was distributed based on the hard-to-count index. And then, like, the state was split up into -- I don't remember -- ten regions that there were regional ACBOs -- a lot of who you had been in touch with who then regranted locally to entities as well.

So I think -- I don't know what the investment's going to be like in the next ten years. This was much larger than what had been funded in 2010 and in 2000 also for statewide efforts. So I think that you have this time in between to have those conversations to identify opportunities, to integrate. But I think it's going to be conversations on how, if they are distributing funds that are targeted for census outreach -- if there's ways to tack on education.

Redistricting was definitely incorporated in the education around census, so I think that there are opportunities to strengthen that as well. But I think that there's various efforts across the state to continue to leverage those networks. I know the COVID outreach campaign is leveraging what census did. There's other census legacies out of U.C. Riverside to really leverage these tables that were established and networks that were established. And I know that that's what we tried to tap into as much as possible with outreach -- a lot of that infrastructure that was there. But even just talking
with some of the county redistricting commissions, they also noted even at the county level the census effort stopped and then they had to rebuild again for redistricting. So I think even at the local level really seeing how do we tie that together more so -- especially for staff that are on short term for the census -- ways to leverage them to continue for redistricting. Is that helpful for that context?

COMMISSIONER YEE: That is. I mean, just thinking very concretely, we need to hang onto some of those staff. That would mean the Commission would have to really work very quickly to get its outreach staff and contacting capacity up and running so it could actually hold on to some of the staff. If the Commission wanted to get its material into the outreach materials for the census -- I mean, after you get counted, here's where you send in your redistricting ideas. That's a lot of way ahead of time planning and capacity that the Commission would not even have been formed yet. So yeah. It seems like quite a challenge.

DIRECTOR KAPLAN: I think there's opportunity while you all are still seated in these interim years because -- I mean, just looking at the recommendations of what the 2020 census office really -- recommending the early start in developing that effort, I don't know how
that's going to go, but I think I had shared with the
long-term planning subcommittee just the time line for
the 2020 census office and when they started, and it was
a few years before. So I think that there would
hopefully be opportunities for that collaboration to see
what is possible.

COMMISSIONER YEE: By us, though, not by 2030, yeah.
Okay. Thank you. Commissioners Akutagawa and then
Sinay.

COMMISSIONER AKUTAGAWA: Yeah. Thanks for that,
Marcy. So I want to just build on some of what you just
said. So just on that last point, we did account for
some funding estimates in the BCP so that that could be
taken into account. That is definitely one of the, I
think, things that we had heard in the initial kind of
conversations about thinking about long-term
activities -- just broadly speaking, some kind of
coordination with Census.

And in hearing what Marcy was talking about -- and I
think we mentioned this earlier -- finding some way in
which maybe there could be some shared economies of
scale, whether it's on staff doing some more coordinated
education and outreach while the census is also going on
and how that works out, I guess that's to be seen. But I
think that that would be really helpful because I
think -- I just want to just really uplift that again
that when we started with the zone outreach we started
with the list of the census ACBOs and some of the
census -- the regional census contacts. And it was a
rush by the time we got that list because a lot of them
were starting to leave. And I mean, they were just kind
of like, okay, I'm on to the next thing.

And so it was -- it was helpful in the sense that --
I know for me the people that I talked to, they were
helpful in terms of identifying who we should be reaching
out to, but I think -- again, looking at -- we're the
second Commission, and I think with each iteration we can
start to think about how do we make it more seamless,
more integrated, more efficient. And I think -- I'm not
sure if it has to be -- the 2030 has to start earlier or
whether or not we just continue to reengage, especially
as it gets closer to 2030 to help maintain some of that
continuity in terms of working with the census folks to
be able to do some of the institutionalizing work that
may be helpful in creating that kind of seamlessness that
may be needed from one Commission to the other so that
then we don't have to, in a sense, resurrect or just kind
of like recreate the wheel.

I mean, it was kind of like we're recreating the
wheel because Census is done and then here comes along
the next Commission, and we're just having to go back to
everybody and try to engage. And people were kind of
like off on to the next thing. But I think if we could
create more of this integrated continuous seamless
process where, okay, you're going to be finishing up
census, but now we're going to go on to redistricting.
That kind of, like, mindset shift may be a little
bit easier than, okay, shut down Census and okay, a few
months later here comes redistricting, now you got to
start it back up. I think that that's maybe a little bit
tougher, but if we could create that integration into the
kind of the process that maybe working with either the
California Census or something might make things a little
bit easier for everybody.

I want to just comment also on COI testimony -- I
guess, I think it was Commissioner Fernandez that said
this, like, maybe working with some of the local
redistricting efforts. One of the things that I found --
and I don't know what's the best way to do this, but -- I
think, one, asking for COI testimony gets kind of
confusing for some people because the local redistricting
is asking for COI testimony. We're asking for COI
testimony. I think if there's some way in which maybe we
can coordinate COI testimony, either by county or city or
something and share COI testimony, that may be a better
way of ensuring that if we don't get it one way, then
we'll get it another way. I know I went and looked at
some of the local redistricting efforts to see what kind
of COI testimony that they got. And in some places there
was better COI testimony because of the people who were
testifying or providing COI testimony was very specific
to the local areas. But I think it would've been helpful
for even us to have seen or read through that. So if
there's some way to share and coordinate that kind of COI
testimony, that would be helpful.

I just want just reinforce and re-uplift the input
that we got around translation and interpretation. I
think that that was really helpful. I also want to just
note that we ran into some of the challenges with the
community-based organizations because of the grants and
the contracts and other things like that, but we heard
from the very get-go from a lot of the CBOs when we
brought in panelists about the importance of trusted
messengers and that is so, so true, I think, in these
outreach efforts.

And it there's some way in which there can be --
either because of our starting the work earlier where we
can establish something -- maybe this is part -- I think
this was one of the legislative recommendations of making
it easier for us to be able to grant or give contracts to
even the CBOs so that they can do this work. Because they can reach out to some of those hard-to-reach communities, both from an interpretation and translation perspective, but also from an outreach perspective as well, too, so then it's less work for us to have to figure out and worry about. And it's going to be done in a way that is also -- with the efforts of people who know the communities.

The other -- sorry, I started writing down all kinds of notes when we were talking. Okay. Okay. I think the zones did work. Personally, for me I -- I mean, if anything -- and it doesn't have to be the zones. I think what it just did is it prevented people from cross-purposes. Like, in our efforts, because we want to be helpful, we might've ended up doing something here and something there. It just made sure that at the very least there was some effort to ensure that all of California was going to be covered. So I think that that was -- I think that that was -- there was a -- there was a value to that. And whether or not it's the zones like we did or something else -- I mean, it could be whatever could be done -- I don't know, whatever's later.

I just want to also mention something about public comment by zone. I know that that was one of the prompts. Honestly, I don't know if that was super
effective, because we got people calling in from all over
the place. Because we said, you don't have to be from
that zone to call in. So I don't know if it was
necessarily necessary to do it by zone in terms of the
public comments that we took or the COI testimony
meetings that we did. Although it did focus people. I'm
not sure if that was super effective. Also, where it
became maybe a little bit problematic is that some of the
appointments got taken up by people who were not quite
from those zones. So is it allowable? Is it legally
allowable to prioritize appointments for people from that
zone, if that's what we're going to do. Or is it just --
if it's a free-for-all we should just say that it's a
free-for-all, and people can just call in whenever they
have the time. I think that that was another thing
that -- that had happened.

