

### **Communications Final Report**

The Communications Team started as a one person show and grew into a team of three full time staff to keep up with demand. The Communications Director was the second hire for the Commission, after the original Executive Director. Early on, the position required the assumption of responsibilities outside of the communications scope of work to help build the organization's infrastructure. One of the first tasks the Communications Director tackled was to distinguish the 2020 Commission from the 2010 Commission. This was accomplished by undergoing a rebranding exercise to create a logo and color palette unique to 2020 Commission, as well as creating a new website with a different URL than that of the 2010 Commission. Since Commissioners divided the state into eleven zones for outreach purposes (A-K), media lists were created for each zone using an influencer database and media monitoring program we acquired.

To assist with educational and promotional efforts, the Communications Team created collateral materials to educate Californians about the redistricting process and how to get involved. We summarized the Commission's work and announcements through a monthly newsletter.

As workload increased, the Communications Team added two additional staff members, a Communications Manager tasked with owning social media and a Communications Coordinator tasked with updating public input, meeting agendas and materials on the CRC website. Contractors were brought on board to execute specific projects like graphic design and video production. Social media channels were created to engage Californians and share information about the Commission on Facebook, Twitter, Instagram, LinkedIn and YouTube.

The Commission's outreach contracting limitations provided an opportunity to redirect dollars incumbered for outreach to advertising. The Commission contracted with small businesses for radio/billboard, print media, social media, and ethnic media services.

### **Staffing—Communications Team**

The Communications Director position was filled on November 16, 2020. Prior to the filling of this position, the California Citizens Redistricting Commission (CRC) retained the services of Ogilvy, a New York City-based British advertising, marketing, and public relations agency. Between the lottery selection of the first eight CRC commissioners and the selection of the final six, a public relations issue emerged. Californians were appalled that there was not one Latino member in the first batch of lottery selected commissioners in a state where 40% of the population was Latino. The Commission was advised not to respond to media queries, as the entire commission was not seated at the time. This left the Commission bruised and dissatisfied with its ability to respond in a timely manner, or at all.

The Communications Director was the second hire after the original Executive Director. Upon joining the Commission, the Communications Director had the monumental task of rebranding the Commission and rebuilding relationships with members of the media. The decennial nature of the Commission's work makes it challenging to maintain relationships with reporters and editors, as the organization starts from scratch every time redistricting efforts commence for the next cycle.

One of the first responsibilities for the Communications Director was to rebrand the 2020 Commission to distinguish it from the 2010 Commission. We embarked on a logo and color pallet rebrand. The Communications Director worked with a design contractor to develop a series of logo and color pallet options that were voted upon and approved by the Commission (*see Appendix A1 and A2*).

While the Commission waited for delayed U.S. Census results to begin its line drawing duties, we embarked on a campaign to educate Californians about the redistricting process, including letting the public know about the commissioners and their diversity. We hired a video contractor to produce short videos for use on social media. A total of 19 short videos were produced. To watch the videos, please visit: <https://www.youtube.com/c/WeDrawtheLinesCA>.

As the organizational chart grew, it provided opportunities for the Communications Team to grow, along with the functions and reach of the department. A Communications Manager position was created to focus on social media and graphics management. A Communications Coordinator was also added to the team to focus on website management and the uploading of agendas, handouts, public input, and public comment. A Retired Annuitant helped update media lists that were used to target the eleven outreach zones.

### **Branding**

To create a unique identity for the 2020 Commission, the Communications Director worked with the graphic designer to create a new logo and color palette. Commissioners were provided logo drafts and selected the official logo after a voting exercise. The winning design includes a silhouette of the state of California with the words “We Draw the Lines CA” embedded in it along with a pen. The designer provided the logo in original colors (blue and orange), black and white. This logo and color scheme were used on the website and all marketing materials.

### **Communications Duties**

With a complete team, the Communications Unit created a list of duties to amplify the Commission’s work and celebrate its successes. The following is a list of duties that were delegated to the three team members along with the frequency to carry out each function.

