



SAN FRANCISCO 2022 **REDISTRICTING**

2021–2022 San Francisco Redistricting Task Force Final Report

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San Francisco, California

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2021–2022 San Francisco Redistricting Task Force Final Report

I. Introduction

The San Francisco Redistricting Task Force (“Task Force”) is the governmental body empowered by the Charter of the City and County of San Francisco (“Charter”) to redraw the supervisorial district boundaries. The Task Force is convened every ten years after each decennial census and is responsible for redrawing district boundaries to be compliant with all redistricting criteria.

The Final Map containing the revised supervisorial district boundaries was adopted by the Task Force on April 28, 2022. This Final Report of the 2021–2022 San Francisco Redistricting Task Force sets forth the Final Map and the work of the Task Force leading to its adoption.

II. Provisions of the City Charter

Section 13.110(d) of the Charter of the City and County of San Francisco sets forth the powers of the Task Force and the requirements and procedures for redrawing the City’s eleven supervisorial districts.

The Charter requires that within 60 days following publication of the decennial federal census, the Director of Elections shall report to the Board of Supervisors on whether the existing districts continue to meet the relevant legal requirements. If it is determined that any of the districts is not in compliance, the Board of Supervisors by ordinance shall convene and fund a nine-person elections task force, with three members appointed by the Board of Supervisors, three members appointed by the Mayor, and three members appointed by the Elections Commission.

The Charter provides that population variations between the supervisorial districts should be limited to one percent from the statistical mean unless additional variations, limited to five percent of the statistical mean, are necessary to prevent dividing or diluting the voting power of minorities and/or to keep recognized neighborhoods intact. The Charter also requires the districts to conform to the rule of one person, one vote, and to reflect communities of interest in San Francisco.

The Charter requires that census data, at the census block level, as released by the United States Census Bureau be used in any analysis of population requirements and application of the rule of one person, one vote.

The Charter requires the Task Force to complete redrawing district lines before April 15 in the year in which the first election using the redrawn lines will be conducted. The Board of Supervisors may not revise the district boundaries established by the Task Force. The Charter provides that the City Attorney shall cause the description of the redrawn district lines to be published in an appendix to the Charter.

III. Task Force and Staff

Due to delays in the publication of 2020 Census redistricting data by the United States Census Bureau, the 2021–2022 Task Force was convened by Ordinance 94-21 in July 2021 before receiving the population data and in anticipation of the need to redistrict at least one of San Francisco’s eleven supervisorial districts following the 2020 census. Appointments to the Task Force were made in June and July of 2021 by the three appointing authorities set forth by the Charter: the Board of Supervisors, the Mayor, and the Elections Commission.

The members of the Task Force appointed by the Board of Supervisors were Jeremy Lee, Jose Maria (Chema) Hernández Gil, and J. Michelle Pierce. The members appointed by the Mayor were Matthew Castillon, Lily Ho, and the Rev. Arnold Townsend. The members appointed by the Elections Commission were Raynell Cooper, Chasel Lee, and Ditka Reiner. At its first meeting on September 17, 2021, the Redistricting Task Force elected the Rev. Arnold Townsend as its Chair and Ditka Reiner as its Vice Chair.

The Task Force was supported by Angela Calvillo, John Carroll, Wilson Ng, John Tse, Joe Adkins, Alisa Somera, Eileen McHugh and many more staff members from the Office of the Clerk of the Board of Supervisors (“Clerk’s Office”); Andrew Shen, Ana Flores, and Gus Guibert from the Office of the City Attorney; and Agnes Li, Arturo Cosenza, and Raymund Borres from the Office of Civic Engagement and Immigrant Affairs. Staff from the Department of Elections and the Office of Civic Engagement and Immigrant Affairs supported their teams. The Task Force was also supported by the Sheriff’s Department and their officers. Q2 Data and Research LLC (“Q2”) was selected by the Department of Elections to assist with mapping, and Civic Edge Consulting were selected to do outreach by the Clerk’s Office prior to the seating and the first meeting of the Task Force.

IV. Redistricting Criteria

In accordance with federal, state, and local legal requirements and with the advice from the Office of the City Attorney, the Task Force performed its work with the following criteria:

- **Equal population:** The Equal Protection Clause of the Fourteenth Amendment to the United States Constitution, United States Supreme Court rulings in *Avery v. Midland County*, 390 U.S. 474 (1968) and subsequent cases, and Section 13.110(d) of the San Francisco City Charter require supervisorial districts to substantially comply with the rule of one person, one vote.
- **Federal Voting Rights Act (VRA):** The VRA protects the voting power of racial and language minorities. A violation of the VRA can occur if there is dilution of the voting power of a racial or language minority by cracking the minority group into several districts to prevent them from concentrating their strength or by packing the minority group into as few districts as possible.

- **Contiguity:** Districts should be contiguous, with all parts of a district being adjacent to another part of the district. Areas separated by water and not connected by a bridge, tunnel, or regular ferry service are not considered contiguous.
- **Recognized neighborhoods:** Recognized neighborhoods are based on data and geography collected from official sources, such as those defined by the Mayor’s Office of Neighborhood Services. The Charter permits deviations beyond one percent of the statistical mean to keep recognized neighborhoods intact.
- **Communities of interest:** Communities of interest are a population of residents that share common social, cultural, and economic interests. Communities of interest do not include relationships with political parties, incumbents, or political candidates.
- **Compactness:** Districts should be compact. Article XXI, Section 2 of the California Constitution defines compactness as “nearby areas of population are not bypassed for more distant population.”

V. 2020 Census and Population Numbers

According to the 2020 United States Census, San Francisco’s population was 873,965 as of April 1, 2020, an increase of 68,730 people (8.53%) from the 2010 Census count of 805,235 people. In compliance with the Fair And Inclusive Redistricting for Municipalities And Political Subdivisions Act (FAIR MAPS Act) and California Elections Code Section 21500, the adjusted 2020 total population for redistricting is 874,933 people, or 79,545 people per supervisorial district.

Population growth in the past ten years was unevenly distributed, with the greatest growth occurring in the eastern parts of the city. This led to population deviations in a majority of supervisorial districts that exceeded 5% of the statistical mean of 79,545 people.

District (2012–2022)	Population (2020)	Population Deviation from the Mean
1	72,848	–8.31%
2	76,363	–3.89%
3	72,474	–8.78%
4	72,784	–8.39%
5	80,667	+1.53%
6	103,564	+30.35%
7	75,436	–5.05%
8	82,418	+3.73%
9	75,829	–4.56%
10	86,323	+8.65%
11	76,287	–3.98%

District 6 saw the greatest amount of growth, adding 29,655 people over ten years and ending with a deviation of 30.35% above the mean. Growth in District 10 also outpaced many other

areas in the city, with its population growing to above 8% of the mean. Meanwhile, Districts 1, 3, 4, and 7 had population numbers that deviated to below 5% of the mean, and Districts 9 and 11 actually saw fewer people counted in 2020 than in 2010.

District (2012–2022)	Population (2010)	Population (2020)
1	69,703	72,848
2	69,544	76,363
3	70,394	72,474
4	72,498	72,784
5	74,600	80,667
6	73,909	103,564
7	72,737	75,436
8	75,746	82,418
9	76,720	75,829
10	72,566	86,323
11	76,818	76,287

VI. Work of the Task Force

The Task Force held its first meeting on September 17, 2021, one day after the delayed release of the 2020 Census data by the United States Census Bureau and using remote meeting software due to the global COVID-19 pandemic and the Mayor’s public health orders. During its initial meetings, the Task Force elected officers, adopted bylaws, and set a schedule for future meetings. The Task Force received briefings on its duties and powers from the Department of Elections, Office of the City Attorney, Clerk’s Office, Q2 Data and Research LLC (“Q2”), and Civic Edge Consulting. The Task Force also received various data sets including socioeconomic demographics, neighborhood maps, cultural district information, and community benefit district boundaries.

To accomplish the voluminous number of tasks needed to complete its work, the Task Force assigned individual members to lead on particular matters. Members were assigned to the following areas: community outreach and engagement, social media and website, data and mapping, budgeting, community input management, and messaging coordination. The Chair and Vice Chair assisted the members in their assignments alongside their duties to lead and represent the Task Force as a whole.

Outreach was a high priority for the Task Force. The Task Force relied on its outreach consultant Civic Edge Consulting to develop marketing materials, identifying community organizations for engagement, and digital outreach efforts such as email and social media. These efforts were supplemented by the Clerk’s Office, which included window signs, flyers, and other printed materials. Details of the tasks undertaken by Civic Edge Consulting and the Clerk’s Office are included in their respective reports in this Final Report’s appendices.

Individual Task Force members also participated in outreach activities: speaking with San Francisco residents, making presentations to community-based organizations, and attending

events to engage the public in the redistricting process. Interested organizations and members of the public also participated in informing their fellow neighbors and community members regarding the Task Force's work.

In addition to outreach, the Task Force also emphasized language access. Printed materials were available in English, Chinese, Spanish, Filipino, and other languages as needed, and translation services for district-specific Task Force meetings were provided for Cantonese Chinese, Spanish, and Filipino speakers. Several district-specific meetings also had translation services for Mandarin Chinese, Taishanese Chinese, Vietnamese, and Russian speakers. In April 2022, funding was secured for simultaneous interpretation of the Task Force meetings into Cantonese Chinese and Spanish.

The Task Force directed its mapping consultant Q2 Data and Research LLC to provide mapping and community of interest submission tools for the public to create district maps and submit their proposals to the Task Force. In accordance with this direction, Q2 released the San Francisco Redistricting Tool, a free-to-use online mapping tool that allowed the public to work with the same geographies and data available to the Task Force to create their district maps, and a Community of Interest Public Input Form using Airtable. There was also a training video created to assist users in map drawing. Using these tools, members of the public submitted 99 district maps and 162 community of interest entries to the Task Force for consideration.

The Task Force also received public testimony in other ways. Members of the public were able to give oral public comment at Task Force meetings, submit handwritten letters and hand-drawn maps by mail and or in person, and send emails to a dedicated email inbox for the Task Force. Unlike previous iterations of the Task Force, this Task Force declined to set a deadline for map and community of interest submissions and continued to receive public comments, maps, and communities of interest until the end of the redistricting process. By the end of April 2022, the Task Force received over 2,500 written and oral public comments.

The Task Force sought to hear from each district and their residents first before creating draft maps, emphasizing the importance of the public's ability to testify regarding their neighborhoods and communities of interest. The Task Force also decided to have two district-specific meetings for every supervisorial district, the first time a Task Force has done so.

As the mapping process got underway in February 2022, the Task Force agreed to an iterative process to create draft maps. The Task Force would give specific directions regarding the district boundaries to Q2, who would create multiple draft maps based on the directions for the next mapping meeting. The Task Force would advance one or more maps, give additional directions regarding the district boundaries, and request Q2 to create a next set of maps for the next mapping meeting. This process would repeat itself until the Task Force adopted a map as the Draft Final Map. In addition to these directions, the Task Force held multiple live line-drawing sessions, including all meetings during the final few weeks, allowing the public to watch the work, understand the movement of district boundaries, and witness their impact on other districts in real time. Throughout this process, the Task Force continued to receive public testimony.

Using this process, several working maps were advanced and adjusted by the Task Force. A Draft Final Map was advanced on April 10, 2022, but was not adopted as the Final Map. The Task Force therefore continued its work and advanced a new Draft Final Map on April 21, 2022, which was adopted as the Final Map of the 2021–2022 San Francisco Redistricting Task Force on April 28, 2022.

VII. Supervisorial District Considerations

For each supervisorial district, the Redistricting Task Force considered the geographic issues listed below.

• District 1

- Anza Vista: whether to include in D1 or D2 or to split between districts
- Golden Gate Park: whether to include the Park in one district or split among multiple districts adjacent to the Park (D1, D4, D5, D7, D8)
- Jordan Park: whether to include in D1 or D2
- Lone Mountain: whether to include in D1 or D2 or to split between districts
- North of Lake Street: whether to include in D1 or D2
- Panhandle: whether to include the area west of Masonic in D1 or D5
- Presidio Terrace: whether to include in D1 or D2 or to split between districts
- Seacliff: whether to include in D1 or D2

• District 2

- Anza Vista: whether to include in D1 or D2 or to split between districts
- Aquatic Park: whether to include in D2 or D3 or to split between districts
- Cathedral Hill / Jefferson Square Park / Margaret Haywood Playground: whether to include in D2 or D5 or to split between districts
- Fishermans Wharf: whether to include the area west of Leavenworth and Columbus in D2 or D3
- Japantown / Western Addition: where to establish the border between D2 and D5, especially with respect to the Booker T. Washington Community Service Center, the Hamilton Recreation Center, Housing Authority projects, Japantown’s culturally significant sites, Rosa Parks Elementary School, the Sequoias senior living facility, the Western Addition Branch Library, and Westside Courts
- Jordan Park: whether to include in D1 or D2
- Lone Mountain: whether to include in D1 or D2 or to split between districts
- North of Lake Street: whether to include in D1 or D2
- Panhandle: whether to include the area east of Masonic in D2 or D5
- Polk Gulch: whether to include in D2 or D3 or to split between districts
- Presidio Terrace: whether to include in D1 or D2 or to split between districts
- Russian Hill: whether to include in D2 or D3 or to split between districts
- Seacliff: whether to include in D1 or D2

• District 3

- Aquatic Park: whether to include in D2 or D3 or to split between districts
- East Cut / Rincon Hill: whether to include in D3 or D6

- Financial District: whether to include in D3 or D6 or to split between districts
 - Fishermans Wharf: whether to include the area west of Leavenworth and Columbus in D2 or D3
 - Lower Nob Hill: whether to establish the border between D3 and D6 on Post, Geary, or O'Farrell
 - Polk Gulch: whether to include in D2 or D3 or to split between districts
 - Lower Polk Street Corridor: whether to include in D3 or D6
 - Russian Hill: whether to include in D2 or D3 or to split between districts
 - South of Market: whether to include the area northeast of 2nd Street in D3 or D6
 - Tenderloin: whether to include in D3, D5, or D6 or to split between districts
 - Treasure Island / Yerba Buena Island: whether to include in D3 or D6
- **District 4**
 - Golden Gate Park: whether to include the Park in one district or split among multiple districts adjacent to the Park (D1, D4, D5, D7, D8)
 - Inner Sunset: whether to include in D4, D5, or D7 or to split between districts
 - Lakeshore / Merced Manor: whether to include in D4 or D7
- **District 5**
 - Ashbury Heights / Cole Valley: whether to include in D5 or D8
 - Cathedral Hill / Jefferson Square Park / Margaret Haywood Playground: whether to include in D2 or D5 or to split between districts
 - Central SoMa: whether to include in D5 or D6 or to split between districts
 - Civic Center: whether to include in D5 or D6 or to split between districts
 - Golden Gate Park / Kezar Stadium: whether to include the Park in one district or split among multiple districts adjacent to the Park (D1, D4, D5, D7, D8)
 - Haight-Ashbury: whether to include in D5 or D8
 - Hayes Valley / The Hub: whether to include in D5, D6, or D8 or to split between districts
 - Japantown / Western Addition: where to establish the border between D2 and D5, especially with respect to the Booker T. Washington Community Service Center, the Hamilton Recreation Center, Housing Authority projects, Japantown's culturally significant sites, Rosa Parks Elementary School, the Sequoias senior living facility, the Western Addition Branch Library, and Westside Courts
 - Lower Haight: whether to include in D5 or D8 or to split between districts
 - Mid-Market: whether to include in D5 or D6 or to split between districts
 - Mint Hill: whether to include in D5 or D8 or split between districts
 - Panhandle: whether to include in D1, D2, or D5 or to split between districts
 - Parnassus Heights: whether to include in D5, D7, or D8 or to split between districts
 - Tenderloin: whether to include in D3, D5, or D6 or to split between districts
- **District 6**
 - Chase Center: whether to include in D6 or D10
 - Civic Center: whether to include in D5 or D6 or to split between districts
 - Dogpatch / Central Waterfront: whether to include in D6 or D10

- East Cut / Rincon Hill: whether to include in D3 or D6
 - Financial District: whether to include in D3 or D6 or to split between districts
 - Hayes Valley / The Hub: whether to include in D5, D6, or D8 or to split between districts
 - Mission Bay: whether to include various areas in D6 or D10
 - Potrero Hill: whether to include in D6, D9, or D10 or to split between districts
 - Showplace Square: whether to include in D6 or D10 or to split between districts
 - South of Market: whether to include various parts in D3, D5, or D6
 - Tenderloin / Transgender Cultural District: whether to include in D3, D5, or D6 or to split between districts
 - Treasure Island / Yerba Buena Island: whether to include in D3 or D6
- **District 7**
 - Golden Gate Park: whether to include the Park in one district or to split among multiple districts adjacent to the Park (D1, D4, D5, D7, D8)
 - Inner Sunset: whether to include in D4, D5, or D7 or to split between districts
 - Lakeshore / Merced Manor: whether to include in D4 or D7
 - Ocean Avenue corridor: whether to include entirely in D7 or split between D7 and D11
 - Parnassus Heights: whether to include in D5, D7, or D8 or to split between districts
 - Upper Market: whether to include in D7 or D8
- **District 8**
 - Ashbury Heights / Cole Valley: whether to include in D5 or D8
 - Hayes Valley / The Hub: whether to include in D5, D6, or D8 or to split between districts
 - Kezar Stadium: whether to include in D5 or D8
 - Guerrero / Valencia: where to establish the border between D8 and D9
 - Mint Hill: whether to include in D5 or D8 or to split between districts
 - Mission Dolores: whether to include in D8 or D9 or to split between districts
 - Parnassus Heights: whether to include in D5, D7, or D8 or to split between districts
 - Upper Market: whether to include in D7 or D8
- **District 9**
 - Guerrero / Valencia: where to establish the border between D8 and D9
 - Mission Dolores: whether to include in D8 or D9 or to split between districts
 - McLaren Park: whether to include the Park in one district or to split among multiple districts adjacent to the Park (D9, D10, D11)
 - Ocean Avenue corridor: whether to include entirely in D7 or to split between D7 and D11
 - Portola: whether to include in D9 or D10
 - Potrero Hill: whether to include in D6, D9, or D10 or to split between districts
 - University Mound: whether to include in D9, D10, or D11 or to split between districts

- **District 10**
 - Chase Center: whether to include in D6 or D10
 - Dogpatch / Central Waterfront: whether to include in D6 or D10
 - McLaren Park: whether to include the Park in one district or to split among multiple districts adjacent to the Park (D9, D10, D11)
 - Mission Bay: whether to include various areas in D6 or D10
 - Portola: whether to include in D9 or D10
 - Potrero Hill: whether to include in D6, D9, or D10 or to split between districts
 - Showplace Square: whether to include in D6 or D10 or to split between districts
 - University Mound: whether to include in D9, D10, or D11 or to split between districts

- **District 11**
 - Ocean Avenue corridor: whether to include entirely in D7 or split between D7 and D11
 - McLaren Park: whether to include the Park in one district or to split among multiple districts adjacent to the Park (D9, D10, D11)
 - University Mound: whether to include in D9, D10, or D11 or to split between districts

VIII. Supervisorial District Deviations

Ten supervisorial districts (all except District 3) have population deviations between one percent and five percent of the statistical mean of 79,545 people. The deviations were necessary to keep *recognized neighborhoods* intact. The recognized neighborhoods are listed below.

- **District 1 (–4.80%)**
 - Inner Richmond
 - Lake Street
 - Lincoln Park / Fort Miley
 - Presidio Terrace
 - Outer Richmond
 - Seacliff
 - Sutro Heights

- **District 2 (–4.52%)**
 - Aquatic Park / Fort Mason
 - Cow Hollow
 - Laurel Heights / Jordan Park
 - Marina
 - Presidio Heights
 - Presidio National Park
 - Union Street

- **District 3 (–0.31%)**
 - Chinatown

- Lower Nob Hill
- Nob Hill
- Northern Waterfront
- Polk Gulch
- Telegraph Hill

- **District 4 (-4.46%)**
 - Outer Sunset
 - Parkside

- **District 5 (+4.98%)**
 - Alamo Square
 - Haight-Ashbury
 - Hayes Valley
 - Lower Haight
 - Panhandle

- **District 6 (-4.45%)**
 - Mission Bay
 - Rincon Hill
 - Showplace Square
 - South Beach
 - Treasure Island
 - Yerba Buena Island

- **District 7 (-1.08%)**
 - Balboa Terrace
 - Forest Hill
 - Forest Knolls
 - Golden Gate Heights
 - Laguna Honda
 - Ingleside Terraces
 - Inner Sunset
 - Miraloma Park
 - Monterey Heights
 - Mt. Davidson Manor
 - Parkmerced
 - Sherwood Forest
 - St. Francis Wood
 - West Portal
 - Westwood Highlands
 - Westwood Park

- **District 8 (+4.87%)**
 - Ashbury Heights
 - Castro

- Cole Valley
- Corona Heights
- Diamond Heights
- Eureka Valley
- Fairmount
- Glen Park
- Upper Market

- **District 9 (+2.54%)**
 - Bernal Heights
 - Peralta Heights

- **District 10 (+3.27%)**
 - Apparel City
 - Bayview
 - Bret Harte
 - Candlestick Point SRA
 - Central Waterfront
 - Dogpatch
 - Hunters Point
 - India Basin
 - Produce Market
 - Silver Terrace
 - Sunnydale
 - Visitacion Valley

- **District 11 (+3.95%)**
 - Cayuga
 - Crocker Amazon
 - Excelsior
 - Ingleside
 - Mission Terrace
 - Oceanview
 - Outer Mission

IX. Lessons Learned and Recommendations

The Task Force was heavily impacted by the global COVID-19 pandemic, which forced it to work in unprecedented ways that may not affect future iterations of the Task Force. For example, the delay of the census data also delayed the ability for the Task Force to convene for several months compared to previous iterations, only holding its first meeting in September 2021. All Task Force meetings before March 7, 2022, were held remotely due to the Mayor’s public health orders. This, along with successive pandemic waves, hindered the ability for Task Force members to hold meetings in San Francisco’s diverse districts and communities, many of which were already struggling with the pandemic.

Despite the pandemic, the Task Force exerted its best efforts to perform its duties under trying circumstances. Through the benefit of experience and hindsight, the Task Force makes the following recommendations for future iterations of the Task Force.

- **Starting early:** The Task Force should start as early as the calendar and Charter allows, and definitely before receiving Census data. There are many tasks such as adopting bylaws; finalizing district meetings and the schedule; getting trained in mapping; being apprised on legal duties and requirements; formulating outreach strategies; and setting in district meetings that are not dependent on census data. Importantly, starting early gives the Task Force the ability to begin working on its substantive duties earlier, such as holding community meetings and discussing draft maps.
- **Early planning:** The Task Force's early meetings saw protracted discussions regarding the creation of bylaws and the meeting schedule. Each new iteration of the Task Force benefits from the institutional knowledge of the Clerk's Office, the City Attorney's Office, and other City agencies and departments that have supported previous Task Forces. Rather than having newly empaneled Task Force members grapple with issues such as bylaws and the schedule without the important context, draft bylaws, tentative schedules, and proposed timelines should be presented to the next iteration of the Task Force for consideration in the first meeting.

As previously mentioned, the Task Force should also receive training in mapping early in the redistricting process rather than waiting until mapping meetings begin. San Francisco is a diverse city with many neighborhoods, communities of interest, and viewpoints, and Task Force members will benefit from experience with working on mapping tools, reviewing district iterations, and understanding the line-drawing process by the time mapping meetings are fully underway.

- **Direct support:** While the Task Force is immensely grateful for the support it received from the Clerk's Office and other City agencies, staffing availability and resources were constant concerns. Vice Chair Ditka Reiner spent endless hours handling the Task Force's many operational needs and coordinating with the Clerk's Office. The Clerk's Office also spent much of its own resources supporting the work of the Task Force, which increased greatly as the redistricting process progressed, and all involved found themselves stretched thin. With ever-increasing public access to government proceedings, the next Task Force should be able to work with all sufficient resources to accomplish its duties to the public.

The Task Force echoes the recommendation of the Clerk's office that, upon convening the next iteration of the Task Force, the City should establish a temporary department or division to support the Task Force and its needs. Such a department or division will require a paid chief of staff, dedicated administrative support, a media coordinator, and a Sunshine Ordinance expert to manage the myriad requests that may be directed at the Task Force at their busiest time. The Board of Supervisors should also allocate more funding from the outset rather than having the Task Force draw on limited funds from the Clerk's Office and the Department of Elections to meet public participation needs, as has occurred in this and previous iterations of the Task Force.

- **Clerks:** The Task Force thanks its clerk John Carroll for his efforts and dedication to help the Task Force fulfill its duties. However, the time and energy needed to support the Task Force is too much for one person and calls for the need of more staffing and support. The 2011–2012 Task Force was supported by two clerks. If the City does not accept or establish a more robust support framework for future iterations of the Task Force (see above), then the Task Force should be staffed by at least two clerks to sufficiently assist in its work, with one person assigned to document issues, agreements, and the Meeting Minutes.
- **Meetings:** Most meetings were held in the evening. While starting meetings later in the day allows Task Force members to attend meetings and for more members of the public to participate, starting late in the day also means ending late into the night. Future iterations of the Task Force should strongly consider beginning their meetings in the morning, as starting earlier allows everyone involved to be better engaged in the process.

The length of meetings should also be managed. Several meetings exceeded ten hours, with the longest one being almost twenty hours long, which is inappropriate under any measure. Future iterations of the Task Force should consider various methods of running meetings more efficiently while allowing for robust participation, including more focused public comment, better facilitation of discussion and action, and even recessing until the next day if necessary.

- **Outreach:** The COVID-19 pandemic adversely impacted the abilities for the Task Force, its consultant Civic Edge Consulting, and interested parties to conduct important community outreach. However, engagement with the public is a fundamental component of the redistricting process and is important to perform regardless of the challenges. The next iteration of the Task Force should engage in vigorous outreach with the diverse communities of San Francisco, including participating as many events, meetings, and presentations as possible.

