



**COUNTY OF SAN DIEGO**  
**Independent Redistricting Commission**

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June 29, 2022

Andrew Potter  
Clerk of the Board of Supervisors  
County of San Diego  
1600 Pacific Highway, Room 402 San Diego, CA 92101

Dear Clerk Potter:

Please find attached the "2020 IRC Lessons Learned Summary" that was approved at the January 26, 2022 meeting of the County of San Diego Independent Redistricting Commission. The Commission looks forward to discussions with you and County staff on these and related matters.

Sincerely,

DAVID BAME  
Chair  
County of San Diego Independent Redistricting Commission

# 2020 IRC Lessons Learned Summary

Prepared by Lessons Learned Ad Hoc Committee

Amy Caterina, Rosette Garcia, Barbara Hansen, Kristina Kruglyak, Arv Larson

The 2020 Independent Redistricting Commission (IRC) was the first such Commission tasked with drawing District boundaries for the San Diego County Board of Supervisors elections. Consequently, the IRC completed its work without access to previous examples or lessons learned. After completing all statutory deliverables defined for the 2020 Independent Redistricting Commission, Commissioner feedback was presented to the full IRC on January 12<sup>th</sup>, 2020. The IRC authorized the creation of an Ad Hoc Subcommittee to review and summarize Commissioner feedback into a Lessons Learned Report (this document) and also make recommendations for other actions based on Lessons Learned. All feedback were organized according to topic, generally following the chronological order of the IRC's cycle: legislative foundation; commissioner selection and onboarding; IRC organization, bylaws, and leadership; hiring of external consultants; public interaction; mapping considerations; and closeout. Commissioner Lessons Learned are summarized below by topic. The purpose of this report is to summarize recurring themes of those Lessons Learned, as well as to highlight differences in Commissioner recommendations for the same topic. Not all Lessons Learned are captured in this report in their entirety; for full Commissioner comments, see Appendix II. Additionally, supporting summary statistics are presented in Appendix I.

## LEGISLATION

Many of the recommendations described in subsequent sections would necessitate changes to the legislation that guide the formation or execution of the San Diego County IRC. Several Commissioners recommended the creation of a task force to engage with appropriate legislative and other elected officials regarding these recommendations. In addition to the discussion in later sections, the potential legislative changes are listed cumulatively here:

1. Codify in law automatic extensions to the final map deadline commensurate with the length of delay in receipt of census data. Due to census delays and the impact of the COVID pandemic, the 2020 census data was severely delayed, and the 2020 Commission was pressed to allow sufficient time to collect public feedback during the mapping phase.
2. Change the mapping deadline to allow for expanded mapping phase, even in the absence of census data delays.
3. Provide additional detail and clarity with regard to County and Commission's authority, as well as optional vs. required deliverables with regard to support staff, consultant engagement, etc.
4. Modify the number of votes needed to pass a resolution depending on the context. Specifically, maintaining a 9-vote majority requirement for major decisions (e.g., mapping-related) and an 8-vote (simple majority) for minor decisions.
5. Modify meeting requirements to allow for virtual meetings throughout the process.
6. Provide appropriate latitude for Redistricting Commissions with respect to efficiently capturing public comment.
7. Provide Commissioners a symbolic stipend due to the workload entailed by their participation, and to encourage participation by citizens who may otherwise be financially unable to volunteer.

## COMMISSIONER SELECTION

The 2020 Commission felt that the existing selection process delivered a diverse and qualified group of Commissioners and several Commissioners recommended consideration of a task force to engage with appropriate County leadership regarding recommended modifications to the process to maintain the strength of the Commission:

1. Work to expand the size and diversity (age, ethnicity, geography, etc.) of the applicant pool via earlier and more aggressive public outreach.
2. Ensure that Commissioner recruitment materials include specific details about Commission activities, Commissioner responsibilities, and overall time commitment.
3. Begin process earlier, including earlier Commissioner selection, so that the fully formed Commission would have at least 12 months to complete its work.
4. Encourage Commissioner teambuilding activities early in the process to build effective communication and interaction sooner.
5. Ensure all IT peripherals are ready to distribute and support on the day of Commissioner selection.
6. Capture Commissioner expertise (e.g., demography, finance, communications, etc.) and committee interest early in the process after Commission formation.

## BUDGET

The 2020 Commissioners' feedback consistently recommended modifications to the budgeting process, highlighting the need for budget ownership and oversight by the Commission itself. Specific recommendations include:

1. Ensure the Commission's budget is transparent and shared immediately by the County, including budget-related County staff hours and costs.
2. Consider establishing a Treasurer Officer role and/or a Budget & Finance standing committee to provide regular oversight of all finances related to the Commission, ideally comprised of one or more Commissioners with financial expertise.
3. Ensure detailed budget reports are provided to the Commission for monthly (at minimum) review.
4. Consider establishing specific budget-related policies and procedures and lines of authority, e.g., how to handle contract amendments, how to reallocate funds, the use of discretionary funds, etc.

## BYLAWS

In general, Commissioners made few recommendations for explicit changes to the bylaws. Specific recommendations for the 2030 Commission to consider are:

1. Updates to the IRC Bylaws to address Commissioner participation in political activities.
2. Generalize the bylaws to allow for changes in officer processes per options discussed under "Leadership" section.
3. Clarify officer roles and levels of authority per discussion under "Leadership" section.
4. Add a set of Standing Rules and Operating Procedures as referenced in Article V, Section 2 of the bylaws.

## LEADERSHIP

All Commissioners agreed that the workload of the Chair and Vice-Chairs was significant. Suggestions to address this issue varied considerably as summarized below. Given the diversity of feedback, the 2020

Commission recommends that future Commissions consider this question carefully, potentially during an interim period before decisions about Officers are made and selected, and when reviewing these options, the 2020 Commission suggests reflecting on how each option could result in differential levels of *de facto* authority and influence between the Chair and/or Officers and non-Officer Commissioners. As needed, any decision regarding changes to Leadership structure should be codified with appropriate changes to the Commission bylaws.

1. Maintain a single Chair or allow for simultaneous Co-Chairs, understanding that the workload can be upwards of 20 hours per week.
2. Provide for Chair rotation, either among all Officers or among the entire Commission to maintain parity of influence among all 14 Commissioners.
3. Expand the number of Officers in order to diversify the administrative burden and authority.
4. Allow non-Officers to handle some functions that were managed by the Officers of the 2020 Commission, such as public relations.
5. Hire an Executive Director (non-Commissioner), so that Officers are not tasked with as many administrative functions in future Commissions. See additional details regarding a potential Executive Director role under “Personnel”.
6. Consider expanded use of standing and/or ad hoc committees.

## TRAINING

The 2020 Commission encourages rigorous training early in the process, leveraging the existing Training Continuum as appropriate, and with consideration for more small group-based meetings to allow for more personalized training and Q&A. Feedback highlighted the following topics in particular:

1. Immediate training on existing Commission bylaws and general onboarding.
2. Immediate training on expectations and duties, correcting early and often any misapprehensions. For example, emphasizing the importance of a county-wide view of redistricting and that Commissioners were not selected to “represent” a District or city, or neighborhood but rather to ensure geographic diversity and knowledge to serve the entire County when drawing maps.
3. Early training on the Voting Rights Act (VRA) and Racially Polarized Voting.
4. Training on San Diego County’s ethnic groups, localities, histories, COIs, etc.
5. Training on County jurisdictions and governance (Board of Supervisors, community planning groups, fire districts, etc.).
6. Introduction to the redistricting mapping process and best practices in mapping process, with continued mapping-related training throughout the mapping cycle.

## PERSONNEL

### Support Functions

The 2020 Commission is in debt to the dedicated support provided by the San Diego County Staff; however, feedback suggested areas for modifying this structure or transitioning to non-County support staffing. Suggested options include:

1. Maintain County support staff as per the 2020 framework or expand use of County staff for Commission support.
2. Make use of County support staff but ensure that they are assigned fully to the Commission, consistent with the independent role of the Commission, and also so that they are not overburdened by dual roles.
3. Consider transitioning administrative roles from County to non-County staff, including hiring an Executive Director who can hire and manage additional non-County support staff and lead overall coordination and program management activities.

### Consultants – General

The 2020 Commission employed a hybrid model for procurement. The original proposal was to leverage the existing County framework, wherein the top applicant would be selected by a small group comprised of 3 County Staff and 2 Commissioners, with one additional Commissioner serving as a reviewing but non-voting member of that group. The Commission used a hybrid process that allowed for more independence by the Commission, wherein an ad hoc committee reviewed and finalized the RFP, developed the SOW, etc.; then delegated the selection process to the County Procurement Office, who recommended the “top candidate” for full IRC approval. The County Procurement Office was also responsible for final contract negotiation and execution. Significant feedback was received from Commissioners regarding this procurement process.

The most consistent feedback provided by the 2020 Commission was that the IRC should determine which consultants they require and then hire those consultants as early in the process as possible. Commissioners generally agreed on the success of utilizing a single point of contact (SPOC) to serve as IRC liaison to each consultant. Feedback differed on the best process by which to hire external consultants. Specific recommendations are summarized below.

1. Retain external consultants (demographer, legal, and ability- to-elect consultant, at minimum; other consultant options include Public Outreach and AV) as soon as possible in the redistricting process. Evaluate whether subcontractors are appropriate for specific deliverables (e.g., ability-to-elect as a subcontractor to demographer) and the process by which subcontractors would be approved by the full Commission. Consider need for Public Outreach consultant versus ability to leverage existing County resources/logistics/staff for this activity, if possible.
2. Commission should understand and determine their preferred method for hiring consultants, either leveraging existing County processes or according to their own process. Commission should also initiate full procurement process, including drafting and approval of RFP packet and SOW.
3. Leverage SPOC to lead communication and coordination with consultant; ideally the SPOC would be a Commissioner with expertise in the respective area. If there is not a Commissioner available with relevant expertise (specifically relevant for technical consultants such as demography), consider hiring an additional consultant to serve as a technical expert for the Commission, both to train the Commissioners and to serve as a technical liaison with the consultant.

### Consultants – Legal

The 2020 Commission had General Counsel, Expert Counsel (both General and Expert Counsel services were provided by the same consultant), and Special VRA Counsel. Commissioners provided significant feedback related to Legal Counsel, as many decisions regarding legal support were made prior to Commission formation and/or without Commission input. Key themes are summarized below.