ACTIVITY	FREQUENCY	STAFF
<b>Media Relations</b>		
Editorial Boards	February-May	Director
One on One Meetings	Continuous	Director
Op Eds	As Needed	Director
Pitching Stories	Daily	All
Media Alerts/Releases	Once a week	Director
Press Conferences	As needed for major announcements	Director
Television	Twice a month	Director
Print Media	Twice a month	Director
Radio	Three times a month	Director
<b>Website</b>		
Website Updates	Daily	Coordinator
Content Sliders	As needed	Coordinator
Events/Calendar	As needed	Coordinator

<b>Social Media</b>		
Facebook	Three times a day	Manager
Twitter	Twice a day	Manager
Instagram	Three times a week	Manager
YouTube	As needed	Manager
Linked In	Daily	Manager
Social Media Ads	Prior to each community input meeting and for general public relations, increasing audience	Contractor
<b>E-Blasts</b>		
Newsletter	Once a month	Director/Coordinator
Announcements	As needed	Director/Coordinator
<b>Videos</b>		
Educational Videos	Once a week	
<b>U.S. Mail</b>		
Letters/Mailings	As needed	Director
<b>Internal Communications</b>		
Morning Media Report	Daily (M-F)	Manager
End of Week Media Report	End of week	Manager
Communications Training	As Needed	Manager
All Staff Communications	As Needed	Director
Crisis Communications	As Needed	Director
Media Lists	As need	Director
<b>External Communications</b>		
Social Media Toolkit	Weekly	Manager
Contractor Management	Weekly	Director

### **Website**

The Commission's website was one of the biggest challenges for the Communications Director. The 2010 Commission left behind a website that became static shortly after they concluded their duties, and it also suffered a crash, losing many important documents and files ([www.wedrawthelines.ca.gov](http://www.wedrawthelines.ca.gov)). We had an internal conversation about what to do with the 2010 website. One option was to take over that website, contracting with the California Department of Technology (CDT) to change the look and function of the website. Another option was to completely create a new website to rebrand the 2020 Commission and maintain the 2010 website separately for archival and historic purposes. One major challenge with updating the 2010 website was our ability to update the antiquated word press system and the CDT's ability to make changes to the site during our limited one-year timeline. DCT can take anywhere between six months and a year to create a new website. The Communications Director suggested moving away from the ca.gov website and starting a completely new website to distinguish itself from the 2010 Commission and to also honor their presence. Members of the public would often visit the 2010 website thinking it was the 2020's website. The Commission ultimately agreed to utilize Nationbuilder, a website content management system, to create a new website. Through a series of emails and dialogue with CDT, we concluded that if we did not utilize a ca.gov web address, we would no longer be hosted by CDT. Nationbuilder does not host government web addresses and CDT does not allow for a ca.gov web address to be hosted by another party (Nationbuilder). The solution was to use a similar URL and use either a .com or .org in the address. The Commission agreed to [www.WeDrawTheLinesCA.org](http://www.WeDrawTheLinesCA.org).

The 2020 Commission website includes the following tabs:

**Home:** [Participate](#), [DrawMyCACommunity](#), [View Presentation](#), [Request Presentation](#), [2010 Website](#)

**About Us:** [Timeline](#), [Map Requirements](#), [Staff](#), [Jobs/Contracting](#), [FAQs](#)

**Commissioners:** [Isra Ahmad](#), [Linda Akutagawa](#), [Jane Andersen](#), [Alicia Fernández](#), [Neal Fornaciari](#), [J. Ray Kennedy](#), [Antonio Le Mons](#), [Sara Sadhwani](#), [Patricia S. Sinay](#), [Derric Taylor](#), [Pedro Toledo](#), [Trena Turner](#), [Angela Vázquez](#), [Russell Yee](#)

**Meetings:** [Past Meetings](#), [Live Meetings](#)

**Outreach:** [Outreach Zones](#), [Outreach Materials](#), [Outreach Calendar](#), [Social Media Toolkit](#)

**Media:** [Press Releases](#), [Commission in the News](#), [Newsletters](#)

**Public Input**

**Public Comment**

**Sign Up**

**Data:** [Draft Maps](#), [Map Viewer](#), [Redistricting Database](#)

**Contact**

**Language**

### **Software**

The Communications team used various software to execute a complete communications plan. The first system purchased was Nationbuilder (<https://nationbuilder.com/>), for its ability to host our website, serve as a database, and for its e-blast capabilities. The 2010 Commission left behind a Mail Chimp (<https://mailchimp.com/>) account that was used to blast messages out to its 4,000 contacts. When we acquired Nationbuilder, we shut down the Mail Chimp account and began growing our database list, which reached over 20,000 at one point.