The 2021–2022 Task Force was the first Task Force to retain an outreach consultant. This was done in light of advice from the 2011–2012 Task Force, which recommended having an outreach consultant for the purposes of community engagement. However, several Task Force meetings were spent understanding the role of this outreach consultant and to resolve differences between the contracted scope of work for the consultant and the expectations of Task Force members. With the benefit of experience, the Task Force recommends that for future iterations of the Task Force, relevant City bodies should set forth clearer expectations for outreach that more closely align with the needs of the redistricting process. Future Statements of Work should be more specific in their deliverables and expectations, and the Task Force should be formed early enough to allow appointed members to participate in the formulation of the Statements of Work.

- **Independence of the Task Force:** As a governmental body, the Task Force makes considerations and decisions that generate passionate discussion and fervent debate. The Task Force welcomes the extraordinary amount of public interest and scrutiny of its work. However, it also witnessed unprecedented assaults on its independence by political actors, including purportedly nonpartisan actors, invested in a specific outcome. These

actions, including an effort to remove the three appointees of the Elections Commission, highlight the need for mechanisms to shield the Task Force from undue and inappropriate influence. Stronger measures should be considered to protect future iterations of the Task Force from experiencing these attacks ever again.

Likewise, future iterations of the Task Force should not have to endure racist, prejudiced, vitriolic, and other personal attacks and threats as this Task Force did for performing its duties for the people of San Francisco. The inappropriate rhetoric and attempts to intimidate the Task Force have no place in public discourse. Better methods should be developed to cut off inappropriate comments and to protect all public servants who volunteer for this difficult job.

- **Composition of the Task Force:** To affirm and protect the independence of the Task Force from inappropriate political influence, a review should be conducted regarding the composition of the Task Force, including the member selection process and ways to reduce potential conflicts of interest. The review should examine whether implementing appointment procedures like that used for the California Citizens Redistricting Commission, but without any involvement of elected officials, are appropriate and will reinforce the independence of the Task Force. For example, the California Citizens Redistricting Commission selection process is managed by the California State Auditor, an independent nonpartisan office. San Francisco's process should likewise be removed from real or perceived political pressure.

There are currently no guidelines on who may be a member of the Task Force, leaving the Task Force vulnerable to potential conflicts of interest. Therefore, minimum qualifications and restrictions such as those imposed on the California Citizens Redistricting Commission should be considered. To further reduce potential conflicts of interest, such a review should consider restrictions on persons directly receiving or connected to for-profit or nonprofit entities receiving discretionary grants or funding from the City.

- **Alternate members:** Future iterations of the Task Force should consider including alternate members that can take the place of a voting Task Force member who can no longer continue serving. These alternate members should meet the same requirements as that of voting members and should be selected before the first meeting of the Task Force.

X. Closing Remarks

The Task Force was convened to perform a civic duty set forth in the Charter. Amidst a global pandemic and through unprecedented circumstances, the Task Force fulfilled its responsibility to the people of San Francisco by considering the data, engaging communities, and adopting the Final Map setting forth the supervisorial district boundaries for the next ten years. The Task Force thanks the people of the City and County of San Francisco for the great honor of serving them in this capacity and for their participation in this important process.

Appendix A

Final Map and Supervisorial District Statistics

**San Francisco Redistricting Task Force
Board of Supervisors Redistricting**

Final Map; April 28, 2022

District Statistics

District	Total Population	Deviation	% Deviation	%Latino CVAP	%Black CVAP	%Asian CVAP	%Indigenous CVAP	%White CVAP
1	75,727	-3,818	-4.80%	7.16%	2.89%	41.25%	0.44%	47.17%
2	75,950	-3,595	-4.52%	6.27%	2.45%	17.94%	0.33%	72.64%
3	79,301	-244	-0.31%	6.95%	3.85%	38.03%	0.78%	49.43%
4	75,998	-3,547	-4.46%	7.15%	1.72%	54.51%	0.43%	34.95%
5	83,506	3,961	4.98%	10.59%	12.60%	20.75%	0.87%	53.51%
6	76,009	-3,536	-4.45%	11.37%	8.52%	38.20%	0.61%	39.84%
7	78,689	-856	-1.08%	11.20%	4.01%	35.00%	0.40%	48.21%
8	83,420	3,875	4.87%	10.48%	3.59%	16.39%	0.57%	68.69%
9	81,563	2,018	2.54%	26.24%	4.91%	25.34%	0.49%	41.87%
10	82,146	2,601	3.27%	14.50%	19.55%	42.16%	0.23%	21.02%
11	82,684	3,139	3.95%	21.12%	5.39%	56.56%	0.19%	15.85%

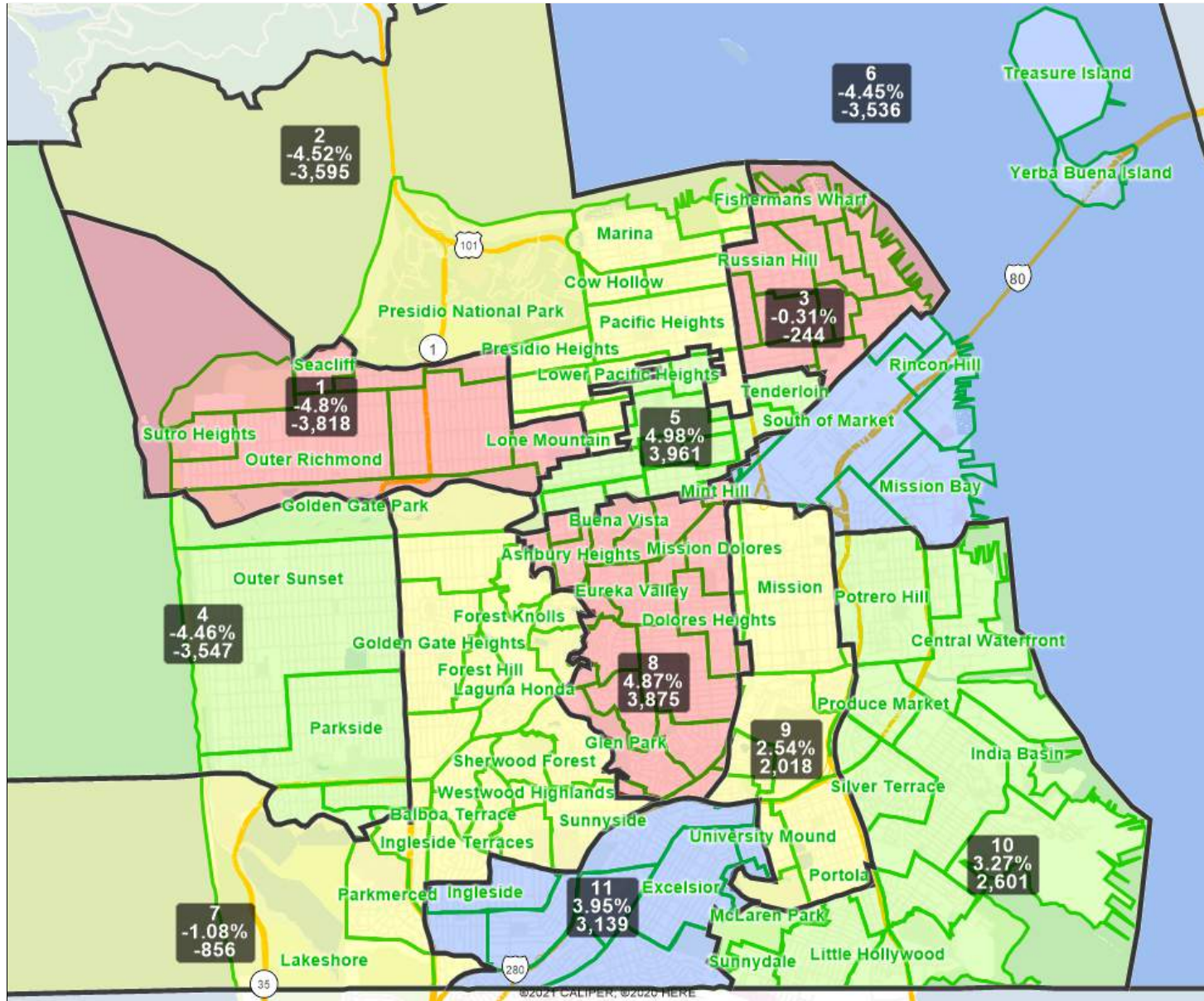
CVAP = Citizen Voting Age Population

Estimates were rounded and therefore the detail may not exactly add to the total

Data Sources:

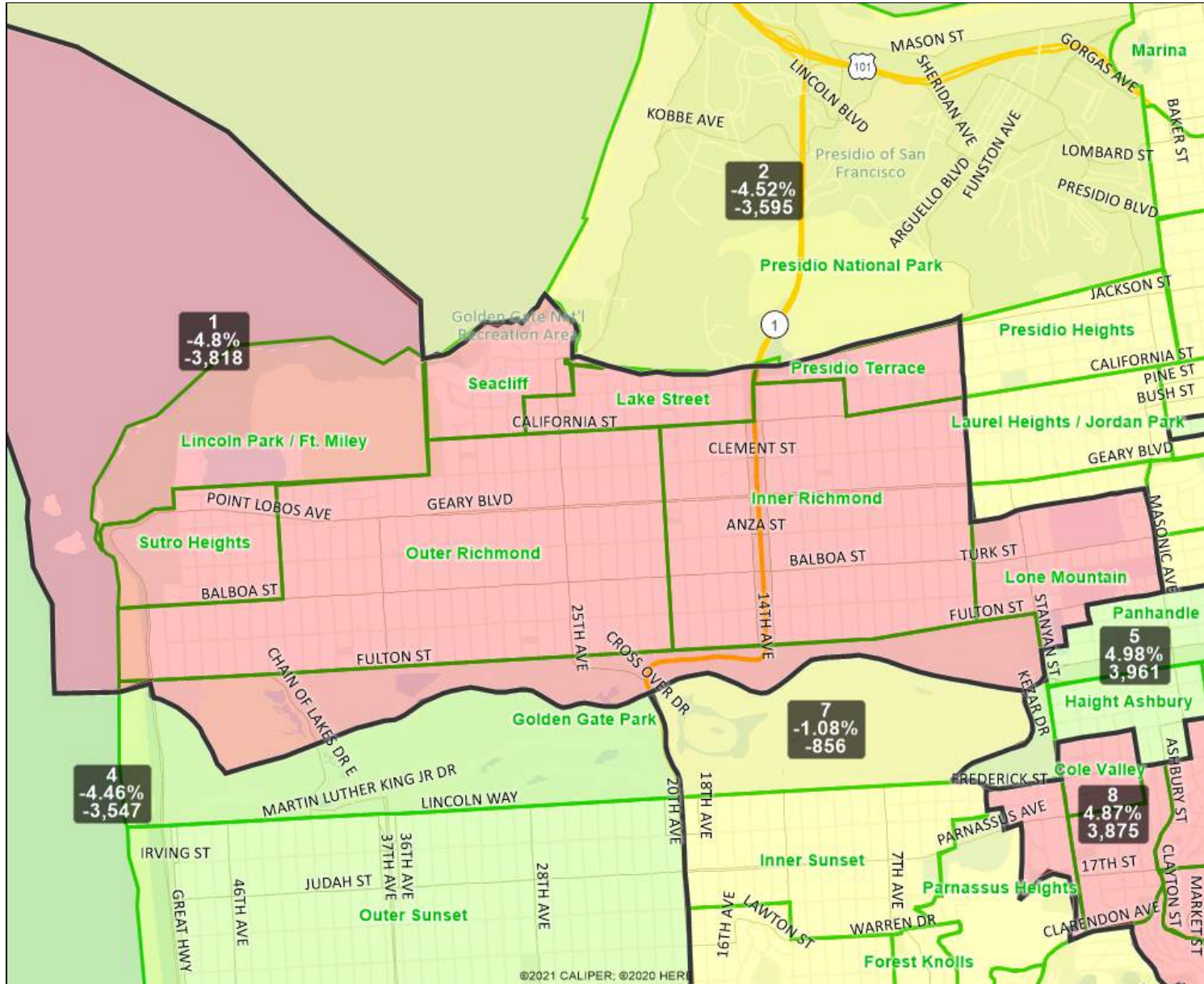
- (1) 2020 Census Redistricting Data [P.L. 94-171] Data source: U.S. Census Bureau 2020 P.L. 94-171 Summary File adjusted for incarcerated populations by the Statewide Database
- (2) Total Citizen Voting Age Population - Statewide Database, 2015-2019 American Community Survey 5 year estimates

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



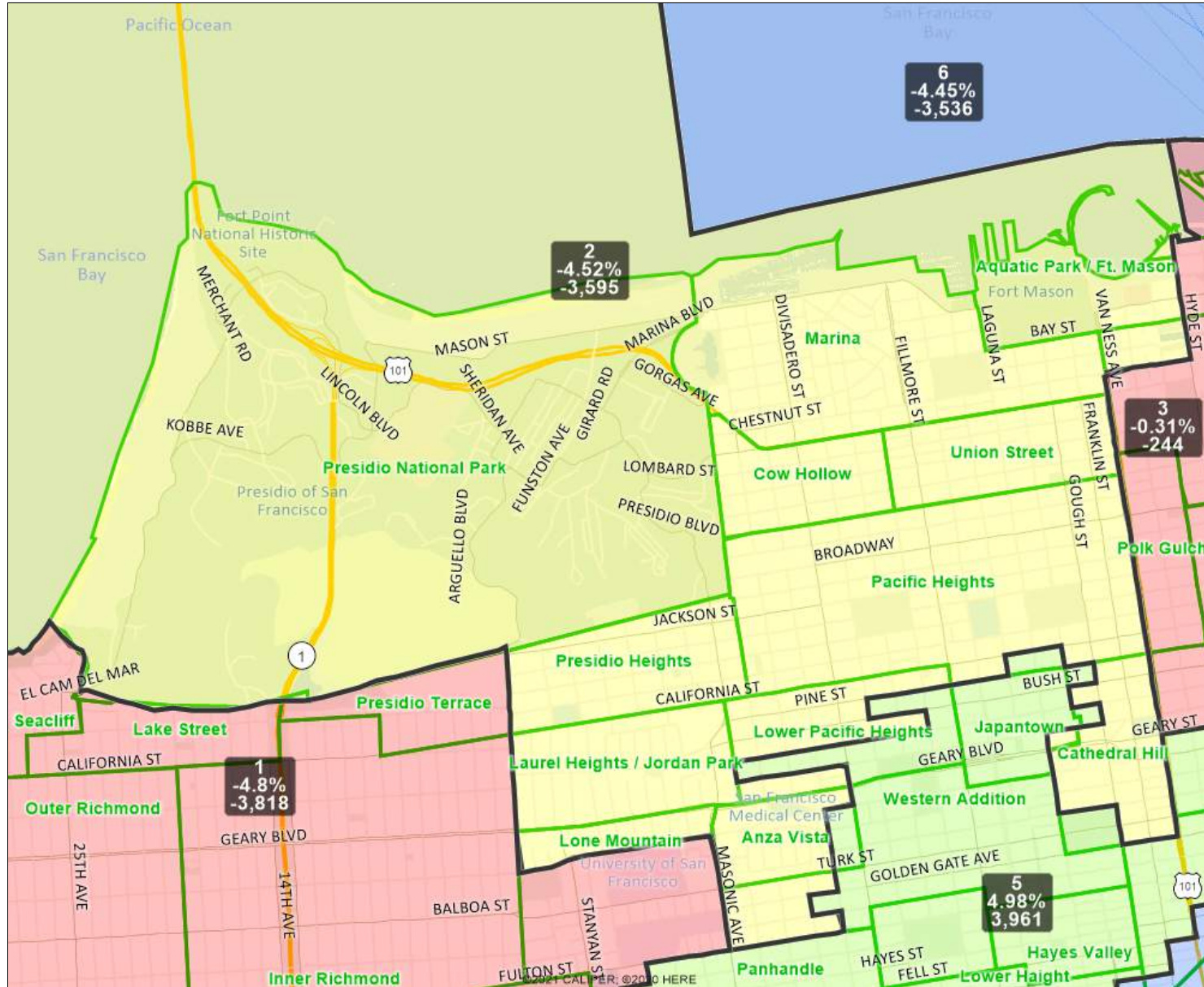
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



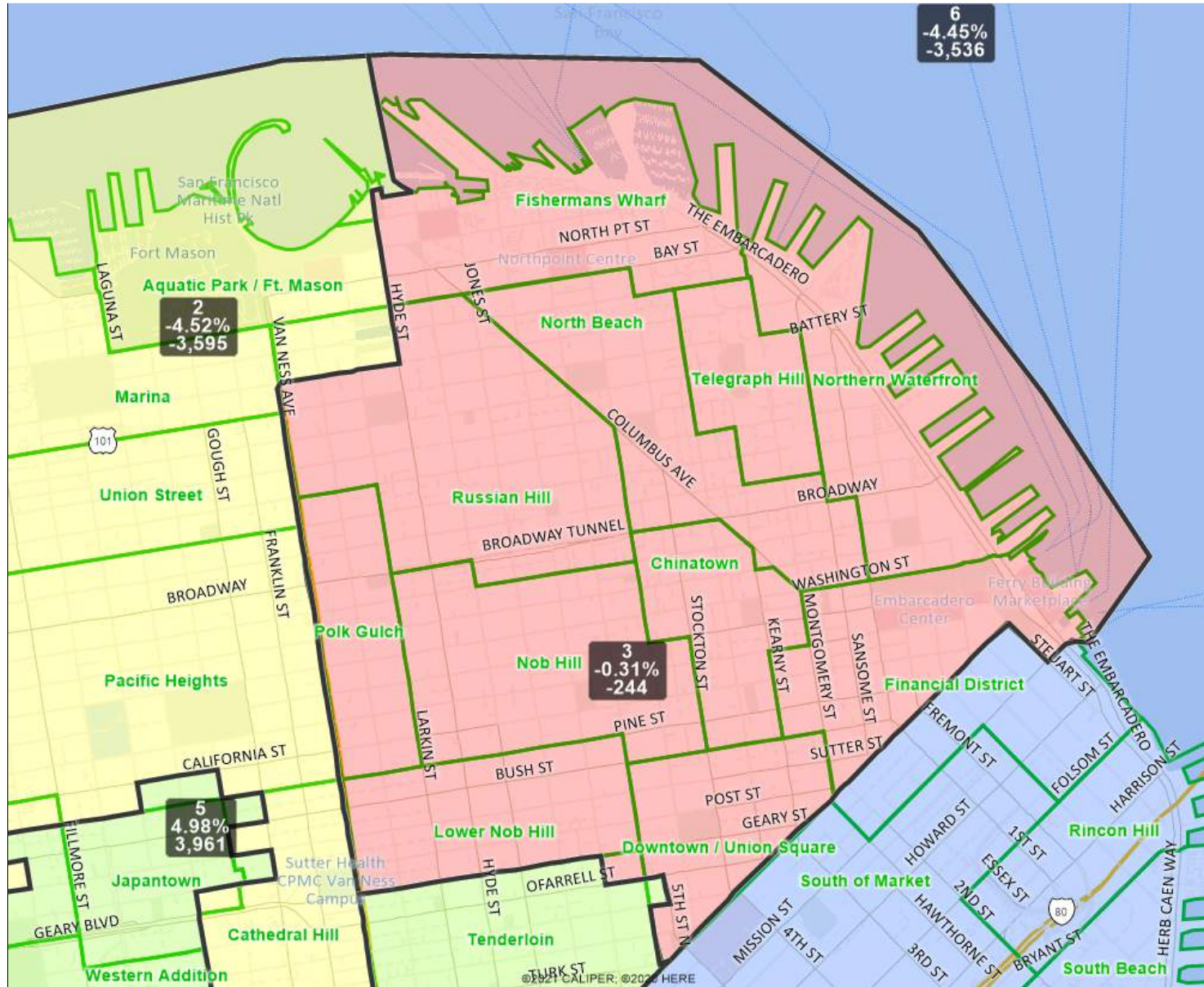
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San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



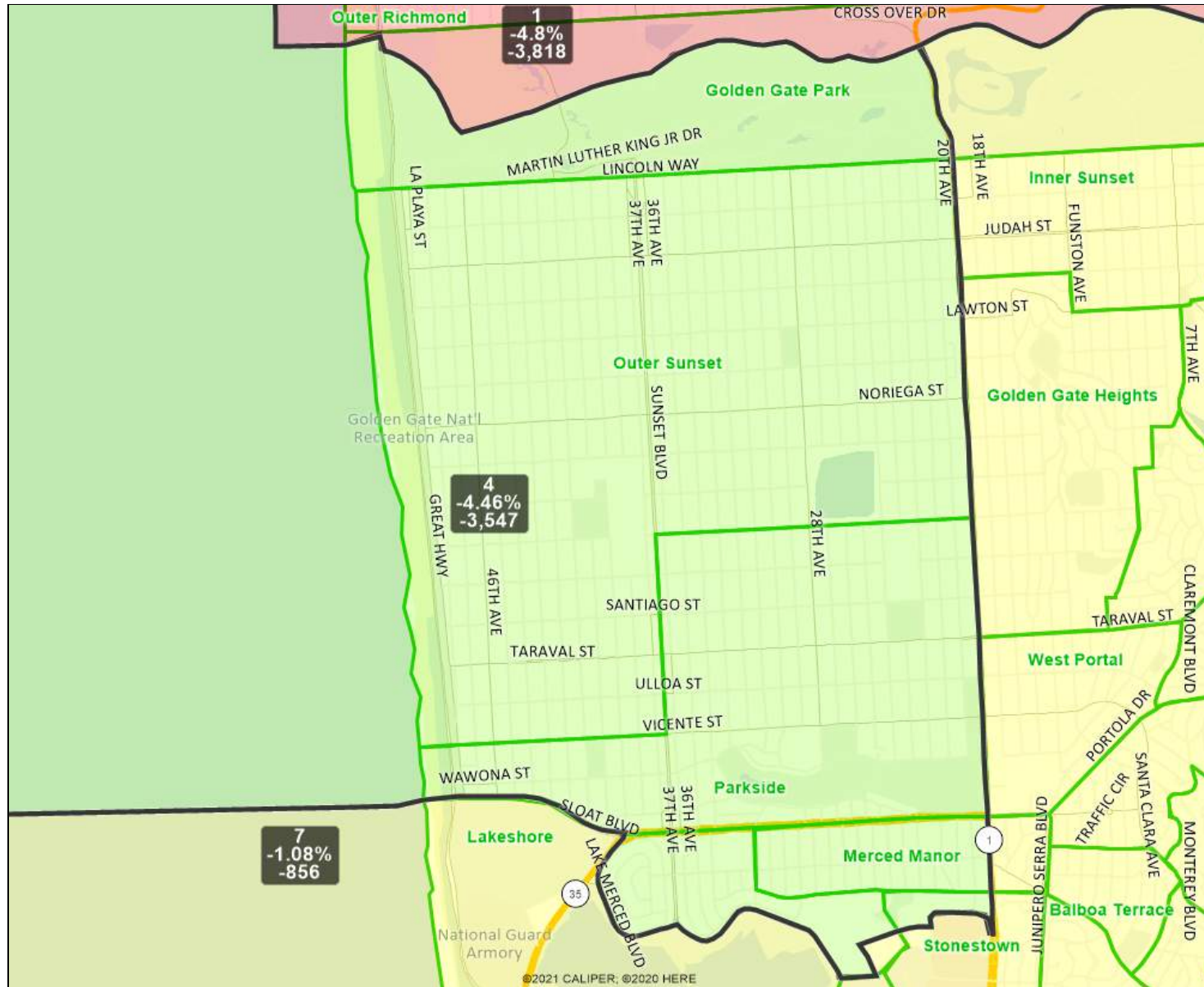
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San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



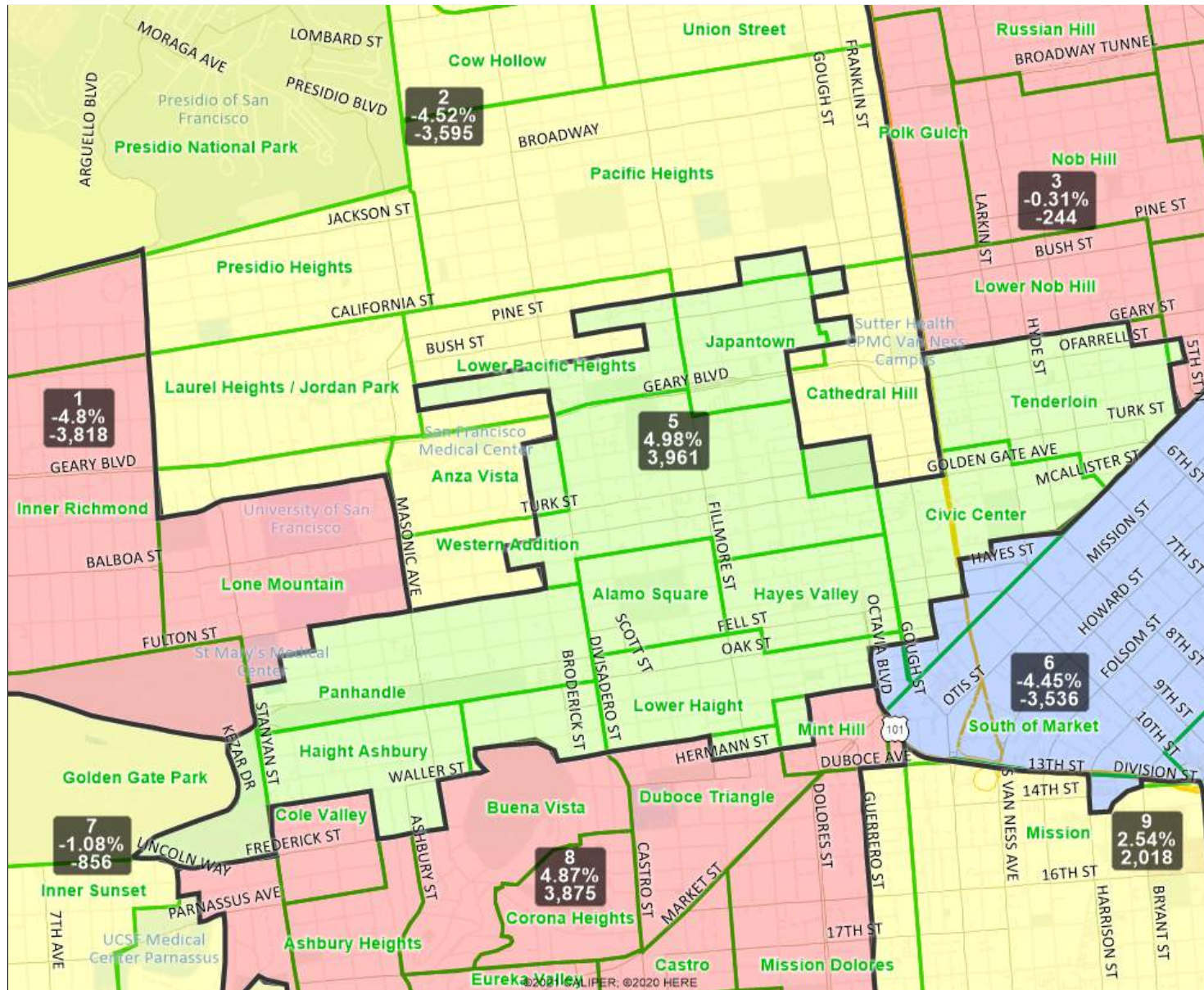
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