1. Ensure that the Commission is able to select and manage its own General Counsel. Should County Counsel retain legal counsel prior to IRC’s formation in order to initiate Commission process and start-up, this contract should be on an interim basis, only until full IRC is seated and can select Counsel.
2. The Commission should select their own General Counsel, as soon as possible after forming. Expert Redistricting Counsel and Special VRA Counsel should be considered separately from General Counsel and also retained as early as possible.
3. The full Commission should be aware of General Counsel contracted dates of service, and those dates should extend at minimum 2 months beyond the mapping deadline.

## MEETINGS

Commissioners consistently highlighted the benefits of being able to meet in a virtual format, noting that this format was critical to the Commission's overall success and specifically the ability to meet the map adoption deadline. Virtual meetings were necessitated by the COVID pandemic, but the clear consensus was to maintain the ability for future Commissions to use virtual meetings for many if not most activities. Additional feedback pertaining to meetings is summarized below in the corresponding sub-section.

### Planning

1. Solicit meeting topics by email rather than in-meeting to streamline agenda setting and make best use of meeting time.
2. Maintain an up-to-date timeline of Commission activities so that upcoming deliverables are always in view and progress towards deliverables is clearly visible to all Commissioners. Consider a project manager or GANTT approach to this process.
3. To the extent possible, leverage support staff for meeting logistics, including agenda preparation and posting, timekeeping, IT/AV support, minutes tracking and posting, etc.

### Facilities/Logistics

1. An earlier plan for meeting locations would allow for both Commissioner and public planning and also support earlier coordination of necessary IT/AV support.
2. Plan in-person meeting locations to align not just with District boundaries generally, but also consider population density and proximity to relevant COIs.
3. Ensure virtual participation is available to both Commissioners and the public.
4. Consider supporting a call-back option so that members of the public do not need to attend hours of meetings in order to present testimony.

### Execution

1. Per discussion in "Personnel" section regarding a possible Executive Director, 2030 Commission should consider whether a non-Commissioner should run IRC meetings so that the Chair is able to fully participate rather than focus on moderating.
2. Meetings over 3-4 hours make it difficult for Commissioners and the public to stay engaged. Limit meeting length by setting a manageable, timebound agenda, and as necessary by limiting speaking times for individuals. The Commission could also consider a more frequent meeting cadence (e.g., bi-weekly) rather than monthly at the planning phase and weekly or even twice weekly during the mapping phase) compared to the 2020 Commission.
3. Leverage small working groups to inform and engage commissioners more consistently, deeply, and efficiently.

## PUBLIC OUTREACH

While the Commission received a significant amount of public feedback both prior to and during the mapping process, Commissioners consistently noted that additional diverse content would be welcome, and that significant effort should be made to ensure the public was broadly aware of the Commission's work and able to easily provide input. Recurrent themes include:

1. The Commission should develop both a detailed plan for public outreach and supporting content of various lengths, with high priority and early in the process.

2. Ensure the Commission's purpose and importance is clearly stated so that it is immediately translatable to County citizens. Ensure public is able to, in turn, communicate how County redistricting impacts them.
3. Ensure the public is clear about the similarities and differences among the various Redistricting Commissions at different jurisdictional levels.
4. Consider establishing a policy for proactive and recurrent communication with known Community Planning Groups, tribes, and other such community organizations throughout the Redistricting process.
5. Expand Educational Tours by having Commissioners go to Community Planning Group and Community Based Organization meetings and present as part of their agenda (as opposed to expecting them to attend Commission organized and hosted events).

## MAPPING CONSIDERATIONS

The 2020 Commission was subject to a condensed mapping period due to census delays. From this experience, Commissioners provided feedback related to mapping preparation and principles to streamline the mapping process. Specifically:

1. Ensure Commissioners are able to effectively use the demographer-provided mapping software. This could be via early training or via user testing of mapping software as criteria for demographer selection. If Commissioners cannot effectively use the software, the public is unlikely to be able to. With introductory training, a user should be able to reach a draft map in under 3 hours.
2. Establish advanced procedures for selection of the original base map. Options include use of the existing County map, springboard maps, or a blank slate. The 2020 Commission used a set of demographer-provided springboard maps that represented a range of options for a starting point. Though these were continually referred to as springboard maps and not draft maps, many members of the public expressed confusion on this point and provided feedback under the belief that these were in fact Commission draft maps. Use of the existing County map by contrast, allows cities or neighborhoods impacted by any District reassignment to immediately understand the impact of any proposed change. Use of a blank slate allows Commissioners to propose County Districts based fully on public input received to date, without any consideration of or potential bias from previous District lines.
3. Determine in advance and document how the Commission will receive and leverage public draft maps. The Commission should encourage the public to submit draft maps, which means that public-submitted draft maps should be processed identically and considered equally to Commission-developed draft maps. The Commission should have advanced written procedures in place for how to handle incomplete public-submitted draft maps (e.g., public-submitted draft maps that only cover one District rather than all five), as such maps do not allow Commissioners to immediately understand how the proposal impacts the County as a whole.
4. Establish advanced procedures related to map numbering and coloring. The method by which District numbers were assigned in the 2020 draft maps resulted in confusion, as numbers and colors were assigned inconsistently, for example, the "North County" District could be numbered and/or colored differently in two maps under consideration. Alternate options could include using letters instead of numbers, or numbering South to North or by general geography (e.g., the northern-most region, southern-most region, eastern-most region, etc.).
5. Consider ways to progress mapping via activity outside of full Commission meetings, such as Commissioner-submitted maps or maps developed in small ad hoc committees.

## PUBLIC COMMENT

Open and honest public comment is critical to arrive at a final map. Commissioners were provided with thousands of comments prior to and during the mapping process, a volume that grew significantly towards the end of the final mapping process. Several Commissioners suggested process improvements related to receipt of public comment:

1. Organize collected feedback within a single document rather than as hundreds of individual PDF files. Ideally feedback could be synthesized in an automated fashion, or at minimum categorized in terms of District and/or COI so that Commissions could quickly review related comments.
2. While collecting input, the Commission should also ask for specific inputs (such as District number and COI name during the pre-mapping phase, and preferred map number during the mapping phase, among other topics), which would facilitate sorting of responses.
3. Investigate the possibility of utilizing petitions, which would provide a way to quantify support for a position and/or of incentivizing groups to deliver oral feedback once rather than repetitively by many individuals (e.g., with proportionally longer speaking time or by allowing groups to report the number of supporters advocating the same message), to streamline meetings and allow all viewpoints to be expressed.

## CLOSEOUT & TRANSITION

As stated above, as the inaugural County Independent Redistricting Commission, the 2020 Commissioners did not have reference to any previous Lessons Learned. Several Commissioners suggested the creation of a transition team that could serve as support for the next Commission in 2030. The purview of such a transition team could be considered from the following:

1. Establishing interim/contingent General Counsel.
2. Collaborating with the County to advocate for recommended legislative changes.
3. Researching and providing options and recommendations about staffing and personnel.
4. Creating a detailed SOP and updating Training Continuum.
5. Drafting potential changes to bylaws for 2030 Commission consideration.
6. Drafting preliminary RFPs for external consultants for the 2030 Commission to modify as deemed appropriate.
7. Working with County staff to expand the applicant pool and promote the next IRC across whole County.



## Appendix I

The following table summarize the Lessons Learned feedback by category, as presented in the Lessons Learned Report. Full feedback is included in Appendix II, grouped by Lessons Learned Topic and sorted according to the Topic order as they appear in this Report. Some comments corresponded to multiple Lessons Learned topics; therefore, the cumulative total here is higher than the number of unique comments.

Lesson Learned Topic	# Comments Received	# Unique Responders
Legislation	6	5
Commissioner Selection	14	7
Budget	12	7
Bylaws	10	7
Leadership	14	8
Training	25	11
Personnel - Support Functions	8	7
Personnel - Consultants - General	25	11
Personnel - Consultants - Legal	6	4
Meetings - Planning	9	6
Meetings - Facilities/Logistics	6	6
Meetings - Execution	5	5
Public Feedback	10	6
Mapping Considerations	17	6
Public Outreach	9	4
Closeout & Transition	6	4
Other	1	1

Lesson Learned Topic 1	Lesson Learned Topic 2	Submitted By	Category	Description	SWOT Analysis	Action	Recommendation
Legislation	NA	David Bame	Doctrine	Changes to IRC's governing laws could improve effectiveness & efficiency. 9 votes could be required only for mapping and other major decisions, with 8 required for more process issues like hiring and contract approval. Delays in census data do not change the need for sufficient time for public input and IRC reaction during the mapping period.	Opportunity	Modify	-Apply 9-vote requirement only to mapping/major decisions, & 8 votes on admin/hiring decisions -keep periods b/w receipt of SWDB data & final map approval, & b/w IRC's first map and final map, regardless of census delays -consider 7-work day period b/w release and approval of final map, for ROV and other requests for technical changes
Legislation	NA	Amy Caterina	Finance	Commissioners were not compensated for their time.	Weakness	Modify	This situation is codified in the law, but many commissioners put in excessive time and should be compensated, similar to State CRC, although maybe not at the same level. A transition team could reach out to the legislators and ask to have this considered for all Independent Redistricting Commissions.
Legislation	Commissioner Selection	Inman	Organization	While delays in Census data release caused all kinds of problems, there was one benefit. Our commission gained additional time to plan and prepare. Without that additional time we would not have succeeded. Basically we ended up starting in Dec and finishing a year later.	Opportunity	Modify	Start commission in August to give them 12 months.
Legislation	Commissioner Selection	Rosette Garcia	Policy	The 2020 IRC was not fully seated until December 2020, and, in "normal" circumstances (no COVID-19 disruption and no Census delays), would have been required to ramp up all activities (training, governance rules, procurement of contractors, outreach, timeline planning, etc.), receive data by Apr 1 and complete mapping by Aug. 15.	Weakness	Modify	Recommend seating full IRC earlier--by Sept 1. It is optimistic (unrealistic) to expect 14 strangers, likely with no redistricting or public commission experience, to learn/do what is needed in 4 months (Jan-Apr) before starting complex task of drawing new maps. 2020 IRC had from Jan-Sept before mapping; 2030 should get similar time.
Legislation	NA	Sonia Diaz	Policy	Lack of political will to modify redistricting deadline to January 15th to allow for more public comment.	Opportunity	Modify	Review the statute that creates San Diego IRC and introduce legislation that would allow for the flexibility of any dates to be modified in the event of process delays.
Commissioner Selection	NA	Sonia Diaz	Doctrine	Commissioner recruitment not as diverse as it could be.	Weakness	Modify	Start recruitment early – at least one year before the next redistricting cycle (2029) - an aggressive community outreach to recruit diverse body of applicants utilizing a variety of methods via television/radio PSA, e-list servs, print and digital ads on social media. Publicize at existing community venues/groups: oCBOs and volunteers already engaged in Census outreach oCommunity Planning Groups oTown Council Meetings oPTA meetings oPlaces of worship oRecreation centers and libraries Civic engagement clubs at community colleges and universities
Commissioner Selection	NA	Sonia Diaz	Doctrine	Timeline for commissioner application submission and review	Strength	Modify	The deadline for applications should be moved to spring (March/April) with an application review period moved up at least one to two months earlier. This would have the final 60 applicants that move onto the lottery stage happen in June so that the supervisorial meeting to select the first 8 can occur in August with the first IRC meeting to happen in September/October instead of November.
Commissioner Selection	Other	Rosette Garcia	Facilities	Laptops, headphones, etc.	Weakness	Modify	County staff should prepare in advance so that all equipment is procured and ready to distribute from the day that commissioners are selected, including clear process for how materials will be delivered.

