PASADENA UNIFIED SCHOOL DISTRICT
Pasadena, California

PASADENA UNIFIED SCHOOL DISTRICT
REDISTRICTING COMMISSION (TASK FORCE)

November 15, 2021

6:00 p.m.

NOTICE AND AGENDA

Join Webex meeting
ID: 26203283833
Password: RmJ3vDPQP38

(US) +1 415-655-0001 (toll)
Access code: 2620 328 3833

A.	**CALL TO ORDER 6:00 PM**	
B.	**PUBLIC COMMENT**	
C.	**ACTION ITEMS**	
	1) Approval of Minutes – 9-27-2021	**ATTACHMENT C-1** **MOTION** **SECOND** **VOTE**
	2) Approval of Resolution 11-15-21 – Proclaiming a Local Emergency, Ratifying the Proclamation of a State of Emergency by Governor Newsome Issued on March 4, 2020, and Authorizing Remote Teleconference Meetings of the Redistricting Commission (Task Force) of the Pasadena Unified School District for the Period November 15 through December 15, 2021, Pursuant to Brown Act Provisions	**ATTACHMENT C-2** **MOTION** **SECOND** **VOTE**
	3) Amendment of Approval of Outside Consultant	**ATTACHMENT C-3** **MOTION** **SECOND** **VOTE**
D.	**ADJOURNMENT**	

PASADENA UNIFIED SCHOOL DISTRICT
REDISTRICTING COMMISSION (TASK FORCE)
MEETING MINUTES
9-27-2021

Task Force Members Present:
Mikala Rahn
Norah Small
Allisonne Crawford
Beverly Bogar
Ruth Richardson
Bret Nicely

Task Force Member Absent:
Tim Wendler
James Aragon
Miles Prince

Board Member:
Jennifer Hall Lee

Staff:
Diane Orona

Observing Board Members:
Kimberly Kenne
Tina Fredericks
Elizabeth Pomeroy

Meeting called to order at 6:30 p.m.

No public comment

Approval of Minutes from 8-30-2021

Motion: Richardson
Second: Nicely
Vote: 5-0 (Absent: Rahn, Prince, Wendler, Aragon)

Attorney Jeff Marderosian gave the Commission a brief overview of the Brown Act. In particular, he mentioned the new rule per AB 361 regarding a state of emergency allowing virtual meetings, stressing that the public must be allowed participation in real-time mode either before or during discussions and/or deliberations. Member Rahn recalled previous problems on a different committee where one member stated a position to the media without the committee's consent. The committee had no questions after the overview.

Adjourned: 7:08 p.m.

DRAFT

RESOLUTION NO. 11-15-21

PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOME ISSUED ON MARCH 4, 2020, AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE REDISTRICTING COMMISSION (TASK FORCE) OF THE PASADENA UNIFIED SCHOOL DISTRICT FOR THE PERIOD NOVEMBER 15 THROUGH DECEMBER 15, 2021, PURSUANT TO BROWN ACT PROVISIONS

WHEREAS, Pasadena Unified School District is committed to preserving and nurturing public access and participation in meetings of the Board of Directors; and

WHEREAS, all meetings of Pasadena Unified School District's legislative bodies are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend, participate, and watch the District's legislative bodies conduct their business; and

WHEREAS, the Brown Act, Government Code section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions; and

WHEREAS, such conditions now exist in the District, specifically.

NOW, THEREFORE, THE REDISTRICTING COMMISSION (TASK FORCE) OF THE PASADENA UNIFIED SCHOOL DISTRICT DOES HEREBY RESOLVE AS FOLLOWS:

Section 1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.

Section 2. Proclamation of Local Emergency. The Board hereby proclaims that a local emergency now exists throughout the District, and meeting in person would present imminent health risks to attendees due to the prevalence of the Dental variant of the COVID-19 virus, the indoor setting of meeting facilities, the potential presence of unvaccinated individuals attending meetings, the potential for noncompliance with mask wearing requirements, and the desire to protect the health of immune-

compromised individuals. Social distancing is critical for slowing the spread of the COVID-19 virus and preventing our health care system from becoming overwhelmed.

Section 3. Ratification of Governor's Proclamation of a State of Emergency. The Board hereby ratifies the Governor of the State of California's Proclamation of State of Emergency, effective as of its issuance date of March 4, 2020.

Section 4. Remote Teleconference Meetings. District staff that support this legislative body are hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including, conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act.

Section 5. Effective Date of Resolution. This Resolution shall take effect immediately upon its adoption and shall be effective until the earlier of (i) December 15, 2021, or such time the Board of Directors adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the legislative bodies of the Pasadena Unified School District may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

PASSED AND ADOPTED by the Redistricting Commission (Task Force) of Pasadena Unified School District, this 15th day of November, 2021, by the following vote:

Ayes: ____ Nayes: _____ Absent: _____

Signed: _____ _____

Allisonne Crawford, Co-Chair James Aragon, Co-Chair

A Proposal to Pasadena Unified for Redistricting Services

By National Demographics Corporation
Douglas Johnson, President

July 19, 2021

Phone: (818) 254-1221
FAX (818) 254-1221
P.O. Box 5271
Glendale, CA 91221
info@NDCresearch.com
www.NDCresearch.com

Cover Letter

July 19, 2021

Ilene Mehrez, Supervisor
Procurement & Contracts
Pasadena Unified School District
Los Angeles County, California

Dear Ms. Mehrez,

Thank you for the opportunity to provide this proposal to Pasadena Unified. NDC has more than 40 years of experience districting and redistricting hundreds of cities, school districts and other local jurisdictions across California, including the District's initial move to by-trustee-area elections and similar districting and district work for the City of Pasadena, Glendale Unified, Glendale Community College District, South Pasadena, Arcadia, Alhambra, Monterey Park, El Monte Union High, Montebello, Duarte, West Covina, Covina Valley Unified, Glendora, San Dimas, La Verne, Claremont and Claremont Unified (a full client list is available at www.ndcresearch.com/clients/). We welcome the opportunity to bring the firm's expertise and skills to assist the District.

As we did for our 2012 districting work for Pasadena Unified, for this proposal NDC partners with David Ely of Compass Demographics to bring Pasadena Unified the combined scope of expertise and Pasadena experience that NDC and Compass offer. New to the Pasadena Unified team this year are Mr. Andrew Westall of Bear Demographics and NDC Consultant Kristen Parks. NDC Vice President Dr. Justin Levitt and other members of the NDC team will support the project as needed.

The attached proposal consists of a brief introduction; specific proposed project elements and options; timeline and cost information; conclusion; and signature section. NDC looks forward to working with you on this effort. Please call or email anytime if you have any questions, concerns, or requests regarding this proposal.

Sincerely,

Douglas Johnson
President

I am the point of contact for contract-related issues. National Demographics, Inc. is a California "S" Corporation. My phone number is 310-200-2058, the main company phone line is 818-254-1221, and the fax number is also 818-254-1221. My email is djohnson@NDCresearch.com.

