

STATE OF CALIFORNIA
CITIZENS REDISTRICTING COMMISSION (CRC)

In the matter of:

BUSINESS MEETING/LESSONS LEARNED

WEDNESDAY, MARCH 9, 2022

9:30 a.m.

Reported by:

Troy A. Ray



APPEARANCESCOMMISSIONERS

Angela Vázquez, Chair
Neal Fornaciari, Vice-Chair
Jane Andersen, Commissioner
Sara Sadhwani, Commissioner
Patricia Sinay, Commissioner
Derric Taylor, Commissioner
Isra Ahmad, Commissioner
Trena Turner, Commissioner
Pedro Toledo, Commissioner
Linda Akutagawa, Commissioner
Russell Yee, Commissioner
J. Kennedy, Commissioner
Antonio Le Mons, Commissioner
Alicia Fernández, Commissioner

STAFF

Alvaro Hernandez, Executive Director
Marcy Kaplan, Director of Outreach

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Call to Order and Roll Call



P R O C E E D I N G S

9:30 a.m.

1 VICE CHAIR FORNACIARI: Good morning, California,
2 and welcome to this meeting of the California Citizens
3 Redistricting Commission. I am Neal Forniciari, your co-
4 chair for March. Angela Vazquez, your chair will be
5 joining us a little bit later. I'm going to call this
6 meeting to order and ask Director Hernandez to call the
7 roll.
8

9
10 MR. HERNANDEZ: Yes, Chair. Commissioner Kennedy.

11 COMMISSIONER KENNEDY: Here.

12 MR. HERNANDEZ: Commissioner Le Mons.

13 COMMISSIONER LE MONS: Here.

14 MR. HERNANDEZ: Commissioner Sadhwani.

15 COMMISSIONER SADHWANI: Here.

16 MR. HERNANDEZ: Commissioner Sanai.

17 COMMISSIONER SINAY: Here.

18 MR. HERNANDEZ: Commissioner Taylor.

19 COMMISSIONER TAYLOR: Presente.

20 MR. HERNANDEZ: Commissioner Toledo. Commissioner
21 Turner.

22 COMMISSIONER TURNER: I'm here.

23 MR. HERNANDEZ: Commissioner Vazquez. Commissioner
24 Yee.

25 COMMISSIONER YEE: Here.



1 MR. HERNANDEZ: Commissioner Ahmad.

2 COMMISSIONER AHMAD: Here.

3 MR. HERNANDEZ: Commissioner Akutagawa.

4 COMMISSIONER AKUTAGAWA: Here.

5 MR. HERNANDEZ: Commissioner Andersen.

6 COMMISSIONER ANDERSEN: Here.

7 MR. HERNANDEZ: Commissioner Fernandez.

8 COMMISSIONER FERNANDEZ: Presente.

9 MR. HERNANDEZ: And Commissioner Forniciari.

10 VICE CHAIR FORNACIARI: I am here.

11 MR. HERNANDEZ: You have a quorum here.

12 VICE CHAIR FORNACIARI: Thank you. Boy, I was just
13 reflecting on how much I miss you guys. It does seem
14 like it's been a long time and it's great to be together
15 and see you all again. We spent three really intense
16 months together, and it's good to get back to -- back
17 together again and see you all. So welcome.

18 Angela, Commissioner Vasquez, will be -- will be
19 joining us a little bit later. She'll be in and out.
20 And I will be obviously taking over when she's out. So
21 I'm going to -- before I go through the run of show,
22 I'm -- I'll open it for announcements if any
23 commissioners have any announcements.

24 I just have one thing I'd like to share with y'all.
25 I've been invited by the San Joaquin County Grand Jury

1 Association to make an informal presentation next Tuesday
2 about my experience on the Commission, and so I will be
3 doing that. I think the Grand Jury -- the statewide
4 Grand Jury Association would certainly be a great
5 resource for us to use in recruiting for the next round.

6 So I'll just open it up if anyone else has anything
7 they'd like to share. Commissioner Ahmad.

8 COMMISSIONER AHMAD: Thank you, Chair, and I miss
9 you all, too. I just wanted to share that I will also be
10 speaking at a virtual event on redistricting, the Fight
11 For Fair Maps. That's next Wednesday, March 16th, at 5
12 p.m.

13 The organizers have collected folks from across the
14 country who have been working in redistricting. So other
15 panelists include the director of public engagement from
16 the New York Independent Redistricting Commission, the
17 president in Illinois of the Muslim Civic Coalition, and
18 then a D.C. lawyer and advocate for civic engagement. So
19 it will be an interesting conversation where I just
20 reflect on the pros of independent redistricting.

21 VICE CHAIR FORNACIARI: Oh wow. That sounds great.
22 Is it open to --

23 COMMISSIONER AHMAD: Yes --

24 VICE CHAIR FORNACIARI: -- the public?

25 COMMISSIONER AHMAD: Yes. It's open --

1 VICE CHAIR FORNACIARI: Okay.

2 COMMISSIONER AHMAD: -- to the public. I'm not sure
3 how to get this information to you all. Maybe I can send
4 it to Anthony and -- or Alvaro and have them send it out,
5 yeah?

6 VICE CHAIR FORNACIARI: Yeah.

7 COMMISSIONER AHMAD: Okay.

8 VICE CHAIR FORNACIARI: That would be awesome.
9 Yeah. Thank you so much. Commissioner Yee?

10 COMMISSIONER YEE: Thank you, Chair. Yes. So I
11 have a gig coming up next Thursday with the League of
12 Women Voters Diablo Valley and on a panel and sharing
13 about our experiences.

14 I mentioned, too, your redistricting engagement
15 subcommittee is working on a -- is working with Marcy and
16 Martin working on a slideshow, an updated slideshow, you
17 know, for this post-maps period just kind of summarizing
18 statistics and you know, what our maps accomplished and
19 such. So hopefully, everyone can find that useful as
20 they have opportunities to share.

21 Also managed to get an op ed into the Cleveland
22 Plain Dealer, the Ohio -- an Ohio newspaper, sharing
23 about my story and our story and why maybe Ohio should
24 think about independent redistricting, so.

25 VICE CHAIR FORNACIARI: Yeah. Great. So that

1 updated presentation, do we know when we might have that?

2 Is it -- will it be available by Tuesday?

3 COMMISSIONER YEE: That's optimistic but --

4 VICE CHAIR FORNACIARI: Okay.

5 COMMISSIONER YEE: -- possible. Yeah.

6 COMMISSIONER SINAY: By next Tuesday, we may be able
7 to have it because it's not -- it -- right now we're
8 looking at ten slides that just kind of tells the whole
9 story. So I'm working quickly. Just got all the pieces
10 together.

11 VICE CHAIR FORNACIARI: Outstanding. Thanks. The
12 next person looks like Sara Sadhwani, but it says Pedro
13 Toledo in front of her.

14 COMMISSIONER SADHWANI: That's weird. Oops. Yeah,
15 let me change that. I had to use Pedro's link to get in
16 today, so let me change it. But yes, I did two similar
17 kinds of panels in the last couple of weeks, one for the
18 League of Women Voters of the Mount Baldy chapter, which
19 includes Claremont, which is the area where I work. And
20 I was joined on that with -- by Helen Hutchison, and that
21 was really great.

22 And then I did one last week for Berkley. And
23 again, it was just kind of sharing my perspective of the
24 experience, but it was teamed up with two political
25 scientists from -- one is from the Brennan Center and

1 another, Chris Warshaw, who does expert witness testimony
2 in VRA cases and stuff, so looking at redistricting
3 nationally.

4 VICE CHAIR FORNACIARI: Great. Thank you. And just
5 for the record, Commissioner Toledo is here. So
6 Commissioner Anderson.

7 COMMISSIONER ANDERSEN: On a much more local note,
8 I'm doing a presentation for a local high school, you
9 know, one of their -- actually it's not the American
10 history class. It's actually the civics class, and so
11 you know, gerrymandering, you know, the -- how an
12 independent district -- redistricting plays all into that
13 and the whole process of it. A lot of kids are pretty
14 excited about it.

15 VICE CHAIR FORNACIARI: Great. Sounds like fun.
16 Commissioner Fernandez.

17 COMMISSIONER FERNANDEZ: Thank you, Chair. I also
18 are on a -- I'm on a panel with Commissioner Sinay for
19 the end of the month, but I'll let her talk about that
20 piece of it. And then I'm also on a panel next week,
21 March 15th, with the Sacramento Hispanic Chamber. It's
22 here in Sacramento, and it's the California new political
23 landscape reapportionment. And we have a pre-meeting
24 today, so I'll find out more about what that's going to
25 entail.

1 VICE CHAIR FORNACIARI: Wow. We are a busy crowd.
2 Anything else? Oh. Commissioner Sinay.

3 COMMISSIONER SINAY: Thanks. I just wanted to --
4 well, we'll talk about this, as we said, in our
5 subcommittee report, but we will give kind of the
6 guidelines, the conversations that we've had with legal
7 as well as probably will create a form so you all can
8 just send -- submit to us so we kind of have an up-to-
9 date list of who's doing what and keeping track.

10 And there's -- it will all makes sense when we talk
11 at the subcommittee level, but I think this is really,
12 really exciting. And I just ask just to add a little
13 ticker in your list to be like, okay, I need to let the
14 subcommittee know. And we'll keep saying it, and I know
15 it takes three times to create a habit, so I'll just keep
16 saying it. Thank you.

17 VICE CHAIR FORNACIARI: Commissioner Kennedy.

18 COMMISSIONER KENNEDY: Thanks. Just a reminder that
19 I had asked Anthony to send out, and he did send out, the
20 announcement of an event organized by Represent Women,
21 which is out of Tacoma Park, Maryland. And it's
22 unfortunately falling during meetings this week, but I'm
23 noticing that the panel discussion on Fair Representation
24 Act, House expansion, and independent redistricting
25 committees falls during our lunch hour tomorrow.

1 So assuming that they stay on track from 12:40 to 1
2 pm, which is a -- sounds like a short panel, but anyway,
3 there is going to be that panel discussion on Fair
4 Representation Act, House expansion, and independent
5 redistricting committees as solutions to the
6 representation crisis. So I'm hoping to listen in on
7 that and encourage colleagues to as well. Thanks.

8 VICE CHAIR FORNACIARI: Yeah. So we'll have to be
9 sure that we stay on track, too, so that our lunch is on
10 time.

11 Commissioner Sinay?

12 COMMISSIONER SINAY: Thank you, Commissioner
13 Fernandez. So as Commissioner Fernandez and I --
14 Commissioner Fernandez mentioned she and I will be on a
15 panel, and I keep doing it wrong but I think it's
16 California Women Lead. It -- there -- it's an
17 organization that looks at women who are appointed and
18 women who have run for office or are interested in
19 running for office or are elected and such.

20 So we'll be talking about redistricting on that
21 panel as -- we're representing the north count -- the
22 northern -- the north part of the state, the southern
23 part of the state, two different political parties, and
24 both being appointed to the Commission as well as both
25 having been on school boards, me as appointed and her as

1 running. So all sorts of different little nuances.

2 Thank you.

3 VICE CHAIR FORNACIARI: Okay. Outstanding. Wow,
4 that's a lot of work going on. Good stuff. So as far as
5 the run of show goes, we have a four-day meeting focused
6 on lessons learned. There is an attachment in -- under
7 the meeting header that goes through the run of shows --
8 run of show and lists out the topics we'll be discussing
9 and the rough time frame that we'll be discussing those
10 topics so everyone can follow them.

11 So today will be all lessons learned. Tomorrow
12 morning, we will start with the business -- a brief
13 business meeting. Roughly, the morning is lined out for
14 that business meeting, but it'll go as long as we need.
15 We'll have a brief closed session during the business
16 meeting tomorrow. And then we'll -- tomorrow afternoon,
17 we'll continue with lessons learned and then on into
18 Friday and Saturday with the lessons learned exercise.

19 So to facilitate the lessons learned portion of the
20 meeting, I'll be turning it over to Commissioners Kennedy
21 and Yee to manage that. But before I do turn it over, I
22 want to thank those organizations that sent in letters.
23 There are three letters from organizations to us that are
24 also in the handouts for today's meeting.

25 And I just want to note especially the group that

1 put together some feedback for our Lessons Learned
2 exercise. It's a fifteen-page document with a lot of
3 good stuff. And I just want to acknowledge and
4 appreciate the work that those organizations put together
5 to help us in our efforts and provide their perspective
6 on our work and how we can improve it. So thank you for
7 that. And with that, I will turn it over to Commissioner
8 Kennedy.

9 COMMISSIONER KENNEDY: Thank you, Commissioner
10 Forniciari, and thank you, all, for being here. I think
11 all of you are aware that I've been highlighting the
12 importance of Lessons Learned pretty much since the very
13 beginning. I think it is incumbent on us to do what we
14 can to leave behind a -- or leave things as well-prepared
15 as possible for the 2030 commission. We certainly have
16 plenty of time for that.

17 We're also aware that there is also already interest
18 in the legislature in moving some reforms forward in
19 relation to the Commission, and we don't want to be
20 behind the eight ball on this. So I think this Lessons
21 Learned discussion is very timely.

22 A couple of things. First of all, just a reminder
23 that as far as our legal framework, we're looking at
24 potentially changes in various levels. So obviously, the
25 highest level and the most difficult level would be any

1 constitutional changes. A lot of key elements of the
2 Commission are determined by the state constitution. It
3 is entirely appropriate that those be difficult to
4 change, but I think it still merits a discussion as to
5 whether there are reasons to propose changes in that.
6 And we wouldn't have a direct role in that, but I think
7 our weight behind any proposed changes to the state
8 constitution in relation to the Citizens Redistricting
9 Commission would be very important.

10 Second of all, obviously, the Constitution doesn't
11 tell us everything we need to know about citizens'
12 redistricting process, and so the next level down is law.
13 The government code, to a lesser extent, the election
14 code, any other elements of code that may need to be
15 changed to facilitate the work of the 2030 commission and
16 subsequent commissions.

17 Likewise, laws don't always tell us absolutely
18 everything that we need, so the level below the laws is
19 regulations. And I've pointed out on occasion that in
20 the California Code of Regulations, there's a lot of
21 detail about the Commissioner's selection process, and
22 that is -- those are regulations that generally apply to
23 the work of the California state auditor's office, the
24 applicant review panel in the application and selection
25 process.

1 And then basically the CCR, the Code of California
2 Regulations, goes silent as to subsequent activities that
3 might require some regulation at a level below the law,
4 but nonetheless, codified in the CCR. So we'll be
5 looking to see if there are changes or additions that we
6 would like to see to the CCR as far as regulatory
7 language.

8 And then entirely within our hands would be
9 procedures. We have policies and procedures on the
10 books. Were those adequate? Are there things that we
11 would like to propose, again, that would make the lives
12 of the 2030 commissioners and subsequent commissioners
13 easier?

14 I've also said that I have found it useful in
15 previous Lessons Learned exercises to focus on kind of
16 four tags, if you will, for any contribution. So
17 Commissioner Yee and I had put together kind of an
18 expanded outline that we've called Lessons Learned
19 prompts with kind of higher level topics and then
20 subtopics within those.

21 So for example, if you look at legal on Friday,
22 under legal, we have counsel present and participation in
23 meetings, counsel work outside of meetings, usually for
24 closed sessions, handling Public Record Act requests,
25 selection and use of outside VRA and litigation counsel,

1 et cetera.

2 So if we look at those topics and any others that
3 colleagues might want to add into the discussion in terms
4 of strengths, weaknesses, innovations, or
5 recommendations.

6 So strengths and weaknesses, those should be pretty
7 straightforward. Did you consider -- do you consider the
8 point that you're making a strong point of the process or
9 a weak point in the process? Innovations are things that
10 have changed since the 2010 commission completed their
11 work. And obviously recommendations would be things that
12 we would like to see change between now and the time the
13 2030 commission does their work.

14 So for the -- to help the staff who are taking
15 notes, it would be excellent if, when you make a point,
16 either in the introduction to your point or before you
17 conclude your contribution, you would indicate whether
18 you consider it a strength, a weakness, an innovation, or
19 a recommendation.

20 And then when we conclude next week, if we've
21 managed to make it through the entire outline, we'll kind
22 of be sweeping all of those recommendations up, reviewing
23 them, and seeing if we would like to add any others to
24 the list. Once we -- once we have all of this input,
25 then Commissioner Yee and I will work on organizing it

1 all into what we hope will be a coherent discussion
2 document that we will bring back and put before the full
3 commission with some procedural recommendations as to how
4 we move forward with all of the recommendations that we
5 have come up with.

6 So are there questions? Are there thoughts? Does
7 anyone have any other suggestions they want to offer
8 before we take this up?

9 Okay. Well, the first topic in all of this is the
10 formation and composition of the Commission. So what we
11 have in mind, and again, feel free to add items beyond
12 these prompts, but how the recruitment was carried out,
13 how information got to members of the public about the
14 opportunity to serve on the Commission, the application
15 and selection process.

16 We had the two-stage application, the preliminary
17 application with kind of basic information collected that
18 was then screened for conflicts of interest and basic
19 eligibility. Folks who got through that were then
20 invited to submit a supplemental application that
21 included the essay questions and a lot more information
22 being requested from us.

23 How did you perceive that? Are there things that we
24 might want to suggest for the selection of the 2030
25 commission? We're looking at the time line for that. My

1 recollection is from the time I submitted that initial
2 application to the bingo ball drop was more than a year,
3 you know. And we know that the applicant review panel
4 had a lot of work to do during that period. They were --
5 they were not sitting on their hands or twiddling their
6 thumbs. They were busy that whole time. But just any
7 thoughts you might have on the time line.

8 Next, the criteria used by the applicant review
9 panel. I know I've heard from some of you that you
10 didn't watch the meetings of the applicant review panel;
11 others did watch the meetings of the applicant review
12 panel. But any thoughts that we might want to put down
13 on paper and eventually pass on to the auditor's office
14 and the Legislature regarding the criteria used or the
15 process of the applicant review panel as well as the
16 first day as we reviewed the applications from those
17 remaining in the subpools to select the final six.

18 The terms of service for the commissioners and
19 ensuring that future commissioners have a realistic sense
20 of the required commitment. There was some language on
21 the Shape California's Future website about the level of
22 commitment. Was that adequate? Was it inadequate? What
23 would we recommend for that?

24 So I'll open it up there. Again, those are -- those
25 are prompts to get you thinking and talking. They're not

1 intended to be exclusive. If you have anything about the
2 process of forming the commission or even thoughts about
3 the composition of the commission, now's the time.
4 Commissioner Andersen.

5 COMMISSIONER ANDERSEN: I'll break the ice. I did
6 actually watch quite a bit of the applicant review panel
7 process, and that's a big strength. They were so
8 careful, considerate, transparent. The amount of work
9 that they did was amazing. The process -- the materials,
10 the review that they were taught was presented well.

11 They had presentations from several of the 2010
12 commission which went into, you know, the geography. You
13 really kind of got a feel for how they did things and why
14 they did things as well as what is the definition of --
15 you know, how do you deal with the VRA districts? They
16 were taught all the things that the commissioners were --
17 would need to do, so that way, they had an idea what
18 qualities and characteristics they needed to understand
19 in reviewing all of the applicants.

20 I further found out that they -- the care with which
21 they went to make sure that it was completely
22 independent. There were the Republican group, the
23 Democratic group, the Independent group, and they
24 actually had different colors of -- when they printed out
25 their material, it was in different colored paper so they

1 could never look at the recommendations that the other
2 person was making. I mean, they were that careful about
3 it. So I cannot say more -- enough about how well they
4 handled the transparency and the independency and the
5 Bagley-Keene. It was truly impressive.

6 I -- you know, I can't -- I can't think of anything
7 that was bad about the process at all, with the only
8 exception being is that those recordings were not readily
9 available to everybody else. I actually kept a couple
10 copies of the documents, but going back to get what --
11 wait, you know, when did Justin Leda come and talk to
12 them? Where was that? That was really hard to find.

13 That is something that needs -- I would recommend
14 that that gets immediately put into a separate file that,
15 like, say, the first eight -- you're not going to go back
16 and review everything, but they could quickly find those
17 items because I thought the training was phenomenal and
18 it was lost in the middle of the plethora of all their
19 meetings. So I'll stop there. Then I have things about
20 when we were the first eight as well.

21 COMMISSIONER KENNEDY: Great. Thank you,
22 Commissioner Andersen.

23 Commissioner Le Mons.

24 COMMISSIONER LE MONS: Good morning, everyone.
25 Missing you, too. So what's interesting, I did not watch

1 the process that Commissioner Andersen just described,
2 but it sounds like in that process there could be
3 information that could be distilled to provide a what to
4 expect as a commissioner if you're applying to do this
5 role. Because to be honest, I had no idea what to
6 expect. So I think just, you know, enough to give a high
7 level where anyone who is considering applying -- and I
8 don't know at what point in the process that would be
9 appropriate, but I think there was very little resource.

10 I mean, I talked to some folks and did my own kind
11 of due diligence, if you will, on what the commission was
12 all about, et cetera, et cetera. But I think in terms of
13 the practicality of what we really faced, even things
14 like having to set up the organization and -- I mean, I
15 think just really understanding what kind of tasks,
16 maybe, or activities beyond drawing the maps because I
17 think a lot of the focus is on the map aspect of it.

18 I know outreach was sort of our baby, if you will.
19 I guess we can take credit for that in terms of elevating
20 that as a really, really high priority. But again, I had
21 no idea what that might look like or what the
22 requirements were going to be, and I think as we go
23 through this Lesson Learned process, there may be some
24 very specific key things that we identify as we think
25 important for anyone joining the commission.

1 I mean, this is a very -- it's an honorable role to
2 have. It's a very, very important task, and I think the
3 better a group can be prepared will impact the outcome.
4 I think we had an incredible outcome and we found our
5 way, and I think any subsequent commissions would do the
6 same, but I think the whole purpose of us going through
7 this particular exercise of looking at lessons learned is
8 to not have to have the wheel be reinvented without
9 dictating -- I mean, that's not what we're trying to do
10 at all -- but I mean, if you can have some runway, like,
11 some paved runway rather than the dirt road, it can make
12 for a smoother flight. So that's my feedback on this
13 portion.

14 COMMISSIONER KENNEDY: Thank you, Commissioner Le
15 Mons.

16 Commissioner Turner.

17 COMMISSIONER TURNER: Thank you and good morning,
18 lovelies. So mine would be, Commissioner Kennedy, a
19 recommendation, perhaps, to do more of -- I'm thinking
20 about the recruitment process at the beginning. I think
21 by sheer chance, I found out about the redistricting
22 commission, and even after finding out about it, again,
23 still could not get my mind wrapped around what it was.

24 And I know that different ones heard about it on the
25 radio in different piece parts. I'm thinking, perhaps,

1 now a recommendation that there would be much more usage
2 of social media to be able to talk about it but in a way
3 that's accessible.

4 The commission should be representative of all of
5 Californians, and I just do not frankly believe we are
6 representative of all Californians. I think that you all
7 are brilliant individuals, and I think that just our -- I
8 think all of our systems of democracy has to be
9 accessible to everyday folk, and I don't believe this
10 process was accessible to everyday folk.

11 I think that, for the most part, everything from the
12 number of submissions that need to be sent -- that had to
13 be sent in, all of the essays, the public comment, the
14 recommendations from other individuals. If you stop and
15 think about it, different parts of society just does not
16 have that time, that accessibility to computers and
17 friends that also have time to stop and think and write.

18 And it has nothing to do with whether or not they're
19 qualified to do what we've done. They actually are maybe
20 in the streets. They know the geography. We struggled
21 some sometimes with our perception of who was in what
22 area, and I think that there are those that could have
23 served on this commission and that will serve on future
24 commissions that will be experts where we were not
25 experts in being able to get words out -- word out to

1 different individuals and be able to represent certain
2 parts of the community.

3 So as a recommendation, what am I saying in all of
4 that? Two things. Number one, as I've stated, I think
5 maybe most folk are -- you know, of course, we know that
6 there's the whole problem with technology, access to it.
7 But for the greater portion of California, people will
8 engage with social media in some way, you know, shape, or
9 form.

10 But then also the wording, the terminology. Even
11 after I applied -- and I've told you before I applied and
12 it's like, okay, because the very way it was presented
13 was like, yeah, this probably won't happen. It's a, you
14 know, something that's out there, but you know,
15 something -- oh, okay, whatever, I'll apply and keep
16 moving, but it was not the encouragement that, yes, we're
17 looking for you exactly. We're looking for people like
18 you.

19 It's like this is -- I applied because you know
20 what? There weren't enough Black folk -- Black women
21 applying, to be truthful. So I'm going to put my name in
22 the hat, I'll apply, and let's just see what happens.
23 Not because I knew what it was, but I felt like if
24 someone else was doing it, I can do it, too. Why not?
25 And then had to learn through the process what exactly it

1 was.

2 I feel like that's backwards. I feel like we have
3 to find different words of communication to ensure that
4 everyone knows what it is and know the importance of why
5 they need to participate in drawing, redistricting, the
6 geography in which they live. Even after it got -- the
7 numbers started dwindling down, and I went, oh crap, I
8 better figure out what this is for real that I've applied
9 to.

10 In interviewing people, even one of -- you know,
11 some of the previous commissioners. I feel like, in
12 retrospect, the information shared was still delivered in
13 a way that was delivered in pride of what the job was, to
14 almost be impressive about how important this job is, but
15 not necessarily the detail needed to understand it and to
16 know that it is accessible and we are looking for you.
17 So I would want to, when it's time, to struggle with what
18 are the right words, what is the accessible approach for
19 everyday people to be able to see themselves in this role
20 that'll be able to serve California.

21 So recommendation would just be really working on
22 how we're doing the recruitment, where we're doing the
23 recruitment. For some of the other piece parts, I'll let
24 some of the others in the queue respond and then I'll
25 come back just probably one more time in the same

1 section. Thank you.

2 COMMISSIONER KENNEDY: Thank you, Commissioner
3 Turner.

4 Commissioner Fernandez.

5 COMMISSIONER FERNANDEZ: Thank you, Commissioner
6 Kennedy. And I completely agree with Commissioner Turner
7 and Commissioner Le Mons. Again, I did not listen to any
8 of the meetings. You know, most of us work full-time.
9 The meetings were held during the day. And even if I
10 wasn't working, I'm not sure if I would have tuned in, so
11 I'm not sure how that went. I'm glad that Mr. Andersen
12 did and she had a good feedback from that.

13 Completely agree that there was a huge
14 underestimate -- estimation of the time commitment, and
15 that's very unfair. It's unfair to all of us to -- in
16 order to be fully engaged, we weren't -- we weren't sold
17 the right bag of goods, I guess, and then we get
18 criticized for it, and that's very, very unfair.

19 But part of it, too, is I feel that -- and I've
20 talked about this before -- that I feel if we -- if we,
21 along with the state auditor, come up with a better
22 definition of fully functional, we won't have to dedicate
23 so much time in the beginning in terms of the -- I don't
24 want to say menial, but a lot of the administrative work
25 that, honestly, we should not have been required to

1 perform, and a lot of the outreach. And if, you know, we
2 could have had support from the state auditor until we at
3 least hired our full executive team, that they were up
4 and running to include our outreach and some of -- and
5 help us process the RFPs and the -- our positions and --
6 I mean, just so much in the upfront that we -- honestly,
7 they shouldn't expect us to have the knowledge or the
8 expertise.

9 Again, there's 14 of us. I just happen to have
10 background in government, but if we didn't -- I mean, I'm
11 just sitting here going, oh my god, that would have been
12 just very difficult to navigate through that. So thank
13 you for the rest -- the other thirteen of -- going
14 through that challenge.

15 And I agree with Commissioner Turner. I think the
16 concept redistricting and then commissioner, it's
17 intimidating. So we need to take that away. We need to--
18 - as Commissioner Turner said, we need to say, yeah, we
19 really do want the common Californian that is not into
20 politics, that, you know, maybe doesn't even know who
21 their congressman or person is at this point, but just
22 that is involved in their community and you know, want to
23 draw better lines for Californians.

24 I also feel it would be helpful to get the state
25 auditor's perspective on the whole recruitment process.

1 I think that's probably a must. Again, it's their
2 process and I'm sure they've already had their Lessons
3 Learned, but I think it would be helpful to us, and I do
4 know that part of our moving forward is to provide
5 feedback to them on the next recruitment.

6 But yeah. I was just very disappointed in how they
7 portrayed the amount of time to really do -- you know, to
8 do a good job and be fully involved. It was full-time
9 towards the last few months, and I think that really
10 needs to be communicated. And it was also heavily -- we
11 were heavily involved the entire time because we had so
12 many subcommittees, we didn't have, you know, enough
13 staff, and we're just running along trying to create an
14 organization that will be dismantled in a year.

15 So it's just a lot upfront that I feel the fourteen
16 commissioners should not have to be required to do that
17 on their own. Thank you.