Commissioner Selection	NA	Arv Larson	Leadership	Even though we were a small group working to a common purpose, there was relatively little opportunity to get to know and socially interact with fellow Commissioners. Most interactions and opportunities to better understand our peers on the IRC were limited. Initial and ongoing social gatherings enable people to build rapport and mutual understanding. Such gatherings facilitate communications and team building. The IRC chairman seemed to recognize the need for such social interaction but did not attempt actionable follow-up at any point. Small groups of Commissioners did exchange occasional non-IRC business pleasantries over random snacks or session breaks, but one had to make a real effort to informally get to know one's peers and understand where they were coming from in their meeting dialog. There was not an initial "get-to-know-you" event nor a close out celebratory gathering to congratulate ourselves on completing our efforts.	Weakness	Modify	Appoint an ad hoc committee to schedule and organize a series of non-business gatherings such as a potluck lunch or dinner in public or private spaces. All IRC and staff would be invited but with no pressure to attend. Also schedule occasional all-IRC "Happy Hour-type" social gatherings somewhere with free parking. All participants in these activities would understand to be careful to avoid any Brown Act violations.
Commissioner Selection	NA	Amy Caterina	Material	Computers were provided to commissioners.	Opportunity	Modify	computers were managed through an external provider. Commissioners were not set up under the County IT program (for external computer use and support) and as a result Commissioners faced work interruptions, delays and other inconveniences. The new IRC computers should be set up with the same parameters as county employees.
Commissioner Selection	NA	Ponds	Material	IT equipment. The late delivery of IT resources distracted from the IRDC process.	Weakness	Modify	Identify and deliver IT resources to Commissioners during the initial stage of the redistricting process.
Commissioner Selection	NA	David Bame	Material	IT support for Commissioners, including use of tablets & cell phones as well as software, could be more targeted and scheduled. Such challenges as forced software updates and lack of access on mobile devices can inhibit IRC work at particularly important moments.	Opportunity	Modify	IRC staff should work earlier (e.g. by the 3rd full IRC meeting) and more often with IT staff on IRC-approved IT tasks, including access to mobile devices; "fenced-off" periods, especially during mapping, with software updates to occur before or after such periods; and a clear retention policy for IRC emails and documents.
Commissioner Selection	NA	Amy Caterina	Organization	The IRC was fortunate to include among its commissioners, a demographer, legal experts, communications experts, procurement expert, financial and business experts, engineers and community advocates.	Strength	Modify	The new IRC should be composed of a similar group of commissioners as much as possible. Aggressive advance promotion of the new IRC in each of the five districts will help insure that there is a great base of candidates from all five districts from which to choose. The transition team could facilitate.
Commissioner Selection	NA	Sonia Diaz	Organization	14-members that are citizen volunteers	Strength	Modify	To increase the pool of diverse applicants that may have financial barriers to participating (mostly younger adults with families, college students, non-retired adults), I would suggest offering a symbolic stipend (flat per diem rate) for each meeting attended.
Commissioner Selection	NA	David Bame	Personnel	The IRC selection process of 60 finalists, 8 commissioners selected by lottery, and 6 selected by the 8 initial commissioners seemed to insulate against real or perceived political interference. There was no need for retired judges or other actors to be involved in a process that could have put IRC independence at greater risk.	Strength	Continue	The IRC selection process should remain the same, perhaps with additional energy spent on encouraging applications from hard-to-reach County residents.
Commissioner Selection	NA	David Bame	Personnel	The County should consider ways to encourage a greater pool of applicants from all parts of the County, including possible financial or other incentives & compensation to Commissioners appropriate for a decennial commission. The County also should consider accepting IRC interns from hard-to-reach communities, universities, and civic groups.	Opportunity	Modify	County staff could work with previous IRC commissioners & civic leaders to expand the pool of applicants & build an effective intern program.
Commissioner Selection	Training	David Bame	Training and Education	Exchanges with other current redistricting commissions and with past commissioners could provide useful insights and foster out-of-the-box thinking.	Opportunity	Modify	The full IRC may want to consider hosting a social event or video conference with former redistricting Commissioners. The IRC may also want to consider joint training opportunities as a means to establish contact and exchange ideas with other local and regional commissions.

Budget	NA	Amy Caterina	Finance	Commissioners monitored the financial status of the IRC. Staff provide budget updates and monthly financial reports to the IRC. An Ad Hoc Committee was formed to analyze the financial status and create a budget.	Opportunity	Modify	The IRC should receive the final financial update from staff with detailed expenses (including the final County outlay for staff and various resources (total staff salaries, any DPC , County Counsel and County Communications expenses incurred). The IRC needs to know the total amount expended. The new IRC should decide who manages finances.
Budget	NA	Arv Larson	Finance	The initial IRC budget and financial staff were provided to the IRC by the COSD. As it turned out, the initial budget was not adequate to meet the performance needs of the IRC. All financial oversight was first developed by the COSD-assigned staff with after-the-fact reports provided to the IRC. The initial cost estimates for general and special counsel and service contractors were low, were subsequently modified by an IRC ad hoc committee, and required additional funding from the BOS. There was no independent "Treasurer" function reporting only to the IRC.	Weakness	Modify	Appoint an IRC Commissioner to serve as Treasurer and establish a regular Budget committee for oversight of all IRC financial activities. Establish a working budget early on, revise as necessary as anticipated costs become clearer, and obtain additional funding resources from the BOS early in the redistricting cycle. Provide bi-monthly budget reports to the IRC.
Budget	NA	Commissioner Brown	Finance	Money side of the map drawing process.	Strength	Continue	1. Get budget upfront for the commission from the County. 2. Have County staff prepare and present the monthly budget at the last commission meeting of each month. 3. Gives Commission a guideline for expected upcoming Request for Proposal expenses and miscellaneous expenses.
Budget	NA	Ponds	Finance	Fiscal Oversight. The IRDC encountered financial management and budget (FMB) planning and implementation challenges, including but not limited to a lack of involvement in 1) developing the FMB process, 2) creating audit and oversight policies and protocols, and 3) determining the utility of discretion funding to support low-cost/hi-yield expenses.	Threat	Modify	Revise FMB policy, protocols and processes to include Commissioners in the initial stages of design, development and execution, including a discretionary fund line item to allow Commissioners the flexibility and agility to respond to short notice and unforeseen requirements.
Budget	Personnel - Consultants - General	Rosette Garcia	Finance	Budget	Opportunity	Modify	Recommend 2030 IRC consider using County staff for outreach/communications as they have considerable existing resources/staff that would likely result in more efficient/effective/fiscally prudent processes and deliverables, AND make available more funding for demographer consultant, a high priority for resource allocation.
Budget	NA	Sonia Diaz	Finance	Budget process needs to be developed and managed solely by the IRC not county staff and needs further refinement	Weakness	Modify	See comment above about establishing Budget Subcommittee
Budget	NA	David Bame	Finance	The regular monthly budget updates provided a useful method to review IRC budget activities & ensure compliance with good governance practices. An even earlier focus on the budget would make the process even more effective & transparent. A Budget Ad Hoc Committee could help, & a Legal Budget AHC may be useful for those more complex matters.	Strength	Modify	The IRC, perhaps working from a Budget AHC, should approve a sufficiently detailed budget in its first month of work. A Legal Budget AHC should also be considered. The IRC also should plan early for any possible supplemental request, to ensure such a request is made only once to address all budget requirements.
Budget	NA	Rosette Garcia	Policy	No clear policy exists for handling potential or proposed budget amendments, contract amendments or reallocation of funds. In other words, is review and approval of such changes required, particularly when no new funds are necessary (changes maintain existing bottom line), and, if so, by whom?	Opportunity	Modify	Develop a clear policy for handling budget and contract amendments, even if such changes can be paid for with existing funds. Clarify whether approval is required in advance of changes and if so by whom and using what process-- chair/officers, staff (executive lead), or designated comm'r or committee.
Budget	NA	Rosette Garcia	Training and Education	Budget setting	Opportunity	Modify	Assign comm'rs with expertise or interest to Budget & Finance Comm or Working Group to begin working with staff to develop a budget for approval by full IRC.
Bylaws	Training	David Bame	Doctrine	Given that Commissioners are chosen in part to reflect the political diversity of the County, including through their own respective political party membership, early discussion and agreement to clarify allowed political activity and participation is important to public trust in the IRC.	Threat	Modify	Further refine, through IRC discussion and vote, agreed guidelines and limits in Elections Code and IRC Bylaws on Commissioner participation in political party meetings & events, disclosure of contacts with political actors (including those outside formal parties), and other such political activity.