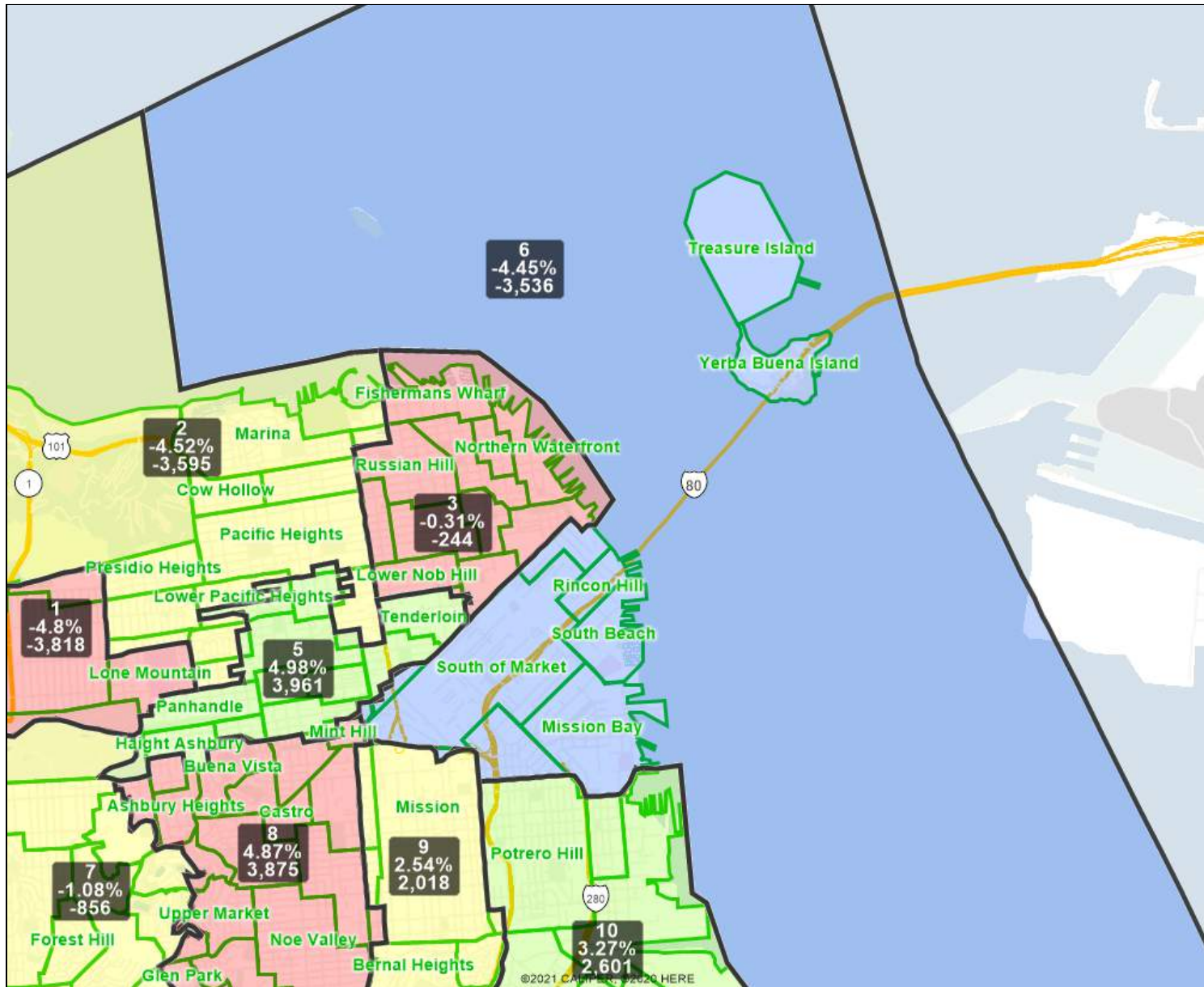
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



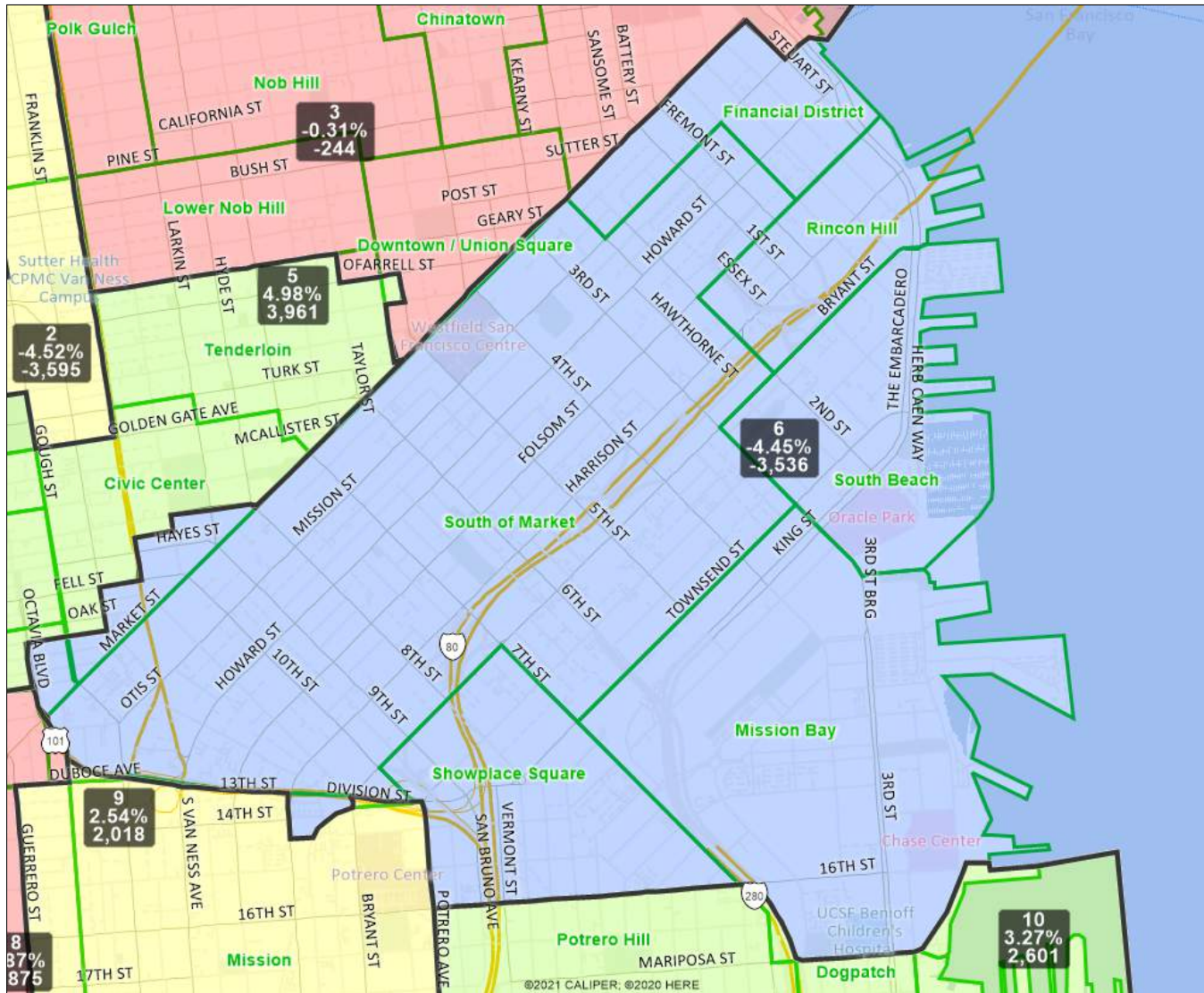
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



District label shows district name, % deviation, total deviation.

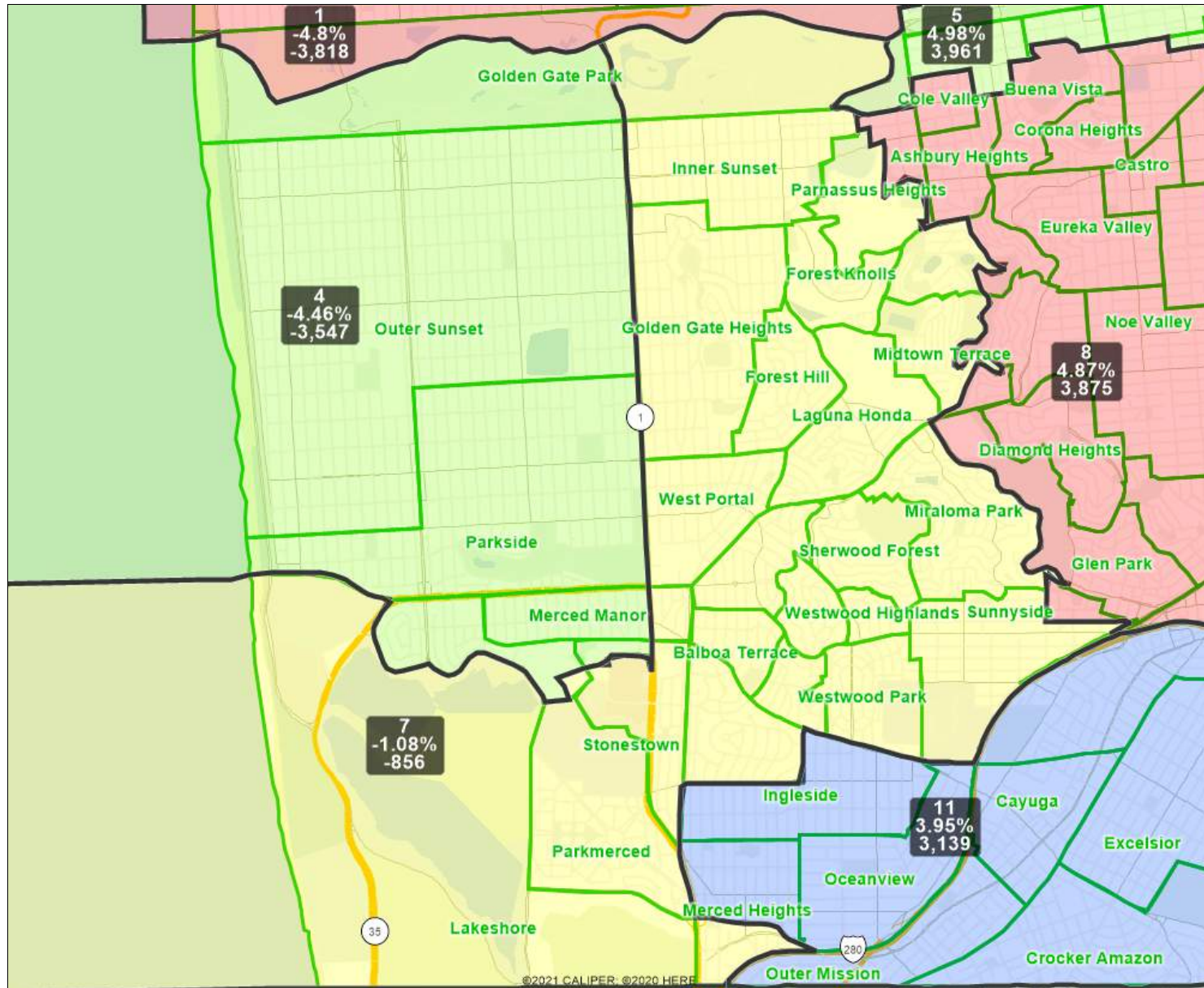
San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



District 6 - Detailed

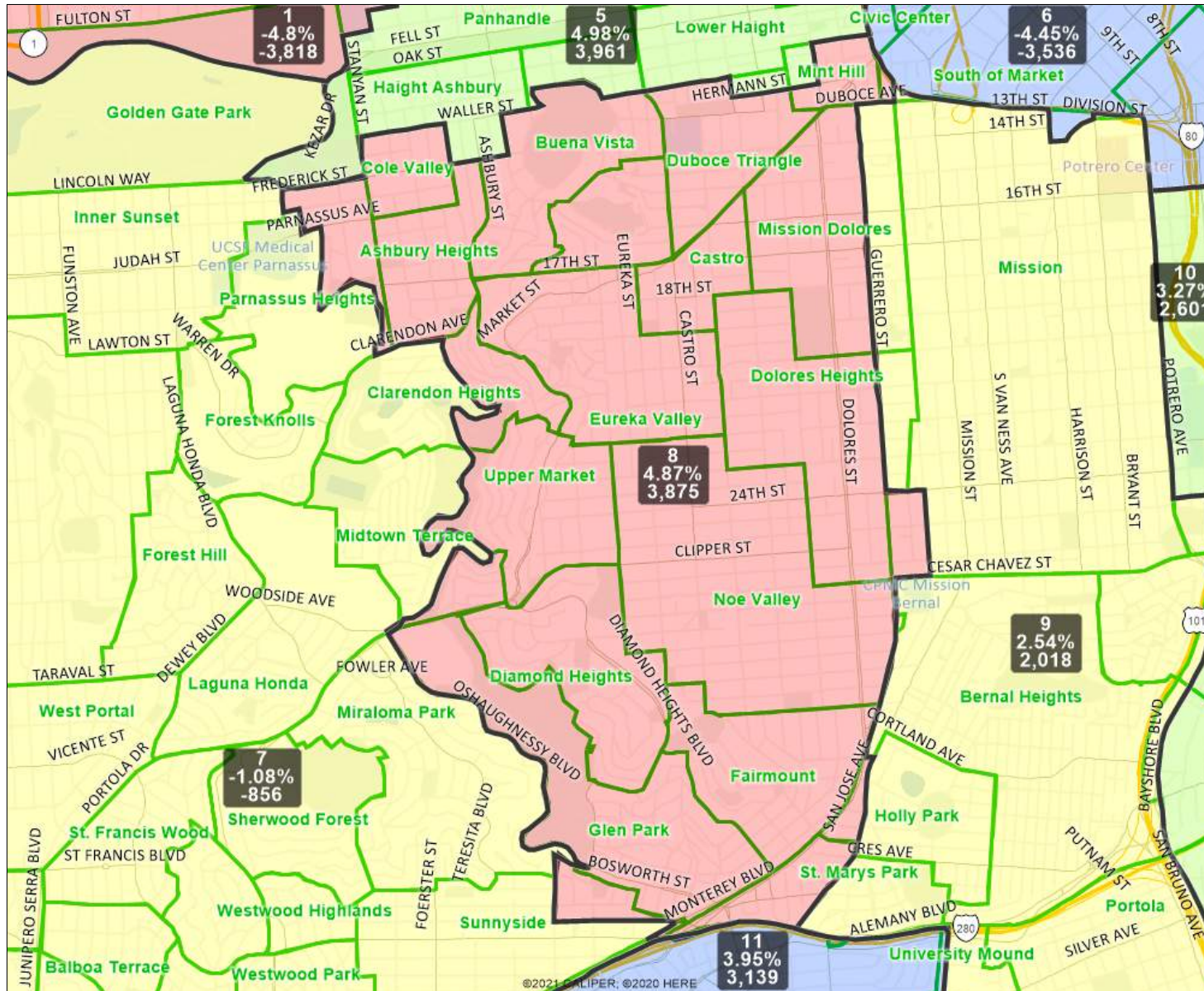
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



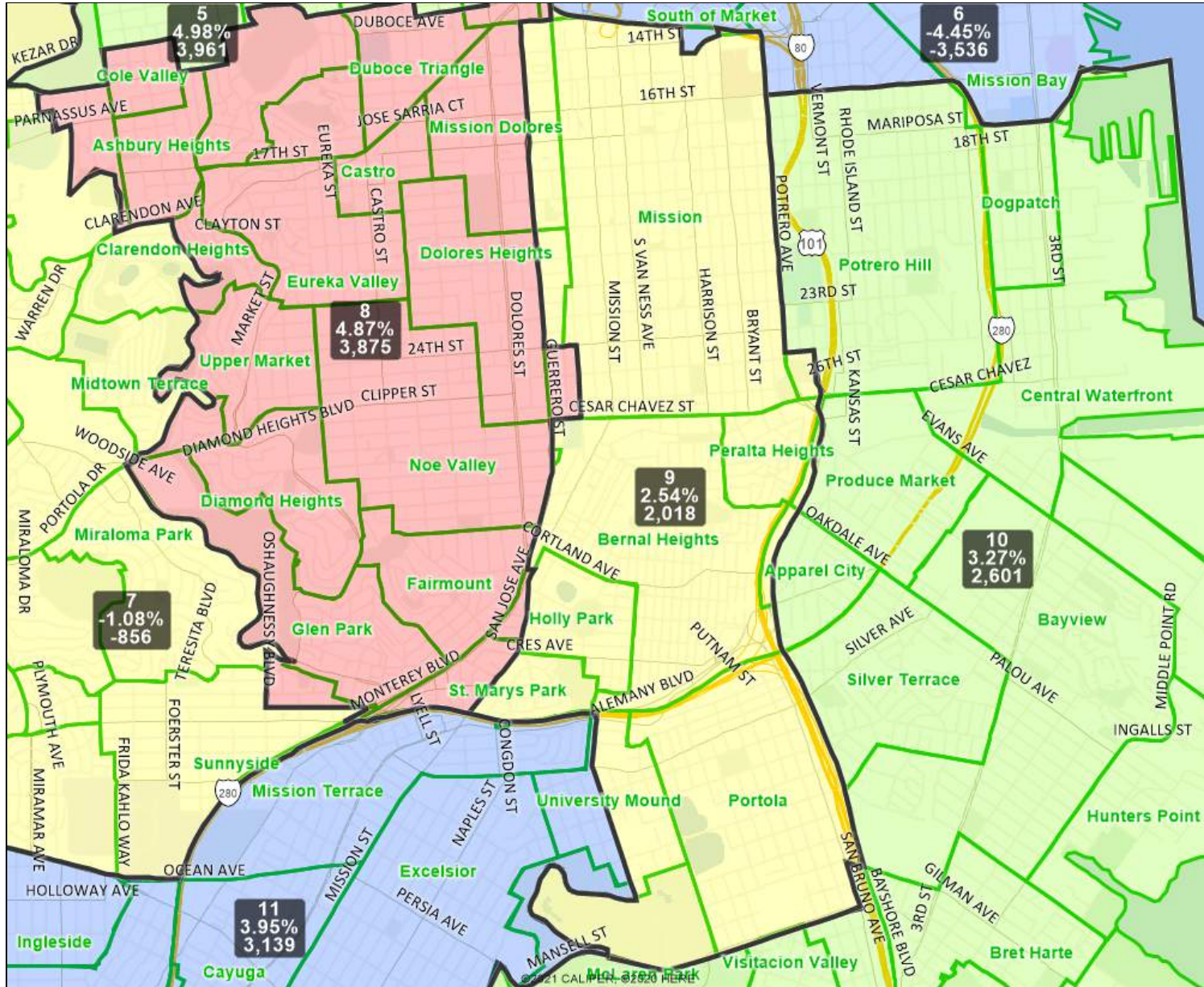
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force Board of Supervisors Redistricting Final Map; April 28, 2022



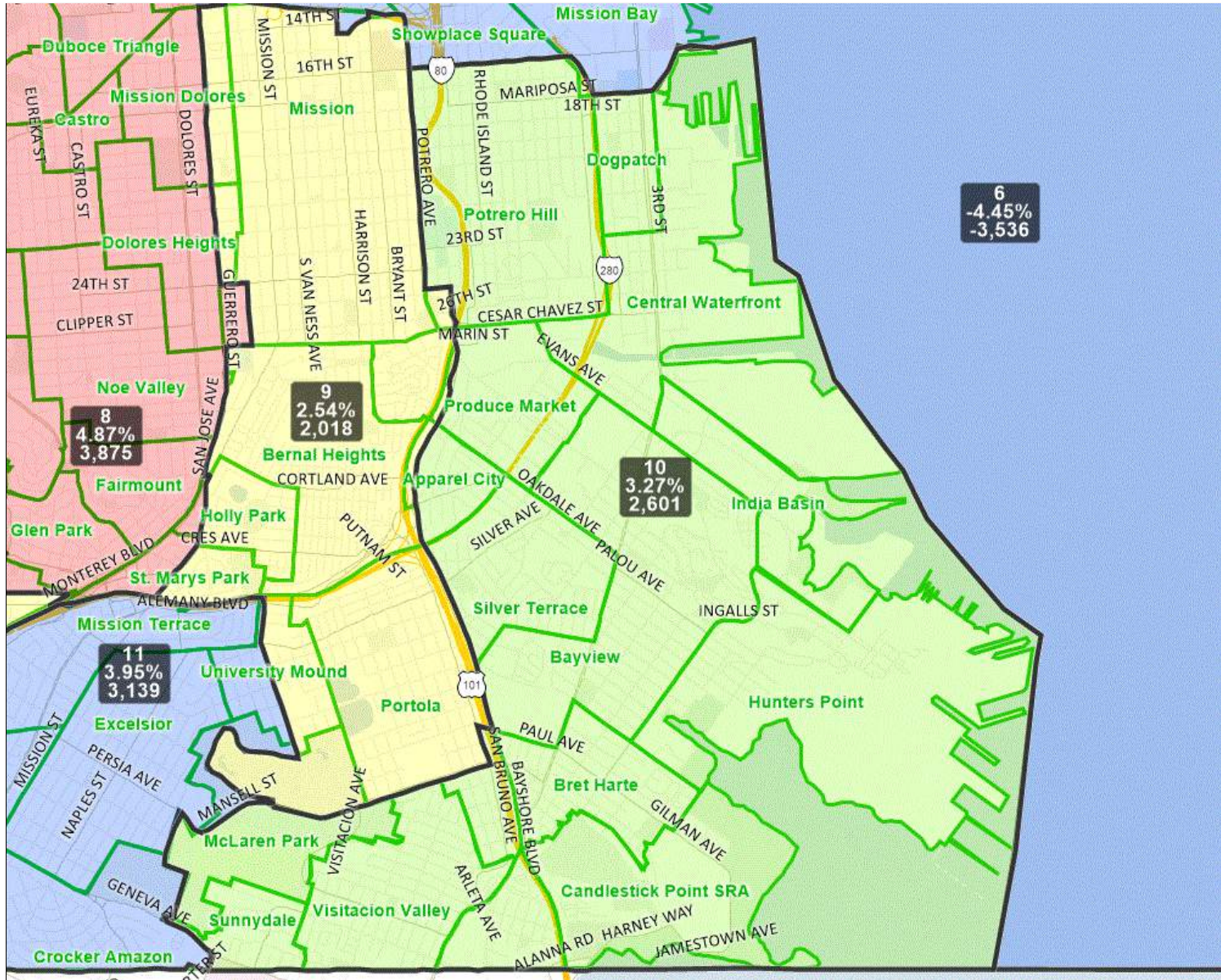
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



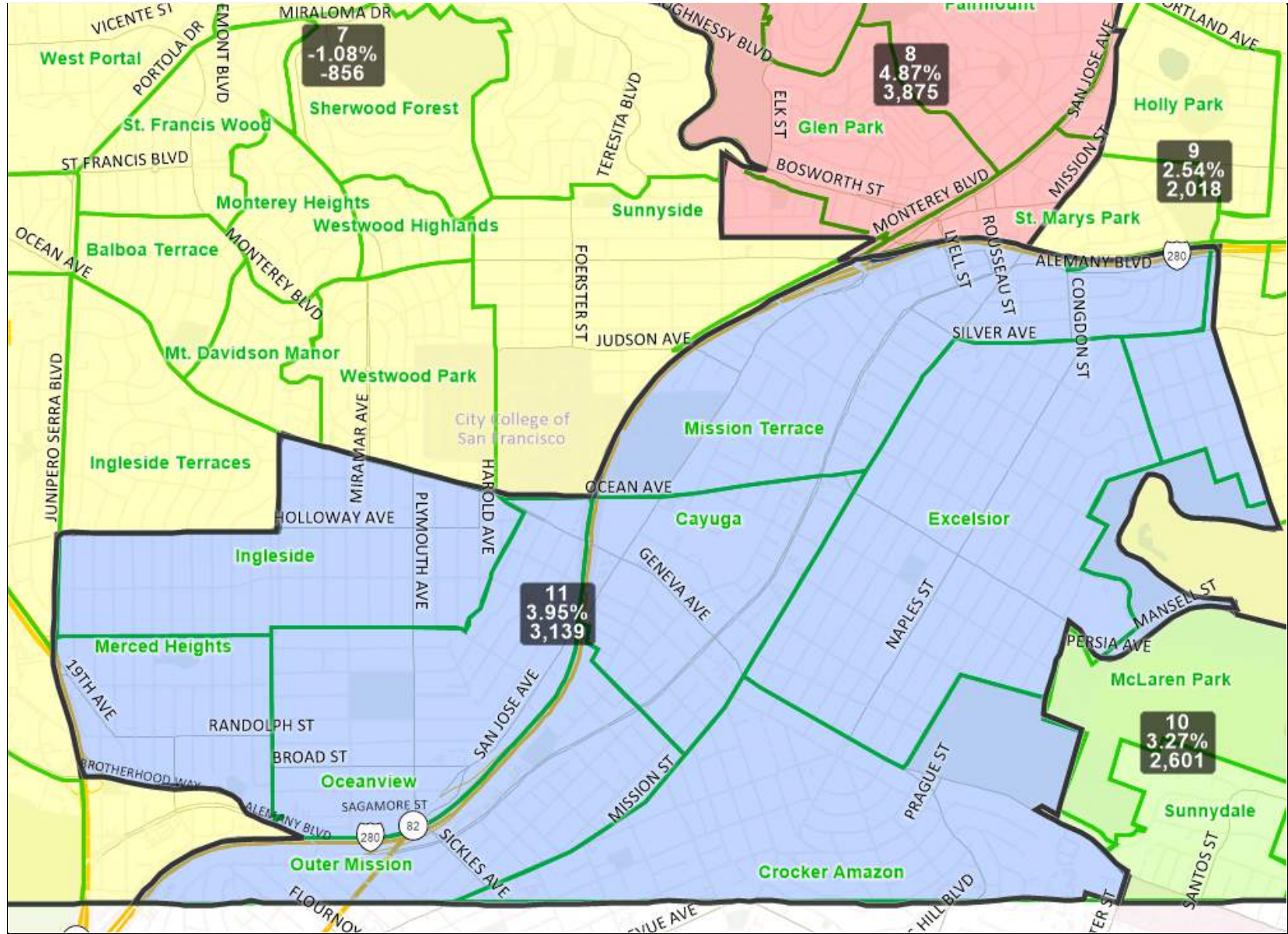
District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



District label shows district name, % deviation, total deviation.