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BID FORM A

Company/Contact Information

This form is required to be submitted with your bid

TO: **PASADENA UNIFIED SCHOOL DISTRICT**, a California Unified School District, acting by and through its Board of Education ("District"), 351 South Hudson Ave., Pasadena, CA 91109

FROM:

National Demographics, Inc
Name of Company

1520 N Pacific Ave
Address

Glendale, CA 91202
City, State, Zip Code

818-254-1221
Phone

818-254-1221
Fax

info@NDCresearch.com
Email

Douglas Johnson
Authorized Signature/Print Name

Douglas Johnson, President
Name(s) of Bidder's Authorized Representative(s) & Title

July 19, 2021
Date

BID FORM B

Certification

This form is required to be submitted with your bid

I certify that I have read **Request for Proposal #06-20/21** and the instructions for submitting an RFP. I further certify that I must submit firm's proposal in response to this request via email and that I am authorized to commit the firm to the proposal submitted.

In submitting this Bid Proposal, the undersigned Bidder acknowledges receipt of all Bid Addenda issued by or on behalf of the District, as set forth below. The Bidder confirms that this Bid Proposal incorporates and is inclusive of, all items or other matters contained in Bid Addenda. **Addenda Nos. 1, ____, ____, ____ received, acknowledged and incorporated into this Bid Proposal.** The undersigned hereby proposes and agrees to furnish and deliver the goods or services as quoted in accordance with the terms, conditions, specifications, and prices herein quoted.

Signature

President
Title

Glendale, CA 91202
Address

818-254-1221
Telephone

7-19-2021
Date

Douglas Johnson
Typed or Printed Name

National Demographics Inc
Company

1520 N Pacific Ave
Address

818 254-1221
Fax

DJohnson@NDCresearch.com
E-Mail

If you are responding as a corporation, please place your corporate seal in the space below:

BID FORM C

Non-Collusion Affidavit

This form is required to be submitted with your bid

STATE OF CALIFORNIA, COUNTY OF Los Angeles

I Douglas Johnson, being first duly sworn, deposes and says
(Typed or Printed Name)

that I am the President of National Demographics Inc the
(Title) (Bidder Name)

party submitting the foregoing Bid Proposal (the "Bidder"). In connection with the foregoing Bid Proposal, the undersigned declares, states and certifies that:

The Bid Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization or corporation.

The Bid Proposal is genuine and not collusive or sham.

The Bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any other bidder or anyone else to put in sham bid, or to refrain from bidding.

The Bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price, or that of any other bidder, or to fix any overhead, profit or cost element of the bid price or that of any other bidder, or to secure any advantage against the public body awarding the contract or of anyone interested in the proposed contract.

All statements contained in the Bid Proposal and related documents are true.

The Bidder has not, directly or indirectly, submitted the bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any person, corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

Executed this 19th day of July, 2021 at Glendale Los Angeles County, CA
(City, County and State)

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Signature

1520 N Pacific Ave
Address

Douglas Johnson, President
Name (Typed or Printed)/Title

Glendale, CA
City, County and State

310-200-2058
Phone Number

DJohnson@NDCresearch.com
Email Address

BID FORM D

Pricing Sheet

This form is required to be submitted with your bid

Each Proposer must submit a Price Proposal containing all costs associated with the technical proposal.
Vendors responding to this proposal must provide a price proposal utilizing the requirements contained in the RFP. This table is provided as a framework to be made part of the proposal and will be evaluated in the "Costs" evaluation factor.

Line Item	Description of Requirements	Unit of Measure	Price	Comments
1	Comprehensive Work Plan including 3 task force meetings	Lump Sum	$13,250	
2	Conceptual Redistricting Plans incl. initial demographic database and 4 taste force meetings	Lump Sum	$19,500	
3	Redistricting Plans Based on Census Data and ~~two~~ task force meetings	Lump Sum	$26,000	
4	Preparation of Final Report and Redistricting Plan and ~~four~~ one task force meetings and two school board meetings	Lump Sum	$14,250	
5	Implementation of Newly Established Sub- District Boundaries	Lump Sum	$3,000	Total: $76,000
Choose no more than one: Option A	Public Participation Kit		$4,500	optional
Option B	Public Participation Kit + District R		$8,500	optional
Option C	Kit + District R + Caliper "Maptitude Online Redistricting"		$30,000	optional

Statement of Qualifications and Experience

Brief History of National Demographics Corporation

NDC has served hundreds of local governments since our founding in 1979. While most of NDC's work is in California and Arizona, the firm has performed projects in all regions of the country, serving clients as varied as the States of Mississippi, Arizona, Florida and Illinois; Clark County (Nevada); the California counties of Merced, San Bernardino, and San Diego; the San Diego Unified School District; the City of Oakland; Yuma County (Arizona); the Arizona cities of Glendale, Mesa, Peoria, Phoenix, and Surprise; and relatively smaller jurisdictions such as the City of Bradbury and Clay Elementary School District.

The company is especially well known for its districting and redistricting work with local governments. NDC has established a reputation as the leading demographic expert on the California Voting Rights Act (CVRA), having performed demographic assessments of potential CVRA liability and/or moves to by-district elections for over 350 jurisdictions. No company has been responsible for addressing the electoral demographic needs of more local governments, as NDC has districted and/or redistricted more than 250 counties, school districts, cities, water districts, and other local jurisdictions.

Nationally recognized as a pioneer in good government districting and redistricting, NDC has unmatched expertise in the issues, questions, and decisions jurisdictions face in any discussion regarding districting, redistricting, the California and Federal Voting Rights Act and related election system choices.

Company Philosophy

Professionalism

NDC's personnel are nationally recognized as leaders in the districting field and are responsible for numerous books and articles on the subject. NDC possesses all the hardware and software necessary to meet the districting and redistricting needs of any jurisdiction, and its personnel have unmatched experience in the line-drawing side of this work, as well as in developing the databases used for these purposes. But more important are the firm's interpersonal skills and the team's understanding of the perspective of all parties in this process.

Partnership

In recognition of the vital role these groups play in informing and assisting their members, NDC is a sponsor of the California League of Cities, the California Special Districts Association, and we are currently finalizing our sponsorship of the California School Boards Association and the California Association of Counties.

For years, NDC has frequently appeared on panels organized by these organizations to share information with their members about the California Voting Rights Act, the Census, and the districting and redistricting rules and process.

NDC also assists the League of Cities and CSBA with negotiations and suggested language for legislation on districting/redistricting and the California Voting Rights Act.

Local Leadership and NDC's Non-Partisan Approach

NDC is an advisor and technical resource. The firm's role is to assist our clients in implementing our clients' goals and directions within the complicated demographic and legal constraints of the project. NDC shares its experience and expertise, but the final plan is selected by the jurisdiction's elected leaders, not NDC. The firm is sometimes criticized, usually by people from outside of the client jurisdiction, for not acting as an advocate or proselytizer for what these outsiders think is "right" for the client. But NDC team members are expert advisors, not proselytizers. NDC guides our clients through the process to a map that meets all legal requirements and the goals of our client – not the goals of outside critics. NDC welcomes the chance to assist each client through this

process following the direction of the jurisdiction's elected leadership, key staff members, and the entire community.

A common question in many redistricting projects is whether there is any influence of any improper political bias on the process. NDC's four decades of success working for jurisdictions with all-Democratic leadership, jurisdictions with all-Republican leadership, and every possible combination in between, reflects our steadfast dedication to non-partisan service. At work, each of us puts our personal political feelings aside and focuses on implementing the policy goals and directions of our clients using NDC's non-partisan, professional and expert guidance regarding the requirements and options facing each client. We believe most of our clients would be hard-pressed to guess which NDC team members are registered as independents or with any political party, and we are proud to have satisfied customers and clients whose partisan leanings (even in their non-partisan local government offices) similarly cross the entire partisan spectrum.