18 COMMISSIONER KENNEDY: Thank you, Commissioner
19 Fernandez.

20 Commissioner Forniciari.

21 VICE CHAIR FORNACIARI: Yeah. Let's see. I agree
22 with what's been said before, so I won't reiterate it too
23 much. I did -- I just want to make a recommendation. I
24 think one of the strengths of the recruitment process, or
25 at least the training of the -- of the -- was the

1 training of the auditors who were doing the recruiting.

2 And they really got trained, you know, in the kind
3 of nuts and bolts of redistricting, but the big missing
4 piece -- and it's been touched on, but I want to make a
5 recommendation that we do this -- is put together a
6 module that is what does it mean to be on a commission,
7 what does it mean to be a commissioner, what is a
8 commission? You know, and so that it's really clear and
9 really laid out, and you know, and talk about the time
10 commitment in that -- in that module so that we would
11 have an opportunity to train the auditors and then to
12 train the new commissioners when they come on board with
13 that kind of detail.

14 And you know, as, you know, Trina and Alicia were
15 talking about the recruitment process, I mean, perhaps
16 this is something we'd also like to do ahead of time in a
17 video that would be accessible to folks that they -- so
18 they could better understand what they're getting
19 themselves into. Thanks.

20 COMMISSIONER KENNEDY: Thank you, Commissioner
21 Forniciari.

22 Commissioner Toledo.

23 COMMISSIONER TOLEDO: Thank you and good to see
24 everybody. For me, I think, certainly recruitment's
25 really critical. But when I think about serving on the

1 commission, the one thing that comes up is that we are an
2 independent commission, right? So balancing the needs,
3 the infrastructure needs of the commission is important
4 while also maintaining our independence.

5 So figuring out what -- how to do that, and I think
6 that's probably where the auditor's office -- and I'm --
7 and I don't know this for sure -- but that's probably
8 where the auditors had struggled with as well. How do --
9 how does -- how do you create an independent commission
10 while having state staff staffing it, right? And the
11 fear that staff might -- that state staff might influence
12 the process is always a concern.

13 Given that we are -- we're a commission. The
14 commissioners are supposed to be setting the policy
15 direction and not the staff. And so thinking through
16 some of that, how that -- how we can do that. I think
17 it's possible to do that, and I think we just need to
18 think through how do we create a fully functional
19 independent -- and a fully functional organization
20 that's -- that also ensures that the individuals making
21 the decision is the commission, not a staff, right, so
22 that -- because we do have, in government, civil service
23 that keeps government functioning and makes a lot of --
24 maybe not policy, but keeps the organizational
25 functioning when there are transitions.

1 And that's important, too. Just trying to figure
2 out -- I mean, we are different than most commissions,
3 and that's the -- I think that's where I -- and I think
4 others may struggle with that. We don't want to give up
5 our independence. And so how do we -- how do we ensure
6 that?

7 That being said, the reason I applied -- and I did
8 learn about it over and over again. There was certainly
9 quite a bit of social media and radio and other media
10 maybe out there. And I didn't apply until the last
11 minute, mostly because of the calls from the advocacy
12 groups that there weren't enough people of color on the
13 commission.

14 And so that's when I said, okay. You know, it was,
15 like, the day before it was due. I'll submit my
16 application and -- but ensuring that we have a diverse
17 pool and one that probably needs to compensate for the
18 fact that there's -- that there are litters -- there are
19 disparities in the state, right? And so you probably
20 need a higher percentage of people of color in the pools
21 in order to get the outcome that we want, which is a
22 representative group at the end. Just some thoughts.
23 Thank you.

24 COMMISSIONER KENNEDY: Thank you, Commissioner
25 Toledo.

1 Commissioner Taylor.

2 COMMISSIONER TAYLOR: Good morning, everyone. I
3 hope everyone is well. Good to see everyone. I'm going
4 to -- it would be wonderful to have the state auditor's
5 perspective of what the recruitment process would be,
6 too, because, you know, they might be able to glean some
7 information that we may -- we may have missed. So their
8 perspective, I think, would be -- would be invaluable.

9 I do wonder -- I do wonder how effective some of
10 this can be in that we do fully disassemble this ship and
11 then hand it up to the -- to the next commission. So I
12 wonder what is some of the rudimentary things that can be
13 passed on from commission to commission?

14 And I think of -- I think of discussion of what's
15 really required from a commissioner and how that can be
16 relayed into the application and recruitment process.
17 And we have to acknowledge that this was the second
18 iteration of this.

19 So I think if you look at what the first commission
20 did, what we did, that might be a whole different set of
21 attributes that someone else would be able to take from
22 it. So I think -- I think for 2030, there might be a
23 better idea of what is required for a commissioner that
24 we can -- that we can relay going forward.

25 As I think of the advertisement in the recruitment,

1 I wish that some of the things we saw when we were
2 soliciting COI testimony I would have seen during the
3 application process. And a large billboard in my
4 neighborhood asking for people to submit COI testimony
5 may be what needs to be for asking for applicants.

6 If we're wondering about, you know, of the applicant
7 pool, this all is going to begin from the first -- from
8 the first solicitation. It's almost as if -- it's almost
9 as if to build -- to build our COI input, to build our
10 community input, we want to start in the middle. And
11 it's going to -- it start all the way from the beginning.
12 That's a tool for input at recruitment, and I think that
13 we sort of seg -- we segmented that, and it doesn't have
14 to be.

15 This -- it's a wrap-around. It's totality. And I
16 don't think that we've reviewed it or we went about it in
17 that -- in that measure. Partly, I guess, it's because
18 we fully disassemble the ship. So yeah. It's a few
19 things. I think we're going to have some recurrent
20 things. I'm going to come back. Not as concise as I
21 would like to be in the moment, but I think there's a --
22 we have to look at the totality of how this affects each
23 component. Thank you.

24 COMMISSIONER KENNEDY: Thank you, Commissioner
25 Taylor.

1 I wanted to get myself into the queue in part to
2 respond to what Commissioner Turner was saying, and
3 Commissioner Toledo also kind of referred to it in his
4 remarks as well. One of the things that I was looking at
5 early on in relation to the recruitment process, and I've
6 seen that the Michigan commission, for example, has a set
7 salary.

8 And it's always seemed to me that one of our
9 barriers to recruiting more kind of common Californians,
10 you know, everyday Californians who aren't specialists in
11 any of this is, if someone came to me at a different
12 point in my life and said, I want you to devote yourself,
13 you know, mostly full-time and eventually more than full-
14 time during a short period to this process, but you know,
15 you're never going to know exactly how much money you're
16 going to be earning from one month to the next, I'd kind
17 of give them a funny look and say, really?

18 You know, I think some of us had the luxury of, you
19 know, whether it's retirement or a steady income stream
20 that was not, you know, impeded by service on the
21 Commission. But you know, if you look at someone who is
22 already struggling to get by and you say, I want you to,
23 you know, focus on this instead of what it is you're
24 doing to barely get by, but I'm not going to tell you how
25 much you're going to earn, I don't see how that's really

1 a successful formula.

2 The Michigan commission has a salary that is set as
3 a percentage of the governor's salary, and I forget
4 whether it's twenty-five percent or something. But
5 anyway, you know, going into this, a person would at
6 least understand what it is that they're going to earn.
7 So I -- you know, I put that on the table as something to
8 think about.

9 Second of all, I have always wondered since the days
10 in early August when the first eight were picking the
11 final six if it wouldn't have been easier to fill out the
12 Commission if we'd had one more seat. I think that, you
13 know, the composition, the way it is at fourteen with
14 five, five, and four was perhaps perfectly rational at
15 the time that the commission was proposed.

16 Voter registration numbers have shifted. The whole
17 tone of politics, both in California and in the nation
18 at-large have shifted. You know, I -- and I understand
19 that the 2010 commission was also looking favorably on
20 recommending expansion of the commission to five, five,
21 and five. And we did have a brief discussion on this
22 recently, but I wanted to put it on the table again.

23 Third, and this has to do, again, with terms of
24 service is the year beginning -- year ending in zero to
25 year ending zero a good formula, or was that simply the

1 most expedient at the time that the initial initiative
2 was circulating in 2008 at a point where it was way too
3 late to form the first commission in a year ending in
4 eight?

5 I mean, would it be better to start the terms of
6 office in a year ending in nine or in eight or in seven
7 or even in five? I mean, we're looking from our
8 perspective at what are we going to do for the next eight
9 years? I would encourage us also to think about do we
10 really need to hold on to this for eight years or would
11 it be better for the 2030 commission -- quote, unquote --
12 and subsequent commissions to have an earlier start at
13 this?

14 So those are the -- those are the three topics that
15 I would put onto the table at this point. And I'll pass
16 it over to Commissioner Sinay.

17 COMMISSIONER SINAY: Thank you. So my experience
18 was a little different in that I did know what the
19 commission did. I remembered voting for it. I kept my
20 eye on it ever since I voted for it. And after I
21 finished serving my community as a school board member, I
22 was trying to figure out what type of commission or how
23 I -- you know, how I wanted to serve, and I had landed on
24 commissions.

25 I knew about commissions because of my leadership

1 program through HOPE and -- but I'll have to say -- so
2 most of how I got -- I prepared and stuff was through the
3 community groups, but I will -- and they did a good job.
4 But I'll have to say I didn't hear about it from the
5 community groups.

6 I put it out there in the universe. I'm in this
7 new -- my new thing is it's a -- you know, I've been
8 doing this since I -- when I first applied to be
9 appointed on the school board, I didn't know if to share
10 with everybody that I was doing it or if to keep it
11 quiet. You know, and it was that whole thing like, okay,
12 if I don't get it, then no one will know. But then if I
13 do share it, people can help me, give me advice.

14 And so I learned from that experience that sharing,
15 even though it's scary that you might fail, is good. So
16 I had put it out there on social media and my large
17 network saying, hey, I'm going to apply to the
18 commission. And then people started sending me the
19 emails that they were getting from Common Cause or for --
20 from --

21 So the piece I want to say is one recommendation is
22 for the community groups is that they have a very insular
23 audience. They think it's very broad, but it's
24 already -- it's those people who already know them and
25 who they -- they're preaching to the choir many times.

1 And it's espec -- it's an important choir.

2 But they need to do more partnering with other
3 groups like LEAP and HOPE and California LEAP -- other
4 groups that also -- that have, -- you know, it's always
5 about looking at your small circles and expanding your
6 circles. And so the fact that even though I was
7 completely engaged and have a large network, I never
8 heard about it from the community groups. I heard -- you
9 know, I had gone out to search. So that's one
10 recommendation I have, and that's more towards the
11 community groups.

12 And I will say that their training was excellent.
13 They did a really good job of letting you know what a
14 commissioner was, what the redistricting was. They had
15 former commissioners come and talk about their stories.
16 And from the very beginning, I was overwhelmed by how
17 much time this took, and I had to make a decision about
18 my own business within the first few months of us being
19 commissioners, and I took a step back on my -- on my
20 business.

21 I did talk to the community groups since we were
22 part of the outreach committee. We would be talking
23 about other things, and I said to them, why weren't you
24 ever honest in all these trainings? Because I went to
25 two or three different trainings. I even got -- I even

1 went through their coaching once it came down to being
2 interviewed, and nobody ever was honest.

3 And what they said to me was we didn't want to be
4 honest about the time because then people like you
5 wouldn't have applied. And then I also talked to
6 Director Clay -- you know, at the time, Director
7 Claypool, and said, how come people weren't honest about
8 the time? And he's like, well, I've tried to be honest
9 with the auditors, but they're afraid it'll scare people.

10 And so it was this whole thing about scaring people
11 away from actually applying if they knew 50 percent of
12 your time, you know, during the set up and outreach and
13 then a hundred plus percent of your time during the
14 actual mapping and then twenty-five percent, -- you know,
15 ten to twenty-five percent, you know.

16 So and then -- and then Claypool said to me, and it
17 was -- and it was true. Director Claypool said to me,
18 but you all still would have applied even if we were
19 honest. You all are the type of people who would have
20 applied. I do feel it needs to be upfront and it
21 needs -- and it needs to be honest, especially for those
22 who work for someone else or works for another company or
23 something because you need to be able to have those
24 honest conversations with your employer.

25 I remember when Commissioner Le Mons said, I just

1 started a job and I -- and I had to go to my board and
2 tell them I was doing this and I and that image hit me
3 several times during this process of what did he tell his
4 board? Because we didn't know it was going to take this
5 much time. So I do want to say as a recommendation there
6 does need to be more clarity.

7 And I did listen to some of the sessions. I would
8 have them -- while I worked out, I listened to sess --
9 you know, I'd try to -- since I have some flexibility, I
10 would try to find ways to listen. And I will have to say
11 that it was good for me to listen to the sessions because
12 it allowed me to promote how good the recruitment process
13 was.

14 My favorite story is that they were looking -- and
15 no offense to anybody around -- on this commission
16 because we all made it -- but they were looking at two
17 candidates. One was a mail -- mailman driver -- was a
18 mail delivery driver and one was a Ph.D. candidate, and
19 they're like, look, we have enough people with Ph.D.s on
20 our pool -- in our pool.

21 But think about a mail drive -- a mail -- you know, a
22 mail delivery person. They know maps. They know
23 community. This person would be excellent. And so I use
24 that quote all the time and they -- to share with the
25 outside world on when they were like, oh, they didn't

1 know what they were doing and stuff.

2 And so I did think it was important that we -- that
3 we participate -- that I participated in that reason
4 because I was able to, as Commissioner Taylor likes to
5 say, talk about the process. You know, be able to be a
6 witness to the process. I know I'm not quoting you
7 correctly, Commissioner Taylor, but that's always been
8 something you say and I've taken to heart.

9 And finally, I thought the auditors did a good job.
10 But let's be honest, they were not diverse. The auditors
11 only look at the importance of diversity as it came to
12 political parties, but it was three white people. And
13 they were all government employees, obviously. They work
14 for the auditor's office.

15 I would like to see that process maybe grow, that
16 pool of people who actually do the review process. Maybe
17 be three from the auditor's office, one community group
18 member, and two former commissioners, one from 210 and
19 one from 220. But to have people on there that reflect
20 more of the community because obviously they're all from
21 Sacramento. They all -- you know, there's a lot of
22 pieces -- they did a great job.

23 If you watch the last meeting -- if you haven't done
24 it, I would go back to watch that last meeting because
25 all three of them actually got really emotional as they

1 said their last comments. They were really into this for
2 the right reasons. And at one point, I had asked to
3 invite them to the final map-signing and you know, with
4 COVID and time lines, it was hard.

5 But I do think that the three -- the three auditors
6 gave up, you know, a whole year -- didn't give up. They
7 got this amazing opportunity, and they took it very
8 seriously. But I do think it would be good to have more
9 than just the auditors do the review process. That's it.

10 COMMISSIONER KENNEDY: Thank you --

11 COMMISSIONER SINAY: I (Indiscernible).

12 COMMISSIONER KENNEDY: -- Commissioner Sinay.

13 Thanks.

14 Commissioner Sadhwani?

15 COMMISSIONER SADHWANI: Yeah. Thank you. I
16 appreciate all of the comments that have been made and I
17 agree with pretty much everything that's already been
18 said, so I'll just try to be additive. I think my
19 thoughts are three main areas.

20 First, in terms of recruitment. Reflecting on my
21 own process, I knew about the commission. I certainly
22 remember voting for it when it was on the ballot despite
23 the fact that the organization that I worked for was
24 opposed to it. I agree with Commissioner Sinay that
25 organizations can play a very important role in the

1 recruitment of applicants.

2 Certainly -- despite knowing about the commission,
3 it wasn't really on my radar if organizations hadn't
4 mentioned it to me. So in that sense, it's a little
5 different, I think, from Commissioner Sinay. I remember
6 getting emails on listserv saying, think about applying.
7 You know, I'm affiliated with the Schwarzenegger
8 Institute. They were talking about it.

9 But again, these are organizations that have always
10 been involved in this process. And I think one of the
11 things that we have innovated in this last two years is
12 the outreach. So we've developed a much bigger list.
13 We've done outreach to so many different community
14 colleges, chambers of commerce, local civic clubs. I'm
15 hoping that that larger list, that larger universe of
16 community folks, is what would be used to do that
17 recruitment, not just the, you know, the large civil
18 rights orgs.

19 And of course, I want them to still do that work and
20 their circles are important, but I think there's so many
21 more that are out there that have much larger circles,
22 right? I mean, thinking about Trena's comment, right?
23 Like, I'm hoping PICO's a part of this. I'm hoping
24 other -- like, smaller groups that aren't necessarily
25 super-engaged in redistricting are also a part of that

1 larger recruitment effort.

2 So maintaining that -- the outreach work that we've
3 set up, I think, is a key part to that recruitment. I
4 didn't -- I was not someone that watched the process. I
5 didn't -- I submitted. I honestly didn't really think a
6 whole lot about it after that. And again, similar to
7 Pedro and Trena, I -- for me, it was an L.A. Times
8 article that came out talking about how their -- the
9 applicant pool was not diverse, and that was why I
10 applied. And I didn't follow the process after, but I
11 have heard, of course, really good things about the
12 applicant review panel and agree. I think this
13 conversation should be in conjunction with them.

14 A second piece I wanted to raise was about this
15 notion of independence and the first eight and the early
16 days of the commission. I think we struggled, we all
17 did, right, because none of us knew -- like, we were
18 focused on, hey, we're going to draw maps. And then it
19 turned out, oh, we need to learn, like, the State of
20 California HR handbook and finance and what the heck an
21 RFP is for the State of California versus an RFI, and how
22 all of -- you know, can we sub-grant funds?

23 Like, there were so many administrative pieces that
24 were -- it's ridiculous to think that we would all be
25 able to take it on, and yet we did. And yet we did. But

1 we certainly had stumbling blocks along the way, and I
2 think that there can be things that should be done to
3 make that easier for the future.

4 But you know, I heard Pedro loud and clear. Like,
5 this piece around independence matters, right? Because I
6 actually -- I actually feel like, to some extent, you
7 know, Raul and Marion brought really wonderful traits to
8 the table, but they also came from 2010, and with that
9 was a certain perspective of how things need to be done.

10 And we spent a lot of time, you know, setting the
11 record straight that we weren't going to do things
12 exactly as 2010, and 2030 has to have that same
13 flexibility as well. So I'm concerned about the idea of
14 handing the 2030 commission an infrastructure in advance.
15 I do think, however, and this would be a recommendation,
16 that they have to have more consistent point people at
17 different layers of governance.

18 Yes, we are independent, but we needed to rely -- we
19 needed to have some -- someone -- to be able to contact
20 someone from the auditor's office at certain points in
21 time. We -- it would have been great if we could have
22 had a liaison with the Department of Finance and didn't
23 have to just wait until we hire someone to be that
24 liaison.

25 Like, who from the Department of Finance is going to

1 staff the commission to -- not staff, but be that point
2 person. Who from the Attorney General's Office, right?
3 We're trying to hire major law firms and hire chief
4 counsel for a job that's one year in duration. That was
5 hard, right? Like, can someone from the Attorney
6 General's Office just be available to provide a little
7 bit of guidance to us and recognize that they might lead
8 us astray at the same time, right?

9 As well as communications. I think that was a key
10 piece early on. I mean, we were getting attacked before
11 the first eight had ever even met in the media and had no
12 ability to say anything. We were getting legal advice,
13 say nothing. And I thought, that's crazy. How can we
14 say nothing on this issue that matters so much? So we
15 definitely need -- there needs to be some more
16 infrastructure in place for 2030, but having it set in
17 stone feels really uncomfortable to me as well.

18 I don't think that, for example, it was completely
19 neutral how we arrive -- some of the decisions that led
20 to our first executive director hire, for example. And
21 I'm thinking about very specific things. That hiring
22 process didn't need to happen in closed session, and we
23 were advised to do it in closed session, right? Had it
24 not, we would have had a lot more community input on who
25 our first executive director was.

1 So I do think that the folks that are assigned to
2 the commission do guide in very important ways, and we
3 have to be really cautious about that. And yet, there
4 needs to be a balance as well because that was just
5 crazy.

6 And then the third piece that I wanted to raise, you
7 know -- and actually, sorry, before I finish up on
8 independence, I wanted to lift up something Commissioner
9 Kennedy said around the start date. I very much support
10 an earlier start date for the next commission. I think,
11 you know, even if it's -- if it's 2029, one of the real
12 values there is that the census would then be -- you
13 know, would then still be ongoing and it would be perhaps
14 easier to connect with the infrastructure that's built
15 around the census count for the State of California and
16 maybe be able to leverage some of that, right?

17 There's a lot of folks -- and maybe Marcy at some
18 point could speak to this having worked on the census --
19 but there's a lot of folks that kind of end their
20 trajectory on the census that we could potentially pick
21 up who have a lot of community outreach, who understand
22 what's at stake, understand the process, have that sort
23 of neutral vibe. So I think the time change could really
24 help in creating that bridge.

25 So the third piece that I wanted to raise is kind of

1 a broader one, but speaks to, I think, many of these
2 concerns generally. Yeah, it's scary how many hours it
3 takes to go into this process, but I think what the
4 commission lacks and should not lack any longer because
5 we've had two very successful commissions over the last
6 20 years. I think what we lack is a sense of legitimacy
7 and respect. And I'm not talking about us. I'm talking
8 about the institution of the California Citizens
9 Redistricting Commission.

10 Our commission is a unicorn, right? We've passed
11 maps that went uncontested, and that's something that
12 should be upheld, that people should feel good about, you
13 know, committing to service. And I'm open to the
14 conversation around salary. I think all of that is right
15 on. But I think, you know, we also stand in this
16 interesting crossroads where we are generally hated by
17 Democrats and Republicans throughout the state.

18 We get cheap shots from them all the time throughout
19 the process because they don't want us to exist. They
20 want to have that power themselves. And so I think that
21 overall, thinking about ways to, like, build up the
22 legitimacy of our commission and the respect for it would
23 have -- would help in the long run in terms of
24 recruitment, in terms of the folks that would want to
25 serve, in terms of the expectations that people have for

1 this commission. Thank you.

2 COMMISSIONER KENNEDY: Thank you, Commissioner
3 Sadhwani. Commissioner Akutagawa.

4 COMMISSIONER AKUTAGAWA: Thank you. I appreciate
5 everything that everyone else has said. I think in the
6 quest to be additive, it may not always be additive, so
7 I'll just start there. I think I'll start with the -- I
8 guess, the recruitment portion. You know, I guess I'll
9 just add a different perspective to the recruitment
10 perspective in terms of the selection and the state
11 auditors.

12 While everything that was done -- I mean, there's
13 been lots of comments, and as Commissioner Sadhwani said,
14 cheap shots, pot shots, other things like that lobbed at
15 us even before we started. I do think that at the end of
16 the day, the outcome or the makeup of this commission,
17 while there may be different perspectives that were not
18 fully representative, I still think that they did a
19 really good job.

20 And maybe this is self-congratulatory, but I think
21 they did a really good job in creating or bringing
22 together a group of people, all of who were open and
23 curious and impartial, and we were not so entrenched in
24 our political beliefs that that made it impossible to get
25 the work of the State done. And I think in terms of the

1 work that the state auditors did, while they -- while
2 it's been noted that, you know, they were three, you
3 know, white folks, they -- I guess maybe because they're
4 auditors, they did what they were, you know -- they
5 worked with the parameters that they were given.

6 And I think if diversity is a greater concern than
7 that should be one of the stronger -- but I think it was
8 part of the question. And so I think that they did keep
9 it in mind. But if it needs to be lifted up higher, I
10 think then they will follow the instructions as it was
11 given to them. And so I just wanted to say that because
12 at the end of the day, what I think was really good, and
13 while I hear what was said about adding, like, a
14 community-based organization, my concern about adding a
15 community-based organization to the selection process is
16 what happened to us in terms of some of the comments that
17 we got about the -- perhaps the undue influence of some
18 of the community-based organizations in our maps.

19 And I think if that happens in the selection, to
20 what Commissioner Sadhwani was saying, it was about the
21 legitimacy of the commission. I think that that leaves
22 open a question whether or not -- some people will
23 disagree with what community-based organization is on
24 there to help with the selection. Not that I don't --
25 wouldn't, you know, say that they wouldn't be able to,

1 but I think that that those kinds of opportunities open
2 up the commission to those kind of charges.

3 And that's where I think the state auditor's, being
4 perhaps the neutral party -- neutral party in being
5 apolitical in that sense was useful in this selection
6 process. Now, that doesn't mean that this just doesn't
7 have to be the way it is, but I just thought I'd just add
8 that to that, I guess, area there.

9 In terms of the recruitment, also, I'll just say,
10 one, I did not watch any of the meetings. In fact, I
11 heard about it through a community-based organization in
12 the same way that some of the others expressed that there
13 were concerns about not having a diverse enough pool. So
14 after a lot of thought, I did apply at the last minute,
15 mostly because I thought, all right, well, at least I'll
16 just be another applicant that is, you know, from a
17 diverse community so at least then the chances of
18 eventually the commission that is seated will become more
19 diverse.

20 I'll be honest, I didn't think that I was going to,
21 you know, keep making it. So that's why I just didn't
22 pay any attention to it until it became really the last
23 minute. So I thought I'd just share that.

24 I do want to also say that I think on the lines of
25 what we talked about with the outreach for the COI

1 testimony, we heard a lot about the use of trusted
2 messengers, and I think that's also important. And I
3 want to bring that up in terms of a lot of the other
4 comments that were made about using different CVLs.

5 They're wonderful, I think, in terms of being able
6 to reach communities that may either not pay attention to
7 this and or perhaps knowing who might be more likely to
8 want to participate or apply for this process. I
9 understand what's been said about wanting the everyday
10 Californian. Honestly, I think of myself as an everyday
11 Californian. I -- so I do want to say that.

12 I also, on that, I would say, you know, we can also
13 be used in the recruitment as well, too. We all have
14 very diverse networks and we should also be part of that
15 recruitment process, and I think that's been part of the
16 suggestions around some of the activities that we'll
17 continue to do regardless of whatever time frame we end
18 up landing on.

19 The other thing I also want to say in terms of just
20 who we are and then who people in the future may be.
21 Just keep in mind that who we are today is not
22 necessarily wholly representative of where we came from,
23 too. And that, as I said, you know, I feel that I'm a
24 everyday Californian. I think every one of us is an
25 everyday Californian. We may do what we do today, but we

1 also come from different backgrounds, different
2 circumstances, different economic circumstances,
3 different communities.

4 And I think that doesn't leave when, you know, when
5 we go on to do different other work. And I think that
6 that as much was brought into our process as well, too.
7 So I just feel like I think we just need to remind
8 ourselves about that as well, too.

9 In terms of the time, I thought I knew how much time
10 it was going to take, but I will be honest, I think the
11 three months -- once we got the census numbers, I think
12 that's the part where we have to be much more real about
13 what the time commitment is going to be. And yes, it may
14 have prevented some of us from applying. It may have
15 made us think twice or maybe three times, maybe even five
16 times, but I think that that needed to be said because,
17 as has been said, if you're working, you're either
18 accountable to somebody or others are accountable to you.
19 And I think in fairness to those that you work with, you
20 have to prepare them, too.

21 And you know, for three months, this became our
22 full-time job, and I think that became hard because
23 people around us are expecting that, okay, we're serving
24 on this, but we're also going to be maybe doing our other
25 work. And that became really, really challenging. And I

1 think if we want to get everyday Californians, I think we
2 do have to be real about that, too, because, you know,
3 while we may want that diversity not only in terms of
4 race and ethnicity and region and experiences
5 economically, even with a salary, even with upfront
6 salary, there's going to be some people who are going to
7 say, I can't make this work.

8 You know, that's the realism of it, but maybe if
9 they know ahead of time. I guess, maybe then the
10 question becomes, are there other ways in which we can
11 make it so that, you know, people of different employment
12 work kind of statuses and backgrounds and economic
13 backgrounds can also participate that you don't have to
14 be in a place where, you know, you'll have an employer
15 that is going to let you, in a sense, spend what is going
16 to become at the end about three months away from work.

17 I was fortunate. I had a board that was incredibly
18 supportive, but my staff wasn't totally prepared for
19 this. And so still dealing with some of the, I think,
20 you know, just kind of catching up with all of them on
21 that. So I wanted to say that.

22 Last thing I would say is, I guess just coming from
23 a place when I first applied and when we first were
24 selected, the question was always, like, why fourteen?
25 Why not fifteen? Why not five all the way across? And

1 I've heard different perspectives as we have had
2 conversations about potentially, you know, going from
3 fourteen to fifteen. I look forward to the further
4 conversations, but you know, I don't know. Maybe it
5 just -- I -- anyways. Maybe I'm missing something.

6 Last thing is about the fully functional. I
7 appreciate what Sara said. I think that that was a
8 really interesting way to think about it. I was just
9 thinking if we don't have to spend time on, like, how do
10 we, you know, do our time sheets and the TECs, you know,
11 those kind of administrative things? I think then we
12 could have spent time earlier focusing on the things we
13 needed to set up for the line-drawing.

14 So you know, in terms of the formation part,
15 thinking about some way that does balance the
16 independence with the practicalities of do we really have
17 to be the ones to set up the administrative structure or
18 is there a way in which we can maybe give some training
19 wheels to the commission where instead of just, like,
20 okay, you're all fourteen are seated, you're on your own,
21 maybe just have a little bit more time, maybe about a
22 month more before, you know, we're kind of, you know,
23 thrown off into the wind to fly on our own.