San Francisco Redistricting Task Force
Board of Supervisors Redistricting
Final Map; April 28, 2022



District label shows district name, % deviation, total deviation.

Appendix B

Statements from Task Force Members

**2021–2022 San Francisco Redistricting Task Force
Final Report
Statement from Members Matthew Castillon and Lily Ho**

The Task Force accounted for the diversity of community input shared with the Task Force through emails, COI map submissions, signed letters, and public comment. There were thousands of emails that described various community relationships from every corner of the City. In addition to keeping communities of interests intact, the Task Force, as much as possible, kept to the intent of keeping districts contingent and compact. Some areas of the city had neighborhoods with contested boundaries and competing communities of interests. In those situations, decisions had to be weighed with the intent to keep districts contingent and compact, with keeping the most number of communities of interest whole – all while balancing population numbers. Two districts in particular voiced uncontested unity in their communities of interests – D11 and D3 – and the Task Force was able to keep those communities whole and intact, as there were no contested boundaries or competing communities of interests. The majority of the map appeased the majority of neighborhoods, while being population compliant, contiguous, and compact.

There is only one place where the Task Force failed at being contiguous. The most gerrymandered place in this city is Portola. It is separated from the rest of its district, D9, by the 280 Freeway. One cannot get from Portola to other parts of D9 without needing to enter other districts. Portola is entirely non-contingent within its district.

The community input expressed to unite Portola with Visitation Valley and Bayview is the most consistent and persistent public input out of any community the Task Force heard from. In every meeting since February, residents from Portola, Visitation Valley, and Bayview, showed up by the dozens asking to have their community of interest – low income, monolingual, Chinese Americans – united. The socioeconomic status of Portola (median household income \$79K) is far more similar to Visitation Valley (\$56K) and Bayview/Hunters Point (\$58K and \$32K) than that of Potrero Hill (\$157K).

When they first called into public comment, it was clear they were unfamiliar with the process. They didn't understand the prompt, "You have been unmuted," and as a result, we had a lot of blank lines. The Task Force and Clerks helped to resolve this issue by having translators give instructions regularly. When the Task Force started holding meetings at City Hall, this community showed up. On most days, over 20 residents of Portola and Visitation Valley would be there in person, and some of them would stay with us till the end of the meetings – 3:30am – as long as it took.

They didn't come on behalf of a well-funded CBO, or a multi-million-dollar non-profit. They came as themselves, self-organized. They are the monolingual, marginalized, low-income,

Statement by Members Matthew Castillon and Lily Ho

communities that this Task Force supposedly upholds. Yet, the voices of the Portola were not heard. The community of the Portola has been historically, systematically, disenfranchised, and marginalized – by the system of Redistricting. It is a moral and legal issue. We are deeply disappointed this issue was not resolved.

**2021–2022 San Francisco Redistricting Task Force
Final Report
Statement from Member Raynell Cooper**

Dear San Francisco,

When contemplating this opportunity to immortalize my thoughts regarding my service on the San Francisco Redistricting Task Force, I was reminded of another Task Force: The Human Interference Task Force. This was an interdisciplinary group of Cold War scientists, linguists, and philosophers tasked with finding a way to communicate the presence of nuclear waste to humans ten millennia from now who would still be negatively affected by the radiation but will likely not be able to understand any of our written languages. Proposals ranged from glowing cats to giant spikes in the ground to Thomas Sebeok’s proposal of an “atomic priesthood,” a pseudo-religious order that would be able to carry information across hundreds of generations.

While the stakes are much lower and the time period is much shorter, the message of the Human Interference Task Force to far-future archaeologists and my message to like-minded potential Redistricting Task Force members is the same: Stay Away.

I applied to and was appointed to this Task Force at age 26, looking for a way to get more involved in making San Francisco better without getting too deep into the City’s notoriously toxic political climate. I worked (and still work) as a planner for SFMTA, so I felt like my energy would be best spent on this nonpartisan and ostensibly nonpolitical body, where I could contribute my community engagement skills and lifelong passion for maps without having to ruffle too many feathers.

I approached this process the same way I approach everything in my career in the public sector: attempting to do what’s best for the people while working within difficult and oftentimes frustrating constraints. My understanding of the task at hand was that we were to take in data and public feedback and discuss how to make the best possible map based on those inputs, without consideration for the desires of political interests unwilling to speak publicly about what their intentions are and why.

But it became clear to me in the final days of the process that I had brought a clipboard to a knife fight. The delays in the mapping, the back-and forth votes we took as a body, and blatant attempts, some successful, by outside political actors to influence the map led to a pressure cooker of a week ahead of the original mapping deadline of April 9th. We had put off the difficult conversations around this map to the final week, and with those difficult conversations came voluminous public comment, which meant marathon meetings that drained all of us, physically and emotionally.

The primary illustrative example of what went wrong that week was the question of Potrero Hill and the Portola, two neighborhoods about which we heard overwhelming support for their inclusion in District 10. The cases to move Portola into the same district as Visitacion Valley and to keep Potrero Hill with Sunnydale, the Bayview, and Hunters Point were both quite strong, but unfortunately there was not a

Statement from Member Raynell Cooper

situation where both could fit in the district. This led to a series of honest but difficult conversations and far too many difficult votes.

On April 4th, we moved away from a Potrero-Hill-in-D10 map after reaching an impasse regarding South of Market and Tenderloin. We then on April 6th voted to move Potrero Hill into D10. Then on April 9th, what seemed like a settled matter resurfaced out of nowhere with a new motion to move Potrero Hill out of District 10 springing out of a convoluted series of edits as if it were just an organic set of edits necessary to balance the numbers. That motion would have put Potrero Hill in District 9, a new home for the neighborhood that to that point had not been contemplated. It failed, but after a hastily called recess the vote was reversed and Potrero Hill was off to District 9 and the Portola added back District 10.

Regardless of the merits of the move itself, blatant unfairness of the proceedings led to myself and three other members walking out of the meeting. It had become apparent to me earlier that day that not all members of the Task Force were voting based solely on how their own hearts or minds felt about the issues at hand and in that moment it became apparent to everyone else. The issue of Potrero Hill and the Portola was brought back to assuage outside political interests, not due to any genuine change of heart by a member of the Task Force. I was stunned by what I had just witnessed and knew that I would be compromising my morals by remaining in that meeting that evening. You can hear it in my voice during the recording of that meeting – I cease being able to form words to discuss the map and what I am even looking at. The move of Potrero Hill out of District 10 was once again undone in a meeting after the original mapping deadline, but not before the damage was done to the public's trust in the process and my own personal trust in the process.

The issue of whether to include the Portola or Potrero Hill into District 10 brought about vitriolic racist language on both sides, the likes of which I had never seen in-person and hope to never see again. While the conflict itself was largely unavoidable and will certainly be a central theme for this process next decade, the flames of hate were fanned by our poor behavior. The way the Task Force handled itself with the public regarding the Potrero Hill and Portola issue was an embarrassment.

During the recess immediately preceding the walkout, I thought about the events that had transpired thus far and the dark truths I had learned about the political system of San Francisco while pacing deliriously around the 4th floor of City Hall. I leaned on the stone barrier separating the hallway from the grand stairway below and the Baroque dome above. These early-morning recesses were among the only times I had seen the rotunda without happy brides and grooms celebrating weddings. People come to City Hall to get married not just because it's cheaper than other options or because it's an exemplary specimen of Beaux-Arts architecture. It's because it stands for something. Weddings in City Hall are imbued with the strength of our democratic institutions and the power of the oaths its public officials make. As someone who is defined by my civic pride and faith in the sanctity of local government, there was always something beautiful about that to me. But in that moment, none of it felt right. In that moment, this

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building that should be a temple to the very best aspects of human society wasn't anything more than a Vegas drive-thru chapel.

My reasons for voting against the map were two-fold. For one, I resented that political influence clearly had a direct effect on the voting patterns of some of my colleagues. I won't pretend to know the full extent of what went on behind the scenes that led to the shape of the map we'll be living with for the next decade, but I know that the map was not as above the political fray as it should have been. But additionally, we did not, in my eyes, meet the City Charter's requirement to "make adjustments as appropriate based on public input at public hearings." This is a frustratingly vague turn of phrase within which just about any alteration to this map can be justified. As I interpret it though, the central decision of this map, removing Tenderloin from its cross-Market neighbors in Central SOMA and moving it to District 5, is not an appropriate adjustment based on public input.

We heard virtually unanimous opinion from the residents of Tenderloin, Central SOMA, and District 5 that the previous alignment of those neighborhoods made sense. The Tenderloin community in particular was consistent, persistent, and clear about their desire to remain in the same district as SOMA. But going against near-unanimous public comment is not in and of itself a sin. Thanks to the uneven growth in San Francisco that stems in part from its racist system of exclusionary zoning, the scale of change this redistricting process required was massive and meant that we were always going to have to make changes that some people did not like and maybe even changes that faced universal opposition. District 6 in particular was going to have to change massively, and moving the Tenderloin was certainly one way to exact that change. That is where the word "appropriate" comes in.

Keeping neighborhoods whole is an essential part of this process, but not every community can stay together. Hard choices needed to be made. So where to begin when trying to balance those tradeoffs? For me, the answer was obvious: start with the part of San Francisco that relied the most on City services and is the most in need of attention from its Board of Supervisors representation. That is the Tenderloin and its partner Central SOMA. Keeping those neighborhoods together made for some unpopular changes to other parts of the map, but moving the East Cut to District 3 and Russian Hill to District 2 were reasonable changes to make to accommodate that. Keeping the SROs together, ensuring affordable housing residents were well-represented, allowing for public safety and public health issues in these central city neighborhoods to be handled holistically by one Supervisor – these are higher priorities than keeping the Transbay Terminal with Mission Bay or Russian Hill with Telegraph Hill. Government exists to serve everyone, but these underprivileged communities need a leg up and need to be centered in this process.

It was profoundly disappointing to see the majority of my colleagues make a decision that explicitly prioritized the desires of well-off communities over the needs of the most underprivileged. It speaks to a

Statement from Member Raynell Cooper

callous and uncompassionate way of seeing society and our role in it that I did not think could have permeated the membership of the Task Force. But more than that, it was just baffling for the map to head in the direction it did time and time again. It was a decision that was not at all in conversation with the community input we received and one that was not at all adequately justified to the public. Only in the final moments of the process were explanations offered up by anyone besides the Chair as to why they felt like the move of the Tenderloin into District 5 was the best solution to our problem. Those explanations may satisfy some members of the public but did not rise to the level I believe the public deserved.

In the weeks since the map's passing, I have already heard stories of the difficulties created by the separation of Tenderloin and Central SOMA are strong communities. It was a completely avoidable deep cut through the heart of a community that could handle it the least. I do hope that the divisions this map has sown in this City become a call to action for neighborhoods to reach across Supervisor district lines for their advocacy and community-building.

I learned a lot about the City & County, I learned a lot about myself, and I'm very proud of my service on the Redistricting Task Force. But I cannot deny that this was an immensely dispiriting process. As someone who wakes up every day trying to do right by the people of San Francisco, this peek behind the curtain made me question, at least for a moment, whether those in power were even thinking about that at all. Perhaps I was naïve to think that my colleagues and much of the public would be on the same page with regards to the sanctity of the process. Perhaps I should have been prepared for politicians to apply pressure and for Task Force members to vote in response to that pressure. But the truth is I shouldn't have needed to be prepared. We owed it to the City and County of San Francisco to run a process they could have faith in regardless of the outcome and we failed at doing that.

I want to take a moment to thank the staff of the Clerk's office, especially our main clerk, Mr. John Carroll. John Carroll could have – and likely should have – left us out to dry at any point in this process. From the difficulties of scheduling during an ever-changing pandemic to the back-to-back marathon meetings to dealing with the motley crew that was the Task Force, he was a paragon of professionalism and represented the very best of what San Francisco government has to offer. Through unbelievably difficult circumstances he managed to set an incredibly high bar that those of us who work for the City & County. I also want to thank those from the Office of Civic Engagement and Immigrant Affairs who helped translate the bulk of our meetings, the City Hall and elections staff who supported our in-person meetings, and everyone else behind the scenes who did their best to try to make this process work.

After this month, I imagine this letter is going to go largely unread for nine years, like an entry in the world's least interesting time capsule. Should this process happen again in the early 2030s under the same rules, I know the staff will once again answer the call to serve by acting honestly and

Statement from Member Raynell Cooper

professionally. I also know the public will once again organize and fight for what they think is best for this community. I wish I could say with certainty that next decade's Task Force will be able to rise to the occasion.

While the recommendations contained within this report, if followed, are a starting point in rebuilding trust in the process and trust in the City, it is up to all nine members of the next Task Force to hold themselves accountable to the Charter and to the people and to not let outside forces who only have their political interest in mind influence what the districts look like. Unfortunately, there would need to be major changes to the Task Force selection process, Charter requirements, and the fundamental decorum of politics in this City for redistricting to ever occur in a manner where the deck is not stacked against the voices of the public and members who wish to faithfully listen to those voices and create a map that is best for the City. I wish I could in good faith advise civic-minded bureaucrats to get involved in redistricting. On paper, it should be exactly the thing someone like me would enjoy and excel at. But as it is, I have no choice but to do everything in my power to make sure they do not get caught up in this quagmire and leave it to people better-suited to dealing with the proverbial radioactive waste that I'm all but certain will continue to irradiate this process for decades to come.

Best,

A handwritten signature in black ink, appearing to read "Raynell Cooper". The signature is fluid and cursive, with a large initial "R" and a long, sweeping underline.

Raynell Cooper



SAN FRANCISCO 2022 **REDISTRICTING**

Final Report Member Statement

Authored by Member José María “Chema” Hernández Gil

Co-Signed by Members J. Michelle Pierce and Jeremy Lee

May 11, 2022

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Introduction

The final redistricting map, adopted by the 2022 Redistricting Task Force (“RDTF”) by a five to four split vote on April 28, 2022¹, is the result of a flawed and mismanaged redistricting process. The author of this statement cannot in good faith state the final approved map conforms to all the legal requirements.

Some of the failures experienced were due to the COVID-19 pandemic or the lack of adequate funding, but these excuses fail to explain the more fundamental failures in the decision-making process of the RDTF. The final map needlessly splits (“cracks”) many marginalized communities of interest made up of vulnerable populations that should have remained in the same district for the purpose of their fair and effective representation. The final map does not fairly reflect the public input received at public meetings nor does it fairly reflect communities of interest in San Francisco, both fundamental statutory requirements to the redistricting process.

When other criteria-compliant alternatives to this final map were known to exist and were explored by the RDTF, important adjustments to district lines in the final approved map can only be described as intentional gerrymandering.

Process

Public Meetings

The San Francisco Charter² requires the Redistricting Task Force to make adjustments to the district lines “*as appropriate based on public input at public hearings*”. The RDTF held forty-six public meetings, for a total of 234 hours. The previous 2012 Redistricting Task Force held thirty public meetings, for a total of 100 hours. The RDTF did not hold a single in-district, in-person public meeting outside of the meetings held at City Hall.

¹ Thirteen days after the San Francisco charter deadline of April 15.

² https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_charter/0-0-0-1234

Working Draft and Draft Final Maps

Despite the robust meeting schedule, the 2022 RDTF only released its first working/draft map on March 9, nine weeks after the 2012 Redistricting Task Force first released its first working/draft map. Both draft final maps were all released a few days before the last scheduled meeting of the RDTF, effectively eliminating the possibility of actionable public input. Working/draft and draft final maps were only released online. RDTF leadership consistently opposed working on or releasing a draft/working map earlier.

Outreach and Language Access

For weeks towards the end of the process, the RDTF did not have an outreach consultant, which only highlighted the fact that the majority of its community outreach had been exclusively online, principally through mass emails, which further limited public outreach. At multiple public meetings, RDTF members and members of the public correctly criticized the failure to provide adequate language access, hindering the ability of non-English speakers to meaningfully participate in the redistricting process.

Statutory Criteria

The RDTF never discussed how to fairly apply the various statutory criteria or how to effectively organize the thousands of public comments received. Only during the last week was the ranking of the various statutory criteria discussed by a subset of the RDTF (a direct result of an Election Commission hearing), but no consensus was reached and discussion was never elevated to the full RDTF at a public meeting (see attached draft *Proposed Ranked Statutory Criteria*). The RDTF also did not come up with a clear process on how to consider conflicting input from competing communities of interest, leading to arbitrary decisions regarding adjustments of district lines.

Communities of Interest

The San Francisco Charter³ requires the Redistricting Task Force redistricting to reflect communities of interest within the City and County of San Francisco. The RDTF never adopted a formal definition of communities of interest. In addition, no significant discussion was ever had on how to deal with communities of interest that were deemed “unmappable”, which effectively prioritized a subset of received public input that was able to be loaded into the mapping consultant’s systems.

Federal Voting Rights Act

The final map was supposed to comply with the Federal Voting Rights Act, as detailed by the Office of the City Attorney’s March 14 Voting Rights Act Section 2 Analysis memo. Nonetheless, from the March 25 meeting onward, the majority of the RDTF went against said advice, splitting the communities of interest located in the Tenderloin and South of Market on the basis of race. No serious arguments were made by members of the RDTF to ensure subsequent maps were legally defensible and compliant with the VRA. The aforementioned communities of interest remained divided in the final map.

Population Variations

Population variations between districts must be limited to 1 percent from the statistical mean unless recognized neighborhoods are kept intact or to prevent the division or dilution of the voting power of minorities. The final map goes above the 1 percent limit in all but one of the eleven districts (District 3) while splitting many recognized neighborhoods such as University Mound, Francisco Heights and Stonestown.

³ https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_charter/0-0-0-1234

Adjustment of Lines

District One

The District 1 lines were adjusted to:

1. **Include** the entirety of the 2006 Mayor's Office of Neighborhood Services (MONS) SF Find recognized neighborhoods of Sea Cliff and Presidio Terrace as well as the northside of Lake Street corridor connecting these two recognized neighborhoods. (Area One)
2. **Exclude** the area north of Anza Street in the 2006 MONS SF Find recognized neighborhood of Lone Mountain. (Area Two)
3. **Exclude** the area south of John F. Kennedy Drive in Golden Gate Park. (Area Three)

Discussion on adjustments to District One:

1. The RDTF received conflicting public input in regards to including aforementioned Area One in District 1:
 - a. Residents living in the areas north of Lake Street stated they shopped, dined and volunteered in the Richmond District and felt their community of interest was split by the previous district lines.
 - b. Most residents living in the Richmond District who gave public input felt that their voting power would be diluted if the areas north of Lake Street were added to District 1. Many felt more affinity with the neighborhood of Anza Vista. These residents identified as vulnerable populations of working-class renters, many of immigrant origin or members of communities of color and did not feel like the residents living in the areas north of Lake Streets were part of their various communities of interest, as they were perceived to be wealthier and more often homeowners.
 - c. The existence of the latter communities of interest made up of vulnerable populations is corroborated by the SF Planning Department's Priority Equity

Geographies map⁴ and by the SF Department of Public Health's 2016 Areas of Vulnerability⁵ which both "*track areas with a higher density of vulnerable populations...including but not limited to people of color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed*". Area One is not included in these maps, which indicate that two distinct communities of interest exist.

- d. The vulnerability of the latter group is also confirmed by the analysis performed by the Urban Displacement Project⁶ (a joint project of the University of California - Berkeley and the University of Toronto), in collaboration with the San Francisco Mayor's Office of Housing and Community Development. The analysis identifies significant parts of the Richmond District, south of Lake Street, as undergoing "Advanced Gentrification" while listing areas north of Lake Street as "Stable/Advanced Exclusive". This analysis further confirms that there are two different communities of interest.
 - e. Since there were alternative areas like Anza Vista that could be included in District 1 that would fulfill the other redistricting criteria and which residents of the Richmond indicated affinity to during their public input, the author of this statement does not believe that it was necessary to adjust district line to include Area One in District 1 since it would reasonably dilute the voting power of various identified communities of interest made up of vulnerable populations by prioritizing the wishes of a wealthier, stabler community of interest.
2. By excluding the aforementioned Area Two, the RDTF split at least two recognized neighborhoods:
- a. Francisco Heights Civic Association, which the association opposed in writing and which multiple members of the public also opposed.
 - b. The 2006 MONS SF Find recognized neighborhood of Lone Mountain.
 - c. There was no or minimal public input received at public meetings justifying this adjustment or splitting these recognized neighborhoods.

⁴ <https://sfhousingelement.org/priority-equity-geographies>, also attached.

⁵ <https://data.sfgov.org/Geographic-Locations-and-Boundaries/Areas-of-Vulnerability-2016/kc4r-y88d>

⁶ <https://www.urbandisplacement.org/maps/sf-bay-area-gentrification-and-displacement/>

- d. By choosing to split these recognized neighborhoods, the author of this statement believes the RDTF is limited to a 1 percent from the statistical mean population variation for District 1.
3. By excluding the aforementioned Area Three, the RDTF split Golden Gate Park, which is also a 2006 MONS SF Find recognized neighborhood. By choosing to split this recognized neighborhood, the author of this statement believes the RDTF is limited to a 1 percent from the statistical mean population variation for District 1.

District Two

The District 2 lines were adjusted to:

1. **Exclude** the entirety of the 2006 Mayor's Office of Neighborhood Services (MONS) SF Find recognized neighborhoods of Seacliff and Presidio Terrace as well as the northside of Lake Street connecting them. (Area One)
2. **Include** the area north of Anza Street in the 2006 MONS SF Find recognized neighborhood of Lone Mountain. (Area Two)
3. **Include** the area south of Turk Blvd and west of Broderick St in the 2006 MONS SF Find recognized neighborhood of the Western Addition with the exception of the block bounded by Baker, Golden Gate, Broderick, and McAllister. (Area Three)
4. **Include** most of the 2006 MONS SF Find recognized neighborhood of Cathedral Hill with the exception of Jefferson Square Park. (Area Four)
5. **Excludes** most of the 2006 MONS SF Find recognized neighborhood of Russian Hill with the exception of the area north of Chestnut St and west of Hyde St. (Area Five)

Discussion on adjustments to District Two:

1. Area One and Area Two are discussed under District One adjustments.
2. Area Three and Area Four are discussed under District Five adjustments.
3. Area Five is discussed under District Three Adjustments.

District Three

The District 3 lines were adjusted to:

1. **Include** most of the 2006 MONS SF Find recognized neighborhood of Russian Hill with the exception of the area north of Chestnut St and west of Hyde St. (Area One)
2. **Include** areas north of Geary Street between Van Ness and west of Leavenworth and a single block south of Eddy St and north of Market St (Area Two)

Discussion on adjustments to District Three:

1. The RDTF received conflicting public input in regards to including aforementioned Area One:
 - a. Russian Hill was split in the previous district map. The D3 United Map proponents made the argument that a complete Russian Hill, along all the other neighborhoods in D3, were one community of interest connected principally through tourism.
 - b. The D3 United Map was a clear attempt to reverse engineer District 3 with a complete Russian Hill while avoiding the inclusion of the Tenderloin in District 3. This was confirmed by hundreds of letters received which principally focus on the possibility of the inclusion of the Tenderloin into District 3, which was never seriously entertained by the RDTF.
 - c. There were a significant number of members of the public and organizations that expressed concern at public meetings and in writing around the dilution of the voting power of working-class Chinese residents in Chinatown by the inclusion of a complete Russian Hill into District 3.
 - d. The existence of the communities of interest made up of vulnerable populations in Chinatown and North Beach is corroborated by the SF Planning Department's Priority Equity Geographies map⁷ and by the SF Department of Public Health's 2016 Areas of Vulnerability⁸, both which "*track areas with a higher density of vulnerable populations...including but not limited to people of*

⁷ <https://sfhousingelement.org/priority-equity-geographies>

⁸ <https://data.sfgov.org/Geographic-Locations-and-Boundaries/Areas-of-Vulnerability-2016/kc4r-y88d>

color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed”. Russian Hill is not included in these maps.