Openness

Any change in election systems can have momentous implications for the distribution of political power in a jurisdiction and for access by groups and individuals to the governance process. Not surprisingly, such changes often attract considerable public attention, sometimes generate intense controversy, and may draw charges of manipulation and abuse of power. It is crucial, therefore, that the jurisdiction establish, at the beginning, a process that is not only fair, but that is seen to be fair, to all contending groups and individuals.

Public Engagement

NDC pioneered the "transparent districting" approach that involves the public at every stage of the process and the company invented the "public participation kit" back in 1990. But NDC's most valuable service is the firm's experience transforming often contentious and passionate debates into thoughtful, constructive discussions focused on the options and outcomes rather than individual personalities. NDC also has considerable experience working with translators in public forums and providing materials in English and Spanish.

NDC's approach has been widely praised in the media, and NDC has worked extensively with all types of press including radio, television, newspaper, and new media.

Project Software

NDC uses Caliper Corporation's Maptitude for Redistricting software for processing public map submissions and drawing NDC's draft maps and Board-directed revisions. Maptitude for Redistricting can open and use the standard "Shapefile" and "File Geodatabase" GIS data formats, and Maptitude for Redistricting can export all files to "Shapefile" and "File Geodatabase" formats.

NDC uses ESRI's ArcGIS Online to present those maps for Board, Staff and Public review in an easy-to-use, interactive format. NDC also uses ArcGIS Pro for some specialized Geographic Information System (GIS) analysis; for opening and reviewing data received from clients or from other jurisdictions; and when needed for final map post-adoption processing for delivery to the jurisdiction and to the County Registrar. Microsoft PowerPoint is also used for many presentations, though NDC is currently experimenting with a possible move to ESRI's "Story Maps" for some presentations.

NDC Approach to Public Engagement

The Three E's of Public Participation: Engage, Educate, and Empower

NDC's "Three E's" approach recognizes the complex and daunting nature of districting and redistricting projects, while emphasizing the importance of public participation in such projects.

Given the complexity of the issue, the public cannot be expected to jump in with constructive ideas and input without encouragement. So NDC's approach begins with the first "E": **Engage**. NDC works with our clients to get the word out about why the project matters – and how input from residents can be a decisive element of the project.

Once their interest is engaged, the second "E" is **Educate**. Most media coverage of this topic focuses on congressional gerrymandering, giving the entire field a tainted and hopeless feel. NDC works with our clients to explain how local districting and redistricting is based on neighborhoods and communities – not national politics. We educate the public on the data, requirements and goals of redistricting, and on the many options residents have to formulate and share their own maps or other constructive input.

The third "E" is **Empower**. For those projects where the level of public interest and engagement justify the expense, NDC offers an unmatched array of paper, Excel-based, and online mapping tools that residents can use to draw detailed, population-balanced maps for consideration by the jurisdiction.

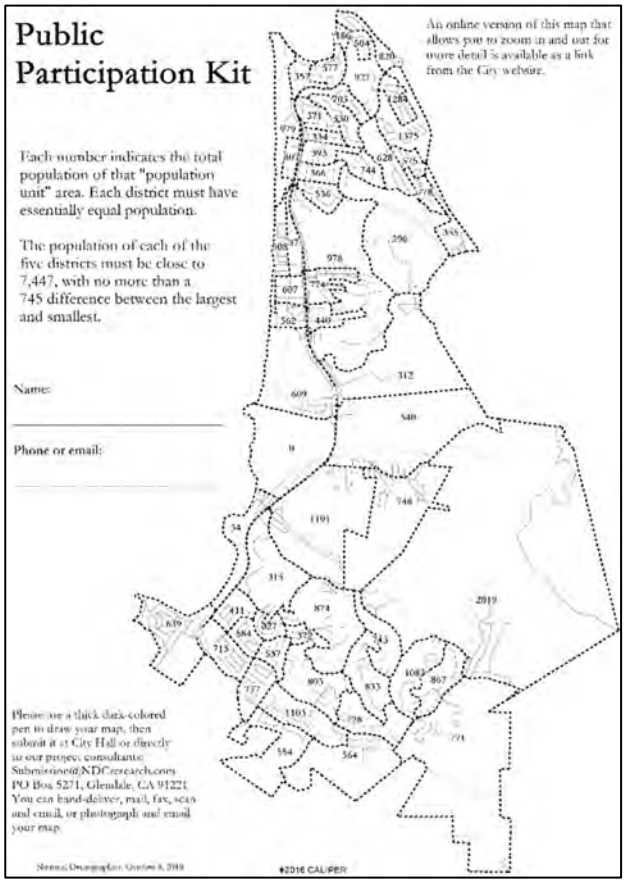
When included in a project, NDC has seen considerable public interest in these optional public participation tools. Often five, ten or even twenty or thirty draft maps are proposed by community residents. And NDC developed a highly refined and proven methodology for efficiently guiding our clients through selecting and refining a map, even when starting from 10, 20, 30 or more initial draft maps.

For those jurisdictions where the expense of the optional mapping tools is too high, NDC always welcomes any letters, comments, or hand-drawn maps that residents wish to submit during the districting or redistricting process.

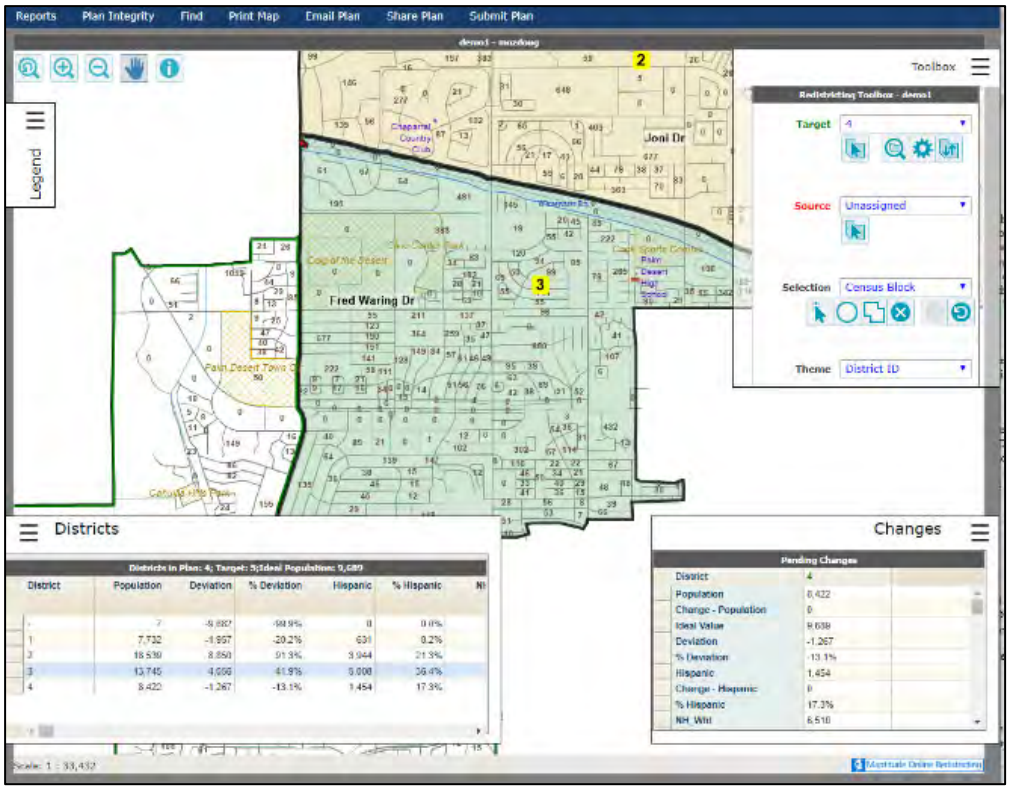
For every project, at no extra expense, NDC includes an online "interactive review map" that allows residents to analyze draft maps zooming in and out, searching for specific addresses, and by changing between street maps, satellite images, and other underlying base maps.