Bylaws	Leadership	Sonia Diaz	Leadership	Executive officers need clearly defined roles and responsibilities; maintain nonpartisanship.	Weakness	Modify	Update the Bylaws to provide clearly defined and specific responsibilities for all Executive Officer positions and require that there be partisan balance (e.g., two Co-Chairs representing each party). The ideal structure would be the following: Two Co-Chairs, Secretary, Parliamentarian, and a Treasurer. Ideally, each of the five officers elected represent a different supervisorial district. The Co-Chairs will share the responsibility of conducting meetings, developing the meeting agenda, inviting guest speakers where appropriate, and ensuring that deliberations from both the general public and Commissioners go as smoothly as possible during meetings. The Secretary would work with County Staff (Clerk of the Board of Supervisors) to ensure that the meeting minutes are accurate, will assist Chairs with the creation of the agenda, assist in community outreach for special projects (e.g., education tours, design of external-facing flyers of the Commission, proposal of new meeting venues, etc.). The Parliamentarian must be present at all meetings and will advise on parliamentary procedure, in consultation with General Counsel, and recommends amendments and updates to the Bylaws to the Commission. The main role of the Parliamentarian is to support the Co-Chairs during each meeting to ensure smooth flow of meetings (a lot of this work is already done by the Clerk but will support this role, especially managing public testimony as the meetings are heavily attended toward the end). The Treasurer chairs the Budget Subcommittee and is the Commission liaison for all budgetary matters before the Commission; this includes submitting formal requests (with Commission approval) to the Board of Supervisors. After the monthly budget report is approved by the Budget Subcommittee, the Treasurer reads and presents the report during the regular Commission meetings.
Bylaws	NA	Commissioner Brown	Policy	Commission Bylaws.	Strength	Continue	Review Bylaws as soon commission is sworn in and update as needed.
Leadership	NA	Amy Caterina	Leadership	The IRC had three officers and two single points of contact. These individuals were kept extremely busy managing their various responsibilities.	Opportunity	Continue	The structure is reasonably sound, but expanding the executive team could be advantageous. A rotating chair could help reduce burnout and even out the workload over the redistricting period. Identifying an individual spokesperson would reduce the load on the Chair.
Leadership	Personnel - Consultants - General	Commissioner Brown	Leadership	One Chairperson with two Co Chairperson's. Ad hoc committees with Persons of Contact for large contracts; demographics, media and legal contractors.	Strength	Continue	Two Co Chairs help balance the workload of the Chairperson.  Point of Contact with the large contractors helps keep the commission aware of progression and problems.  Ad hoc committees eliminated the public notice constraints brought on by the Brown Act. Small committees with a specific purpose disbanded when the purpose was accomplished.
Leadership	Bylaws	Jack Russ	Leadership	Chairman/Vice Chair roles.	Opportunity	Modify	Possible rotate chairing meetings between the elected officers. Different modes of leadership could possible change the character of the conversation which was mostly many micro-monologues.
Leadership	NA	Kristina Kruglyak	Leadership	Chair	Strength	Continue	Maintain single Chair. This allows for continuity and uniformity.
Leadership	NA	Ponds	Leadership	Ad Hoc and Subcommittees: Proved instrumental in the success of the Independent Redistricting Process. However, Commissioners were volunteers, randomly selected based on preference and served simultaneously on several committees. This approach created excessive individual work loads and failed to leverage Commissioner's expertise and experience.	Weakness	Modify	Continue to utilize committees to support the IRDC process, ensuring that each and every Commissioner have an opportunity or are assigned to a committee based on expertise and experience.

Leadership	Bylaws	Ponds	Leadership	Chair and Co-Chairs. Utilizing the Chair and Co-Chair construct proved valuable to the redistricting process. However, both Chair and Co-Chairs were often overloaded in executing their demanding roles and responsibilities.	Opportunity	Modify	Maintain the Chair and Co-chair construct and establish a process to rotate Co-chairs into the Chair position to ensure workload balance and continuity.
Leadership	Bylaws	Rosette Garcia	Leadership	Bylaws allow for a chairperson and one or more vice chairs, and may rotate or serve simultaneously, but are elected only once after the full commission is seated.	Opportunity	Modify	I recommend rotating officers, allowing for more than one person to serve as chair, even allowing/planning for new officer elections throughout process to encourage parity of influence among 14 comm'rs. (would require bylaws amendment).
Leadership	Bylaws	Sonia Diaz	Leadership	Ad Hoc Committees did not adequately handle the magnitude of work before the IRC.	Weakness	Modify	Amend Bylaws to allow for, at a minimum, the creation of the following standing Committees: oBudget and Oversight – Chaired by the Treasurer of the IRC. Reviews all expenditures of the Commission and make recommendations for new expenditures; develop and approve a monthly expenditure report to the full Commission at regular meetings. Review and approve salaries for all contractors and subcontractors, contracts, and review of pro formas, and maintain a full public record of receipts for work rendered. oCommunity Outreach & Engagement – In collaboration with the Executive Director, develop a public outreach and engagement plan to be approved by the IRC. Provide ongoing support and direction to the Executive Director on venues for meetings Bylaws, and Community Outreach. Each of these meetings will require to adhere to the Brown Act and must post public agendas and hold their meetings in public.
Leadership	NA	David Bame	Leadership	The full IRC should carefully consider the benefits & costs of a permanent vs. rotating chair, including how many Commissioners participate in any rotation, & of how many vice-chairs to have. Questions of availability & continuity need answers in such discussions. More permanent duties may restrict leaders' taking positions in meetings.	Strength	Continue	The interim IRC should choose an interim chair & vice-chair to serve until at least the 3rd full IRC meeting, allowing Commissioners to consider best long-term options. Chairs & vice-chairs may need to spend up to 15 hours/week on IRC work. Officers should decide on how active they will participate in IRC discussions, and so inform the IRC.
Leadership	NA	David Bame	Leadership	Short-term leadership opportunities for all interested Commissioners helps build IRC shared ownership, participation, energy, and effectiveness. Officers and Commissioners alike can work to develop AHC & outreach opportunities, as well as suggestions that draw on Commissioners' individual talents and experiences.	Opportunity	Modify	The IRC could develop a more specific, targeted plan for Commissioners to seek and fulfill leadership opportunities, especially in sharing ad hoc committee work, to foster more effective participation and contributions to the full IRC's work.
Leadership	Bylaws	Amy Caterina	Organization	The organizational structure of the IRC was established in the initial bylaws and was provided to the IRC. The bylaws were modified in early 2021 to reflect a Chair and two Co-Chairs. The Bylaws were then amended in the summer of 2021 to clearly define the roles and responsibilities of the commissioners as well as the officers.	Opportunity	Modify	Towards the end of the process, there was an uneven workload balance. The IRC should consider modifying the bylaws to establish a rotating Chair or Co-Chair scenario. The role of the Spokesperson should be more clearly defined and perhaps allocated to one individual as to reduce the workload of the Chair.
Leadership	NA	Rosette Garcia	Policy	Currently the Chair is the only spokesperson for the IRC and all requests for any public engagement much go through and be approved by the Chair. There was some discussion about delegating this duty to another commissioner or to a committee, but that never happened.	Weakness	Modify	Consider other options for how to handle interview requests, op-eds, other public engagement. On a 14-member commission, of 14 citizen volunteers, it is not necessary to funnel all of this activity through the one commissioner who already has numerous obligations. Comm'rs could apply for role; comm'rs could rotate in and out of role.
Training	Mapping Considerations	Commissioner Brown	Doctrine	Rules for the Commission to follow as it decides on it's final maps.	Opportunity	Continue	All voices are important. Commissioners should be representative of the entire county. Maps should be drawn without influence for political gain. The commission should follow the Voter's Rights Act, Bylaws, US and State Constitution requirements keeping in mind the Communities of Interest's requests to stay intact.

Training	Mapping Considerations	Rosette Garcia	Doctrine	The IRC was guided by its commitment to obtain as "broad and diverse participation" as possible. The IRC also took seriously its mandate to operate independently from the BOS. Equally important but less emphasized was commitment to be impartial and how/to what/if extent commissioners represent a district/COI/region etc.	Opportunity	Modify	Commissioners claim an ability to be impartial, a point that deserves equal emphasis and commitment, to avoid even the appearance of bias as well as commissioners acting as a member of, or an advocate for, a COI or other group. (This could also be a training item, to include pointing out that commissioners do not "represent" their district)
Training	Bylaws	David Bame	Doctrine	Commissioners were not sufficiently aware, from the beginning, that they were not chosen as representatives of their respective districts but rather for reflecting the County's political diversity.	Weakness	Modify	Perhaps amend bylaws to clarify clearly that commissioners do not represent their districts, but are instead expected to combine their knowledge of a given district with the knowledge of their colleagues.
Training	NA	K. Elliott	Material	The IRC received lots of material and information throughout the process that was relevant to discussion (e.g. population per city and per census designated place). This information was provided in static tables, materials, and in the web viewer. Throughout the meetings, IRC members seemed to have some difficulty locating materials on the webpage.	Opportunity	Modify	One recommendation is to have a separate "Materials" webpage to host all relevant materials all in one place for the IRC members to easily access. This could be linked to each agenda to remind IRC members and the public where to find these helpful materials.
Training	NA	Christian Grose	Organization	The Commission did a great job working to ask questions and providing feedback on the early RPV analyses. The Q&As were also illuminating. For the future, it may be helpful for the Commission to receive VRA/RPV training much earlier. The CA state commission did that.	Opportunity	Continue	For the future, it may be helpful for the Commission to receive VRA/RPV training much earlier. The CA state commission did that.
Training	Leadership	David Bame	Organization	Ad hoc committees are a useful tool to help the IRC make progress on key issues, preparing for a fully transparent and complete discussion and decision by the full IRC. AHC members helpfully avoided even the perception of exceeding their authority.	Strength	Continue	Continue to ensure the goals, authorities, and limitations of ad hoc committees are clearly understood by all Commissioners and the public, including through holistic summaries and updates of AHC work and through clearly defined tasks from the full IRC.
Training	NA	Amy Caterina	Training and Education	Training and education were provided to the IRC, however, much of the training was conducted during meetings, which while helpful and informative, was delayed and very time consuming and detracted the Commissioners from conducting the business of the IRC. The Ad Hoc Committee developed an excellent training platform.	Opportunity	Modify	Would recommend conducting training earlier in the process. Perhaps through the development on publicly available online learning tools or providing early structured access to the Training Continuum. The current IRC should endeavor to provide a package of information to the next IRC which provides structured learning tools.
Training	NA	Arv Larson	Training and Education	I came into the IRC thinking I really knew something about the many COSD districts (administrative, geographic, school, water, fire, etc.) and their demographics but quickly found out that I needed a much improved understanding of these various entities and interests to best process and utilize our COI and other public input.	Opportunity	Modify	Conduct several hourly information sessions providing an overview of the many existent County organizational and regional entities as well as COI and ethnic demographics, localities, and history. Such training could be given by SANDAG and COSD officials and relevant staff (e.g., the Registrar of Voters, SANDAG/County outreach staff) in addition to County-based educators and appropriate subject matter experts.
Training	NA	Commissioner Brown	Training and Education	1. Get Commissioners trained as soon as possible.	Strength	Continue	Initial training should include Voter's Rights Act, Brown Act, Bylaws, 14th and 15th Amends to the US Constitution, racial polarity and prior files with notes and maps from the previous redistricting plan. Prior information should include all maps, contracts, agendas, meeting minutes, structure, timelines.
Training	NA	Inman	Training and Education	We never had a comprehensive explanation of all the different geographic areas, jurisdictions, and boundaries that are impacted by redistricting or the implications that result if those entities are split by supervisorial districts. It was only late in the process that we learned about county planning districts or fire districts.	Weakness	Modify	Put together a training program on various geographic entities in SD County and implications if they are split.
Training	NA	Jack Russ	Training and Education	Learn county geography/topology.	Opportunity	Modify	Briefing on fire districts and planning groups locations
Training	NA	K. Elliott	Training and Education	It would be helpful to train the communications and outreach consultant on using the mapping tool. The consultant could then demo the tool during outreach events and help promote best practices for drawing and submitting maps.	Opportunity	Continue	Train the communications and outreach consultant on using the mapping tool and build in public demo/training into the communications consultant scope.

