

STATE OF CALIFORNIA
CITIZENS REDISTRICTING COMMISSION

In the matter of:

CRC BUSINESS MEETING / LESSONS LEARNED

FRIDAY, MARCH 11, 2022

9:34 a.m.

Reported by:

Troy A. Ray



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Isra Ahmad, Commissioner
Linda Akutagawa, Commissioner
Jane Andersen, Commissioner
Alicia Fernandez, Commissioner
J. Ray Kennedy, Commissioner
Antonio Le Mons, Commissioner
Sara Sadhwani, Commissioner
Patricia Sinay, Commissioner
Derric Taylor, Commissioner
Pedro Toledo, Commissioner
Trena Turner, Commissioner
Russell Yee, Commissioner

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P R O C E E D I N G S

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2 March 11, 2022

9:34 a.m.

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

8 MR. HERNANDEZ: Yes, Chair. Commissioner Kennedy?

9 COMMISSIONER KENNEDY: Here.

10 MR. HERNANDEZ: Commissioner Le Mons.

11 COMMISSIONER LE MONS: Here.

12 MR. HERNANDEZ: Commissioner Sadhwani. Commissioner
13 Sinay.

14 COMMISSIONER SINAY: (Indiscernible).

15 MR. HERNANDEZ: Commissioner Taylor. Commissioner
16 Toledo.

17 COMMISSIONER TOLEDO: Here.

18 MR. HERNANDEZ: Commissioner Turner.

19 COMMISSIONER TURNER: Here.

20 MR. HERNANDEZ: Commissioner Vasquez. Commissioner
21 Yee.

22 COMMISSIONER YEE: Here.

23 MR. HERNANDEZ: Commissioner Ahmad.

24 COMMISSIONER AHMAD: Here.

25 MR. HERNANDEZ: Commissioner Akutagawa.



1 COMMISSIONER AKUTAGAWA: Here.

2 MR. HERNANDEZ: Commissioner Andersen.

3 COMMISSIONER ANDERSEN: Here.

4 MR. HERNANDEZ: Commissioner Fernandez.

5 COMMISSIONER FERNANDEZ: Presente.

6 MR. HERNANDEZ: And Commissioner Forniciari.

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

9 MR. HERNANDEZ: Thank you.

10 COMMISSIONER TAYLOR: (Indiscernible).

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

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

20 So this was something we got to do much more than
21 the 2010 commission did with the extra time we had,
22 especially. So developing materials, a redistricting
23 basics video and the presentations we did with that, all
24 the educational events, our role as commissioners, which
25 was something that we had discussion and debate about

1 whether we ourselves should be going out versus staff,
2 the mix of events that we initiated and hosted versus
3 things that other people invited us to. We had quite a
4 mix of that. So how did that go? And then those who
5 were involved in any of the school curriculum
6 development, any thoughts about that?

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

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

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

25 But the number of times that people said, wait,

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

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

16 COMMISSIONER YEE: Thank you, Commissioner Sinay.
17 Commissioner Turner.

18 COMMISSIONER TURNER: Thank you. I didn't get the
19 memo that we weren't covering this yesterday, so I gave
20 most of my feedback then about education. But in
21 addition to that, as I thought it through, I recalled
22 when we first started, there was kind of a mix in were
23 we, as commissioners, expected to reach out to all of the
24 people or if people were being reached out and then we
25 would respond to the areas?



1 And in retrospect, it seems that there was never
2 definite clarity, and I think it happened different for
3 different commissioners. Some commissioners reached out;
4 some commissioners responded. I did quite a few and
5 loved all of the presentations. I did quite a few, but I
6 did not reach out, and it seems to me that if there was
7 an official -- maybe later, I think there was something
8 that was developed.

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

21 At the time and working full-time, I didn't have
22 time to keep following up for different groups and then
23 doing the presentation. So I think if there was
24 something that the commission could, you know, or the
25 staff, or if there was a process that alerted people.



1 Definitely, I had time to put it on my calendar and do
2 the presentations, but it was just the notification of
3 who we are and what we're trying to do that I would like
4 to see happen from a staff perspective. Thanks.

5 COMMISSIONER YEE: Um-hum. Good idea. Commissioner
6 Kennedy.

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

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

22 And we did the best we could, and I think we did an
23 amazing job. But yeah, my -- I remain concerned, you
24 know, particularly when we got towards the end and it was
25 clear that people hadn't -- they hadn't been reached, you



1 know, and I made that point on a couple of occasions
2 that, yeah, we made the presentations, we reached a lot
3 of people, but with 40 million people out, there are a
4 lot that we didn't reach. And it became clear at the
5 end -- or towards the end that there were a lot of people
6 that we didn't reach.

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

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

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

25 COMMISSIONER ANDERSEN: Yeah. I totally agree with



1 both things that have been said by Commissioner Turner
2 and Commissioner Kennedy. The time line was crucial and
3 I know each of us had different experiences. I was
4 really, really busy working on the RFP for the line
5 drawers and did not get out to my area as early as I
6 would have liked to.

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

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

24 I also want to talk a little bit about the school
25 curriculum development. I was not involved in that. I'd



1 like to get a copy of it, but I'd like to get -- to have
2 us review that to include the census information with
3 that but get it to not just the public schools but the
4 private schools. You know, chart -- some of the -- and
5 some of the charter schools, although they're public,
6 they're not as connected to the public schools as we sort
7 of think they are in terms of information. But I'd like
8 to get that.

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

19 COMMISSIONER YEE: Thank you, Commissioner Andersen.
20 Commissioner Fernandez.

21 COMMISSIONER FERNANDEZ: Thank you. Just a couple
22 of things. In terms of our presentations, I would have
23 really liked to have included as part of that
24 presentation for us to actually do a fictional COI tool
25 to show -- to show them how easy it was to go in and



1 submit your communities of interest. I think that would
2 have been very helpful.

3 And then I think just it's not a lessons learned,
4 but more of we're not going to reach 40 million people.
5 Regardless of how difficult we try, we're just not going
6 to meet them, so it's just the acknowledgment of that.
7 And I mean, it's evident with census they had a
8 146,000,000 or 162,000,000, whatever the amount was, and
9 granted it was COVID, but even in regular times, they
10 would not reach all of the Californians.

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

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

25 COMMISSIONER YEE: Thank you. Commissioner Sinay.



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

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

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

20 There was all the different tools, but it's hard
21 because sometimes we create tools, but unless we present
22 them at a meeting and talk about them and keep in mind,
23 you know, as -- which brings you back to the website.
24 I -- there was never a place where I could find
25 everything easily.

1 The education material, yes. The tool, you know,
2 I -- from the beginning, we had asked for, like, a place
3 where we as commissioners could put in a password and we
4 could access things that couldn't be public. But we
5 never centralized our document, and then I -- I know we
6 did with Google Docs to a certain extent, but it was
7 difficult and it wasn't organ -- we didn't have an
8 organized way to say, okay, where are the reports, where
9 are the tools that were created, where --

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

18 And I remember when Commissioner Akutagawa -- I
19 mean, Commissioner Ahmad called and he's like, you guys,
20 created these letters? And I was, like, well, yeah,
21 we've been creating for the statewide outreach. It never
22 occurred to us -- or we did share it because it was in
23 the folder, but we didn't really push it, you know? And
24 so Commissioner Forniciari and I had been doing a lot of
25 statewide outreach, hoping that getting to the statewide



1 entities would trickle down to the local entities, and
2 some of them did it and some of them did not.

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

10 COMMISSIONER YEE: Thank you, Commissioner Sinay.
11 Commissioner Kennedy?

12 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
13 Going back to my earlier comments, I mentioned need
14 possibly for some legal changes, but I also wanted to
15 highlight that we might want to propose some
16 clarifications again as far as definitions or just making
17 things more explicit so there's not a question that would
18 facilitate commissioners being involved in the
19 educational work.

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

1 enormous.

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

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

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

21 I remember in one of my projects twenty-some years
22 ago, we discovered that giving posters to, like, fourth
23 and fifth graders was incredibly effective in
24 communicating information to parents because those kids
25 are at an age where they run home from school with, you



1 know, the poster or whatever and say, look, look what I
2 got. And they'll explain it, you know, as they heard it
3 in the classroom. And so, you know, I would say that,
4 you know, being creative, thinking outside the box. No,
5 fourth graders aren't directly engaged or, you know,
6 we're not looking so much to directly engage fourth
7 graders in the process, but we can at least recognize
8 that fourth graders can be incredibly effective allies in
9 getting information out to parents and family and
10 neighbors and so forth. Thanks.

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

21 Commissioner Forniciari.

22 VICE-CHAIR FORNACIARI: Yeah. A couple of things.
23 I like Commissioner Kennedy's thoughts about school kids
24 because my wife's a elementary school teacher, and he's
25 exactly right. Kids going home and sharing with their

1 parents is a great way to get information to parents.

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

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

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

24 COMMISSIONER YEE: Thank you, Commissioner
25 Forniciari. Commissioner Akutagawa.



1 COMMISSIONER AKUTAGAWA: Thank you. I'll try to
2 keep it on the education materials and not the outreach.
3 I realize that there was a little spillover.

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

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

21 In terms of the modalities, there was a prompt about
22 modalities, and -- and I think, you know, we were limited
23 to Zoom because of the pandemic, but in future years, you
24 know, one, hopefully, there will be other technology
25 options for the 2030 commission. But I think in terms of

1 thinking about modalities, perhaps -- and I think we
2 talked a little bit about this in terms of making it a
3 little, for us as -- as adult learners -- you know,
4 having opportunities for a little bit more engagement,
5 less lecture.

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

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

21 In terms of educational events, I think we did a
22 couple of our own. One that we did in Spanish, one that
23 we did, I believe, in English as well, too. I thought
24 that that was helpful to do. I think maybe it was due to
25 time we couldn't do more. I think it would be good to do

1 more so that then anyone who doesn't have access to --
2 you know, through a community-based organization, they
3 could take part.

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

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

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

21 I agree with what Commissioner Forniciari said about
22 the paper COI. I honestly wasn't sure how many we were
23 going to get back, and the fact that we got as many as we
24 did really speaks to the fact that there is a need for
25 just -- you know, just pen and paper, right, and being

1 able to provide that as an accessibility option as well,
2 too.

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

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

18 One, they'll understand earlier the engagement
19 that's needed earlier than later, and two, I think they
20 will also start to get a better sense of some of the
21 choices that, as commissioners, we had to make. You
22 know, they may still, you know, have different thoughts
23 about it, but at least it gives them, hopefully, a
24 pathway to think about the kind of feedback that they
25 give, what they need to be thinking about, how they're

1 going to engage their community so that then when they're
2 giving us feedback, it is going to be in a way that will
3 also be constructive and additive for us as well, too.
4 So I thought I'd do that.

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

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

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

23 But one thing I'd like us to put in the report,
24 which I -- is a recommendation, is we actually have --
25 and Marcy can show us exactly how. I went back to

1 probably Marcy and said, look, I need some people that
2 asked me, you know, how do I get involved and how do I
3 motivate my area? And she directed me to amazing slides
4 and, like, a list of what is it? You know, how did we
5 get involved? Why?

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

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

20 Then the other is -- oh, and also I want to
21 highlight on how we -- almost all the presentation --
22 many of the presentations were available in different
23 languages. I really want to promote that as well because
24 that's something we can get out and get out to people
25 early.

1 Then the curriculum and, like, you know, get people
2 involved. The age appropriateness of, you know, fourth
3 graders and middle schooler, you know, like, elementary,
4 middle school, and high school, that's really something
5 that's pretty easy to modify and to get people involved
6 in, particularly towards, you know, the couple of years
7 before.

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

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

24 COMMISSIONER YEE: Thank you, Commissioner Andersen.
25 Let's see. Maybe we'll skip over -- hop over to Director

1 Kaplan first. Oh. She just disappeared. There you are.

2 Yeah.

3 MS. KAPLAN: (Indiscernible).

4 COMMISSIONER YEE: Yeah. Yeah.

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

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

22 And then just wanted to follow up on the curriculum,
23 Commissioner Anderson. Just so you know, that was
24 promoted really widely. Staff did reach out to all
25 county offices of education across the state, along with



1 the promotion that Sacramento Office of Education did
2 with L.A. County Office of Ed. And then we did reach out
3 to a few statewide networks that work with private
4 schools also to help get the word out. But the
5 curriculum has been on the website and it's helpful, I
6 think, to take a look at the curriculum.

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

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

21 And also the state census curriculum that was
22 developed, how to further strengthen and tie that
23 together with redistricting more as they revisit that
24 curriculum as well. And I think that was it. Just
25 following up on some of the points that were brought up.



1 COMMISSIONER YEE: Thank you, Director Kaplan.
2 Commissioner Sinay.

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

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

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

24 Anyway, I just think that the cleaner the database,
25 the better it's going to be for doing the outreach for



1 new commissioners as well as starting the education
2 process and all that. And so that's something that we
3 could really, really live -- leave behind, and we can all
4 participate in that at the end with all our different
5 networks.

6 The other piece I was thinking of was we might have
7 missed an opportunity, I think, in -- by not inviting the
8 2010 commissioners to help us on education and help us do
9 some of the sessions. It didn't occur to me till just
10 now, but we were really busy and there was a lot going
11 on.