Samples of these tools are shown on the following pages, and additional details on each of them appears later in this proposal.

Sample Public Participation Mapping Tool

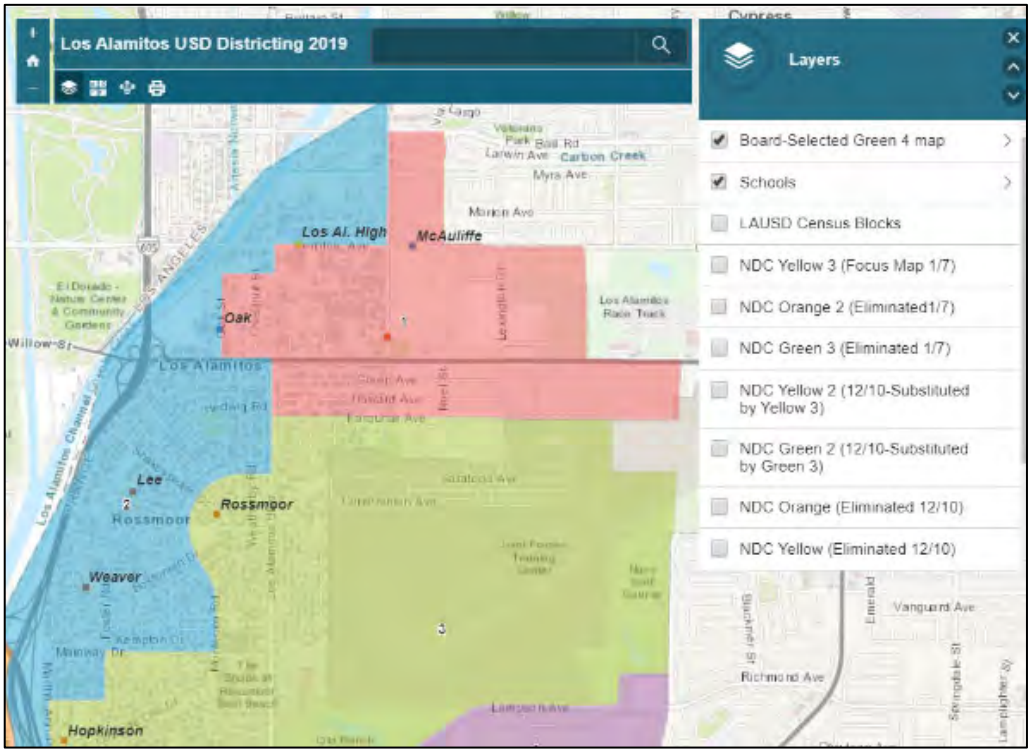


Sample Online Mapping Tool



Sample NDC "Interactive Review Map"

(used to view and evaluate, not to draw, maps)



The NDC Team

NDC's 40 years of service to local governments is grounded in our academic founding and decades of professional relationships with all forms of local governments. Each NDC team member has been extensively trained in the legal requirements, demographic details, and complicated personal and community interests involved in every districting and redistricting project. And every NDC team member has been briefed on the wide range of unusual and bizarre challenges NDC has encountered over our more than 250 successfully completed local government projects. Whatever question or situation arises, your NDC team can handle it.

NDC President Dr. Douglas Johnson leads all team training and closely monitors the progress of every client project. NDC President Dr. Johnson and Vice President Dr. Levitt are always available to all clients, and typically are personally involved whenever particularly unusual or complex situations arise. And each NDC project has an NDC Consultant or Senior Consultant as a primary point of contact to ensure seamless information flows and continuity. All NDC project leaders are a fully trained Consultants or Senior Consultants with years of experience working with local government elected leadership and top staff members. Each NDC team leader brings their personal expertise in demographics, city governance, school district governance and/or special district management to every project. And each team leader has particular expertise and focus in specific geographic areas. All team members resumes are available on www.ndcresearch.com/about-us/.

NDC Current Organization Chart

NDC President	Douglas Johnson, Ph.D.
NDC Vice President	Justin Levitt, Ph.D.
Senior Consultants	Shalice Tilton Robert McEntire, Ed.D. Jeff Tilton, Ed.D.
Consultants	Kristen Parks Daniel Phillips, Ph.D. Shannon Kelly Jeff Simonetti Todd Tatum Ivy Beller Sakansky Douglas Yoakam
Records Manager	Michele Lewis

Recognition of NDC's Expertise

Both national and local organizations have recognized NDC's unmatched experience and expertise in the Census, districting, and redistricting.

National Recognition

Nationally, the National Conference of State Legislatures hosted NDC as a panelist at five different forums held for state legislators and legislative staff from across the country. NDC President Douglas Johnson addressed these forums on the following topics:

1. *Citizen Voting Age Data from a line-drawer's viewpoint*
2. *Communities of Interest in Redistricting: A key to drawing 2011 plans (and for their defense)*
3. *The Key to Successful Redistricting*
4. *Communities of Interest In Redistricting: A Practical Guide*
5. *The Arizona Independent Redistricting Commissions' experiences with the first-ever independent redistricting*

In addition:

- The National League of Women Voters hosted NDC President Douglas Johnson at a 2006 conference on "Building a National Redistricting Reform Movement,"
- Texas Tech University hosted Dr. Johnson as a panelist at its "Symposium on Redistricting;"
- The Arizona League of Cities and Towns hosted Dr. Johnson as a panelist on "Redistricting Law and the Voting Rights Act: What It Means for Your City or Town in 2011" and
- The Arizona Bar Association hosted Dr. Johnson as a panelist on "Communities of interest and technology in redistricting."