I think there was a request yesterday in the public
comment from Pauna (ph.) about allowing group
presentations for any kind of testimony from community
members. I wanted to just reinforce that as well too. I
think, as I said, it can be very intimidating. And I
think if you know that you are doing so with a group of
other people, you could support each other, encourage
each other. And it will allow people from different
backgrounds, and, I'll just say, language abilities, and
other diversities, in terms of their abilities too, to be
able to participate in this process.

Last thing I just want to say, I didn't -- I tried
to make the appointment at the census access centers. I
had to cancel a couple times because of my -- a couple
other things. But I did want to note -- and I know
that's part of the data management and the mapping, but
they did use the access center folks for the QGIS
support. So I just want to give a shout out to them,
because they played multiple roles and they were very
helpful. I think that's it. Thank you.

COMMISSIONER YEE: Okay, Commissioner Akutagawa.
Yeah. I know the -- the input by zones, of course in
2030 they are likely to have hybrid of the common
meanings, (indiscernible). May change the whole nature
of the beast. And yeah. They'll see what -- what they
can do with that. Commissioner Sinay?

COMMISSIONER SINAY: I'm going to start -- I think
there's a lot in this category -- in this section. So
when we're talking about census, as Marcy said, there
are -- there is the California complete count and there
is the census. And I'm not sure where we -- when we've
been about accuracy, I can't remember if we put in there
advocacy to the national census. And that -- this would
be a follow-up topic, but we need the census -- well,
there's a lot of different advocacy after yesterday's news. But really this idea of making sure we have the right options for people to identify themselves.

In San Diego, a real challenge is there isn't a way for Middle Easterners to be able to identify themselves. And then -- and when people can't identify, they usually will check white. And there's a lot of -- so I can't remember -- I think it -- we put it somewhere, but I think it's going to be important for redistricting commissions to have a voice. I know a lot of other -- others are leading it, but I think redistricting commissions can explain why it matters politically and whatnot. I know we're apolitical -- we're not apolitical. We're non-partisan.

The -- on the -- the count piece, California (indiscernible) -- as someone's who's funded civil society for a long time, and who's also worked on the civil society side instead of engagement side, it's really unfair how things are done for organization. And to be -- to say, "oh. You know. There's going to be a six month wait, or this or that." If organizations were funded more robustly to do civil society, we would be in a much better place as state and a country.

Organizations are funded for these quick little projects. Oh. Here comes census. Oh. Here comes
redistricting. Oh. Here comes elections. Let's do voter registration. But if we looked at this -- and this is what we've said from the beginning, is when we talk about civic engagement it needs to be a whole spectrum of how you can engage in your community, starting from volunteering all the way to running for president. You know that there's just so many different ways to engage. And I would encourage us to actually think about it that way and see is there an advocacy realm. I know that I've spoken with some of you about where are things based? Where we -- we're under the auditor's office, which is very awkward for me, considering it's part of the civic continuum. So should the census and -- and redistricting be under the same office? Just thinking through how do we make sure that we're not siloing things, and we're not part of the problem that's happening on the ground, because it is really hard for groups to get that funding and to -- every time you just give a little bit of funding they have to fire and hire people. And I just saw a group who advertised that our civic engagement number are in and it was all about covid, knocking on doors around covid. And I was like, okay, I guess that's civic engagement. But that was how they were able to maintain their civic staff. Their -- probably their staff wasn't -- they got some covid money to help, due to
covid outreach. So that's just the point I want to make -- make is that let's not say, "it's not -- our timeline's here, their timeline's there. Oh. That's not going to work." Instead, look at the more fluid, larger picture. And I love the zones. But then again, I'm biased. And I -- Evelyn and I didn't -- I'm sorry. Commissioner Vazquez and I did not invent the zones. The zones were something that was used in 2010 and we take them for their -- and we used it at -- more at the end to actually look at all the data and make sure there weren't holes. We used it from the beginning, and what we -- how we built on their great idea was we used the census and then we -- we adapted as we got input from the public. But the reason I loved it was not because I got to do San Diego and Imperial County, because I was very clear that I didn't necessarily want to do San Diego and Imperial County, but because I got to do the far North. And I got see another part -- okay. I never got to see it, but I got to hear and learn and really connect with a new -- another part of California, which really helped broaden my understanding of California. And I got to work with you all. Different folks on it. And so as we said it earlier, the more we created tasks for ourselves, where we had work with different people -- and I think that might be something to put in -- the intentionality of
trying to mix it up, when you're partnering with folks. Also, we haven't been as good at this now, on this side, and I'd like us to get a little better, to make sure that the work is being shared across everybody, so everybody has ownership of the work moving forward. So if you have too much on your plate or your committee's got too much, let someone else step in versus doing multiple. And so it's just thinking about just the intentionality we went through to make sure everybody was engaged, everybody was learning. At the same time we were supporting each other if we couldn't give the time we wanted. And all of that really built our trust in our relationships.

COMMISSIONER YEE: Thank you. Commissioner Kennedy?

COMMISSIONER KENNEDY: Thank you, Commissioner Yee. I just want to remind us, my recollection is that when we were talking about how to organize the -- particularly the community of interests' input, and looking at do we do this by zones or not. They -- the -- a lot of the CBOs were saying, "well, this isn't so much for you, because it's not going to matter as much for you, whether you get everything from one zone at a given part in time. It's more for us. It's more to help us organize our outreach." So I think we need to be careful, just because it's not particularly useful construct for us, doesn't mean that it didn't help the CBOs do what they
set out do; which indirectly helped us. Thanks.

COMMISSIONER YEE: Thank you, Commissioner Kennedy.

Yeah. And I think, just psychologically, if today is the day for Central Valley, that just gets people's attention more than today's another day for the whole state. Right? And might motivate -- might have motivated some of the calls that we got. Now, Commissioner Fornaciari.

COMMISSIONER FORNACIARI: Well, that was a big part of the point that I was going make, but. The point that you both of you made is that it helps the CBOs organize and -- and rally the troops, and helps the folks on the ground feel ownership of the time. And I'm going to -- and get them to engage. One other thing I want to bring up around granting and in that work; we did get feedback from the community groups that they didn't want to get grants from us because they -- they wanted -- they felt like getting grants directly from us would be -- would kind of taint their ability to be objective, if you will. So I think that's something to keep in mind when we design funding opportunities down the road.

COMMISSIONER YEE: Thank you, Commissioner Fornaciari. On the subject of community groups, maybe we can take a little bit of time to reflect on the participation of any groups in public comment and public input. I'll weigh in and say -- of course loved having
their participation and just was amazed that they have energy, time, attention, staff, effort, production, and materials that a lot of the -- these groups gave to the effort. It definitely made for a better process and a better final product in the end.

At the same time, some of the long presentations did not seem very time useful, to me at least. (Indiscernible) You develop this huge report, and then you get maybe a full hour to present it. But we can't absorb all that, all at once while -- I don't know. Maybe -- maybe if we had developed some guidelines for what made for a more effective input or just help them focus their efforts in a way that was actually more useful to us. I thought that might have helped. But other thoughts on community-based organization inputs to our process, by the comment stage or at the public input stage on the maps. Commissioner Sinay?