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

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

25 COMMISSIONER YEE: Thank you, Commissioner Sinay.



1 Commissioner Sinay, with -- when you mentioned cleaning
2 up the database, are you thinking specifically of our
3 contacts list database?

4 COMMISSIONER SINAY: Yeah.

5 COMMISSIONER YEE: Yeah.

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

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

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

24 And then when they rolled out the drawing tool,
25 that -- the timing of that was when we were bringing



1 staff onboard. So it just worked well in that piece of
2 it, but I think, moving forward, maybe having a better
3 understanding of what's going to be provided from the
4 statewide database if they are going to be providing
5 additional tools, knowing ahead of time so that we can
6 prepare that educational plan. How can we roll out those
7 activities and those -- in some cases, maybe even the
8 simulation that was being talked about, having that
9 simulation ahead of time to get people much more engaged
10 and involved early on.

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

21 COMMISSIONER YEE: Wow. Great idea. Okay.
22 Commissioner Turner.

23 COMMISSIONER TURNER: Um-hum. Thank you. Just a
24 couple of more things on education. We were determined
25 to serve all Californians in our role, and I think,



1 through the education process when we were doing the
2 presentations, I think sharing across parties was very
3 helpful. When I was able to do presentations for
4 political parties that were not my own, sometimes I was
5 met with suspicion and distrust and, you know, kind of
6 some language that was interesting to start out with.

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

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

22 And then that COI testimony. It was in our
23 educational material about, you know, what was helpful,
24 what is needed for you to describe areas, but I think if
25 we can even emphasize more what is not helpful. I recall



1 during our last -- the last days when we were really kind
2 of in a press, there were so many people that would call
3 and just say, don't do this, you know, I don't like this,
4 we don't want this. And it would be like, okay, and you
5 do want? And you do -- tell me more. Tell me what you
6 do want, right?

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

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

21 COMMISSIONER YEE: Thank you. Commissioner Kennedy.

22 COMMISSIONER KENNEDY: Yeah. I really strongly
23 agree with Commissioner Turner on that. You know,
24 providing live reminders, whether it's, you know, in
25 place of hold music, which people got tired of, or a



1 streaming banner on the video feed. I think providing
2 live tips and reminders really is a fantastic way to go
3 in the future.

4 I wanted to go back to Commissioner Akutagawa's
5 remarks which really got me thinking that, you know,
6 we've been talking a lot about what we can do in 2028 and
7 2029 to help pave the way for the 2030 commission, and it
8 struck me listening to Commissioner Akutagawa that that
9 really is going to be a phenomenal opportunity to perhaps
10 experiment with ideas that either we didn't have time to
11 implement or, you know, hadn't occurred to us yet, or the
12 technologies haven't yet emerged. But 2028, 2029 are
13 going to be close enough to when the 2030 commission
14 takes over that, you know, technologies that will have
15 emerged by then and other things, it really is going to
16 be a phenomenal opportunity for us to experiment and
17 maybe leave some further lessons learned for them that we
18 develop as a result of that experimentation.

19 And I forget who mentioned -- oh, it was
20 Commissioner Sinay mentioned perhaps inviting previous
21 commissioners to help with the educational phase, which I
22 think is an okay idea. I mean, it would perhaps reduce
23 the impact, as far as humanizing the current crop of
24 commissioners, but, you know, if the objective is to
25 maximize the reach, then maybe that is a good idea.



1 And I'll raise an idea again. I know that some
2 people aren't wild about it, but, you know, is there
3 scope for at least inviting those who remain in the final
4 pool to engage in some of these efforts. After all, you
5 know, individuals who are in the final three pools are
6 subject to being called up to serve if anyone needs
7 replacing at any point during the ten-year period. So I
8 still see some upside to inviting those who are in the
9 final three sub pools to join the commission in some of
10 these activities. Thanks.

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

13 COMMISSIONER FERNANDEZ: Thank you, Commissioner
14 Yee.

15 This is -- I think my overall was -- it's coming
16 back to we really need to hire the outreach staff as soon
17 as possible. Relying on the 14 commissioners to do the
18 initial outreach, I think, is unfair. And I say it's
19 unfair because one, it's not my expertise. And there was
20 a different level, I'm sure, between zones. So that's
21 unfair also to the Californians. So I -- for me, I felt
22 that it's not my wheelhouse. It's not my expertise.

23 It would have been much more effective had we hired
24 the outreach staff and allowed them to do it. But on the
25 second piece of this is, it's very important that

1 commissioners are the ones that do that the presentations
2 because that was probably my favorite -- one of my
3 favorite parts of the whole commission was doing the
4 presentations and hearing the feedback because every time
5 you have a presentation you take away something. And
6 it's great because you use it as you're moving forward,
7 and you need to hear from Californians firsthand. So I
8 really appreciate that process.

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

20 And I think that was it. I just -- I think my main
21 thing was just that we really need to hire the outreach
22 staff as soon as possible because I think they will be so
23 effective in, I think Commissioner Turner mentioned the
24 following up. That's the hard part is the following up
25 and making sure that you, you know, try to reach as many

1 as you could in your zone. And I just always had this
2 feeling that I wasn't doing enough. But when you're
3 working full time and trying to do this, it does get
4 challenging, as many of us on the commission became very
5 familiar with the lack of time that you have outside of
6 trying to do your regular job, plus your family job, plus
7 commission. And having that staff.

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

12 COMMISSIONER YEE: Thank you, Commissioner
13 Fernandez.

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

20 Commissioner Akutagawa?

21 COMMISSIONER AKUTAGAWA: Yeah. I just wanted to
22 follow up on what Commissioner Fernandez was talking
23 about too, and a little bit about going back to something
24 that Commissioner Andersen said. I would absolutely
25 agree. I think the commissioners doing the presentations

1 were great, and I would agree, it was one of my favorite
2 things too, given that we were not able to get out and
3 meet people directly because of the pandemic. I think
4 even just being able to do the presentations to the
5 different groups was really good.

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

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

25 I mean, you know, I think it's been said, we're not

1 professional, you know, redistricting experts or
2 political operatives that, you know, live and breathe
3 this work, and we're just everyday citizens -- or
4 Californians. And so I think that that was helpful.

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

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

24 And I know that Commissioner Andersen actually made
25 some last-minute pushes to try to reach our further. And



1 it is hard because there's not a lot of organizations to
2 find, and if you don't find one that can then lead us to
3 others, then it's really just kind of looking for that
4 needle in the haystack and just hoping that we at least
5 reached enough people that the word could be getting out.

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

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

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



1 COMMISSIONER YEE: Thank you, Commissioner
2 Akutagawa.

3 Commissioner Andersen?

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

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

20 And so to make sure that we're able to use all of
21 our commissioners who have even different skills at
22 different levels, particularly for the 2030. We have no
23 idea who the commissioners will be, so if we could put
24 together like a how-to outreach. And I think
25 Commissioner Sinay said, with the kind of time frame,

1 this is how -- these are kind of like your initial and
2 your, you know, how to go back in again. I think that
3 would be very helpful for the 2030 commission, and then
4 basically commission -- so in terms like a little
5 training package, an outreach package for the
6 commissioners.

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

9 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

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

22 I think, you know, that we need to find a way to at
23 least encourage the auditor's office to look at fully
24 functional more holistically, more in terms of all of the
25 work that the commission will need to eventually do, the

1 importance of starting all of that work earlier,
2 particularly in light of what is likely to be a much
3 shorter time line.

4 So I just -- I would appreciate any further thoughts
5 on how we can, you know, marry our understandings of the
6 need for outreach staff earlier and the desire to
7 redefine or at least better define fully functional.
8 Thanks.

9 COMMISSIONER YEE: It's a challenge. I mean, I'm
10 recalling, we were told at several turns, you know, to
11 start things early, not just outreach, but hiring,
12 contracting, BRA work. You know, we were told, but it's
13 just hard to get things going. Right. So
14 (indiscernible) had actually, officially an earlier
15 start. Seems to be the challenge.

16 Commissioner Fornaciari?

17 COMMISSIONER FORNACIARI: Yeah. I mean, that's a
18 great point. I mean, I think, for me, this is one of the
19 most challenging sort of decisions or ideas or -- you
20 know, what are we going to do for outreach, and who's
21 going to be responsible for outreach.

22 You know, start everything early, hire everyone
23 early, you can't, right. I mean, the commission starts,
24 you know, you can't just do everything at once. First
25 you got to learn how to be a commission, then you got to

1 start hiring, and you can't do everything at once. So, I
2 mean, do we take on that responsibility to get the
3 outreach and education going ourselves in 2029? Do we
4 suggest that that become part of the responsibility of
5 the census organization, that they take that on. And
6 then that kind of folds into the CRC. You know, and
7 maybe some of those people are staged to become part of
8 the CRC.

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

18 COMMISSIONER YEE: Thank you, Commissioner
19 Fornaciari.

20 Commissioner Turner?

21 COMMISSIONER TURNER: Yeah. Thank you, Commissioner
22 Fornaciari. And it's been brought up a couple different
23 ways. What would be prohibitive of us just, as part of
24 our, you know, eight-year-out, nine-year-out plan, to
25 just start educating, to do the education. Because it's

1 not saying how they're going to do or what they're going
2 to do. Unless the laws have changed in what
3 redistricting is, we could very well start doing
4 education around it because it -- and it's not going to
5 take, I don't think, anything from the 2030 commission
6 because there's 40 million Californians that, you know,
7 we're still trying to reach.

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

13 COMMISSIONER YEE: Thank you, Commissioner Turner.

14 Commissioner Vazquez?

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

20 We as commissioners are time limited, but the
21 commission is, I think, what we want to build
22 relationships with in each of these counties, and so I'm
23 also hopeful that the next commission will have an easier
24 time of outreach and education because they'll be able to
25 build on the relationship, and at least the -- like I

1 said, the institutional relationships between the
2 commission and community-based organizations in
3 particular, and leverage those. And I think, if we can
4 sort of create fertile ground near the time when the new
5 commission will be coming on, I think it's a really
6 great -- it's a great proposal.

7 COMMISSIONER YEE: Thank you.

8 Commissioner Fornaciari?

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

23 COMMISSIONER YEE: Thank you, Fornaciari.

24 Commissioner Andersen?

25 COMMISSIONER ANDERSEN: These are all absolutely



1 fantastic ideas. What I keep on thinking though is, when
2 we came in and took over, there was kind of a
3 (indiscernible) communications group with us, and we kind
4 of went like, yeah, I don't think so. And there is, you
5 know, that independent -- you know, that -- and probably
6 because it was a brand-new thing and the 2010 commission
7 didn't really know at all. I think they weren't working
8 with the state auditor in terms of what the state auditor
9 had sort of, quote, given us. I think that's because --
10 a lot of the push back from the 2010 commission, so I
11 think that would be different if we are working with --
12 but I kind of like the idea of, you know, we have this
13 education. We have some outreach so we have to use the
14 professionals, who then are to be replaced. You know,
15 they're our temporary staff, you know, sort of for the
16 new -- the 2030 commission. And we would have to really
17 be careful of how we frame this because as
18 Commissioner -- I keep on -- I can't say first names --
19 Commissioner Vazquez was just saying, you know, it's the
20 CRC. And so, you know, aware for the 2010, and now we'd
21 have to really push for as the new commission comes in --
22 you know, as the new commission comes in, as we do all of
23 our education. You know, this is how (indiscernible),
24 this is (indiscernible) for the new commission coming in,
25 who you'll be working with, sort of keep that emphasis



1 forward, realizing that we're sort turning things over,
2 it's a fine line, but I do think there's enormous benefit
3 of education and outreach, so those doors are all opened.

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

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

20 I know it's still a ten-year gig. It's just in
21 terms of when the emphasis is. It might be, as opposed
22 to most commissions when you first come in or
23 (indiscernible) and you start like right away on the
24 detail of (indiscernible). They all have a little bit of
25 (indiscernible) time, getting the contracts going. And

1 then while you're doing some outreach but all that sort
2 of stuff because the outreach has already started, and
3 then you can hit the ground running. Where, you know,
4 everyone says building the plane before it even takes
5 off, but we don't have the plane halfway built
6 (indiscernible) runway is there and so they can come in
7 and start learning how to drive it, is more of a -- I
8 think we should aim for.

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

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

20 Commissioner Akutagawa?

21 COMMISSIONER AKUTAGAWA: Yeah. Thank you. What
22 Commissioner Andersen just got me thinking here too, and
23 I wanted to just raise a few things. One is, I know
24 that -- I think in our budget change proposal, we had
25 suggested hiring, especially in the '28, '29 years, you

1 know, perhaps more additional staff to just be able to
2 get -- do some of this coordination we talked about, you
3 know, proposing the coordination with the census to do
4 more of the redistricting education and other things like
5 that. And also on this line of fully functional, you
6 know, maybe helping the next commission so that there's
7 already some infrastructure in place.

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

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

23 Another thought around that, yeah, just perhaps --
24 and I don't know about this either. And I was asking
25 Commissioner Fernandez about this. You know, if we're,

1 you know, maybe trying to coordinate with census efforts
2 and also talking about redistricting, can we share staff
3 with census. Like can we use census staff, or can we use
4 our own staff, hire our own staff as the 2020 commission,
5 hire our own staff and then maybe they also help do some
6 of the coordination with census. I'm not sure, but I'm
7 just putting this out there just for the question.