24 I think once we got the hang of it, we were okay.
25 But there was a -- there was a rough period of time in

1 the beginning where I think having a little bit more
2 hand-holding would have been helpful before we decided,
3 okay, we're good and we could do this on our own now. So
4 thank you.

5 COMMISSIONER KENNEDY: Thank you, Commissioner
6 Akutagawa. We're going into our two-minute drill, so we
7 actually have nine minutes left, four hands up, and
8 Commissioner Forniciari has something to say before we go
9 to break. So please keep it short and sweet.
10 Commissioner Andersen.

11 COMMISSIONER ANDERSEN: Okay. Recruitment. We
12 should start with the census advertising. This is the
13 redistricting and census need to be wrapped hand-in-hand.
14 Actually, I'd like to do civic education starting now,
15 our educational process in -- because the high schoolers
16 now are going to be almost qualified by the time, you
17 know, the 2030 comes around.

18 Newspapers. Not just on social media. Newspapers
19 are so important. I actually -- I read it in the
20 newspaper, but all-language newspapers. And then I
21 really want us to recruit to more geographic areas. And
22 a lot of, like, you know, we're talking, well, those
23 community of interest groups, you know, in the Eastern
24 Sierras.

25 There weren't any. It was really hard. I mean,

1 they weren't like -- there really were, you know, two or
2 three. So we need to get somehow, how do we get into the
3 geographical areas? The module of, you know, what it
4 needs the commissioner, how much time it takes, I think
5 we should do like almost a video of a bunch of us and put
6 that in the recruitment as well. You know, like us
7 talking about what it meant.

8 When I saw in the 2010 commissioners talking about
9 what they're prob -- what they did and how it all went, I
10 realized how much time it was going to make, and that
11 shows -- the process the way it is right now implies that
12 one is actually following all the way through. By the
13 time everyone got that training, I'd had -- I'd had it
14 three times. I knew what VRA districts were about. But
15 that's not realistic.

16 And then I think we should have on our -- you know,
17 on the, like, the Shape California website, which is, you
18 know, the auditor's website, training. These are things
19 you need to know, and one of those needs to be
20 organizational administrative parts even if that takes a
21 two-day training because that is what we need -- you
22 start out with.

23 And including that is the time frame of what
24 everything takes. How long does it actually take to get
25 the RFP written and have it get through and actually be

1 able to hire someone? We didn't really know that until
2 we were already in trouble.

3 I do want to say, you know, in terms of the
4 independence, that really is a dicey issue because the
5 state auditors did put RFPs together for us and they were
6 even going to say, hey, we can do this stuff and you
7 guys -- you know, then we're going to hand it over to
8 you. You can use it or not.

9 And the hue and cry that went up was amazing. Oh my
10 God, no, we're independent, can't do that, blah, blah,
11 blah. So it really is a political thing about being
12 independent and having that structure set up for us, I
13 think that's something we really want to delve into a
14 little more to come up with concrete ideas. But that
15 really is an issue of what we set up and we as just
16 liaisons, is it -- this is what we did. Here's like an
17 outline. If you need something like that, we need to
18 spend time on. So thank you.

19 COMMISSIONER KENNEDY: Thank you, Commissioner
20 Anderson.

21 Commissioner Le Mons.

22 COMMISSIONER LE MONS: Yes. I just wanted to chime
23 in on the issue of independence. I won't repeat
24 everything but I agree. I think that's something we
25 should look a little bit more carefully at. Where do we

1 feel any recommendations that touch on that nerve if you
2 will, to make sure that we're considering that in the
3 recommendations. So I -- I look forward to that
4 discussion. I appreciate this discussion very, very
5 much.

6 Also I wanted to speak to the respect that
7 Commissioner Sadhwani raised. And what came to mind when
8 she was talking about that. I don't know, for whatever
9 reason I thought about the military. I don't know why
10 the military. But it was this idea of, you know, we want
11 you. And we're representing our country by those
12 individuals that are drawn to the military and they
13 understand two things that were brought up in this
14 conversation. The cost, which is usually very high. And
15 the seriousness and importance of it. So just as a
16 theme, not that I think we should hear of the military in
17 the U.S., but this idea of respect and care for this
18 task, this very important task. And I think that can
19 help maybe even spark something in the everyday
20 Californian -- I happen to think I'm an every day
21 Californian too, but anyway, that everyday Californian to
22 think, yes, there's some -- these will be something
23 inspirational and aspirational about the promotions that
24 go out.

25 I didn't necessarily feel any of that. It was more

1 informational. But I think if we could figure out a way
2 to -- even if it's just thematically make some
3 recommendations around those things that might help deal
4 with some of the issues that I think we've raised. So
5 that was the additional content. Thank you.

6 COMMISSIONER KENNEDY: Thank you, Commissioner Le
7 Mons.

8 Commissioner Toledo.

9 COMMISSIONER TOLEDO: Yeah, I'm just, like,
10 reflecting back on our experience. And our experience
11 was so infected by COVID, I wonder whether the next
12 commission, what their experience will be like. I think
13 it's -- I mean, what -- I thought we would be travelling
14 up and down the state, visiting communities, talking with
15 individuals. I had, you know, and I was trying to plan
16 for that, right, as -- when everything kind of changed
17 and -- so I don't know if our experience and our -- what
18 we went through -- well, I know what -- one think I do
19 know is our experiences will be very different than the
20 next commission, right. Ten years from now, technology
21 so much -- going to be much more advanced.

22 Hopefully, they're not going to be dealing with
23 COVID. But they'll be dealing with other issues and
24 certainly the demographics and the and voter registration
25 numbers and all that is going to change as well. So I

1 just, I think our experience was so colored by COVID.
2 The fact that we were able to do this in -- much of our
3 work over -- over Zoom. And that we were able to fit
4 pivot so much. And we were able to do so many things
5 that we might not have been able to do otherwise, right.
6 And so I do worry about -- maybe worry is the wrong word.
7 I do wonder if our experience is -- how that experience
8 is going to impact the next commissioner. How we can give
9 input to the -- so anyways, so those are just things I'm
10 thinking about in terms of our experience. Just because
11 it's -- the reality that we've lived for the past two
12 years. Thank you.

13 COMMISSIONER KENNEDY: Thank you, Commissioner
14 Toledo.

15 Commissioner Taylor; and then back to Commissioner
16 Fornaciari to take us to break.

17 COMMISSIONER TAYLOR: Thank you. And my views
18 always come from the standpoint of maximum participation.
19 So I would think that this process has to be wrapped into
20 this -- to the census -- into the census. Especially
21 with the standpoint of recruitment and advertisement.
22 And again, with the goal of achieving maximum
23 participation.

24 And what I'm hearing too from all of our
25 conversation is that time seems to be the most precious

1 element that we have. And time can -- is an component of
2 independence. So we have to consider those things to
3 give the next commission more time, because that could be
4 a factor there, independence. If not, if it's a shorter
5 timeframe, I think we have to pass on some sort of
6 infrastructure to reduce that time so we can spend more
7 time on the necessity of line drawing. Thank you.

8 COMMISSIONER KENNEDY: Thank you very much,
9 Commissioner Taylor.

10 Thank to all of you. I think this has been a great
11 discussion. Good start that we are off to for the next
12 few days plus the two days next week.

13 I'll turn it back over to Commissioner Fornaciari
14 before we go to our first break.

15 VICE-CHAIR FORNACIARI: Thanks. And thanks
16 everyone. This is great discussion. I do like the idea
17 of including a higher -- sort of a higher purpose in the
18 recruitment process. I think that's great. I think we
19 all have a sense of higher purpose but we brought that
20 ourselves rather than that being included. And I just
21 want to make one comment to something Commissioner Toledo
22 said. I think it's a little bit unfortunate that we're
23 being criticized for not traveling throughout the state
24 in a once in a century pandemic -- really. With that, I
25 just -- one more comment.

1 I just want to make it clear to the public that
2 public comment will be -- everybody, we will hold public
3 comment from 4 to 4:30 every day. And so you don't have
4 to call in early and wait in line. It will be in from 4
5 to 4:30. So with that, we'll go on our first break and
6 see you all back at 11:15.

7 (Whereupon, a recess was held from 10:59 a.m.
8 until 11:15 a.m.)

9 VICE-CHAIR FORNACIARI: Welcome back California, to
10 the California Citizens Redistricting Commission. Before
11 I turn it over to my colleague, Commissioner Yee to
12 continue with the Lessons Learned subcommittee work, I'm
13 going -- I want to make a -- I want to clarify a
14 statement I made at the end of the -- before the break.

15 As far as public comment goes. We will begin taking
16 public comment at 4 p.m. We will recess or adjourn the
17 meeting when we have gotten through all of the callers.
18 That may be before 4:30. But at 4 p.m. is the time to
19 call in to provide public comment. So with that, I will
20 turn it over to Commissioner Yee.

21 COMMISSIONER YEE: Thank you, Chair. And it's so
22 good to be with you all. I have missed you, also.
23 Commissioner Kennedy and I will officiate these sessions
24 facilitating the comments. And so we are now moving to
25 our second topic, which is topic 2B on the run of show

1 but 1C on the prompts if you're following the prompts.

2 So this is Support and Staffing. Overlap somewhat with
3 the first topic we've been discussing.

4 So Support and Staffing includes the support we got
5 from the auditor's office as we became fully functional.
6 The early steps we took to become compliant with Form
7 700, defensive driver training and all that, you might
8 remember. The yearly implementation of the per diem and
9 the tech process, which was much of the way, as I recall,
10 we actually didn't get any per diem payments until the
11 new year. So after getting started in August.

12 Staffing levels early and then eventual. We ended
13 up a rather larger staff than 2010 had. And some
14 thoughts about that. The website situation, early on.
15 And then as it developed. And then as it stands now.
16 Our use of retired annuitants, temporary staff, and
17 consultants. And then the staff situation as we find
18 ourselves now and going into the coming eight years.
19 That's about all of that.

20 So I'm happy to open it up to your thoughts and
21 evaluating the path we took with Support and Staffing and
22 then recommendations for 2030 with Support and Staffing.
23 Commissioner Sinay.

24 COMMISSIONER SINAY: I've got kind of more of a
25 procedural question. I know this has been answered so I

1 apologize for asking again but when are we doing our
2 subcommittee reports because I think our subcommittee,
3 Commissioner Yee, may give some input into 2030 and
4 staffing. I just think that that kind of input -- the
5 information we have comes from Director Pane is
6 important.

7 COMMISSIONER YEE: Tomorrow morning is the business
8 meeting -- portion of this meeting. So that's when
9 subcommittee reports will happen.

10 Okay. Okay. Commissioner Kennedy.

11 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

12 Just two things. I've been a bit of a broken record
13 from the beginning on the need for a definition of fully
14 functional. And if that means that we need to figure out
15 who gets to establish regulations related to our work,
16 because regulations are where some of those key
17 definitions are located, I think that needs to be a
18 priority.

19 In my mind, and as one of the colleagues mentioned
20 earlier, the -- I think it was Commissioner Sadhwani, the
21 inability of the first eight to make any public
22 statement, a) because one interpretation was the only
23 work that we were authorized to undertake was to select
24 the final six. And that making public statements was not
25 part of what the first eight were authorized to do, I

1 think was a major problem.

2 And second of all, I think that, you know, as
3 colleagues said earlier also, we really have to think in
4 terms of having a full core staff, including
5 communications directors, spokesperson, whatever the role
6 is going to be called. I don't consider a body fully
7 functional unless it has that function. And we were left
8 drifting and hanging without that. And I think that we
9 could have done much better had we had that.

10 Second of all, on the admin issues, you know, I
11 think this is where we, yes, need to understand the
12 importance of the independence of the commission, but as
13 someone mentioned in the last segment, you know, there
14 are certain things that are just basic. And I don't
15 think they really infringe on any independence. And as
16 you said, you know, not being paid for the first four
17 months, you know, it's demotivating, demoralizing, and
18 creates headaches that commissioners frankly shouldn't
19 have to do deal with.

20 And if the 2030 commission is on as tight a timeline
21 as they might be, they really need not to have those
22 headaches. So I think we do need to ensure that not only
23 administrative policies are in place, that the 2030
24 commission can change at its leisure, but we were
25 basically being told that, you know, we didn't have

1 polices yet and so we couldn't do things until we came up
2 with policies. And I think -- I don't think I would have
3 seen it as an infringement on our independence to have
4 received basic administrative policies form the 2010
5 commission that would have enabled us to be paid on time
6 and submit travel expense claims and be reimbursed in a
7 timely manner, et cetera, you know, in the knowledge that
8 we had the authority to change those at any point in
9 time. Thank you.

10 COMMISSIONER YEE: Thank you.

11 Commissioner Fornaciari.

12 COMMISSIONER FORNACIARI: Yeah, this is a great
13 example of -- of you come up with much better solutions
14 when you get input from lots of different perspectives.
15 So this is really interesting conversation and you know,
16 I had my idea of what fully functional is or could be --
17 could look like. You know but there were some underlying
18 assumptions that I had.

19 And one thing that someone brought up, I'm sorry, I
20 don't remember who it was, is, you know, maybe the
21 commission gets stood up earlier in time. And then they
22 have -- then the next commission would have time to sort
23 of ramp things up in a more, I don't know leisurely base
24 if you will. Although that's probably not optimum
25 because they would expect they'd want to get -- jump

1 right into outreach.

2 But nonetheless, I mean, you know, fully functional,
3 there has to be some infrastructure in place. I agree
4 with Commissioner Kennedy. There need to be some basic
5 infrastructure in place to get the commission started.
6 And then, of course, they can, you know, has to be open-
7 ended enough to have the commission change it, you know
8 however they'd want it to be but at least have some basic
9 infrastructure in place.

10 I do think it's interesting that, you know, looking
11 through the input and the recommendations we got from the
12 community organizations that wrote in, their
13 recommendation about the current CRC should create
14 templates for job descriptions for senior staff for use
15 by the next commission but the auditors should not do
16 that. But you know, I think that there's room for us to
17 lay a lot of the groundwork there and hand it off to the
18 next commission. I mean, we could even go as far as
19 posting for those jobs before we -- before we're, you
20 know, we move from office kind of thing.

21 But I think, you know, a lot of it's all coupled
22 together is why I bring this up. You know, if we go with
23 the timeframe that's there now, I would expect we want to
24 do more. If we're going to propose that there's a longer
25 timeframe, maybe there's less we can do. So -- yeah, and

1 I have a recommendation -- I'm rambling. Sorry, I'll
2 stop.

3 COMMISSIONER YEE: All good.

4 Commissioner Fernandez.

5 COMMISSIONER FERNANDEZ: Thank you. Yeah, I just
6 wanted to clarify. And I guess maybe I should have
7 waited for this section to talk about the fully
8 functional. And it has nothing to do with in terms of
9 wanting to say auditor provide more support longer. It
10 has nothing to do with independence. It has more to do
11 with some of the administrative functions. I'm not
12 talking about having them, you know, doing any of the
13 hiring for us. That's -- that would -- or for the new
14 commission. That would be for the commission. But it's
15 more of processing our positions. Processing our per
16 diems. Assisting us to process the recruitment and the
17 posting and collecting the applications. Because I
18 remember many, many times, I hope you remember as well,
19 Raul saying there's only one of me and his list was just
20 exhaustive. So he did the best he could, which we're
21 very grateful for.

22 But also it does hinder you in terms of how quickly
23 you can move forward and concentrate on, you know, what
24 we really should have been doing from the get go, which
25 is this hiring our executive staff, getting our racially

1 polarized voting analyst, and our VRA, and all of those
2 other crucial steps that, looking back now, we should
3 have done then, but were working on all of this
4 administrative tech functions.

5 And then also, I notice that there's been about us
6 potentially, the 2020 commission providing some sort of
7 infrastructure for the 2030 but then we also have to
8 think about, would that be considered independent or not?
9 Is that something that maybe the 2030 should do in terms
10 of the RFPs and maybe some of the positions as well.
11 Some of these support positions.

12 I think that's just my main -- the main piece of it.
13 It just took too long for us to get started because we
14 had to take care of all of these administrative type
15 functions instead of really getting into what our role
16 was, which was the outreach and the engagement and the
17 legal and the contracts and hiring positions.

18 And I had one more thing. And we do have more staff
19 than what the 2010. And quite a bit of our staffing had
20 to do with the outreach. And I would definitely
21 recommend that we have -- that the 2030 have at least
22 that level of staffing, if not more. I would have --
23 honestly, I feel that could have used additional support
24 when we got down to the, you know, 30 plus input that we
25 receive, it would have been very helpful to have

1 additional outreach staff to help us decipher all that
2 information and to summarize it for us.

3 It does tend to be a little overwhelming, to try to
4 keep up with that when you're receiving a thousand a day.
5 Which I'm grateful for Californians for reaching out and
6 providing input. But I think we also need to find a
7 better way to handle all of that input and be able to use
8 that. And I think staffing could help us that.

9 And I'm trying to think if there's anything else on
10 this one -- I think that's good for now. Thank you.

11 COMMISSIONER YEE: Thank you.

12 Commissioner Toledo.

13 COMMISSIONER TOLEDO: Thank you. And I'm trying to
14 remember back to when we first started this work. And I
15 think back to the COVID situation, I mean, not meeting in
16 person. And meeting, I think it took a while to build up
17 trust. And I think, amongst the commissioners, the trust
18 that was needed to get to -- eventually became unanimous.
19 But it's a long haul. I mean, most of our decisions were
20 done pretty collaboratively and pretty unanimously. But
21 it did take a while for us to trust one another and to
22 get to that level. And not -- and having to meeting in -
23 - over Zoom made it difficult, I think.

24 I think having been meeting in person, maybe it
25 would have expedited that process of getting to know one

1 another and learn about one another and build the trust a
2 little bit quicker. That being said, we couldn't control
3 it. We were in the middle of a pandemic. But ensuring
4 that the commission has enough trust or has enough time
5 to build relationships.

6 Maybe do the training, education process so that
7 they -- so as they begin to do their work, they're able
8 to do it more effectively, because it's hard to do it if
9 you don't know -- it's hard to hire an executive director
10 and it's hard to make these very important decisions when
11 you haven't really built strong ties with the folks
12 you're working with. And certainly the Zoom situation
13 didn't help.

14 COMMISSIONER YEE: Thank you.

15 Commissioner Sadhwani.

16 COMMISSIONER SADHWANI: Yeah. I think you're -- I
17 agree a lot of everything that's been said. I agree with
18 Commissioner Fernandez on this, right, like, we're not
19 handing the 2030 commission an executive director or
20 executive management by any means. But there are
21 administrative pieces that if that could be floated by
22 the state auditors office in advance. And I'm thinking
23 on my list, and I'd be curious to hear other folks,
24 issues around finance, HR, tech broadly define, right, I
25 mean, we were given these, for lack of a better word,

1 crappy old computers and cell phones. And we spent
2 months and months going round and round just to get a
3 contract in place to get a cell phone that would work,
4 right?

5 Like, that shouldn't -- it shouldn't have been that
6 hard, right? And then Raul was also -- Raul was doing
7 all of those things and coordinating our meetings, right?
8 He set up our first set of meetings, which actually, I
9 have feelings about, and training for the commissioners.
10 And I think that those are two pieces. The coordination
11 of meetings and the training of commissioners on what is
12 redistricting. How does this process work? To me, those
13 are the two pieces that are -- that we need to be most
14 concerned about in terms of independence, right?

15 For example, the trainings that we received pointed
16 us down the direction of, we're going to hire a line
17 drawer and do live line drawing, like, that's what 2010
18 did. There could be other models of doing this, right?
19 Other states have done things differently. Other states
20 have had two different mapping, you know, mapping groups
21 come up with different maps and you think about them.
22 Ten years from now you could come up with, like, fifteen
23 different automated maps and use those as starting
24 points. We could be thinking about the data management
25 component as a part of line drawing, right?

1 But -- so I think that, like, who sets up those
2 trainings and the coordination of meetings is the really
3 sensitive piece. But there's all these admin pieces
4 around finance, HR, tech, setting up the contracts with
5 ASL interpreters, with Kristian and the videography team.
6 That stuff just needs to get done, right? So that
7 commissioners aren't fumbling around and unable to get --
8 I remember, I think it was Commissioner Kennedy, you were
9 trying to get, like, into the building or a rental car
10 and you were, like, I just need an ID that says I'm a
11 part of this commission. And it was, like, no one could
12 do that, right?

13 Those are the things that need to be taken care of
14 that are really apolitical as far as I'm concerned. And
15 we can get into it on budgeting and finance and maybe
16 there's greater considerations there. But to me, it's
17 like a coordination of meetings, the trainings that go
18 into the commissioners -- when the commissioners early
19 on. That's the sensitive piece. And because it sets up
20 your expectations. And it sets up the type of executive
21 team that you're going to want, right?

22 Maybe in the future they want someone who's going to
23 draw maps by hand, I don't know, right? But they have
24 the right to do that ten years from now if they want to.
25 But that would maybe they need a different kind of

1 executive director, right? Different kind of legal team.
2 And think that separating out what a commission needs to
3 get started might be helpful in terms of moving this
4 conversation forward. Thank you.

5 COMMISSIONER YEE: Thank you.

6 COMMISSIONER SADHWANI: And I -- if I can, sorry,
7 I'll just stand by my earlier comment. But I do think
8 having liaisons at particular points of government would
9 be really helpful. Our independence needs -- we need to
10 be independent from the legislature largely and members
11 of Congress. Look at the governor's office can provide
12 some level of support for something that we're doing or
13 the, you know, the state auditors or the attorney
14 general, right? I mean, we were trying to get -- put
15 together that Amicus brief in the beginning. And we
16 ended up developing a relationship. But it was largely
17 because, thankfully we had relationships amongst us
18 commissioners. There could just be a liaison assigned to
19 us in advance.

20 COMMISSIONER YEE: Thank you.

21 Commissioner Andersen.

22 COMMISSIONER ANDERSEN: Yeah, thank you. These are
23 all great ideas. This is -- thank you very much for this
24 whole conversation. It's really valuable. There were,
25 you know, I recommend that we actually, in terms of, you

1 know, our recommendation is that there are temporary
2 personnel to staffing. Knowing full well these people
3 will be replaced. Where they, you know, if they come
4 from the state auditors, they come from other places,
5 because you do need a framework, you know, essentially
6 all the admin things we've been talking about. You know,
7 the Form 700, how do you do the per diem, blah, blah,
8 blah. All that sort of stuff.

9 But again, that whole training session of that
10 should be before we become commissioners. You know,
11 that, I mean, as in each time we get a training thing on
12 that, what it's involved. Because the biggest part, I
13 thought, in terms of the of hiring staffing, we didn't
14 know what they were really going to end up doing. And
15 it's because we had had no training. We had no concept
16 of the whole overview of the whole process. We knew the
17 specifics about mapping. We knew the specifics about,
18 you know the VRA districts. We knew the specifics about
19 the tasks we were going to do, you know, as
20 commissioners. But how the whole thing came together, we
21 had no training.

22 And that's -- we really, really need that. But as
23 you say, There's so much that we could have -- could have
24 been set up ahead of time. And I think if we have, you
25 know, like, we have the admin people, well, then, we

1 replace. Even if that is -- because we did sort of have
2 a commission, I mean a communications contract that we
3 sort of used that was sort of set up. And then we
4 replaced. But that should be more as an official, even
5 it's someone else's.

6 I understand this is, you know, as I think
7 Commissioner Sadhwani said earlier, they do shape the
8 commission though. We have to be very careful about that
9 in terms of where they come from, where, you know, who
10 gets replaced. I think we need more training in terms of
11 the overall -- there's admin, how the whole thing puts
12 together and the -- including the timeframe of things.
13 Because again, the states auditor knew and they can set
14 up RFPs for all our different consultants, which everyone
15 just, you know, we tossed. Essentially, most of used
16 that as a baseplate for what we ended up doing.

17 But we had no idea of how all these pieces fit
18 together. And that's something that the initial eight,
19 as well as the full commission need. Now, because it
20 would -- it does help in terms of picking the six and
21 then putting the whole group together. Doing that
22 training.

23 And I do want to say about the COVID. This was
24 really hard. Any other people we talked to about, hey,
25 you're doing what? You haven't met anybody. Most of you

1 are masked and your picking a slate of six other people
2 to fill out the commission? Uh, you know, that's insane.
3 That was very, very, hard. If people could get together
4 for a meeting beforehand, meet who they are, know what
5 they're saying, that really, really, really would have
6 helped. The liaisons with the government bodies I think
7 is an excellent idea, all the way through. Now, that
8 would really help things.

9 And then, this is sort of a particular thing. About
10 the staffing. We've had fantastic staff. We're really
11 blessed. Oh, we do need to be careful of the -- a lot of
12 them all came from Southern California which had a
13 different bent to it. And there is a sensitivity about,
14 oh there's southern California versus northern
15 California, you know, we all know that. We need to be a
16 little more aware of that in terms of, as a
17 recommendation for staffing. It's another consideration.
18 Consider it again. Instead of geographical
19 considerations.

20 That, I can't, I don't want to lose sight of that in
21 our -- that was one of the criteria in the first things,
22 you know, in terms of your -- the geographic -- respect
23 for geographic diversity, too. And which I thought, I
24 think we all did very well. But that did not come across
25 in the recruitments and then in the number of applicants.

1 You know, we really saw how -- well, we really saw how
2 the numbers dwindled and how there just weren't people in
3 certain areas. So I think that would help.

4 And then, because the reason is, in terms of
5 outreach, it made it a lot harder. And when all the
6 outreach people are from particular areas of the state
7 and don't know the other areas, it made it harder.

8 On staffing, and this will be my last point. We did
9 have more staff than the 2010 because we did more. You
10 know, they were able to farm a lot of that out in terms
11 of the outreach. And some of the recommendations in the
12 Common Cause, which are very good, but they do require
13 more staffing. And I think we need to pay attention to
14 that because a lot of things they said that, if this is
15 to be more timely, we would have needed more staff. But
16 I think there's a good recommendation. But like, you
17 know, that all the notes and all the things being taken -
18 - the average Californian is not going to be able to do
19 the work and then document everything they did
20 afterwards. You know, in terms of -- you're talking
21 about a huge time crunch. That would -- think of
22 everything we did. Then we have to stop and write
23 everything up afterwards.

24 That, I mean, it would have -- the amount of time
25 the -- individually would have spent would have been much

1 bigger. And there are other recommendations in the --
2 from Common Cause, which I think are very good. About
3 staffing, when to have more people in terms of the
4 outreach staff. But it does require more staff, which I
5 think we should be putting into the 2030 commission and
6 in terms of budgeting. Because that's important.

7 Oh, one other -- I'm sorry, I did say this, but I
8 have one other thing. The timeframe, it's very -- I do
9 think we should start earlier. And one of the primary
10 reasons is, we lost a bunch of the 2010 commission
11 because we said, yes, we are going to wait and re -- you
12 know, reallocate all the -- the incarcerated people. And
13 we're going to pass that recommendation on to the 2030.
14 You lose a month in doing that because when you get the
15 census data in, you can't just start to work. And that
16 is really important if they're trying to make that August
17 15 deadline. So I don't know how they're going to get
18 it. If we can push the August 15 deadline a bit. And
19 that's is accordingly a Constitutional thing.

20 So but -- in terms of, I want us to name that and
21 bring it forward because that's something that we could
22 get a lot of pushback on. But it is very important to do
23 that every time. Thank you.

24 COMMISSIONER YEE: Thank you.

25 Commissioner Kennedy.

1 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

2 First of all, to endorse what Commissioner Sadhwani
3 said and see if I can expand on it a bit. When we're
4 talking about independence, yes, independence is
5 important but we have to look at independence from what.
6 And the key, the critical element is for the commission
7 to remain independent -- as independent as possible from
8 those who essentially are the subject or potential
9 beneficiaries of the work of the commission.

10 I have to say that, you know, yes, every commission
11 should be able to make its own decisions but in my mind,
12 that's always been kind of like, well, each legislature
13 can modify what came from the previous legislature. It
14 doesn't mean that everybody gets fired all the way down
15 to the maintenance staff in the Capitol and you start
16 over and develop new policies and new procedures and then
17 you can hire staff, no. I mean let's be a little more
18 realistic about this and understand that independence is
19 more focused on independence from the legislature,
20 independence from the Board of Equalization, independence
21 from members of Congress and not nearly as much
22 independence from the previous commission.

23 Any commission will always have the ability to
24 supersede decisions of a previous commission. Now, that
25 should be adequate. But if we go overboard in trying to

1 leave a clean slate, I think we doom future commissioners
2 to failure or at least to very depleting struggles that
3 they really shouldn't have to go through. So I would
4 just encourage us to think about independence in terms of
5 independence from what.

6 Second of all, I agree with Commissioner Fernandez.
7 Research staff, I might call them. People to help us
8 sift through all of that data, you know. Professors have
9 research assistants to go through data where we're, you
10 know, I can foresee future commissions will have at least
11 as much public input as we had and having a research
12 staff -- doesn't necessarily have to be one per
13 commissioner but at least, you know, enough staff to help
14 go through and make sense of all of the data that's
15 coming in. And I think it would be prudent.