COMMISSIONER SINAY: Interesting. This goes back to you don't know what you don't know. I'm really glad that we did spend some time doing visualizations before we (indiscernible). And I guess I'm -- where you started, Commissioner Yee, I'm guessing we're talking about public input, the -- the draft maps kind of sections versus the public input. But let me go back to public input report -- the COIs. I really appreciated when an
organization had folks call in. And then they were at
the end, and kind of gave us a little bit of the context,
that -- the mapping they had done and stuff.
And so I -- I'm -- I'm a -- I really appreciated
when folks called that were from those communities.
And -- and that was helpful when the organization
submitted their final maps, and you could kind of see who
they had worked with and such. I think what we didn't do
well, and part of it is because we didn't know what we
didn't know, is to me -- and I know some people don't
agree. But for me it would have been really nice to have
more communities of interest's testimony at the
beginning, because that was so helpful in visual -- to do
the visualization. Especially -- I for -- for the
southern -- the far South -- Southern California. I
could have sat there and get and -- and with my
experience been able to do a lot of it. But I
purposefully chose not to move forward unless we had
comments from the public, and we didn't have a lot of
community input at the very beginning. So our original
visualizations were very general because I didn't want to
leave those efforts. I wanted to be able to support,
facilitate, and allow us all collectively to have those
conversations. So I did appreciate when communities of
interest had folks -- I mean when the organization had
the actual individuals who lived in those communities.

I have other thoughts, later on in the process, of how things could have been better. I know that they -- there was frustration sometime at staff, and they were -- there was frustration at us. And I don't always feel that there was an understanding of how quickly, and how creative, and how tough things were. And so I want to thank staff again and again for just taking it on the chin for us. The times you had to. And we did really -- the best we could.

I did like having the communities of interest by zones. I liked doing the Spanish and that -- the different languages as well. I feel like we got better as we went along. As much as we may complain that they were really long meetings, I would have to say that some of the ways that we got to know each other the best was just having those impromptu conversations about those zones and those regions. And we actually learned from each other a little bit more about the good food, and what -- or you know. That the geography or -- there were things that we really did learn about the region.

I am still stick -- will stick to my horrible idea about trying to figure out how we put ourselves. Even if we could travel to those areas, I still think that having the local -- (indiscernible) that is ours. And I know
Commissioner Kennedy has that at the tip of his tongue. But having the local government associations, or having the county, or having someone do a presentation to ground us on kind of that area would be really helpful. I mean I -- it would also help us -- I did a lot of that research for the far North, just to know the different counties and stuff. And I could tell -- thank you.

Metropolitan planning organization. I could tell when groups were calling, based on different things. And -- and the reason I liked my horrible idea was because it allowed us all to have the same information. I'm a firm believer in having the same foundations. And then when can build from there versus each of us do our own research, and we're all going from different places. So I understand that it's hard to find who's the right organization or what's the right entity. But I think there were some.

And I also think through the communities of interest piece -- I'm going to bring it up again. I think we needed other data. I don't -- I'm a firm believer that the census was not the only data we could use. We could have brought it in during the communities of interest. There's a lot of group equity mapping that's happening now. There's a lot of really good academic work that's being done right now, as well as United Way is doing some
great work in the state of California. And we really should have, during that phase, had some of those state organizations and state researchers come and share what they had been learning and showing us, so we could have used that. Because I -- the census data to me is just not enough. It doesn't give you the basis we need. And in talking to other line drawers outside of the ones we use, they are supportive of bringing in other data at other times. The hard part is putting them with the maps. So if you pull it out of the mapping and actually use it as part of our learning, it's very doable. And I felt like every time we asked, we kind of got shot down on that one.

COMMISSIONER YEE: Thank you, Commissioner Sinay. Commissioner Vazquez?

COMMISSIONER VAZQUEZ: Yes. Totally, totally agree. And just wanted to echo Commissioner Sinay's call for additional data. Especially given the recent report bureau that Latinx and black communities were in fact under counted in this past census at a significant rate over the 2010 -- or under, I guess, the 2010 census. Which we -- the -- for -- in many ways acknowledge that more data is better. And I think there is -- at -- there are absolutely geographically mapped data that we could view at least up through the visualizations, and
through community of interest's input. That would have
helped us, again, visualize the general architecture of
some of these regions much sooner, because I think that
was -- that was one of the difficult -- one of the
difficulties. Also, the community to be able to respond
and give us additional information. If we could have had
our -- if we could have had even a tool on our website
that had some of this additional state-wide data
geographically mapped. Then folks could have said, "oh.
This -- see this little spot right here? That's my
community and here's what we -- here's what we think."
Right? (Indiscernible).

(Indiscernible) part of her -- (indiscernible) and
some of the (indiscernible) testimony. So it's really
hard to come up with something out of thin air. And
that's got so much feedback. And so much -- so much
input once we actually started putting visualizations
together. And so I'm not thinking of doing
visualizations necessarily earlier. But I think if we --
if we have a way to aggregate the data that all exists,
then that gives the community members an easier entry
point, an easier (indiscernible) to the mapping COI
(indiscernible).

COMMISSIONER YEE: Thank you, Commissioner Vazquez.

Let's see. Director Kaplan, I wonder if you have any
further thoughts on how the appointment system worked out? Also, I remember we have a little bit of drama when it came to scheduling the longer presentations -- organizations. And a little back and forth about that. And some complaining from the outside. And I think it all worked out in the end. But any thoughts from you on how we can maybe make that easier for 2030?

DIRECTOR KAPLAN: Thank you. I also just wanted, really, emphasize to the tremendous work that all the commissioners did to really launch the outreach efforts and then the beginnings of the strategic goals and the strategic outreach plan, and how much that really guided staff throughout the process, and how important and critical those -- those outreach goals were to really -- to reach and target all Californians. In terms of the appointments system -- and I think this also ties to the importance of the work of external stakeholders. Whether it was CBO's that came in and spoke to the Commission, or businesses, other statewide entities. How much you really listen to the input of -- of those stakeholders who have expertise in reaching a variety of communities, particularly those who have been disenfranchised in the past. And the appointment system was really something that you heard from the community and we tried to create.

And I'm hoping that there is technology for 2030,
because it was a tremendous effort to -- to create that.

We -- I know by the time we decided were going to be
doing the meetings the Commission -- there was a quick
turnaround. Let's get this set up. I think we looked
into what was out there and what could we implement
quickly. And we landed on google form, and kind of
building, patch working this system. And it worked, but
it was a tremendous -- tremendous amount of staff time;
whether it was creating the forms, transferring what --
what got submitted into coordinating with Kristian, and
sending out invitations, coordinating the back end of
those meetings to ensure we were going with people who
had their appointments.

Then opening up to the public, and then tracking all
of the input that was given verbally, also. So we had
staff note taking. All of that -- all of the input that
came in, coordinating on the back end with Kristian and
Katy. And that was an intense amount of staff time.
Along with all the time that staff put in to get people
to learn about the process and to come out to the
meetings. And so that was a huge effort. I think for
the other input meetings that we did, we looked at
different ways to -- to schedule them. It was a lot of
work for both of those, also for the draft map input
meetings, for the group presentations. I think it did --
it was successful. It really allowed the public that
flexibility.

I'm sure everything could have been improved more. And if there is the technology to do that, you're going
to get more. I think what I had mentioned previously
around -- I think we tried our best to come up with
proposals on how to implement these meetings. And that
was done through proposed outlines for these meetings
that the Commission approved, and then directed staff to
implement. And there were times when we didn't always
think of questions that arose and there was -- staff
couldn't -- staff really weren't authorized to make
certain decisions. And we had to wait to come back to
commission meetings, or just really insuring that
everything, as much as possible, is included on -- on
sign up pages or in promotion of meetings, so that it's
clear that everyone's getting the same information. I
think that even with the draft map meetings there was --
those appointments slots filled up within that day. And
we didn't have another Commission meeting until the
following Monday. And there wasn't really anything that
staff could do in the -- in the interim.