- e. The vulnerability of various communities of interest in Chinatown and North Beach are also confirmed by the analysis performed by the Urban Displacement Project, a collaboration by the University of California - Berkeley and the University of Toronto, in collaboration with the San Francisco Mayor’s Office of Housing and Community Development. Russian Hill is listed as a stable area or an area that is becoming exclusive.
 - f. The RDTF could have made Russian Hill whole in District 2 and added the East Cut Community Benefit District in the South of Market, which has up to 30% low-income units, which supporters of the Community Unity Map Coalition showed affinity with. This would have fulfilled all redistricting criteria without diluting the voting power of various communities of interest made up of vulnerable populations and kept various recognized neighborhoods whole.
2. The inclusion of Area Two in District 3 reflected public input received at public meetings, including input received from the Community Unity Map Coalition.

District Four The District 4 lines were adjusted to:

1. **Include** parts of the 2006 MONS SF Find recognized neighborhoods of Merced Manor and Lakeshore south of Sloat Blvd. (Area One)
2. **Include** areas north of Lincoln Way and south of John F. Kennedy Drive in Golden Gate Park (Area Two)
3. **Exclude** all areas east of 19th Ave in the Inner Sunset. (Area Three)

Discussion on adjustments to District Four:

1. The RDTF received conflicting public input in regards to including aforementioned Area One in District 4:
 - a. Some residents of Merced Manor and Lakeshore strongly felt that they were a community of interest with the neighborhoods that make up the West of Twin Peaks Central Council.

- b. This affinity is corroborated by 1937 San Francisco Residential Security Map⁹.
 - c. Some residents of Merced Manor and Lakeshore felt that they were a community of interest with the Sunset, particularly its commercial corridors.
 - d. Some residents of the Sunset felt that Lowell High School should be included in District 4.
 - e. Most residents living in the Sunset District felt that their voting power would be diluted if the areas south of Sloat were added to District 4. These residents identified as vulnerable populations of working-class renters, many of immigrant origin or members of communities of color and did not feel like the residents living in the areas south of Sloat Blvd were members of their various communities of interest.
 - f. The vulnerability of these communities of interest is confirmed by the analysis performed by the Urban Displacement Project¹⁰, a collaboration by the University of California - Berkeley and the University of Toronto, in collaboration with the San Francisco Mayor's Office of Housing and Community Development. It identifies significant parts of the Sunset District as undergoing "Advanced Gentrification" while listing areas south of Sloat Blvd as "Stable Moderate/Mixed Income".
 - g. Since the inclusion of other areas to District 4 (such as parts of the Inner Sunset, supported by members of the public, including supporters of the Community Unity Map) would fulfill other redistricting criteria, the author of this statement does not believe that it was necessary to adjust the district lines to include areas south of Sloat Blvd since it would reasonably dilute the voting power of various communities of interest made up of vulnerable populations in the Sunset.
 - h. This adjustment also split the 2006 MONS SF Find recognized neighborhoods of Lakeshore and Merced Manor, which was opposed publicly and in writing.
2. The RDTF split Golden Gate Park, which is also a 2006 MONS SF Find recognized neighborhood, by adding the aforementioned Area Two.
 3. Area Three is discussed under District Seven Adjustments.

⁹ <https://maps.princeton.edu/catalog/stanford-pc204zy5923>

¹⁰ <https://www.urbandisplacement.org/maps/sf-bay-area-gentrification-and-displacement/>

District Five

The District 5 lines were adjusted to:

1. **Exclude** the areas roughly south of Frederick St and Lincoln Way, including all areas in the 2006 MONS SF Find recognized neighborhoods of the Inner Sunset, Parnassus Heights, Cole Valley and Ashbury Heights and parts of the 2006 MONS SF Find recognized neighborhood of Buena Vista south of Waller St and east of Masonic Ave. (Area One)
2. **Exclude** the areas of Golden Gate Park south of Pelosi Dr/MLK Jr Dr and west of Kezar Dr. (Area Two)
3. **Exclude** areas around north of Market Street and roughly between Octavia Ave and Van Ness Avenue, variously part of the 2006 MONS SF Find recognized neighborhoods of Mint Hill, Lower Haight and Civic Center. (Area Three).
4. **Include** areas roughly east of Van Ness Avenue, north of Grove and Market Streets, south of Geary Ave and west of Mason St, variously part of the 2006 MONS SF Find recognized neighborhoods of the Tenderloin and Civic Center. (Area Four)
5. **Exclude** the area south of Turk Blvd and west of Broderick St in the 2006 MONS SF Find recognized neighborhood of the Western Addition with the exception of the block bounded by Baker, Golden Gate, Broderick, and McAllister. (Area Five)
6. **Exclude** most of the 2006 MONS SF Find recognized neighborhood of Cathedral Hill with the exception of Jefferson Square Park. (Area Six)

Discussion on adjustments to District Five:

1. The RDTF received conflicting public input in regards to including aforementioned Area One in District 5:
 - a. The 2006 MONS SF Find recognized neighborhood of the Inner Sunset was split in the previous district map.
 - b. Some residents living in the southern part of the Inner Sunset and south of the neighborhood proper felt they formed a community of interest.
 - c. Most residents of the Inner Sunset stated they had affinity with the Sunset or with the neighborhoods surrounding the Haight. These residents identified as

vulnerable populations of working-class renters, many of immigrant origin or members of communities of color.

- d. The vulnerability of these communities of interest is confirmed by the analysis performed by the Urban Displacement Project¹¹, a collaboration by the University of California - Berkeley and the University of Toronto, in collaboration with the San Francisco Mayor's Office of Housing and Community Development. It identifies significant parts of the Inner Sunset as undergoing "Advanced Gentrification" while listing areas south of Parnassus Ave and 17th St as "Stable/Advanced Exclusive".
 - e. This adjustment did not fairly reflect public input. Other proposed adjustments would have fulfilled all redistricting criteria without diluting the voting power of various communities of interest made up of vulnerable populations and kept various recognized neighborhoods whole.
2. The RDTF continued to split Golden Gate Park, which is also a 2006 MONS SF Find recognized neighborhood, by excluding the aforementioned Area Two.
 3. The RDTF split various recognized neighborhoods, including the 2006 MONS SF Find recognized neighborhoods of Mint Hill, Lower Haight and Civic Center, by excluding the aforementioned Area Three. The adjustments did not reflect any public input received at public meetings or via email.
 4. Area Four is discussed under District Six Adjustments.
 5. The adjustments made in Area Five and Area Six roughly reflect input received from a small number of members of the public through email directing to an anonymous website¹² with a proposed map of District 5.
 - a. The existence of the communities of interest made up of vulnerable populations in these areas is corroborated by the SF Planning Department's Priority Equity Geographies map¹³ and by the SF Department of Public Health's 2016 Areas of Vulnerability¹⁴, both which "*track areas with a higher density of vulnerable populations...including but not limited to people of color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed*". Neighborhoods north of these areas are not included.

¹¹ <https://www.urbandisplacement.org/maps/sf-bay-area-gentrification-and-displacement/>

¹² <https://sf-redistrict-proposal.webflow.io/>

¹³ <https://sfhousingelement.org/priority-equity-geographies>

¹⁴ <https://data.sfgov.org/Geographic-Locations-and-Boundaries/Areas-of-Vulnerability-2016/kc4r-y88d>

- b. The vulnerability of the populations living in these areas is confirmed by the analysis performed by the Urban Displacement Project¹⁵, a collaboration by the University of California - Berkeley and the University of Toronto, in collaboration with the San Francisco Mayor's Office of Housing and Community Development. It identifies significant parts of these areas as experiencing "Advanced Gentrification" while listing areas north of them as stable or exclusive.
- c. These adjustments diluted the voting power of various communities of interest made up of vulnerable populations in these areas.

District Six

The District 6 lines were adjusted to:

1. **Include** areas around north of Market Street and roughly between Octavia Ave and Van Ness Avenue, variously part of the 2006 MONS SF Find recognized neighborhoods of Mint Hill, Lower Haight and Civic Center. (Area One)
2. **Exclude** areas roughly east of Van Ness Avenue, north of Grove and Market Streets, south of Geary Ave and west of Mason St, variously part of the 2006 MONS SF Find recognized neighborhoods of the Tenderloin and Civic Center. (Area Two)
3. **Include** the area remaining parts of the 2006 MONS SF Find recognized neighborhood of Showplace Square. (Area Three)

Discussion on adjustments to District Six:

1. Area One is discussed under District Five adjustments.
2. The Area Two adjustment was the most contentious and significant adjustment made by the RDTF.
 - a. As heard during public comment at public meetings and through email to the RDTF by hundreds of members of the public, this adjustment split many communities of interest made up of vulnerable populations that should have

¹⁵ <https://www.urbandisplacement.org/maps/sf-bay-area-gentrification-and-displacement/>

remained in the same district for the purpose of their fair and effective representation, including but not limited to:

- i. Working-class Filipino renters. Roughly 30% of this community of interest lives in the Tenderloin, with the remainder in the South of Market.
 - ii. Working-class Latino renters, many of them essential workers and including a significant number of people of Indigenous descent. Roughly half of this community of interest lives in the Tenderloin and half in the South of Market.
 - iii. The LGBTQ community, with the transgender community being disproportionately impacted.
 - iv. Working-class renters of all backgrounds, including Asian and Arab, including hundreds of families.
 - v. Service workers, including members of SEIU Local 87 and UNITE Here Local 2, which work in office buildings and hotels in the South of Market respectively and live and organize in the Tenderloin.
 - vi. Members of IFPTE Local 21 which work in and around the Civic Center and organize in the South of Market.
- b. The adjustment also split the Transgender Cultural District, but managed to keep various Community Benefit Districts nearly whole.
 - c. At least one compliant alternative was explored which kept these communities of interest whole. This alternative moved the East Cut Community Benefit District, which has up to 30% low-income units, out of District 6 and into District 3. Various residents of the East Cut (including the author of this statement) spoke up in favor of this adjustment, as well as supporters of the Community Unit Map. This would have fulfilled all redistricting criteria without diluting the voting power of various communities of interest made up of vulnerable populations and kept various recognized neighborhoods whole.
3. Area Three is discussed under District Ten adjustments.

District Seven

The District 7 lines were adjusted to:

1. **Include** the areas roughly south of Lincoln Way, including all areas in the 2006 MONS SF Find recognized neighborhood of the Inner Sunset and parts of the 2006 MONS SF Find recognized neighborhood of Parnassus Heights. (Area One)
2. **Include** the areas of Golden Gate Park south of Pelosi Dr/MLK Jr Dr and west of Kezar Dr. (Area Two)
3. **Include** all areas east of 19th Ave in the Inner Sunset. (Area Three)
4. **Exclude** parts of the 2006 MONS SF Find recognized neighborhoods of Merced Manor and Lakeshore south of Sloat Blvd. (Area Four)
5. **Exclude** all parts of the 2006 MONS SF Find recognized neighborhoods of Oceanview and Ingleside south of Ocean Ave and east of Ashtor Ave. (Area Five)

Discussion on adjustments to District Seven:

1. Area One is discussed under District Five adjustments.
2. Area Two is discussed under District Five adjustments.
3. Area Three is comparable to the discussion of Area Two under District Five adjustments.
4. Area Four is discussed under District Four adjustments.
5. The exclusion of Area Five reflected public input received at public meetings, including input received from various communities of interest and the Community Unity Map Coalition.

District Eight

The District 8 lines were adjusted to:

1. **Include** the areas roughly south of Frederick St, including all areas in the 2006 MONS SF Find recognized neighborhoods of the Parnassus Heights, Cole Valley and Ashbury

Heights and parts of the 2006 MONS SF Find recognized neighborhood of Buena Vista south of Waller St and east of Masonic Ave. (Area One)

2. **Include** one block north of Waller and east of Laguna, part of the 2006 MONS SF Find recognized neighborhood of Mint Hill. (Area Two).
3. **Exclude** the area west of Guerrero between Duboce and 24th St. (Area Three).
4. **Exclude** the area around Tiffany Street. (Area Four)
5. **Exclude** the area south of San José Avenue, part of the 2006 MONS SF Find recognized neighborhood of Mission Terrace. (Area Five)

Discussion on adjustments to District Eight:

1. Area One is discussed under District Five adjustments.
2. Area Two is discussed under District Five adjustments.
3. Area Three is discussed under District Nine adjustments.
4. Area Four is discussed under District Nine adjustments.
5. Area Five is discussed under District Eleven adjustments.

District Nine

The District 9 lines were adjusted to:

1. **Include** the area west of Guerrero between Duboce and 24th St. (Area One).
2. **Include** the area around Tiffany Street. (Area Two)
3. **Include** the area east of Potrero Avenue and south of Division Street. (Area Three)
4. **Include** the area around Potrero del Sol Park. (Area Four)
5. **Exclude** the area west of Cambridge St, part of the 2006 MONS SF Find recognized neighborhood of University Mound. (Area Five)

Discussion on adjustments to District Nine:

1. The adjustments of Area One, which unified Valencia Street under one district, reflected public input received at public meetings, including input received from various communities of interest, the Valencia Merchants Association and the

Community Unity Map Coalition. The principal desire was to unite the Valencia St Corridor community interest under a single district.

2. The adjustments of Area Two did not reflect any significant public input received at public meetings or via email.
3. The adjustments of Area Three made the 2006 MONS SF Find recognized neighborhood of Mission District whole and fairly reflected public input received at public meetings, including input received from various communities of interest and the Community Unity Map Coalition.
4. The adjustments of Area Four fairly reflected public input received at public meetings, including input received from various communities of interest and the Community Unity Map Coalition.
5. The adjustments of Area Five did not reflect any significant public input received at public meetings or via email and split the 2006 MONS SF Find recognized neighborhood of University Mound.

District Ten

The District 10 lines were adjusted to:

1. **Exclude** the area remaining parts of the 2006 MONS SF Find recognized neighborhood of Showplace Square. (Area One)
2. **Exclude** the area east of Potrero Avenue and south of Division Street. (Area Two)
3. **Exclude** the area around Potrero del Sol Park. (Area Three)
4. **Exclude** the area south of Geneva, part of the 2006 MONS SF Find recognized neighborhood of Crocker Amazon. (Area Four)

Discussion on adjustments to District Ten:

1. The adjustments of Area One were firmly opposed in writing and during public comment at public meetings by many various communities of interest, particularly residents in Potrero Hill-Dogpatch as well as other communities of interest in the Bayview-Hunters Point and Visitacion Valley. There was no significant support for this

adjustment by members of the public and no confirmed community of interest with District 6.

2. Area Two is discussed under District Nine adjustments.
3. Area Three is discussed under District Nine adjustments.
4. The adjustments to Area Four did not appear to reflect any significant public input received at public meetings or via email.

District Eleven

The District 11 lines were adjusted to:

1. **Include** all parts of the 2006 MONS SF Find recognized neighborhoods of Oceanview and Ingleside south of Ocean Ave and east of Ashtor Ave. (Area One)
2. **Include** the area south of San José Avenue, part of the 2006 MONS SF Find recognized neighborhood of Mission Terrace. (Area Two)
3. **Include** the area west of Cambridge St, part of the 2006 MONS SF Find recognized neighborhood of University Mound. (Area Three)
4. **Exclude** the area south of Geneva, part of the 2006 MONS SF Find recognized neighborhood of Crocker Amazon. (Area Four)

Discussion on adjustments to District Eleven:

1. Area One is discussed under District Seven adjustments.
2. The exclusion of Area Two reflected public input received at public meetings, including input received from various communities of interest and the Community Unity Map Coalition.
3. Area Three is discussed under District Nine adjustments.
4. Area Four is discussed under District Ten adjustments.

Conclusion

Redistricting is fundamentally a political process. It is a process triggered when the decennial census demonstrates that the fair and effective political representation of residents has been compromised due to uneven shifts in population. Previous Redistricting Task Forces understood that working towards the fair and effective representation of all San Franciscans is not a zero-sum game, where some communities must win and others lose.

The California Constitution recognizes living standards and work opportunities as legitimate examples of interests that communities of interest can use to define themselves. Yet the reasonable concerns of renters and working-class communities of interest about being divided and grouped with wealthier, stable communities of interest were called classist or xenophobic by some of members of the RDTF and their concerns consistently dismissed, as the final adjustments to the district lines demonstrate.

This unwillingness to fairly reflect San Francisco's working-class communities of interest ultimately made the final map a partisan map. It needlessly splits many known politically marginalized, vulnerable, and disadvantaged communities of interest made up of vulnerable populations that should have remained in the same district for the purpose of their fair and effective representation. Their representation at City Hall will be diminished for the next decade while amplifying the voice of more stable communities of interest. The RDTF failed the residents of San Francisco at its most fundamental responsibility.

This process shows an urgent need for the redistricting process to be reformed. The author of this statement fully endorses the May 6 joint letter sent to the RDTF by the League of Women Voters of San Francisco, Asian Americans Advancing Justice - Asian Law Caucus and California Common Cause. A copy is attached to this statement.

Acknowledgements

The author of this statement would like to thank the Department of Elections; John Carroll, Joe Adkins, Wilson Ng, John Tse, Alicia Somera, Eileen McHugh, and Madam Clerk Angela Calvillo from the Office of the Clerk of the Board of Supervisors; Andrew Shen, Ana Flores, and Gus Guibert from the Office of the City Attorney; Agnes Li, Arturo Castenza, and Raymond Borres from the Office of Civic Engagement and Immigrant Affairs; Jamie Clark, Karin Mac Donald, Seth Neil from Q2 Data and Research LLC; all the other City staff for their support; the thousands of San Franciscans that participated in this process; and Luna, the 10th member of the 2022 San Francisco Redistricting Task Force.



Errata

Any errors are the fault of the author of this statement. Corrections or updates to this member statement will be posted as deemed necessary on the following page:

<https://docs.google.com/document/d/1KYBFBrKgkBqHz2scZaMDG0ojqmh5pDZTY2ikJumaAI4/edit?usp=sharing>

Attachments

- A. Proposed Ranked Statutory Criteria (draft)
- B. SF Planning Priority Equity Geographies Map, based on the Department of Public Health Areas of Vulnerability
- C. *Recommendations for inclusion in Redistricting Task Force final report.* Letter dated May 6, 2022 from the League of Women Voters of San Francisco, Asian Americans Advancing Justice - Asian Law Caucus and California Common Cause to the 2022 Redistricting Task Force.

Proposed Ranked Statutory Criteria

Based on the CRC 2020 Playbook, the following criteria are listed in order of priority. Some include related but non-statutory considerations. Lower-priority criteria only apply to the extent that they do not conflict with higher-priority criteria.

- A. **Equal Population:** Limited to +/- 1% population variation between districts unless it is to prevent dividing or diluting the voting power of minorities or to keep recognized neighborhoods intact, in which case it will be +/- 5% population variation between districts.
- B. **VRA compliance:** Fulfill all Section 2 requirements
- C. **Contiguity:** Observe absolutely, with appropriate consideration for islands and permanent water crossings.
- D. **Communities of Interest**
 - a) The statutory requirement is for the adjusted lines to reflect communities of interest.
 - b) Defining communities of interest excludes any consideration of relationships with political parties, incumbents, or political candidates
 2. Apply these further non-statutory considerations to COI input:
 - a) Where COI submissions conflict, generally give greater weight to those that:
 - (1) Aid in satisfying other statutory criteria, especially higher-ranked ones
 - (2) Seem to represent a larger segment of a community
 - (3) More closely fit a statutory definition of a COI
 - (4) Are given by someone located in that COI
 - b) When an individual COI input submission is unclear or inconsistent with itself, generally give greater weight to the part of that individual submission that is more clear, specific, and central
 - c) Give due but carefully considered weight to COI input given via official resolutions by elected bodies
 - d) Give due but carefully considered weight to input by organizations; be aware of which interests a given organization does and does not represent, and be aware of how locally representative it actually is (or is not)
 - e) It is appropriate to consider COIs known to Task Force Members through data or other documented evidence even if those communities have not submitted COI input
 - f) Sheer quantity of input on a given COI is difficult to weigh; COI submissions are aids to identify and define COIs; therefore,

quantities (whether many or few) should be duly considered but are not decisive

- g) In cases of multiple substantially identical COI input submissions that appear “scripted,” generally evaluate the COI on its own merits, noting the above considerations about quantity of input; do not discount such input merely for seeming “scripted”
- h) Be open to ways a heterogeneous region may nevertheless “share common social and economic interests”
- i) Consider racially framed COI input in the context of all other traditional redistricting criteria, so that race is never a sole or predominating factor (except as needed for VRA compliance)
- j) Give appropriate care and consideration to the possibilities of covert motivations and sources of COI input; factually questionable input can be checked or ignored; use a critical lens to discern attempts to reverse engineer districts; always look for actual evidence
- k) If testimony alone is insufficient to fully define a given COI, it may be helpful to seek current and valid demographic, economic, historic, land-use, and other data (e.g., via reports written by local communities about their own issues).

E. Recognized Neighborhoods¹

F. Compactness: Do not bypass nearby areas of population in favor of more distant ones

G. Exclusions:

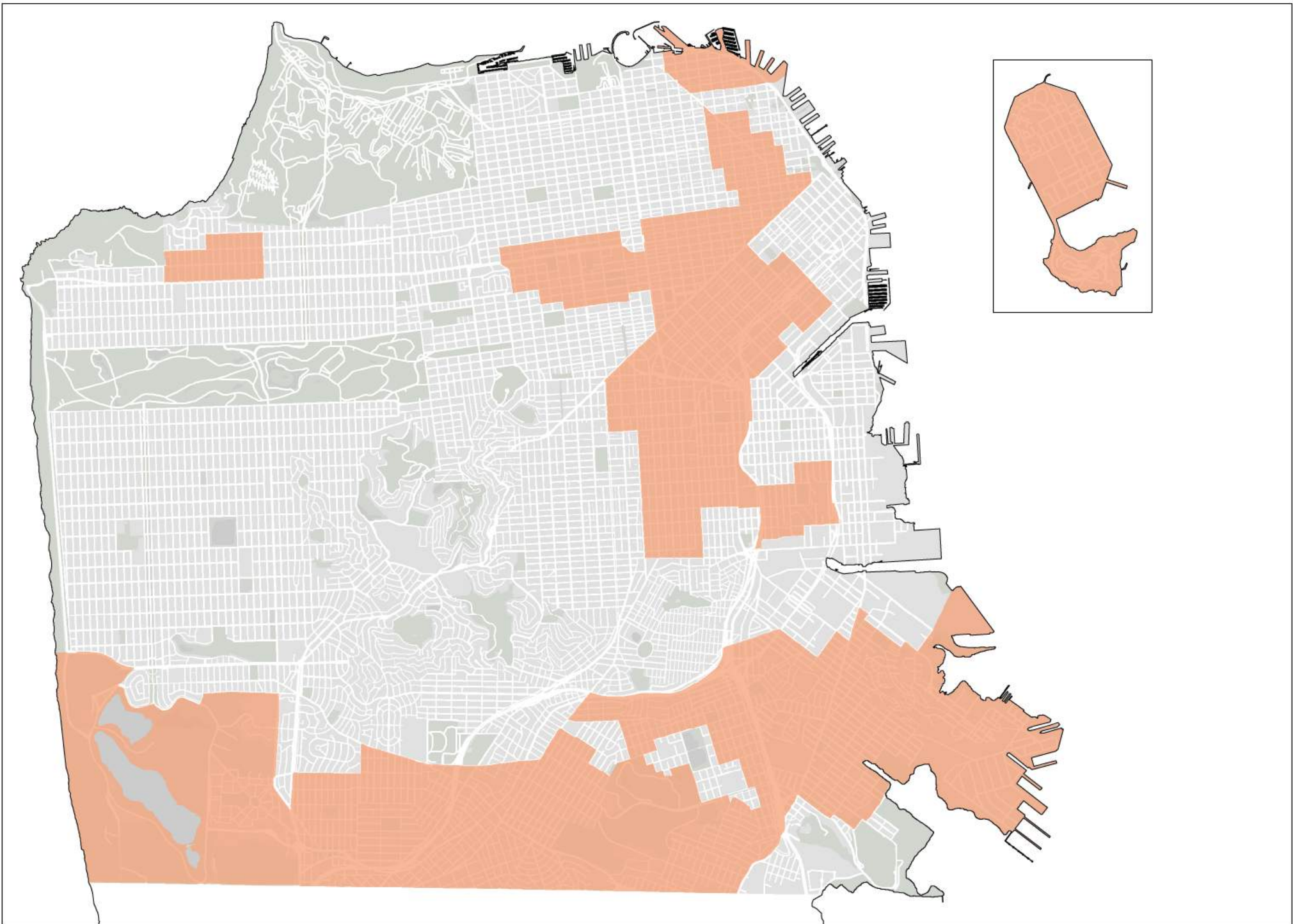
- 1. We will not consider the place of residence of any officeholder or candidate
- 2. We will not or draw any district with the intention of favoring or disfavoring any officeholder, candidate, or party

Some Proposed General Principles:

- A. Document all decisions and their reasons, including incremental ones
- B. Consult the most current data available, remembering that the 2012 maps are a decade old
- C. “Share the Gain & Pain” — spread the costs and benefits of mapping decisions, e.g., if a neighborhood must be split in one plan, consider keeping it whole in another plan
- D. Districts should maximize voters’ opportunity to elect representatives of their own choosing.
- E. Remember: Not all COIs have the same level of opportunity when it comes to electing representatives of their own choosing due to differences like wealth, income, educational attainment, etc.

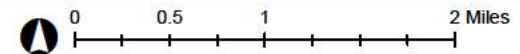
¹ Actual rank for recognized neighborhoods to be discussed at today’s meeting.

- F. Be open to resolving similar issues in different places in different ways
- G. Remember: "The cleanest option is not always the best" - Justin Levitt
- H. Remember: we are neither in the incumbent protection business nor in the wrecking ball business



Priority Equity Geographies: Department of Public Health Areas of Vulnerability
SAN FRANCISCO

ATTACHMENT TO STATEMENT OF RDTF MEMBER HERNÁNDEZ GIL





May 6, 2022

VIA EMAIL to rdtf@sfgov.org

San Francisco Redistricting Task Force
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102

RE: Recommendations for inclusion in Redistricting Task Force final report

Dear Redistricting Task Force members,

Asian Americans Advancing Justice - Asian Law Caucus (ALC), California Common Cause (CACC), and the League of Women Voters of San Francisco (LWVSF) write to share some of the many opportunities for improving the local redistricting process in San Francisco. Our recommendations are not only based on lessons learned during the city's most recent process, but also reflect best practices used successfully in other jurisdictions. We respectfully request that the Redistricting Task Force include these recommendations in its final report for the benefit of future redistricting bodies and the people of San Francisco.