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

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

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

25 COMMISSIONER YEE: Thank you, Commissioner



1 Akutagawa.

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

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

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

25 So to answer Commissioner Akutagawa's hypothetical,

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

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

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

18 Commissioner Taylor?

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



1 immensely useful.

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

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

14 COMMISSIONER YEE: Thank you.

15 Commissioner Sinay? You're on mute.

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

23 And some of the things that we keep saying, like the
24 communications contract. It wasn't we didn't want the
25 communications contract from 2010. It was that it was a



1 big firm, and they were charging us a lot of money, and
2 we didn't feel they were on the ground and understood
3 what we were doing. And we had said, you know, could we
4 use that same money to hire a local company or a woman-
5 owned company or a, you know -- we had all these
6 different ideas.

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

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



1 kind of onboarded and all that.

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

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

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

22 COMMISSIONER YEE: Thank you, Commissioner.

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

25 COMMISSIONER ANDERSON: Yeah. I was also going to



1 expand on what Chief Counsel Pane said about -- yes, we
2 could hire. And we could do these things as kind of what
3 Commissioner Sinay was indicating, on a short-term basis.
4 You know, yes, we're doing this. This is -- whether it
5 be contracted or something -- because it would give the
6 2030 Commission ideas of, oh, these are positions that we
7 need to fill.

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

19 But they would have examples of the positions
20 because a lot of things we kind of went into, hired -- we
21 didn't know what we were really doing. We had to hire
22 these titles. We didn't really understand what that
23 meant. But I think if we can sort of have an example of,
24 this is the things that the Commission will need and --
25 with examples. Then they would be able to make their



1 hires because there is, you know, the independent idea --
2 as Commissioner Sinay (indiscernible) defined it. It's
3 actually (indiscernible). How you get along with people.

4 There -- like, there might be great people. But if
5 the 2030 Commission doesn't get along with them, they
6 would need appropriate staff that they can all work with.
7 So I really like that idea of, you know, towards the
8 2028, 2029 bringing some people on board that will be
9 examples but will subset into the term of the 2030
10 Commission.

11 COMMISSIONER YEE: Thank you, Commissioner Anderson.
12 Commissioner Fornaciari?

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

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

23 COMMISSIONER YEE: Okay. So many good thoughts.
24 Okay. Education. Looks like we'll have Commissioner
25 Sinay helping us wind this part down.



1 Commissioner Sinay?

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

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

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

24 And Commissioner Kennedy, if you want to fold that
25 in with outreach, you're certainly welcome to. If you



1 want to do those together or if you want to keep them
2 separate; up to you.

3 Okay. Chair, back to you.

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

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

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

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

18 What we've come up with, as far as prompts: The CRC
19 logo, the brand identity, the website -- and that could
20 include both the old website and the new website, use of
21 broadcast and print media, use of social media, use of
22 ethnic minority media, press releases, final press
23 conferences, media training, help with interviews and
24 public appearances, we could also talk about where we go
25 going forward as far as communications. So those are our

1 prompts. And I'm looking forward to a lively discussion
2 on the topic of communications.

3 And thank you, Martin, for joining us.

4 MR. PINEDA: Pleasure to be here, Commissioner.

5 COMMISSIONER KENNEDY: Commissioner Sinay?

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

11 COMMISSIONER KENNEDY: Okay. Thank you.

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

14 COMMISSIONER VAZQUEZ: Can you hear me now?

15 COMMISSIONER KENNEDY: Yes.

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

20 I will say that I was never really certain about why
21 or what the barriers were to having more ads -- Facebook
22 media, et cetera, sooner especially because once we sort
23 of realized we weren't able to do grants out to
24 community-based organizations our outreach, I think, was
25 limited to, again, relationships and what our newly



1 onboarded outreach staff could get. And I felt like we
2 missed some time with just getting a broader message out
3 to the community about what redistricting was and what --
4 I just felt like it could've been timed sooner to have
5 greater impact.

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

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

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



1 COMMISSIONER KENNEDY: Thank you.

2 Commissioner Turner.

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

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

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



1 And an attention-getter more than that. Thanks.

2 COMMISSIONER KENNEDY: Thank you, Commissioner
3 Turner.

4 Commissioner Yee?

5 COMMISSIONER YEE: Thank you, Commissioner Kennedy.

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

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

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

24 I think some of the talking points and briefings,
25 I'm glad we did that. Certainly helpful. Some of the



1 tools which I think were not as useful as I was hoping
2 they would be. A lot of collection of -- a lot of
3 details that weren't as strategically organized and
4 selected as I think they might've been. But of course,
5 happy to get that help. And of course, I never had that
6 kind of help. So it's just great having a staff of pros
7 working at this with all you folks. Thanks.

8 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.
9 Commissioner Anderson?

10 COMMISSIONER ANDERSON: Yeah. Thank you.

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

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

24 The 2010 thought they were doing that. And I think,
25 in terms of the lack of staffing before we came over,



1 they were not able to really keep it up-to-date and
2 transfer. And so I think that's extremely important that
3 we actually keep that website because, you know, as we
4 know 10 years from now the technology will be completely
5 different. So we need to be able to update that to keep
6 all this material moving forward. And that way, the 2030
7 Commission will not have the, you know, oh God, the
8 website blah, blah, blah. If they want to switch names
9 and everything, they certainly could.

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

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

24 So in terms of the one other -- print media, I know
25 we really tried (indiscernible) eventually. But also,



1 you know, the newspapers, the radio, it really is
2 important, including other language radio and newspaper.
3 That's very, very important. And I want us to -- as
4 we're already talking about moving all this stuff up,
5 that stuff needs to go out very early. So thank you.

6 COMMISSIONER KENNEDY: Thank you, Commissioner
7 Anderson.

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

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

24 Commissioner Fernandez?

25 COMMISSIONER FERNANDEZ: Thank you. I don't really



1 have much negative to say. But I also feel like lessons
2 learned to be positive too. So it should include things
3 that did go well. So I'm going to do some did go well.

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

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

19 And I really, really, really appreciated the helps
20 with the interviews and the public appearances. They
21 were very open. And they would tailor some of the bullet
22 points and some of the talking points based on whatever
23 interview I had. And they were very responsive and quick
24 in terms of, hey, how many VRA districts did we have, and
25 blah, blah -- or whatever the question. So thank you.



1 Kudos to you guys. Can't say enough positive things
2 about you.

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

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

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

22 So I thought that once that hit it provided some
23 momentum to Marcy that was wonderful. I would like to
24 see future reiterations of the 2030 Commission choose to
25 do so -- maybe I'll do so in my own time and start at the



1 top of California and work my way down -- I'll post a
2 billboard on every city I pass through. So give me a
3 chance to do it and I'll do it. But I like the logo. I
4 enjoyed the colors. I thought it was pleasing to the eye
5 and that it was an asset for us.

6 COMMISSIONER KENNEDY: Thank you, Commissioner
7 Taylor.

8 My Wi-Fi dropped out.

9 Commissioner Fornaciari, your hand is up?

10 COMMISSIONER FORNACIARI: Yeah. Thanks.

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

16 You know, I appreciated a lot of what the comms team
17 did. And just to echo a lot of Commissioner Fernandez
18 said. I, in addition, I appreciated the media training
19 that we got up front. You know, what to focus on, what
20 not to focus on, how to interact with the media.
21 Invaluable. And then, you know, I got the -- before --
22 you know, that only lasts so long. So I got refreshers
23 later on when I interviews later on. And then, you know,
24 updating the bullet points and all that was really,
25 really helpful.



1 COMMISSIONER KENNEDY: All right. Thank you.

2 Director Kaplan?

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

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

21 We'll just go through a few more things because I am
22 sure you're going to want to hear from Fredy also. But
23 really just also highlighting a little bit I know was
24 mentioned about the social media ads and that time line.
25 And Fredy can add to this more. But there was really



1 that difficulty within terms of how to pay for those,
2 given we didn't have the credit card available. And then
3 needing to go through a contractor. And also the
4 authenticating the account. And that took a while also.
5 So Fredy can probably share more on that and maybe some
6 lessons learned for 2030.

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

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

1 closer to that -- to the 2030.

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

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

12 COMMISSIONER KENNEDY: Thank you, Director Kaplan.
13 Commissioner Anderson?

14 COMMISSIONER ANDERSON: Yeah. Thank you.

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

22 But one thing I would recommend is because
23 communications and outreach, the way they work together,
24 that we should really emphasize in terms of how important
25 that is because that's what really helped us. But if,



1 like, a little quick email to the Commissioners, hey,
2 some things going up on our website, blah, blah, blah,
3 would actually be helpful because it would help us
4 promote. One, we don't know about it. And two, we can
5 talk about it because amazing (indiscernible).

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

12 But I want to talk about the -- oh (indiscernible),
13 you know, that little summary of hey this is what's been
14 going on in the press. That was also very helpful. That
15 went to all our commissioners. The press releases, I
16 thought those were very well done. The way they, you
17 know, Fredy would kind of help whoever the chair was.
18 You know, kind of, hey this is what -- you know, what do
19 you think this -- what you need to say. this is what you
20 kind of want to say, right. And then you could edit and
21 modify. That was very, very helpful. Very beneficial.

22 So yeah. Short updates. The other is the -- in
23 terms of organizing the website, again, just a quick note
24 to the commissioners. When we did do reorganizing on the
25 website, a quick little note to the commissioners, hey,



1 by the way, this has been changed and modified would
2 again help all of us stay up to date. And I don't need a
3 lengthy report at all. Just a quick, short note.

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

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

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



1 Thank you.

2 COMMISSIONER KENNEDY: Thank you, Commissioner
3 Anderson.

4 Commissioner Sinay?

5 COMMISSIONER SINAY: Thanks.

6 Hey buddy. Good seeing you.

7 Sorry. Director (indiscernible).

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

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

25 And I also wanted -- you know, I've asked this



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

10 And people will always tell you that free media is
11 more effective than media buys. But if media buys were
12 effective -- and we do have some of that information from
13 the survey that we sent out to folks -- and I know that
14 Director Kaplan put it in our handouts -- then we really
15 need to think through, for the budget for 2030 and how we
16 ask for an increased budget for the new commission
17 because it's that and maybe other outreach venues. I
18 mean, we really need to be very clear and maybe ask
19 before Fredy's gone completely, really sit down and think
20 through what would be the dream budget. And if he could
21 do -- because we've said we want to ask -- maybe be able,
22 you know -- for the commissioners to be able to do grants
23 or some type of contracting for outreach. So is it that
24 and media buys? Okay. How much does the budget need to
25 look like.

1 And obviously they'll be inflation. And there's ten
2 years forward. But we do need to capture that real
3 information.

4 COMMISSIONER KENNEDY: Thank you, Commissioner
5 Sinay.

6 Commissioner Akutagawa?

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

17 But I was really glad that there was efforts to
18 reach out and engage ethnic minority media as well too.
19 I think that that was a really good, you know, thing to
20 do. And you know, as obviously as a lesson learned, you
21 know, the earlier we could do this the better it would
22 be. But you know, given the kind of -- the circumstances
23 that we had, I think the comms team did a great job in
24 terms of really trying to engage ethnic minority media as
25 well just broader media in terms of the radio buys and



1 they -- and the billboard buys, and everything else, and
2 the bus ad buys too because I saw some of those.

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

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

17 COMMISSIONER KENNEDY: Thank you, Commissioner
18 Akutagawa.

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

1 appeared in the ethnic media.

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

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

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

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

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

21 Managing a website, it seems easy. But it's a task
22 itself. And managing a website and also having to deal
23 with all the public comment we were getting, that became
24 the job itself. So also just maybe keeping consideration
25 that could be split up between other positions. Or if



1 that's just -- relies on the communications on team,
2 posting on the website. Just because there's so much we
3 can do. But that was the most important part of the
4 phases we were living in. So that would just be my
5 suggestion is just, like, how we handle the public
6 comment and who that really relies on because that could
7 just -- that's just potential -- like, if I was free to
8 do other stuff, like, if that wasn't public comment we
9 could've -- because then a lot more things in terms of
10 the comment, you know. It was nice.

11 COMMISSIONER KENNEDY: Great. Thanks, Martin.
12 Fredy?

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

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

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

25 But yeah. Some of the things that I jotted down



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

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

24 I know some commissioners shared frustration that
25 our messaging was not the same thing as what we were



1 portraying on our website or vice versa. So just making
2 sure that all that is fine tuned. I think having a
3 committee closely working with us would've been great on
4 messaging alone.

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

18 And it cleared us from some legal scrutiny, of
19 course, because everyone knew what we were talking about.
20 And then we got the bright idea to tape all of those
21 conversations and put them up on our website so that
22 people had zero questions about what we were talking
23 about. Everything was scripted. And I don't believe any
24 speakers went off script. And that's all captured in
25 videos.



1 The media stories or the attention that we got from
2 the press at the beginning was super slow. It was very
3 difficult. It was like pulling teeth to get someone to
4 write about redistricting because for them it was like,
5 well we have nothing to write about. There's no action
6 needed from the public yet, you're barely doing
7 educational meetings. And when the -- when we got the
8 news from the census bureau that the census data would be
9 late, then that started the trickle of interest in our
10 work. And of course, by the time that we had draft maps,
11 then that blew up. And we got much attention for that.
12 And then everything after that was just great.