Training	Mapping Considerations	K. Elliott	Training and Education	include pros and cons of different styles of map submissions as part of the community outreach effort. For example, we received a few community of interest maps that had a population close to above the ideal district population. Smaller COI geographies are more helpful and much more likely to be preserved.	Opportunity	Continue	Include training, education, and materials to demonstrate pros and cons of different styles of map submissions to emphasize importance of small COI geographies.
Training	NA	Kristina Kruglyak	Training and Education	Board of Supervisors	Weakness	Modify	Have Commissioners attend or at least get detailed recaps of the Board of Supervisors meetings, especially early in the process. It will be useful for commissioners to have a deep understanding of the types of questions/issues that the Supervisors address so that the needs of each constituency can be better understood.
Training	NA	Ponds	Training and Education	Training and Education. The IRDC Training Plan proved instrumental in the Commission's ability to execute its roles and responsibility effectively and efficiently and should be reviewed for its adequacy to ensure it is properly designed, developed, implemented, and facilitated.	Strength	Continue	Review IRDC training and education plan framework and process to maximize its effectiveness and efficiency.
Training	NA	Ponds	Training and Education	Environmental and Economic Impact Studies (E/EIS). The Redistricting process did not include information derived from Environmental and Economic Impact Studies (E/EIS).	Weakness	Modify	Conduct and incorporate E/EIS into the redistricting training and education, and map drawing process.
Training	NA	Rosette Garcia	Training and Education	Missing training module(s)	Weakness	Modify	Add training module: primer on IRC, commissioner duties, activities, bylaws, possible committee memberships, and other general onboarding (email, contacts). Specific topics to include what comm'rs can do (outreach, e.g.). Important for all comm'rs be on an equal playing field re access to info, staff, and other comm'rs.
Training	NA	Rosette Garcia	Training and Education	Training module missing	Weakness	Modify	Add training module: Training on County jurisdictions and governance (various city and county comm planning groups, fire districts etc.) and a review of the county regions, populations, existing known COIs. This info is essential in mapping and has implications in line drawing decisions.
Training	Mapping Considerations	Rosette Garcia	Training and Education	Mapping training	Weakness	Modify	More mapping training and consider doing some of this training early, often (repeatedly) and in small working groups.
Training	NA	David Bame	Training and Education	Early commitment to and use of training resources, including but not limited to public advocacy groups, can foster effective discussion as well as increased knowledge among Commissioners.	Strength	Continue	The IRC could draw on the 2021 training continuum to guide updated training in light of new technological and legal developments, particularly with regard to mapping, communities of interest, and outreach. A more County-specific module on such features as unincorporated areas and hard-to-reach communities may be useful.
Personnel - Support Functions	NA	Amy Caterina	Doctrine	A County employee was assigned as Executive Lead to the IRC and county based staffing were provided to the IRC. The Executive Lead as instrumental in the success of the IRC and the staff were responsive and professional.	Strength	Modify	The IRC should decide the organizational structure in respect to its doctrine and choose the structure that is most appropriate. An executive external to the county system might be beneficial as a spokesperson and overall outreach coordinator.
Personnel - Support Functions	Personnel - Consultants - Legal	Arv Larson	Organization	The Executive Director, support staff and outside general counsel were assigned to the IRC by the COSD. The IRC did not participate in this assignment. Selection and control of these resources, reporting responsibilities, and their independence from COSD leadership became an issue. It was never clear who was ultimately in charge or if there was undue control of IRC activities by COSD interests serving to diminish IRC decision independence.	Weakness	Modify	Following the independent selection of IRC membership, the IRC should solicit and hire an Executive Director, support staff, and outside general counsel. The COSD BOS should fund this effort but otherwise be uninvolved with IRC organizational and operational activities.
Personnel - Support Functions	NA	Amy Caterina	Personnel	This comment is related to the previous doctrine discussion. One of the early initial decisions was to have County staff provide support for the IRC. The staff provided was professional and thorough and was a significant asset to the IRC and the successful outcome of our process.	Opportunity	Modify	The IRC should choose the doctrines that define its operating structure and decision making paradigm. The new IRC should make the decision about staffing and personnel. A transition team should conduct analysis and provide options and recommendations to the new incoming IRC. The County should provide interim staff until a decision is made.



Personnel - Support Functions	Meetings - Planning	Commissioner Brown	Personnel	Personnel needed for the successful result of the commission.	Strength	Continue	Make use of the County personnel available as support staff. Have them prepare and post the agenda, minutes and attachments of the upcoming meetings. Also the budget worksheet and meeting setup, timeliness and protocol of the meetings. The clerk will be the timekeeper and announcer of the meetings.
Personnel - Support Functions	NA	Inman	Personnel	Make county staff 100% assigned to IRC	Weakness	Modify	County staff did a great job supporting IRC. But it seems unfair to make them split their time between IRC and regular county position. Given the demands they faced to meet expectations and aggressive timelines of the IRC they should be 100% IRC.
Personnel - Support Functions	NA	Kristina Kruglyak	Personnel	County Staff	Strength	Continue	Retain as many members of our excellent staff as possible for future redistricting commissions.
Personnel - Support Functions	Bylaws	Sonia Diaz	Personnel	Need to codify IRC's independence from County of San Diego in bylaws with addition of staff: Executive Director	Weakness	Modify	Amend bylaws to clearly delineate and separate the Independent Redistricting Commission's (IRC) administrative functions from its mapmaking duties by creating the position of the Executive Director (ED) of the Commission. The ED is not San Diego County staff but an independent, nonpartisan contractor hired by the IRC to take on and manage all hiring and procurement decisions and establish policies and procedures for the functioning of the IRC with final approval of the Commission. Other Commissions have a similar structure (e.g., California Citizens Redistricting Commission, LA County Redistricting Commission, Michigan Citizens Redistricting Commission)
Personnel - Support Functions	NA	David Bame	Personnel	The IRC benefitted from the cost-effective use of County staff whenever possible, including as staff lead. It seemed unnecessary to hire outside staff, such as an Executive Director, to work directly for the IRC. Doubts about staff impartiality & independence seemed resolved by actual work and by the IRC's clarification in revised bylaws.	Strength	Continue	The County should ensure that any county staff working for the IRC have safeguards in place to protect IRC independence from the Board of Supervisors. The Clerk of the IRC should explain requirements and expectations for staff independence at the first full IRC meeting. The IRC, especially officers, should be clear on tasks & deadlines.
Personnel - Consultants - General	Training	Kristina Kruglyak	Doctrine	Ability to Elect Analysis	Weakness	Modify	A group's (e.g., racial/ethnic) preferred candidate need not identify with that same group. Ability to Elect analysis should be based on all available elections to have a rigorous sample size for decision-making.
Personnel - Consultants - General	NA	David Bame	Doctrine	County staff may have to make some initial decisions on hiring for the IRC during its interim (eight-commissioner) stage, but such decisions cannot prejudice or limit IRC decisions. Initial decisions on hiring of counsel and on county staff support can be clearly explained at the first full IRC meeting, including suggested timelines for decisions.	Threat	Modify	Hiring decisions made by County staff early in the process must be understood, discussed, and formally approved by IRC. Any decisions made to enable initial IRC work, particularly involving legal counsel, should only be made on a contingency basis pending IRC approval or revision.
Personnel - Consultants - General	NA	Christian Grose	Finance	The amount allocated for the RPV statistical consultants did not cover all the many, high quality requests that came in. We ended up doing substantially more work beyond the scope of work identified to be responsive to the Commission's requests. A different consultant may have left the job after finishing SOW only.	Weakness	Modify	The County and the Commission needs to be prepared to allocate more funds for statistical consulting; or have a more discrete set of deliverables (as stated in the scope of work).
Personnel - Consultants - General	NA	Jack Russ	Finance	Outreach consultants and demographic consultants.	Weakness	Modify	The value obtained from the Outreach and Demographic consultants per dollar spent was very disproportionate. Was pleased that we did not increase the Outreach budget late in the whole process.
Personnel - Consultants - General	NA	David Bame	Finance	Sub-contractors proved a somewhat complex challenge in terms of defining what plans & expenditures needed to be shown to the full IRC. The Single Point of Contact system was helpful in this regard, but still left some Commissioners unclear as to what needed to be reported about sub-contractor payments and activities.	Opportunity	Modify	The IRC could work with contractors, either through SPOCs or AHCs, to better define expectations regarding subcontractor funding and activities. While contractors would continue to manage subcontractors, more active IRC consideration would improve public transparency & awareness.