16 And to Commissioner Toledo's point, you know, my
17 sense is that one of the things that helped us build
18 trust was having as many subcommittees as we had. And
19 the opportunity to work together in different
20 combinations. I think my experience, my perception on --
21 were that, you know, the work in subcommittees
22 contributed quite significantly to the level of trust
23 that we were able to build. Thank you.

24 COMMISSIONER YEE: Thank you.

25 Director Kaplan.

1 DIRECTOR KAPLAN: Thank you.

2 All right. Thank you so much. And I just want to
3 preface this with really highlighting how extraordinary
4 the staff was that I worked with along with all of you.
5 I think there's a few factors in looking at 2030 that I
6 think over the course of the next ten years will also
7 help with these recommendations for 2030 in terms of
8 staffing. I think that the technology is going to be,
9 hopefully, be much more advanced. We were creating a
10 process for appointments. We were creating structures
11 that didn't really exist that we had to piecemeal
12 together that took an extraordinary amount of staff time
13 on the backend.

14 And so that may not be the case. There may be in,
15 you know, closer to 2030, technologies that are really
16 going to allow for these hybrid type meetings and that
17 will allow you to leverage staff in other ways. I think
18 additionally, looking at whether 2030 is really going to
19 have the sufficient funds to do an expansive contracting
20 effort for outreach will also perhaps indicate how staff
21 are used for outreach. That being said, I think there
22 are ways to further expand, particularly from the
23 outreach lens, just thinking through kind of where were
24 areas that we were missing or would have been helpful to
25 have had more focused staff for. And I think one around

1 accessibility. That was a lens that was carried through
2 in all of the outreach team. And within outreach goals
3 of the commission to really focus on accessibility.

4 However, having targeted staff that are specifically
5 focused on language access, on the use of technology, to
6 really further expand and ensure that, you know, even if
7 the commission is creating language materials that
8 communities that need those are targeted specifically --
9 and so having more staff dedicated to that.

10 I also really want to highlight how, you know, this
11 has been a remarkable experience for me and I know or the
12 whole outreach team. We all came away with an experience
13 of a lifetime. And skills that will allow us to further
14 grow in future positions as well. But I think, you know,
15 there were so many roles that each of the outreach staff
16 played, whether it was notetaking or meeting
17 facilitation, and so some of that -- some of those
18 efforts that could be what many of you have also
19 mentioned, the data, you know, reviewing input and
20 helping to consolidate some of the input that the
21 commission got, other ways to have additional staffing
22 that can support with that as well.

23 And then also, just highlighting the importance of
24 the trust and comradery. I think we were afforded this
25 longer time period which really allowed for that trust to

1 grow with -- amongst staff and commissioners and even
2 across staff. And I know it was very intentional with my
3 team and the, you know, especially the outreach
4 coordinator that in every meeting that she held with
5 staff that there was time relief through this remote
6 world to really build the relationships.

7 And I think from the executive team, whether it was
8 Me and Fredy, Anthony and Alvaro, and really having this
9 time together in person to build that trust really
10 allowed us to work more effectively together. And I
11 think there were so many times where we could foresee an
12 issue. And because we had worked so closely together,
13 could really come up with solutions because of that. And
14 I think when -- 2030 is going to have a much more
15 condensed time period if they are going to have a larger
16 staff, what are ways to really ensure that that trust is
17 there so that folks can do their work effectively as
18 well. Thank you.

19 COMMISSIONER YEE: Thank you.

20 Commissioner Sinay.

21 COMMISSIONER SINAY: Thank you. Those were really
22 good points, Director Kaplan, thank you. Two things, and
23 this may have been from the last conversation -- which
24 maybe it should have been in the last conversation. But
25 it hit me when we were having the conversation about

1 independence. The auditor went to Director Claypool and
2 Director Claypool set up the whole process for the
3 application process, the selection process, and then made
4 the recommendations of who should be staffing.

5 I could see why they would think that that was the
6 best person to go to, to do that. And you know, looking
7 forward in 20 -- I could see where their perspective is.
8 And then we've got our perspective. So we don't, you
9 know, it -- so taking out who the person was, they may do
10 the same this time around, going to Director Hernandez
11 and saying, hey, can you help us set this all up. And
12 I'm not sure that was, you know, because of what we went
13 through, I don't think that that's the best process on
14 how -- the best person or the best way to set up the
15 future. And it has nothing to do with Director
16 Hernandez. But just in what we have experienced.

17 And so on that independence piece, we do need to
18 think through not just independence from us, the
19 commissioners, the 2020 commissioners, but also
20 independence from the staff, the 2020 staff. And how
21 that's to allow 2030 to, you know, move forward. I
22 think, you know, we did mention, you know, Commissioner
23 Sadhwani said, you know, the executive director position
24 should be in opened session. It should not be in closed
25 session. That, you know, and I know -- and I would say

1 the same thing for the whole executive team. Because the
2 community knows these folks. And I know that we had
3 talked.

4 So I just think that I agree with that. But I do
5 want us to think through how do we ensure that the 2030
6 commission is getting the full independence. Not just
7 from commissioners but also from 2020 staff. And what
8 recommendations we may have on who the auditors should
9 work with or how, you know, because you do need some
10 folks in there for that.

11 The other thing I want to say is the most
12 frustrating thing for me was how long it took to post
13 jobs, to hire folks. There was this fear of using up our
14 budget or something is what it felt like. And so my
15 recommendation is that the 2030 commission hire as soon
16 as they think they're going to need someone. Sooner is
17 better. If they're not necessarily out, you know,
18 there's work to be done and there will always be work to
19 be done. And the outreach staff should have been on by
20 January -- all, the whole team. And not having people
21 until June was really tough, or not, you know, I know
22 they went from January to June. But we really -- that
23 hiring earlier would have been really critical -- would
24 have been really helpful. They did an amazing job and
25 I'm sure they all have some new gray hairs. Even some of

1 them who were 20 years away from having gray hairs. And
2 I will always be thankful for the work they did and how
3 much I learned from them.

4 But I do think that I would recommend for 2030 to
5 please be kind and fair to your staff and hire them
6 earlier and that that would have been really the best
7 thing.

8 COMMISSIONER YEE: Thank you.

9 Commissioner Taylor.

10 COMMISSIONER TAYLOR: Thank you. I don't have the
11 answer to my thoughts right here. But I know that we're
12 bound by the limitations of Bagley-Keene. And I know, as
13 Commissioner Sinay and I attempt to bring some training
14 forward, we're limited to everything having to be done in
15 public. So I wonder if there's anyway that we could sort
16 of address having some critical training. When I say
17 critical training, training that's related to our own
18 biases, our own trains of thought.

19 If we could have some of this outside of the public
20 eye. Not that we're trying to hide anything on -- trying
21 to put something into a back room. But in talking to
22 some of the facilitators that deal with some of that --
23 and I think that can be an aide to our own thinking so
24 that we don't approach things from a singular approach --
25 none of the facilitators wanted to do that in the scope

1 of the public. There's critical issues that maybe all of
2 us may not want exposed as we learn and adapt and try to
3 be able to approach redistricting from a unbiased
4 standpoint. If that's possible.

5 But I'm just wondering if, as we contemplate this
6 and bring training forward, training to have us -- have a
7 open mind, a broad purview, if we're able to do it
8 outside of the public purview but have that curriculum,
9 perhaps, made available to the public so that we're free
10 to express and explore as we learn to think critically.

11 Thank you.

12 COMMISSIONER YEE: Thank you.

13 Any thoughts on staffing now and for the next eight
14 years? As well as anything else about -- asking for
15 support or staffing. And mostly what I'm completely
16 amazed at is how 2010 pulled it off, starting with even
17 less than -- starting with nothing and with half the time
18 we had. Appreciating everyone's good comments.

19 Commissioner Turner.

20 COMMISSIONER TURNER: Um-hum. Thank you,
21 Commissioner Yee.

22 And I had a call I had to take so I don't know if I
23 missed the time period or not. But I had my -- I wanted
24 to just say, Plus One for me in the area, I don't know if
25 you've moved on for Support and Staffing, under the

1 Independence Plus One with Sadhwani and Kennedy and yes,
2 on the research staff. The part that I wanted to just
3 state for me, which felt like an absolute weakness is the
4 state's systems re: per diem, the TEC and all of that.
5 Bring one hired in that's not a government employee -- I
6 felt like it is absolutely above -- beyond what someone
7 should be expected to recall just in this year.

8 I think, as a recommendation, that there needs to be
9 staff hired that will just navigate, that will handle,
10 that will take care of all of the complexities of what
11 has to happen for government reporting. It is not the
12 norm for the rest of the world outside of state staff and
13 government. And I think it takes way too much time
14 trying to figure out. It's too particular. You have to
15 finesse it, make sure it -- it gets bounced back. I felt
16 like there should have been many more hours billed on my
17 part just trying to figure out the system.

18 And so I wanted to state that unequivocally, that
19 indeed, if the government system, as large as it is,
20 since it doesn't -- everybody says, this is just the way
21 it is, it's, like, that's great. You government
22 employees that have learned to deal with the antiquated
23 systems, that's great. But I think if new people coming
24 in is expected to utilize those systems with the
25 specifics of what has to happen, there needs to be a

1 hired person that handles that and should be able to
2 submit dates and times. And someone else take care of it
3 and deal with those systems unless they're going to be up
4 updated or changed.

5 So I just wanted to add that into -- I believe it is
6 a weakness for all nongovernment employees and a
7 recommendation that we need to hire staffing to handle it
8 for this process. Thank you.

9 COMMISSIONER YEE: Thank you, for sure. You know,
10 that was an inconvenience for some and actually, a real
11 hardship for others. And so -- and should not need to
12 be.

13 Commissioner Kennedy.

14 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

15 Two things. We at least statutorily have some
16 exemption from civil service requirements. You know, to
17 me I think need to contemplate, are there other areas
18 where we need to seek similar exemptions? And it's not
19 an attempt to completely get out from under reasonable
20 regulation of work done with state taxpayers money, you
21 know. I always want to respect that.

22 But at the same time, everyone has to understand the
23 unique nature of this work. You know, if -- I mean, I
24 always say if a bridge doesn't get built, you know, in
25 time, what's the downside? Well, you know, people are

1 inconvenienced a bit longer having to take the long way
2 around. But if districts aren't completed in time, you
3 know, that's a whole a different category of problem that
4 you have. Everyone from governor, legislators, future
5 commissioners, attorney general, everybody has to
6 understand the very unique nature of the work of this
7 commission. And need to look at areas where, you know,
8 maybe similarly, to the exemptions that we have in
9 relation to civil service requirements, we could seek
10 other exemptions, you know, or special frameworks may be
11 a better way to put it.

12 We're, as I said, we're not looking to get out from
13 under any reasonable control. We just need all of the
14 controls to recognize what happens in an extremely
15 timebound, high-pressure environment. You know, we're
16 tripped up by procurement rules that, you know, are fine
17 for different types of work. But simply aren't fine for
18 something as timebound and politically sensitive as this.

19 You know, there was mention earlier even that, you
20 know, of course, we're subject to Bagley-Keene. Well,
21 you know, I read Bagley-Keene a number of times. I know
22 that there are exceptions to Bagley-Keene for this
23 commission when it's doing that. Or that commission when
24 it's doing the other. You know, are there topics or are
25 there areas that we need to think about proposing changes

1 to ensure that we are living within the spirit of open
2 government while recognizing the nature of the work of
3 this commission in the future. Thank you.

4 COMMISSIONER YEE: Thank you.

5 Commissioner Andersen.

6 COMMISSIONER ANDERSEN: First of all, Amen to what
7 Commissioner Turner said. And then also what
8 Commissioner Kennedy said. We do need a couple very
9 specific exceptions similar to other commissions in the
10 course of their work that they -- they have certain
11 things which they have to do in private because, you
12 know, like the engineers when you're -- well, without
13 getting into details, there are certain things -- I
14 didn't mean we need to spend time on that.

15 One of those items that came up over and over again
16 -- oh we have to -- only established this two years ago,
17 I think it was. And I don't have the name of it. But it
18 was -- remember the purchasing authority, which had to be
19 established for the particular person. And that held us
20 up from getting new computers, getting new phones, you
21 now getting even the software to do some of the things
22 that wanted to do -- oh, we can't do that because we
23 don't have authority to just go in and buy it. And I
24 don't know the name of it. We have to look that up.

25 But that, we need to set up ahead of time so we can

1 just hand it to the 2030 commission. And all of the
2 hiring should have been done earlier. With the exception
3 of -- and it's because Sara (ph.) and I rammed that RFP
4 through, is the line drawers. And if the line drawers
5 were onboard on time. And everybody else -- God, it
6 should have been done earlier. And it was because you
7 didn't have that training of the overview. Of the
8 training on the admin. And the state's admin. And how
9 that evolved. And the timeframe of it all. And a full
10 overview. And I would recommend that we request the
11 commission, the 2030 commission start earlier so they can
12 do the stuff ahead of when they need to be running. And
13 when they need to be actually taking off.

14 They need to be able to establish things before
15 that. And that includes the -- let's see -- rats, I lost
16 it right there. I'll come back to it. Anyway -- but
17 yeah. It's a -- the -- ahead of time, so they can get
18 these things done and change with and -- oh, and transfer
19 over the temporary personnel to the people that we hire,
20 but already knowing that process of how it's going to end
21 up going. Right. Thank you.

22 COMMISSIONER YEE: Thank you.

23 Commissioner Sadhwani.

24 MS. SADHWANI: Yeah, I just -- I have a different
25 recollection of those early days. Would it have been

1 nice to hire people earlier? Yes, absolutely. But I --
2 we did, actually, hire our first executive director and
3 the beginning portions. We did hire a chief counsel, and
4 we did hire Freddie early on in Communications. And I
5 think we were on track. My view of it, however, is that
6 I do feel like -- and you all can tell me if you feel
7 differently about this. But I feel like we were set up,
8 right, to make that first hire, right, to make that first
9 executive director hire. And that slowed everything down
10 and led to a very difficult place for us as a commission
11 to have to make important changes to our leadership
12 structure that then weigh laid everything else, right?
13 We were about to hire outside counsel when, you know,
14 things shifted within the organization. So I don't think
15 that the timeline of hiring was necessarily -- this is
16 where, to me, it comes back to the independence piece,
17 because -- sorry about that. There's work going on here.

18 There is -- because I don't think that we were being
19 set up to actually be that independent. I think we were
20 being led toward an executive director who had very
21 specific thoughts about how this work should be done, and
22 I'm not sure how independent they really were, right? So
23 I -- the independence piece is really important to me,
24 because that's the foundation upon which those hires can
25 be made in a timely process. And I think that's a really

1 key difference in how I see the last two years was that
2 the -- yes, it would have been nice to do those hires
3 sooner, but there's a structure of how that has to
4 happen. And we didn't have that structure in place,
5 because of the handoff from being established and being
6 let low -- by the auditor's office and what that looked
7 like.

8 COMMISSIONER YEE: I do.

9 Commissioner Andersen.

10 COMMISSIONER ANDERSEN: Yeah. Thank you. I
11 remember to have my points.

12 But I do want -- agree, that we literally were two
13 different commissions essentially from when we switched
14 executive director. And that -- that's what really
15 started moving from that point forward. So Mr. Sadhwani
16 has a very good point. The point I wanted to make, which
17 I skipped, was the outreach and the communities of
18 interest -- it starts earlier. We were the first ones to
19 do that, and most people there are like, well, then, no,
20 you don't do anything until the lines are drawn, and then
21 you start -- oh, now I have input. And we started that
22 process earlier, and that was really not understood by
23 most of California, quite frankly. A lot of people are
24 like, well, no, until you actually have the numbers and
25 start putting the numbers forward, we don't have anything

1 to say. But we really really pushed -- tried to push
2 that, and I think that is what really needs to happen
3 ahead of time; the outreach, the communications, because
4 to get that idea -- you know who your community is. You
5 don't have to wait for the actually census data to give
6 us what your community is. And we did get participation
7 in that, but it, you know, bulk -- as the bulk of it, and
8 that's always going to come in towards the end. But
9 doing more and getting that idea out -- we actually have
10 a lot of people go yeah, yeah, yeah, yeah, yeah. But
11 you're not going to pay any attention until I'm talking
12 to you in person, and you know, the -- all of our bits
13 that came in in dribbles and drabs at first, then it
14 started really pouring in the door. I think we really
15 need to push that ahead of time and show the importance
16 of that. And that only until we had a bunch of
17 information, people go --oh, God, now we actually have to
18 build up how to manage that information. And the 2030
19 Commission will not have that time to do that. We had
20 the luxury of a little bit more time to set that up.
21 They won't have that. So I think we do need to start
22 them earlier and get that part of it going ahead of time
23 before the census data gets there. Because then, you
24 know, as you -- as we all know, once you actually have
25 those and you start drawing lines, it goes, you know,

1 like 24-hours a day. So I really think we need to give
2 them that input, and we can't emphasize it enough. Thank
3 you.

4 COMMISSIONER YEE: Thank you.

5 I'll insert myself here with two points. First
6 point, our website, you know, you might -- you'll recall
7 early on, that was just a huge problem, you know,
8 inheriting a website that was almost unupdatable and you
9 know, having just a tiny fraction of roles, time to work
10 on that. And so our recommendation going forward is to
11 include staffing, you know, to keep the website fully up-
12 to-date. And of course, 10 years from now, who knows
13 what that kind of technology will look like. But to, you
14 know, have that up-to-date and in place when 2030 gets
15 seated and -- so they have a fully-functional website,
16 someone to get it right up to speed right from the
17 beginning when they start meeting. On the early hires,
18 wow, I don't know. Different thoughts and feeling. You
19 know, I think we went about as fast as we could have at
20 the time. And there were very mixed feelings on the
21 Commission about the fact that the auditor's office had
22 circulated some job descriptions that we had not written,
23 you know, and so we took some time to sort out our
24 feelings about that. But you know, looking back, I think
25 we had the freedom -- we had the freedom to do what we

1 wanted, you know. I -- you know, yes, we inherited some
2 staff in 2010, and there were mixed feelings about that,
3 but you know, in the end, we had the freedom. And we
4 learned things later, you know, that led to very
5 different feelings about people we hired. But at the
6 time, I don't know how differently I could, you know, I
7 can imagine us doing things. It -- you know, with the
8 commission we had then. And if we had changed things
9 quite a bit and you know, let's say not inherited those
10 job descriptions or insisted on all new steps, that would
11 have led to other problems, you know, that we would have
12 been talking about and other ways that we would have
13 gotten or held up and delayed. So, you know, yes, it was
14 a mixed bag, but anything we would have done would have
15 been a mixed bag. And in the end, we sorted it out,
16 thankfully, and it all did work out. But given what we
17 knew at the time, I'm not sure how differently -- how
18 much better things could have been. You know.

19 Commissioner Sadhwani.

20 COMMISSIONER SADHWANI: Yeah, and just kind of going
21 off of that, I agree in many ways, and I definitely think
22 we got it sorted out. We got ourselves back on much
23 better track, and we were able to work together. And I
24 think in many ways, the disruption that we had had, I
25 think it was back in like February or 2021, actually was

1 that team building experience that I think we needed in
2 many ways that brought us trust amongst each other as
3 commissioners. But in terms of the information that we
4 had, I do feel like we weren't given all of the
5 information. And I mentioned this earlier. The
6 executive director hire, it's an important one, and we
7 were advised to not release the names, to have it all
8 conducted in closed session. I don't think that that was
9 the right course of action. I -- and over the course of
10 many months later, we heard from many groups and former
11 commissioners saying if we had only known who your
12 applicants were, we would have been providing public
13 comment. And so, I think that just as commissioners, we
14 had to go through that public process. I do think that
15 we need to put some thought into what are the --
16 California's HR practices for an executive director hire,
17 because I think there are confidentiality concerns for
18 individuals who might be leaving their jobs, and I would
19 want to certainly be sensitive to that in whatever way
20 possible. But I think the way that we were set up the
21 first time did not -- specifically did not allow for
22 public comment that we probably needed, and I would have
23 wanted. But I didn't know at the time to push back on
24 the counsel that we were being given or the -- what
25 seemed like something so helpful. Right? I didn't

1 really understand all of the contours of why we were
2 getting so much public feedback about get rid of all of
3 the job descriptions that were circulated. I mean we
4 ultimately put out our own job description for several of
5 the positions. They were basically, the same. It's like
6 to me it didn't make sense. But as we went forward
7 several months, it was an eye-opening experience. Like
8 oh, right, these are folks -- an executive director is
9 someone who -- is already known, right, oftentimes within
10 the state government, within the redistricting process.
11 It's important that we get feedback on those top
12 executive hires that we didn't get. And so, that's where
13 to me, this -- there's that tension, in terms of that
14 handoff of the prior commission, the state auditor's
15 office and then to the next commission. There's this
16 lack of continuity, and there's an opportunity to
17 influence the new commission, because there's information
18 that's dropped through throughout the process.

19 COMMISSIONER YEE: Thank you.

20 Commissioner Fernandez.

21 COMMISSIONER FERNANDEZ: Thank you. And I just want
22 to build a little bit on what Commissioner Sadhwani and
23 others have said about conducting the Executive SAP
24 interviews in public. I have a concern with that. I'm
25 okay with publishing a list of potential candidates. I'm

1 uncomfortable with actually conducting the interviews in
2 public open forum, because, you know, obviously, you have
3 your set of questions, and whoever goes last, you know,
4 obviously has an advantage. And again, there is the, as
5 Commissioner Sadhwani said, the confidentiality and
6 trying to be as respectful as we can to the candidates.
7 So I'm kind of torn between the two. I -- I'm for
8 publishing a list so that we can receive feedback, which
9 would be a great idea. And part of it, too, and I
10 believe Commissioner Toledo and others have talked about
11 this, building trust. And Commissioner Sadhwani
12 mentioned the February team building that came, you know.
13 But I think because of the lack of trust that we had in
14 each other and maybe respect, we -- there were actually
15 things that have come up prior to that, they were just
16 kind of like oh, it's okay, just let it go. And I think
17 what I would like to tell the 2030 is, you know, be more
18 voiceful. Listen to the -- you know, watch those red
19 flags, and -- because they're telling you something. So
20 I think that's maybe just my recommendation for the 2030
21 is to trust yourself and to remember that you are the
22 boss. It's not the executive director that's the boss.
23 It's not the executive team that's the boss. So anyway,
24 that's kind of what my -- because I felt that once we
25 hired the executive director, because this is not our

1 full-time job, they kind of got to decide what's
2 important, in terms of what we're going to process. You
3 know, what's going to go next? Oh, this job got posted,
4 but that job didn't get posted, or this job, we finally
5 got the position for it, but we haven't gotten it for
6 this other classification that we wanted. So yes, we
7 just have to remember we get to be -- what are they, the
8 conductors? We get to decide how the train is moving.
9 So we just have to continue to remember that. And -- I
10 was going to have one more thing. And the outreach.
11 It's been brought up a few times. And we -- I know I
12 personally pushed to have them hired earlier, and kept
13 getting pushback saying, oh, but the census is delayed.
14 Regardless of the census being delayed, there's so much
15 work that they could have helped us on with our regional,
16 with our outreach to the regions, because that would have
17 been their full-time job. This -- we have jobs. We have
18 other full-time jobs, and then we're trying to do this as
19 well. There is plenty of work from the get-go to hire
20 the outreach, to start -- the sooner the better to start
21 getting that information, the education, and the
22 outreach. So I think that was it. But thank you all for
23 this information. It great -- it's a great conversation.

24 COMMISSIONER YEE: Thank you.

25 Commissioner Andersen.



1 COMMISSIONER ANDERSEN: Yeah, I totally agree with
2 what's being said. I have one comment to add is we also
3 were sort of told, okay, making -- okay, you're totally
4 independent, don't talk to these people, including the
5 2010 Commission. There was like well, you can't talk to
6 them. You could only -- only if they come and talk in
7 front of the entire, you know, the -- they have a
8 meeting, and then they got like three minutes or
9 something. I really felt we lost on that. And I would
10 recommend that we propose a panel where the -- you know,
11 the 2020 come here -- the previous commission comes, and
12 it is a whole panel and then the new commission can ask
13 whatever they want and do that for like, you know, an
14 entire meeting. Because -- or you know, half of
15 whatever, because the things that came up that I gathered
16 later talking to some of the commissioners when --
17 commissioners when I was looking for references for some
18 of the consultants, I wish I'd known earlier. I really
19 do. And it would have -- it wasn't that oh, God, you
20 know, and something was held back, but it gave you a
21 flavor for what was going to happen and how things could
22 work together, which we didn't have the benefit of. We
23 started, you know, raw and couldn't talk to anybody, put
24 your blinders on and go, which was not helpful. So I
25 would recommend that we try to say, you know, put a panel

1 in or something for the next commission. And put that in
2 like, you know, regulations or whatever, because that
3 would be very helpful. And it doesn't necessarily -- at
4 that point you know to take it or leave it point of the -
5 - you can, oh, I appreciate what they said, huh, but I
6 don't think that. And -- which I mean is ahead of time,
7 before like early in the process. So when we're trying
8 to set up things, we can go, oh, I see, that's what they
9 do, and that's why -- and -- huh. Well, I don't think
10 that, or I agree with that. But we didn't even have that
11 benefit of information. And that, I feel, hindered us in
12 many ways. And again on that also with the archives,
13 yes, there was the 2010 stuff out there, but it was,
14 well, good luck finding whatever you need out of all of
15 that information. And so, I think, as a group today, we
16 need to try to set up how that gets sorted and what --
17 even if it's just like this is what this information is.
18 This is where you find this information. And then if
19 people want to use it or not it's up to them. But you
20 know, what kind of training do they have? What was the
21 admin problems? How did they, you know, what was the
22 timeline of things, and have it so you can quickly --
23 it's almost like an index type of thing is what we do
24 need for the next commission going forward. Thank you.

25 COMMISSIONER YEE: Thank you.



1 Commissioner (sic) Kaplan.

2 DIRECTOR KAPLAN: Thank you. I also just want to
3 highlight and just really agree on that earlier timeframe
4 to bring on staff, should the 2030 Commission have a
5 larger outreach staff and just to provide some additional
6 context on really what it takes to stand up a team. And
7 there was some extensive amount of time that was spent
8 with recruitment, with creating a rubric for applicant
9 review, creating a rubric and scoring for interviewing
10 and really finding, you know, given the pandemic and
11 finding quality candidates with the pay scale that was
12 also provided. We had four lead staff and then four
13 support staff, and it was very challenging to find
14 staffing for the support staff also, given the pay scale.
15 And so, I think, you know, if it's reviewing that further
16 and providing some more recommendations for 2030, or
17 again, like with the job descriptions, helping with
18 providing some sample templates. Because throughout that
19 whole process, I was also, you know, supporting with
20 outreach and had one staff person at that time, and so,
21 it was a lot to get through. And so, I think that
22 earlier on, some of that can start as well will help to
23 expedite it -- expedite.

24 COMMISSIONER YEE: Thank you.

25 Commissioner Sinay.

1 COMMISSIONER SINAY: Thank you. It's interesting,
2 Commissioner Andersen, that you said that you -- that we
3 were told not to speak to the 2010 Commission, because I
4 actually did go to legal counsel and ask, and yes, as
5 some of you may remember, we did, as part of our outreach
6 subcommittee, invite a commissioner to come to speak to
7 us. And I had also talked to a couple of other of the
8 commissioners. You know, I think the lesson learned for
9 me is -- as we're thinking about how we're writing this
10 report is if you read between the lines knowing what we
11 know now, the report that 2010 wrote is -- it -- you can
12 see some of the stuff that we wish they would have been
13 more overt about. And so, I would ask that we -- of
14 course, we want to be diplomatic and stuff, but I also
15 think we really need to give a, you know, as we're
16 writing this, we need to be honest and give 2030 really a
17 -- the help that they -- not the help or what -- the
18 guidance that, I, you know, I keep calling it like of
19 guideposts, like if you're on a hiking trail, to help
20 them ask the right questions and ask -- and think things
21 through. Because the 2010 report was okay, but it was
22 very diplomatic. And later on, reading it, I was like,
23 oh, that's what they were saying. And so, yes, there was
24 a lot of issues with their executive, you know, staff
25 relations and it was, you know, all the way around. I

1 had heard that, you know, when it came time to hire. But
2 it -- that whole thing is -- so I just ask if we are
3 writing this, we stay away from writing it academically,
4 we stay away from writing it legalese, we stay away from
5 writing it bureaucracy. We write it as we speak, and we
6 share -- we have something there, so it sounds like
7 they're hearing it from us. And it's their choice if
8 they want to invite us or not to come and speak. I don't
9 want to require us to be there, but let our voices, as
10 friends and colleagues and someone who's been there, come
11 out in the report and really watch our language, watch
12 our wording and all that and make it really written as,
13 hey, this is what we learned, and we hope it's helpful.