We strongly encourage the City and County of San Francisco to make every effort to improve all parts of the redistricting process, including how it is convened, the length of the process, mapping criteria and timeline, equitable participation, budget, information accessibility, staff and consultant support, public outreach and engagement, and records retention and reporting.

ALC, CACC, and LWVSF provide these recommendations to help future redistricting bodies carry out a fair, equitable, transparent, and accessible local redistricting process. Many of these recommendations were made in the letters our organizations submitted to the Task Force during its process or in letters to other city bodies before the Task Force

was convened. These are initial recommendations, and ALC, CACC, and LWVSF anticipate providing additional best practices and recommendations in the future.

Our recommendations:

1. **Allow sufficient time for a fair, equitable, transparent, and accessible redistricting process.** San Francisco’s local redistricting process should take place over a substantially longer period of time than it did this cycle. The San Francisco Redistricting Task Force held its first meeting approximately seven months before its map deadline. In contrast, similarly-sized Bay Area cities started much earlier, providing significantly more time to complete their local redistricting processes than was allotted in San Francisco. Oakland’s Redistricting Commission held its first meeting more than 14 months before its map deadline.¹ San Jose’s Redistricting Advisory Commission began convening 11 months ahead of its map deadline.² Starting the redistricting process earlier in San Francisco would provide the necessary time for all steps in the process, including member applications and selection, training, community outreach and education, public input and feedback, and mapping. Based on best practices from other jurisdictions we have monitored, we recommend that San Francisco’s redistricting body convenes at least 12 months before the final map deadline.
2. **Create an accessible and equitable redistricting body application process to support the appointment of a diverse and inclusive membership.** All San Francisco residents should be provided the same opportunity to apply to serve so that the membership of the redistricting body can reflect the diversity of the San Francisco community. Therefore, information about the redistricting body’s application timeline, selection process, the application itself, and all related documents and forms should be available both online and physically. All appointing bodies should follow the same, uniform best practices around transparency, public input, accessibility, and outreach. Appropriate administrative, financial, and community outreach resources should be allocated for promoting the application opportunity to all San Franciscans. Attention should be

¹The Oakland Independent Redistricting Commission’s first meeting was held on October 14, 2020 with a deadline of December 31, 2021. City of Oakland Redistricting Commission, Past Meetings, oaklandca.gov/boards-commissions/redistricting-commission/meetings or on the Internet Archive Wayback Machine at

web.archive.org/web/20220504223245/https://www.oaklandca.gov/boards-commissions/redistricting-commission/meetings.

² The San Jose Redistricting Advisory Commission’s first meeting was held on February 22, 2021 with a city deadline of January 11, 2022. See City of San Jose Redistricting Advisory Commission, 2020 Redistricting Commission Report and Recommendations, November 18, 2021, sanjoseca.gov/home/showpublisheddocument/79870/637729314509500000 or on the Internet Archive

Wayback Machine at web.archive.org/web/20220504223346/https://www.sanjoseca.gov/home/showpublisheddocument/79870/637729314509500000.

given to doing outreach to the city's various communities of interest about the application opportunity and to reaching San Franciscans of diverse racial groups, ethnicities, cultures, languages, ages, genders, sexual orientations, socioeconomic statuses, citizenship statuses, and other factors. For this redistricting process, the Elections Commission received 33 applications and the Board of Supervisors received eight. It remains unknown to the public how many applications were received by the Mayor. In comparison, the county of Los Angeles received 741 applications for its redistricting commission and the city of San Diego's redistricting commission had over 100 applications.³ More effort should be made by all appointing bodies to promote the opportunity to apply.

3. **Establish minimum standard qualifications for all redistricting body members.** We recommend qualifications including but not limited to a residency requirement as well as limits on political conflicts of interest such as restrictions on recently running for locally elected office, or having contributed, within a minimum time frame prior to application, a certain dollar amount to a candidate for locally elected office. Such disclosures should be made at the application stage.⁴ Redistricting body members should also demonstrate knowledge of and appreciation for the diverse demographics, neighborhoods, and geography of San Francisco, as well as a high standard of personal integrity, civic engagement, and willingness to listen to extensive community input. These and other qualifications should be maintained throughout service.
4. **Support equity in participation in the redistricting body by offering a fair stipend to members.** The absence of financial compensation is, all too often, a major barrier to equitable participation on volunteer commissions and other bodies. It can especially dissuade those who are low-income and/or young from applying to serve due to the prohibitively high costs of commuting and missing work or lack of flexibility in their employment schedules. The city should provide members with a modest but meaningful stipend to facilitate more inclusive and representative membership on the redistricting body. In addition, the city should cover any reasonable expenses that members directly

³ Los Angeles County Citizens Redistricting Commission, *Commissioner Selection Process*, March 25, 2021. redistricting.lacounty.gov/wp-content/uploads/2021/03/CRC-Selection-Process-210127-FINAL-rev-2.pdf and on the Internet Archive Wayback Machine at web.archive.org/web/20220504201234/https://redistricting.lacounty.gov/wp-content/uploads/2021/03/CRC-Selection-Process-210127-FINAL-rev-2.pdf; County of San Diego Independent Redistricting Commission, *Meet the Commissioners*, sandiego.gov/redistricting-commission/commissioners and on the Internet Archive Wayback Machine at web.archive.org/web/20220504203859/https://www.sandiego.gov/redistricting-commission/commissioners.

⁴ Financial disclosure requirements should be consistently and equitably applied to all applicants. In this process, the Board of Supervisors' applicants had to submit a Statement of Economic Interest, also known as the Form 700, with their application, while the Mayor's and Election Commission's appointees had to submit Form 700 after being appointed.

incur as a result of their participation in meetings, such as meals, parking, and transit. These stipends and expenses should be paid to members regularly during service, not held until the end. The California Citizens Redistricting Commission (CCRC) offered members modest daily stipends and expense reimbursement for their work on state redistricting, which could be a useful model for San Francisco.⁵ Service on a redistricting body is difficult, tiring, and important labor that should be compensated.

5. **Establish a transparent budget encompassing all aspects of the redistricting process.** At no point was a total budget for the redistricting process released to the public, and the Task Force seemed to rely on city departments and agencies allocating funds toward the Task Force's needs on an ad hoc basis. A budget should be created that sufficiently meets all necessary expenses of the city's redistricting process, with opportunity for public input into the budget. The budget should be built on the actual expenditures of the previous redistricting process, with funds added to address shortcomings identified in the Task Force's final report. Additional funding should be provided to obtain datasets and analysis that can assist the redistricting body, provide fair stipends and expense reimbursement to members, and take advantage of new tools and techniques used for mapping, communications, and community engagement that will undoubtedly emerge in the years between redistricting processes. The budget should also include sufficient funding for language interpreters, and consultants for mapping, community outreach, communications, and collecting and analyzing public input to the redistricting body. We also recommend that the city provide modest grants and stipends to nonpartisan community based organizations, such as those that work on Census outreach, to assist with community education and outreach for local redistricting.
6. **Provide sufficient resources for robust language support.** The city must appropriately fund its legally-required interpretation and translation services. We appreciate the language access improvements that were made during the course of the 2021–2022 redistricting process, but in the future, the city must ensure that resources for language support are available from the very beginning of the process. Providing for linguistic inclusion is a legal requirement under both the FAIR MAPS Act and the San Francisco Language Access Ordinance.⁶ These requirements include providing interpretation of meetings on request, of the full meeting in addition to incoming public comments, as well as written translations of key information. The redistricting body should translate its outreach materials and advertise prominently that language access services are available.

⁵ For its 2021–2022 redistricting process, members of the CCRC receive \$300 for each day they are engaged in commission business and are eligible for reimbursement of expenses. Cal. Gov. Code § 8253.5.

⁶ Cal. Elec. Code § 21628(b), (g); San Francisco Ordinance 27-15.

- 7. Publish a detailed and specific timeline, including key milestones and deadlines, in a timely, public, and conspicuous manner.** A public timeline with specific milestones and deadlines for redistricting must be established much earlier in the redistricting process. Such a timeline is more than a meeting schedule—it sets benchmarks for the redistricting body and alerts the public to when and how people can engage in the process. At minimum, the timeline should include: 1) dates for a robust training schedule for the redistricting body itself, 2) events to educate the public about redistricting, 3) dates for community of interest hearings, 4) the date the first draft map will be released, and 5) key dates during the map revision and finalization process. This timeline should be available on the redistricting body’s website and elsewhere, including presented to the public during each meeting and posted in places accessible to people who lack reliable access to the internet.
- 8. Implement a training curriculum.** By not receiving any substantive training, the Task Force was often missing the context it needed to make important decisions in a consistent, clear, and transparent way. There were times during this redistricting process when it appeared that not all members possessed the requisite understanding of the Task Force’s responsibilities and mapping requirements under local, state, and federal laws. Best practices for maximizing public engagement and creating a fair, accessible, inclusive, and transparent redistricting process were overlooked or implemented late in the process. We echo our and other organizations’ recommendations from the September 16, 2021 joint letter⁷ to the Task Force that members should plan and receive a comprehensive set of trainings. At a minimum those trainings should cover the Brown Act, the Sunshine Ordinance and records retention, government ethics rules, the Voting Rights Act, Census data, and redistricting criteria, including communities of interest and relevant sections of the California Elections Code. Other useful training topics include geography and history of San Francisco, redistricting software and tools, public outreach and engagement, communications and media relations, language access, disability access, race and equity, and engaging historically excluded, underserved, and underrepresented communities. Additionally, receiving training from individuals who previously served on redistricting commissions or task forces can be helpful. Other California

⁷ Joint letter of recommendations to the San Francisco Redistricting Task Force from American Indian Cultural District, Asian Americans Advancing Justice - Asian Law Caucus, League of Women Voters of San Francisco, San Francisco Rising, SEIU Local 1021, and Southeast Asian Community Center, September 16, 2021, drive.google.com/file/d/1taBDc8OHRfAdqbnU1fZfeXXJD-Wh3JNz/ and on the Internet Archive Wayback Machine at web.archive.org/web/20220504221547/https://img1.wsimg.com/blobby/go/59053b06-508e-4a73-9320-f497b0c97d53/downloads/2021%2009%2016%20-%20Letter%20of%20recommendations%20for%20San.pdf.

redistricting bodies had comprehensive training curricula, including the commissions in San Diego County and the City of Long Beach, as well as the CCRC.⁸

9. **Allow sufficient time for robust discussion of map variations and better engage the public by creating and posting draft maps earlier.** The redistricting body should begin drafting maps earlier in its process. This Task Force shared its first map visualization at its meeting on March 14, 2022, only a month before its deadline. We appreciate that the Task Force held many hearings focused on communities of interest, but the Task Force did not leave itself enough time for full exploration of mapping options. Starting to draft maps earlier in the process has numerous benefits. Public engagement typically increases after draft maps are posted, and both the redistricting body and members of the public have more time to come up with creative solutions and explore a range of map possibilities. In cities like San Francisco, with many communities of interest to balance, having more time to find solutions can lead to better outcomes. Notably, other redistricting bodies gave themselves more than twice as much time for their map revisions.⁹

10. **Allow the redistricting body to have authority in the hiring and management of consultants, vendors, and contractors.** The redistricting body should be able to shape the scope of work of consultants, set standards for performance, and negotiate changes in scope as needed. The redistricting body should publicly publish and allow for public comment on any Request for Information (RFI) or Request for Proposal (RFP), vetting and hiring decisions, and related documents concerning consultants, vendors, or contractors supporting the redistricting body.

11. **Establish ranked mapping criteria.** During this redistricting process, there was significant confusion among the public and Task Force members about what criteria to prioritize when mapping. We recommend that the redistricting body use clear, ranked criteria to facilitate decision-making and ensure that the appropriate considerations shape the maps. The FAIR MAPS Act, the state redistricting process, and numerous

⁸ Long Beach Redistricting Commission, Training Schedule longbeach.gov/globalassets/redistricting/media-library/documents/reports/draft-training-plan and on the Internet Archive Wayback Machine at web.archive.org/web/20220504204415/https://www.longbeach.gov/globalassets/redistricting/media-library/documents/reports/draft-training-plan; County of San Diego Independent Redistricting Commission, Training Continuum sandiegocounty.gov/content/sdc/redistricting/redistricting-training.html and on the Internet Archive Wayback Machine at web.archive.org/web/20220504204529/https://www.sandiegocounty.gov/content/sdc/redistricting/redistricting-training.html; California Citizens Redistricting Commission, Commissioner Education Panels wedrawthelinesca.org/commissioner_education_panels and on the Internet Archive Wayback Machine at web.archive.org/web/20220504204638/https://www.wedrawthelinesca.org/commissioner_education_panels.

⁹ Oakland's commission posted its first draft map more than two and a half months before its deadline. San Jose's commission posted its first draft map three months before the city's deadline.

local jurisdictions with their own charter requirements use detailed ranked criteria.¹⁰ Compliance with the U.S. Constitution, the Californian Constitution, and the federal Voting Rights Act are always required. After that, respect for communities of interest and neighborhoods is the next highest-ranked criterion. Other considerations, such as compactness and following natural or artificial boundaries, should be lower ranked. In addition to setting out ranked criteria, members should discuss their approach to line drawing, including how they will balance competing communities of interest and weigh public comment.

12. Document the rationale of the mapping decisions in each visualization and draft map.

The public should be able to understand the thought process that led the redistricting body to draw district lines in certain ways. With every released draft map the redistricting body should describe the decisions made, explain how it applied the ranked criteria, and identify which communities of interest were affected. This information should be documented and accessible, so that members of the public who cannot attend the meetings understand the process. The information should also be made available to the public before the next mapping meeting so people can provide public comments that can be more informed.

13. Resume in-person outreach and in-district hearings, but maintain an option for remote participation. This redistricting cycle was heavily impacted by the COVID-19 pandemic, which clearly hindered efforts to engage communities across San Francisco. Barring any public health emergencies, the redistricting body should resume in-person outreach activities and in-district meetings. Meetings should be held in-person at familiar, accessible community spaces that rotate between districts. However, the redistricting body should continue allowing for remote participation via phone and the internet as well.

¹⁰ See Cal. Elections Code § 21621(c) (establishing ranked criteria for redistricting in charter cities) (“The council shall adopt district boundaries using the following criteria as set forth in the following order of priority: (1) To the extent practicable, council districts shall be geographically contiguous...(2) To the extent practicable, the geographic integrity of any local neighborhood or local community of interest shall be respected in a manner that minimizes its division. A ‘community of interest’ is a population that shares common social or economic interests that should be included within a single district for purposes of its effective and fair representation. Communities of interest do not include relationships with political parties, incumbents, or political candidates. (3) Council district boundaries should be easily identifiable and understandable by residents. To the extent practicable, council districts shall be bounded by natural and artificial barriers, by streets, or by the boundaries of the city. (4) To the extent practicable, and where it does not conflict with the preceding criteria in this subdivision, council districts shall be drawn to encourage geographical compactness in a manner that nearby areas of population are not bypassed in favor of more distant populations.”); Cal. Elections Code § 21500 (ranked criteria for redistricting in counties). *See also* Cal. Const., art. XXI, § 2(d) (ranked criteria for Senate, Assembly, Congressional, and State Board of Equalization districts); Oakland, Cal., City Charter, Art. II, § 220(D); Long Beach, Cal., City Charter, Art. XXV, § 2506.

14. Require the retention, reporting, and disclosure of all government records related to redistricting, including personal communications by individual redistricting body members. Transparency and accountability engender public trust in government, and retention, reporting, and disclosure of government records is an essential part of that transparency and accountability. Rules need to be strengthened to ensure that all personal communications pertaining to redistricting are preserved. Any community of interest testimony or map feedback shared with individual members should be properly posted to the public and shared with the other members. Tools that do not retain communications records or where such records disappear by design should not be used by members for the business of the redistricting body.

Thank you for your attention on this matter, hearing our concerns, and the opportunity to provide recommendations to maintain the integrity of our democracy and ensure that San Franciscans are able to actively participate. We also wish to thank the Redistricting Task Force members once again for their service.

We are available to the members of this Redistricting Task Force and future redistricting bodies, city officials and offices, and others who would like to discuss our recommendations.

Sincerely,

Julia Marks
Voting Rights Program Manager & Attorney
Asian Americans Advancing Justice
– Asian Law Caucus
juliam@advancingjustice-alc.org

Alesandra Lozano
Program Manager, Voting Rights
& Redistricting
California Common Cause
alozano@commoncause.org

Alison Goh
President
League of Women Voters of San Francisco
president@lwvsf.org

CC: Mayor London Breed
Members, Board of Supervisors
Angela Calvillo, Clerk, Board of Supervisors
John Arntz, Director, Department of Elections
David Chiu, City Attorney
Members, Elections Commission
LeeAnn Pelham, Executive Director, Ethics Commission
Office of Civic Engagement & Immigrant Affairs
Members, Sunshine Ordinance Task Force

**2021–2022 San Francisco Redistricting Task Force
Final Report
Statement from Member Jeremy Lee**

I. Introduction

The Redistricting Task Force began its work on September 17, 2021. Over the course of 7 months, the task force set out a process to listen to the public and prioritize their needs against the monumental task of redrawing district lines. I firmly believe that the task force initially acted in good faith to conduct a process that was consistent, fair, and transparent. However, it is evident by the process that the task force fell short by all these metrics. Below is a list of recommendations for future redistricting task forces. It is my hope at least some of these items may be enacted prior to the next iteration of redistricting in order to prevent a process that is divisive, cruel, and inconsistent.

II. Recommendations

A. Convene the task force earlier

- a. The next iteration of the task force will again have a monumental task, if growth projections across the city hold true by 2032. The future task force will need additional time that the current task force was not afforded. The 2021-2022 task force was not involved in the selection of the mapping consultant or the outreach consultant. The task force lacked context around understanding how the consultants were selected and their scope of work. Had the task force convened earlier and been involved in the consultant selection process, the task force would have been on much stronger footing to conduct its work. **Recommendation: Redistricting task force should be convened 3-6 months prior to the release of the decennial census data.**

B. Vetting of task force members

- a. Mayoral appointees - There is a lack of public input for the selection of mayoral appointees. It is the mayor's authority to appoint whomever they chose as members of the task force. However, the public has no opportunity to voice their concerns around these individuals. An opportunity for public input would increase transparency and provide for a more open government. **Recommendation: Provide a public comment period for mayoral appointees to the redistricting task force.**
- b. Board of Supervisors appointees - Members of the Board and the public have ample opportunities to vet task force members. Members of the Rule Committee are able to speak with potential appointees. The public can weigh in on appointees during public comment when the item is heard.

Statement by Member Jeremy Lee

- c. Elections Commission appointees- The Elections Commission has the most important role in determining the composition of the task force. By design, members of the other appointing bodies are well-connected to the San Francisco political process. This is not necessarily a detriment, as the communities of interest in the city have long and storied histories. It is vital that there are representatives from those communities that understand the history of struggle, coalition building, and advocacy. Appointees of the Elections Commission must serve an inherently different role. Commission appointees must exhibit a commitment to service, but above all they must be neutral and nonpartisan. Commission appointees should be members that are independent and free from political pressure. If the Elections Commission is not careful to appoint independent individuals, the task force risks having a majority that cannot be held accountable to the public. **Recommendation: Elections Commission must select their appointees using criteria that prioritizes service and independence from the political process.**
- C. Adopt Redistricting criteria/prioritization
 - a. The task force had to consider a number of legal factors in its deliberation process—US Constitution, 14th amendment, Federal Voting Rights Act, etc. No ranking or prioritization of these factors were provided. The task force was not legally required to consider some criteria over others. Therefore, the decisions of the task force lack consistency and transparency. **Recommendation: City charter amendment must be made to, at the very least, align redistricting criteria and prioritization to State law.**
- D. Dedicated Staff
 - a. The task force would greatly benefit from a dedicated staff person from city hall assigned to redistricting. San Francisco government is quite convoluted and the work of the task force intersects most departments. **Recommendation: Allocate funding for a dedicated staff person to assist in coordinating work related to the redistricting task force.**
- E. Education on impacts of redistricting
 - a. Redistricting affects so much of how our city government operates and functions. The task force should be required to receive education on the impacts of redistricting to San Francisco government and services. For example, I personally advocated for the task force to receive a presentation related to the effects of redistricting on the Neighborhood Resident Housing Preference program administered by the Mayor’s Office of Housing and Community Development. I faced resistance from task force leadership on allowing such a presentation.

Statement by Member Jeremy Lee

Ultimately, the item was agendaized but the presentation did not happen due to scheduling conflicts. **Recommendation: Provide the task force with a list describing the intersections of redistricting and city government.**

F. Increased funding for outreach

- a. The task force funding for community outreach was severely inadequate. In the final weeks of the task force's work, when community participation was the greatest, the task force had no consultant. Much of the task force's work was done online and disenfranchised low-income, immigrant, and senior communities. **Recommendation: Allocate significantly more funding to redistricting for the outreach consultant.**

G. Deadline for release of draft map

- a. The public would greatly benefit from requiring draft maps to be released earlier in the process. State law only requires a draft maps to be released very close to the final map adoption. This would disenfranchise the public from participating. For example, in January 2022, an early version of the task force meeting schedule had no dedicated mapping meetings. It only contained district focused meetings until April 8, 2022, 6 days before the task force's deadline. I reached out to our leadership with deep concerns about scheduling mapping meetings and setting a draft map release date. My concerns faced resistance. **Recommendation: Require draft maps to be released at least 2 months before final adoption deadline.**

H. Required in-district meetings

- a. In the early months of the task force, members collectively agreed that holding in-district meetings was essential. That desire was unfortunately impacted by the pandemic. However, once meetings began in-person at city hall, those conversations never resurfaced. **Recommendation: City charter amendment to require one in-district meeting per district during the course of the redistricting process, as allowable by public health orders.**

I. Stipend for task force members

- a. It is inconceivable that a volunteer task force be expected to participate in over 230 hours of meeting over the course of 7 months, with meetings at times extending beyond 3am. Members of the 2021-2022 redistricting task force were privileged enough to have flexibility in their work schedules to participate with full attendance at the vast majority of meetings. The process would be greatly prohibitive to working class individuals and families. **Recommendation:**

Statement by Member Jeremy Lee

Allocate a stipend to task force members to cover for parking, child care, meals, and other incidentals.

III. Conclusion

Due to a number of factors, it is my belief that the task force failed in its charge to adequately involve and listen to the public in the redistricting process. Had at least some of the recommendations above been enacted, the process would have been far more transparent, fair, and consistent. In its final weeks, the task force had lost all credibility and broken the trust of the public. This body undertook a process that pit communities against each other. Redistricting was framed as a zero-sum game—in order for one district to benefit, another district must be harmed. There was no shared sense of pain or sacrifice to keep vulnerable communities together.

I hope with the release of our final report, the public is able to digest and review it over the coming months. I hope they are able to better understand the circumstances behind the actions this body has taken.

Appendix C

Final Report

Office of the Clerk of the Board of Supervisors

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

MEMORANDUM

Date: May 5, 2022
To: San Francisco Redistricting Task Force (2021-2022)
From: Angela Calvillo, Clerk of the Board
Office of the Clerk of the Board
Subject: Redistricting Task Force – Clerk of the Board Report

In accordance with Board of Supervisors Ordinance No. 94-21, File No. 210606, which convened the Redistricting Task Force (RDTF, Task Force) and amended the San Francisco Campaign and Governmental Conduct Code, stating the Secretary to the Task Force shall be the Office of the Clerk of the Board, the Director of the Department of Elections shall manage any technical consultant and set for the controlling standard for language access as the 48-hour standard.

The Office of the Clerk of the Board (Clerk's Office, Department) provides the following information on legislative establishment and appointments; staffing; early planning; outreach; costs incurred; language access; meetings, facilities and logistics; and digital accessibility, for the benefit of the next decennial RDTF and the staff that will be supporting them.

LEGISLATIVE ESTABLISHMENT AND APPOINTMENTS

Due to the COVID-19 health emergency that complicated the completion of the Census, the timeline followed was not the usual practice from years before. In anticipation of the delayed receipt of the Census results from the federal government, the City decided to form the Task Force prior to receiving the Census report, in order to get the Task Force informationally ready to begin their duties. Normally, the Ordinance that establishes the Task Force is introduced after the Director of Elections reports on the Census results and whether the District lines are in compliance. This year, the City decided to forego waiting for the Director of Elections' report and moved forward with establishment and appointing the Task Force beforehand. The Clerk's Office recommends that the establishment of the Task Force and appointments be made even earlier before the Director of Elections' report is released.

Additional time to establish the Task Force would provide more opportunities to review the duties, establish a timeline for action, set expectations, and execute those requirements and additional demands. The Task Force would be able to focus on the actual District lines and duties to accomplish that task by the time the Census results are released.

The Census results are released around April the year prior to the Task Force's April 15th deadline to adopt a Final Map. It would be advisable for the Board of Supervisors to introduce and pass an Ordinance establishing the Task Force at least six months to a year before the Census results are released in April. The Ordinance should include the member structure, appointing authorities (and that they serve at the pleasure of those authorities), seat qualifications, deadline for appointments, attendance requirements, minimum number of meetings, assignment of administrative/clerking/legal support, language access standards, and outreach directives, including where the funding will be derived for each of these.

The earlier establishment of the Task Force will allow the appointing authorities additional time to make their appointments and for the appointees to arrange their upcoming schedules since the duties will require a significant proportion of their time and energy. This will provide the City Attorney's Office additional time to brief appointees with the California Ralph M. Brown Act, the Sunshine Ordinance and in general the City Attorney's Good Government Guide to ensure adherence to rules and best practices. The Task Force members must be made aware of how much time will be required and that their schedule will need to adapt to the Task Force's majority.

