

Summary of Recommendations

A. Formation and Composition

- Start the selection process and the work of the CRC 4 to 6 months earlier
- Involve outgoing commissioners in the California State Auditor's recruitment efforts
- Work to increase the pool of qualified applicants from across the state, including those communities that have been un/underrepresented on the CRC to date
- In recruiting applicants, emphasize the positives of service as a commissioner while also giving a clear and accurate sense of the full commitment required
- Investigate alternate commissioner compensation arrangements that could provide a more regular and predictable income

B. Support and Staffing

- Define "fully functional" in detail for the CSA's statutory support role for each newly-formed CRC
- Have more than one Full Time Equivalent (FTE) of interim administrative support for the newly-formed CRC
- Ensure that commissioner per diem and travel expense payments commence promptly and continue uninterrupted
- Seek and obtain exemption from state contracting and procurement regulations (to parallel the CRC's exemptions from civil service regulations in hiring staff)
- Consider tasking the 2020 CRC in 2028/9 to refresh the CRC website, aid in the recruitment process, work with the CSA to help put interim administrative functions in place, create draft job postings for executive positions, and do preliminary work in creating a public input data management system
- Include full search functionality in the CRC website, to include handouts, motions, and transcripts; provide collected lists of key CRC documents such as handouts and motions
- Ensure that all staff fully grasp the CRC's short time frame, immovable deadlines, and huge task, requiring an "all-hands-on-deck" commitment with significant overtime and weekend work, and a willingness to take on tasks outside core job duties
- As appropriate, hire staff from beyond the Sacramento area, taking advantage of remote-work options
- If conditions warrant, consider an extension office in southern California for use up through the mapping phase

C. Finances

- Use the actual 2020 CRC expenditures plus post-maps litigation funding as a baseline for 2030 CRC allocations, adjusting for inflation and in-person meetings
- Establish consistent, regular financial reporting routines both externally (via DGS) and internally (via the CRC's own finance and accounting resources)
- Seek and obtain direct access to the Fi\$Cal state finance system
- Seek and obtain a streamlined process for releasing appropriated funds

D. Administration

- Establish initial authority and capability to make public statements as soon as the first eight commissioners are selected

- Balance greater transparency in staff hiring processes with appropriate privacy considerations
- Proactively seek feedback from prior commissioners on any returning staff applicants
- **Seek and obtain streamlined contracting, procurement, and reimbursement authority**
- Review/revise/rescind/replace adopted 2010 and 2020 CRC policies as appropriate

E. Legal

- Define priority qualities in the Chief Counsel position and recruit accordingly
- **Obtain an exemption from the requirement that the CRC needs the Attorney General's permission to hire outside counsel (Gov. Code, § 11041)**
- Use a robustly public process to hire outside counsel
- Recruit VRA Counsel and begin the VRA analysis work as early as possible; there is no need to wait for the P.L. 94-171 data to arrive
- **Revisit the question of whether to exclude, count in place, or pursue reallocating individuals incarcerated in Federal institutions in California**
- Obtain early and adequate training on best practices for records retention, notetaking, document management, speaking publicly, and other matters that pose legal risk

F. Meetings

- Consider the value of following the 2010 and 2020 CRCs in using rotating chairs; post any rotation schedule regularly and widely
- Implement a consistent motions-documenting procedure from the start (perhaps via implementing agenda/docket software), including a publicly-accessible listing of all motions
- Vary meeting days and times to accommodate the varying needs of the public
- **Continue advocating for permanent virtual meeting participation without the current requirements for public disclosure of commissioners' (home) locations and access to those locations;** continue full videoconference access to meetings
- Implement an online index / catalog / search capability for meeting handouts
- Consider providing more language interpretation services (e.g., two-way Spanish interpretation of all meetings)
- Prepare a run-of-show document to help guide all meeting participants

G. Agenda Setting, Subcommittees, and Internal Communications

- Consider implementing agenda/motion/meeting management software, from the start
- For subcommittees, set policies and practices early on to establish clear working relations to staff and to the full commission
- For subcommittees, set policies and practices early on to ensure transparency and accountability
- Establish the types and frequency of staff reports to the commission (budget, progress, staff activities, etc.)
- Establish a strong range and practice of informal organization-wide communication (bulletin board, updates, new staff introductions, etc.)