And I think, ultimately, the Commission -- I think
Commission Turner highlighted this. There was so many
opportunities for the public to provide input, but I
think -- what are other ways for -- for 2030 to allow a little bit more flexibility with staff. I think it was wanting to assure the public that they were going to have an opportunity to have their voices heard, but staff couldn't be speaking on behalf of Commission on what those future opportunities were going to be. And that wasn't fully all laid out.

So I think ultimately the Commission that following Monday, after the sign ups went up for the draft maps, we opened up -- I think it was opening up the -- all those meetings were going to have call in times as well. And so there was additional opportunity but -- some of that -- that back and forth that -- is probably unique to this Commission. But I think it's a lot of logistics that you're figuring out as you're doing them. And we were in this virtual environment that was different than -- others. I don't know if it's helpful now, or later, to just go -- if you want to hear more background on behind the scenes work that staff were doing also, if that's helpful for 2030. I can share that later as well.

But I guess --

COMMISSIONER YEE: (indiscernible) If we all -- time. That's fine. Yeah. If it's a continuation of this topic, that's fine to share now.

DIRECTOR KAPLAN: I think just the broader outreach
topic of just the -- depending on how 2030 moves forward, and whether they're going to doing all the outreach versus contracting out, definitely ensuring that there is more staff support. I think there were so many roles that everyone played. And again, that was what I continued to emphasize to staff as they were onboarded as they were -- we were going through the different phases of the work, that outreach was really all encompassing. It wasn't just getting folks to engage in the process. But that was really challenging. And I think the role of the outreach director was -- I was a working manager. And so I had the full team, but also was responsible for a lot of actually doing the work at the same time. And so that was a huge challenge to be able to -- to manage all the intricacies that come along with a team that large, especially who are remote all over the state and are at varying levels in their career. And so there was a lot of navigating of that and -- and then also creating the whole process and working with all of you.

But I think what also was emphasized earlier, really, that the relationship building among commissioners, among staff, was really what helped strengthen the work through this process. So I think recommending for 2030, really, those opportunities for them if staff are remote, again. If staff are across the
state, opportunities to get together, even with the --
with the commissioners to really foster those
relationships, because I think that's really what --
particularly the outreach coordinator did so well with
the field leads and the support staff through ongoing
meetings, weekly meetings, and really building
relationships. And every meeting she opened with -- with
ice breakers. A different ice breaker every week. And
really focused on facilitating and fostering those
relationships, so that that staff could work really
effectively together. And that that was really what
nurtured a lot of the -- the collaboration across
outreach staff, so that those relationships were built.

And they also had that opportunity to share,
regionally, what was working well and what wasn't working
well. To build off of each other and to support the work
that was going on across the state. I had a few other
notes related to that, I think. Just a lot -- just a lot
to think -- think back. Oh. Just earlier, Commissioner
Kennedy, when you highlighted the county profiles, that
was really helpful. That was shared with staff. And
that also really guided as we moved into phase two and
focused on targeting particular sectors for outreach.
That was what -- what staff essentially did for each of
the regions. So it was breaking down by the various
sectors that we outlined, and that phase two of our outreach efforts, whether it was education or health, business CEOs, local government, mayors and council members, breaking that down for their zones, identifying those contacts, and revisiting that throughout the process. And then once we had the database up, that was really, and I want to really thank Commissioners Sinay and Fornaciari for bringing us back to the strategic outreach goals, because that really helped us look at where the Commission was hearing from, how that matched up to the goals that you had outlined so that we could continue to target outreach based on the goals and identify where were the gaps where we weren't hearing from. So that was done weekly by staff looking at where input was coming in, where had they been reaching out to, what were the commitments they were hearing from entities that they had engaged with and how they were going to be engaging and revisiting that to see where were there gaps to continue to target outreach to ensure that we were targeting across the state and making sure that we were touching all the zones, but also that we were hearing from folks across the state too. That was it. I'm sure I'll have some more thoughts.

COMMISSIONER YEE: Sure. All good. All good. Thanks so much. It was a huge effort, and I remember
being so impressed at how adaptable the outreach staff
was as we built a plane while flying it and, you know,
turned things around in next meeting, the next meeting,
and managed to, you know, stay on top of all that input.
You know, just the level of detail, all the manual
handling of appointments, and all of that in the end
worked so well. Yeah, it takes a lot of good effort.

Commissioner Vazquez?

CHAIR VAZQUEZ: I forgot my point, and I didn't
write it down.

COMMISSIONER YEE: Oh, dear. I'm sorry. It'll come
back.

Any thoughts specifically about interpretation and
translation when it came to outreach? I'm certainly
thankful for the full and good effort, the range of
languages we chose, the amount of resources we were able
to provide. At the same time, I think we were all
somewhat disappointed at the level to which they were not
used. Sometimes it's important just to make it
available. And even if it isn't used, being able to say
you did it puts a stake in the ground for next time
what -- wondering what we might have been able to do,
which is more outreach, I supposed. The group input,
ideas we had, things like that. But any thoughts on
language, accessibility, or anything else, like that?
Commissioner Sinay?

COMMISSIONER SINAY: Starting where you asked, I always believe in raising the bar and having as many languages as one can to share based -- I just wanted to share because we all did it, I was able to recently get a client to also translate their survey into six different languages because they're like, wow, okay, if the Redistricting Commission can do it, we can do it. And so we set the bar for others, and it may take a while for people to access those materials. And you don't know when they might. You know, it might be right after they become U.S. citizens or when they're becoming U.S. citizens, they read about redistricting and they Google it, and they find it. It's just about being welcoming. Sometimes you create things not because people are going to use it or not, but just so that people can -- and we always said it was for them to be able to see themselves. And that was part of the reason why in the final report, originally, they were using the same blurb, for five Republicans, five Democrats for, blah, blah, blah, blah. And we went back in there and really spiced it up with they're a parent. Yeah, there are several parents of children with kids under eighteen. There was just a lot more narrative so that when people read it and they hear, they can see themselves. So, again, it's we draw the
line so we want people as much as possible to see themselves and hear themselves in, not us as individual commissioners, but in the institution of the commission.

But I had another point to make, and I had written it down; now I can't find where I wrote it down. Okay, let's hope it comes back. It was really good too. What were we talking about right before you brought up languages?

COMMISSIONER YEE: Marcy's thoughts on the outreach effort.

COMMISSIONER SINAY: Oh, yes, thank you. That was exactly what I needed. I want to -- I do recommend for the 2030 commission to set a goal for outreach. And I know that the very beginning everybody would like, this does not look very -- very challenging. I mean, even Director Hernandez when he came on board, Commissioner Fornaciari and I had to talk him into it. Hey, this isn't okay; let's not change it. We actually got the whole commission to approve this goal. Let's not go from there. But it did -- we were able to keep bringing from the -- you know, and that goal didn't come from nowhere. We did go to the statewide database and ask them, hey, what would be a good number? And yes, I think it was 0.01 percent sounds very low, and 40,000 started sounding more real as we started going, and each time I think that
number needs to go higher. So it wasn't just doubling
what was done in 2010. There was some methodology behind
how we set that goal. And so we might want to share,
because I know that every time we tried to figure out
what 2010 did, we couldn't find the methodology or how
they came up with numbers or how they even came up with
how many people they actually saw. So that's why
Director Kaplan and her team have been really good at
documenting every step of the way so that in the future,
2030 could be like, oh, okay, this is where they were.
Okay, we're at a good place, just to kind of have those
reality checks. But I do recommend setting those goals
just because it keeps you focused. If not, you can get
stuck just going [bluh-uh-uh], you know, running in place
and not really going anywhere, and it didn't allow us to
gerget focused. But those were some fun conversations,
weren't they, Director Hernandez?