California League of Cities Recognition

The California League of Cities hosted NDC as panelists over a dozen times to date:

General Meeting panel: 2006 and 2015
Executive Forum panel: 2018 and 2020
City Clerk Department panel: 2014, 2017, 2018, twice in 2019, and 2020
City Manager Department panel: 2015 and 2019
City Attorney Department panel: 2018

Inland Empire Chapter presentation: 2016
South Bay Chapter presentation: 2020 and 2021

Recognition by Additional California Organizations

Other California organizations and conferences since 2011 recognizing NDC's expertise in this field include:

2020	California County Counsel Assoc.	2021 Redistricting - What Local Government Attorneys Need to Know
2020	"Voice of San Diego" Politifest	Redistricting--What it means for our community
2020	County Committee Secretaries Annual Summit	The California Voting Rights Act
2020	Rose Institute of State and Local Government	2021 Redistricting: New Rules for California Local Governments
2020	California Special Districts Association	California Voting Rights Act Challenge Factors
2020	Associated Cities of California – Orange County	2021 Redistricting: The Rules have Changed
2020	California Municipal Law Conference	Municipal Redistricting in 2021: New Rules of the Road
2019	California Association of School Business Officials	Transitioning to By-Trustee-Areas Elections
2019	USC City/County Fellowship Program	The Challenges of Municipal Election Districts
2019	California Special Districts Association	District Elections and the California Voting Rights Act
2018	California Special Districts Association	Converting From At-Large to By-District Elections Under the California Voting Rights Act
2018	Riverside County Bar Assoc.	Redistricting and the California Voting Rights Act
2018	California School Board Assoc.	Voter Districts: The Link Between Strong Community Engagement and a Successful Process

2017	California School Board Assoc.	15 Years with the California Voting Rights Act: Lessons Learned and Challenges Ahead
2017	UC's National Public Service Law Conference	Moderator, "Voting Rights 101"
2016	Los Angeles County School Business Officials	CVRA: What CBO's Need to Know
2016	Los Angeles County School Trustees Assoc.	The CVRA: What School Board Members Need to Know
2015	Associated Cities of California – Orange County	The California Voting Rights Act
2015	California School Board Assoc.	The California Voting Rights Act: What Board Members Must Know
2015	Los Angeles County School Boards Assoc.	CVRA & Districting: The Demographer's Perspective
2011	Channel Cities Club	Lunch Keynote: "California's next experiment: independent, public redistricting"

Advisor to Charter Review Commissions on Redistricting Provisions

NDC advised the following groups on the redistricting and voting rights provisions of their charter revisions and ordinances:

2016	City of El Cajon charter revision and public education outreach
2015/16	Castaic Lake Water Agency and Newhall County Water District merger
2015/16	City of Corona Charter Revision
2011/12	Pasadena Unified advisor to Charter Revision Commission creating a redistricting commission and moving District to by-district elections
2009/10	City of Menifee advisor to by-district-elections ordinance language committee
2006-08	City of Modesto advisor to Charter Revision Commission creating an independent redistricting commission and public education outreach
2003	City of Goleta ordinance writing and public education outreach

Expert Witness and Litigation Consultant

NDC President Douglas Johnson served as an expert witness in the following election and redistricting law cases:

2020	Chestnut v Merrill (Alabama)
2019	City of Redondo Beach vs State of California
2019	Ruiz-Lozito vs West Contra Costa Unified School District
2019	Common Cause v Lewis (North Carolina)
2018	Phillip Randolph Institute v Smith (Ohio)
2018	League et al. v. Johnson (Michigan)
2017	Luna v County of Kern
2018	Covington v State of North Carolina
2016	Garrett v City of Highland
2015	Jamarillo v City of Fullerton
2015	Harris vs Arizona Independent Redistricting Commission
2015	Solis v Santa Clarita Community College District
2015	Jauregui et al vs City of Palmdale
2014	Diego v City of Whittier

NDC Staff also served as litigation consultants for jurisdictions in the following California Voting Rights Act cases:

1. Anaheim
2. Carson
3. Compton
4. Escondido
5. Modesto
6. Poway
7. Santa Clarita
8. Whittier
9. Santa Clarita Community College District
10. Tulare Health Care District

Trusted Advisor to Local Government and Redistricting Reform Groups

NDC acted as an informal advisor to the California League of Cities and the California School Board Association during the debate over the AB849 "FAIR MAPS Act" in 2019.

NDC acted as an informal advisor to the California League of Cities during the debate over AB1276 (revising the FAIR MAPS Act provisions) in 2020.

NDC provided ideas, advice, maps and research to the 2008 Common Cause-led coalition that drafted and successfully advocated for Proposition 11, which created California's State-level Independent Redistricting Commission.

NDC President Douglas Johnson at Governor Schwarzenegger's press conference in support of redistricting reform.

(Left to right: Assembly Democratic Legislator John Laird, USC Senior Fellow Dan Schnur, Greenlining Institute representative (name unknown), AARP President Jeannine English, NDC President Douglas Johnson, Governor Arnold Schwarzenegger, League of Women Voters Senior Director Trudy Schafer, State Senate Republican Bill Leonard, League of Women Voters President Jacqueline Jacobberger, and three unidentified men).

NDC Testimonials

Here is a sampling of what people have to say about NDC:

"Our decision to work with National Demographics came out of our extraordinary city-wide success in 2015 with their work designing the original districts. I think anyone who participated in that process realized that the technical solutions they created opened access to literally dozens of people creating their own maps and it created a vibrant process."

Santa Barbara City Attorney Ariel Calonne

"Here's a great expert. . . . today you bring him in for what sounds like good information, very smart man up here."

United States Fourth District Court Judge James A Wynn, Covington v North Carolina, United States District Court for the Middle District of North Carolina, Case No. 1:15CV399

"I have worked on Congressional, Legislative, Los Angeles County and Los Angeles City redistricting maps on behalf of the Latino Caucus and grassroots Latino organizations for over 30 years. Douglas Johnson is one of the top redistricting experts in California, and he is who I would pick to draw a map for me anywhere in the state."

Alan Clayton, retired Executive Director of the Los Angeles County Chicano Employees Association

"The excel spreadsheet is a fantastic tool. Just plug in the letter by district and on the tab see a running total of population by assigned district. It's cool."

Modesto resident's comment, June 16, 2008

"One of the first, and in retrospect one of the best, decisions made by our commission was to hire Douglas Johnson and his colleagues at National Demographics Corporation as our primary consultants. I have never had the opportunity to work with a more highly qualified, hard-working, dedicated, professional and classy individual or group than Mr. Johnson and his associates at NDC."

Jim Huntwork, Arizona Independent Redistricting Commissioner (Republican)

"In addition to his technical expertise, Doug had a keen sense of how to help us navigate the complexities of the process. He understands redistricting better than any person I know. He has a unique ability to synthesize that which is very complicated and make it very understandable for the public. He frequently would present various options, without representing any position, clearly delineating differences and challenges of each option in a clear and succinct manner."

Josh Hall, Arizona Independent Redistricting Commissioner (Democrat)

"It was a great pleasure to work with Doug Johnson and NDC during the first Independent redistricting effort in Arizona. Doug and his staff were professional, efficient, responsive, and even-handed. They listened very carefully to the instructions given by the commission and performed each mapping task without bias of any kind. I would highly recommend NDC to any jurisdiction, or commission, wishing to have a successful redistricting process."

Steven W. Lynn, Chair, Arizona Independent Redistricting Commission (Independent)

"Thank you for all of your hard work, assistance, and patience with me during this year of CVRA conversion to by-area trustee elections. Your continual reassurance and support in dealing with all of the details was sincerely appreciated. We all have jobs to do, but when working with all of you I felt that you always went the extra mile to support our District with excellent customer service. The multiple revisions, extra conference calls, and follow up suggestions made a difference to Scott, Linda, and me. I personally enjoyed joking around with each of you while remaining professional in all presentations. It was a pleasure working with all of you. "

Jennifer Williams, Ed. D., Fullerton Joint Union High School District, Executive Director Administrative Services

"Thank you for taking time out of your busy schedule to participate in the City Official Roundtable I hosted on the 2020 U.S. Census at the Redondo Beach Performing Arts Center. I appreciate that you shared your expertise on the Census to the government officials who were present. It is critical that we work together to ensure that everyone is counted in the upcoming Census."