STAFFING

In addition to the time commitment of the Task Force members, the time and energy of the staff assigned to support them must also be taken into consideration. During the seven-month process, the entire leadership of the Clerk's office were committed to planning the critical administrative objectives of the Task Force. The clerking duties were done by an Assistant Clerk from the Clerk's Office who was still assigned to a committee at the Board of Supervisors. Additionally, backup Clerks, both remote and in-person each had their regular Board of Supervisors duties to perform, which was extremely draining on Department resources and caused focus to be diverted from the business of the Board. The Clerk's Office did an extraordinary job of stretching the limited staff resources on hand, while executing hybrid meetings at the Board that already doubled the workload of the Department.

In the future, it is recommended that a department or division is established to provide a structure that increases the ability of a team of individuals to plan and problem solve at a high level. At the very least, two Clerks should be assigned to the responsibility of Clerking the Task Force, with *not much else on their plate*, given that meetings may occur on consecutive days of the week. Those Clerks may be new hires or reassigned from other bodies, but reassignment of Board Clerks would not be suggested unless there is ample staffing available. The Clerk of the Board and staff could provide training for the Clerks if they do not come from the pool of Board Clerks. Staff who are assigned to the Task Force, especially the Clerks, should also have an intimate knowledge of the City neighborhoods, streets, and districts. In order to accurately capture the voluminous comments and discussions of the various areas, the Clerks must be able to articulate those concisely. During this current process, the Board was luckily able to loan a Clerk who already had that knowledge, and it benefitted the Task Force and the public tremendously.

We cannot predict what the state of public meetings will be like in ten years, but we can only assume that access will be even more expanded and technology utilized to facilitate more access, and a need to employ a similar amount of staffing solely designated to manage the Task Force. In addition to the two Clerks, at least five other staff should be considered to manage public comment, organize off-site locations, setup/take down of meeting rooms, interpreters needs, broadcasting needs, IT assistance and a position to coordinate and manage these positions. Again, a temporary division should be established to support the Task Force and their needs. It must be remembered that supporting duties of staff are in addition to regular duties and the business of the City should not be disadvantaged.

EARLY PLANNING

At the Inaugural Meeting of the Task Force, staff should present the Task Force with a draft framework of duties and a timeline on which they should be approximately achieved. The Task Force ultimately has the authority to approve a timeline, but it is highly recommended that a succinct proposal with specific duties be laid out for them to digest and adjust their schedules for (e.g., how many district-specific meetings, when draft maps will begin being published). While the Task Force has an April 15th deadline to approve a Final Map, the next Task Force should consider publishing a Draft Map well in advance of the final deadline to allow the public to visualize and comment on what changes are being considered.

A proposed calendar of meetings should also be provided by staff at the Inaugural Meeting so the Task Force has a starting place and less time is lost on back and forth negotiations amongst the members on their own individual schedules. Hopefully a limitation on the number of weekends will be established by the Ordinance since those days cost significantly more and personnel issues arise. While special meetings

may be called as needed, an early establishment of the regular meeting schedule must be done in order to provide the Task Force members, staff, and the public ample time to make those necessary adjustments. At the beginning of this process, the Clerk's Office provided a calendar of meeting dates to the Task Force, but there was a delay in approving a final schedule. Once a proposed calendar is provided, the expectation that a regular meeting schedule be approved at the next meeting should be established.

A public meeting should also be scheduled early in the process to show the Task Force Members and the public how to use the mapping tool and its features. The Task Force should be encouraged to use the mapping tool regularly to familiarize themselves with it so they can respond to the public with firsthand knowledge and experience. Even if the Census results are not yet available, a template starting map with the current lines could be uploaded to the website to begin the thinking process. The second part of the redistricting process should be smoother if Task Force Members and the public are already using the mapping tool, and familiarizing themselves with the streets and neighborhoods, by the time the Census results are released.

Informational hearings or workshops should also be held in the beginning to provide an overall picture of where established neighborhoods are, what area the various Benefit Districts cover, what encompasses the Cultural Districts, and any other areas that would assist in "painting a picture" for what San Francisco currently looks like. A listing of possible types of informational presentations should be offered to the Task Force early for their consideration and selection to agendaize.

LESSONS LEARNED FROM THE PREVIOUS TASK FORCE – OUTREACH CONSULTANT

The Final Report issued in 2012 by the previous Redistricting Task Force included the section titled "Lessons Learned and Recommendations" which addressed the need for a professional outreach consultant. The Report recommended that the outreach consultant demonstrate the ability to work with various neighborhoods, cultural and linguistic communities and organizations in San Francisco via print, digital, and social media and commence the community engagement process at the earliest possible time.

Heeding this recommendation, the Clerk's Office started the planning process for the 2021- 2022 Redistricting Task Force early. With the City's lengthy procurement process, including Civil Service Commission approval, it takes three months at minimum to bring in a consultant. The Department of Elections (DOE) requested that the Clerk's Office manage the procurement of an outreach consultant with \$100k provided by the DOE. The Clerk's Office leveraged the Controller's pre-qualified list for community outreach and stakeholder engagement and reached out to the top three consultants on the list. In that process, each of the top three consultants rejected the opportunity to bid on the project citing the amount of \$100k was insufficient to conduct a comprehensive citywide community outreach and were not interested in or able to provide the requested services. In effort to attract a qualified consultant, the Clerk's Office allocated \$20k of its own funding and removed the production of in-language outreach materials from the scope of work so that the available funding can be better utilized for various outreach strategies. The DOE agreed to provide the translation of all outreach materials in Chinese, Spanish, and Filipino. Civic Edge Consulting was the sole consultant responsive to the request and agreed to conduct a streamlined scope of work to maximize the outreach efforts within the budget constraints by focusing on digital outreach in light of the ongoing COVID-19 health emergency. It was expected the Outreach consultant would attend strategic meetings and create messaging and drive people to the meetings by providing them notice to attend and advise the Task Force where to place the lines. The contract was signed in September 2021, in time for the Redistricting Task Force's convening.

Once the Task Force began deliberating on the Outreach Plan, it immediately became evident that the expectations of the outreach strategy and implementation by the Task Force were different from the scope of work contained in the contract. Additionally, the Task Force requested that the consultant attend every Task Force meeting and scheduled bi-weekly meetings with assigned Task Force members. This required significantly more hours for the consultant than planned and included in the scope and the budget.

To address this issue, the Clerk's Office started the contract amendment process in November, aligning the scope of work with the Task Force's directives and allotted an additional \$100k from reauthorized funding from a pre-covid project. Despite the Clerk's office adding \$120k, to DOE's \$100,000 contract amount, a budget issue persisted, and Civic Edge Consulting transitioned out by mid-March prescheduling the remainder of the email notices opened by 40% of the 1,120 active subscribers. After a comprehensive knowledge transfer to the Clerk's Office, additional outreach support was provided until the end of the Task Force's work. Although, this put a huge burden on the already strained Clerk's Office, working overtime, the staff created an active list of 200 emails and began sending reminder emails and making phone calls for the remainder of the meetings for March and April. The Clerk's Office also enlisted the help of West Coast Consulting who sent out multiple reminder emails (three days before the meeting, and a 24-hour reminder) in language, for 10 of the final meetings. These emails reached about 45,000 emails and had an approximate 42% opened rate.

In order to establish outreach expectations early in the process, informational hearings may be scheduled to hear from those with expertise on what is currently working throughout the City to reach the various communities. Advice from the Office of Civic Engagement and Immigrant Affairs (OCEIA), the Mayor's Communications Officer, Neighborhood Services, and other agencies or entities who are well versed in reaching constituents should be provided to guide the Task Force in making final decisions on where they would like to see the funds allocated. A detailed proposal may also be provided if there are specific staff assigned to assist the Task Force with administration.

NON-DIGITAL OUTREACH CONDUCTED BY THE CLERK'S OFFICE

While Civic Edge Consulting focused on digital outreach by email, there was a clear need for non-digital outreach, expressed by the Task Force as well as the public. The Clerk's Office utilized the Outreach Fund to advertise the Redistricting Task Force meetings on nine Board approved neighborhood and community newspapers (World Journal, Wind Newspaper, El Tecolote, El Reportero, Bay Area Reporter, SF Business Times, SF Bayview, Noe Valley Voice, and Marina Times) bi-monthly from November 2021 through March 2022 at the cost of \$26k. The Clerk's Office also worked with the San Francisco Public Library to set up computers in libraries with a link to the mapping tool so that residents with no access to a computer at home could create a desired district map and submit it to the Task Force. Additionally, the Clerk's Office printed flyers in English, Spanish, Chinese and Filipino (approximately 250 for each meeting) and distributed them to the libraries within the Districts of focus. Window signs were also made available upon request through the Clerk's Office, 500 of each language (English, Spanish, Chinese and Filipino) were distributed to various community members for distribution. Once the Task Force started meeting in person, agendas, current City/District maps, proposed draft maps, flyers, and window signs were made available to the public for every meeting. Two large (42in. x 42in.) versions of each proposed draft map were also hung in the hallway for public viewing. There were other suggestions made, such as citywide mailers, public service announcements, and radio shows; however, they were not implemented due to the lack of funding, time, or resources.

OUTREACH SURVEY

To better understand the public's needs and to assess the outreach efforts, the Clerk's Office created an Outreach Survey, available in English, Chinese, Spanish, and Filipino. The survey was included in every outreach email, as well as on the Redistricting Task Force webpage. A total of 20 responses, all in English, were received, and changes implemented throughout the process. The summary of survey results is attached.

COST INCURRED BY THE CLERK'S OFFICE

In addition to the outreach consultant and outreach advertising, the Clerk's Office incurred other costs for the Redistricting Task Force. Most notably, as with the previous Task Force, the Clerk's Office made an agreement with the DOE to clerk the Task Force. Due to the health emergency, the meetings were held by videoconference for the first 24 meetings and in a hybrid format for the remaining 21 meetings after March 7th. Both remote and hybrid meetings required significantly more staff resources compared to in-

person only meetings. A Clerk, a backup Clerk, a public comment monitor, and an IT administrator, at minimum, were required to manage these meetings. The leadership team, including the Clerk of the Board, was on hand at every meeting to present and/or answer questions about meeting schedules, logistics, procurement, and outreach. Additionally, staff spent many hours outside of the meetings, planning, researching, coordinating, and facilitating various action items for the Task Force. In all, it is estimated that the Clerk's staff spent approximately 5,000 hours supporting the Task Force in various capacities, at a total cost of approximately \$500,000 in salary and benefits, including overtime pay. If designated staff are assigned these duties, the resources of the Clerk's Office would not be as significantly impacted.

The Clerk's Office procured a Survey Monkey subscription for an outreach survey for \$1,435 and an Airtable subscription to receive Community of Interest (COI) forms for \$265.

The printing cost for flyers, window signs, and maps is \$2,266.

Below is the summary table of the RDTF expenditures incurred by the Clerk's Office.

Description	Cost
Personnel Cost	\$496,892
Outreach Consultant (Clerk's Office only)	\$120,000
Outreach Advertising	\$25,759
Hotspot	\$4,464
Printing	\$2,266
Survey Monkey	\$1,435
Airtable	\$265
Miscellaneous	\$1,117
Total	\$652,198

For comparison, the 2011-2012 RDTF budget was \$220,000, with a total expenditure of \$191,652; this includes the cost of a data consultant, which was paid for by DOE. The cost of a data consultant for the 2021-2022 RDTF is not included in the table above, which captures the Clerk's Office expenditures only, and not DOE.

Aside from costs incurred by the Clerk's Office, additional costs were also incurred by other City agencies for meeting facilities and language access to support the 2021-2022 RDTF; estimated figures will be referenced in the sections following.

LANGUAGE ACCESS

In accordance with Board of Supervisors Ordinance No. 94-21, File No. 210606, which convened the RDTF and amended the San Francisco Campaign and Governmental Conduct Code, the RDTF was appropriately funded for language services consistent with all past Task Forces; it also requires that interpretation requests be provided upon request, if requested at least 48 hours in advance of a Task Force meeting, and translation of all Task Force public meeting notices, agendas and supplemental materials explaining the redistricting process.

In coordination with the Clerk's Office, the DOE and OCEIA went far above and beyond the requirements and provided written translation in over 10 languages and oral interpretation support and services to Limited English Proficient (LEP) speakers in over 8 languages, in both consecutive and simultaneous format, at the request of the RDTF.

The Task Force was provided with an initial budget from the DOE to OCEIA for interpretation services. Additional funding was subsequently provided by the DOE to OCEIA due to the increased scope of

language support, length of meetings, and additional meetings due to the Task Force missing the April 15, 2022 deadline.

Translations were provided in various languages for various outreach materials upon request by members. Languages included, but were not limited to, Traditional Chinese, Simplified Chinese, Spanish, Filipino, Vietnamese, Samoan, Russian, Laotian, and Mayan.

Interpretation was also provided in various languages for various Task Force meetings upon request by members. Languages included, but were not limited to, Cantonese, Mandarin, Spanish, Filipino, Taishanese, Russian, and Vietnamese.

Consistent with OCEIA and Language Access Ordinance practices, and per meeting agenda disclaimers, City staff provides language access to all LEP individuals upon request, with 48-hour notice, and makes every due diligent effort to secure available arrangements. As a standard practice and recommendation, OCEIA and department language liaisons communicate directly with LEPs or LEP organizers to provide language access upon request. This is to not only ensure that reasonable and appropriate language accommodations are being provided to the LEP, but also ensure utilization of language accommodations for accountability. It should also be noted that the Clerk's Office advised the RDTF that a consecutive interpretation format is recommended as standard practice as it is a more efficient and effective use of interpreter hours and provides a higher utilization by more LEP; simultaneous interpretation format is much more resource intensive and generally has a lower utilization rate, and not standard as it is most applicable for focused messaging.

However, at the request and direction of select Task Force members, the Clerk's office was tasked with coordinating with OCEIA to provide *standby* interpretation coverage for their meetings – rather than upon request – specifically, in *both* consecutive interpretation and simultaneous interpretation format. In addition to the significantly enhanced scope of interpretation, the Task Force subsequently tasked the Clerk's Office with coordinating with OCEIA to provide extended hours of interpretation coverage for longer meetings, effective April 2, 2022. This format and scope change resulted in several challenges in terms of logistics, resource, and accountability. First, the Task Force did not provide the Clerk's Office with any definitive or even approximate end time to their meetings, which provided challenges for logistics and scheduling; the Clerk's Office and OCEIA coordinated contract interpreters for extended coverage, with the risk of potential cancellation fees if services were not utilized, or the risk of not having sufficient staffing into the AM hours for extended deliberations. Second, due to the hybrid meeting format, simultaneous interpretation required additional resources to support additional WebEx meeting rooms. The seven (7) meetings held on April 2, 2022, April 4, 2022, April 6, 2022, April 8, 2022, April 9, 2022, April 11, 2022, and April 13, 2022 required a total of ten (10) interpreters to provide both simultaneous and consecutive interpretation and extended coverage in shifts. Also, because this accommodation was made at the request of the Members and not the LEP, departments were not able to identify or anticipate the number of LEP in attendance at each meeting to ensure utilization of services. On April 4, 2022, the Task Force added a meeting on April 7, 2022. Given that this additional meeting was on short notice and unplanned, interpretation resources for the April 7th interpretation request was not available. However, OCEIA was available to donate sufficient in-house staffing resources to provide consecutive interpretation for public comment until 7:00 p.m.

Due to the Task Force not being able to meet the April 15, 2022 deadline for adopting a final map, the Task Force subsequently added additional meetings on April 21, 2022, April 25, 2022, and April 28, 2022, which required additional overhead and expenditures for simultaneous and consecutive interpretation.

Due to the Task Force's deviation from standard and recommended City protocol for language accommodations, the utilization rate of language rate for consecutive interpretation was widely variable. Furthermore, our office observed a notable low utilization rate of simultaneous interpretation, which was

also a majority of the overall interpretation costs due to its staffing and resource demands. Cantonese and Spanish simultaneous interpretation rooms had limited-to-no attendance; attendees fluctuated between 0-5 attendees at any given time – a majority of the time being 0. While outreach may be a small factor, the underutilization of language services is ultimately due to the language accommodations being made at the request of Task Force members - who themselves were not limited English proficient – rather than the LEP's themselves, as our office could not confirm attendance and ensure utilization of the provided accommodations.

OCEIA provided over 186.5 hours of interpretation to the RDTF, donating over \$77,000 in staff time and resources. Furthermore, OCEIA went above and beyond to proactively coordinate and promote RDTF meetings to various community members and organizations, and coordinated over 281 hours of vendor interpretation. In several instances, OCEIA was able to anticipate language demands using their LEP population dashboard at a district level to supplement language needs.

The cost of vendor interpretation support to the Task Force was over \$97,000. This is primarily due to the extended hours of coverage and expanded scope of language demands by Task Force members

The Clerk's Office recommends that the future Task Force consider and adhere to standard City protocols for language access, and consult language liaisons and OCEIA with any and all language accommodation concerns. OCEIA staff are experienced experts in the field of language access, and can provide recommendations and a dashboard with district-level language populations based on the census data, rather than anecdote.

The Clerk's Office also recommends that the number and length of meetings, and interpretation expectations be established early on in the process so that adequate interpreters can be arranged – especially if meetings are expected to extend into the AM hours. Technical terminology, subject matter, and key messaging should also be communicated to interpreters in advance, rather than during live hearings – this is not only for professional courtesy, but to ensure that OCEIA can provide accurate interpretation, and adequate communication and training to contract interpreters if extended meeting coverage is anticipated. Sufficient lead time for communication, coordination, and training in advance of scheduled meetings will alleviate any potential issues and improve the quality of interpretation services provided.

MEETINGS, FACILITIES, AND LOGISTICS

At the inaugural meeting of the RDTF on September 17, 2021, the Clerk of the Board and staff provided Members with an orientation of meeting platforms, schedule, and format. The Mayor's 24th Supplement to the COVID-19 emergency declaration, issued July 31, 2020, required that the RDTF conduct all meetings by teleconference or other electronic means only without providing a physical meeting place.

The RDTF communicated that it was imperative for meetings to occur both in person and off site to engage the public. The Clerk's Office's Operations Division conducted extensive planning and logistics in anticipation of the potential need to resume in person meetings, vetting over 53 potential venues and locations across the 11 districts of San Francisco, taking into consideration the many requirements and feedback from members.

The Clerk's Office vetted all locations based on location, availability, timing, capacity, vendor status (for nonprofit and community-based organization venues), scheduling lead time, cost, technological accommodations (WiFi, ethernet, sound/PA, monitors/projector/visuals, etc.), custodial services, SFGovTV coverage, and other considerations requested by the Task Force. Additional considerations based on RDTF member requirements and feedback included, but were not limited to, proximity to public transit, food, walkability, vehicular parking, bicycle parking, and for requirements in the Americans Disability Act.

The extensive venue requirements, site and resource availability, evolving COVID-19 directives based on health data, varying technological infrastructure, lead times for technology procurement, and unknown timing for resumption of in-person meetings did pose some significant logistical challenges. However, through extensive coordination, planning, and proactive engagement with various facility managers and department partners, the Clerk's Office's Operations Division and IT unit strategically laid out a roadmap with numerous venue options, contingency plans, and presented ongoing updates to the RDTF in full preparation. The Clerk's Office fully recognizes that staff have gone above and beyond to accomplish this logistical feat, and was fully ready to facilitate in person, off-site, meetings in anticipation of updates to the Mayor's supplement.

On December 17, 2021, the Mayor issued the 41st Supplement to the COVID-19 emergency declaration, which *permitted* the RDTF to conduct meetings in person effective January 8, 2022, subject to certain conditions. The Clerk's Office presented this update to the RDTF for further direction on how to proceed with future meetings. The RDTF opted to continue meetings remotely, and held district focused meetings remotely beginning on 1/14/22.

On February 10, 2022, the Mayor issued the 45th Supplement to the COVID-19 emergency declaration, which then *required* that the RDTF conduct meetings in person effective March 7, 2022; members were required to conduct meetings in person, while members of the public may participate in person or remotely via a telephonic option to provide public comment. The Clerk's Office presented options to the RDTF for conducting in person meetings either offsite in districts or in City Hall. The RDTF opted to conduct all remaining meetings from March 7, 2022, forward to be held in City Hall. In total, the RDTF conducted 45 meetings, with five (5) of those being Saturday meetings.

While there were no direct cost for facilities incurred by the Clerk's Office, there are notable costs absorbed by other City agencies. Additional cost to the City to open City Hall for Saturday special meetings alone is estimated to be upwards of \$69,000 due to additional Sheriff's staff, Building Engineers, Custodians, Laborers, and SFGovTV staff. This was due to not only needing to open City facilities outside of regular business hours, but holding lengthy RDTF hearings without any defined end time to deliberations, which also required supplemental and overtime staffing. The duration of meetings were also highly variable. For example, the meeting held on April 2, 2022 lasted approximately 11+ hours accounting for setup time and takedown time, and the April 9, 2022 meeting lasted approximately 20+ hours.

For comparison, the 2011-2012 RDTF held 31 meetings for approximately 104 hours in total, while the 2021-2022 RDTF held 45 meetings for over 234 hours in total.

For future planning, the Clerk's Office recommends that discussions and expectations around meeting length be set upfront to allow for adequate resourcing, mitigation of overhead and overtime, and staffing/additional shifts.

DIGITAL ACCESSIBILITY

In consideration of remote and hybrid meetings, Clerk's Office coordinated with the San Francisco Public Library to provide digital access to members of the public, providing Citywide public access to computers, RDTF information, mapping tools, and in person support.

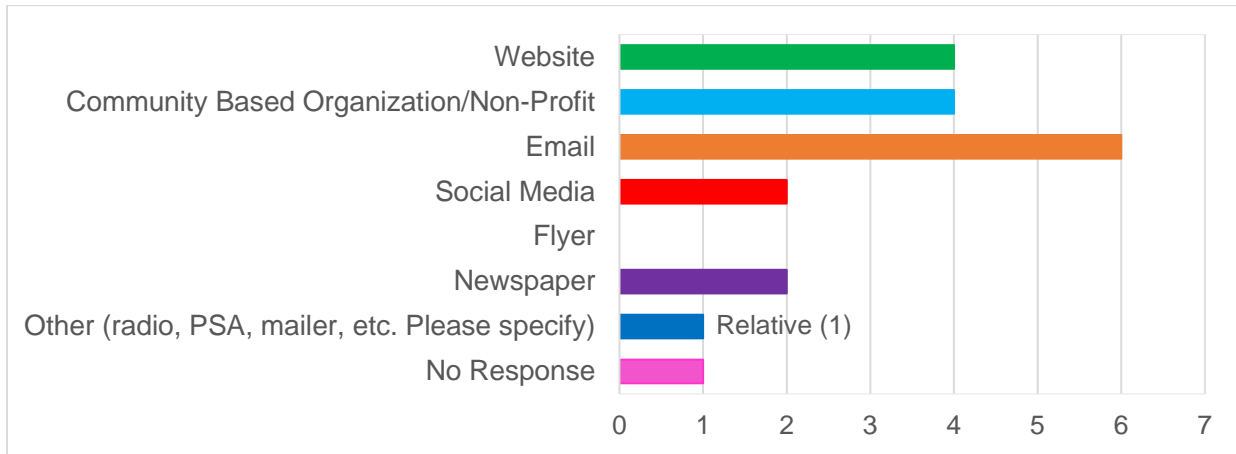
The Clerk's Office IT Division also posted every agenda, minutes, flyers, draft maps, and various other forms of outreach, in language, to Twitter, and the DOE posted on Facebook. All communications and forms of outreach were also posted on the Redistricting Task Force website.

The Task Force tasked the Clerk's office to also conduct Outreach on NextDoor, however, after months of deliberation with Nextdoor Administrators, the Task Force was not granted an account.

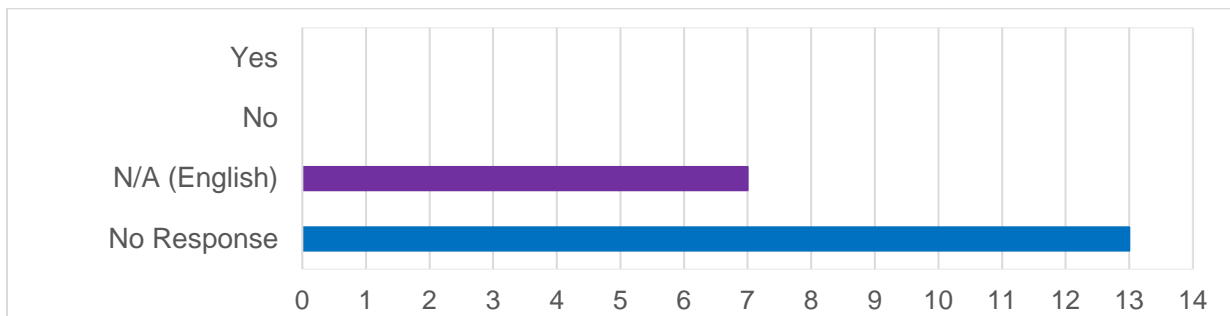
Redistricting Task Force Outreach Survey Results

Outreach survey was created in English, Chinese, Spanish, and Filipino and included in every outreach email and posted on the Redistricting Task Force webpage. A total of 20 responses were received, all in English.

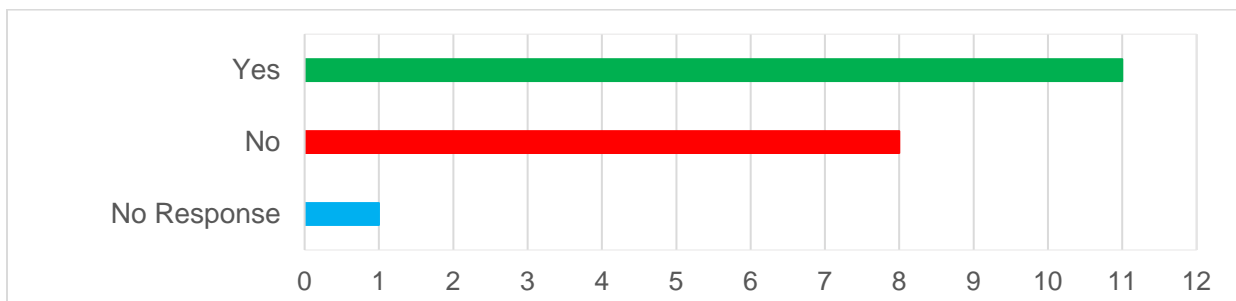
Q1: How did you find out about this community redistricting meeting?