14 COMMISSIONER YEE: Thank you.

15 Commissioner Sadhwani.

16 COMMISSIONER SADHWANI: Yeah, I agree with all of
17 that. And I think that's the thing is that we can be
18 available to the next commissioner, but I think we should
19 also, as Commissioner Sinay was laying out, and I think
20 Commissioner Andersen was saying this too, like we can be
21 a resource, if they want us to be. And I want to be
22 really clear that, you know, I wouldn't want to try and
23 influence the next commission in any way, shape, or form.
24 Right? Like I -- it's one thing to be resource and
25 something else to, you know, try to exert some influence

1 over the next process. And I don't think that that would
2 be our role. It was unfortunate, I think, when some of
3 the 2010 Commissioners, you know, started -- rather than
4 even attempting to talk to us or writing op eds and such
5 things, you know. And yet at the same time, I thought
6 like, for example, in the very beginning, Angela and
7 Chedda, super helpful, and helping, you know, Russell and
8 I think through the VRA component and the RFPs and what
9 all goes into that. So I think, you know, I think having
10 the spirit of being a resource to the next commission is
11 great. To that end, the one piece that I just wanted to
12 lift was actually towards training. I think that's our
13 session later. I'm not going to be able to be here after
14 lunch, unfortunately, so I just wanted to mention it now.
15 Much of the training that we received when we were first
16 seated was based on experts who were a part of the 2010
17 process. And that was really helpful to understand the
18 2010 process. But there's a lot of other experts who are
19 out there. And I do think that compiling a list for the
20 next commission of folks who work in the redistricting
21 space either as practitioners, academics, whatever, some
22 of them are going to be more partisan leaning. We can
23 even help try and identifying that -- identify that for
24 them. But having trainings that are only based on folks
25 who have been involved and potentially, you know,

1 financially benefited from the process in the past does
2 kind of set up a -- an odd, I don't know, set of
3 expectations. And there's so many different folks out
4 there. And you know, Russell and I and the VRA
5 subcommittee had done several conversations with other
6 folks who had served as special masters in redistricting,
7 who had all sorts of other kinds of expertise. Some of
8 them we were able to bring to the commission to talk, you
9 know, with the full commission. Some -- other times,
10 that didn't make sense to do so. But just to put --
11 compile a list of folks nationally who could be available
12 to the next commission. You know, when it comes to VRA,
13 for the -- the 2030 Commission isn't going to need to
14 rely on David Becker's expertise for the VRA. There's
15 all sorts of VRA experts out there. And I think just
16 helping, you know, who some of those potential experts
17 they could draw upon where they are, some of that contact
18 info would be, hopefully, a resource for the next
19 commission.

20 COMMISSIONER YEE: Thank you.

21 Commissioner Andersen.

22 COMMISSIONER ANDERSEN: Yeah, the one think I want
23 to say -- I agree with everything that's been said -- is
24 we -- most worthy is that this report actually gets to
25 the 2030 Commission, because, while Commissioner Sinay

1 said yes, you know, I knew about the 2010 report and
2 stuff, I didn't, not until we were like in it. And it
3 was -- literally that's part of, you know, what
4 documentation, like well, there's kind of this out there.
5 And I -- having conversations with one of the 2010
6 commission -- commissioners, there were issues about
7 trying to get that report to us. That cannot happen.
8 You know, we need to make sure that, you know, the next
9 commission has the ability to go uh-huh, uh-huh, I don't
10 like that. But make sure that they have that
11 information, however, we do that, because, as
12 Commissioner Sadhwani just said, it's a resource. And
13 you know, that's my point of the panel. Everything is
14 that -- I felt we didn't have the resources that were
15 available, which we really want to make sure we can do
16 everything possible to make sure that 2030 does.
17 Because, again, you know, you -- we want them to learn
18 what -- to take the good things that we did, toss the
19 bad, and improve. We want that to continue all the way
20 through as the whole process, which I want -- I really
21 want us to make sure that the resources that we could
22 offer get through and that we do that. And one last
23 thing is the -- we did -- there were two very different
24 tones of instructions that they weren't -- the first
25 eight got and then the next six got. I mean very

1 different, you know, in terms of, you know, yeah, you can
2 say this. Now we were told you can't talk to anybody.
3 And all of a sudden, sure you can go out and talk to
4 these people. I go -- and I'm going like, what? I mean
5 there were different times we could have say -- look, no,
6 no, no, you have to watch out who you're talking to. So
7 a few things like that, you know, just some subtle things
8 that these are things, I think, we would like to smooth
9 through for the 2030 commission, having, you know, had --
10 and oh, I think the term I was thinking of is learn from
11 past experience. That's what we want to push forward.
12 You know, we are a resource. Please learned from our
13 past experiences and toss what you don't want. Thank
14 you.

15 COMMISSIONER YEE: Thank you.

16 Anything else on support and staffing?

17 Commissioner Kennedy?

18 COMMISSIONER KENNEDY: I don't have anything
19 specific at this point, but I did want to encourage
20 colleagues to share thoughts on the staffing for the
21 outyears. I know that we've already submitted kind of a
22 budget forecast for that period, but I do think it's
23 important for us to be looking at what staff is going to
24 be needed for us to do what when during these outyears.
25 Thank you.

1 COMMISSIONER YEE: Thank you.

2 Commissioner Vasquez.

3 CHAIR VASQUEZ: Hi all. Thanks. Sorry I've only
4 been able to listen in on the last hour of the
5 conversation, and have appreciated everyone's comments.
6 And they generally align with my own perspectives. I did
7 just want to -- before I actually forget it -- wanted to
8 note a possible strategy for us to consider along the
9 idea or this tent that we're trying to thread with having
10 an executive director go through some sort of more public
11 vetting process while also protecting our
12 confidentiality. One way, again, not a perfect solution,
13 but a solution to consider would be to release the name
14 of our final candidate before we send them an offer. So
15 we let them know, you know, part of the process will be
16 then, you know, you get to the very, very finish line,
17 but before we extend an offer and finalize the contract
18 that you, you know, we have to release your name, and
19 maybe we have a, you know, a opportunity for public
20 comment for a week or what have you. And so, while that
21 doesn't totally absolve them of the risk that they could,
22 you know, have their employer know that they're applying
23 for this job, I feel like if you're that close to getting
24 an executive leadership position within state government
25 that, you know, that's sort of the tradeoff you -- we

1 might consider asking candidates to make. So we wouldn't
2 have -- in this potential solution, not every sort of
3 final candidate has their name released, but the final,
4 final candidate, the one that we feel like based on
5 interviews and references, et cetera, is the final
6 candidate. That candidate then their name would be
7 released and folks, you know, the community would have an
8 opportunity for a shot at least providing us any
9 additional information. So that's all. Thanks.

10 COMMISSIONER YEE: Yeah, I like that.

11 Commissioner Sinay.

12 COMMISSIONER SINAY: Yeah, I like that as well,
13 except I would like to -- and as Commissioner Vasquez was
14 speaking and just having listened to others, the process
15 for selecting the commissioners is absolutely open and
16 transparent. All the information is out there. Our
17 interviews are out there. The public writes in comments.
18 And I really think the selection of the executive team
19 should be the same way. And I get that, you know, we got
20 to be confidential and all that, but you know what,
21 applying to the Commission was also a risk for all the
22 folks who applied of the Commission based on their staff.
23 You know, their employer and such could be like what the
24 heck are they doing and whatnot. And so, I think I would
25 like to see the whole process be transparent from

1 selecting commissioners, selecting staff, and you know,
2 and I'm talking about just the executive staff but also,
3 you know, other pieces of it. I really feel strongly
4 that -- and allowing people to leave comments, just like
5 they did with the, you know, with the applicants to the
6 Commission. It -- so, anyway, I hear what people are
7 saying about it being -- but the -- about, you know,
8 respecting folks, and their -- and they have another job,
9 but I also say this is very different, and we need to
10 think about it very differently. And we need the input
11 from the greater community, because making a mistake is
12 very costly. And in the future, folks won't have that
13 time to make mistakes.

14 COMMISSIONER YEE: Thank you.

15 Commissioner Vasquez.

16 CHAIR VASQUEZ: Yeah, thanks Commissioner Sinay.

17 I think I agree with you sort of in principle. And
18 I think in practicality my concern is that by creating a
19 too public of process we will unnecessarily limit our
20 potential candidate pool to folks who are comfortable,
21 who are either, you know, contract-based workers who
22 don't have a full-time employer, or you know, retired
23 individuals and not folks who maybe have some essential
24 experience either in the community, as community leaders
25 of, you know, organizations or state agencies. You know,

1 because they would be really risking their livelihoods to
2 apply for this position in such a public way. I don't
3 think -- or at least I think there was definitely a
4 lesser disincentive on commissioners to apply, because
5 there wasn't the expectation -- at least the explicit
6 expectation that you would resign from your full-time
7 jobs. And most of us did not, although retrospectively,
8 that was ill-advised. But yeah, so I agree with you in
9 principle. I just -- I think in practicality, the more
10 public we get, the more we may limit our candidate pool,
11 which we already, you know, I'll be honest, I wasn't
12 thrilled with the amount of quality applicants for many
13 of the positions that we floated.

14 COMMISSIONER YEE: Thank you.

15 Commissioner Andersen is next. But a reminder,
16 we're down to our last six or seven minutes here. And
17 the question of staffing on the outyears is still open.
18 So remember the 2010 Commission had a one half time
19 position for most of those outyears. What are our
20 thoughts about what we should do?

21 Commissioner Andersen.

22 COMMISSIONER ANDERSEN: The candidate pools, the one
23 issue I want to say is we really needed to broaden who we
24 advertise to, because that was a real issue. At first it
25 turned out that a lot of the notices, they were only

1 going to those people in -- who were already employed by
2 the state. And that was -- I was really surprised when I
3 found that out. I was like, are you kidding me? What
4 about everybody else in California? And this was at the
5 executive and consultant level, things like that. So
6 that is a big issue that we need to broaden the candidate
7 pool, in terms of how we advertise for the candidate --
8 the -- each of these positions. In terms of staffing for
9 the -- next year, we need -- basically what they had last
10 time is they had someone to maintain everything and kind
11 of just keep tabs of stuff. We have in charge of -- we
12 got to keep the website completely up-to-date, as well
13 as, you know, staffing. What do we do? Things like
14 that. So I think -- we definitely need more than a half
15 a person or you know, the time. I would say probably,
16 you know, two people. I don't know if you have three
17 quarters of the time, something like that. But yes, we
18 do need that, because -- and it -- one of them has to be
19 a technical, you know, keeping that website up-to-date,
20 and the other has to be admin and covering everything.
21 So that was my recommendation.

22 COMMISSIONER YEE: Thank you.

23 Commissioner Kennedy.

24 COMMISSIONER FERNANDEZ: And I'm looking for that
25 right now.



1 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

2 I want us to -- I would like us to consider also
3 that some of these functions could be contracted out. If
4 there's something that we don't need a fulltime person
5 for, for years, you know, are there appropriate
6 contracting mechanisms that we have access to that could
7 get us the talent that we need for the purposes that we
8 need them? Thank you.

9 COMMISSIONER YEE: Thank you.

10 Commissioner Sadhwani.

11 COMMISSIONER SADHWANI: And I don't have any answers
12 on this, but I do -- wanted to just add to the list of,
13 you know, continuing to have access to legal counsel.
14 One of the things that I think came up for 20 -- the 2010
15 Commission, as we got closer, you know, they were
16 involved in writing an amicus briefing in other Supreme
17 Court cases. They were involved in the Padilla case to
18 extend the timeline, given COVID. So I think having
19 access to legal counsel, whether that's budget, you know,
20 having the budget to be in touch with folks as needed. I
21 don't know if we're going to need any legal counsel also,
22 as we continue to think about changes to that. We came
23 to that problem likely forthcoming, given COVID
24 considerations. I mean Anthony is, obviously, amazing.
25 I don't know if we can keep him forever, but I just

1 wanted to put that on the table, as well.

2 COMMISSIONER YEE: Commissioner Fernandez.

3 COMMISSIONER FERNANDEZ: Yes, thank you.

4 I just wanted -- this is a good conversation in
5 terms of staffing for the remaining of our term --
6 remainder of our term. And just as a reminder, as part
7 of the long-term activities and the budget proposal that
8 we submitted, we did request one full time, like a staff
9 level for support for the Commission. And also -- we
10 also put funding in there for legal counsel. So thank
11 you, Commissioner Sadhwani, and also, for IT technical
12 support to support our website and other technical
13 issues. So you guys have come up with wonderful ideas,
14 and we do have that funding in there. It's not for full-
15 time positions though. It's basically part time. And
16 then also as Commissioner Kennedy mentioned, we also put
17 in there -- the funding can be for -- to be contracted
18 out, or it could be for a staff person, or it could be
19 for an RA. You know, it's just funding that's in there
20 that we can decide how we're going to use that funding.
21 Thank you.

22 COMMISSIONER YEE: Good to know.

23 Anything else? Staffing? Support? All right.

24 Commissioner Andersen.

25 COMMISSIONER ANDERSEN: I do have one last thing. I

1 do think continuity is important in this. So I do think
2 would need to have at least one person, you know,
3 continuous. Like, the one thing about when you contract
4 things out, it's like, okay, here it is. Now who do I
5 give it to? And there is a -- an importance in the
6 continuity, in terms of you don't have to -- you
7 understanding what has happened before. So I'm --
8 directly I'm the continent -- a continuous person.

9 COMMISSIONER YEE: Thank you.

10 Commissioner Turner.

11 COMMISSIONER TURNER: Yeah, just real quick. I
12 recall when we were doing staffing, there was a grave
13 concern that we had as far as diversity. And we had a
14 lot of conversation, particularly around executive
15 director trying to ensure that we were broadening
16 opportunity for more than what was typically applying for
17 the positions, and being older white men. And in that --
18 I'm naming it now from a staffing perspective that
19 perhaps I wonder if we would consider even, if nothing
20 else, one of the earlier conversations we talked about
21 writing up some sort of job description or requirements
22 for a job and maybe not to hand or spoon feed the next
23 Commission, but maybe so to share with some of the other
24 groups and what have you that says that this is going to
25 come around again, and these will be positions that are

1 available. And here are some things, perhaps that you
2 can do to prepare people to apply for the position. It
3 was a -- it was really important for us, and we did not
4 want to get caught into rehiring those that's just been
5 exposed to the process. But it also was difficult to
6 find people that had qualifications specifically for the
7 process. So I just wanted to name that as something I
8 think may be helpful, but to be able to use those
9 descriptions for purpose of just communicating what will
10 be available in 2030 so that people can prepare
11 themselves for the positions. Thank you.

12 COMMISSIONER YEE: Thank you.

13 And with that, we are right up against our lunch
14 break, so thank you for these thoughts. We'll have a
15 break until 1:30. At that point, Commissioner Kennedy
16 will be back to lead us in a discussion on training and
17 team building.

18 VICE CHAIR FORNACIARI: So --

19 COMMISSIONER YEE: And with that --

20 VICE CHAIR FORNACIARI: Yeah, one thing. Sorry to
21 interrupt. The session, the afternoon session says it's
22 an hour and 45 minutes. We're going to fix -- we're
23 fixing the typo. It'll go from 1:30 to 3:00.

24 COMMISSIONER YEE: Very good. Thanks.

25 Okay. Have a great lunch everyone.

1 (Whereupon, a recess was held from 12:46 p.m.
2 until 1:29 p.m.)

3

4 VICE CHAIR FORNACIARI: Welcome back from lunch,
5 everyone. At this point, I'll turn it over to
6 Commissioner Kennedy to continue with lessons learned.

7 COMMISSIONER KENNEDY: Thank you, Commissioner
8 Fornaciari.

9 Okay, so we are now moving on to the next topic,
10 which is Training and Team Building. And as you can see
11 from the prompts, we are looking for thoughts on topics
12 of training, presenters who participated in the training,
13 the timing of training sessions, use of reports and other
14 materials from the 2010 Commission, how we adapted to
15 pandemic regulations and realities, particularly in
16 relation to the team building, using social occasions,
17 video lunches and such, and commissioner games as team
18 building exercises, anything that we wish we had done or
19 had done differently. And again, these are prompts.
20 These are to get you thinking, but we're happy to take
21 input on anything related to training of the
22 commissioners or staff, team building among the
23 commissioners or the commissioners and staff. So opening
24 the floor to input from colleagues.

25 Commissioner Fernandez.

1 COMMISSIONER FERNANDEZ: I'll get the ball rolling,
2 as Commissioner Anderson likes to say.

3 I think for the training for me, the initial
4 training that we had when we were all seated in August,
5 it was just too much. It was -- what was it like seven
6 days or something? But it was it was too much
7 information at one time. It's like when you start a job,
8 and they give you two weeks of training, and then like
9 six months later, you're like, oh, I wish I would have
10 had that training now, because now I know more. So I --
11 for me, I feel like it would have been nice to have a
12 really, really high overview, maybe early on and then
13 maybe more specific training when we're more established
14 and more comfortable in what our roles are and
15 responsibilities and we have more information, we've done
16 outreach. I think, for me, that -- that's the only
17 thing. I appreciate the training, but it was just a lot
18 at one time.

19 COMMISSIONER KENNEDY: Thank you, Commissioner
20 Fernandez.

21 Commissioner Turner.

22 COMMISSIONER TURNER: Yes. Thank you. I think in
23 addition to that, I'd like to share that I feel like it
24 was a lot of training in the beginning. I also
25 frequently felt that the training was not training. I

1 felt that the training was more of a review. And for a
2 lot of -- they were presentations, a lot of information
3 that was kind of spoken at us. And from a true training
4 perspective, it lacked the opportunity to engage back and
5 forth, to try on, to practice, so that -- because, of
6 course, things sound great when an expert trainer
7 delivers it. It makes sense. And then when I have to
8 restate what they said later on my own at some different
9 time period, it's like that was kind of presentation
10 mode, not necessarily a good training. I think along the
11 same lines with training and team building. I loved an
12 earlier comment about the benefit of the subcommittees
13 for team building. I thought that was great. I also
14 think, along the same lines for training, we kept looking
15 for experts to train. And, again, down the same vein, I
16 think that training needs to be delivered at different
17 levels. Recommendation would perhaps be even to start
18 out with a kind of a pretest of all of the individual
19 commissioners. We come from a lot of different
20 backgrounds, and so for someone that has been around VRO,
21 been around, you don't even know what people don't know.
22 It all comes second nature to you. And so, even if
23 you're trying to explain it, you explain it at a level of
24 assumption as opposed to what may be factual for the
25 audience that you're presenting to. So I'm thinking a

1 pretest from everyone would be able on their own
2 individually, would really give any train or even the
3 greater commission a good sense of where the knowledge
4 level is and be able to train to that level or even break
5 off and have different types of trainings. Thank you.

6 COMMISSIONER KENNEDY: Thank you, Commissioner
7 Turner. I think that's a fantastic idea. I mean I'm
8 accustomed to seeing, you know, skills assessments, gap
9 assessments, et cetera, as a baseline. And I think that
10 that is really a wise counsel from you for us.

11 Commissioner Sinay.

12 COMMISSIONER SINAY: Yeah, thank you for that,
13 Commissioner Turner.

14 I know that there were several times that we had
15 asked, you know, what training do people or do we want.
16 You know, should we create guidelines or that then -- and
17 there was really a pushback a lot of times. And it was
18 from all the commissioners. No, no, no. We know what
19 we're doing, you know, when it was calling the colleague.
20 But I think if we would have done a pre- and posttest, we
21 would have known what materials we could create, what
22 trainers could bring, in all those different pieces. But
23 we also have to acknowledge that we as commissioners
24 didn't always -- weren't open to what we didn't know as
25 well. Some commissioners were much better than that.

1 Other commissioners, yeah. And so, there may -- maybe a
2 recommendation is some topics that we know will be very
3 definite needed and helpful for the next commission. The
4 -- and, yeah, I don't know. But I just remember several
5 times saying, okay, we can bring this person, and people
6 were like, no. And I know that people are like tired.
7 There was -- meetings were long and whatnot. But later
8 we would hear the opposite. Oh, well, we -- I've never
9 done outreach. This was all new to me. And I was like,
10 well, we asked the -- you know. So I just want to think
11 through how do we set it? How do we share what training
12 is based -- what the foundational training you need or
13 understanding? Let's take training as a way to get
14 there. Understanding is really the outcome. How do you
15 get to a foundational understanding, a collective
16 understanding of certain of these things so that you can
17 implement them without having people feel like they have
18 to raise their hand or speak up or whatnot? If they
19 don't feel -- if they feel like they're the only ones who
20 doesn't -- who weren't there? As we went along, I think
21 we're all okay to say hey, I don't know this or what not.
22 But at the very beginning, we're all still like, no, no,
23 I'm okay, okay.

24 COMMISSIONER KENNEDY: Thank you, Commissioner
25 Sinay.

1 Commissioner Fornaciari.

2 VICE CHAIR FORNACIARI: Yes. So maybe a more real
3 time approach to training would be appropriate, you know,
4 start off with the bigger picture, but then get a little
5 more in-depth in what the commissioners need to know now.
6 Not, you know, how to draw a map in, you know, on day one
7 when they're not going to do it in four or five or six
8 months or whatever it is. Right. What we -- what the
9 commissioners need to know on day one is, you know, how
10 to be a commissioner, what, you know, how to hire in the
11 state environment and those kinds of things. So, you
12 know, focus the rollout of the training and the lecturing
13 as needed. I think one of the things that -- so I've
14 said this before, I'll just say it again. I think that
15 we got a hyper, hyper conservative interpretation of
16 Bagley-Keene from the council at the State Auditor's
17 Office, and it left us feeling like, I think, in some
18 ways we couldn't, you know, get together socially as much
19 as maybe we should have. I think the -- I think it would
20 have been really good if, you know, instead of seven days
21 of training, we did, you know, some kind of team building
22 work. I do appreciate Derek's perspective on it, you
23 know, and get some legal guidance on whether, you know,
24 what can be done, you know, outside of a public meeting
25 in the context of team building. I do believe we got

1 feedback from some other groups very early on that we
2 should be doing team building on our own, and so, you
3 know, just provide that guidance to the next commission.

4 COMMISSIONER KENNEDY: Thank you, Commissioner
5 Fornaciari.

6 Commissioner Turner.

7 COMMISSIONER TURNER: Thank you. Another part to
8 that is you don't know what you don't know all the time.
9 Some of our initial trainers presented so matter of
10 factly. Like, yes, this is -- this -- and almost as if
11 they were bored with the topic. And so, whereas I think
12 different from me, many of the commissioners were
13 intrigued by and felt that the presentations, the
14 training was good, I never was really impressed by them
15 as trainers. Just because you have knowledge of
16 something does not make you a trainer. And a lot of the
17 presentations, I'll still say, that was made, was like,
18 you know, very commonplace. This is how it works. This
19 is what we should do. And this is what we know, and this
20 how -- you know, and so, from that, that does not elicit
21 a desire to participate or to ask questions as well.
22 And, yes, I absolutely could have taken -- I -- been
23 accountable to stop the entire process and continue to
24 ask questions. There is something to public learning,
25 learning in a fishbowl, that requires a certain level of

1 vulnerability for all the world to see. Well, maybe I
2 should have learned that in 8th grade history or American
3 government or somewhere. It's like, well, shoot. Okay,
4 let me do research on my own. However, the -- with the -
5 - someone mentioned about drinking from like a fire
6 hydrant. You know, you think you're going to follow up
7 and look up some things later to connect the dots, and
8 some of that just did not happen. And then even how one
9 training related to the next train. So I just -- I
10 definitely felt that that was lacking for me. I also
11 believe that there should be next go round some sort of
12 soft skills training just in how to relate to each other.
13 We had a few different opportunities to totally fall
14 apart in just in interactions. And there was so much, I
15 guess, focus on the mechanics of, I think, because
16 things, again, has to be in public. I don't know. I
17 feel like there almost seems to be a way around that.
18 And I think someone mentioned that earlier. I was just
19 coming back from the call I had to take. But there seems
20 like there needs to be a way around having every
21 interaction in public. There just does need to be a
22 space or time for us to meet. And whether we have to
23 sign some sort of a document that says we will not talk
24 commission business, we need to meet each other to be
25 able to build that trust level a lot quicker than what we

1 did. I think we had to dance around issues so very
2 carefully, because I just don't, you know, one just
3 didn't know the intent of the other. And so, I think a
4 train -- more training or trainings, in addition to what
5 we did do around some of the soft skills, how to interact
6 with people, teaching people to mean what they say.
7 We've set a lot of ground rules. We didn't necessarily
8 always follow ground rules. But what I loved was the --
9 I did love the lunches that we had where we were able to
10 share and talk about, you know, just family and kids and
11 trips and whatever else, because they made a difference.
12 They absolutely made a difference. So I thought that was
13 pretty good to help as much as possible along the lines
14 of team building. And I wished we would have had
15 opportunity to do more of that or taken the opportunity
16 to do more of that. Thank you.

17 COMMISSIONER KENNEDY: Thank you, Commissioner
18 Turner.

19 Commissioner Fernandez.

20 COMMISSIONER FERNANDEZ: Yes. Sorry for going
21 twice, but I forgot to mention a couple of things. Early
22 on, it was very academic, the training and the terms that
23 they used. You have no idea how many times I was
24 Googling the definitions. And I've said it a hundred
25 times, English is my second language. And so, I think

1 next time around, they need to do a better job of using
2 basic language so that every Californian can understand
3 what they're talking about and doesn't have to, you know,
4 don't have to look at the definitions every three
5 minutes. Also, and I appreciate what Commissioner Turner
6 said, because I wrote this down. Sometimes you don't
7 know. Exactly. Sometimes -- at the beginning, I don't
8 know what I should know. And it's not until I'm six
9 months in that I know what or I have a feeling of what
10 additional training I should have. But I did want to --
11 I wasn't sure if this was a place or not, Commissioner
12 Kennedy, but I did want to add that the panels that we
13 had and incarcerated population, education, language
14 axis, labor, business. All of those panels I thought for
15 me personally were beneficial because you got to see,
16 like, the impact and where it really matters and how it
17 will affect what we do with the lines. And I don't know,
18 for me, it just really was impactful, and it was additive
19 -- you know, added to my understanding of the entire
20 process. Thank you.

21 COMMISSIONER KENNEDY: Perfect, and yes, this is the
22 time to -- for comments about those panels, so thank you
23 for bringing that up.

24 Commissioner Yee.

25 COMMISSIONER YEE: Thank you, Chair -- or thank you,

1 Commissioner Kennedy. I agree with everyone, everything
2 that's been said so far.

3 I want to emphasize the need for early socializing.
4 You know, I think we did pretty good considering
5 everything that went on with the pandemic and using Zoom.
6 But I remember what a difference it made when we did have
7 our first in-person meetings. And it's just -- it's hard
8 to remember now what it was like before that, you know,
9 before we actually met most -- each other in person. So
10 some way to do that early on -- hopefully, there'll be no
11 pandemic ten years from now, and we'll just be able to
12 meet together and travel together, as 2010 was able to.

13 The early trainings, I agree with everything
14 everyone has said. I want to also say, though, you know,
15 I understood why the trainings that were selected were
16 selected and kind of why they picked who they picked.
17 You know, trying to put something together from scratch,
18 I mean, that was much better than leaving it to us to
19 figure out, you know, from scratch what training to find,
20 how to find it, where to get it, you know? You know,
21 maybe we would have made different choices in the end,
22 but in the time available, you know, before we had to do
23 a lot more business, you know, I was glad as much was
24 provided as was provided, even with all the shortcomings
25 that people have noted. I just wanted to say that.

1 One other thing -- this has to do with website, you
2 know, and this applies to the 2010 website we inherited
3 as well as our website right up till today. You know,
4 still not having that one page on the website where all
5 key documents are collected, you know, all the policies,
6 all the major reports, you know, all those different
7 things, the chair rotation, I mean, just all the most
8 basic and frequently-referred-to stuff that a lot of us
9 found piecemeal here and there, but you know, it was not
10 in one place for everyone to get right from the
11 beginning. So just to have one place to collect all
12 those would have been helpful.

13 COMMISSIONER KENNEDY: Very good. Thank you,
14 Commissioner Yee.

15 I've put myself in the queue with a couple of
16 thoughts. One is I had organized the geography panel
17 fairly late in the process because I kept feeling that I
18 needed more, and it might be useful to colleagues to have
19 more on the -- on just the basic physical geography of
20 California. So you know, I would say that should go
21 earlier in the process as an intro.

22 I was very frustrated because I was trying to
23 organize a panel with somebody from a city, somebody from
24 a county, and somebody from a metropolitan planning
25 organization, and I just -- I kept getting noes from the

1 people that I was reaching out to. And I don't know
2 whether we need to recommend reaching out to California
3 League of Cities, California Association of Counties, and
4 others earlier and planting a seed and maybe coming back
5 later and trying to harvest the product of earlier-
6 planted seeds. I do think that having perspective from
7 cities, counties, and metropolitan planning organizations
8 fairly early in the process could have been useful.

9 Likewise, I think, you know, more training or
10 briefing, and maybe that's a distinction that we need to
11 make. Are we looking for or talking about briefings, or
12 are we talking about training?