Ted W. Lieu, Member of Congress, California 33rd District.

Three Recent Projects

City of Pasadena 2011 and 2021 Redistricting Projects

Work with the City Council and the Council-appointed advisory Task Force to conduct public outreach, consider draft redistricting plans, and deliberate and adopt a final redistricting plan. Work began in May 2021 and has a deadline of December 15, 2021. The project is on time. The project reference is Pasadena City Clerk Mark Jomsky, 626-744-4709. Mr. Jomsky can also attest to NDC's work on the City's 2011 redistricting. The 2011 project was completed on time and on budget.

City of El Cajon Districting

September 2016 – June 2017. El Cajon is a fascinating community: the politically conservative City has embraced its new, large, and rapidly growing Middle Eastern (largely refugee) community. The Council directed staff and NDC to conduct an extensive series of community forums in English, Spanish and Arabic, and a significant number of maps were drawn by residents and considered by the Council. While ultimately the map preferred by the main organization of Middle Eastern residents was not adopted by Council, it was in the 'final two,' and even those residents disappointed with the ultimate map

selection expressed appreciation to the Council for its outreach, engagement, and openness to the ideas, concerns and maps of residents. For many residents, especially in the refugee community, this was their first active participation in City affairs, and they universally expressed an interest in participating again in the 2021 post-census redistricting of the city. The project was completed on time (vital given the threat of litigation if deadlines were missed) and on budget.

Contacts: Graham Mitchell, City Manager, (619) 441-1716, or Morgan Foley, City Attorney, (619) 441-1798.

City of Santa Maria

February – May 2017. Despite a highly contentious debate over the decision to move from at-large to by-district elections (a large Latino group pushed for the change, even though the Mayor and two of the four Councilmembers were Latino), there was significant public participation in the districting process with 20 to 40 residents at every hearing, a number of resident-drawn maps considered, and ultimately decent consensus that the Council-adopted map was fair and reasonable. The process was particularly notable in the number of high school and college students who participated in the drawing of maps and testified at hearings. The project was completed on time (vital given the threat of litigation if deadlines were missed) and on budget.

Client Project Manager: City Manager Rick Haydon, (805) 925-0951 ext. 2200.

Additional Impeccable References

All of NDC's former clients – without exception – can be contacted for references. The following is only a sample of references:

Mr. Graham Mitchell. City Manager. City of El Cajon. 200 Civic Center Way. El Cajon. CA 92020. (619) 441-1716. GMitchell@cityofelcajon.us.

Mr. Jason Stilwell. City Manager. City of Santa Maria. 110 E. Cook Street. Santa Maria. CA 93454-5190. (805) 925-0951 ext. 2200. jstilwell@cityofsantamaria.org.

Mr. Marcus Walton. Communications Director. West Contra Costa Unified. 1108 Bissell Ave., Room 211-215. Richmond, CA 94801. 510-205-3092. mwalton@wccusd.net.

Mr. Jonathan Vasquez. Superintendent. Los Nietos School District. 8324 S. Westman Ave., Whittier, CA 90606. (562) 692-0271 Ext. 3212 jonathan_vasquez@lnsd.net.

Ms. Jennifer Fitzgerald, Mayor, City of Fullerton. 303 W. Commonwealth Avenue. Fullerton, CA 92832. (714) 402-3106. jennifer@curtpringle.com.

Mr. James Atencio. Assistant City Attorney. City of Richmond. 450 Civic Center Plaza. Richmond, CA 94804. 510-620-6509. James_Atencio@ci.richmond.ca.us.

Ms. Isabel Montenegro. Administrative Assistant. Inglewood Unified. 401 South Inglewood Avenue, Inglewood, CA 90301. 310-419-2799. imontenegro@inglewood.k12.ca.us.

Ms. Pam Abel. Superintendent. Modesto City Schools. 426 Locust Street. Modesto. CA 95351-2631. (209) 574-1616. able.p@mcs4kids.com.

Mr. Darrell Talbert. City Manager. City of Corona. 400 S Vicentia Avenue. Corona. CA 92882-2187. 951.279.3670. Darrell.Talbert@ci.corona.ca.us.

Mr. David Silberman. Deputy County Counsel. San Mateo County. 400 County Center. 6th Floor. Redwood City. CA 94063. 650-363-4749 dsilberman@smcgov.org.

Judge Hugh Rose (retired). Chairman. City of Modesto Districting Commission. 508 King Richard Lane. Modesto. CA 95350. Phone (209) 522-0719. Email: hhrose@hotmail.com.

Ms. Lucinda Aja. City Clerk, City of Buckeye, Arizona. 100 N Apache Rd, Suite A, Buckeye, AZ 85326. Phone (623) 349-6007. Email: laja@buckeyeaz.gov.

Resumes

Resumes of NDC team members President Douglas Johnson, Vice President Justin Levitt, and Consultant Kristen Parks are attached at the end of this proposal, along with resumes of team members Andrew Westall and David Ely.

Proposed Work Schedule

July & Early August 2021: Initial Redistricting Task Force Meetings

> Task Force holds two or three meetings, including initial meeting regarding Brown Act and Redistricting process overview, with Chair and subcommittee to meet with staff and review redistricting consultant RFP proposals. Full Task Force to conduct a meeting to interview and select consultant to recommend to the Board of Education.
>
> (NDC does not participate in these meetings, as consultant is not yet hired.)

July & August 2021: Redistricting Task Force Meetings

Two or three Task Force meetings held with NDC to review redistricting principles and legal framework with Redistricting Consultant, establish goals in reviewing Census data, and review and approve draft work plan of consultant.

Beginning in August and continuing through February: Engage, Educate and Empower Residents

NDC assists the Task Force in presenting and explaining the process to the public, including presenting information to the public as part of public meetings, one public hearing prior to the drafting of the redistricting plan or plans, one or more public hearings after the drafting of the redistricting plan or plans, conducting one or more public workshops to be held on a Saturday, Sunday, or after 6:00 p.m. on a weekday regarding plans under consideration, and presenting final plans and information to the Board of Education as part of public hearings for the Board's review and consideration in adopting the recommended plan.

NDC will provide a narrative describing the redistricting plan or plans that the Task Force considers and prepare graphs and illustrative materials showing the proposed alternatives (including the "interactive review map" discussed earlier in this proposal).

After the community meetings, and before the Board of Education meeting, NDC will revise the plan or plans based on direction by the Task Force. The materials prepared by NDC, including maps, charts, tables and databases, shall become the property of the District.

NDC shall follow up on research needed as a result of the Task Force's deliberations; compile and analyze data; provide brief summaries/reports to the Task Force; assist with framing issues for Task Force deliberations; and assist the Task Force with writing its final report to the District.

August 16, 2021: US Census Bureau releases official federal 2020 Census data

The RFP incorrectly stated this would occur September 30, 2021, which is actually the release date for the Census data in a user-friendly format, but NDC will use the "legacy" data format being released August 16th.

The August 16 and September 30 data are identical, just in different formats.

September 2021: Initial current Sub-District boundaries demographics and Task Force meetings

NDC presents to the Redistricting Task Force changes in population and demographics of the current Sub-District boundaries based on the 2020 federal Census data.