Personnel - Consultants - General	NA	Amy Caterina	Organization	County provided procurement services (DPC). The County procurement process is well established and respected as a best practices process. However, it was a long, time consuming process, fraught with potential for delay. DPC presented a draft RFP to the IRC for approval in December 2020. The IRC created 3 Ad Hoc committees. Final decisions in June.	Weakness	Modify	The new IRC should carefully consider its procurement process for contractors (legal, outreach and demography) with careful attention to going rates for these services and utilization of best practices regarding selection of contractors.
Personnel - Consultants - General	NA	Amy Caterina	Organization	The IRC utilized Single Point of Contract structure to manage its contactors (Demography and Outreach).	Strength	Continue	This process was highly effective.
Personnel - Consultants - General	NA	Elidia Dostal	Organization	County staff has experts on procurement, yet we formed an ad hoc committee for the bidding process for the demographer and public outreach consultants.	Opportunity	Modify	Consider whether County staff is better able to handle procurement rather than an ad hoc committee of the IRC. Because the County has procurement processes (such as bidding and confidentiality) that the IRC must comply with, I believe it is best to allow County staff to handle procurement of the demographer and public outreach consultants.
Personnel - Consultants - General	Budget	Ponds	Organization	Strategic Communication. Outreach and engagement / Public Relations lagged the process, and engaging all elements of SD County communities was incomplete and sporadic. Individual Commissioners providing independent material for publication could prove counter-productive to the IRDC's mission and create a public perception of Commissioner bias.	Threat	Modify	Use performance based contracting. Ensure the process is deliberate, concise, and demanding and ensure discrete SOW line items are included with quantifiable deliverables. Onboard a dedicated journalist to avoid Commissioners creating independent material for publication.
Personnel - Consultants - General	NA	Ponds	Organization	Subject Matter Expert(s): The availability of RPV and VRA SMEs was late in the process and the availability of the experts was challenged by competing requirements.	Weakness	Modify	Onboard VRA, RPV and other specialized subject matter experts during the initial stages of the redistricting process and ensure they are readily available to support the process.
Personnel - Consultants - General	NA	David Bame	Organization	Contractors are necessary to the IRC process, especially for demography and outreach. Early consideration of ideas about contractors, followed by efficient consideration of options and hiring decisions, can help maximize IRC effectiveness throughout its mission.	Opportunity	Modify	No later than the second full IRC meeting, Commissioners should request staff research and options on seeking/hiring/evaluating contractors, including how the IRC will remain in sufficient direct contact with contractor outside of regular meetings (e.g. SPOC).
Personnel - Consultants - General	NA	Kristina Kruglyak	Personnel	Demographer Hiring	Weakness	Modify	Hire demographer earlier.
Personnel - Consultants - General	Mapping Considerations	Kristina Kruglyak	Personnel	Demographer Hiring	Weakness	Modify	Require demographer provide mapping software to commissioners for testing prior to hire. Not a demo of the software, the actual software, so that commissioners can evaluate usability before deciding on which demographer to hire.
Personnel - Consultants - General	NA	Kristina Kruglyak	Personnel	Contractor Hiring	Weakness	Modify	The IRC should be the decision-maker on contracted services; that is not the case if the County process has a committee comprised of 3 voting members from county staff and 2 voting members from the IRC. The County should update this process to be the reverse for any case where the commission is truly supposed to be independent.
Personnel - Consultants - General	NA	Kristina Kruglyak	Personnel	Contractor Hiring	Weakness	Modify	Hire Voting Rights Act Special Counsel earlier.
Personnel - Consultants - General	NA	Kristina Kruglyak	Personnel	Ability to Elect Consultant Hiring	Weakness	Modify	Hire Ability to Elect Consultant earlier.
Personnel - Consultants - General	NA	Kristina Kruglyak	Personnel	Ability to Elect Consultant Hiring	Weakness	Modify	Require proposed statistical process as part of proposal during hiring process for Ability to Elect Consultant.

Personnel - Consultants - General	NA	Ponds	Personnel	Staff Subject Matter Expert(s): Functional staff SMEs in “direct” support of Commissioners in executing their roles and responsibilities as SPOCs and Committee members would improve the effectiveness and efficiency of the IRDC process.	Opportunity	Modify	Identify and assign functional staff SMEs in direct support of Commissioners in executing their duties and responsibilities as SPOCs and Committee members.
Personnel - Consultants - General	NA	Rosette Garcia	Personnel	The 2020 IRC had no procedures in place for procuring outside contractors, and the process used for selecting and hiring outside contractors (via County Procurement Office) was cumbersome, lengthy, and excluded IRC at key decision points. Furthermore, timing of procurements did not provide optimal or timely benefit to the IRC.	Weakness	Modify	Recommend 2030 IRC consider other processes for retaining contractors. Quickly assemble task force to research all options and resolve to hire ALL contractors, especially demographer and expert counsel as early in the timeline as possible. (See other comment about necessity of outside contractor for outreach/comm). Do not wait to hire contractors.
Personnel - Consultants - General	NA	Sonia Diaz	Personnel	Procurement through County of San Diego was burdensome and bureaucratic, leaving the Commission with little autonomy to make hiring decisions for contractors.	Weakness	Cancel	The Commission should no longer depend upon or use the existing County of San Diego Department of Purchasing and Procurement. An Executive Director hired by the IRC to be responsible for these decisions will create autonomy from the County of San Diego and will allow flexibility for the IRC to develop the Scope of Work, Contract, Selection Criteria, and Budget, while maintaining a fair application and interview process administered by the Executive Director.
Personnel - Consultants - General	NA	Arv Larson	Personnel	It was good fortune and sheer luck that a professional demographer was selected as one of the IRC Commissioners. This served to educate the other IRC members of what a demographer is and does, as well as provide invaluable assistance in the selection and oversight of the demographic contractor team. Over the year of working with Ken Inman, I gained the equivalent of a graduate course in applied demography.	Opportunity	Modify	If a demographic professional is not selected as an IRC Commissioner, a professional demographer should be hired to both educate the IRC Commissioners and to act as liaison and interface to the selected demographic contractor.
Personnel - Consultants - Legal	NA	Amy Caterina	Doctrine	County Counsel retained IRC Counsel and signed a long term contract without advising the IRC. County Counsel also amended the contract without informing the IRC in advance. Counsel and County Counsel neglected to provide timely updates to the IRC.	Weakness	Modify	The new IRC should manage its own legal counsel. County Counsel should not be involved in any way. A transition team might assist in process of establishing interim General Counsel. There should be an interim general counsel set up to advise and train the new IRC (as soon as possible).
Personnel - Consultants - Legal	Budget	Amy Caterina	Finance	Legal expenses were significant.	Weakness	Modify	The new IRC needs to take control of its legal expenses as soon as possible. Any early legal contracts should be identified as interim. General Counsel should be established and any Special Counsel and External legal counsel needed should be identified and retained early in the process.
Personnel - Consultants - Legal	Budget	Rosette Garcia	Finance	Budget--legal	Opportunity	Modify	Line item for legal in IRC's budget was by far the highest and, while necessary, costs should be assessed to improve stewardship of county funds. Consider using county staff to provide general (Brown Act/governance) counsel (or outside general counsel at general counsel rates); if possible, contract outside legal counsel only for expert counsel.

Personnel - Consultants - Legal	Personnel - Consultants - General	Sonia Diaz	Personnel	General Legal Counsel for the Commission was initially hired by the County of San Diego and NOT the Commission. Amendments to the 1st contract were not vetted through the Commission and led to much confusion over not only what type of Legal Counsel we had but we were essentially stuck with. IRC was limited to future opportunities to hire Special Counsel late in the map making stage.	Weakness	Modify	At the first meetings of the IRC, the first order of business should be to review and approve the draft RFPs for the Executive Director, General Counsel, and Special Redistricting Counsel. An interim General Counsel could be appointed by the County to facilitate this process but with the understanding that this interim General Counsel will step down once the new legal counsel is hired. A letter of consent must be ratified by the IRC at its first meeting. This written consent is provided under California State Bar's Professional Rules of Conduct 1.8.6. The consent should occur at or before the time the lawyer has entered into agreement for, charged, or accepted the compensation, or as soon thereafter as reasonably practicable. Since the County pays this counsel before the full IRC is seated, it is an important document that establishes the independence of that counsel and the responsibilities it has to the client, the IRC.  Thereafter, the IRC is responsible for hiring its own Legal Counsel and determining however many lawyers are needed to carry out its duties, from development of the redistricting map, to its approval, to handling any potential litigation matters post-approval.
Personnel - Consultants - Legal	NA	Rosette Garcia	Personnel	The contract for general counsel services covered the period from November 2020 through December 2021. The contract's term was set at a time when the map adoption deadline was set for August 15, 2021, allowing for 3.5 months of post-mapping, wrap-up IRC activities.	Opportunity	Modify	When the map adoption deadline was extended to 12-15-21, general counsel services contract should have been extended to accommodate extension, an oversight on the part of, frankly, everyone. The 2030 IRC will need general counsel services 1-2 months beyond deadline and prospectively plan for that, provided by either outside counsel or the County.
Meetings - Execution	NA	Arv Larson	Organization	There seemed to be two levels of IRC meetings - (1) non-public meetings among IRC leadership, COSD-assigned staff, and general counsel and (2) open public meetings involving all IRC Commissioners. These provided no mechanism to involve other Commissioners in the development and practice of necessary processes/procedures/coordination in a non-public venue. The Brown Act restrictions concerning openness of all Commission activities would not apply to the discussion and application of working processes/procedures/coordination necessary to IRC functioning vs. those activities involving actual redistricting information gathering and decision making. Periodic non-public "Executive Session" meetings for these purposes were not held but could have served to make use of individual Commissioner background, experiences, and skills to improve IRC operations.	Opportunity	Modify	Schedule periodic non-public "Executive Session" meetings to give all Commissioners a role in development and application of necessary processes/ procedures/coordination activities.
Meetings - Planning	NA	Amy Caterina	Doctrine	The IRC took a very considerate approach to its doctrine. In retrospect, some decisions on doctrine resulted in delayed actions. For example, early on, the meeting structure was based on a two meeting approach. A topic was raised at the first meeting, discussed and then any action related to the item was addressed in a future meeting.	Weakness	Modify	Decisions were pushed to future meetings and log jams ensued. This approach, while admirable, slowed the business of the IRC, and likely would be unfeasible in a normal (non-Covid delay) IRC. I suggest initial, upfront memo to commissioners with clear analysis & delineated timelines. Share details in advance of meeting notice (full transparency).
Meetings - Planning	Meetings - Execution	Amy Caterina	Doctrine	Chair developed the agenda in coordination with staff and Chair ran the meetings. The current IRC Chair managed the meetings but was unable to participate in the discussion in most cases.	Opportunity	Modify	The new IRC should determine if the appropriate approach to running meetings and determine the most effective path forward. An option would be to hire an Executive Director (or similar title) with experience in running and managing meetings thus freeing up the Chair.