A huge part of our program was to monitor the coverage for redistricting on a local, state and federal level. We contracted with Meltwater (<https://www.meltwater.com/en>) to serve as a media monitoring tool. This system allowed us to create media lists, using its broadcaster database, allowing us to target reporters at the local level. We created media lists for the eleven outreach zones, included Asian media lists and ethnic media (see Appendix D). We set up a daily media monitoring report on Meltwater that was emailed directly to the Communications Director and Manager. CRC staff then added to that report using google alerts for the following phrases: "Redistricting," "California Citizens Redistricting Commission," "CRC," "Isra Ahmad," "Linda Akutagawa," "Jane Andersen," "Alicia Fernández," "Neal Fornaciari," "J. Ray Kennedy," "Antonio Le Mons," "Sara Sadhwani," "Patricia S. Sinay," "Derric Taylor," "Pedro Toledo," "Trena Turner," "Angela Vázquez," "Russell Yee." The combined report was then emailed to Commissioners and staff every morning so that we may be aware of the top headlines and capture interviews we had conducted.

Canva (<https://www.canva.com/>) is a graphic design website that allows users to create flyers, graphics, and pull pictures from a database of licensed assets. Pictures from Canva were used all over the CRC website (<https://www.wedrawthelinesca.org/>) to illustrate California's diverse landscapes and historic places. Many of the reports, collateral materials and flyers produced for educational purposes were created using this service as well ([https://www.wedrawthelinesca.org/outreach\\_materials](https://www.wedrawthelinesca.org/outreach_materials)).

Language access was a major concern for commissioners. In addition to translating materials into fourteen languages, we also purchased Letz Chat (<https://www.letzchat.com/>), a product that translated our website into 104 languages with a click of a button. By selecting a language from a drop-down menu, visitors to the CRC website were able to see all text in the language of their choice.

Commissioners also shared an interest to connect our social media feeds to our website. Our Communications Coordinator suggested we use Juicer (<https://www.juicer.io/>), an application that adds social media feeds to pages on your website. We opted to add our social media feeds at the bottom of our pages on the website.

After our paid social media campaign started, it elevated the level of engagement on all our social media platforms. Our Communications Manager suggested we acquire Sprout Social (<https://sproutsocial.com/>), a social media management tool that allows for the user to post on multiple platforms using one single interface. By utilizing this tool, the Communications Manager was able to log into the system and post, reply to messages from the public, and schedule posts for Facebook, Twitter and Instagram all at once.

### **Media Lists by Zone**

Using the contacts in Meltwater, the Communications Director created zone specific media lists to target the outreach zones by county/city. These lists were reviewed for accuracy and updated regularly. These are the contact totals for each media list. (*See Appendix B for all media lists*).

#### **Media Contacts**

Zone A: 308

Zone B: 76

Zone C: 814

Zone D: 575

Zone E: 370

Zone F: 347

Zone G: 36

Zone H: 654

Zone I: 205

Zone J: 80

Zone K: 507

Total = 3,972

### **Social Media**

The 2010 Commission left behind a Facebook account, which was accessed using the former Communications Director's credentials. After accessing and taking over the account, the 2020 Communications Director was able to update the account, applying the same logo banner found on the website, to continue the Commission's branding.