Task Force to conduct three to four meetings.

(mid/late September) NDC presents three or four draft redistricting maps based on 2020 federal Census data (prior to the release of the Official California Redistricting database).

If the optional project element is selected by the District, NDC launches the DistrictR "community-of-interest" online public mapping tool.

If the optional project element is selected by the District, NDC delivers the "Public Participation Kit" PDF- and Excel-based mapping tool.

If the optional project element is selected by the District, NDC launches the Caliper "Maptitude Online Redistricting" online public mapping tool.

Late September 2021: California released "Official California Statewide Redistricting database"

California will adjust the official federal Census data to count prisoners in state prisons at their "last known home address" rather than at the prison site. Cities, counties and the state Independent Redistricting Commission are required to use this "Official California Statewide Redistricting database." Under the language of Education Code 5019.5 it is not yet clear whether schools and community college districts will use this database or the official federal Census database, but we hope to get clarification on that sometime in August 2021.

October 2021: Final Sub-District boundaries demographics

If the direction under Education Code 5019.5 is to use the "Official California Statewide Redistricting database," NDC delivers updated demographics for the current Sub-District boundaries based on that database.

November 2021: Redistricting Task Force Meetings

Task Force receives public input on possible approaches to redistricting at two meetings.

December 2021: Redistricting Task Force Meetings

Task Force to draft, review, and consider various redistricting plans presented by consultant and public. Task Force to conduct as many as four or five meetings depending on need.

January 4, 2022: Final Task Force Meeting

Task Force to conduct a final public meeting to receive comments on redistricting plan chosen for Board of Education approval and approve Final Report.

January 11, 2022: Report received

The Board of Education to receive Final Report and recommended redistricting plan.

January & February 2022: Board Public Hearings and plan adoption

The District to conduct public hearings to consider the recommended plan and Final Report of the Redistricting Task Force and conduct first and second reading of resolution to set the sub-District boundaries.

February 28, 2022: Submission Deadline

Submittal of changes to sub-District boundaries to Los Angeles County Registrar-Recorder/County Clerk, followed by confirmation of boundaries in LA County election and voter management system.

Details of Optional Project Elements

Advisory or Independent Redistricting Commissions

NDC anticipates that many California jurisdictions will create advisory or independent commissions to manage the redistricting process. NDC welcomes the use of such commissions, and our pricing does not change for jurisdictions creating commissions. But the creation, training, operation and reporting of such commissions often leads to more meetings (and a resulting increase in the "per meeting" project expenses) than a traditional redistricting process conducted primarily by the jurisdiction's elected leadership.

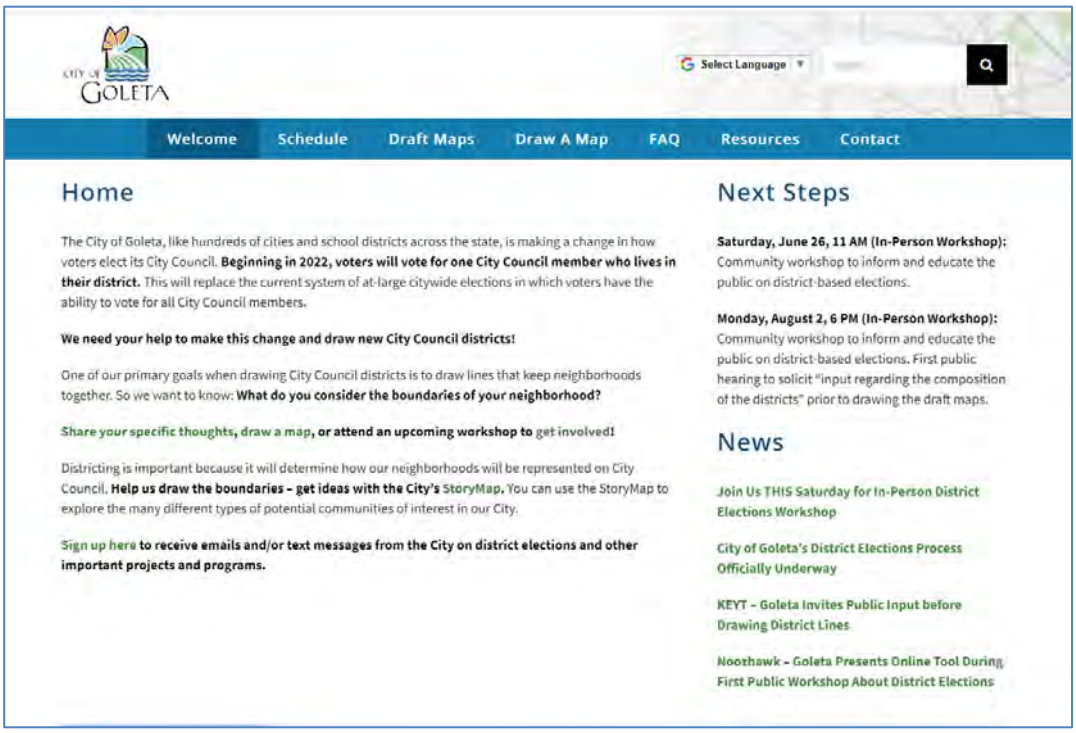
Outreach Assistance

NDC brings topical expertise to your jurisdiction's outreach efforts, and NDC makes available to all clients our library of sample outreach materials including op-ed articles, postcards, utility bill inserts, flyers, and social media messages. NDC provides all of these materials along with our advice and input on outreach strategy and materials to any interested jurisdiction, but we do not have graphic artists to customize or design such materials in-house.

For larger-scale outreach efforts, especially where jurisdictions wish to send representatives out to regular meetings of existing community organizations, NDC typically works together with a jurisdiction's in-house communications staff and/or with one or more outreach organizations. We often work with, and highly recommend, Tripepi-Smith, and some information on the services they offer is included at the end of this proposal. And we would be happy to work with any in-house team at the jurisdiction or with any firm or organization the jurisdiction selects. Many projects can be handled by a jurisdiction's in-house or regular outreach and communications teams (with samples and topic expertise provided by NDC), but a number of jurisdictions seek supplemental outside communications assistance.

Project Website

NDC provides all project materials in website-friendly formats for posting on the jurisdiction's website. At no cost, NDC will provide project website samples and website language for use on the jurisdiction's project website. But for jurisdictions that prefer not to take on the challenge of creating and managing a rapidly-changing project website, NDC will create, host, and update project website (below is an image of one such site).