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

25 As far as things that we can tighten up for the next



1 go around, the chain of command for approvals. It is
2 very difficult to work with fourteen bosses, an executive
3 director, and legal on top of that. Not because of the
4 people themselves but just the chain of command and
5 getting approvals for writing a press release, writing a
6 statement, making sure that information that we're
7 posting on the website is accurate. And so I found it
8 helpful to go to the chair and the vice chair for
9 approvals immediately, running it by the executive
10 director, of course, first. And then getting legal to
11 review everything that we were putting out.

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

22 So what does that approval process look like going
23 forward or in the future for the 2030 Commission. And
24 when there's an immediate need to send something out,
25 like a statement, is it okay to just get the chair's



1 approval with legal and the executive director looking at
2 it. And for the most part, that's how we worked. And we
3 developed a system to send information out.

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

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

25 But I felt like even to get the information for what

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

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

24 So yeah. I think the name of this game is
25 definitely learning how to pivot and adjust accordingly.



1 And I think we did a phenomenal job, not just in
2 communications but in every aspect of this commission, to
3 pivot and work with the resources that we had to get
4 things done. Even if it meant creating processes that
5 were outdated not using the technology that was available
6 to us like agenda setting, and creating agendas, and
7 getting all that process together. But we did. And I
8 think the fact that nobody challenged our maps yet is a
9 testament to that. So bravo and kudos to everyone all
10 around.

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

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

19 COMMISSIONER KENNEDY: Okay. That's fine.
20 Commissioner Anderson?

21 COMMISSIONER ANDERSON: Yeah. Well, although this
22 is a question for you, Fredy, or commissioner -- Director
23 Ceja. You mentioned, which I totally understand, like,
24 in the media, you know, why are you interesting; you have
25 nothing to say; why -- do you have any idea now, looking



1 back, because you're doing media, what we could do to get
2 interest earlier? And we've talked about education,
3 things like that. But you're -- this is your expertise.
4 So do you have any ideas for us?

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

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

25 But also, we created those phases late in the game



1 too. Had we had an idea at the beginning of the
2 different phases and what our time line would look
3 like -- and of course, that's inevitable because we
4 didn't have the data. It's really difficult to plan when
5 you don't know what the future holds, right? Or what the
6 time line is actually going to be.

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

18 COMMISSIONER ANDERSON: Okay. Thank you, Fredy --
19 Director Ceja.

20 COMMISSIONER KENNEDY: Anyone else?
21 Director Kaplan?

22 DIRECTOR KAPLAN: This is also for Fredy. I think
23 you kind of touched on this right at the end. But I
24 think there was some technology that I think by 2030
25 probably will be further developed that I think could

1 further allow comms to be focused more on comms versus
2 some of the other, like, website posting and
3 agenda-related stuff. I think Fredy might be able to
4 elaborate on that a little bit more. But kind of
5 encouraging. Hopefully there is, you know, better
6 technology by then. But I think that also would've
7 allowed comms to expand effort and not -- and reduce some
8 of the time that they spent on website or agenda-related
9 items also.

10 COMMISSIONER KENNEDY: Thank you for that.

11 Commissioner Fornaciari?

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

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

1 COMMISSIONER KENNEDY: All right. Thank you for
2 that.

3 Commissioner Sinay?

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

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

1 2030 -- I would encourage us to put as much there as
2 possible.

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

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

21 COMMISSIONER ANDERSEN: Yeah. Thanks for bringing
22 that up about the website. And actually, I really
23 appreciate Commissioner Ceja mentioning that how much
24 time he ended up spending on the website, but really that
25 wasn't what he needed to do. And so I always wanted



1 to -- look, we need a whole technology group that's doing
2 all these things. That's what I was talking about. We
3 need a website -- dedicated website people, who -- and it
4 doesn't mean, like, oh, they're preparing computer
5 work -- they're updating it. They're bringing
6 information in. Think of all the things we have to add
7 to the website and modify the website. We had a devil of
8 a -- lot of time because Martin came in in August. How
9 many months were we, like, boy, we really needed to
10 improve the website. We had different subcommittees.
11 That is crucial. And I know it's been like, well, that's
12 not outreach -- that's not mapping. We can't function
13 without it. We need a dedicated website, technology,
14 because wait until we start talking about data
15 management.

16 How much time was -- there's the website, but then
17 there's all the public comment. And those are two
18 separate sort of items. In terms of, like, Martin was
19 saying, boy, the things I could've done, could've
20 modified and rearranged. Not if he's spending day-in-
21 day-out in the public comment end, which is also crucial.
22 So we need a whole team to be working on that. And then,
23 the communications would've opened up. Yes, they all
24 really need to work together, but the communications
25 could've really focused on how do we get our message out.

1 How do we get ourselves out? It's almost like the
2 website is -- when people want to look in, what do we
3 look like? And that we need to have a whole group about.
4 So thank you for bringing that up. And I meant to get
5 back to it, but I got distracted. Thank you very much.
6 Make that a strong recommendation.

7 COMMISSIONER KENNEDY: Thank you, Commissioner
8 Andersen. Fredy?

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

25 I do have the communications duties sheet, so I'm



1 going to share my screen. Give you a breakdown of what
2 our team was doing. So in theory, when everything was
3 working fine, as far as media relations, my job was to
4 talk to editorial boards. We actually didn't end up
5 doing that until after summer, so we got a late start on
6 that.

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

21 Media alerts and releases, we were doing that once a
22 week or at least intended to when we had something to
23 shoot out. Press conferences as needed. That was my
24 responsibility. We didn't do that at the beginning
25 because, again, we didn't have much to say. We did put



1 out press releases when major things happened -- like us
2 getting the announcement from the U.S. Census Bureau that
3 the data would be late -- once we started doing the input
4 meetings and everything after that.

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

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

23 The events calendar, this became the meetings page.
24 We wanted to have an events calendar, but I don't think
25 we ever got around to creating an actual calendar that



1 had, like, the different dates on the website. Social
2 media was all Cecilia. So Facebook, we were doing at
3 least three times a day posting. At least twice a day
4 for Twitter. Instagram was three times a week because
5 that was a little slower. YouTube was as needed, and of
6 course, at the beginning, we did have those individual
7 videos from the commissioners, so that was cool, and we
8 were pushing those out on social media. LinkedIn, we
9 started doing daily for that. And Cecilia actually
10 started that account -- we didn't have it before.

11 Social media ads, that came in super late. Cecilia
12 was coordinating that with our advertising team that did
13 social media advice. And at the beginning -- I know I
14 haven't talked about the advertisers -- it was pretty
15 slow, so we were not getting the traction that we wanted.
16 And I think that had to do with the messaging that we
17 had. When we initially signed the contract, we were in
18 the input meeting phase, so a lot of the ads were saying,
19 hey, we're going to have input meetings, we need your
20 input. And then, halfway through the campaign I told
21 them, you know what, this is not working. So we changed
22 the messaging to, you're going to lose a Congressional
23 seat, and that sort of sparked a little bit of attention
24 from folks and got them to click through and start
25 visiting our website and stuff.



1 Eblasting we were doing at least once a month for
2 the newsletter. We were sending out our newsletter,
3 which was very well received, pretty much summarizing
4 what we had done and giving people an update on what was
5 going on with the Commission and our time line. I
6 thought that was super helpful. The announcements that
7 eblast themselves, we were sending those out as needed.
8 And of course, as I reported out, every time we had a
9 meeting, the click-through rate was about twenty percent,
10 which was exceptional.

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

22 Internal communications, so we were doing the
23 morning media report -- Cecilia was doing that -- just
24 letting commissioners know what was happening with the
25 entire redistricting landscape and then stories -- of



1 course, I mentioned us here in California. And then she
2 would send out an end-of-the-week media report, just
3 capturing all the stories, which ones were attributed to
4 the Commission, which ones were attributed to California
5 Redistricting.

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

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

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



1 COMMISSIONER KENNEDY: Excellent. Yeah. Yeah.

2 Thanks for that. That's very helpful.

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

5 COMMISSIONER KENNEDY: Commissioners -- yeah. Go
6 ahead.

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

9 COMMISSIONER KENNEDY: That document?

10 DIRECTOR CEJA: Yeah.

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

13 COMMISSIONER SINAY: I think what -- I mean, we know
14 this already, but for recommendation for the report, I'm
15 trying to stick to what you kept saying -- strengths,
16 weaknesses, recommendations, innovations. Communications
17 is one area that you need to be as innovative as
18 possible. And we were, but I think sometimes we were
19 prohibited from being as innovative as we would like to
20 be because of budgetary constraints or bureaucratic
21 constraints. So I don't know if at times it would've
22 been better to -- instead of having staff on that are
23 part of the Commission, if it would've been -- would we
24 have been able to be more flexible quickly and use money
25 differently if we would've contracted with someone to do



1 this work? Not that I would've -- so let's say, Fredy,
2 instead of applying to us as a staff person, Fredy
3 would've applied to be the contractor to do this work.
4 Would Fredy have had more flexibility outside the system
5 versus within the system -- is kind of a question, but
6 just trying to think of innovation.

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

23 So Director Ceja, if you have a thought on would
24 life have been easier as a contractor versus an employee,
25 that would be helpful.



1 DIRECTOR CEJA: Yeah. I can respond to that. I
2 don't think being a contractor would make a big
3 difference. If anything, it would just create more
4 roadblocks, because you're not seeing the day-to-day, and
5 not being able to respond immediately to things. When
6 you're internal, you catch on -- with internal
7 conversations and internal meetings -- how things are
8 shaping up, and then you can send out a message
9 accordingly.

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

18 I had something else that I forgot -- oh, yeah. So
19 when we -- when the money landed on our lap to do
20 advertising we quickly had to come up with a process --
21 selection process and scoring of the applications, and
22 then awarding those contracts and monitoring the
23 contracts and making sure that some of them are still
24 getting paid. So making sure that that closes -- that
25 that process is closed before I depart. But having



1 that -- like I said, at the forefront of the process
2 would've been nice too, if we knew that we were not a
3 grant-making authority -- to know that at the beginning,
4 we could've kickstarted all these advertising campaigns
5 early on. And maybe engaging folks through social media
6 would've been easier to get them looped in to what we
7 were doing early on. And maybe 2030 can take advantage
8 of that if, again, they are not allowed to be a grant-
9 making authority so that they can get these advertising
10 contracts in place early on in the process.

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

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

16 DIRECTOR CEJA: And one thing I --

17 COMMISSIONER KENNEDY: I always use -- go ahead.

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

24 COMMISSIONER KENNEDY: Great. Thank you for that.
25 And we have the -- we have the survey results and really

1 appreciated Marcy's work in putting together the
2 presentation that helped us understand that. I would say
3 that one recommendation for 2030 might be to find a way
4 to do -- or maybe even we could do in 2029 -- a baseline
5 survey to get an idea of the baseline level of
6 understanding of redistricting, and then having that as
7 something to measure against at the end of the process.
8 And seeing how much the 2030 Commission is able to move
9 the needle as far as the level of understanding of
10 redistricting and the importance of participating in the
11 process and participating early.

12 I mean, I know I certainly felt that there were a
13 lot of people at the end who probably understood the
14 importance of participating, but didn't fully appreciate
15 the importance of participating earlier in the process.
16 And we'll talk more about this tomorrow when we get to
17 mapping, but my sense is that -- I mean, we all learned
18 that the later you are in the process, the more difficult
19 it is to make major changes because major changes take
20 time. And when you're slamming up against a deadline
21 that is as hard as the deadline that we had, it just
22 becomes essentially prohibitive to even try to make major
23 changes late in the process. So getting everybody
24 engaged as early as possible in the process is certainly
25 important. And yeah, I think we benefited from the

1 expertise that we had -- Fredy and his team, Marcy and
2 her team did an amazing job. Commissioner Andersen?

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

22 And the other is, technology training, which
23 Commissioner Sinay mentioned, and I remember Commissioner
24 Turner said earlier -- not everybody is so up-to-date on
25 how to do all the different things. And what I mean by



1 that is, if we're using whatever media -- are they doing
2 Outlook; are they doing Google -- all the commissioners
3 need to be trained on this is what the CRC is going to
4 use, and these are all the different factors in it.
5 Because as you said, not everyone knew how to do all
6 those things. And that goes all the way through -- the
7 mapping software, any and all software we plan on using,
8 or everyone's referring to, to make things quicker. As
9 technology evolves we should have a quick, like, --
10 making sure that all the commissioners and staff are very
11 familiar with everything we have and plan on using. So
12 that's a little bit in the training stuff -- I'd do a
13 little technology training. Or even if it's just, hey,
14 these are refresher courses -- look all these things up
15 but have it in one place so everyone can find that.

16 COMMISSIONER KENNEDY: Great. Thank you.
17 Commissioner Yee?

18 COMMISSIONER YEE: Thank you, Commissioner Kennedy.
19 Yeah. The contracting maybe it's something we should
20 actually revisit when we get to next Thursday, the cost-
21 cutting issues. But just to mention, I recently had some
22 correspondence with Raul and he mentions that in the end
23 we cut thirty-seven different contracts for over ten
24 million dollars' worth of business services. So a lot
25 did go on, and I'm going to work with him to see if we



1 can get a list of all those contracts into this Lessons
2 Learned document to help us remember and review and we
3 have some record of what it took to do all this. So just
4 wanted to mention that.