13 If we're talking about real training, then in the
14 long term, I might even suggest we look at exploring the
15 possibility of going through a process of quote/unquote
16 localizing a standard tool that we now use in the
17 international elections community to train election
18 staff, and it's called BRIDGE Basic Resources in
19 Democracy, Governance, and Elections, BRIDGE.

20 And BRIDGE was developed initially by the Australian
21 Electoral Commission with participation from the UN and I
22 believe, the International Institute for Democracy and
23 Electoral Assistance, based in Stockholm, as specifically
24 an adult-learning tool for individuals starting in
25 election-related work or careers. And there is a module

1 on boundary delimitation. I don't think that -- I'm not
2 talking right now about delivering the full BRIDGE
3 curriculum. That's quite extensive. But we could look
4 at possibilities of coming up with a quote/unquote
5 localized version of the boundary delimitation module of
6 BRIDGE that would use adult-learning techniques to convey
7 the terminology, the skills that are needed for this
8 process.

9 You know, I thought that we didn't get information
10 that would have been useful to us about things like
11 LAFCO's local area -- Local Agency Formation Commissions
12 that each county has a LAFCO because, you know, we could
13 have taken local districts into greater account in our
14 work if we had known more about LAFCOs and the work that
15 they do, the types of districts that are out there in
16 each of the 58 counties.

17 Likewise, DUC is Disadvantaged Unincorporated
18 Communities. I wasn't aware of the term, but I live in
19 one, you know, and knowing about Disadvantaged
20 Unincorporated Communities, spheres of influence, that
21 each incorporated city has a, you know, sphere of
22 influence, I think that may be something that the LAFCO
23 does is review and approve spheres of influence. I think
24 we need -- or future commissions need a lot more about,
25 you know, the LAFCO process, spheres of influence,

1 Disadvantage Unincorporated Communities, et cetera.

2 And finally, I've been thinking that the future
3 commissions could really benefit from a full-blown
4 simulation with a fictitious jurisdiction with complete
5 census data, you know, of course, made up for the
6 fictitious entity. But you know, look at building a
7 full-blown, week-long simulation rather than -- I mean,
8 we had, I think, half of an afternoon at some point where
9 we went through some of this, but I don't think we
10 learned at that point the difference between a trade and
11 a rotation, you know, a two-way trade between
12 jurisdictions versus moving population from here to here,
13 from here to here, and from here back to here. Those are
14 things that we picked up along the way. And I think if
15 we had gone into the process with more knowledge of some
16 of those tricks of the trade, as it were, that it would
17 have been very helpful to us.

18 Moving on to Commissioner Fornaciari.

19 VICE CHAIR FORNACIARI: I originally raised my hand
20 to talk about the panels and see, you know, what folks
21 thought. I'm glad to hear that folks found -- those who
22 have spoke about them found the panels useful. I thought
23 they were useful as well. I like the additional
24 suggestions for maybe other panels or other lectures
25 or -- and I've got to say, I love the geography lecture.

1 And I wouldn't call it a lecture. Made me think I was
2 back in college.

3 You know, I think -- I kind of like the timing,
4 Commissioner Kennedy, of that because wasn't it about
5 time we started getting feedback, or we'd already gotten
6 some feedback from folks. You know, I mean, for
7 instance, you know, there were folks in two different
8 cities claiming the cities are really connected together
9 by a lot of different, you know -- but there's a mountain
10 in between that maybe we didn't know about. And you
11 know, I thought it was pretty good timing, but just go
12 back to the, you know, all we're doing is really making
13 recommendations to the next commission on what they might
14 want to consider doing.

15 But back to training, you know, I think we can
16 recommend a sort of a cadence or you know, timing of when
17 they ought to think about, you know, high-level training
18 for a specific topic. And then as they get closer, maybe
19 they want to get more in depth. And like you suggested,
20 Commissioner Kennedy, maybe a really more in-depth
21 mapping exercise, but -- you know, instead of the
22 drinking from the firehose thing. Thanks.

23 COMMISSIONER KENNEDY: Thank you, Commissioner
24 Fornaciari.

25 Commissioner Akutagawa.

1 COMMISSIONER AKUTAGAWA: Yeah, thank you. And
2 everything that everyone has said is -- I absolutely also
3 agree with.

4 I guess I'll start with the team building part. I
5 guess maybe it's more, I guess, a comment than anything.
6 I mean, 2030 is probably going to have different
7 circumstances than we are given, you know, the pandemic
8 that we were in, and so we were forced into trying to get
9 to know each other, connect with each other over Zoom.
10 Although I have to say, I mean -- you know, given the
11 circumstances, I mean, we actually ended up doing pretty
12 well. It took us a lot longer, and it would have been
13 nice to have been able to have traveled through and
14 really get to know each other better. But I think given
15 the circumstances, you know, we did what we could, and I
16 think we ended up in a good -- in a fairly good place.

17 But I do -- I guess the only thing I would say is
18 whatever the next commission does that they do spend the
19 time to intentionally build teams. I know that at the
20 beginning when we first met, we did talk about trying to
21 do so. I think perhaps for the reasons that Commissioner
22 Fornaciari mentioned that, you know, maybe because of
23 Bagley-Keene and other things like that, we were being
24 very careful about how we did that.

25 But I think we know, you know, spending that time

1 for the team building is going to be really important,
2 especially building trust. And whatever tools they'll
3 have to use during, you know, ten years from now or eight
4 years from now, you know, may hopefully help to
5 facilitate building that trust a lot faster as well, too.

6 On the training side, I absolutely agree with what
7 Commissioner Turner said about it was not training. I
8 think when I came in, I was thinking that we were going
9 to do more, I guess, like whether it's small group
10 things, even if using Zoom -- and I guess -- I don't
11 know, I guess this just comes from not having known
12 better at the time, but it was just all straight
13 presentation. And I think maybe using those words will
14 help calibrate our expectations. Either that or, you
15 know, as part of the lessons learned, we recommend also
16 that whoever is going to be engaged to be "a presenter"
17 or trainer, if we want to use that word, that we do ask
18 them to utilize some of the other tools. And again, the
19 technology might be different, but they could have easily
20 have used polls, you know, on Zoom so that it is still
21 public. It would help us -- or help them to also
22 understand, you know, what our levels of knowledge would
23 be on certain things.

24 The other thing -- and I think this got mentioned,
25 but I thought I'd lift this up again -- I think it would

1 be helpful to think about, let's do a high-level
2 executive summary overview of the topics first,
3 especially at the very beginning, but then come back.
4 Ask that person or somebody else to come back and do the
5 deeper dive when we've had a chance to settle in a little
6 bit more, we're in a better place to ask more detailed
7 questions and have a more informed conversation with that
8 person.

9 Let's see. And lastly, I'm realizing that,
10 Commissioner Kennedy, I thought we were all pretty, you
11 know, well aware of a lot of things, but your sharing of
12 the DUC and the LAFCO -- you know, I do recall the sphere
13 of influence, and I remember when you were talking about
14 it I thought that that was really interesting. I think
15 having more intentional conversations about some of those
16 things would be helpful to know at least so that we're
17 aware and would be able to keep those in mind as well,
18 too. Thank you.

19 COMMISSIONER KENNEDY: Thank you, Commissioner
20 Akutagawa.

21 Commissioner Taylor.

22 COMMISSIONER TAYLOR: Good afternoon. Hopefully
23 everyone can hear me. Can you hear me correct?

24 COMMISSIONER KENNEDY: We can hear you.

25 COMMISSIONER TAYLOR: Thank you.



1 Commissioner Kennedy, I couldn't agree with you
2 more. I feel that there should be a practical app
3 component prior to us building those maps. It seems that
4 earlier we were using the visualizations as a way to step
5 into that -- to that area of line drawing. So perhaps a
6 simulation, example, or practical app could get us to a
7 point to where we're better using that time for things
8 that we can use, or we're not experimenting in that
9 moment, but we're actually being productive.

10 I felt that we were funneled into thinking that
11 there's only one way to line draw or to build maps. I
12 think that we should be giving -- be given alternatives.
13 You know, there's -- through our research now we see that
14 there's other ways to build maps. Commissioner Sadhwani
15 picked up on it earlier when she said we could work off
16 of a computer-generated map. Maybe we do -- have a
17 period of time where we do one method and do another
18 method. So I think we don't want to get funneled into
19 one method of doing something or make a decision as to
20 what method we want to choose.

21 I believe it would have been nice to get a little
22 bit more training or explanation as to what goes into
23 building a VRA district or the components of a VRA
24 district. It seemed like we were totally reliant on our
25 counsel. So it'd be nice if we had more components of

1 that, from my opinion. And much like Commissioner Turner
2 said, it's tough to learn trigonometry in front of the
3 state. So yeah, I think acknowledging that we have to
4 expose some of those weaknesses earlier so that we can go
5 forward. It's human nature to want to sort of not expose
6 those. So just acknowledge that we have to learn in
7 front of the state absent any other way around Bagley-
8 Keene. Thank you.

9 COMMISSIONER KENNEDY: Thank you, Commissioner
10 Taylor.

11 Commissioner Andersen.

12 COMMISSIONER ANDERSEN: Yeah, I couldn't agree with
13 everybody more.

14 The piece that was really missing in our training
15 was how all these pieces fit together. We actually had
16 some really good sections that were, wow, okay, it's a
17 lot of information, and then we couldn't go back to it.
18 And so I really think that idea of a full overview --
19 actually, kind of like the way Commissioner Kennedy
20 led -- started this out. This is what we're talking
21 about. This is where we're going to go. This is what
22 we're thinking of, something like that to really -- and
23 then and now -- now we're going to give you this is what
24 a VRA district is and then come back to it as we get to
25 that in the time frame. And even if in that overview,

1 you go, okay, now -- which we didn't have a whole thing
2 about organization and state procedures. You're going to
3 be trained about how to do this; this is what you're
4 going to end up doing first; you know, and you'll be
5 hiring people; this is what our, you know, RFPs are;
6 there's a difference between RFP. Remember we had to
7 figure all that out like, okay, what's an RFQ, what's an
8 RFP? Most of us hadn't even heard of that stuff. And it
9 really was -- it's like, well, wait, wait a second. I'm
10 still trying to figure out VRA. Wait. Now we're talking
11 about RFQ. It was a bit too much all at once because it
12 was really detailed all at once. So if we have those
13 good sections that we can also refer back to.

14 And then we did try -- Commissioner Sadhwani and I
15 tried to do training, and we tried to do a mapping. And
16 we didn't really get to do that much of it. It was very
17 short. It was like, oh, here's half a day, and that's
18 that. And in our training of mapping, that was also kind
19 of half a day early. And again, as Commissioner Turner
20 said, we didn't really get to try things and go, okay,
21 let's do the whole thing through and through.

22 The idea of bringing up let's make up a totally
23 manufactured, you know, Planet Z with districts and
24 stuff, that was talked about and talked about, and then
25 it's like, well, when do we, how do we, and it didn't

1 happen. And I really recommend that we do those specific
2 training, an actual -- I also like the point where
3 there's training, and then there's the lecture portion.
4 We got pretty good lecture portions, but we didn't have
5 enough training on several different things.

6 And last point is that geographical, you know, panel
7 and stuff, that was very good. We needed more of it.

8 And I really like the idea of the specifics of, you
9 know, the districts like Commissioner Kennedy was talking
10 about. Also, we didn't really realize that, oh, we kind
11 of need to know what neighborhoods are until we were
12 mapping. And then whose neighborhoods do you respect and
13 whose do you not, in terms of, you know, that certain
14 cities have neighborhoods already set up.

15 The other part that I thought was actually very
16 helpful, which we got, and from a -- again, a different
17 perspective was the whole water resources and the
18 environment. You know, how do the trees affect the jobs
19 and the areas and where the pollution areas are, because
20 that does affect people, where people can live. And that
21 whole thing with, you know, the watersheds and where the
22 rivers are, the geographical portion, I thought, was very
23 handy. And it's very different than who the different
24 people are, which we need both because we need all of
25 that. You need who the different -- you know, I thought

1 our panels were very good. We probably could have used a
2 few more. But again, time was of the essence.

3 And that's where I think -- again, I'm going to say
4 that I think this -- the next commission should start a
5 bit earlier so they can have this kind of training in
6 terms of the outreach of perspectives of how we set up
7 the panels. You know, we had a chance to do all that,
8 which I don't know if the 2030 commission will do -- will
9 have that.

10 One thing, though, I also want to bring up is COVID.
11 We had a really hard time talking to each other, and I'm
12 assuming that from the 2030 on that probably won't
13 happen. They'll probably be able to get together, which
14 will make things much smoother and much easier.

15 However, they're going to spend a whole lot of time
16 traveling when they can't be doing stuff. I mean,
17 they'll be talking to each other, yes, but they won't be
18 able to be researching things and looking at other stuff
19 because they'll literally be traveling back and forth.
20 And so in that respect, we do need to try to think of,
21 you know, in terms -- this is the -- you know, how our
22 experience will be different from the next and how we can
23 help them. It's hard for us to imagine not having the
24 time like, you know, well, we're done with the meeting.
25 We're done, and you, you know, go off and do your thing

1 at your house. They're going to have to like we did when
2 we were traveling. Then you've got to go back to the
3 hotel. You can't get this done because you don't have
4 the proper, you know, Wi-Fi. You can't get it, maybe,
5 printed. That sort of thing will happen as well. And
6 that's something I think we need to give them a whole
7 perspective of, again, because their time will be
8 shorter. So those are some items I wanted to bring up.
9 Thank you.

10 COMMISSIONER KENNEDY: Thank you, Commissioner
11 Andersen.

12 Listening to all of this, I'm wondering, I mean,
13 the -- we did not have a position that I would call a
14 training coordinator. It seems like, you know, Raul and
15 Marion (ph.) did what they could to organize those early
16 briefings and so forth before we, as commissioners, could
17 take on more of the task and organize some of these
18 panels. Do colleagues see scope for a training
19 coordinator for the early phases, and if so, how would
20 something like that work? Just, you know, I think we
21 need to think about how to actuate some of these very
22 good suggestions other than just leaving them behind in
23 the lessons learned report.

24 Second of all, I mentioned the BRIDGE project
25 earlier. That's BRIDGE, B-R-I-D-G-E dash project dot

1 org, if you want to find out more about it. As I say, it
2 was purposely developed by election professionals with
3 deep experience in adult-learning methodologies to
4 introduce usually new election staff to the topics that
5 they would be dealing with.

6 BRIDGE actually grew out of a project that I was
7 involved in, which was the ACE Project, Administration
8 and Cost of Elections, A-C-E Project, one word, dot org,
9 which was the first ever electronic encyclopedia --
10 online encyclopedia on election administration. And
11 again, boundary delimitation was a topic area. The
12 difference being ACE was intended to be more of an
13 encyclopedia, a reference work, somewhere to go if you
14 want to look something up.

15 But what got me thinking about this was the mention
16 earlier of kind of an executive summary, because what we
17 did when we set up ACE was we structured it
18 hierarchically so that if you wanted an overview of a
19 topic or if you wanted just an overview of the election
20 administration in general, you could just cruise along
21 the highest-level files and get a very basic executive-
22 level understanding of each of the nine topic areas that
23 we had initially. If you then wanted to drill deeper, we
24 had, you know, layer after layer after layer going into
25 greater and greater and greater detail. But yeah, we

1 structured it understanding that some people only needed
2 that high-level, executive-summary-type treatment of
3 topics where other people were going to want much more
4 detail on what they were looking at. Yeah, that's it.

5 Commissioner Sinay.

6 COMMISSIONER SINAY: I think this builds on what you
7 said, or it's saying it again but in different words.
8 But one of the things in having spoken to commissioners
9 at other independent redistricting commissions, a lot of
10 them wanted to sit in on our trainings, or they were
11 replicating the trainings or whatnot. And it does feel
12 like if they're -- you know, we don't all start at the
13 same time. But if there was -- you know, the National
14 League of Cities has a training, but it's more for cities
15 and officials and stuff. But maybe it's a redistricting
16 hub, the data hub -- redistricting data hub that, you
17 know, they've had funding. You know, they can get
18 funding for stuff like this. But somewhere where, you
19 know, there's going to be more and more independent
20 redistricting commissions. And some of this is
21 California focused, but some of it is more -- is broader.
22 And that's an opportunity.

23 Again, though, when you do a lot of these -- they're
24 not trainings. They're lectures, right, because there
25 might be webinars and whatnot. But they may be -- you

1 know, it just feels like if they -- instead of us trying
2 to take it on or the CRC hiring someone to coordinate
3 training, it really feels like this is much bigger than
4 us. And I know that a lot of the local groups were
5 looking to us for some of that, and we couldn't provide
6 it. And this will come up again. I'll bring it up again
7 when we're talking about the tools that we created, the
8 mapping tools, and COIs that we were seeing. And so
9 sometimes we need to think about as much as we were
10 learning as we were going, others still thought that we
11 were the experts and were looking up to us. I was like,
12 good luck. But just, you know, who could -- who has the
13 expertise already who could take the next ten years to
14 start -- you know, kind of create some of this curriculum
15 and stuff instead of us thinking about how do we do it
16 and wait till 2030 actually implements it?

17 So I apologize if that's exactly what you were
18 saying, Commissioner Kennedy.

19 COMMISSIONER KENNEDY: No, it wasn't. It's very
20 helpful, and I'll comment on it further after
21 Commissioner Andersen.

22 COMMISSIONER ANDERSEN: Oh, the one thing I forgot
23 to mention is the staff also needs to have access to the
24 training because I remember when we first hired people
25 they had specific -- they knew what their specific job

1 was, but they didn't understand how any of the rest of it
2 was working. And I was trying to give people, you know,
3 connections or links to previous training that they could
4 see and see what was going on. So I believe -- or
5 Commissioner Kennedy, we were talking about how you have
6 sort of higher levels of, you know, here's a little blurb
7 about this is what, you know, all the different tasks are
8 that you can then get into as you need to. The staff
9 needs access to that so they understand why they're being
10 asked to do these certain things and how it all fits
11 together. So I just want to bring that up and help the
12 staff also be considered.

13 COMMISSIONER KENNEDY: Thanks. Yeah, that's a great
14 point. I want to go back to the point that Commissioner
15 Sinay was making and say, you know, I've been thinking
16 that maybe, you know, just as the 2010 commission got
17 external funding from the -- from Harvard's Ash Center to
18 travel and talk in other states about their work and the
19 value of citizen redistricting, perhaps -- and we've been
20 looking to see if there's kind of a similar mission that
21 we could go on in the out years, maybe working with
22 National Conference of State Legislatures or you know,
23 U.S. Conference of Mayors or you know, National
24 Association of Counties, some of these or all of them
25 together, you know, maybe working with them, going for a

1 grant, and working with these organizations to build a
2 full-blown training simulation for citizen redistricting
3 bodies could be something that we consider.

4 Director Kaplan.

5 DIRECTOR KAPLAN: I just want to follow up on
6 Commissioner Andersen's note that staff did go through
7 all the trainings that commissioners went through. We
8 worked with various commissioners to identify some of the
9 initial training, so that was really helpful for the
10 onboarding and also just to have additional background
11 and context for all of you as well. The additional
12 trainings that you had through the process when we did
13 have outreach staff on board, I did flag for staff to be
14 tuning in to particular commission meetings for that. So
15 thank you for highlighting that. It was really helpful
16 for them to get some of that background context.

17 COMMISSIONER KENNEDY: Perfect. Thanks.

18 Any further thoughts on social activities that we
19 wish we had done or how COVID impacted us or the use of
20 reports and materials from the 2010 commission?

21 Commissioner Sinay.

22 COMMISSIONER SINAY: Thank you. Yes, COVID impacted
23 us, so therefore we had to do things virtually. We don't
24 know where things will go in ten years, but I do have a
25 gut feeling that a lot of stuff is going to stay virtual.

1 I hear that piece often in a lot of the circles I'm
2 running. Oh, I'm so much happier now that meetings are
3 virtual and all that.

4 So even in our report, though, we know that 2010 --
5 that 2030 will be different. I think it is important to
6 highlight have a meeting all in person as soon as
7 possible, just so that you can all get to know each
8 other. And I would also highlight make sure you do some
9 silly games and guessing games like I'm -- I'll always be
10 thankful for Commissioner Yee for setting up some of
11 those. And you know -- and there are many more that kept
12 coming to mind after the fact. But those are all --
13 they're important to be -- and it's important for us to
14 be reminded that as high -- as important as the purpose
15 is of what we're doing, that you're human -- that we're
16 human. That, you know, commissioners are human, and
17 commissioners need that human connection, and that you
18 actually have to purposely go out to create that. You
19 have to be intentional in creating that trust and that
20 connection.

21 COMMISSIONER KENNEDY: Thank you, Commissioner
22 Sinay.

23 Commissioner Turner.

24 COMMISSIONER TURNER: Yeah, thank you. Also, along
25 with the trainings, there was in discussions -- because

1 we talked about it a lot -- the meetings went on and on
2 and as discussions and crosstalk and what have you. I
3 think there were some pearls that were dropped, some
4 things that were lost in the process that we didn't get
5 back to. And I'm thinking of it because we talked about,
6 you know, you've mentioned about we said definitely maybe
7 we can go through a simulation, and maybe we can -- we
8 threw out a lot of maybes and how about. And because
9 there was so much to learn, so much to discuss, so many
10 decisions to be made, I think some of those got dropped,
11 and perhaps if we would have gone through something --
12 kept some kind of running check, you know, Commissioners,
13 do we all agree this is something that we maybe should
14 look into. And then yes, if it is. Perhaps, to have
15 someone that's tasked with tracking it as a follow-up to
16 get back to it to ensure that it's not dropped or lost.

17 I'm grateful for the paperwork that the -- kind of
18 job aid or help aids that Commissioner Yee provided. One
19 such discussion we had, though, was talking about how
20 would we differentiate; what would the decision look like
21 when there was a conflict when we had competing ideas.
22 And I don't know if we all -- if we got all the way down
23 to that portion of it, and it would have been helpful
24 towards the end of our line drawing, when basically it
25 really got down to one type community wanted something

1 different than another, you know, and just based on how
2 many people. And to honor one request almost felt like
3 ignoring or disenfranchising a different, you know,
4 community or what have you.

5 But we never did fully that -- in my recollection,
6 have the conversation that says all things considered
7 equal, now what? What are we going to do after VRA
8 requirements, after we've gone through, you know, all of
9 the legalities? What is our thought process? Is it now
10 the loudest commissioner, the ones that want to keep
11 coming back and talking the longest? Is it, you know --
12 and so things like that, I think, got dropped because we
13 lifted that, what would we do, and then we went on with
14 other conversation.

15 And so that's just another example, and I'm certain
16 there were more. But some sort of, you know, if we were
17 in a room together, we could put it on, you know -- on a,
18 you know, poster board, whiteboard, you know, to give
19 parking lot, and we'll get back to that. Some things, I
20 think, just got dropped that really could have been
21 advantageous to the process and decision making. Thank
22 you.

23 COMMISSIONER KENNEDY: Thank you, Commissioner
24 Turner.

25 Commissioner Sinay.

1 COMMISSIONER SINAY: It would be great at the
2 beginning -- and this would be a training -- learning how
3 to facilitate meetings, how to set up agendas, how, you
4 know -- especially if there is that rotating -- yeah, the
5 rotating chair piece is kept. But I think it's as
6 important for staff as it is for commissioners just kind
7 of to have that.

8 And I know in 2010 -- and I did share it with
9 someone -- they had created -- they had a whole folder
10 for whatever new chair came on board. It had all sorts
11 of prompts and helpers for them to be able to read
12 through it. And there was -- they had kind of created
13 cheat sheets on how to -- so that there was more, you
14 know, uniform from one chair to the other.

15 But you know, just that whole idea, you know, that
16 when you're a chair, what's the difference between
17 leading, facilitating, engaging other folks, creating a
18 safe environment for everybody to participate, making
19 sure -- even with Bagley-Keene, making sure that
20 everybody's engaging how to -- you know, all those
21 different things, that would have been really helpful to
22 have all the way along.

23 COMMISSIONER KENNEDY: Great. Anything else at this
24 point? Training and team building.

25 Commissioner Sinay.



1 COMMISSIONER SINAY: Sorry. There will be new
2 technologies in the future, and so how to use the
3 different tools. Like, we used Morrow a couple of times
4 for meetings, and it was kind of hard to train -- you
5 know, do a training in addition to how we were using it.
6 So just for 2030 to think through to make sure that all
7 commissioners and staff are trained on whatever great
8 technology and tool there is so everybody can use it
9 equally and feel comfortable with it.

10 COMMISSIONER KENNEDY: Thanks for that.

11 Yeah, I think I had mentioned at one point that it
12 would have been helpful to have some serious hands-on
13 training for commissioners on the mapping software that
14 we had access to that we could have -- we could have come
15 up with our own plans or districts and bring them in --
16 already in electronic format rather than just ideas in
17 our heads. I felt like that was a significant miss on
18 our part.

19 Commissioner Turner.

20 COMMISSIONER TURNER: Yeah, and to break my own
21 belief of being repetitive, yes, Commissioner Kennedy,
22 for those that were early adopters on that system, it was
23 great. But I think we ended up bombarding them with,
24 listen, here's my thought, can you draw it for me, can
25 you figure it out? So that training is more than a

1 suggestion. It's crucial that we are all very grounded
2 and understand how to do that. The technology is there,
3 but yeah -- and hats off and thank you for the four or
4 five of you that were experts in it. Thanks.

5 COMMISSIONER KENNEDY: Commissioner Andersen.

6 COMMISSIONER ANDERSEN: Yeah, I'll get more into
7 this when we do really talk more about the mapping, but
8 there was a real desire to have that, and there was real
9 pushback against it. We've been told no, no, no, no, no,
10 if the commissioners start drawing things, then
11 everyone's going to want their own idea, and it'll be a,
12 you know, no, no, I like this one. I don't like that
13 one. But I agree. It would have been much better for us
14 to understand the software to be able to make changes
15 because it actually would have facilitated our live line
16 drawing. We would have understood what this means, and
17 we didn't. And it wasn't till later on in the process
18 when we'd actually almost all of us had a bit of a go at
19 trying it ourselves that we understood so much more.

20 And so I understand the push -- you know, the
21 original pushback. It was like, no, we weren't even
22 going to get the ability to use any of it, but it really
23 proved invaluable in terms of actually getting stuff done
24 and accomplishing things. And I totally agree it was
25 unfortunately that there were a lot of other ideas out

1 there, but whatever happened to get presented is what we
2 kind of ended up going with because we didn't have the
3 time to do other options, and it would have been nice to
4 have a couple of different options out there.

5 So these are things that I will definitely bring up
6 as we talk more seriously about the mapping process. But
7 I really am glad that this did come up because in terms
8 of training, I think that you -- we really could have
9 done that. And I really wish we pushed harder for that.

10 COMMISSIONER KENNEDY: Thanks, Commissioner
11 Andersen.

12 Commissioner Turner.

13 COMMISSIONER TURNER: Yeah, thank you, because the
14 other part I forgot to say about that is towards the end,
15 it almost became prohibitive in participating in the
16 process. When we started running out of time, if you
17 didn't know how to map it or make quick use of the
18 mapping software, you were at a disadvantage, and it was,
19 like, you know, tell us, what do you want to go from this
20 to this? What's the numbers? What's the -- and it's
21 like, you know, this is the thought I have, and I may not
22 have it. And so if you didn't get in the queue to get
23 someone to help you map it using the tool, it was almost
24 like you lost opportunity to participate unless you said,
25 well, no, I don't have those exact numbers, but this is

1 what I want to try anyway, you know? So it went from a
2 suggestion to I don't want us to have it, to suggestion
3 to have it, to kind of use it to where you better know
4 how to do it at this point, because we don't have time to
5 do the other slower way, so yeah. Thanks.

6 COMMISSIONER KENNEDY: Thank you.

7 Commissioner Taylor.

8 COMMISSIONER TAYLOR: Thank you. It might just be
9 me, but you know, I think it would have been helpful had
10 we all maybe received a map at some point in this. We
11 got all kinds of materials. None of us got a map. And
12 some of us are visual learners, want to actually feel and
13 touch. So you know, whether or not they're maps of
14 districts or something, but maybe a map of California
15 should be included with our crap -- excuse me -- with our
16 stuff.

17 COMMISSIONER KENNEDY: Thank you, Commissioner --

18 COMMISSIONER SINAY: Hey --

19 COMMISSIONER KENNEDY: -- Taylor.

20 COMMISSIONER SINAY: -- I gave you one.

21 COMMISSIONER KENNEDY: I did contact Riverside and
22 San Bernardino Counties. All of San Bernardino's GIS
23 stuff is on their website, and Riverside actually
24 customized a map for me that I had here in my office so
25 that I could, you know -- and this San Bernardino County

1 map that I have beside me is enormous. Of course, the
2 county's enormous to start with, but you know, being able
3 to download it onto a USB -- and I took it to my local
4 print shop and had them print this for me on their large-
5 format printer. Yeah, it certainly -- things like that
6 do help.