Meetings - Planning	Meetings - Facilities/Logistics	David Bame	Facilities	Planning for IRC public hearing and meeting locations was sufficiently diverse and open, but proved difficult given COVID-19 and other challenges. More specific & directed IRC discussion of predictable requirements (security, bandwidth, seating, hours before closing, etc.) would have yielded greater success.	Opportunity	Modify	IRC officers, staff & outreach contractors could develop an early plan for hearings & meetings locations & requirements, with more regular updates to the full IRC.
Meetings - Planning	NA	Amy Caterina	Material	Meeting materials were provided to the IRC (digitally) and the public on a timely basis. But the printed package didn't always arrive before the meeting. Staff always did an amazing job distributing the meeting materials and other documents, but COVID restrictions hampered distribution of other documents.	Opportunity	Modify	Meeting materials should arrive before the meeting occurs. Blank paper should be provided to Commissioners to print materials as needed. Collateral materials such as posters, business cards, information sheets, handouts and other documents should be made available and provided to Commissioners.
Meetings - Planning	NA	Commissioner Brown	Organization	Overall organization of the commission.	Strength	Continue	Keep a working timeline of the commissions activities and meetings; adjust as needed.  A timeline keeps everyone alert of upcoming activities and progress toward the submission of the final map.
Meetings - Planning	Legislation	Inman	Organization	Online meetings were a key reason we succeeded. Online meetings add flexibility for both commissioners and public. They make it much easier to move quickly and effectively give everyone more ability to participate.	Strength	Modify	Make it possible for commission to use online meetings to conduct business.
Meetings - Planning	Public Outreach	Arv Larson	Policy	A large majority of COSD voters lives in the western third of the County. Nearly half of COSD voters live in the City of San Diego. While IRC open in-person meetings and public hearings were necessarily limited due to pandemic concerns, there were relatively few meetings held within San Diego City or COSD coastal regions. Nearly all such meetings were held east of the I-5 with the exception of those held in the County Administrative Building on Harbor Drive. Meeting venue locations did not seem to match COSD population distribution.	Weakness	Modify	IRC open meetings and public hearings should be held in appropriate venue locations more directly reflecting voter population distributions. There should be more such meetings in all regions of San Diego City and COSD coastal areas.
Meetings - Planning	NA	Rosette Garcia	Policy	Due to the COVID-19 pandemic, the IRC was required to meet virtually over Zoom.	Opportunity	Continue	While initially awkward, over time Commissioners became more comfortable with the Zoom format. Zoom meetings may be more efficient and productive and I would urge the 2030 IRC to continue meeting virtually especially for working groups, committees, etc. I do not recommend completely eliminating in-person meetings, however.
Meetings - Facilities/Logistics	NA	Amy Caterina	Facilities	County facilities were made available to the IRC. COVID protocols impacted our ability to meet in person for the first nine months or so.	Strength	Modify	The IRC did not have a home and some space should be dedicated to the new IRC.
Meetings - Facilities/Logistics	NA	Arv Larson	Facilities	Many of our open in-person meetings and public hearings were held in COSD facilities, including several in the County Administration Building in spaces adjacent to the Board of Supervisors administrative chambers. Our use of these COSD facility venues tended to give the impression that our proceedings were part of the COSD political structure and our IRC activities were not really independent from the control by the COSD political incumbents.	Opportunity	Modify	Hold all IRC open meetings and public hearings in non-COSD facilities such as public or private meeting halls/auditoriums (e.g., San Diego City Marina Conference Center) , school auditoriums, or city/COSD library facilities.
Meetings - Facilities/Logistics	NA	Commissioner Brown	Facilities	Locations and facilities of special and public meetings.	Strength	Continue	Virtual and in-person meetings should be arranged for all meetings for the public and the Commission. Meetings are available to many more attendees when providing the venue in many different access points.
Meetings - Facilities/Logistics	Public Feedback	Sonia Diaz	Material	Meeting minutes and video recordings of meetings documented thoroughly all activities and was made publicly available. Public was able to submit public testimony in multiple ways.	Strength	Modify	For live call-in testimony provide a call back number for those waiting in the cue to get a text message when they are about to be called on.
Meetings - Facilities/Logistics	NA	Ponds	Policy	Alternative IRDC Meeting Options. The flexibility, safety, security, and peace of mind afforded by teleconferencing was significant.	Strength	Continue	Continue to include alternative meeting options to support redistricting.

Meetings - Execution	NA	Kristina Kruglyak	Organization	Meeting Length	Weakness	Modify	Meetings should be timebound and few if any should go above 3 hours. Between bi-monthly meetings that are 8hrs long or weekly meetings that are 3 hours long, the latter is better and would lead to overall improved productivity.
Meetings - Execution	NA	K. Elliott	Policy	Meeting times ran very long which makes it difficult for staff, IRC and public to remain engaged. We have worked with other municipalities who in order to keep their meetings running on time had a policy requiring voting members to vote (first, second, pass) to extend the meeting in 15-minute increments.	Opportunity	Modify	This requirement helped the independent commissioners to keep track of and budget their time very closely instead of having to vote to increase the meeting every 15 minutes. Something to consider.
Meetings - Execution	Public Feedback	Commissioner Brown	Training and Education	Public Education Meetings. Participation, number and General Info.	Strength	Continue	Difficulties managing length of meetings. Allow 1 min per person, 3 minutes per group of 3, double if translation needed. Post rules in each agenda notes. Hold at least one public meeting in each district. Virtual and in person are preferred.
Public Outreach	NA	Commissioner Brown	Material	Field Presentations to Public Groups	Strength	Continue	Have different presentations available for various timing venues. 15, 30 and 45minute presentations. Have education tour presentations virtually to public by district. Same presentation but highlighting each districts map.
Public Outreach	NA	David Bame	Material	An earlier IRC commitment to review proposed materials with staff and contractors during meetings could build IRC effectiveness and Commissioner participation in outreach.	Weakness	Modify	The IRC should consider at least two in-depth discussions (during the pre-mapping and mapping phases, respectively) of material prepared for public outreach. The IRC could use these discussions to refine messaging and seek new, targeted outreach to increase participation by hard-to-reach County residents.
Public Outreach	Personnel - Consultants - General	Kristina Kruglyak	Personnel	Public Outreach	Weakness	Modify	The consistent feedback from East County was that limited internet availability meant they did not know about the redistricting process early on. Demographers should be aware of internet availability across the County and address outreach accordingly.
Public Outreach	NA	Arv Larson	Policy	In my various non-IRC informal interactions over 2021 (with friends, associates, and assorted members of the public) I sensed confusion and limited knowledge from this slice of the voting public about County districting much less redistricting. There seemed to be little understanding of why any of this mattered in their day-to-day lives. More to the point, in the countless public input both electronic and verbal over the course of our outreach, few submissions went beyond stating that some change/issue was desired or not desired but did not usually address why the submitter felt that way about what district they lived in and how it would impact their lives if change or no change occurred. Much of our public input seemed to come from various special-interest groups and their supporters. Our briefing materials as developed did not address why COSD districts mattered except to state that the Board of Supervisors controlled a multi-billion dollar budget which served to provide certain services that seemed mostly County-wide and not specific to any one COSD district.	Weakness	Modify	The IRC must develop a credible rationale for why COSD districts matter to the individual voter beyond keeping organizational units (cities, communities, etc.) whole within a given district and not to divide identified COIs among districts to the extent possible. But it is usually not clear why this matters to the individual voter in a tangible way (e.g., better schools, improved traffic, better policing, more public recreation, etc.). Our briefing and publicity material should give a compelling rationale for why COSD districts matter beyond that we are a big County with a big budget. We should request that submitted public comment specifically tell us why COSD districting and district boundaries really impact their personal lives and convenience.
Public Outreach	NA	Arv Larson	Policy	Although the IRC received a tremendous outpouring of public input and press accounts of our activities, most of the COSD voters I encountered who were not otherwise engaged in this process knew little if anything about our redistricting efforts. One estimate would be that more than 98% of COSD voters did not hear our messages or know of our activities. Clearly our public outreach and general attendance in our public meetings and hearings by more voters other than those connected with special-interest groups could be improved.	Weakness	Modify	Develop more effective means of communicating to the general COSD voting public who we are, what we do, and why it matters to them. Our message seems to get through to various special interest groups who can then direct their membership to communicate with us re their special interest concerns. The general public has equal interests in redistricting outcomes, but they must first be made aware of how redistricting practically affects them and the importance of letting us know how they feel. This can be done with a more extensive (and expensive) public outreach campaign.

Public Outreach	NA	Arv Larson	Policy	It is either unknown or confusing to most members of the COSD public that there are at least three IRCs operating within the County. The individual IRCs at the State, County, and local level generally have the same message, use the same census data, and desire input from the same voting public. In most cases, each IRC is breaking new ground in 2021 as the first to exercise true independence from past redistricting (and political) practices. To date there have been mostly limited attempts for coordination and cooperation among these three levels of IRCs.	Opportunity	Modify	Prior to the next redistricting cycle in 2030, develop a policy among each of the relevant IRCs serving to improve coordination and cooperation for mutual benefit. For example, initial information presentations to public groups could jointly present the State, County, and local redistricting stories to include descriptions of current districts, the desire/need for public input, and the how/why of redistricting processes. The public hearings conducted by each IRC could on occasion be held jointly and receive joint testimony re often overlapping voter concerns and desires.
Public Outreach	NA	David Bame	Policy	Community Planning Groups, tribes, and other organizations sometimes expressed unawareness of the IRC's work late in the IRC's mapping process. While a fair number of such groups were contacted directly during outreach activities, a more focused approach might have inspired increased awareness.	Opportunity	Modify	The IRC should consider contacting all CPGs, tribes, and similar groups before and during pre-mapping public hearings to encourage attendance and participation in IRC hearings and meetings. The IRC may wish to send regular updates, including links to draft maps, to as many such bodies as possible during the mapping (DMPH) phase.
Public Outreach	NA	Commissioner Brown	Training and Education	Public Education	Strength	Continue	Most of the public is not aware that there are redistricting commissions for the State, County, Local governments. All working on maps independently but simultaneously. Each commission draws a different map for a different purpose. Good idea to tell the public in your general education tour.
Mapping Considerations	NA	Kristina Kruglyak	Doctrine	Mapping	Opportunity	Modify	Informal mapping process should begin based on interim data (both in terms of the non-final data itself, and also based on the less-user-friendly data format) and not be gated by final data cleanup, which has minimal impact on final population values.
Mapping Considerations	NA	Kristina Kruglyak	Doctrine	Mapping	Opportunity	Modify	Require each commissioner to draft own maps. First based on public testimony alone, then after additional testimony on specific draft maps. Seeing all commissioners' maps will allow for easier identification of shared priorities and key differences that can be easier addressed with the map as a visual aid rather than just by verbal descriptions.
Mapping Considerations	Training	Kristina Kruglyak	Doctrine	Mapping	Weakness	Cancel	Do not make decisions on a district-by-district basis. All commissioners should understand that every single decision for one district has a significant impact on every other district. Making decisions for a single district without seeing the resulting map as a whole leads to bad maps.
Mapping Considerations	NA	Kristina Kruglyak	Doctrine	Mapping	Threat	Modify	Any map received should be considered as a COI map unless it covers the entirety of the County. If an individual or a group submits a proposed single district map, then that map should only be considered as COI, and should not be considered as a draft map.
Mapping Considerations	NA	David Bame	Facilities	Mapping software and inputs were hard to encourage from the public at various points. With presumably more time available for the next IRC, earlier "mapping outreach" (even before census data is received) at higher education campuses or community centers in each district could encourage more robust & earlier submissions.	Opportunity	Modify	Early IRC attention to demography software could be helpful to ensuring maximum public contributions. The IRC could consider mapping workshops in each district, specifically aimed at using latest technology to show how maps could be drawn & submitted, even before census data is received.
Mapping Considerations	NA	Jack Russ	Organization	The Ad Hoc committees worked well in getting work done expeditiously.	Opportunity	Modify	During the initial map drawings, it may would have been beneficial if each of the 5 Districts commission members form an ad hoc to draw maps of what they would think their respective districts should look like. The resultant conjoined map would be a good starting point.