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

21 COMMISSIONER FERNANDEZ: Yes. Thank you for that.
22 And then definitely need to differentiate between the
23 different types of contracts, because you have requests
24 for proposals, you have multiple awards schedules. So
25 definitely attach different time frames to each. And I

1 would like to say that in ten years it will be different,
2 but I've worked for the State too long to say that. So I
3 think whatever we come up with in the next six months
4 might still be, unfortunately, applicable in ten years.
5 Eight years.

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

24 EXECUTIVE DIRECTOR HERNANDEZ: Sure. No, that's a
25 very good question, and I think -- the couple things that

1 come to mind -- one, this Commission does not operate
2 wholeheartedly as other departments do. It's very unique
3 in what it does and how it does it and the time frames in
4 which it does it as well. Most other departments have a
5 lot more lead time to get contracts into place. We're
6 talking more than just two months. We're talking six
7 months in some instances.

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



1 that process won't change.

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

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

22 And a couple of things that really changed
23 everything -- obviously the pandemic, that changed the
24 time frames in which we were doing things. When I first
25 started, I worked with the executive director and planned

1 out an entire year through the end of the maps of
2 activities and what needed to happen in support of those
3 different activities. That time line kept changing as
4 the census data got delayed and so forth. But those
5 activities that were being planned needed some support,
6 contracting -- certain things in place that required the
7 contracts. And so having that full-on map of everything
8 that needed to happen is very helpful. And if you had a
9 staff that focused just on the contracts, they can start
10 working on the different contracts earlier in the process
11 to get those in place.

12 The challenges are going to be the timing for the
13 next Commission. If this Commission is unable to
14 implement some of the discussions that we've had today
15 and this week about fully functional -- back to that
16 terminology -- they will have a lot of challenges in that
17 effort to try to get everything in place in that short
18 time frame. I think in many ways, we were really
19 fortunate that we had a little bit longer time frame, but
20 had we not, would we have been able to do as much as we
21 did? I don't think so. The next Commission may not have
22 that time frame -- the luxury of time. So a lot of
23 things would need to be in place for them to be efficient
24 and effective in doing as much as this Commission has
25 done.



1 COMMISSIONER KENNEDY: Right. Yeah. Thank you for
2 that. That is the purpose of this discussion -- is to
3 see what we can do to make that possible. Okay. At this
4 point, I'm going to hand it back over to the Chair to
5 take us to lunch, and then we will be back after lunch
6 and Commissioner Yee will lead the discussion on
7 outreach. Thank you.

8 VICE CHAIR FORNACIARI: Thanks, everyone. Yeah.
9 Let's just make it a round number. 1:45. Return at
10 1:45. See you all then.

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

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

16 COMMISSIONER YEE: Yes.

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

19 COMMISSIONER YEE: Thank you, Chair. Commissioner
20 Kennedy and I did meet briefly during lunch -- making
21 plans. We commented to each other just how pleased we
22 are with how this process is going. The great range and
23 quantity of everybody's comments. Just to let you know
24 we will be working together to try to summarize
25 everyone's comments, get them into some kind of draft

1 document later this month. May have something to show
2 you by the 30th, which is something drafty -- to show you
3 by the 30th, which is going to be our next business
4 meeting after this set of meetings. And just depending
5 on how happy people are with how it's looking when it's
6 really mostly complete -- just needs to be fleshed out
7 and edited and formatted and all that -- or whether it
8 looks like we actually need further discussion on some
9 points, we'll just take it from there and see where we
10 go.

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

21 So comments on any of that? So in the prompt you
22 see connections to the census folks. We've already
23 mentioned some of that. We wish we'd done more of that
24 earlier. Connections to any other redistricting efforts.
25 The online tools that we and the statewide database

1 pioneered. The Draw My California Community, then Draw
2 My California District tools. Paper tool, translation,
3 interpretation in our outreach. Our outreach to
4 incarcerated individuals. The zone approach. You
5 remember the zone map actually took us quite a while to
6 put together and then dividing ourselves up by zones.
7 That all worked out. The whole summer of zone public
8 comment meetings. Remember all those? And took us a
9 while to kind of figure out how to time those and how
10 much -- how many hours to give to them and how not to
11 have too much downtime. We had quite a bit of downtime
12 early on given over to campfire chats -- remember?
13 Activities. Memories around the state. Comments about
14 outreach and input we got from the larger community-based
15 organizations at different stages and how that went.

16 Anything else? I know we had a lot of concern at
17 the beginning about public input, especially online --
18 whether we needed to validate it, whether we might have
19 bogus inputs from out of state or -- what would we do
20 about duplicate inputs, all that stuff. And in the end,
21 we didn't do -- I don't think we did validation very much
22 in that regard, and it didn't become a problem. So any
23 thoughts on that. So we have it wide open this
24 afternoon. It's all about outreach. We're thinking
25 this'll be the last topic for today. If we do end

1 earlyish in our discussion, we'll take a longer break
2 before the 4 o'clock public comments. But we'll end
3 today with outreach. Okay. Your thoughts? Commissioner
4 Fernandez?

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

13 And I'll say it again, hire the outreach staff. And
14 when I say outreach staff, I mean, like, all of them.
15 Not just your director and your manager and your
16 supervisor and your leads. I'm like, hire all of them as
17 soon as possible. And one piece that I really wish we
18 would've had time to do -- and I think our outreach
19 staff, if you do hire them early enough -- is to do more
20 coordination with the local redistricting efforts. And
21 what I mean by that is try to -- like, economies of
22 scale -- try to do some similar advertising and similar
23 outreach efforts. Do as much as you can to try to
24 coordinate and as well as educate at the same time to all
25 Californians.

1 And I think, in my opinion, the online tools were
2 good. And I know you've got a whole list of things, and
3 I don't think there's anything else. Access centers,
4 again, that's not ours. That's the statewide database
5 did the access centers. I would like to hear from them,
6 but I doubt that they were heavily used. And I really
7 don't know how effective they are. And by the time they
8 were actually set up it was kind of late in the game a
9 little bit. So it wasn't our funding, but maybe whatever
10 funding they had for that maybe could be transferred over
11 to the Commission, and we can use it for education or
12 outreach or something else. But I really don't know how
13 well that was taken. Although, I will say that I went in
14 to the access center and Sarah (ph.) -- I'll do a little
15 shout out to Sarah again. She was absolutely -- Sarah
16 Lee (ph.), as I remember -- did a great job. Actually,
17 all of -- I will say, all the statewide database -- I
18 mean, hats off to all of you guys. So responsive. I
19 know I'm not there yet. That's the next piece of it, but
20 I was there.

21 And everything else -- instead of number of
22 meetings, time flows, all that -- I do think our initial
23 public input sessions that we had -- I think, looking
24 back now, because we didn't really receive as much input
25 as we were hoping, and I don't know if that was part of



1 our education or outreach efforts as a result of that --
2 but I would definitely reconsider maybe having shorter
3 public input meetings and fewer, potentially. And I
4 don't necessarily think it needs to be by zone. I think
5 it can be statewide. I don't think there's a benefit of
6 doing it by zone. But anyway. So I think I'm just going
7 to stop now. Thanks.

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

16 VICE CHAIR FORNACIARI: I think part of it is we had
17 the luxury of time that the next Commission won't, so we
18 were able to spend an entire summer, basically, with
19 public input meetings, which the next Commission won't.
20 Yeah. I agree. I think if we can have a sooner and more
21 coordinated outreach effort with the census, then I
22 think -- hopefully then their input sessions will be more
23 effective. I will comment -- I think in some ways the
24 input we got in our public input sessions was purer, if
25 you will. Once we started poking politicians, then we

1 woke the dragon. And then in some cases it was kind of
2 clear what was happening. In other cases maybe not so
3 much.

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

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

24 COMMISSIONER YEE: Thank you, Commissioner
25 Fornaciari. Yeah. I mean, it'll be a lot of anticipated



1 issues with Zoom, with the public comments, public input
2 that we ended up not having a problem with. Censoring,
3 Zoom bombing, inappropriate backgrounds -- things like
4 that, thankfully, were not a problem. Commissioner
5 Kennedy?

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

22 COMMISSIONER YEE: Yeah. Director Kaplan, that
23 would be very useful. And even just as this idea of
24 coordinating with the census. Realistically, how would
25 that look? How would you really pull that off in a way



1 that was actually effective and actually benefited both
2 the census and the Redistricting Commission. You want to
3 comment on that now, or you want to -- yeah. Please.

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

14 But the California Complete Count Office was through
15 the governor's office -- an initiative of about over 187
16 million -- that was a targeted effort -- a public
17 awareness campaign around the census. It was really
18 targeted at California's hardest to count and so the
19 office developed a hard-to-count index that was over,
20 like, seventeen indicators of what makes a community hard
21 to count and particular census tracks were targeted,
22 particularly for outreach funding was all data-driven.
23 Funding was distributed across the state through regional
24 organizations, through statewide organizations, through
25 schools, universities, and counties also. And so funding

1 was distributed based on the hard-to-count index. And
2 then, like, the state was split up into -- I don't
3 remember -- ten regions that there were regional ACBOs --
4 a lot of who you had been in touch with who then
5 regranted locally to entities as well.

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

15 Redistricting was definitely incorporated in the
16 education around census, so I think that there are
17 opportunities to strengthen that as well. But I think
18 that there's various efforts across the state to continue
19 to leverage those networks. I know the COVID outreach
20 campaign is leveraging what census did. There's other
21 census legacies out of U.C. Riverside to really leverage
22 these tables that were established and networks that were
23 established. And I know that that's what we tried to tap
24 into as much as possible with outreach -- a lot of that
25 infrastructure that was there. But even just talking



1 with some of the county redistricting commissions, they
2 also noted even at the county level the census effort
3 stopped and then they had to rebuild again for
4 redistricting. So I think even at the local level really
5 seeing how do we tie that together more so -- especially
6 for staff that are on short term for the census -- ways
7 to leverage them to continue for redistricting. Is that
8 helpful for that context?

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

21 DIRECTOR KAPLAN: I think there's opportunity while
22 you all are still seated in these interim years
23 because -- I mean, just looking at the recommendations of
24 what the 2020 census office really -- recommending the
25 early start in developing that effort, I don't know how

1 that's going to go, but I think I had shared with the
2 long-term planning subcommittee just the time line for
3 the 2020 census office and when they started, and it was
4 a few years before. So I think that there would
5 hopefully be opportunities for that collaboration to see
6 what is possible.

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

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

19 And in hearing what Marcy was talking about -- and I
20 think we mentioned this earlier -- finding some way in
21 which maybe there could be some shared economies of
22 scale, whether it's on staff doing some more coordinated
23 education and outreach while the census is also going on
24 and how that works out, I guess that's to be seen. But I
25 think that that would be really helpful because I

1 think -- I just want to just really uplift that again
2 that when we started with the zone outreach we started
3 with the list of the census ACBOs and some of the
4 census -- the regional census contacts. And it was a
5 rush by the time we got that list because a lot of them
6 were starting to leave. And I mean, they were just kind
7 of like, okay, I'm on to the next thing.

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

24 I mean, it was kind of like we're recreating the
25 wheel because Census is done and then here comes along



1 the next Commission, and we're just having to go back to
2 everybody and try to engage. And people were kind of
3 like off on to the next thing. But I think if we could
4 create more of this integrated continuous seamless
5 process where, okay, you're going to be finishing up
6 census, but now we're going to go on to redistricting.

7 That kind of, like, mindset shift may be a little
8 bit easier than, okay, shut down Census and okay, a few
9 months later here comes redistricting, now you got to
10 start it back up. I think that that's maybe a little bit
11 tougher, but if we could create that integration into the
12 kind of the process that maybe working with either the
13 California Census or something might make things a little
14 bit easier for everybody.

15 I want to just comment also on COI testimony -- I
16 guess, I think it was Commissioner Fernandez that said
17 this, like, maybe working with some of the local
18 redistricting efforts. One of the things that I found --
19 and I don't know what's the best way to do this, but -- I
20 think, one, asking for COI testimony gets kind of
21 confusing for some people because the local redistricting
22 is asking for COI testimony. We're asking for COI
23 testimony. I think if there's some way in which maybe we
24 can coordinate COI testimony, either by county or city or
25 something and share COI testimony, that may be a better

1 way of ensuring that if we don't get it one way, then
2 we'll get it another way. I know I went and looked at
3 some of the local redistricting efforts to see what kind
4 of COI testimony that they got. And in some places there
5 was better COI testimony because of the people who were
6 testifying or providing COI testimony was very specific
7 to the local areas. But I think it would've been helpful
8 for even us to have seen or read through that. So if
9 there's some way to share and coordinate that kind of COI
10 testimony, that would be helpful.

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

21 And it there's some way in which there can be --
22 either because of our starting the work earlier where we
23 can establish something -- maybe this is part -- I think
24 this was one of the legislative recommendations of making
25 it easier for us to be able to grant or give contracts to

1 even the CBOs so that they can do this work. Because
2 they can reach out to some of those hard-to-reach
3 communities, both from an interpretation and translation
4 perspective, but also from an outreach perspective as
5 well, too, so then it's less work for us to have to
6 figure out and worry about. And it's going to be done in
7 a way that is also -- with the efforts of people who know
8 the communities.