COMMISSIONER YEE: Director Hernandez?

DIRECTOR HERNANDEZ: Yes. And going back to what
someone else said earlier, you don't know what you don't
know. That's for sure. That number did seem low in
comparison to the forty million that we had in
California, so my expectations were higher. They wanted
to set the bar really, really high. But in retrospect,
not knowing how difficult the process was going to be in
trying to get people to participate, I think I'm happy with that number, that goal. It was achievable, whereas the other one probably would not be achievable.

And with that, I wanted to kind of circle back to one thing that I think was very helpful for me and hopefully for the commission. And I think Marcy referenced that strategic plan and having that documented in the way that we did it and also the fact that it was a living document that we were able to use and pivot from as we needed to, given the census data delays, given the pandemic, and the transition from, you know, in-person to virtual, again, back to virtual, back to in-person. You know, we went back and forth a couple of times. We were able to utilize that document to help us stay on track. And I think that would be very helpful for the future commissions to continue to use something very much -- or very similar to that. It also -- I think it's a tremendous feat that the staff was able to pivot as much as they did in the outreach activities that we performed and also in the amount of work that they took on. Again, we don't know what we don't know. We didn't know that we were going to have to transition over to taking notes or working on setting up this appointment schedule and how much work was going to go into that. So the staff, under the guidance and leadership of Marcy with the help of the
communication team, everyone pulled together to get that going and to make it as successful as it was. Obviously, you know, in 2030, it would be my hope that there are tools, and we did look at some tools that had bits and pieces of what we were looking for, but not all of it. Hopefully those tools will be further developed and will allow for more utilization by the future commission. And that's my hope that we'll be able to do that. And that would alleviate some of the things that were done by this commission staff, the outreach staff that others can do. Another thing about outreach, you know, we're talking about what can be done earlier, I think. From the administrative perspective, if that is a goal, if we want to ensure that the 2030 has the ability to do so, there needs to be additional funding. I mean, that's the bottom line. You know, when I came on board, there were certain parameters that were in place already. The budget was one of them. The original timeline was one of them. Those were the parameters that kept you from doing too much or too little. As it expanded, now you had to work with the much broader timeline but still the same budget. Moving forward, I do think that the budget should be augmented so that the commission has more flexibility to engage in more activities or different activities as needed. There wasn't a lot of flexibility,
at least in my opinion, and I am probably more fiscally
conservative than others. And so that may be something
to consider in the future, having someone that's a little
bit more fiscally liberal than I was. But definitely
those funds would allow the commission to do a lot more
and look at different ways to engage the public that we
probably could have done had we have more funding, have
done it earlier, if we had more funding, and could have
done it better if we had more funding. Thank you.

COMMISSIONER YEE: Thank you.

Commissioner Toledo?

COMMISSIONER TOLEDO: Thank you. And I just wanted
to again give my thanks to the Language Access Committee
that so thoughtfully put together our interpretation plan
and, I thought it was really well done. And it really
helped us to think through these important issues.

And in an ideal world, going back to Director
Hernandez's point, in an ideal world, if we had more
resources and there were more resources, we would have --
it would have been great for engagement purposes to have
the commission meeting translated in more of the
threshold languages -- the -- at minimum, and certainly,
of course, there are always limitations, but had there
been more resources, it would have been -- that would
have -- that may have helped with engagement to have our
commission translated into the most populous languages in
the state, so I just wanted to throw that out there. But
I thought our plan, given the limitations that we had,
our plan was very thoughtful, and we did as good of a job
as we could have with the resources that we had. Thank
you.

COMMISSIONER YEE: Thank you.

Director Kaplan?

DIRECTOR KAPLAN: Just pinging back on the
discussion around funding. I think that there's
potentially an opportunity in those leading up years to
the next commission for you all to work with the state to
identify what are potential ways to get some sort of
contracting process out for outreach, but also to look
at -- I know this is something that we talked about in
terms of, you know, with state contracting, funding is
distributed in arrears, and so that's like after they do
the work, they submit an invoice usually monthly to get
funding, and with the shorter turnaround that 2030 is
going to have for outreach, if there are other funding
avenues or opportunities to be able to get organizations'
upfront funding particularly. I know there was -- I
don't know how 2030 is going to feel, but for many of you
that you really wanted those smaller grassroots
organizations that didn't necessarily have the type of
funding to float, to be able to access state dollars. And so maybe there's opportunity for this commission to have additional conversations with this more time in advance to help set up 2030 whether they want to move forward with that or not, just to, I think, save them that time. Alvaro mentioned it was a tremendous amount of time. I have emails from, you know, with Dan Claypool, on December 31st. How do they want to do grants? Like, and so it really, we went down this whole route of talking to numerous state agencies to see ways to do a granting process versus contracting. And the state has a contracting manual; they don't have a manual. And so that maybe is something that will be more developed by 2030, but it was an extensive amount of time to do that research, to identify, you know even just exploring how this commission was potentially going to distribute funds, and the timeline, and start drafting, you know all that. So I think there's ways to save by just having some additional conversations for the next commission as well.

COMMISSIONER YEE: Thank you, Director Kaplan. Any other thoughts on outreach generally or any of the things we talked about tonight.

Commissioner Sinay?

COMMISSIONER SINAY: I just wanted -- I know that
Commission -- I mean that Director Kaplan said this, but I do want to say, you know, I've heard throughout the twenty months that we've all been together, I'm not an outreach person, or I don't do this, or I don't do that. There's -- none of us had all the hats that were needed for this job, and that's how we all ended up together as fourteen people. And I was thoroughly impressed by everybody's effort to reach out and engage community. We all had different approaches. Some went straight to the government entities, others to neighborhood entities, some nonprofits, but all of us really did a phenomenal job considering how much else was going on. And so I just wanted to bring that up because I know it's easy to look back and be like, I wish we would have done this, or we could have done that. There really wasn't more we could have done because we were just all working until the very last second. And so just, thank you. Thank you from all Californians. It was amazing.

COMMISSIONER YEE: Thank you. I'm wondering, a language action subcommittee. Any specific thoughts on what it was like to get contractors? To get them at the level, the quality that we needed, how they actually performed in the end and just anything about that that might be helpful.