7 Commissioner Akutagawa.

8 COMMISSIONER AKUTAGAWA: Yeah, thank you. And I
9 appreciate what Commissioner Turner said, because I tried
10 my best, and I don't think I quite fully got the GIS, but
11 I agree.

12 I meant to say earlier that I think if we could do
13 some kind of -- or if we -- not that we'll be doing it in
14 2030. But if we could have had some kind of training on
15 the QGIS earlier.

16 And I understand what Commissioner Andersen said,
17 and I think that that may have led to some of the --
18 maybe the later delays on it. But I think just knowing
19 upfront that we should recommend to the next commission
20 that getting -- and with everybody make -- literally
21 making everybody sit in front of their laptops and like
22 practice all of the -- I think we just have to do it.
23 And not just assume that, oh, I'm tech savvy, so I could
24 do it. There are just little things that just -- I think
25 unless we're doing it together, I think it would have

1 been hard.

2 And I think that also would have helped ensure that
3 maybe we didn't go through so many visualization rounds
4 and instead of the visualization rounds, we just got down
5 to the line drawing so that then we could have done maybe
6 an earlier round of draft maps to get responses and
7 feedback and then do a second round of draft maps to get
8 responses and feedback. Because I felt like as much as
9 the visualizations were helpful, I felt like, you know,
10 we were giving direction a little bit in a vacuum. And
11 so that just made it tough.

12 And so on that note, too -- and I think,
13 Commissioner Kennedy, you mentioned doing like a week-
14 long simulation. You know, I don't know if this is
15 possible, but I think it would be helpful really early on
16 for maybe the next commission to do like a week-long
17 simulation of what it would be like to do line drawing,
18 using maybe the COI testimony that we used, using maybe
19 the census numbers that we used, and letting them draw --
20 you know, just get the experience of drawing the maps
21 with the line drawers.

22 I think the half a day was really just kind of like
23 really literally scratching the surface. It was
24 interesting, but it would have been helpful to have had
25 more because I don't think you really realize the kind of

1 tradeoffs that we do have to start making.

2 And I think, Commissioner Kennedy, you're the one
3 that said, you know, like switching and swapping and all
4 these kind of things, you don't get it until you actually
5 start looking at all the volumes of data and what we're
6 trying to accomplish and so many competing, you know,
7 kind of inputs that we're trying to honor. And so I
8 think allowing the next commission or recommending to the
9 next commission that they give themselves that experience
10 so that when they go into the actual line drawing after
11 they get the census numbers, they're that much better
12 prepared, and then they could think about how they manage
13 their time because I think that's what it all came down
14 to, too, is some time management. And if they know how
15 much more challenging it's going to be, they may make
16 different decisions about how they manage time. Thank
17 you.

18 COMMISSIONER KENNEDY: Great. Thank you,
19 Commissioner Akutagawa.

20 Commissioner Yee.

21 COMMISSIONER YEE: Yeah, back to the question of
22 training on QGIS mapping software. I mean, who knows how
23 things will be in eight years. I mean, that's forever in
24 computer time. So maybe it won't even be an issue then.

25 But I don't know how it would have gone over if we

1 had forced everyone to become minimally proficient in
2 that, you know? It would have taken a long time. I
3 never did.

4 Another option, and one we kind of used, was also
5 subject to this kind of unevenness among commissioners
6 was access to mappers outside of meetings, right? And if
7 we'd had more access to more mappers and a more
8 structured way and then they could develop options, you
9 know, proposed maps, you know, surely much more easily
10 than even we could if we'd been trained, you know, that
11 could have worked, too. And it did work fractionally.
12 You know, some of us were able to get access to mappers,
13 but it was very uneven, and it was not systematic and
14 would need to be if we went -- wanted them -- if 2030
15 wanted to go that route. Thanks.

16 COMMISSIONER KENNEDY: Thank you.

17 Commissioner Sinay.

18 COMMISSIONER SINAY: Thanks.

19 Commissioner Taylor reminded me that one of my big
20 pet peeves at the very beginning was that we got this
21 huge binder with almost nothing in it. And I always
22 thought things would come, and they never came, and I
23 would at different times say, hey, you know, I just got a
24 map from the AAA -- a map of California through AAA.
25 It's really good. Could you guys maybe get a -- first, I

1 asked if they had a map, and it was crickets. But we may
2 want to give a good outline of what should be in a manual
3 besides Bagley-Keene, and not everything has to go in the
4 manual.

5 I just kept hoping that we would be getting packets
6 and with three-hole punched and we were putting it in or
7 something. You know, I eventually ended up creating my
8 own with past -- you know, everyone's past -- all the
9 different reports there were, not just the ones that, you
10 know -- so I have all the different reports as well as
11 maps as well as the Bagley-Keene.

12 You know, there was just all sorts of different
13 pieces, you know, all the presentations we had that were
14 given to us, but then the more detailed -- because I
15 sometimes wish they would have given us a presentation
16 and then an article to read -- that we could go back to
17 and read because I'm someone who has to go back and forth
18 to, like, finally really -- I capture it, but something
19 better than what -- than an empty binder that just had
20 Bagley-Keene.

21 COMMISSIONER KENNEDY: Great. Thank you,
22 Commissioner Sinay.

23 And anything else?

24 Okay, if there's nothing else on training and team
25 building, what I am going to suggest is that we go ahead

1 and get started on finances. We have twenty-four minutes
2 now until the break and another forty-five minutes after
3 the break before public comment. We might actually be
4 able to finish with finances and then start tomorrow with
5 admin and finance.

6 The distinction between those is maybe subtle, but
7 finances we're talking about kind of the big picture, you
8 know, how much this cost, the process of getting money
9 from the State, budget cycles, reporting cycles,
10 expenditure monitoring, admin and finances more on our
11 internal processes.

12 So as I say, unless there's something else on
13 training and team building or if anyone has anything else
14 on the earlier topics, then I would suggest that we go
15 ahead and jump into finances.

16 And if that's the case, I'll -- Commissioner
17 Fernandez.

18 COMMISSIONER FERNANDEZ: Oh, no, I was going to
19 start on finances, or did you --

20 COMMISSIONER KENNEDY: Well, I'm going to hand over
21 the moderating of this topic to Commissioner Yee, and
22 away we go. Thanks, everybody.

23 COMMISSIONER YEE: And away we go. Okay,
24 Commissioner Fernandez.

25 COMMISSIONER FERNANDEZ: As being the one half of

1 the subcommittee, I guess I'll get started.

2 I will just say my biggest frustration with the
3 finances was the lack of the expenditure information to
4 be able to track, which is why we weren't able to bring
5 the budget information and expenditure information to the
6 commission as often as Commissioner Fornaciari and I
7 would have liked to. Working through the Department of
8 General Services to get the information, apparently that
9 wasn't working, and I didn't have an -- I didn't have
10 time to delve into it more than I should.

11 So with that, my recommendation would be that one,
12 we need to develop some -- or the next commission should
13 develop some expectations in terms of the agreement
14 between the Commission and Department of General
15 Services, if that's going to be the entity that you would
16 contract with. And then two, to hire the budget person
17 as soon as possible after the executive team, only
18 because we really need to get a handle on that on the
19 budget information as soon as possible so that we can
20 establish a reporting mechanism.

21 I was looking at it. What I'm used to in government
22 was every month we would update the budget and our
23 expenditure and project out so that if there were
24 shortfalls, we could elevate that. And honestly, it's
25 just been a very cumbersome process, very frustrating

1 process. And I know Commissioner Fornaciari has felt my
2 frustration many a times. And we need direct access
3 to -- it's called the FI\$Cal system, so if you want to --
4 that's like your banking system. We would need -- my
5 recommendation is to obtain direct access to that, so
6 we're not relying on a separate agency for that
7 information, and that would show our expenditure
8 information to date.

9 I think I will just stop there because I think I
10 could probably ramble on forever. Thank you.

11 COMMISSIONER YEE: Thank you, Commissioner
12 Fernandez.

13 Commissioner Fornaciari.

14 VICE CHAIR FORNACIARI: I think another area that
15 was really super challenging and actually continues to be
16 really challenging is this idea that, you know, we're
17 given a budget, and then we have to go ask for permission
18 to spend it and justify why we're -- I mean, in gory
19 detail why we're asking for the amount of money we're
20 asking for and then negotiate back and forth as to how
21 much they're going to actually give us -- or how much
22 permission we're going to get to spend this money. And I
23 mean, it was an enormous amount of time for everyone
24 involved, and frankly, it seems to be unnecessary work.

25 You know, I know there needs to be oversight by the

1 State, and they want to see what we're doing. And seeing
2 what we're doing is fine, but having, you know, the
3 subcommittee -- I mean, we spent our time on it -- but
4 down the road, Raul and the budget person, hours and
5 hours and hours and hours and back and forth.

6 And so I'll just make it real simple. We just need
7 to get -- you know, with the budget allocation should
8 come permission to spend it without this extra just
9 really wasted effort in between. So I think that would
10 go a long way. Thanks.

11 COMMISSIONER YEE: Thank you, Commissioner
12 Fornaciari.

13 Commissioner Fernandez.

14 COMMISSIONER FERNANDEZ: Yes, thank you, and thank
15 you to Commissioner Fornaciari for highlighting that.

16 And I've mentioned this many times as the other
17 agencies that I've worked for, we've never had to request
18 to use the funding that we've already justified. Even
19 the funding, if you'll recall, we went forward, and we
20 justified increasing our budget. Even wanting to use
21 that funds that we -- those funds that we had already
22 justified what we were going to use for, and they
23 approved them, we still had to request that the
24 funding -- the funds be released, and then, as
25 Commissioner Fornaciari noted, it's a lot of work.

1 And that information or that requirement is actually
2 in the Budget Act. So I think I will work on that piece
3 to see how we can maybe not have that language in the
4 Budget Act, where we have to say, you know, mother, may
5 I, you know, spend the money that you've already said
6 that we should have.

7 And I was looking at something else. And the
8 initial allocations, I'm hopeful that Commissioner
9 Fornaciari and I will be drafting a report that will go
10 to the legislature. And at that point, we would like to
11 specify which fund -- what part of the funding -- total
12 funding that we have should be used at least as a base
13 for the 2030 Commission, instead of having them go all
14 the way back to what the initial government code language
15 says. Thanks.

16 COMMISSIONER: Thank you. Commissioner Fernandez,
17 I'm wondering if you could also comment a bit on
18 delegated authority and remind us how that works and
19 whether that's germane.

20 COMMISSIONER FERNANDEZ: Yes. I did -- Commissioner
21 Andersen was --

22 COMMISSIONER ANDERSEN: I thought I --

23 COMMISSIONER FERNANDEZ: -- talking about it --

24 COMMISSIONER ANDERSEN: -- had my handouts.

25 COMMISSIONER FERNANDEZ: -- but didn't know the

1 exact terminology --

2 COMMISSIONER ANDERSEN: Exactly.

3 COMMISSIONER FERNANDEZ: -- for it. And so that is
4 normally State agencies, if you have specific individuals
5 that are trained in the State procurement process, you
6 have delegated authority to certain dollar amounts so
7 that you don't have to go through this RFP process that
8 goes through the Department of General Services.

9 And there's different levels, and I'm trying to
10 remember what corrections was. It was probably pretty
11 high, like 250,000 or half a million where you don't have
12 to go through this two-month process.

13 And I do know that we were trying to get that, and
14 I'm not -- right now it's really frustrating because
15 there was promises made that it was going to be done for
16 our -- for the commission, and it did not happen. And my
17 frustration is that once maybe certain individuals were
18 hired, they kind of -- they got hired, and we had to go
19 through the RFP process, which is unfortunate.

20 So yes, that's definitely something we want to keep
21 on the radar for the 2030 Commission. That or also
22 something in our potential legislation would be to have
23 exemption from the contracting and procurement
24 restrictions of the government restrictions, similar to
25 what Census has where they can issue grants. They can

1 issue contracts to a certain extent. Thanks.

2 Did that help, Commissioner Yee?

3 COMMISSIONER YEE: Yes. That made sense. Yes.

4 Thank you so much.

5 Commissioner Andersen.

6 COMMISSIONER ANDERSEN: Yeah. Thank you very much
7 for that. That's exactly what I was going to lead into.
8 And I do want to make the distinction -- that is for,
9 like, procurement of equipment -- our computers -- that
10 sort of stuff. It does not mean that we're saying, oh,
11 no, we're not -- now, we don't have to do that. We can
12 go out and just pick whatever consultant we want. I
13 mean, I want to make sure that's clear. And there were
14 steps that we really had to go through that we never
15 should've had to go through, involving not only the
16 finance, but many other -- many other items -- that's why
17 I think we really do need to look at either regulation
18 and/or the different changes in terms of constitutional,
19 code, law, and regulations.

20 And that delegated authority -- that also has to do
21 with our office and everything in the office; is that
22 correct? I think that was -- I mean, in terms of -- we
23 didn't have -- early on, we didn't actually have -- we
24 could only do, I think, up to \$5,000. Period. And that
25 was it. Even that amount, which I know there are

1 hinderances -- and if it wasn't the reason, that's what
2 we were told was the reason on different things. So I'd
3 like to get all that clarified for the 2030 commission.

4 COMMISSIONER YEE: Commissioner Fornaciari.

5 VICE CHAIR FORNACIARI: I'm going to put Director
6 Kaplan on the spot, and I'd like to -- Marcy if you could
7 share kind of what you shared with us the other day at
8 the budget meeting about the delegated authority that the
9 Census had and kind of the scope of that -- and just how
10 they ended up using it and what the constraints were.
11 That would be awesome.

12 DIRECTOR KAPLAN: They had a procurement exemption,
13 and they didn't use this for everything. The bulk of the
14 funding that was distributed was distributed through a
15 competitive RFP. So over -- I don't remember the exact
16 amount, but of the \$187,000,000, a vast majority of that
17 funding was distributed through that RFP process, but
18 there was some of the work that I oversaw which was
19 sectors that didn't really have a defined scope when I
20 was brought on, as well as areas where they got no
21 funding request for a particular area. So there was like
22 statewide funding that census distributed for different
23 categories, like targeting particular populations. There
24 was a handful of those, including Middle Eastern North
25 African, the homeless population zero to five where no

1 statewide entity had applied for those funds, and so the
2 office used that procurement exemption to identify
3 entities to fund.

4 And there was like an internal process that got
5 created on how to justify and the research and background
6 that went into funding those entities. They had it, but
7 it wasn't utilized for the bulk of that. I think I had
8 shared the language in the past with Raul and the
9 subcommittee, but I can pull that language if that's
10 helpful as well. I don't know -- was that helpful, or
11 did you have more --

12 VICE CHAIR FORNACIARI: No, that's it. I just --

13 DIRECTOR KAPLAN: Yeah.

14 VICE CHAIR FORNACIARI: I just wanted you to share
15 kind of the big -- the sort of the big picture of what it
16 was all about and how it was used. I mean, kind of if
17 you think about it in the context of our Commission,
18 right, when we found out we couldn't distribute the
19 money, maybe we could've reacted a little more quickly in
20 getting the money out to other entities. But for the
21 most part, organizations like this would use -- even if
22 you had an exemption -- you would use the normal process.
23 But just have that in your pocket if you need it.

24 COMMISSIONER YEE: Thanks for that. I'm wondering
25 about changing the subject a little. This overall

1 funding level. I mean, my impression was that that was
2 never a limiting factor for our work. I mean, it might
3 have been harder to get the money than it should've been,
4 but money was never limiting otherwise. We didn't come
5 up against a budget limit and say, oh, we can't do
6 something we need to do, because we don't have money for
7 that. I'm wondering if Commissioners Fornaciari or
8 Fernandez can comment on whether that's an accurate
9 perception or whether it might not be?

10 COMMISSIONER FERNANDEZ: I think the language is
11 clear as to -- we're supposed to be provided the funding
12 that's required to perform our functions, correct. But
13 part of it also is -- it still has to go through the
14 Department of Finance if we request additional funding,
15 and then it has to go to the legislature and the
16 governor's budget.

17 So theoretically, there's always a possibility that
18 it may be denied, but I definitely would want the funding
19 to be at a high enough level so that we don't have to
20 track it every few months. Does that make sense? So we
21 don't have to keep going forward every few months to
22 request additional funding. Or part of that, too, is
23 like Commissioner Fornaciari mentioned, is to request for
24 that funding to be released for our use. So I didn't
25 feel that it was going to be difficult to obtain that

1 additional funding. It's just the workload.

2 And part of it, too, Commissioner Yee, is there's
3 quite a bit of workload that goes on behind the scenes in
4 terms of coming up with that information and the
5 expenditures and working with other agencies, so it does
6 take time away from our staff on each of those efforts.
7 And not only our staff, but our subcommittee as well, but
8 I do feel that that's why I think it's crucial that when
9 Commissioner Fornaciari and I put the, I guess, End of
10 Redistricting Report together, we want to make sure that
11 there's funding identified for the 2030 that will be
12 sufficient for them to at least carry them on for the
13 year versus what we received. It wasn't close to what we
14 eventually needed.

15 COMMISSIONER YEE: Right. Yeah. Very good. And
16 could you remind us, too -- I mean, since that's what we
17 want to leave the 2030 -- how do we get our initial
18 numbers? Did those come from 2010? For instance, I
19 remember the litigation -- post-maps litigation budgeted
20 allocation, which we ended up not using so far,
21 thankfully -- but it was a great number. There was,
22 like, plenty of money. I was like, oh, where did that
23 number come from?

24 COMMISSIONER FERNANDEZ: It does come from the
25 legislature. It also comes from, I believe part of it is

1 the 2010 also had a report -- a year-end report that had
2 some of the funding as well. So it's almost like a -- if
3 you read some of the budget language, it'll say
4 specifically, now, this amount of the budget that's been
5 appropriated will be used for the following Commission.
6 So there's portions of it -- like, for example, the COVID
7 funding -- they specifically stated that that piece of
8 additional funding that we received would not be part of
9 the base for the 2030. But some of the other budget
10 allocations will be used as a base. And I believe they
11 also -- it's base plus cola, I think. Something like
12 that. So it's kind of complicated.

13 COMMISSIONER YEE: So complicated. Thank you.

14 Okay. Commissioner Sinay.

15 COMMISSIONER SINAY: I just wanted to just say --
16 and I know that Director Kaplan has her hand up -- but
17 earlier we were told that salaries were low, especially
18 as we went down to some of the staff. And we had
19 conversations back and forth about -- we're asking people
20 to give us just six months or just twelve months or
21 eighteen months, and really make sure that we get the
22 quality -- we got amazing quality staff -- but I don't
23 want us to walk away thinking that the budget was okay or
24 that we had plenty of funding because there was always
25 more that could've been done and we could've expanded our

1 outreach. We could've done all those pieces.

2 I also thought that there was a culture by staff of
3 not wanting to spend money and that it was constantly
4 difficult to say, hey, let's meet in person or that there
5 was always this feeling of yeah, okay, but even asking
6 for the report -- can we get printed versions of the
7 report -- and well, it's online. And I really do
8 recommend that we -- I think a recommendation is spend
9 the money you need to get the work done as soon as you
10 can and not to be afraid of going -- I don't know what
11 the culture is in government around budgets and around
12 how success is looked upon, but I really do feel that --
13 and I said earlier -- but that we did need to spend money
14 earlier and hire people earlier to get things done.

15 COMMISSIONER YEE: Thank you, Commissioner Sinay.

16 Director Kaplan.

17 DIRECTOR KAPLAN: I guess one recommendation I would
18 have in terms of the budget is really looking at an
19 increase in the dollars for just overall promotion of the
20 effort. I think obviously we weren't able to do the
21 outreach contracts, but even the public awareness
22 campaign that was done through media -- even with the
23 ethnic media contract that we have, for example, it was
24 just a hundred thousand that really had a broad reach.
25 But really if the goal is to engage all Californians in

1 this process, really looking at what is a realistic
2 figure that is going to at least allow for a touch to a
3 majority of Californians. And I think that there are
4 other state campaigns to look at and over the course of
5 the next ten years to also see what is a realistic budget
6 to really engage all Californians in the process? If you
7 are constrained with those dollars, how do you really
8 make this an effective process where you truly are
9 engaging all Californians in this process? And so I
10 think that's a big thing to also look at in terms of how
11 is 2030 funded to really ensure that this is a process
12 that is allowing for all Californians to participate and
13 to know about what's happening.

14 COMMISSIONER YEE: Thank you. Down to our last
15 three minutes for this session, but we'll continue with
16 this topic after the break. Commissioner Fornaciari?

17 VICE CHAIR FORNACIARI: Yeah. A few things. I'll
18 try to make it quick. I just want to be clear that
19 Commissioner Fernandez and I are going in a dark room and
20 writing this report by ourselves, right? So we are
21 working with staff and you all will get a chance to
22 review it and approve it and provide plenty of feedback
23 before this goes forward. But it's a requirement that
24 the Commission write this report and give it to the
25 Department of Finance. Right? Or is it the legislature?

1 I don't remember who, but for next time. So we'll all
2 have a chance to provide feedback and review.

3 And too, Director Kaplan, there's been a number of
4 comments that we should've hired earlier, and I don't
5 want that -- and I agree -- and I don't want that to
6 sound like a criticism of you because I know you were
7 doing everything you could do to keep your head above
8 water. I mean, you were trying to do the job of your
9 entire staff by yourself, and hire your staff. And so I
10 just wanted to make sure you know we appreciate you and
11 all the hard work. I just think that maybe there's
12 something we can do to help the next Commission to be
13 better prepared. Maybe we can have job postings written
14 up or whatever -- to pull that trigger more quickly.

15 And then finally -- so I guess this is for
16 Commissioner Fernandez -- isn't the pay scale for the
17 jobs related to the job slot or whatever it is? And
18 then, if that's the case, then should we consider
19 recategorizing these jobs or something to make them more
20 appealing? I don't know. I'm just throwing it out there
21 as how do we be more effective?

22 COMMISSIONER YEE: Yes, Commissioner Fernandez?

23 COMMISSIONER FERNANDEZ: Good timing. So first of
24 all, I'll answer Commissioner Fornaciari's question.
25 Yes, so the level of funding will be based on the duties

1 of the position and the responsibilities. And
2 definitely, if you'll recall, there's usually a wide
3 range. Again, our positions are exempt. And as I said
4 for outreach, I think next time those classifications
5 need to be even broader because you've got to do
6 everything. And definitely I would recommend that they
7 be at a higher level, which of course, would have a
8 higher funding associated with that. But yeah, I do
9 believe we can -- what we started out as initial duties
10 or responsibilities for the outreach kind of went out the
11 window after month one as they took on so many other
12 responsibilities. Commissioner Fornaciari?

13 VICE CHAIR FORNACIARI: Okay. So I seem to recall
14 that when we started we inherited a certain number of
15 slots or whatever, then we added more and that took
16 months. So is it kind of -- I mean, is this something we
17 need to do and make sure is in -- at least a framework is
18 in place to help out -- to help them get started, or?

19 COMMISSIONER FERNANDEZ: Right. So whatever we
20 established -- because we did establish quite a few
21 positions, including the -- what is it -- the deputy
22 executive director, as well as all of the outreach
23 positions -- so whatever we've -- it's my understanding
24 whatever we've established, this Commission will carry
25 forward to the next Commission. So if there's additional

1 positions, I'm not sure if we have the ability now to
2 fill those or to establish those positions or maybe just
3 make recommendations. But they should be starting with
4 the base that we left with, which is additional positions
5 than what we started with in 2020. So that was one piece
6 of it.

7 The second piece of my response to -- I think it was
8 Commissioner Sinay -- and you mentioned in terms of the
9 budgeting around government. We could probably go back
10 to our meetings in November, December, January where
11 every meeting I said we need to hire. We have the
12 funding for the outreach positions, and there was
13 pushback from our executive director -- both executive
14 directors, so I'm not going to give one a pass. And I'm
15 not sure why there was pushback. We had funding. And
16 that's something that should be Lessons Learned, is we
17 need -- and I believe we even gave directive, but it
18 wasn't followed through, so that's something maybe for us
19 also.

20 Now that I'm thinking of like the -- I mean, think
21 of how many times we've given directives or direction,
22 but we never really tracked it all and nobody ever came
23 back to make sure it was done. So I think at some point
24 in time we need to have someone that's going to track all
25 of this. And that's what -- I'm going to go back to my

1 school board -- that's what we started to have our
2 superintendent track, was any time any of us make a
3 request for anything -- be it transcripts, right,
4 Commissioner Kennedy -- transcripts or filling
5 positions -- it went on a spreadsheet and every single
6 meeting the executive director -- or the superintendent
7 needed to report on the status of each of those and they
8 remained on the list until it was completed. So
9 Commissioner Sinay, I'm going to say, we had the funding
10 for it. We continued to fight to get those positions
11 filled and get those part of it, too, but the
12 contracts -- it is lengthy.

13 But I will state that part of state government is
14 what we call salary savings, so if you don't fill your
15 positions, you've got savings, and we need to ensure that
16 future executive directors and administrators do not have
17 that mindset of keeping positions vacant so you can use
18 that funding for something else. No, we need those --
19 the reason we justified those positions is because we
20 need them now. We don't need them in four months or
21 playing catch up.

22 VICE CHAIR FORNACIARI: Right.

23 COMMISSIONER FERNANDEZ: So the funding was there.
24 It's just sometimes you need to change the mentality
25 of -- we have funding, and if we require additional

1 funding, there's a mechanism for us to go forward to
2 request that funding.

3 VICE CHAIR FORNACIARI: I just have to jump in.

4 COMMISSIONER FERNANDEZ: I hope I -- I hope I
5 answered that.

6 VICE CHAIR FORNACIARI: I have to jump in right now.

7 COMMISSIONER YEE: Yeah.

8 VICE CHAIR FORNACIARI: We're late on our break.

9 COMMISSIONER YEE: Exactly.

10 VICE CHAIR FORNACIARI: So 3:18. Thanks.

11 COMMISSIONER YEE: And we'll continue with finance.

12 (Whereupon, a recess was held)

13 VICE CHAIR FORNACIARI: Welcome back to the
14 Citizen's Redistricting Commissioner meeting. All is
15 right with the world. We got our five-minute call-out
16 from Kristian to warn us we had five minutes to go. So
17 seems like things are back to the old normal. So anyway,
18 back to Russell -- Commissioner Yee, sorry.

19 COMMISSIONER YEE: Thank you, Chair. Okay, we
20 continue on the topic of finances, and thoughts on
21 budget, revision cycles, monitoring and reporting,
22 funding levels -- all of that. Commissioner Kennedy?

23 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
24 And this is perhaps more apropos of the next topic area,
25 but just to follow up on what Commissioner Fernandez was

1 describing, my sense where I would like to see things go
2 is for us to have a full range of approved positions
3 available to the 2030 Commission, and then they decide
4 how they want to use them. If there are some that they
5 don't want to use, then they don't use them, but
6 certainly based on what Commissioner Fernandez was
7 saying, it would be much better for the Commission to
8 have positions available that they didn't need rather
9 than not have the positions available that they do need.
10 And again, going back to the fact that this Commission is
11 very unique in terms of time boundedness and political
12 sensitivity -- I think that that should be something that
13 we should propose. Thank you.

14 COMMISSIONER YEE: Let's see, maybe we should have
15 Commissioner Fernandez reclarify that then. As I
16 understood her, we can only carry over positions we have
17 already established -- or that we established in the
18 course of our work. We can recommend, but cannot now add
19 new positions that we did not have, even if we think 2030
20 needs them. We can say, that's a great idea. Maybe you
21 should establish with that, too, but we can't pre-
22 establish that from our work.

23 Commissioner Fernandez, maybe you can clarify that?

24 COMMISSIONER FERNANDEZ: I think what I said was I
25 wasn't sure if we could. The issue after the fact, like

1 we're doing now, is we had to justify the positions that
2 we did establish in terms of what the duties were because
3 we were still in the process of creating the mapping
4 process, right. So I don't know. I think I ended with,
5 I'm not sure if we can establish new positions for future
6 Commissions, but I would at least recommend if there are
7 some positions -- like, for example, the deputy executive
8 director position that we established -- that was a new
9 position that our executive director had. But then once
10 he vacated it, we never filled it.

11 So one, that position -- so any positions that you
12 have, you could also reclassify. So like, the next
13 Commission could decide we don't need this position, but
14 we could reclassify it. Because the more difficult part
15 is establishing a position. Once you have a position,
16 it's easier to reclassify it, if that makes sense. So
17 again, that's one position that we had and it was only
18 filled for a few months because we had -- Commissioner
19 Fornaciari and I -- we actually asked Executive Director
20 Hernandez if he felt he needed to fill that position and
21 at that point he felt he didn't have to. I mean, in
22 hindsight I -- I mean, I kept pushing for him to fill it
23 because I think there was a need for it, but there's only
24 so much you can do.

25 But I think it would be very challenging at this

1 point to try to add any additional positions, especially
2 because now we're downsizing, right. We're downsizing.
3 Staff are being, I guess, laid off, if you want to say
4 that. And I just think it would be challenging -- it
5 would be difficult for us to explain why we need the
6 position. And again, 2030 -- we may think that's a good
7 position to have, but 2030 may think otherwise, so.