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

23 I just want to also mention something about public
24 comment by zone. I know that that was one of the
25 prompts. Honestly, I don't know if that was super

1 effective, because we got people calling in from all over
2 the place. Because we said, you don't have to be from
3 that zone to call in. So I don't know if it was
4 necessarily necessary to do it by zone in terms of the
5 public comments that we took or the COI testimony
6 meetings that we did. Although it did focus people. I'm
7 not sure if that was super effective. Also, where it
8 became maybe a little bit problematic is that some of the
9 appointments got taken up by people who were not quite
10 from those zones. So is it allowable? Is it legally
11 allowable to prioritize appointments for people from that
12 zone, if that's what we're going to do. Or is it just --
13 if it's a free-for-all we should just say that it's a
14 free-for-all, and people can just call in whenever they
15 have the time. I think that that was another thing
16 that -- that had happened.

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

1 other diversities, in terms of their abilities too, to be
2 able to participate in this process.

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

12 COMMISSIONER YEE: Okay, Commissioner Akutagawa.
13 Yeah. I know the -- the input by zones, of course in
14 2030 they are likely to have hybrid of the common
15 meanings, (indiscernible). May change the whole nature
16 of the beast. And yeah. They'll see what -- what they
17 can do with that. Commissioner Sinay?

18 COMMISSIONER SINAY: I'm going to start -- I think
19 there's a lot in this category -- in this section. So
20 when we're talking about census, as Marcy said, there
21 are -- there is the California complete count and there
22 is the census. And I'm not sure where we -- when we've
23 been about accuracy, I can't remember if we put in there
24 advocacy to the national census. And that -- this would
25 be a follow-up topic, but we need the census -- well,

1 there's a lot of different advocacy after yesterday's
2 news. But really this idea of making sure we have the
3 right options for people to identify themselves.

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

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

24 Organizations are funded for these quick little
25 projects. Oh. Here comes census. Oh. Here comes

1 redistricting. Oh. Here comes elections. Let's do
2 voter registration. But if we looked at this -- and this
3 is what we've said from the beginning, is when we talk
4 about civic engagement it needs to be a whole spectrum of
5 how you can engage in your community, starting from
6 volunteering all the way to running for president. You
7 know that there's just so many different ways to engage.
8 And I would encourage us to actually think about it that
9 way and see is there an advocacy realm. I know that I've
10 spoken with some of you about where are things based?
11 Where we -- we're under the auditor's office, which is
12 very awkward for me, considering it's part of the civic
13 continuum. So should the census and -- and redistricting
14 be under the same office? Just thinking through how do
15 we make sure that we're not siloing things, and we're not
16 part of the problem that's happening on the ground,
17 because it is really hard for groups to get that funding
18 and to -- every time you just give a little bit of
19 funding they have to fire and hire people. And I just
20 saw a group who advertised that our civic engagement
21 number are in and it was all about covid, knocking on
22 doors around covid. And I was like, okay, I guess that's
23 civic engagement. But that was how they were able to
24 maintain their civic staff. Their -- probably their
25 staff wasn't -- they got some covid money to help, due to



1 covid outreach. So that's just the point I want to
2 make -- make is that let's not say, "it's not -- our
3 timeline's here, their timeline's there. Oh. That's not
4 going to work." Instead, look at the more fluid, larger
5 picture. And I love the zones. But then again, I'm
6 biased. And I -- Evelyn and I didn't -- I'm sorry.
7 Commissioner Vazquez and I did not invent the zones. The
8 zones were something that was used in 2010 and we take
9 them for their -- and we used it at -- more at the end to
10 actually look at all the data and make sure there weren't
11 holes. We used it from the beginning, and what we -- how
12 we built on their great idea was we used the census and
13 then we -- we adapted as we got input from the public.
14 But the reason I loved it was not because I got to do San
15 Diego and Imperial County, because I was very clear that
16 I didn't necessarily want to do San Diego and Imperial
17 County, but because I got to do the far North. And I got
18 see another part -- okay. I never got to see it, but I
19 got to hear and learn and really connect with a new --
20 another part of California, which really helped broaden
21 my understanding of California. And I got to work with
22 you all. Different folks on it. And so as we said it
23 earlier, the more we created tasks for ourselves, where
24 we had work with different people -- and I think that
25 might be something to put in -- the intentionality of

1 trying to mix it up, when you're partnering with folks.
2 Also, we haven't been as good at this now, on this side,
3 and I'd like us to get a little better, to make sure that
4 the work is being shared across everybody, so everybody
5 has ownership of the work moving forward. So if you have
6 too much on your plate or your committee's got too much,
7 let someone else step in versus doing multiple. And so
8 it's just thinking about just the intentionality we went
9 through to make sure everybody was engaged, everybody was
10 learning. At the same time we were supporting each other
11 if we couldn't give the time we wanted. And all of that
12 really built our trust in our relationships.

13 COMMISSIONER YEE: Thank you. Commissioner Kennedy?

14 COMMISSIONER KENNEDY: Thank you, Commissioner Yee.

15 I just want to remind us, my recollection is that when we
16 were talking about how to organize the -- particularly
17 the community of interests' input, and looking at do we
18 do this by zones or not. They -- the -- a lot of the
19 CBOs were saying, "well, this isn't so much for you,
20 because it's not going to matter as much for you, whether
21 you get everything from one zone at a given part in time.
22 It's more for us. It's more to help us organize our
23 outreach." So I think we need to be careful, just
24 because it's not particularly useful construct for us,
25 doesn't mean that it didn't help the CBOs do what they

1 set out do; which indirectly helped us. Thanks.

2 COMMISSIONER YEE: Thank you, Commissioner Kennedy.
3 Yeah. And I think, just psychologically, if today is the
4 day for Central Valley, that just gets people's attention
5 more than today's another day for the whole state.
6 Right? And might motivate -- might have motivated some
7 of the calls that we got. Now, Commissioner Fornaciari.

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

21 COMMISSIONER YEE: Thank you, Commissioner
22 Fornaciari. On the subject of community groups, maybe we
23 can take a little bit of time to reflect on the
24 participation of any groups in public comment and public
25 input. I'll weigh in and say -- of course loved having

1 their participation and just was amazed that they have
2 energy, time, attention, staff, effort, production, and
3 materials that a lot of the -- these groups gave to the
4 effort. It definitely made for a better process and a
5 better final product in the end.

6 At the same time, some of the long presentations did
7 not seem very time useful, to me at least.

8 (Indiscernible) You develop this huge report, and then
9 you get maybe a full hour to present it. But we can't
10 absorb all that, all at once while -- I don't know.

11 Maybe -- maybe if we had developed some guidelines for
12 what made for a more effective input or just help them
13 focus their efforts in a way that was actually more
14 useful to us. I thought that might have helped. But
15 other thoughts on community-based organization inputs to
16 our process, by the comment stage or at the public input
17 stage on the maps. Commissioner Sinay?

18 COMMISSIONER SINAY: Interesting. This goes back to
19 you don't know what you don't know. I'm really glad that
20 we did spend some time doing visualizations before we
21 (indiscernible). And I guess I'm -- where you started,
22 Commissioner Yee, I'm guessing we're talking about public
23 input, the -- the draft maps kind of sections versus the
24 public input. But let me go back to public input
25 report -- the COIs. I really appreciated when an

1 organization had folks call in. And then they were at
2 the end, and kind of gave us a little bit of the context,
3 that -- the mapping they had done and stuff.

4 And so I -- I'm -- I'm a -- I really appreciated
5 when folks called that were from those communities.
6 And -- and that was helpful when the organization
7 submitted their final maps, and you could kind of see who
8 they had worked with and such. I think what we didn't do
9 well, and part of it is because we didn't know what we
10 didn't know, is to me -- and I know some people don't
11 agree. But for me it would have been really nice to have
12 more communities of interest's testimony at the
13 beginning, because that was so helpful in visual -- to do
14 the visualization. Especially -- I for -- for the
15 southern -- the far South -- Southern California. I
16 could have sat there and get and -- and with my
17 experience been able to do a lot of it. But I
18 purposefully chose not to move forward unless we had
19 comments from the public, and we didn't have a lot of
20 community input at the very beginning. So our original
21 visualizations were very general because I didn't want to
22 leave those efforts. I wanted to be able to support,
23 facilitate, and allow us all collectively to have those
24 conversations. So I did appreciate when communities of
25 interest had folks -- I mean when the organization had

1 the actual individuals who lived in those communities.

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

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

22 I am still stick -- will stick to my horrible idea
23 about trying to figure out how we put ourselves. Even if
24 we could travel to those areas, I still think that having
25 the local -- (indiscernible) that is ours. And I know

1 Commissioner Kennedy has that at the tip of his tongue.
2 But having the local government associations, or having
3 the county, or having someone do a presentation to ground
4 us on kind of that area would be really helpful. I mean
5 I -- it would also help us -- I did a lot of that
6 research for the far North, just to know the different
7 counties and stuff. And I could tell -- thank you.
8 Metropolitan planning organization. I could tell when
9 groups were calling, based on different things. And --
10 and the reason I liked my horrible idea was because it
11 allowed us all to have the same information. I'm a firm
12 believer in having the same foundations. And then when
13 can build from there versus each of us do our own
14 research, and we're all going from different places. So
15 I understand that it's hard to find who's the right
16 organization or what's the right entity. But I think
17 there were some.

18 And I also think through the communities of interest
19 piece -- I'm going to bring it up again. I think we
20 needed other data. I don't -- I'm a firm believer that
21 the census was not the only data we could use. We could
22 have brought it in during the communities of interest.
23 There's a lot of group equity mapping that's happening
24 now. There's a lot of really good academic work that's
25 being done right now, as well as United Way is doing some

1 great work in the state of California. And we really
2 should have, during that phase, had some of those state
3 organizations and state researchers come and share what
4 they had been learning and showing us, so we could have
5 used that. Because I -- the census data to me is just
6 not enough. It doesn't give you the basis we need. And
7 in talking to other line drawers outside of the ones we
8 use, they are supportive of bringing in other data at
9 other times. The hard part is putting them with the
10 maps. So if you pull it out of the mapping and actually
11 use it as part of our learning, it's very doable. And I
12 felt like every time we asked, we kind of got shot down
13 on that one.

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

16 COMMISSIONER VAZQUEZ: Yes. Totally, totally agree.
17 And just wanted to echo Commissioner Sinay's call for
18 additional data. Especially given the recent report
19 bureau that Latinx and black communities were in fact
20 under counted in this past census at a significant rate
21 over the 2010 -- or under, I guess, the 2010 census.
22 Which we -- the -- for -- in many ways acknowledge that
23 more data is better. And I think there is -- at --
24 there are absolutely geographically mapped data that we
25 could view at least up through the visualizations, and

1 through community of interest's input. That would have
2 helped us, again, visualize the general architecture of
3 some of these regions much sooner, because I think that
4 was -- that was one of the difficult -- one of the
5 difficulties. Also, the community to be able to respond
6 and give us additional information. If we could have had
7 our -- if we could have had even a tool on our website
8 that had some of this additional state-wide data
9 geographically mapped. Then folks could have said, "oh.
10 This -- see this little spot right here? That's my
11 community and here's what we -- here's what we think."
12 Right? (Indiscernible).

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

24 COMMISSIONER YEE: Thank you, Commissioner Vazquez.
25 Let's see. Director Kaplan, I wonder if you have any



1 further thoughts on how the appointment system worked
2 out? Also, I remember we have a little bit of drama when
3 it came to scheduling the longer presentations --
4 organizations. And a little back and forth about that.
5 And some complaining from the outside. And I think it
6 all worked out in the end. But any thoughts from you on
7 how we can maybe make that easier for 2030?

8 DIRECTOR KAPLAN: Thank you. I also just wanted,
9 really, emphasize to the tremendous work that all the
10 commissioners did to really launch the outreach efforts
11 and then the beginnings of the strategic goals and the
12 strategic outreach plan, and how much that really guided
13 staff throughout the process, and how important and
14 critical those -- those outreach goals were to really --
15 to reach and target all Californians. In terms of the
16 appointments system -- and I think this also ties to the
17 importance of the work of external stakeholders. Whether
18 it was CBO's that came in and spoke to the Commission, or
19 businesses, other statewide entities. How much you
20 really listen to the input of -- of those stakeholders
21 who have expertise in reaching a variety of communities,
22 particularly those who have been disenfranchised in the
23 past. And the appointment system was really something
24 that you heard from the community and we tried to create.
25 And I'm hoping that there is technology for 2030,

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

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

1 it was successful. It really allowed the public that
2 flexibility.

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

23 And I think, ultimately, the Commission -- I think
24 Commission Turner highlighted this. There was so many
25 opportunities for the public to provide input, but I



1 think -- what are other ways for -- for 2030 to allow a
2 little bit more flexibility with staff. I think it was
3 wanting to assure the public that they were going to have
4 an opportunity to have their voices heard, but staff
5 couldn't be speaking on behalf of Commission on what
6 those future opportunities were going to be. And that
7 wasn't fully all laid out.

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

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

25 DIRECTOR KAPLAN: I think just the broader outreach



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

20 But I think what also was emphasized earlier,
21 really, that the relationship building among
22 commissioners, among staff, was really what helped
23 strengthen the work through this process. So I think
24 recommending for 2030, really, those opportunities for
25 them if staff are remote, again. If staff are across the



1 state, opportunities to get together, even with the --
2 with the commissioners to really foster those
3 relationships, because I think that's really what --
4 particularly the outreach coordinator did so well with
5 the field leads and the support staff through ongoing
6 meetings, weekly meetings, and really building
7 relationships. And every meeting she opened with -- with
8 ice breakers. A different ice breaker every week. And
9 really focused on facilitating and fostering those
10 relationships, so that that staff could work really
11 effectively together. And that that was really what
12 nurtured a lot of the -- the collaboration across
13 outreach staff, so that those relationships were built.