The Commission strongly recognized the need for a robust social media presence. The Communications Manager created the following social media accounts:

- Facebook/<https://www.facebook.com/WeDrawtheLinesCA>
- Twitter/<https://twitter.com/WeDrawTheLines>
- YouTube/<https://www.youtube.com/c/WeDrawtheLinesCA>
- LinkedIn/<https://www.linkedin.com/company/california-citizens-redistricting-commission>

#### **Social Media Handles**

Facebook: @WeDrawTheLinesCA

Twitter: @WeDrawTheLines

Instagram: @WeDrawTheLines  
Linkedin: @California Citizens Redistricting Commission  
YouTube: @WeDrawTheLinesCA

Our social media program complimented our website, e-blast, press release and statements. Messaging was shared across all platforms to engage our digital followers. We went from having a humble number of likes and followers to a substantial following once our social media advertisements hit. Social media graphics were created following our color pallet branding guidelines to carry a unified voice across all communications tools.

### **Social Media Toolkit**

The Communications Manger developed a weekly social media toolkit that was sent to the offices of legislative officials and nonprofits interested in sharing messaging from the Commission. Every Monday, five graphics and suggested language were shared for Facebook, Twitter and Instagram. This allowed us to provide up to date content to external audiences on a regular basis. The toolkit went out to approximately 625 people weekly. The toolkits can be found here:

[https://www.wedrawthelinesca.org/social\\_media\\_toolkit](https://www.wedrawthelinesca.org/social_media_toolkit).

### **Toolkits**

[December 20 - December 24, 2021](#)

[December 13 - December 17, 2021](#)

[December 6 - December 10, 2021](#)

[November 29 - December 3, 2021](#)

[November 22 - November 26, 2021](#)

[November 15 - November 19, 2021](#)

[November 8 - November 12, 2021](#)

[November 1 - November 5, 2021](#)

[October 25 - October 29, 2021](#)

[October 18 - October 22, 2021](#)

[October 11 - October 15, 2021](#)

[October 4 - October 9, 2021](#)

[September 27 - October 1, 2021](#)

[September 20 - September 24, 2021](#)

[September 13 - September 17, 2021](#)

[September 7 - September 10, 2021](#)

[August 30 - September 3, 2021](#)

[August 23 - August 27, 2021](#)

[August 16 - August 20, 2021](#)

[August 9 - August 13, 2021](#)

[August 2 - August 5, 2021](#)

[July 26 - July 30, 2021](#)

[July 19 - July 23, 2021](#)

[July 12 - July 16, 2021](#)

[July 5 - July 9, 2021](#)

[June 28 - July 2, 2021](#)

[June 21 - June 25, 2021](#)

[June 14 - June 18, 2021](#)

[June 7 - June 11, 2021](#)

[May 31 - June 4, 2021](#)  
[May 24 - May 28, 2021](#)  
[May 17 - May 21, 2021](#)  
[May 10 - May 14, 2021](#)  
[May 3 - May 7, 2021](#)  
[April 26 - April 30, 2021](#)  
[April 19 - April 23, 2021](#)  
[April 12 - April 16, 2021](#)  
[April 5 - April 9, 2021](#)

### **Newsletter**

A newsletter was created to keep the Commission's audience in the know while summarizing updates as we moved through the redistricting process. The newsletter went out within the first week of each month and included operational, legislative, redistricting and process updates. All newsletters can be found here: <https://www.wedrawthelinesca.org/newsletters>.

### **Newsletters**

[December 2021](#)  
[November 2021](#)  
[October 2021](#)  
[September 2021](#)  
[August 2021](#)  
[July 2021](#)  
[June 2021](#)  
[April 2021](#)  
[March 2021](#)

### **Marketing Materials**

To assist the Commission with outreach and education, the Communications Team developed marketing materials that were translated into 14 languages (Spanish, simplified Chinese, traditional Chinese, Vietnamese, Tagalog, Korean, Armenian, Farsi, Arabic, Russian, Japanese, Punjabi, and Khmer). All materials can be found here: [https://www.wedrawthelinesca.org/outreach\\_materials](https://www.wedrawthelinesca.org/outreach_materials).