H. Training and Team Building

- Provide early, robust, hands-on training experiences that are not only lecture-style briefings

- Include a “Geography of California” training session early on
- Add more training options, styles, and topics
- Be open to different ways team-building can happen
- Build a centralized, organized library of training resources on the CRC website
- Find ways to connect current and former commissioners for possible consultation and advice

I. Public Education

- Develop a standardized presentation (including both presentation slides and an accompanying script) on the redistricting process and how Californians can participate in it
- Develop a template that counties could use to help residents understand the various redistricting processes
- Undertake a baseline survey of Californians’ knowledge about redistricting to orient the Commission’s education efforts and conduct a follow-up survey to gauge the effectiveness of those efforts
- Explore developing educational materials in as many languages as possible

J. External Communications

- Get an early start in building relationships with media
- Ensure that there are clear procedures in place for developing, clearing, and issuing both routine and urgent statements
- Put in place a clear policy statement on how non-standard inputs (e.g., social media posts) will be handled.
- Ensure all key information is up to date and easily accessible on the website
- Develop an advertising plan early in the cycle, keyed to the various phases in the CRC’s strategic plan
- **Require information about redistricting be included in the Voter Information Guide for the first elections following redistricting**

K. Outreach

- Set clear outreach goals early in the process
- Begin outreach as early as possible, including to other state entities
- Convey a full set of county profiles to the next Commission
- Don’t wait for Census data to collect Communities of Interest input
- **Determine early in the cycle whether the CRC can and should grant funds for outreach**
- Explore using online civic engagement tools alongside traditional (including paper) tools
- Develop a paper COI tool early enough to be distributed to libraries, prisons, and other settings

L. Data Tools and Management

- Set up a data-management system and onboard the staff necessary to manage it as early in the cycle as possible
- Consider hiring an executive-level IT Director to oversee the connections between data management, mapping, and the CRC website
- Ensure dedicated (separate) staffing for data entry and data analysis
- Seek outside assistance to work with the CRC on scoping the data management element

- Ensure that all public input about communities and maps – no matter how it is received – is accessible in a single place and available within 24 hours after receipt
- Engage early with Statewide Database regarding division of labor

M. Mapping

- Start the Voting Rights Act (VRA) liability-phase work (including Racially Polarized Voting [RPV] analysis) as early as possible, do not wait for the new Census data to arrive
- Consider assigning line drawing team members to commissioners to develop options and ideas
- Consider more hands-on training of Commissioners on real-time mapping
- Consider selecting particular chairs for the mapping phase
- Develop an accurate, clear and consistent naming convention for draft districts
- Formally decide on the nature and use of social justice and equity criteria in adjudicating competing Community of Interest inputs
- In the line drawer contract, include the production of large, printed display maps for each major stage of the process
- Allow time, before the final maps deadline, for the line drawer to perform final checks and tasks prior to delivering the final maps digital files to the Secretary of State
- Early in the mapping phase, establish roles and procedures for creating the district summary descriptions for the final report, capturing their key features and rationales
- Starting with visualizations, reserve to the chair alone the authority to direct line drawers to commit to each change
- Make full provisions for pre-mapping COI input
- Produce Senate Accelerated and Deferred Areas maps after the final maps are completed
- Regarding parcel splits: Include, in the CRC's budget and work plan, provision for 2-3 months of post-maps line drawer and legal counsel availability to counties to help resolve parcel splits
- Regarding parcel splits: Include in the 2030 CRC's final maps approval motion a provision granting a legal basis for counties to resolve parcel splits with no change to district populations

N. Cross-Cutting Issues

- Learn as much as possible from previous CRCs as early as possible
- View the CRC as a living institution, and develop institutional relationships with other state entities
- Offer interpretation services from Day One
- Ensure that translations are completed prior to the launch of public outreach activities in order to ensure that limited-English populations are fully able to participate throughout the redistricting process
- Ensure adequate assigned staff support for subcommittees
- Develop a project management chart (e.g., Gantt Chart) and a strategic plan early in the process to help commissioners and staff better understand the work ahead, and keep it updated
- Seat the 2030 CRC earlier in the year

- Ensure that the recruitment effort makes clear the time commitment required, particularly following them receipt of Census data
- Continue discussions regarding cooperation with local redistricting exercises in the state, particularly in relation to public information efforts (in order to minimize confusion and to promote participation in both) and data sharing

Not necessarily from LL:

- Require website to be maintained for 10 years (as local redistricting commissions are)
- “Fully functional” AFTER the submission of the maps
- Transparency / # of legislative strikes
- Better integration with local redistricting (e.g., sharing of Col data)
- Filling post-mapping vacancies
 - How?