Commissioner Fernandez?
COMMISSIONER FERNANDEZ: Well, once the commission made a decision, then we pretty much hand it off to the administration for them to go through the contracting process, and fortunately for interpretation and translation services, there is a multiple award schedule, so that actually is a more streamlined process for contracting. Personally, not that I'm biased, but I just got to say our Spanish interpreters were pretty darn good. I'm just saying. And you know what, and they also had to do -- I have to thank Marcy, and I think Ann (ph.) was very involved with providing the training to all of the interpreters prior to the start of our meetings to make sure that they understood what their role was, what they should be looking for. And what made it more challenging was when we actually did the simultaneous interpreting because you had two interpreters, and one was doing the simultaneous, and they were switching off. And any time we had someone that called in that needed the service, they had to catch up on their feet. And so there was always like that little delay. But I'm just going to say all of them did a great job. I didn't want to just point out the Spanish translators, but, you know, that is little dear to my heart. I had to put that in there. And I'm trying to think what else we had. I'm going to pass it on. Go ahead.
COMMISSIONER AKUTAGAWA: I think the other stuff was the written translation. I think that one, if my recollection is that that took a little bit longer to get some of the written translation done of some of the materials, but, I think just generally, once we made the decision, I mean, I think it was good that we did it, and I think Commissioner Yee, I think you said that even though it wasn't quite fully utilized in all ways, both the interpretation of the meetings or when it came time for public input, and COI input, and also it's hard to say how much of the written materials were used, but I think the fact of having that was important. And I suspect, and especially because of the conversations that we've had about the website, I think it's going to continue to get referenced, and I think just people knowing that it's there, they can pull it down so -- I guess I'll just say from an interpretation and translation perspective, I think it was good. I would agree with also what Commissioner Toledo said. Commissioner Fernandez and I went around and around about whether or not we could do this. We looked at the numbers and, you know, there's something that our heart said we want to do it, but then the head said, you know, we don't have the funds, and we just had to make some difficult choices. But, you know, going forward, if we
can, as part of our lessons learned, encourage, at the very minimum, Spanish translation for all the meetings, including our business meetings going forward. I think that would be helpful for engagement. I think if we can also make available at least the interpretation also in some of the other languages, that could be also a consideration if we could get the funding secured in terms of engagement. I know we did say that an interpreter would be made available if a request is made five business days in advance, but, you know, it's one thing to say, okay, I'm going to make a request versus we're just going to have it available, and you could just call in like everybody else, and it's going to be there. So I think, you know, there's both the psychological and emotional kind of kind of sense that you're included if you don't have to request it. So I think that, you know, going forward, if we could -- if there is budget available that could be made available, I think that that would be one of the lessons learned that we would like to see going forward. Thank you.

COMMISSIONER YEE: Thank you.

COMMISSIONER FERNANDEZ: And can I just add just a little bit more to that?

COMMISSIONER YEE: Yes.

COMMISSIONER FERNANDEZ: I did want to actually
thank all the commissioners, because everyone was so
overwhelmingly supportive. And I guess I'm used to you
know, you just have to ask for a little bit because if
you ask for too much, they won't give you anything.
Right. So I just have to thank all of you guys for
being -- all of the commissioners, I shouldn't say guys,
all of my peers, for being so supportive of it. And I do
agree. I would like to see that interpretation services
in the future. Whether or not it's at the business
meetings. At a minimum, I would recommend at our public
input meetings, and then once we have the draft maps,
from that time forward at every meeting, because that's
when you're really going to receive that input. But
anyway, I did want to make sure you understand that you
are all part of that. And I do feel it was successful.
It wasn't used as much as we would have liked to, but in
ten years, it's going to be a different ballgame.

COMMISSIONER YEE: That's right. And, you know,
whatever the level of usage is, it's part of our
presentation of ourself through the state, our identity
as a commission, and our presentation of ourselves to
ourselves too. It's a great reminder that we did have
interpretation, listening, you know, even if we couldn't
understand, but just being reminded explicitly about our
place in the state and the nature of the state we're
responsible to care for.

Language access, you still have your hands up. More thoughts?

COMMISSIONER AKUTAGAWA: I wanted to also just add, I think, you know, going back to the psychological. Yes, because this was maybe the first time that we used it as extensively as we were able to. I mean, it was at least made available. I think going forward the next time in a sense, and I think this has been said for other things, we've set a bar and an expectation that this is going to be something that we'll have. And so, you know, going forward in the future, I think people who may not have heard about it until may be too late will now know that for the next round that this could be available for them and they'll expect that to be available. And so it will hopefully create more engagement in the various languages as well too. Thank you.

COMMISSIONER YEE: Thank you.

Okay, anything else on the outreach?

Commissioner Fernandez?

COMMISSIONER FERNANDEZ: Yeah, I actually did have other comments, but not on language access, so I was kind of waiting until.

COMMISSIONER YEE: Take us on.

COMMISSIONER FERNANDEZ: Okay. I did want to talk a
little bit about the appointment system. Thank you, Marcy, and her team, for just pulling that together. What I would like to see in the future, and they'll probably have so much more advanced appointment systems, is I would like to be able to have the caller know where they are in the queue, like they're number 99, so it's their choice to decide, because the one thing I was thinking of, you know, Katie did a wonderful job of saying, okay, it's this caller, and then this is the next caller, and if you happen to miss when it's your turn, that's just not a not a very good thing. So I would like to be able to do some sort of numbering system for them. And I believe one of the callers, or maybe it was in one of the feedbacks that we received, was that once you dialed in and you're waiting in the queue, there was no music or noise. So you didn't actually know if you actually called into the right place. So if there is some way to let the caller know that they're still on hold; now they're caller number 35, it would just be really helpful to do that.

And then another comment I had was the outreach. I would like to have earlier and better communication with the organizations, because I felt personally that we were kind of held hostage in terms of, you know, we really want people, we really want the public to call in and
give us their public input. And we kept hearing, oh, we
just wait, we're not ready for it, we're not ready for
it. So it's like we had to wait for them to be ready for
it. But I'm hoping if maybe we -- the 2030 commission
has a stronger relationship, and part of that whole
education and outreach to explain that the earlier is
better, as Commissioner Fornaciari mentioned. I do have
to say that prior to our draft maps, I did feel the input
was purer. I believe it was common folk, more of the
common folk versus politically or whatever motivation
they had to call in. I just feel that the earlier
callers were genuine. Not to say that the later ones
were genuine, but it just felt like it was more of
individuals versus a concerted effort to all say the same
thing or say something similar. So I'm just hoping for a
stronger relationship building with the community-based
organizations. Thanks.

COMMISSIONER YEE: Thank you.

That's the kind of question of, you know, what other
than draft maps can really light a fire under people,
right? And get them motivated.

Commissioner Fornaciari?

COMMISSIONER FORNACIARI: Yeah, I think that's a
good point. You know, I mean, I think it was a little
bit frustrating when some of the community groups got
engaged and engaged their folks, but it was clear that
there was some misinterpretation or misunderstanding of
the process or, you know, the rules behind redistricting.
And so if we could, you know, if the next commission or
we can help with this, you know, engage the groups
earlier with -- and educate the groups and maybe help
develop some talking points for the groups to talk with
their folks. It might make it just clearer for everyone
to understand what the constraints are and the rules
behind redistricting.

COMMISSIONER YEE: Yeah. Okay. Thank you for that.

Any other thoughts?

Are we ready to wind down outreach? Director Kaplan?

DIRECTOR KAPLAN: I don't know if I emphasized this
enough earlier, but I really do want to commend the whole
team. There were so many times where there was just so
many unknowns and there was not super clear direction at
times, but I think, you know, everyone really adapted,
and there was so much, like, whether it was the note
taking and kind of creating that process, the whole final
report. That last month there were so many of the
outreach team that worked overtime that really, you know,
helped create processes along the way, and so I just
really want to commend all of them for the extraordinary
work that was done just all along the way. Everyone worked their butts off. And I think what really was extraordinary about staff, it wasn't just outreach staff, like we, you know, we were all really dedicated to the work to get things done and really were solutions oriented. And I think there was so many times where we were just thrown like, everybody was, but I think just that we collectively worked together across departments to help identify solutions and to really support the commission as much as possible to ensure that, you know, that you could get to the finish line. And I think that's what is going to be important for 2030 also to develop that trust with staff and develop those relationships with staff, because it's an extraordinary experience that you only have a few times in your life. But it was really remarkable for all of us, so thank you.