### **Materials**

[Redistricting Basics Video](#)  
[Redistricting Basics Presentation](#)  
[Redistricting Basics Script](#)  
[COI Input Meetings Schedule](#)  
[Steps to Participate in COI Meetings](#)  
[Fact Sheet](#)  
[FAQs](#)  
[Flyer](#)  
[Outreach Zones Map](#)  
[6 Things to Consider](#)  
[Digital Toolkit](#)  
[Access Centers](#)  
[Draw My CA Community Presentation](#)  
[Draw My CA Community Script](#)

[Video: Why Participate?](#)

[Video: What is a Community of Interest \(COI\)?](#)

[Video: How will the commission use COI?](#)

[Redistricting Curriculum](#)

[COI Paper Tool](#)

[COI Tool Insert](#)

[CRC Redistricting Presentation](#)

[CRC Redistricting Presentation Script](#)

[Roadmap to Final Maps](#)

[Questions About New Maps](#)

[CRC Post Maps Presentation](#)

### **Advertising Contracts**

When the Commission determined that outreach grants to nonprofits were not allowed by the State of California, it created an opportunity to use the funds for advertising. The Communications Director created a bidding process, scoring system and award process for the contracts. Six radio/billboard, one print media, one social media, and one ethnic media contract were awarded.

#### **Billboard/Radio (Zones: ABD, C, FG, E, HJ, IK)**

Contractors were expected to create and provide On-Air Radio spots and On-Site Advertising for the Commission's activities. The on-air radio spots consisted of 30 second and 60 second spots designed to publicize the commission's public meetings and the Commission's website. Stations aimed at specific ethnic groups were encouraged. The on-site advertising consisted of billboards (digital and static) and advertisements on bus shelters in high visibility engagement zones. Multi-language bus ads were also encouraged.

*Appendix C—Billboard/Radio Contractor Scoring Sheet*

*Appendix D—Zone ABD Contractor Plan*

*Appendix E—Zone C Contractor Plan*

*Appendix F—Zone E Contractor Plan*

*Appendix G—Zone FG Contractor Plan*

*Appendix H—Zone HJ Contractor Plan*

*Appendix I—Zone IK Contractor Plan*

#### **Print Media (Statewide)**

Contractors were expected to develop a print campaign that ran from August 2021 - December 2021 to publicize the commission's public meetings and the Commission's website. The campaign was to be based on customized targeting strategies to reach the right audience including diverse racial and ethnic communities. The plan was based on providing newspaper ads per county (the newspaper's coverage may have covered multiple counties). The plan would focus on providing advertising from August 2021 to December 2021.

*Appendix J—Print Media Contractor Scoring Sheet*

*Appendix K—Print Media Contractor Plan*

#### **Social Media (Statewide)**

The Contractor was expected to develop social media marketing campaigns to increase the commission's online presence and promote the Commission's public meetings. The Contractor would



engage customers and other stakeholders via the company's social media accounts. Targeted groups included diverse racial and ethnic groups. Multi-language ads were encouraged. The Contractor's marketing plan included micro targeting to penetrate diverse communities throughout California.

*Appendix L—Social Media Scoring Sheet*

*Appendix M—Social Media Contractor Plan*

#### Ethnic Media (Statewide)

The Contractor would act as the single point of contact for outreach to ethnic press across California serving minority groups targeting the following languages: Arabic, Armenian, Chinese (simplified and traditional), Khmer, Japanese, Korean, Farsi, Punjabi, Russian, Spanish, Tagalog and Vietnamese.

The Contractor developed an outreach strategy to engage members of the press. The campaign was based on customized targeting strategies to reach the right audience within the aforementioned racial and ethnic communities.

*Appendix N—Ethnic Media Scoring Sheet*

*Appendix O—Ethnic Media Contractor Plan*

#### **Final Reports**

*Appendix P—Zone ABD Final Report*

*Appendix Q—Zone C Final Report*

*Appendix R—Zone E Final Report*

*Appendix S—Zone FG Final Report*

*Appendix T—Zone HJ Final Report*

*Appendix U—Zone IK Final Report*

*Appendix V—Print Media Contractor Final Report*

*Appendix W—Social Media Contractor Final Report*

*Appendix X—Ethnic Media Contractor Final Report*

#### **Accomplishments**

[Appendix Y--CRC Annual Media Report](#)

[Appendix Z--Advertising Contracts Report](#)

[Appendix AA--2021 Media Coverage](#)

[Appendix BB--2022 Media Coverage](#)