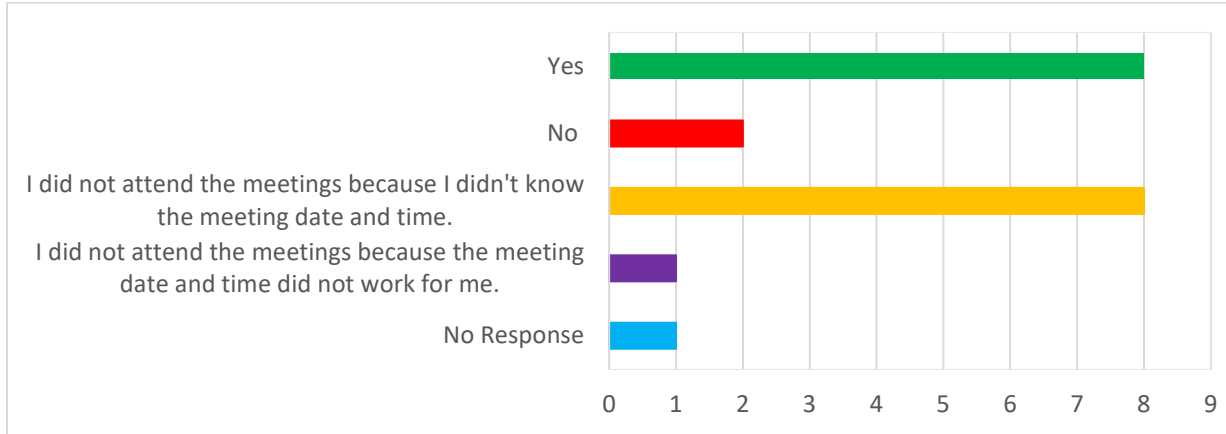
Q2: If your primary language is not English, were you able to find the redistricting information in your primary language?



Q3: Were you provided information on the Redistricting Task Force and timeline in an understandable and accessible way?



Q4: Were you able to provide your feedback at the community redistricting meeting?



Q5: Is there something you would like to know more information about, that you did not hear from the community district meeting?

- Some members of the public were not able to provide all their comments in two minutes. It would be helpful to have a public comment hotline to call or other ways to leave additional comments.
- I wasn't able to attend the meeting because I didn't know about it.
- How has the COVID migration affect the data?
- Who is reaching out to inform community members who don't peruse SFGov website?
- What is the community outreach plan for people you may not use email?
- How is the Task Force going to evaluate and review all the information being offered?
- How do I use the mapping tool?
- I would like to know more about how to become a part of the redistricting process.

Q6: How would you improve community outreach in the redistricting process?

- Utilize the city's databases, e.g. property tax, SF311, etc. for outreach in promoting awareness via email or text.
- Provide the goal of redistricting and what steps the process entails for a better understanding by residents as this was poorly communicated to me.
- As this process only occurs every 10 years, the city needs to make a concerted effort to communicate effectively with the goal of reaching as many residents as possible by having more community meetings than that were scheduled.
- Publish the metrics of phone, web and in person to assess the effectiveness of the meetings.
- I didn't receive any email/mail. I heard about it on NextDoor.
- There should be letters sent to neighborhood members.
- Encourage community-based organizations to post flyers in the community.
- Provide public notices in a wide variety of forums several weeks before the meeting.
- Provide more time and areas of information including bulletin points of pros and cons.
- I would utilize CBOs in the district and residents who have shown interest, social media, press and publication around the City, and bus billboards.

- I wish the experts would propose some new maps and we could talk about it. I find hours of community feedback not as productive.
- Have a draft map sooner.
- More targeted outreach as to why this matter for communities of color and the voting power for our communities.
- Publicize meetings more and make the schedule visible.
- Mail voters about meetings, inform what changes must occur.
- Need information on how to use the mapping tool.

Appendix D

Final Report Civic Edge Consulting



CIVIC EDGE
CONSULTING

Redistricting Task Force Outreach and Support FINAL REPORT

Civic Edge Consulting
April 2022



**SAN FRANCISCO 2022
REDISTRICTING**

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Introduction

Every ten years, federal census data is used to establish new San Francisco Supervisorial district boundaries that reflect changes in the population, ensure equal representation of elected officials, and distribute equitable funding and resources. This process is overseen by the Redistricting Task Force (RDTF) that ensures the boundaries comply with the legal requirements set in federal, state, and local law. The Task Force aspired to encourage public participation by holding multiple community hearings to receive input from those living in San Francisco.

In September 2021, Civic Edge Consulting was retained by the Office of the Clerk of the Board of Supervisors (Clerk's Office) to conduct community outreach and stakeholder engagement, and communicate about district meetings to support the redistricting process. Civic Edge led a broad citywide outreach coordination for the public hearings and specific outreach targeting communities of interest throughout San Francisco. Our approach was based on the understanding that genuinely engaging the people of San Francisco requires more than meeting notifications or public access - it takes creative strategies to meet people where they are, understand needs and access points, communicate with cultural competency, and collect meaningful data that leads to more equitable outcomes.

This final report provides an overview of the project, a summary of Civic Edge's outreach deliverables, key takeaways, and future outreach and communications recommendations.

Section 1: Project Background

The Redistricting Task Force aimed to reach San Francisco residents citywide while engaging in a fair and equitable redistricting process. The RDTF specifically wanted to reach our most historically disenfranchised communities, so the outreach focused on community-based organizations - including cultural districts, direct services, and language support programs - and Black, Indigenous, and people of color (BIPOC) leaders throughout the City. Since the overarching goal of redistricting is to even out district population densities, districts would likely experience a change in their population density throughout the process. The Redistricting Task Force's primary role is to hear the opinions and suggestions of members of the community while also considering all relevant factors, including the potential outcome that communities of interest may be split or merged.

Outreach efforts reflect the direction given by the Task Force members to push out information digitally and motivate residents to participate in RDTF meetings. Despite a short timeline and limited resources, Civic Edge offered several creative strategies and methods for maximizing community-based engagement and connecting with residents citywide. Throughout our role as outreach consultants, our plan and strategies evolved as directed by the Task Force members and feedback from the public.

Outreach Goals

The goals outlined below were intended to serve as a guide to the work we projected to complete during our contract with the Clerk's Office. As project details developed and the messaging evolved to support community engagement, these goals informed the overall strategic execution of project outreach.

Description of Outreach

Civic Edge's expertise in a wide range of community outreach and engagement tactics propelled a public engagement plan intended to inform and educate the public about the redistricting process, connect with underserved communities and neighborhoods, and encourage resident participation. Through this outreach effort, we engaged communities and stakeholder groups that included—but were not limited to—high-priority neighborhood groups, merchant associations, and community-based organizations in each Supervisorial District. Additionally, Civic Edge publicized the schedule and coordination of all redistricting meetings and identified and provided resources to all organizations contacted. To ensure the Task Force had consistent outreach updates, Civic Edge attended multiple public meetings to develop and present regular briefings on the status of community engagement.

Outreach Participation

Civic Edge's ultimate goal was to maximize public awareness of the redistricting effort by encouraging community attendance and participation in the planning and decision process. To that end, the outline strategy remained focused on:

- Identifying community-led organizations to expand the reach of RDTF information to city-wide residents
- Determining appropriate methods for outreach efforts for a broad yet diverse audience
- Developing marketing materials accessible digitally and in print
- Collaborating actively with the Clerk's Office, Department of Elections and Task Force members to hone the strategy for community engagement

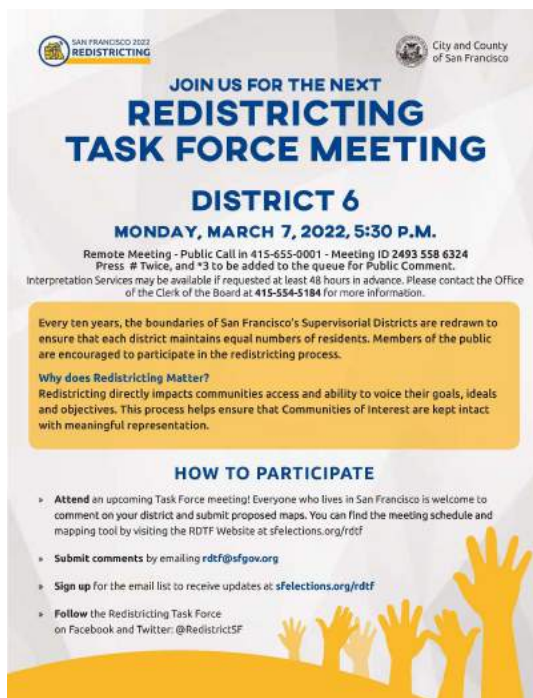
Section 2: Outreach Completed + Takeaways

Community participation and engagement in the Redistricting process was central to Civic Edge's work. Project outreach was carried out through the following three tracks:

1. Creation of branding, materials, and collateral
2. City-wide email blasts
3. Targeted community-based organization outreach

Redistricting Branding and Materials

At the onset, Civic Edge redesigned the Redistricting Task Force’s branding, creating new graphics and logos to span all the Redistricting materials and collateral for a cohesive look and feel. These materials were shared through the city-wide newsletters and targeted outreach, and quickly, the new design created for the Redistricting Task Force’s collateral was recognizable as the project's visual identity. After creating the RDTF branding and incorporating it onto official redistricting outreach materials, the logo was utilized by the internal RDTF Outreach team, members of the public, elected officials, and community organizations to help spread the word about RDTF Meetings.



Flyers

Civic Edge created a flyer template to advertise upcoming Task Force Meetings. We created a unique flyer for each RDTF Meeting with relevant information, such as the Zoom Meeting ID and call-in information, a short blurb about redistricting, and ways for the community to participate in the process. To account for those accessing the flyers online, each meeting flyer also included hyperlinks to the meeting webpages and the resources listed in the “How to Participate” section.

Civic Edge worked to incorporate any requested edits to the flyers’ contents throughout the project and updated the formatting for all Task Force meeting flyers through April 13.

Fact Sheet

A two-sided fact sheet was created in collaboration with the Task Force as a resource and guide for members of the public to learn more about San Francisco Redistricting. The fact sheet was included in targeted outreach for individual community members and groups to disseminate to their networks.

Let Your Voice Be Heard!

What is Redistricting?

Redistricting is a once-decade exercise that draws lines of fair engagement and representation of our neighborhoods. It is an important part of our democracy that preserves our residents' rights of fair representation while promoting participation of our diverse citizens of various ethnic backgrounds, cultural demographics, and communities of interest.

Every ten years, the US Government conducts a nationwide census to count all people living in the United States. Based on the results of this census, new boundary lines are drawn for congressional, state, and local districts, including the San Francisco Supervisorial Districts, to ensure that voting districts are reflective of recorded population changes.

The San Francisco Redistricting Task Force (RDTF) is required to ensure that the boundaries of existing Supervisorial Districts comply with the legal requirements established by Federal, state and local law. As part of that process, the RDTF holds multiple outreach hearings to receive input from the community.

Why Does Redistricting Matter?

As the population of San Francisco grows and shifts, the City is legally required to redraw Supervisorial District boundaries every ten years to ensure equal and equitable representation for all residents. Redistricting directly impacts communities' access and ability to voice their goals, needs, and objectives to their government officials, through elections and community policies. This process helps ensure that communities of interest are kept intact with meaningful representation.

Who Will Redraw the New District Boundaries?

The RDTF is a diverse group of new people appointed by the Mayor, the Board of Supervisors and the Elections Commission. It is responsible for drawing the new San Francisco Supervisorial District boundaries that will be used for the next ten years. The RDTF will conduct public meetings to collect testimony from residents about their communities and consider their input as they draw the new lines. The RDTF will adopt the new supervisorial district map before April 13, 2022.

How can I get involved?

- Attend upcoming Task Force Meetings
- Submit your district input using our mapping tool or by emailing rdtf@sf.gov
- Ask general Task Force related questions by emailing rdtf@sf.gov or calling (415) 554-4445
- Follow the Task Force on Facebook and Twitter @RedistrictSF

Visit the Task Force website to learn more <https://thetaskforce.org/rdtf/>

What are the Criteria for Creating New District Boundaries?

- Districts must be roughly equal in population
- Different parts of the district must connect geographically
- Minimize splitting neighborhoods into multiple districts
- Comply with local, state, and Federal requirements, including the Voting Rights Act

What is a Community of Interest and why is it important?

A community of interest is a neighborhood, community, or group of people who share similar social, cultural, and economic interests and would benefit from being maintained in a single district. A community of interest does NOT include relationships with political parties, incumbents, or political candidates.

Keeping communities of interest together is an important principle in redistricting. It can be especially helpful to communities that have been traditionally left out of the political process. Without the participation and input of traditionally disenfranchised and unorganized communities, those who may not have these communities' best interest in mind will define the communities for them.

How can I define a community of interest?

Communities of interest are self-defined by local community members themselves. They can be described by creating maps and profiles describing common social, cultural, and economic threads tying the community together. Other ways that people can describe their communities of interest include:

- Personal Testimonies**
Community members can share examples of things residents share in common and what makes the community unique. Imagine describing the community to a visitor from out of town. What is the community's history?
- Written description**
A written description can describe what connects the people and why it's important that they be kept together.
- Community issues**
Describe how various social, cultural, and economic issues bind the community of interest together and differentiate it from surrounding communities. What socioeconomic factors make this community stand out?
- Boundary maps**
Create a map of your neighborhood or area. Mark the street names and significant locations. They can include significant landmarks and gathering places, including social service agencies, community centers, shopping districts, schools, and religious places. You can do this in digital or paper format.

The fact sheet expanded on the redistricting effort and included: a definition of redistricting, explanation of its significance, RDTF background information, ways to get involved, criteria for drawing new district lines, and details about communities of interest (COI).

City-Wide Email Blasts

Newsletter Outreach Background

Prior to Task Force meetings, Civic Edge Consulting designed and sent out regular city-wide email blasts detailing any upcoming meetings and inviting the public to attend. The email blast distribution list was curated through a combination of sources, including Civic Edge's internal contacts (key stakeholders, elected officials, and San Francisco community organizations), the Department of Elections' list of community organizations, SF Planning's list of registered neighborhood groups, sign-ups received from the Redistricting webpage, and all members of the Task Force. Starting at the end of December, **46 city-wide newsletters** were sent throughout the project to an average of **over 900 active subscribers**

per email blast, totalling in over **41,000 emails** sent via our email blasts over the course of the redistricting process.

Email Blast Content

Each RDTF email blast contained key resources and helpful information for members of the public to learn more about redistricting and participate in the process. Each meeting reminder newsletter contained information about direct access to the virtual meeting, including the Webex link and password, call-in information, and a link to the meeting flyer. Supplementary sections included in each email blast contained upcoming meeting flyers, a short blurb about the importance of redistricting, direct links to the SF Redistricting webpage and social media, resources for SF Public Library computer access, and a link to the outreach survey. Where applicable, buttons for Spanish, Filipino, and Chinese-language resources were included. Many of these supplementary items were crucial to support access to information.

Metrics and Success Rates

On average, city-wide email blasts were opened by about **40% of all recipients** and clicked through by 8% of all recipients, far above email marketing standards for successful open rates. Using data shows that emails sent on Mondays at 9am and Fridays at 4pm were most likely to be opened by recipients based on open rates. Clicks and interactions with the email blasts happened most actively during Friday evenings between 5pm and 8pm. Our emails were timed for maximum readership. From the first email blast sent on December 27, 2021, the contact list grew from **692 to 1,120 active subscribers** by the end of the project. Through active contact management, Civic Edge maintained a successful **delivery rate of 95% and higher** through the end of the project. Any individual delivery issues were also efficiently handled as we heard from Task Force members or members of the public about occasional issues.

Targeted District-Specific Outreach

In addition to regular email blasts sent city-wide, Civic Edge also conducted targeted, personalized outreach to **223 specific community organizations** for the RDTF meetings with specific district focuses. By individually contacting each organization and ensuring they were



TONIGHT: Let Your Voice Be Heard at the Redistricting Task Force Mapping Meeting!

Remember to join tonight's San Francisco Redistricting Task Force Meeting at **5:30 PM** to hear mapping updates and provide feedback on where district lines should be drawn. We invite you to share your voice about how district line changes may affect your districts, neighborhoods and communities of interest.

Members of the public can attend the Task Force Mapping Meeting either remotely on Webex or in person. For those attending the meeting in person, the Task Force meeting will be held at **City Hall, 1 Dr. Carlton B. Goodlett Place, Room 408**. **Members of the public are required to wear masks at all times inside City Hall, regardless of vaccination status. **Please make sure to bring a mask!**

[Click Here to Join the Meeting on Webex](#)
PASSWORD: comment

- [Click here for meeting information and schedule \(English\)](#)
- [Click here for meeting information and schedule \(Spanish\)](#)
- [Click here for meeting information and schedule \(Chinese\)](#)
- [Click here for meeting information and schedule \(Filipino\)](#)

Share Your Ideas!

- Show us your neighborhood boundaries with our [online mapping tool](#)
- Tell us about your community of interest by using our [COI input form](#)
- Send comments and hand-drawn maps by emailing rdtf@sfgov.org
- Provide public comment at the Mapping Meeting
 - Call in at: **1 (415) 655-0001, Meeting ID 2482 064 9460**
- Share the [April 4th Mapping Meeting Flyer](#) with your community before tonight's meeting!

kept up to date on their respective meetings, we found that the targeted priority outreach both effectively expanded the awareness of the San Francisco Redistricting effort and increased community participation at the district-specific meetings.

List of Priority Organizations

Description of Outreach

Through Civic Edge's database of community organizations, the team narrowed down a list of "priority organizations" in each district for individualized outreach ahead of the district-focused Task Force meetings, insulation with Task Force members. Throughout the targeted outreach efforts, additional district organizations were provided by District Supervisors, their legislative aides, and Task Force members.

The targeted outreach consisted of **3 rounds of individually drafted emails** specific to each organization and their home district. Two weeks ahead of a meeting, an initial contact email was sent, informing community leaders of their upcoming meeting and providing relevant materials (i.e., their district meeting flyer and fact sheet in English, Spanish, Chinese, and Filipino). Then, one week before the meeting, a follow-up email was sent to confirm they received the notice and accompanying materials. Finally, a final reminder email was sent one or two days before the meeting with the direct meeting access information to share with their members, staff, and overall community to participate.

In addition to three rounds of emails, Civic Edge called the priority organizations to confirm their awareness of RDTF meetings and further encourage spreading the word and attending upcoming meetings. Throughout the targeted outreach effort, **190 priority organizations were called**, in many cases multiple times. Phone calls were made one week prior to a given meeting to ensure sufficient notice for the community members contacted via phone. Unanswered calls were frequently returned as the Civic Edge team left detailed voicemails for each priority organization that did not pick up the first phone call. In addition to encouraging community participation, the phone calls also helped update outdated contact information for future meeting outreach, inform our team about various community opinions on the Redistricting process, receive feedback on overall outreach, and streamline access to the virtual meetings. After connecting over the phone, many priority organizations maintained active, regular contact with the Civic Edge team by phone and email, with many follow-up conversations regarding meeting information and materials.

82 priority organizations confirmed their attendance and shared contacts by Civic Edge's targeted outreach contacted the team back, confirming their attendance at meetings and sharing the information further with their communities. In addition, these priority organizations aided our outreach efforts by including formal announcements of their district-specific meeting on web pages, social media, newsletters, and distribution lists with our materials and information, often doubling or tripling the reach of meeting notices.

Targeted Outreach Takeaways

After this extensive outreach effort, our team was able to discern some findings that could help inform other similar efforts in the future.

Civic Edge found that individually crafted emails and phone calls – specific and personal to a given organization – amplified community awareness of RDTF meetings through the targeted outreach. They were well worth the additional time required to execute them.

When including concrete requests to share out the information, many personalized emails had immediate responses, questions, thank you's, and updates about a given group's attendance and participation. Most priority organizations replied after the initial or final reminder emails, which also strengthened relationships with these individuals and their organizations.

Direct contact consistently increases community participation in public efforts, especially through phone calls which provide a more intimate touchpoint behind such an extensive, city-wide process. Phone calls provided a helpful opportunity to amplify voices, needs, and concerns of existing/potential communities of interest. Moreover, by having personal names and authentic voices behind the outreach for the project allowed the Civic Edge team to stay in continual contact with organizations that had clarifying questions, updates to share with our team, and requests to remain in contact for notices of future meetings.

Section 3: Findings and Communication

Outreach Findings

A citywide outreach campaign takes months of thoughtful planning and collaboration. Executing an outreach plan centered around community involvement takes active buy-in from the community. Moreover, successfully reaching, informing, and mobilizing a community takes trust and consistency.

Civic Edge found that community members expressed feedback in three key areas of the RDTF outreach efforts:

- 1. Meetings schedule**
- 2. In-language materials**
- 3. In-language task force meetings**

RDTF Meeting Schedule

Community members shared concerns about the schedule of RDTF meetings and coordination of the meeting dates and times. In one instance, a District 3 meeting coincided directly with an annual cultural celebration central to District 3 residents. In another instance, a priority organization communicated meetings scheduled during work hours within the workweek were not sustainable for residents' day-to-day schedules. Overall, Civic Edge fielded feedback

regarding the scheduled meeting times, duration of meetings, and the delayed development of draft maps until late in the redistricting process from a range of community members contacted via outreach.

Based on this feedback, collaboration with cultural districts and consulting community groups while drafting the meeting calendar would have increased overall turnout at RDTF meetings. Most importantly, it would have been a key element in mindfully engaging the diverse makeup of San Francisco residents in the overall redistricting process.

In-Language Materials

Another aspect Civic Edge received feedback about was the marketing material. Civic Edge's branding and marketing material for digital outreach and communications were translated into Spanish, Chinese, and Filipino by the Department of Elections' translation services. The translations allowed for community-based organizations to easily share materials amongst community members. As the availability of multilingual materials undoubtedly allowed for some further reach, there were still many significant gaps that will need to be addressed for the 2032 Redistricting Process, including the lack of materials in other commonly spoken languages besides Spanish, Chinese, and Filipino. Developing culturally relevant material for each historically marginalized community group will need to be developed ahead of time, with community members' input.

In-Language Task Force Meetings

Community input about language services also spanned the language services provided at RDTF meetings. Although the Clerk's Office made a significant effort to provide interpreters at most Task Force meetings, residents who spoke Cantonese, Mandarin, Spanish, and Filipino who did not speak or understand English could provide public comments and questions in language with an interpreter. However, the rest of the meeting, including relevant responses to questions provided in language, proceeded in English only. A resident who provided public comment at an RDTF meeting referred to this situation as "language justice," emphasizing the need for increased inclusivity and accessibility to ensure community involvement in public processes. We heard from some community members that the lack of complete language services until later in the RDTF meeting schedule deterred members of the public from attending meetings and overall involvement.

Section 4: Reflections & Recommendations

Ten years from now, the redistricting process will happen again. Our goal is to reflect on challenges that have impacted this outreach process and provide recommendations to address them and highlight opportunities to consider in future efforts.

Communication Challenges

Interdepartmental Coordination

Internal communication and coordination with City departments is always a challenge, especially when there is a need for urgency. Leveraging City resources requires a high level of organizational management and clear communication paths. For example, materials were translated through the Department of Elections or translation services from OCIEA, while promoting upcoming meetings required coordination newsletters from elected officials, information technology, and reporting to the Clerk's Office. With six months between convening the first Task Force meeting and the April 15 deadline, many of these communications were rushed, and expectations among staff were not always clear.

Our recommendation for the next redistricting cycle is to hold a kick-off meeting with the selected consultant and all parties supporting the outreach process to develop clear communication pathways, set up regular meetings, formalize roles and responsibilities, and establish workflows. Ideally, this could happen earlier in the process to give the Task Force and staff more time to fine-tune a plan.

Task Force Members

There were inherent challenges to communication between the appointed members and staff/consultants as a public body. Because meetings are held publicly and are subject to the Brown Act, it places consultants in a position to do much of their communication in live meetings that are not a collaborative space for partnership. Additionally, there was no clear understanding of how Task Force members were to communicate with City staff and partners, and how, or if, that information made it back to Civic Edge.

Our recommendation is to create a clear line of communication between all parties as well as work with the outreach consultant to prepare a document detailing the scope, approach to the work, a timeline of deliverables, and basic logistics in terms of staffing/capacity, internal communication channels, and resources/materials.

Future Outreach Recommendations

Coordinate with Census Outreach

With each census, there are many incredible and far-reaching organizations and groups that advocate for their communities and conduct impressive outreach programs. Instead of waiting until the census is done and the data gathered informs the redistricting process, our recommendation is to begin engaging those groups and building a network of partners during the census.

As the city develops a scope for an outreach consultant for the redistricting effort, we recommend partnering with organizations to support the work through CBO grants. Ideally, by the time the Task Force members have been appointed, there will already be a strong

network of community partners with financial resources and a consultant team project managing all the moving parts.

Increase Scope & Capacity

It goes without saying that city-wide outreach is an enormous task, and there is no limit to how much can be done. The standard for community outreach is exceptionally high in San Francisco, and projects of this scale and importance require a large scope, diverse teams, and funding - but most of all, time. Therefore, our recommendation is to begin the planning process well ahead of public meetings (as much as six to nine months ahead), so the priority is implementing the plan and increasing public participation.

Conclusion

Creating a fair and equitable redistricting process is an underlying tenet of democracy. The process requires transparency and public participation, which is the charge of the San Francisco Redistricting Task Force, composed of community representatives who volunteered extraordinary amounts of their time, and the scores of city staff who helped support the effort.

Finally, Civic Edge would like to express its gratitude for being able to participate in this work that is so central to our democracy. We are thrilled that so much engagement has continued to inform this process and hope that it will hopefully lead to a fair and balanced district map for the coming decade.