14 And they also had that opportunity to share,
15 regionally, what was working well and what wasn't working
16 well. To build off of each other and to support the work
17 that was going on across the state. I had a few other
18 notes related to that, I think. Just a lot -- just a lot
19 to think -- think back. Oh. Just earlier, Commissioner
20 Kennedy, when you highlighted the county profiles, that
21 was really helpful. That was shared with staff. And
22 that also really guided as we moved into phase two and
23 focused on targeting particular sectors for outreach.
24 That was what -- what staff essentially did for each of
25 the regions. So it was breaking down by the various

1 sectors that we outlined, and that phase two of our
2 outreach efforts, whether it was education or health,
3 business CEOs, local government, mayors and council
4 members, breaking that down for their zones, identifying
5 those contacts, and revisiting that throughout the
6 process. And then once we had the database up, that was
7 really, and I want to really thank Commissioners Sinay
8 and Fornaciari for bringing us back to the strategic
9 outreach goals, because that really helped us look at
10 where the Commission was hearing from, how that matched
11 up to the goals that you had outlined so that we could
12 continue to target outreach based on the goals and
13 identify where were the gaps where we weren't hearing
14 from. So that was done weekly by staff looking at where
15 input was coming in, where had they been reaching out to,
16 what were the commitments they were hearing from entities
17 that they had engaged with and how they were going to be
18 engaging and revisiting that to see where were there gaps
19 to continue to target outreach to ensure that we were
20 targeting across the state and making sure that we were
21 touching all the zones, but also that we were hearing
22 from folks across the state too. That was it. I'm sure
23 I'll have some more thoughts.

24 COMMISSIONER YEE: Sure. All good. All good.
25 Thanks so much. It was a huge effort, and I remember



1 being so impressed at how adaptable the outreach staff
2 was as we built a plane while flying it and, you know,
3 turned things around in next meeting, the next meeting,
4 and managed to, you know, stay on top of all that input.
5 You know, just the level of detail, all the manual
6 handling of appointments, and all of that in the end
7 worked so well. Yeah, it takes a lot of good effort.

8 Commissioner Vazquez?

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

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

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

1 Commissioner Sinay?

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



1 line so we want people as much as possible to see
2 themselves and hear themselves in, not us as individual
3 commissioners, but in the institution of the commission.

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

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

11 COMMISSIONER SINAY: Oh, yes, thank you. That was
12 exactly what I needed. I want to -- I do recommend for
13 the 2030 commission to set a goal for outreach. And I
14 know that the very beginning everybody would like, this
15 does not look very -- very challenging. I mean, even
16 Director Hernandez when he came on board, Commissioner
17 Fornaciari and I had to talk him into it. Hey, this
18 isn't okay; let's not change it. We actually got the
19 whole commission to approve this goal. Let's not go from
20 there. But it did -- we were able to keep bringing from
21 the -- you know, and that goal didn't come from nowhere.
22 We did go to the statewide database and ask them, hey,
23 what would be a good number? And yes, I think it was
24 0.01 percent sounds very low, and 40,000 started sounding
25 more real as we started going, and each time I think that

1 number needs to go higher. So it wasn't just doubling
2 what was done in 2010. There was some methodology behind
3 how we set that goal. And so we might want to share,
4 because I know that every time we tried to figure out
5 what 2010 did, we couldn't find the methodology or how
6 they came up with numbers or how they even came up with
7 how many people they actually saw. So that's why
8 Director Kaplan and her team have been really good at
9 documenting every step of the way so that in the future,
10 2030 could be like, oh, okay, this is where they were.
11 Okay, we're at a good place, just to kind of have those
12 reality checks. But I do recommend setting those goals
13 just because it keeps you focused. If not, you can get
14 stuck just going [bluh-uh-uh}, you know, running in place
15 and not really going anywhere, and it didn't allow us to
16 get focused. But those were some fun conversations,
17 weren't they, Director Hernandez?

18 COMMISSIONER YEE: Director Hernandez?

19 DIRECTOR HERNANDEZ: Yes. And going back to what
20 someone else said earlier, you don't know what you don't
21 know. That's for sure. That number did seem low in
22 comparison to the forty million that we had in
23 California, so my expectations were higher. They wanted
24 to set the bar really, really high. But in retrospect,
25 not knowing how difficult the process was going to be in



1 trying to get people to participate, I think I'm happy
2 with that number, that goal. It was achievable, whereas
3 the other one probably would not be achievable.

4 And with that, I wanted to kind of circle back to
5 one thing that I think was very helpful for me and
6 hopefully for the commission. And I think Marcy
7 referenced that strategic plan and having that documented
8 in the way that we did it and also the fact that it was a
9 living document that we were able to use and pivot from
10 as we needed to, given the census data delays, given the
11 pandemic, and the transition from, you know, in-person to
12 virtual, again, back to virtual, back to in-person. You
13 know, we went back and forth a couple of times. We were
14 able to utilize that document to help us stay on track.
15 And I think that would be very helpful for the future
16 commissions to continue to use something very much -- or
17 very similar to that. It also -- I think it's a
18 tremendous feat that the staff was able to pivot as much
19 as they did in the outreach activities that we performed
20 and also in the amount of work that they took on. Again,
21 we don't know what we don't know. We didn't know that we
22 were going to have to transition over to taking notes or
23 working on setting up this appointment schedule and how
24 much work was going to go into that. So the staff, under
25 the guidance and leadership of Marcy with the help of the



1 communication team, everyone pulled together to get that
2 going and to make it as successful as it was. Obviously,
3 you know, in 2030, it would be my hope that there are
4 tools, and we did look at some tools that had bits and
5 pieces of what we were looking for, but not all of it.
6 Hopefully those tools will be further developed and will
7 allow for more utilization by the future commission. And
8 that's my hope that we'll be able to do that. And that
9 would alleviate some of the things that were done by this
10 commission staff, the outreach staff that others can do.
11 Another thing about outreach, you know, we're talking
12 about what can be done earlier, I think. From the
13 administrative perspective, if that is a goal, if we want
14 to ensure that the 2030 has the ability to do so, there
15 needs to be additional funding. I mean, that's the
16 bottom line. You know, when I came on board, there were
17 certain parameters that were in place already. The
18 budget was one of them. The original timeline was one of
19 them. Those were the parameters that kept you from doing
20 too much or too little. As it expanded, now you had to
21 work with the much broader timeline but still the same
22 budget. Moving forward, I do think that the budget
23 should be augmented so that the commission has more
24 flexibility to engage in more activities or different
25 activities as needed. There wasn't a lot of flexibility,

1 at least in my opinion, and I am probably more fiscally
2 conservative than others. And so that may be something
3 to consider in the future, having someone that's a little
4 bit more fiscally liberal than I was. But definitely
5 those funds would allow the commission to do a lot more
6 and look at different ways to engage the public that we
7 probably could have done had we have more funding, have
8 done it earlier, if we had more funding, and could have
9 done it better if we had more funding. Thank you.

10 COMMISSIONER YEE: Thank you.

11 Commissioner Toledo?

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

17 And in an ideal world, going back to Director
18 Hernandez's point, in an ideal world, if we had more
19 resources and there were more resources, we would have --
20 it would have been great for engagement purposes to have
21 the commission meeting translated in more of the
22 threshold languages -- the -- at minimum, and certainly,
23 of course, there are always limitations, but had there
24 been more resources, it would have been -- that would
25 have -- that may have helped with engagement to have our

1 commission translated into the most populous languages in
2 the state, so I just wanted to throw that out there. But
3 I thought our plan, given the limitations that we had,
4 our plan was very thoughtful, and we did as good of a job
5 as we could have with the resources that we had. Thank
6 you.

7 COMMISSIONER YEE: Thank you.

8 Director Kaplan?

9 DIRECTOR KAPLAN: Just pinging back on the
10 discussion around funding. I think that there's
11 potentially an opportunity in those leading up years to
12 the next commission for you all to work with the state to
13 identify what are potential ways to get some sort of
14 contracting process out for outreach, but also to look
15 at -- I know this is something that we talked about in
16 terms of, you know, with state contracting, funding is
17 distributed in arrears, and so that's like after they do
18 the work, they submit an invoice usually monthly to get
19 funding, and with the shorter turnaround that 2030 is
20 going to have for outreach, if there are other funding
21 avenues or opportunities to be able to get organizations'
22 upfront funding particularly. I know there was -- I
23 don't know how 2030 is going to feel, but for many of you
24 that you really wanted those smaller grassroots
25 organizations that didn't necessarily have the type of



1 funding to float, to be able to access state dollars.
2 And so maybe there's opportunity for this commission to
3 have additional conversations with this more time in
4 advance to help set up 2030 whether they want to move
5 forward with that or not, just to, I think, save them
6 that time. Alvaro mentioned it was a tremendous amount
7 of time. I have emails from, you know, with Dan
8 Claypool, on December 31st. How do they want to do
9 grants? Like, and so it really, we went down this whole
10 route of talking to numerous state agencies to see ways
11 to do a granting process versus contracting. And the
12 state has a contracting manual; they don't have a manual.
13 And so that maybe is something that will be more
14 developed by 2030, but it was an extensive amount of time
15 to do that research, to identify, you know even just
16 exploring how this commission was potentially going to
17 distribute funds, and the timeline, and start drafting,
18 you know all that. So I think there's ways to save by
19 just having some additional conversations for the next
20 commission as well.

21 COMMISSIONER YEE: Thank you, Director Kaplan.

22 Any other thoughts on outreach generally or any of
23 the things we talked about tonight.

24 Commissioner Sinay?

25 COMMISSIONER SINAY: I just wanted -- I know that



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

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

25 Commissioner Fernandez?



1 COMMISSIONER FERNANDEZ: Well, once the commission
2 made a decision, then we pretty much hand it off to the
3 administration for them to go through the contracting
4 process, and fortunately for interpretation and
5 translation services, there is a multiple award schedule,
6 so that actually is a more streamlined process for
7 contracting. Personally, not that I'm biased, but I just
8 got to say our Spanish interpreters were pretty darn
9 good. I'm just saying. And you know what, and they also
10 had to do -- I have to thank Marcy, and I think Ann (ph.)
11 was very involved with providing the training to all of
12 the interpreters prior to the start of our meetings to
13 make sure that they understood what their role was, what
14 they should be looking for. And what made it more
15 challenging was when we actually did the simultaneous
16 interpreting because you had two interpreters, and one
17 was doing the simultaneous, and they were switching off.
18 And any time we had someone that called in that needed
19 the service, they had to catch up on their feet. And so
20 there was always like that little delay. But I'm just
21 going to say all of them did a great job. I didn't want
22 to just point out the Spanish translators, but, you know,
23 that is little dear to my heart. I had to put that in
24 there. And I'm trying to think what else we had. I'm
25 going to pass it on. Go ahead.



1 COMMISSIONER AKUTAGAWA: I think the other stuff was
2 the written translation. I think that one, if my
3 recollection is that that took a little bit longer to get
4 some of the written translation done of some of the
5 materials, but, I think just generally, once we made the
6 decision, I mean, I think it was good that we did it, and
7 I think Commissioner Yee, I think you said that even
8 though it wasn't quite fully utilized in all ways, both
9 the interpretation of the meetings or when it came time
10 for public input, and COI input, and also it's hard to
11 say how much of the written materials were used, but I
12 think the fact of having that was important. And I
13 suspect, and especially because of the conversations that
14 we've had about the website, I think it's going to
15 continue to get referenced, and I think just people
16 knowing that it's there, they can pull it down so -- I
17 guess I'll just say from an interpretation and
18 translation perspective, I think it was good. I would
19 agree with also what Commissioner Toledo said.
20 Commissioner Fernandez and I went around and around about
21 whether or not we could do this. We looked at the
22 numbers and, you know, there's something that our heart
23 said we want to do it, but then the head said, you know,
24 we don't have the funds, and we just had to make some
25 difficult choices. But, you know, going forward, if we



1 can, as part of our lessons learned, encourage, at the
2 very minimum, Spanish translation for all the meetings,
3 including our business meetings going forward. I think
4 that that would be helpful for engagement. I think if we
5 can also make available at least the interpretation also
6 in some of the other languages, that could be also a
7 consideration if we could get the funding secured in
8 terms of engagement. I know we did say that a
9 interpreter would be made available if a request is made
10 five business days in advance, but, you know, it's one
11 thing to say, okay, I'm going to make a request versus
12 we're just going to have it available, and you could just
13 call in like everybody else, and it's going to be there.
14 So I think, you know, there's both the psychological and
15 emotional kind of kind of sense that you're included if
16 you don't have to request it. So I think that, you know,
17 going forward, if we could -- if there is budget
18 available that could be made available, I think that that
19 would be one of the lessons learned that we would like to
20 see going forward. Thank you.

21 COMMISSIONER YEE: Thank you.

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

24 COMMISSIONER YEE: Yes.

25 COMMISSIONER FERNANDEZ: I did want to actually



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

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



1 responsible to care for.