COMMISSIONER YEE: It was a magnificent effort, the staff and your leadership, Dr. Kaplan, and hard work, which made it, so it's really something that I'm very proud of and happy it was part of our experience.

Commissioner Fornaciari?

COMMISSIONER FORNACIARI: Yeah, I just want to just echo that. I think it was Friday that we had a meeting. I think it was Patricia suggested we have a web-based input. And on Monday, or was it Sunday or Saturday, the
web-based input form was up and running and the most
effective tool we have for getting input from the public,
and, you know, for you and your staff to turn that around
that quickly, just phenomenal.

And, you know, I mean, I think there were times when
there were some frustrations, you know, that sort of the
outreach part of the work wasn't happening as much as
because the behind the scenes, the note taking, the
meeting scheduling, all that work took precedent because
it was urgent and important. And so you know, I think
that's kind of a lesson learned there, too, is that there
needs to be a recognition of the additional workload that
that we didn't anticipate, you know, for the next
commission and the appropriate staffing levels to manage
that.

COMMISSIONER YEE: Thank you.

Commissioner Kennedy?

COMMISSIONER KENNEDY: Just following up on that, my
understanding from the work of the 2010 commission is
that they made a lot bigger use of student assistants on
whatever they're called, personal services contracts,
whatever the mechanism is that is a relatively small
amount that basically buys a certain number of their
hours, and then they're done. But I'm wondering if, you
know, what particularly, Director Kaplan and Director
Hernandez feel. Would using student assistants to a
greater extent under those contracts, would that have
helped? Did we have the resources? Did we have, you
know, I would guess that those don't require established
positions, but are there any other bureaucratic hurdles
to making use of that mechanism that might be useful for
the 2030 commission to understand? Thank you.

COMMISSIONER YEE: Can we have Directors Hernandez
and Kaplan respond to that? And we've got about three
minutes before our break.

COMMISSIONER HERNANDEZ: All right, I'll try to keep
it as simple as possible. That is a very useful tool. I
think it can be used. The problem that I see with that
is the continuity. Once they've exhausted their hours or
the dollar amount, they're done. And so now you have to
go back and find somebody, and so you can stagger them,
but then you lose the continuity. When you have them as
employees, you maintain the continuity, and it allows you
to plan further ahead, have them engage in other
activities and not limited to that one activity. We did
have a lot of folks, as part of the data team that were
on personal service contracts. It's a much more limited
scope of work that we had for them, and so they were able
to focus predominantly on that workload, and so they
worked well for that. And we always had them intended to
be available to us for that purpose. The 2010 commission used them for data entry. They used personal service contracts, as well as student assistants for data entry in 2010. And so we had that planned, but we went a different route when we brought on the outreach staff. But we did have, I want to say, anywhere between six and seven personal service contractors on board for the data management piece of it. Thank you.

COMMISSIONER YEE: Director Kaplan?

DIRECTOR KAPLAN: Just really quickly, I would say for the note taking for 2030 to bring on professional note takers. I think it was a learning curve for staff that was unpredictable what regions we would be covering. And the goal is to really, if the commission really wants that high level, like more comprehensive approach on what happened in the meeting, what were the decisions, what was behind the decision making, really needing staff that were focused on that entirely, keeping staff from balancing so many other things and also just catching up and learning about the process, and it was a huge learning curve for everyone to really take notes that were going to be helpful for everyone versus just verbatim jotting down what was said really, like doing more of an analysis of what was going on, to have that for the final report also and for the commission as well.
COMMISSIONER YEE: Thank you.

Commissioner Fernandez? Is it really quick?

COMMISSIONER FERNANDEZ: Okay, sure. I'll do
(indiscernible).

Yeah, I did want to bring up the notetaking, so
thank you, Marcy, for bringing that up. And then also
they pivoted very fast when we found out -- when Ray and
I found out that the summaries for each district had to
be done, and they pivoted and came through strongly. So
thank you for that as well.

And then just one last thing. I was going back and
forth, but in terms of this idea of having like an
organization give us an overview of a specific area, I'm
still not sold on that because I just feel that that will
not give us a true picture of the area. It'll just give
us whatever their lens is. And normally what's left out
is usually your communities or members of the communities
that aren't as involved and the hard to count. So I
wouldn't want to rely on that. But I would also
encourage all of us and the 2030 commission to do their
own research on areas throughout California. Thanks.

COMMISSIONER YEE: Thank you.

Okay, it's time for our break. Do we feel that the
outreach topic has been finished? Do we want to just go
ahead and take a long break, come back at 4 for any
public comments?

Commissioner Kennedy, your thought on that?

COMMISSIONER KENNEDY: What I was thinking, and I'm certainly open to colleagues' thoughts on this. I had mentioned yesterday the possibility of just occasionally opening up for, "oh, I forgot to mention" items on topics that we've already covered. And of course, we'll have opportunity during crosscutting issues to raise some of those. But I don't know if folks have any, you know, "oops, I forgot to mention" items that we could cover between 3:30 and 4. My second one from yesterday came to me again overnight and again has flown my mind, but others may have items that they may want to bring up between 3:30 and 4. So that's just a thought from me on that. Thanks.

COMMISSIONER YEE: Okay. Does anyone have any such items as Commissioner Kennedy?

COMMISSIONER FORNACIARI: Well, I have a suggestion. Why don't we just come back at 4? We'll call for public comment. If folks do have -- I mean, we did stay a little later yesterday having some discussion, so you know, we're scheduled until 4:30, so we'll open for public comment. I don't expect a lot, you know, like we've had for the past few days, and then if we do have some I forgets, we can get those then. Does that sound
COMMISSIONER FORNACIARI: All right. Thank you. And welcome back. At this point, we are going to go to general public comment. So if Katy can read the instructions, I really would appreciate it.

PUBLIC COMMENT MODERATOR: Absolutely, Chair. In order to maximize transparency and public participation in our process, the commissioners will be taking public comment by phone. To call in the telephone number provided on the livestream feed. It is (877) 853-5247. When prompted to enter the meeting I.D. number provided on the livestream feed, it is 85298300771 for this meeting. When prompted to enter a participant I.D., simply press the pound key. Once you have dialed in, you will be placed in a queue. To indicate you wish to comment, please press star nine. This will raise your hand for the moderator. When it is your turn to speak, you'll hear a message that says the host would like you to talk and to press star 6 to speak. If you would like
to give your name, please state and spell it for the
record. You are not required to provide your name to
give public comment. Please make sure to mute your
computer or livestream audio to prevent any feedback or
distortion during your call. Once you are waiting in the
queue, be alert for when it is your turn to speak, and
again, please turn down the livestream volume.

And we do not have anyone in the queue at this time,
Chair.

COMMISSIONER FORNACIARI: Thanks, Katy.

PUBLIC COMMENT MODERATOR: You're welcome.

COMMISSIONER FORNACIARI: Yes, so we'll check in.

Anything anyone forgot that they want to add while we're
waiting for the callers to call in?

COMMISSIONER YEE: Director Hernandez?

COMMISSIONER FORNACIARI: Director Hernandez?

COMMISSIONER HERNANDEZ: Yes, thank you. There was
an echo there.