8 COMMISSIONER YEE: So let's say, a position
9 mentioned earlier -- the idea of a training
10 coordinator -- so we would just recommend that. Just put
11 that in our Lessons Learned recommendations, but nothing
12 further. It would be up to 2030 whether to pursue that.

13 Okay. Commissioner Andersen.

14 COMMISSIONER ANDERSEN: Yeah. This is exactly what
15 I was going to talk about. In terms of our staffing, I
16 remember the tree that we were given. Like, well, here's
17 a little tree of the staff. And I noticed right away
18 that, boy, that tree has a missing branch. We didn't
19 have anyone about data management. And what I kept on
20 saying, look, we need tech people because that's --
21 they're dealing with all the technical aspects of our
22 data, et cetera, et cetera. And I got this glazed over
23 look because I understand now, after the fact, that tech
24 for state means the computer repair guy or your computer
25 programmer.

1 And that's not what we were talking about. And we
2 ended up at the end, a lot of the -- as we've been
3 calling it research, the data management, the people who
4 came in and helped, basically, put our entire -- our tool
5 together and then research it and went back and forth --
6 that ended up being a lot of the outreach people got
7 shifted over to that. And I know we brought in several
8 different people and we needed to establish that earlier.

9 And I know in terms of establishing positions, I'd
10 really like us to have a list of who we ended up with
11 that we really needed at the end. Like, we had the
12 other -- well, the other poll -- we had all the
13 different -- our data management people and people who
14 actually put together our -- created our entire website
15 and we all researched and went through over and over
16 again. We have a list of those positions and then --
17 because those were needed -- and in terms of them we can
18 actually classify that -- because that was never on our
19 original tree and they were vital to getting everything
20 done as we completed everything. So I don't want -- I
21 don't want that to get lost.

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

24 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
25 I wanted to follow up and say, yes, I understand it might

1 be difficult. Yes, I understand that this might not be
2 the best time for it. Maybe we think of doing it in 2027
3 or 2028. I really think that it would be enormously
4 helpful to the 2030 Commission if we did go through an
5 exercise to establish more positions. I think between
6 us, given all of our experience this time around,
7 including staff experience -- we can come up with
8 descriptions and justifications and then it's up to the
9 2030 Commission as to whether they fill them or not.

10 But we need to -- we need to do the hard work to
11 convince the legislature, Department of Finance, whoever
12 else is necessary to convince -- that the 2030 Commission
13 isn't going to have the luxury of time that we had. When
14 they need staff, they're going to need to bring people on
15 as quickly as possible and not be stuck trying to push
16 the stone up the hill to get a position established that
17 we could've gotten established before they take on this.
18 Thank you.

19 COMMISSIONER YEE: Thank you, Commissioner Kennedy.
20 Commissioner Fornaciari.

21 VICE CHAIR FORNACIARI: Yeah. I just wanted to
22 follow up with Commissioner Fernandez. So you said it's
23 easier to reclassify a position than to establish a
24 position. So we have four positions that were field --
25 something field -- like the lowest level of field --

1 COMMISSIONER FERNANDEZ: Field support?

2 COMMISSIONER FORNACIARI: Field staff -- field,
3 yeah. So conceivably, we could have those positions
4 reclassified at a higher level with -- so would we need
5 to be writing job descriptions that would support that,
6 or -- I mean, could we conceivably do that, I guess? To
7 leave behind?

8 COMMISSIONER FERNANDEZ: Yes. I'll just go ahead
9 and answer yes, so we can --

10 COMMISSIONER YEE: Sure. Go ahead, please.

11 COMMISSIONER FERNANDEZ: Yeah. Normally, what would
12 happen is you have a copy of the prior duty statement and
13 you'd have one of your proposed duty statement that would
14 have the higher duties or responsibilities for that
15 position as justification for why it needs to be -- we
16 call it upgraded. So we could do that ahead of time.
17 And I was just going to --

18 COMMISSIONER FORNACIARI: And it has to go through
19 some process to get approved outside of the Commission?
20 Or the Commission can do it themselves?

21 COMMISSIONER FERNANDEZ: Yes. There is California
22 Human Resources Department that oversees all of those
23 reclassifications, I believe. If not, maybe DGS, but it
24 wouldn't just be us. It would have to go forward. When
25 I was at Corrections, we'd have to go to the Department

1 of Finance and they would be -- they would be the ones to
2 approve it. Again, for future if there's also delegated
3 authority for HR where, with corrections, we could
4 upgrade or downgrade to a certain amount. I don't
5 believe we have the delegated authority as a Commission.

6 And second thing, I just wanted to respond to
7 Commissioner Andersen in terms of a listing of positions.
8 I think it's important to have a listing of authorized
9 positions and then also a listing of contractors.
10 Because, again, the IT -- those were contracted
11 positions. So I think that's really important to
12 differentiate between both, because, as Commissioner
13 Kennedy mentioned, we may want to see if maybe some of
14 those contracted positions, we want to make them
15 established positions. I hope that wasn't too confusing.
16 But we'll put that down on a to-do list. Thank you.

17 COMMISSIONER YEE: Yes, yes. Please, do.

18 Commissioner Andersen.

19 COMMISSIONER ANDERSEN: Yeah. Thank you for that.
20 Following up on that, I'd also like -- and it probably
21 doesn't even need to be said -- but in talking to our
22 staff in terms of what positions they had but what they
23 wished they really could've had is -- and either people
24 did everything and forever and it would've -- if they
25 said, yeah, ideally, we would've had three people this

1 level, this task, and not have to switch everybody over.
2 So I'd really appreciate that, and I really appreciate
3 the staff giving all the time they did and all of the
4 input they might be able to give us.

5 COMMISSIONER YEE: Thank you, Commissioner Andersen.
6 Any other thoughts on finance? Wow. We're just bombing
7 along here.

8 Commissioner Kennedy, shall we move on to admin
9 finance? And if so, please take it away.

10 COMMISSIONER KENNEDY: Very good. Okay. So under
11 this we're looking to discuss financial, organizational
12 and personnel policies and reporting, financial controls,
13 contracting, recruitment, procurement, the org chart, our
14 public comment policy, computers, cell phones, cyber
15 security, office space, any other policies, any other
16 admin and finance issues. So as I said earlier, this is
17 largely more internal-looking whereas the previous topic
18 was more external-looking. Again, anything that falls
19 under admin finance, policies, those sorts of things,
20 those are now fair game at this point in the process.

21 Commissioner Yee?

22 COMMISSIONER YEE: Yes. Thank you, Commissioner
23 Kennedy. I'm interested in hearing from the Admin and
24 Finance Subcommittee just how it was kind of generally,
25 the workload. Should there have been more than one

1 committee for this range of tasks? How did it go and
2 what might have made it better?

3 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
4 Commissioner Fernandez, Commissioner Fornaciari, would
5 you like to respond?

6 COMMISSIONER FERNANDEZ: Okay.

7 COMMISSIONER KENNEDY: Or do you want some time?

8 COMMISSIONER FERNANDEZ: Let me think. At times it
9 did seem to be a bit overwhelming because it was just
10 different phases. Like, at some points it was policies,
11 right, that took a lot of our time. At some points, it
12 was the budget side of it. And then at some point, it
13 was the staffing in terms of reviewing applications and
14 resumes and all of that information, but I don't -- I
15 mean, for me I thought it was okay. Again, it just
16 depended on when those busy times were.

17 COMMISSIONER KENNEDY: Okay. Commissioner
18 Fornaciari, anything to add on that?

19 VICE CHAIR FORNACIARI: Yes. Scope creep. Big time
20 scope creep in the job. We signed up to monitor the
21 budget, and next thing you know we're reviewing resumes.
22 Well, everything rolled downhill to us. And so I -- I
23 mean, I think that just a clear set of expectations for
24 the rule would be good. I mean, it was fine. We didn't
25 mind doing it, and at times it was a lot of work and

1 other times it wasn't. It was just -- the hardest part
2 was the whole budget thing and just trying to get it
3 going and figured out.

4 And I know it's on everybody's mind -- it's on my
5 mind, too -- there should've been way more reporting.
6 But we just didn't have the information to report. And
7 it can't be like that. And then later it got so busy we
8 slipped. Whatever, we have enough money, we're not going
9 to worry about that for three months. But I mean,
10 there's got to be better mechanisms for getting the
11 information that's needed for reporting. It was a bit of
12 a challenge to kind of help the staff see what the
13 Commission needed -- what information the Commission
14 needed -- and that was a big challenge for a while.

15 And so I think part of what Commissioner Fernandez
16 and I would like to do is sort of leave behind in Lessons
17 Learned kind of a framework of what the reporting should
18 look like and how often it should be and that kind of
19 thing. And certainly, of course, feedback from everyone
20 else. But it was frustrating at times just to not be
21 able to even get the information we needed to know where
22 things stood.

23 COMMISSIONER KENNEDY: Right. Thank you. I'll come
24 back to you on anything else.

25 At this point, Commissioner Turner?

1 COMMISSIONER TURNER: Thank you. So the budgeting
2 and the reporting. What I wanted to say about that is,
3 because of how we had to be set up with the
4 subcommittees, I think that for me there was almost a
5 reduction of ownership and may be true for some of the
6 other subcommittees as well. But because of the lack of
7 reporting, the long time before we would see any
8 adjustment, it almost felt unreal -- to really feel like
9 I had an fiduciary responsibility over the budget and the
10 numbers. Because, not being a part of the subcommittee,
11 not getting regular feedback, everything being delayed,
12 not seeing an actual this was an expense -- this was the
13 budget -- this was an expense, this is what's left -- not
14 seeing that in a timely manner, that not being made
15 available on a regular basis -- we just kind of stepped
16 back from it after a while.

17 And so that to me the whole process needs to be
18 tightened. I don't know what part of it had to do with
19 the way the government cycles and how long it takes
20 things. And I know that was a big part of it. And
21 between our subcommittee trying to getting information,
22 and Raul when he was trying to get information, and then
23 Alvaro, and waiting on things to come -- after a while it
24 was like, okay, spend the money, do what we got to do and
25 wherever it falls, it falls. It just seemed like it lost

1 its importance. And we're talking about something of
2 huge importance -- money, budget, right? And so for me
3 that whole process -- I felt a little bit removed from in
4 comparison to everything else that we had to get
5 accomplished.

6 And then I want to skip to the cell phones and
7 computers. Oh my. Yeah. In retrospect, again, I'm not
8 certain this supposedly powerful old machine that we
9 have -- it just felt, I don't know about the -- it seems
10 like -- yeah -- cell phones. I don't know that we need
11 cell phones. I don't know. I know there has to be a
12 separation or something, but all of that seemed like a
13 lot of added and extra expense that makes me really
14 wonder, is there a different way to separate Commission
15 cell phones from our cell phones and be able to contact.
16 That just seemed like that it was extra.

17 The office space, admin finance -- I don't know if
18 it's here and I did not see it anywhere else, but when it
19 got to those centers where we spent money on that I think
20 they were underutilized -- I would want to -- from a
21 finance standpoint -- really take a look to see the
22 benefit of continuing to have those access centers. And
23 if it yielded some result, yes, but for the money that
24 was spent to set it up and keep it running I just would
25 want to know if there, indeed, was the payoff or the

1 benefit that we'd like to see. Oh, I'll come back for
2 some of the other parts -- that's at the top of my mind
3 now.

4 COMMISSIONER KENNEDY: Okay. Thank you,
5 Commissioner Turner.

6 Commissioner Fernandez.

7 COMMISSIONER FERNANDEZ: Thank you. I just want to
8 respond briefly to Commissioner Turner. In terms of the
9 access center, that was a statewide database cost. They
10 were the ones that filled them, so it is their cost. But
11 again, that's a good question to ask them. I think they
12 should be a part of our Lessons Learned as well, because
13 there's some issues there. And I did want to go through
14 the admin piece of it. In terms of the policies, my
15 recommendation Lessons Learned would be to -- for the
16 2030 Commission -- is to do those as soon as possible. I
17 think Commissioner Fornaciari and I -- we kind of did a
18 couple along the way, kind of as needed. But let's not
19 wait until we need them. Let's establish those -- I
20 would recommend that the 2030 establish those policies as
21 soon as possible so that they are all operating under the
22 same -- with the same information.

23 In terms of contracting and procurement, we already
24 talked about that in terms of wanting to be exempt from
25 the state requirements. But again, that does not mean

1 that every single contract and purchase would be exempt.
2 We wouldn't go through the process. It just means --
3 like, for example, at the end -- towards the end when we
4 figured out that we couldn't use -- we couldn't issue
5 grant funds and we wanted to have some media spots -- it
6 took a long time to be able to finalize those contracts
7 versus being able to initiate them pretty quickly,
8 would've been much more effective for our outreach
9 efforts.

10 In terms of recruitment, that's what I was leaning
11 towards early on in terms of having the state auditor
12 remain as a support to help with the recruitment process.
13 And what I mean with that -- what I mean by that is
14 posting the information and gathering the applications,
15 not necessarily going through the applications, but at
16 least doing that piece of it to get that ball rolling.

17 In terms of cell phone and computers, my
18 recommendation is to buy a newer smart phone, not a
19 cheap -- I mean, it felt like for both, it was a waste of
20 money in terms of what was initially purchased for the
21 Commissioners and it should be more something that's
22 updated cell phone. And also computer -- one that's
23 going to be able to have the bandwidth of having the line
24 drawing program on our computers. And that should be
25 what's purchased from the beginning instead of purchasing

1 it twice.

2 And in terms of office space, the governor is
3 supposed to provide the office space for the Commission
4 so we don't have expenditures associated with that, which
5 is a great thing. And Commissioner Turner, I hear you
6 about the budget. To be honest with you, I'm not
7 comfortable with the information that we have right now
8 that Commissioner Fornaciari and I -- that was shared
9 with us yesterday in terms of what the projected
10 expenditures and what we've been receiving. And needless
11 to say, that's been the most frustrating piece of the
12 Finance and Administrative Subcommittee has been the
13 budget piece of it. Because we should have a better
14 handle on it and we don't, which is very concerning to
15 me. Thank you.

16 COMMISSIONER KENNEDY: Thank you, Commissioner
17 Fernandez.

18 Director Kaplan?

19 DIRECTOR KAPLAN: I just wanted to raise office
20 space. I know we're in a remote world, but there was a
21 need for office space in L.A. There was a lot of evening
22 meetings and weekends where it was hard. and I had put in
23 requests internally and that didn't really pan out. And
24 I think if there is going to be an outreach
25 infrastructure like 2020 had for 2030 to explore, just

1 some satellite offices or temporary space that can be
2 used. Thank you.

3 COMMISSIONER KENNEDY: Thank you, Director Kaplan.
4 As far as policies, I mean -- and this goes back to, I
5 think, something that I said earlier -- to me, policies
6 should make the transition from one set of Commissioners
7 to another. I think maybe we need to look at the
8 California Citizens Redistricting Commission in a couple
9 of different ways. One is looking at it as an
10 institution separate from the other way, which was
11 looking at it as a body of fourteen people plus its
12 staff, recognizing that yes, we downsize, we go dormant,
13 whatever.

14 But even on things like delegated authority -- I
15 think I was speaking with Raul or Director Claypool at
16 one point about some of these things -- we need to find a
17 way to retain them between one group of Commissioners and
18 another group of Commissioners. In other words, we need
19 to -- we need to have a what we might call a legal
20 personality that is always in existence whether or not
21 there are fourteen people on staff actively working.
22 That the California Citizens Redistricting Commission
23 writ large should always exist, should always have
24 certain authorities, et cetera, that may not be exercised
25 at certain points in time, but to avoid having to go

1 through the entire process of reinventing the wheel every
2 single time. It's a waste of time; it's a waste of
3 taxpayer's money, and it really causes enormous harm to
4 the process. It takes up way too much time. So I think
5 we need to be looking creatively at ways to maintain the
6 legal personality of the California Citizens
7 Redistricting Commission independent of the fourteen
8 individuals who are sitting on the Commission. With
9 that, I'll call on Commissioner Andersen.

10 COMMISSIONER ANDERSEN: Yeah. Thank you. I'm going
11 to talk a little bit about the contracting from two
12 perspectives -- what we had to buy, like the cell phones
13 and computers. Now, my understanding was actually the
14 original stuff we got -- that was actually just part
15 of -- was essentially loaned to us. It doesn't belong to
16 us. We got it and then returned it. And then that was
17 going to be reused by other people in the state
18 government. But then in terms of what we ended up
19 buying, the whole idea with the computers we have right
20 now is they do have the capacity to run the full mapping
21 software, which is why they are -- they're a little
22 bit -- they're a bigger screen but a little heavier. And
23 then it was like, yeah, but we don't want you to do that.
24 So there was kind of a miscue on that.

25 Then the actual, though, what I want to get into

1 more in that part is the contracting we had to do to get
2 all our consultants and things on board. We were
3 really -- there needs to be some sort of training on the
4 whole process and what's involved in that. You remember
5 when we had to go through the RFPs and RFQs back and
6 forth -- what's a one, what's a two? And that sort of
7 thing. And then I'm just going to give you a quick --
8 when Sara and I were putting together the line drawing
9 one, we actually spoke with a whole bunch of different
10 line drawers who opposed each other -- and from other
11 states -- about what do you think we should put in there?
12 What should we not put in there? And we used that
13 information to tailor the -- there's kind of the basic
14 portion that the auditors wrote, and then we modified
15 it -- a lot of that.

16 So we could get the data management part -- the
17 whole computing and how they're helping us back on the
18 maps. Things like that that we tailored. So I want to
19 give that to the 2030 Commission, knowing full well that
20 they'll have to redo this because of technology changes
21 and the practice changes. I think I've mentioned that
22 the live line drawing people said, what are you doing?
23 But that was the way to do that in open session. There
24 will be other ways to do that in 2030. And each of
25 our -- we're talking about writing job descriptions and

1 writing some of these contracts to go ahead for the 2030.
2 I want us to do that, and then kind of also have a
3 document to go with them to say, these are things that
4 you need to do to update it. Because that would've been
5 extremely helpful from our perspective. And again, I say
6 what about the time frame -- I think we have down here --
7 our org charts with the time frame of it all -- that's
8 something we need to do with contracting. This is when
9 you need to have this because here's the lead time
10 involved. Because some of these -- some of these things
11 that we really do want to do open process, because it
12 is -- to make sure that the entire California knows what
13 we're doing, and it's open and transparent. So that is
14 why you do these certain -- the bids and that sort of
15 stuff. I think it's very important, but it takes a lot
16 of time. So thank you.

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

19 COMMISSIONER SINAY: Not sure if this is where to
20 talk about it or not, but at some point I would like us
21 to discuss the pros and the cons of outreach, making the
22 grants versus how we did spend the money. Because we've
23 never really stopped to analyze -- okay, did it make
24 sense to spend that money doing bus stops and all that.
25 We just keep saying, okay, let's make sure that we make

1 sure that we have the -- we have both in the budget. But
2 we haven't really stopped to ask the question of what
3 would be the most effective way. And if it would be --
4 and the reason I thought about as for this area is we've
5 said, okay, can we try to get the census the -- get the
6 same criteria that the census has where they can make
7 grants and this and that. That's fine, but I would like
8 to leave in the recommendations what are the pros -- what
9 are the strengths and the weaknesses of making grants to
10 community groups, and what are the strengths and
11 weaknesses of purchasing -- of buying ads and buying
12 media? I think that's what it's called -- buying
13 media -- and we were just so busy we haven't had time to
14 have that conversation.

15 COMMISSIONER KENNEDY: Yeah. Thanks for that. That
16 would be under the outreach topic which is currently set
17 for Saturday. Given that we're running ahead right now,
18 we might get to it Friday afternoon, but I'm anticipating
19 that that will be quite an extended discussion. We've
20 got a lot to talk about, strengths and weaknesses,
21 innovations and recommendations. So we're looking
22 forward to that discussion either Friday afternoon or
23 Saturday. Welcome back, Commissioner Toledo.

24 COMMISSIONER TOLEDO: Thank you.

25 COMMISSIONER KENNEDY: Commissioner Andersen?

1 COMMISSIONER ANDERSEN: Yeah. Just one sort of
2 overarching thing about policies and procedures, set down
3 how we do things -- a much older fellow than I was when I
4 was young gave me very good advice about watch out what
5 rules you set because those will hang you. And it's very
6 true. If we make very rigid -- we're going to do things
7 like this and this and this, and then it turns out that's
8 really not the best way to do it, then you have a
9 problem. So I'd like us to be -- keep in mind the areas
10 where we can be very specific and where we need to have a
11 general -- this is the idea of what we're trying to do
12 without saying, and you shall do A, B, C, D -- but more
13 of a general -- this is the intent. That is the reason
14 behind what we want to do. This is the direction that
15 we'd like to go without spelling out exactly every single
16 thing every step of the way. Sometimes you need to, but
17 let's keep that in mind. Thanks.

18 COMMISSIONER KENNEDY: Thank you, Commissioner
19 Andersen.

20 Commissioner Fornaciari.

21 COMMISSIONER KENNEDY: No?

22 VICE CHAIR FORNACIARI: I think in response to that,
23 the --

24 COMMISSIONER KENNEDY: Okay.

25 VICE CHAIR FORNACIARI: -- I mean, with regard to

1 the policy manual, for instance, I mean, I agree with
2 Commissioner Kennedy. In my mind, that's the policy of
3 the Commission at this point, and when the new Commission
4 comes on board, it's their policy, but they're free to
5 change it in any way they want. And what we're, I think
6 what we're -- in my mind what we're trying to do here
7 with this Lessons Learned is give some guidance, some
8 roadmaps, some strong suggestions on how they might do
9 things, some other words of wisdom. But it's completely
10 up to the next Commission.

11 And now that -- oh, org chart. I don't even know if
12 we have an updated org chart. I don't even know where it
13 would be, but I think we need to -- I think we need to
14 make sure we get one and kind of look at what that looks
15 like and what the jobs are that go with the -- the job
16 structure and all that and think about how we might think
17 of making some changes. So I guess we could bug Alvaro
18 tomorrow or maybe Marcy knows what it is. Thanks.

19 COMMISSIONER KENNEDY: Yeah. That would be perfect
20 to make sure that we have that between now and tomorrow.
21 We can continue this discussion tomorrow. We're not
22 going to close it out right now when we get to 4 o'clock
23 and public comment.

24 Commissioner Yee.

25 COMMISSIONER YEE: Thank you. Yes, I'm glancing at

1 the current policy manual. And so as I understand it --
2 so this wouldn't actually be binding -- would not be
3 binding on 2030 unless they decided to adopt it. But I
4 mean, it's up to them whether to adopt it or not or to
5 adopt parts of it or whatever. Noticing we had a policy
6 on annual reviews for all employees and then sometimes
7 when that came up, we thought that was a good idea and
8 other times we thought, actually, it was a waste of time.
9 So probably, I don't know, maybe 2030 can just figure
10 that out for themselves, but we seemed to have some
11 difference of opinion when it actually came to doing
12 that. One report item just came to mind. We never saw
13 any report on Commissioner per diems. I don't know if I
14 actually want to see that or not, but that would
15 certainly be an area of oversight we probably should
16 exercise at some point. I just wanted to mention that.
17 Thanks.

18 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
19 Commissioner Andersen.

20 COMMISSIONER ANDERSEN: Yeah. On what Commissioner
21 Fornaciari was saying about the org chart and updating
22 it -- I also think it would be really handy to give them
23 an updated Gantt chart of really laying everything out
24 when -- it's going to be interesting for our own sake for
25 comparison of what we thought and then what we ended up

1 doing. I think it will be very illuminating, to say the
2 least.

3 COMMISSIONER KENNEDY: That is the plan. Thank you
4 for the reminder, Commissioner Andersen. When we
5 sunsetted the Gantt Chart Subcommittee, I said that that
6 would be subsumed under Lessons Learned. So it will be
7 part of the report.

8 Commissioner Sinay, did you have something? No?
9 Okay.

10 Just before we go to public comment and taking off
11 on Commissioner Yee's comment about not seeing a report
12 on per diems, I would have to say that I was frustrated
13 throughout with the level of reporting in general. I
14 mean, when I've managed staff in the past, including
15 field offices and so forth, I basically said I need a
16 report every week. Here are the topics to report on, and
17 just give us an update on each of these topics. And it's
18 an update, and I felt a lot of times that we were getting
19 reports on accomplishments but not all of the work that
20 was going into achieving those things on a day to day or
21 week to week basis.

22 I think we all agreed early on that we didn't want
23 to reach in and micromanage, but at the same time -- and
24 this, I think, it goes back to, I believe it was
25 Commissioner Turner's point -- maybe Commissioner

1 Sinay -- if something was assigned to the executive
2 director and the executive director never reported back
3 on it, we lost sight of it. And I'm just accustomed to
4 managing with a much higher level of reporting on a
5 routine basis, understanding that those reports can be
6 good news; they could be bad news; they can be we tried,
7 but it wasn't possible, whatever. I've spoken with
8 Director Kaplan about this. I feel like there's an
9 enormous amount of work that the outreach staff did that
10 I at least, was never aware of.

11 I mean, in some ways I felt it, but I never saw or
12 heard the kind of reporting that would've given me a
13 clearer more comprehensive understanding of what was
14 going on in the background. And again, it's not that we
15 needed it in order to reach in and try to manage what was
16 going on in the background -- I just would've been
17 interested and probably excited to hear all of what was
18 going on in the background.

19 With that, we're at 4 o'clock. As I said, we will
20 resume tomorrow after the business meeting, still on this
21 admin and finance topic. So I would encourage everyone
22 to be thinking about this overnight if there are
23 additional topics that you want to bring up, additional
24 recommendations, strengths and weaknesses, whatever it
25 may be. We will come back to this topic tomorrow after

1 the business meeting and then, since we are ahead of
2 schedule on this, I would propose that we continue
3 tomorrow after we close out this topic, that we will go
4 ahead and continue with legal and then agenda setting,
5 internal communications and subcommittees. So with that,
6 I turn it over -- back over to Commissioner Fornaciari.
7 Thanks, everyone.

8 VICE CHAIR FORNACIARI: Thank you, Commissioner
9 Kennedy and Commissioner Yee, for facilitating this
10 discussion. I think it's been really, really fruitful,
11 and we've learned a lot. Kristian, I don't know if you
12 or Katy are going to call for general public comment,
13 please.

14 MR. MANOFF: Katy's here to help us with that today,
15 Chair.

16 VICE CHAIR FORNACIARI: The MVP of the whole
17 redistricting Commission, Katy. Yeah, go ahead, Katy.

18 PUBLIC COMMENT MODERATOR: Thank you so much, Chair.
19 In order to maximize transparency and public
20 participation in our process, the Commissioners will be
21 taking public comment by phone. To call in, dial the
22 telephone number provided on the livestream feed. It is
23 (877) 853-5247. When prompted to enter the meeting ID
24 number provided on the livestream feed, it is
25 85298300771, for this meeting. When prompted to enter a

1 participant ID, simply press the pound key. Once you
2 have dialed in, you will be placed in a queue.

3 To indicate you wish to comment, please press star
4 nine. This will raise your hand for the moderator. When
5 it is your turn to speak, you will hear a message that
6 says, the host would like you to talk, and to press star
7 six to speak. If you would like to give your name,
8 please state and spell it for the record. You are not
9 required to provide your name to give public comment.
10 Please make sure to mute your computer or livestream
11 audio to prevent any feedback or distortion during your
12 call. Once you are waiting in the queue, be alert for
13 when it is your turn to speak, and again, please turn
14 down the livestream volume. And Chair, we do not have
15 anyone in the queue at this time.

16 VICE CHAIR FORNACIARI: Okay, thanks. Yeah. Just
17 let me know when the livestream's done.

18 PUBLIC COMMENT MODERATOR: Will do.

19 VICE CHAIR FORNACIARI: Thank you. In the
20 interim -- let's see. So tomorrow, we will begin with a
21 business meeting in the morning, and that is -- who knows
22 how long it's going to go exactly, but when we're done
23 with that, we will take up the Lessons Learned exercise
24 again. We are a bit ahead of schedule, and we may
25 continue to be ahead of schedule. We do our best to

1 inform the public of the time when we're going to talk
2 about certain topics, but I think we're being super-
3 efficient with this. And so we're a little bit ahead.
4 So we will do our best to keep on track here. And I
5 don't know if there are any other announcements we need
6 to make at this point.

7 PUBLIC COMMENT MODERATOR: Chair, the instructions
8 are complete, and we do not have anyone in the queue.

9 VICE CHAIR FORNACIARI: Thanks, Katy.

10 PUBLIC COMMENT MODERATOR: You're welcome.

11 VICE CHAIR FORNACIARI: All right. Is there
12 anything anyone else has at this point? All right.
13 Well, I will recess the meeting at this point, and we'll
14 see you all tomorrow at 9:30. Thanks.

15 (Whereupon, the CRC Business Meeting/Lessons
16 Learned meeting adjourned at 4:05 p.m.)

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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 28th day of March, 2022.



TROY A. RAY, CER-369
Court Reporter

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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.

Samantha Stewart
SAMANTHA STEWART, CDLT-253

March 28, 2022