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

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

18 COMMISSIONER YEE: Thank you.

19 Okay, anything else on the outreach?

20 Commissioner Fernandez?

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

24 COMMISSIONER YEE: Take us on.

25 COMMISSIONER FERNANDEZ: Okay. I did want to talk a



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

21 And then another comment I had was the outreach. I
22 would like to have earlier and better communication with
23 the organizations, because I felt personally that we were
24 kind of held hostage in terms of, you know, we really
25 want people, we really want the public to call in and



1 give us their public input. And we kept hearing, oh, we
2 just wait, we're not ready for it, we're not ready for
3 it. So it's like we had to wait for them to be ready for
4 it. But I'm hoping if maybe we -- the 2030 commission
5 has a stronger relationship, and part of that whole
6 education and outreach to explain that the earlier is
7 better, as Commissioner Fornaciari mentioned. I do have
8 to say that prior to our draft maps, I did feel the input
9 was purer. I believe it was common folk, more of the
10 common folk versus politically or whatever motivation
11 they had to call in. I just feel that the earlier
12 callers were genuine. Not to say that the later ones
13 were genuine, but it just felt like it was more of
14 individuals versus a concerted effort to all say the same
15 thing or say something similar. So I'm just hoping for a
16 stronger relationship building with the community-based
17 organizations. Thanks.

18 COMMISSIONER YEE: Thank you.

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

22 Commissioner Fornaciari?

23 COMMISSIONER FORNACIARI: Yeah, I think that's a
24 good point. You know, I mean, I think it was a little
25 bit frustrating when some of the community groups got

1 engaged and engaged their folks, but it was clear that
2 there was some misinterpretation or misunderstanding of
3 the process or, you know, the rules behind redistricting.
4 And so if we could, you know, if the next commission or
5 we can help with this, you know, engage the groups
6 earlier with -- and educate the groups and maybe help
7 develop some talking points for the groups to talk with
8 their folks. It might make it just clearer for everyone
9 to understand what the constraints are and the rules
10 behind redistricting.

11 COMMISSIONER YEE: Yeah. Okay. Thank you for that.
12 Any other thoughts?

13 Are we ready to wind down outreach? Director
14 Kaplan?

15 DIRECTOR KAPLAN: I don't know if I emphasized this
16 enough earlier, but I really do want to commend the whole
17 team. There were so many times where there was just so
18 many unknowns and there was not super clear direction at
19 times, but I think, you know, everyone really adapted,
20 and there was so much, like, whether it was the note
21 taking and kind of creating that process, the whole final
22 report. That last month there were so many of the
23 outreach team that worked overtime that really, you know,
24 helped create processes along the way, and so I just
25 really want to commend all of them for the extraordinary

1 work that was done just all along the way. Everyone
2 worked their butts off. And I think what really was
3 extraordinary about staff, it wasn't just outreach staff,
4 like we, you know, we were all really dedicated to the
5 work to get things done and really were solutions
6 oriented. And I think there was so many times where we
7 were just thrown like, everybody was, but I think just
8 that we collectively worked together across departments
9 to help identify solutions and to really support the
10 commission as much as possible to ensure that, you know,
11 that you could get to the finish line. And I think
12 that's what is going to be important for 2030 also to
13 develop that trust with staff and develop those
14 relationships with staff, because it's an extraordinary
15 experience that you only have a few times in your life.
16 But it was really remarkable for all of us, so thank you.

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

21 Commissioner Fornaciari?

22 COMMISSIONER FORNACIARI: Yeah, I just want to just
23 echo that. I think it was Friday that we had a meeting.
24 I think it was Patricia suggested we have a web-based
25 input. And on Monday, or was it Sunday or Saturday, the

1 web-based input form was up and running and the most
2 effective tool we have for getting input from the public,
3 and, you know, for you and your staff to turn that around
4 that quickly, just phenomenal.

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

16 COMMISSIONER YEE: Thank you.

17 Commissioner Kennedy?

18 COMMISSIONER KENNEDY: Just following up on that, my
19 understanding from the work of the 2010 commission is
20 that they made a lot bigger use of student assistants on
21 whatever they're called, personal services contracts,
22 whatever the mechanism is that is a relatively small
23 amount that basically buys a certain number of their
24 hours, and then they're done. But I'm wondering if, you
25 know, what particularly, Director Kaplan and Director



1 Hernandez feel. Would using student assistants to a
2 greater extent under those contracts, would that have
3 helped? Did we have the resources? Did we have, you
4 know, I would guess that those don't require established
5 positions, but are there any other bureaucratic hurdles
6 to making use of that mechanism that might be useful for
7 the 2030 commission to understand? Thank you.

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

11 COMMISSIONER HERNANDEZ: All right, I'll try to keep
12 it as simple as possible. That is a very useful tool. I
13 think it can be used. The problem that I see with that
14 is the continuity. Once they've exhausted their hours or
15 the dollar amount, they're done. And so now you have to
16 go back and find somebody, and so you can stagger them,
17 but then you lose the continuity. When you have them as
18 employees, you maintain the continuity, and it allows you
19 to plan further ahead, have them engage in other
20 activities and not limited to that one activity. We did
21 have a lot of folks, as part of the data team that were
22 on personal service contracts. It's a much more limited
23 scope of work that we had for them, and so they were able
24 to focus predominantly on that workload, and so they
25 worked well for that. And we always had them intended to

1 be available to us for that purpose. The 2010 commission
2 used them for data entry. They used personal service
3 contracts, as well as student assistants for data entry
4 in 2010. And so we had that planned, but we went a
5 different route when we brought on the outreach staff.
6 But we did have, I want to say, anywhere between six and
7 seven personal service contractors on board for the data
8 management piece of it. Thank you.

9 COMMISSIONER YEE: Director Kaplan?

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



1 COMMISSIONER YEE: Thank you.

2 Commissioner Fernandez? Is it really quick?

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

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

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

22 COMMISSIONER YEE: Thank you.

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



1 public comments?

2 Commissioner Kennedy, your thought on that?

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

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

18 COMMISSIONER FORNACIARI: Well, I have a suggestion.
19 Why don't we just come back at 4? We'll call for public
20 comment. If folks do have -- I mean, we did stay a
21 little later yesterday having some discussion, so you
22 know, we're scheduled until 4:30, so we'll open for
23 public comment. I don't expect a lot, you know, like
24 we've had for the past few days, and then if we do have
25 some I forgots, we can get those then. Does that sound

1 okay?

2 COMMISSIONER YEE: Sounds good.

3 COMMISSIONER FORNACIARI: See you all at 4.

4 COMMISSIONER YEE: Okay.

5 (Whereupon, a recess was held from 3:18 p.m.
6 until 3:58 p.m.)

7 COMMISSIONER FORNACIARI: All right. Thank you.

8 And welcome back. At this point, we are going to go to
9 general public comment.

10 So if Katy can read the instructions, I really would
11 appreciate it.

12 PUBLIC COMMENT MODERATOR: Absolutely, Chair. In
13 order to maximize transparency and public participation
14 in our process, the commissioners will be taking public
15 comment by phone. To call in the telephone number
16 provided on the livestream feed. It is (877) 853-5247.
17 When prompted to enter the meeting I.D. number provided
18 on the livestream feed, it is 85298300771 for this
19 meeting. When prompted to enter a participant I.D.,
20 simply press the pound key. Once you have dialed in, you
21 will be placed in a queue. To indicate you wish to
22 comment, please press star nine. This will raise your
23 hand for the moderator. When it is your turn to speak,
24 you'll hear a message that says the host would like you
25 to talk and to press star 6 to speak. If you would like



1 to give your name, please state and spell it for the
2 record. You are not required to provide your name to
3 give public comment. Please make sure to mute your
4 computer or livestream audio to prevent any feedback or
5 distortion during your call. Once you are waiting in the
6 queue, be alert for when it is your turn to speak, and
7 again, please turn down the livestream volume.

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

10 COMMISSIONER FORNACIARI: Thanks, Katy.

11 PUBLIC COMMENT MODERATOR: You're welcome.

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

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

15 COMMISSIONER YEE: Director Hernandez?

16 COMMISSIONER FORNACIARI: Director Hernandez?

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

19 I was listening in, and I heard a couple of things
20 in regards to our agenda setting and things like that. I
21 think would be very helpful for the next commission to
22 have a template to use. Once we kind of got into a
23 groove, we were using a template to update the
24 information. And although the Google document that we
25 were using at the beginning was very helpful up to a



1 certain point, I think once we got to the line drawing,
2 it was not as helpful. There wasn't a whole lot of
3 information being added to the Google doc for the agenda
4 setting, but it was very helpful in at least doing a
5 preliminary draft of the agenda with whatever items were
6 listed on there. So that was very, very helpful in
7 creating the template, using the logo, and just the
8 formatting and making sure that legal approves it is
9 going to be key to making that template most useful.

10 The other thing I wanted to mention, Commissioner
11 Kennedy did provide and recommend that we track any
12 motions or documents that were being submitted as part of
13 a motion. And we did attempt to do that. I will say
14 that it didn't always work out where we would get the
15 documents ahead of time or in the specific format that
16 we'd like, but we tried to do that. The one thing that
17 we were able to implement that Commissioner Kennedy did
18 suggest is the tracking mechanism for any motions. So
19 although we haven't -- it was on the Google drive; it
20 wasn't put on the website, but it has captured the
21 motions and the motion number associated with that so
22 that if we needed to go back to that particular motion,
23 we can find it easily on the spreadsheet that we put
24 together. That was kind of a work in progress. And I've
25 had Ravi going back to associate the documents that are

1 related to those motions. In some cases, we made motions
2 and indicated that with edits, and so circling back and
3 making sure that we have that final document and
4 attaching that to that. So you have the original
5 submitted and then the ones with edits and having that
6 available. And so we're working on, you know, cleaning
7 that up and making that available. But that's definitely
8 something I would recommend to the next commission.

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

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

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

22 PUBLIC COMMENT MODERATOR: Absolutely, Chair.

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

24 And the floor is yours.

25 UNIDENTIFIED FEMALE SPEAKER: Good afternoon,



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

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

20 I think there are a number of reasons. I think you
21 touched on a few. The technology wasn't ready. It
22 wasn't really so much a funding issue. Staffing was
23 another part of it. I think also a big part of it was,
24 you know, we wanted to start with our education and
25 outreach efforts and to ensure that we did a good job,



1 you know, reaching out and educating the public about
2 redistricting and what we were looking for with the
3 community of interest input. And I think that was
4 important, you know, working with the public and the
5 community groups and other groups to help them understand
6 what we needed input-wise. So I think it was a number of
7 things, right. It was technology; it was staffing; it
8 was timing; it was just a lot of stuff. Plus, we wanted
9 to get the education part going. So I don't know if
10 anyone else has anything they'd like to add.

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

14 UNIDENTIFIED FEMALE SPEAKER: Okay, thank you.

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

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

23 Commissioner Yee?

24 COMMISSIONER YEE: I was just hoping, Director
25 Hernandez, the thought on capturing live votes. I didn't



1 quite understand your thought there versus taking votes
2 off camera. What were you thinking there?

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

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

20 COMMISSIONER FORNACIARI: Commissioner Andersen?

21 COMMISSIONER ANDERSEN: Yeah. Thank you. I totally
22 agree the collecting the votes live, I thought was
23 extremely helpful. It really made things open and
24 transparent. So I thought it was an excellent idea. But
25 I also want to say, you know, back to Ms.

1 (Indiscernible), our table's not up and ready. And there
2 was another glitch in terms of technologies that we
3 didn't have aware of and issues we weren't aware of in
4 terms of the how things got transferred from the
5 statewide database over. That was delayed because there
6 was another issue with how -- what we what we needed to
7 receive that information before we even put it in
8 (indiscernible) table. So those were steps that I think
9 we could outline for the 2030 commission because it's
10 true. There's absolutely no reason. We're trying to
11 move this forward, getting COI input and getting it up to
12 show we weren't actually quite ready for that. And in
13 terms of the time frame, (indiscernible) was up on things
14 like Ms. (Indiscernible) and a few other organizations,
15 they still didn't understand, hey, get involved in that
16 early. And most of them, you know, with the media, they
17 didn't care until we got data. And at that point, as
18 we've already said, by that time, we already need to know
19 your views and interests, and I think that message needs
20 to be big-time number one on the education. Communities
21 of interest, do that now. You do not have to wait for
22 census data, and that's extremely important.

23 And then in terms of, you know, we should go ahead
24 and try -- the 2030 commission should try different media
25 ways of putting it on there so they have time to modify



1 it as they learn more. I would really like to
2 (indiscernible) that. Don't wait for that perfect
3 situation, try something and then retry.

4 COMMISSIONER FORNACIARI: Thanks, Commissioner
5 Andersen.

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

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

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

17 COMMISSIONER YEE: Thanks, everyone.

18 UNIDENTIFIED MALE SPEAKER: Thanks, everybody.

19 UNIDENTIFIED FEMALE SPEAKER: Good night, everyone.

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

22

23

24

25

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.

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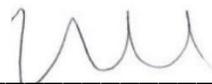
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And I further certify that I am not of counsel or attorney for either or any of the parties to said hearing nor in any way interested in the outcome of the cause named in said caption.

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



MONICA MARKS, CDLT

March 31, 2022