Mapping Considerations	Training	K. Elliott	Organization	FLO's original plan was to train the IRC to use the DSM to create their own district maps. After training was completed, feedback from IRC members indicated that creating maps themselves was not ideal. FLO created the Springboard maps and then created subsequent district maps based on feedback received from the IRC during the public meetings.	Opportunity	Modify	The process to reach the final maps took much longer than originally anticipated and caused a bit of a rush at the end. The recommendation is to have more training on the DSM so IRC feel confident to create maps, or start the mapping process earlier to allow for additional time to reach the final map.
Mapping Considerations	NA	Kristina Kruglyak	Organization	Mapping	Weakness	Cancel	Do not use springboard maps. They confuse the public (and the commissioners); the only springboard map should be the existing district boundaries (and even this map should not be referred to a springboard map).
Mapping Considerations	NA	Rosette Garcia	Organization	Throughout the mapping process, commissioners received, processed and developed ideas about mapping completely in isolation from one another. The only opportunity to discuss principles, priorities, or even COI data was in full meetings, often with very strict timing requirements.	Weakness	Modify	Consider small working groups to discuss and process information and especially to level-set among comm'rs understanding of COI data, mapping process, and ideas for line drawing (responding to COI input and Census data). Working group meetings can be streamed live via zoom &/or recorded for transparency.
Mapping Considerations	NA	Rosette Garcia	Policy	During the mapping process, draft maps numbering system, color coding and district numbering system was confusing. Terminology for districts also led to misperceptions and perhaps unconscious bias. (don't know if this is policy or organization or what category).	Weakness	Modify	Recommend IRC spend time in advance determining numbering system to be used. Maintain map numbers as they evolve (revised map 1 becomes map 1a rather than map 4, e.g.). Use letters for district numbers in all cases, rather than nicknames or #s, and use consistently from map to map (east county district is always Dist E, e.g).
Mapping Considerations	NA	Rosette Garcia	Policy	During mapping process, the IRC embraced a clean slate approach and did not consider using existing (2010) supervisorial map as a starting point, revising it in response to COI input (and we did have input requesting no change to the map or stating that they liked their district as currently drawn).	Opportunity	Modify	Recommend that 2030 IRC spend some time reviewing 2021 map, assessing its strengths and weaknesses, and considering revising it rather than starting with a blank slate. (Avoid bias towards blank slate approach.)
Public Feedback	NA	Kristina Kruglyak	Doctrine	Public Feedback	Weakness	Cancel	Group comment was severely taken advantage of to get longer speaking time. A group should have a very constrained definition if they are given a longer time to speak.
Public Feedback	NA	Rosette Garcia	Material	I found it very difficult to keep track of the public input we received, especially community of interest (COI) data. The emails required each comment be opened separately and the Excel worksheet where everything was compiled was not user friendly. The methods for compiling, tracking and distributing Public/COI input should be improved.	Weakness	Modify	Receiving the public input in one long document, as we did at the end of the process, was much simpler and easier than prior method. Staff/demographers must develop a method that will allow comm'rs to keep track of COI data BY TYPE/COI in an ongoing way so that comm'rs can review that easily/quickly as it is essential to mapping decisions.
Public Feedback	NA	Kristina Kruglyak	Organization	Public Feedback	Weakness	Modify	Written public comment should be better consolidated in terms of readability; even merging all of the comments into a single PDF packet would be easier than having hundreds of separate PDF files.
Public Feedback	NA	Kristina Kruglyak	Organization	Public Feedback	Opportunity	Modify	Ideally sentiment analysis software (based on natural language processing/text mining) could be used to synthesize written feedback and merge de-facto-identical comments so that the commissioners can review the comment and then understand how many individuals provided that same sentiment.



Public Feedback	NA	Kristina Kruglyak	Organization	Public Feedback	Weakness	Modify	<p>Public feedback should not be open-ended but should be guided by questions so that the responses are more usable to commissioners. This process could start by asking the user to submit feedback on a particular topic and then provide a set of guiding questions. See Appendix for example.</p> <p>Appendix:  Example Topics for user to select when submitting feedback:  * COI Testimony  * Draft Map Feedback  * Commission Software Feedback  * Past Agenda Item (non-Map)  * Upcoming Agenda Item (non-Map)</p> <p>Example Form Questions if user selected Draft Map Feedback from the above list:  * Where do you live? (Drop-down)  * What is your preferred map? (Drop-down)  * What is your least preferred map? (Drop-down)  * What feature(s) do you like about your preferred map? (Checkbox plus 'Other' to allow for user entry)  * How could your preferred map be improved? (Checkbox plus 'Other' to allow for user entry)  * Any additional comments (Open field)</p> <p>The above structure would allow for easy quantitation of preferred maps as a function of district/locale. Similar benefits could come from having</p>
Public Feedback	NA	Kristina Kruglyak	Organization	Public Feedback	Weakness	Modify	<p>Hearing verbatim feedback in meetings is not value-add for the commission or the public. It would be better if attendees could up-vote messages live so that everyone can immediately see the quantifiable level of support for a given point rather than sporadic reiteration. This would also allow more objective comparison of feedback across meetings.</p>
Public Feedback	NA	Jack Russ	Policy	Taking testimony from the public was overly time consuming, especially when the input had obviously been coordinated and were "carbon copies" of each other.	Weakness	Modify	<p>Have individuals identify themselves as a group and have one group spokesman provide testimony. The time allotted for such a group presentation could be longer than 3 minutes. Hearing the same testimony over-and-over again takes time away from others who may have different issues.</p>
Public Feedback	Mapping Considerations	David Bame	Policy	Various Commissioners & members of the public claimed that the IRC accepted some public input on maps at face value, without extensive analysis of whether such inputs might limit IRC options about other locations. Commissioners and IRC leadership asked questions about such input publicly & repeatedly, but claims of unintended effects continued.	Weakness	Modify	<p>The IRC should establish a process to regularly and explicitly review all public inputs, especially on maps, to further make clear that nothing is accepted as is. One possibility would be to instruct the IRC demographer to provide routine updates on which inputs from the public might deserve review or reconsideration.</p>
Closeout & Transition	NA	Amy Caterina	Doctrine	Commissioners did not always make initial decisions regarding various aspects of doctrine. Others made decisions before commissioners were sworn in which often could not easily be reversed. There was not a lot of direction provided in the law and as a result early actions were taken without input from the commissioners.	Opportunity	Modify	<p>Establish a transition team to assist the next IRC. Have analysis and options prepared for the new IRC. Any initial decisions have to be established as interim in order for the new IRC to choose a path that best fits their composition and outlook.</p>

Closeout & Transition	NA	Christian Grose	Organization	I wanted to praise the Commissioners, the staff, Marguerite, FLO, and other key principals for what was done. I would caution that 'lessons learned' not be that future commissions should adopt a more top down approach. The give and take from many Commissioners, staff, the public via public input and public comments, etc. made the process better.	Strength	Continue	I would continue to make sure there are multiple outlets for a variety of inputs from many key players and the public. The key advantage of an independent commission, even though it can be a bit less manageable and more unwieldy, is that many inputs come in from multiple places. Retain and maintain the ability to take public inputs.
Closeout & Transition	NA	Ponds	Organization	Redistricting Commission Advisory Group (R-CAG). Future IRDC would benefit from the education and experience of prior Redistricting Commissioners to design, develop, plan and execute the IRDC project. In coordination with the Staff, the R-CAG would collaborate directly with the IRDC executing their established roles and responsibilities.	Opportunity	Modify	Explore the options, opportunity, and feasibility of establishing a Redistricting Commission Advisory Group (RCAG) and provide the results of the findings to the appropriate governing agency --- The San Diego Association of Governments, County Board of Supervisors --- for final determination.
Closeout & Transition	NA	Ponds	Organization	Continuity of Operations / Succession Plan. The IRDC did not have a continuity of operations and succession plan to respond to organizational disruptions, minimize impact and ensure operation continuity and resiliency.	Threat	Modify	Explore the options and opportunities and feasibility of establishing a continuity of operations and succession plan, including a pool of Alternate Commissioners. Alternate Commissioners would be identified during the selection process, receive requisite training requirements, and attend all meetings to be immediately ready serve when required.
Closeout & Transition	NA	Amy Caterina	Policy	The IRC and Staff developed operating policies.	Opportunity	Modify	A full Standard Operating Procedure manual should be developed to hand off to the new IRC.
Closeout & Transition	NA	Rosette Garcia	Training and Education	Lessons Learned web form was cumbersome and made the process of submitting lessons learned inefficient and time consuming. Categories were unclear, should be re-examined, some deleted and others added. Very limited space for explanation--often unable to fully explain a lesson learned, provide context or rationale for the recommendation.	Opportunity	Modify	Consider another format for lessons learned and begin compiling earlier. Research possibility of adhoc comm compiling submissions without violating Brown Act. Add categories for Mapping, Committees, Legal, Contractors. Combine some topics into one category (Policy/Doctrine/Bylaws). Clarify topics under each category.