

**2021–2022 San Francisco Redistricting Task Force
Draft Final Report**

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2021–2022 San Francisco Redistricting Task Force Draft 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, Alicia 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 Castenza, and Raymond 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 in Excess of 1% of the Mean

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 has a population deviation of –0.31%. The recognized neighborhoods wholly in District 3 are Chinatown, Lower Nob Hill, Nob Hill, Northern Waterfront, Polk Gulch, and 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 the 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.

- **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 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. These inappropriate 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.

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.