I was listening in, and I heard a couple of things
in regards to our agenda setting and things like that. I
think would be very helpful for the next commission to
have a template to use. Once we kind of got into a
groove, we were using a template to update the
information. And although the Google document that we
were using at the beginning was very helpful up to a
certain point, I think once we got to the line drawing, it was not as helpful. There wasn't a whole lot of information being added to the Google doc for the agenda setting, but it was very helpful in at least doing a preliminary draft of the agenda with whatever items were listed on there. So that was very, very helpful in creating the template, using the logo, and just the formatting and making sure that legal approves it is going to be key to making that template most useful.

The other thing I wanted to mention, Commissioner Kennedy did provide and recommend that we track any motions or documents that were being submitted as part of a motion. And we did attempt to do that. I will say that it didn't always work out where we would get the documents ahead of time or in the specific format that we'd like, but we tried to do that. The one thing that we were able to implement that Commissioner Kennedy did suggest is the tracking mechanism for any motions. So although we haven't -- it was on the Google drive; it wasn't put on the website, but it has captured the motions and the motion number associated with that so that if we needed to go back to that particular motion, we can find it easily on the spreadsheet that we put together. That was kind of a work in progress. And I've had Ravi going back to associate the documents that are
related to those motions. In some cases, we made motions and indicated that with edits, and so circling back and making sure that we have that final document and attaching that to that. So you have the original submitted and then the ones with edits and having that available. And so we're working on, you know, cleaning that up and making that available. But that's definitely something I would recommend to the next commission.

And then also what we were doing is capturing the votes live. I don't know how many of you felt that was worthwhile, but I did find it a very much easier process to track and make sure that that information was being collected live. And there was no question as to who was voting for what. So I think that would be helpful for the next commission to have some type of way of capturing the votes live like we did. Thank you.

COMMISSIONER FORNACIARI: Some great points. We can certainly share the tools that we used with the next commission and also include that advice.

We do have a caller in the queue. And so I ask Katy to welcome our caller in.

PUBLIC COMMENT MODERATOR: Absolutely, Chair.

Caller 2829, if you'll please follow the prompts.

And the floor is yours.

UNIDENTIFIED FEMALE SPEAKER: Good afternoon,
Commissioners. I have a question. It has to do with the input part of your agenda. I wanted to know why COI input could not have been started sooner instead of waiting until June. If it could have maybe started in February or March and gone to June or July, that would have given more time for staff to input the data into the database and centroid maps. Once they ended the COI input by September 15th, then you are already into starting the iteration -- well, not iterations, it was visualization maps, and people were already putting in lots of public input, and it seemed like the staff probably got overloaded, and it was too close a crunch time. So I wanted to know if the reasons for not starting it sooner were funding and the technology not being available. Thank you. That's my question.

COMMISSIONER FORNACIARI: Thanks, Ms. (Indiscernible). We appreciate you calling in. So I'll start and then offer any other commissioners to provide feedback.

I think there are a number of reasons. I think you touched on a few. The technology wasn't ready. It wasn't really so much a funding issue. Staffing was another part of it. I think also a big part of it was, you know, we wanted to start with our education and outreach efforts and to ensure that we did a good job,
you know, reaching out and educating the public about redistricting and what we were looking for with the community of interest input. And I think that was important, you know, working with the public and the community groups and other groups to help them understand what we needed input-wise. So I think it was a number of things, right. It was technology; it was staffing; it was timing; it was just a lot of stuff. Plus, we wanted to get the education part going. So I don't know if anyone else has anything they'd like to add.

I guess I did a fairly good job in covering it, but thank you so much for calling in. We look forward to hearing from you again.

UNIDENTIFIED FEMALE SPEAKER: Okay, thank you.

COMMISSIONER FORNACIARI: But it's certainly, I mean, okay, that being said, I mean, part of what we're trying to do here is, is identify those issues that were challenges for us to move more quickly and set the 2030 commission up to be in a better place.

So I kind of potentially interrupted anyone who wanted to comment on Director Hernandez's comments. Were there any other pieces of input or comments?

Commissioner Yee?

COMMISSIONER YEE: I was just hoping, Director Hernandez, the thought on capturing live votes. I didn't
quite understand your thought there versus taking votes off camera. What were you thinking there?

COMMISSIONER FERNANDEZ: No, I was thinking of using the spreadsheet that we ended up using to capture the votes. You know, the visual. No so much the live, but the visual spreadsheet where you can see the vote, you can see the motion. And I think that was very helpful to get clarity on the motion. As I looked back at other motions that were done, and I wrote them out, you know, I didn't always capture them or was able to reference the information. And when we were all able to see it, we were able to clean it up. Commissioner Fernandez found many of my edits where I misspelled things. And so I think it was very helpful to ensure that the motion was taken down as it was intended.

COMMISSIONER YEE: And perfect, yes. That was very useful, indeed. And even now to collect all the motions in one place to eventually leave them on the website in an obvious place, that would be fantastic.

COMMISSIONER FORNACIARI: Commissioner Andersen?

COMMISSIONER ANDERSEN: Yeah. Thank you. I totally agree the collecting the votes live, I thought was extremely helpful. It really made things open and transparent. So I thought it was an excellent idea. But I also want to say, you know, back to Ms.
(Indiscernible), our table's not up and ready. And there
was another glitch in terms of technologies that we
didn't have aware of and issues we weren't aware of in
terms of the how things got transferred from the
statewide database over. That was delayed because there
was another issue with how -- what we what we needed to
receive that information before we even put it in
(Indiscernible) table. So those were steps that I think
we could outline for the 2030 commission because it's
ture. There's absolutely no reason. We're trying to
move this forward, getting COI input and getting it up to
show we weren't actually quite ready for that. And in
terms of the time frame, (Indiscernible) was up on things
like Ms. (Indiscernible) and a few other organizations,
they still didn't understand, hey, get involved in that
early. And most of them, you know, with the media, they
didn't care until we got data. And at that point, as
we've already said, by that time, we already need to know
your views and interests, and I think that message needs
to be big-time number one on the education. Communities
of interest, do that now. You do not have to wait for
census data, and that's extremely important.
And then in terms of, you know, we should go ahead
and try -- the 2030 commission should try different media
ways of putting it on there so they have time to modify
it as they learn more. I would really like to
(indiscernible) that. Don't wait for that perfect
situation, try something and then retry.

COMMISSIONER FORNACIARI: Thanks, Commissioner
Andersen.

I'll just circle back to Director Hernandez. I
think it's, you know, an important lesson learned that
the next commission have someone, at least one person,
who can do grammar and spell checking in real time.

That being said, is there anything else that we that
we have at this point? And then I have a number of
questions. I don't know if Commissioner Turner is back
with us or not, and I missed her question earlier, but it
looks like we are scheduled to start at 9:30 tomorrow.

Well, with that, we will recess and, I will see you
all tomorrow at 9:30. Have a great evening.

COMMISSIONER YEE: Thanks, everyone.

UNIDENTIFIED MALE SPEAKER: Thanks, everybody.

UNIDENTIFIED FEMALE SPEAKER: Good night, everyone.

(Whereupon, the CRC Business Meeting / Lessons
Learned meeting adjourned at 4:12 p.m.)
CERTIFICATE OF REPORTER

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

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

IN WITNESS WHEREOF, I have hereunto set my hand this 31st day of March, 2022.

__________________________________
TROY RAY, CER-369
CERTIFICATE OF TRANSCRIber

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

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

I certify that the foregoing is a correct transcript, to the best of my ability, from the electronic sound recording of the proceedings in the above-entitled matter.

MONICA MARKS, CDLT  
March 31, 2022