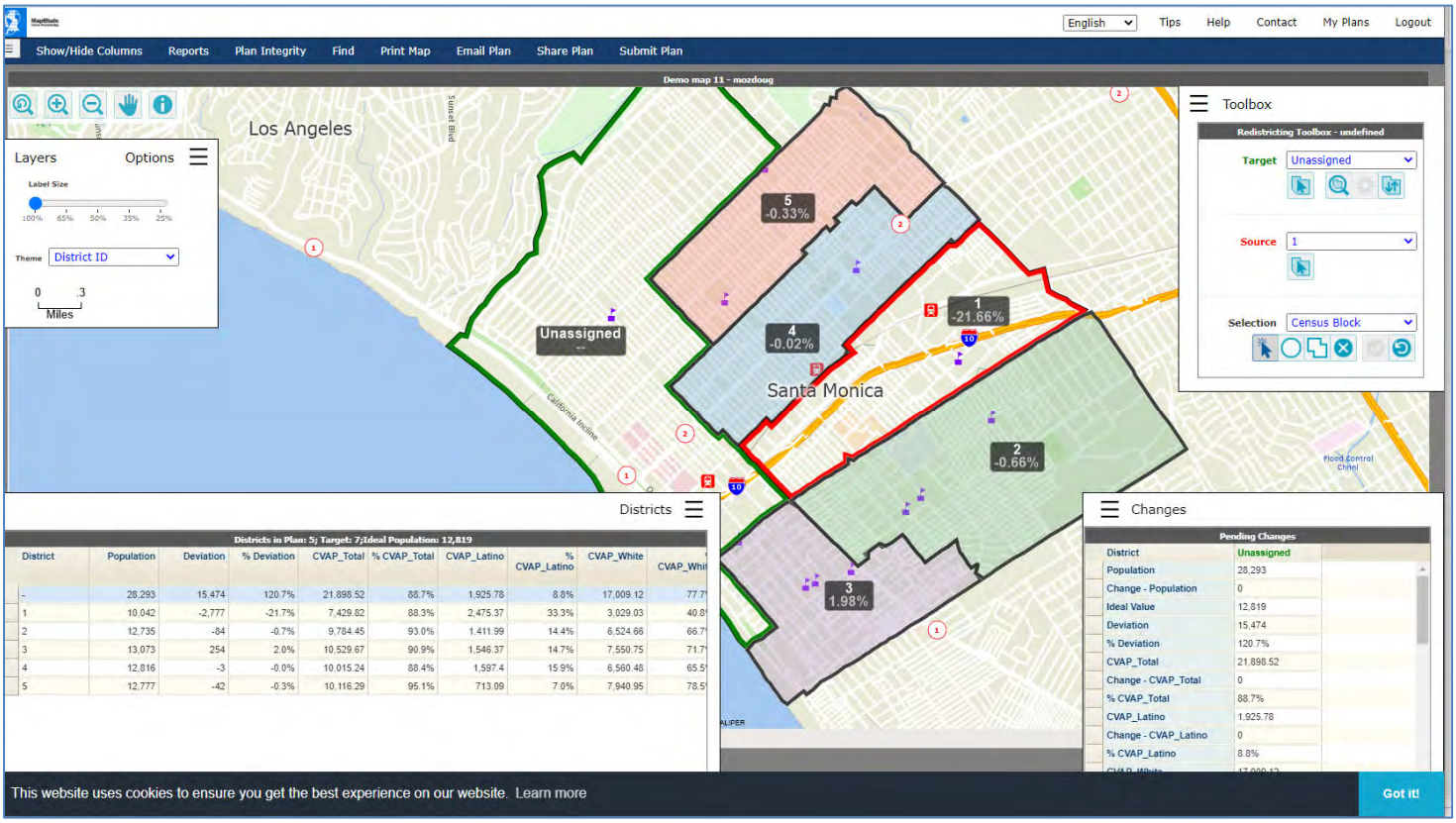


Background on Online Mapping Tool Options

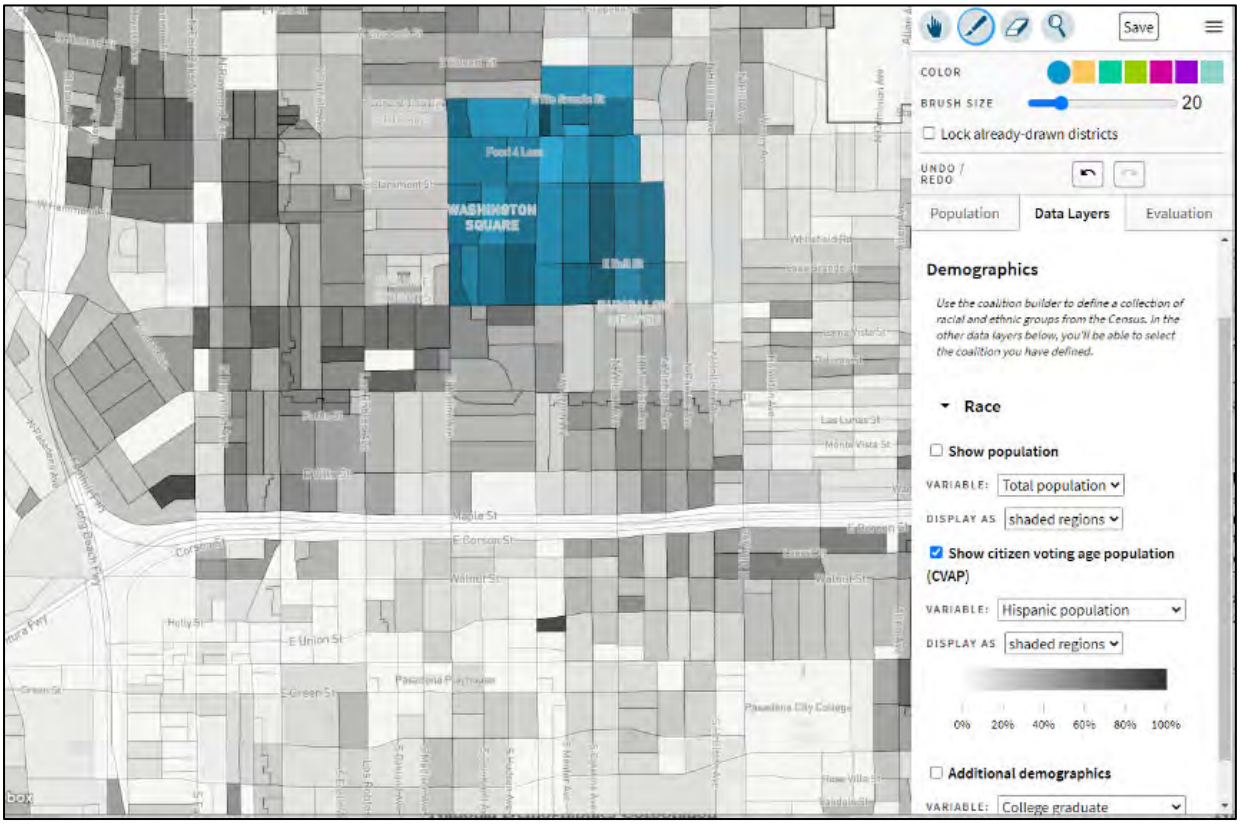
NDC is the unmatched leader in redistricting tools that empower residents to review draft maps and to develop and submit their own map proposals. NDC is the only firm that has used the online mapping solutions from both ESRI and Caliper Corporation in major redistricting projects.

Only NDC has repeatedly trained members of the public, processed public map submissions, and presented the public map proposals to public hearings and commission meetings. NDC's online mapping tool options provide user support, hosting, managing, and processing submitted plans for an online interactive system that allows public to draw and submit proposed maps through a standard web browser.

In the more than 200 California local districting projects between 2012 and 2020, NDC is the only consultant providing clients access to Caliper Corporation's "Maptitude Online Redistricting" tool. Even with the technical challenges arising from such tools' power and flexibility, NDC's training and encouragement frequently results in 10, 20, 30 or more different maps drawn by residents of the school district or city providing that tool to its residents.



DistrictR Simple Community of Interest and District Mapping Tool



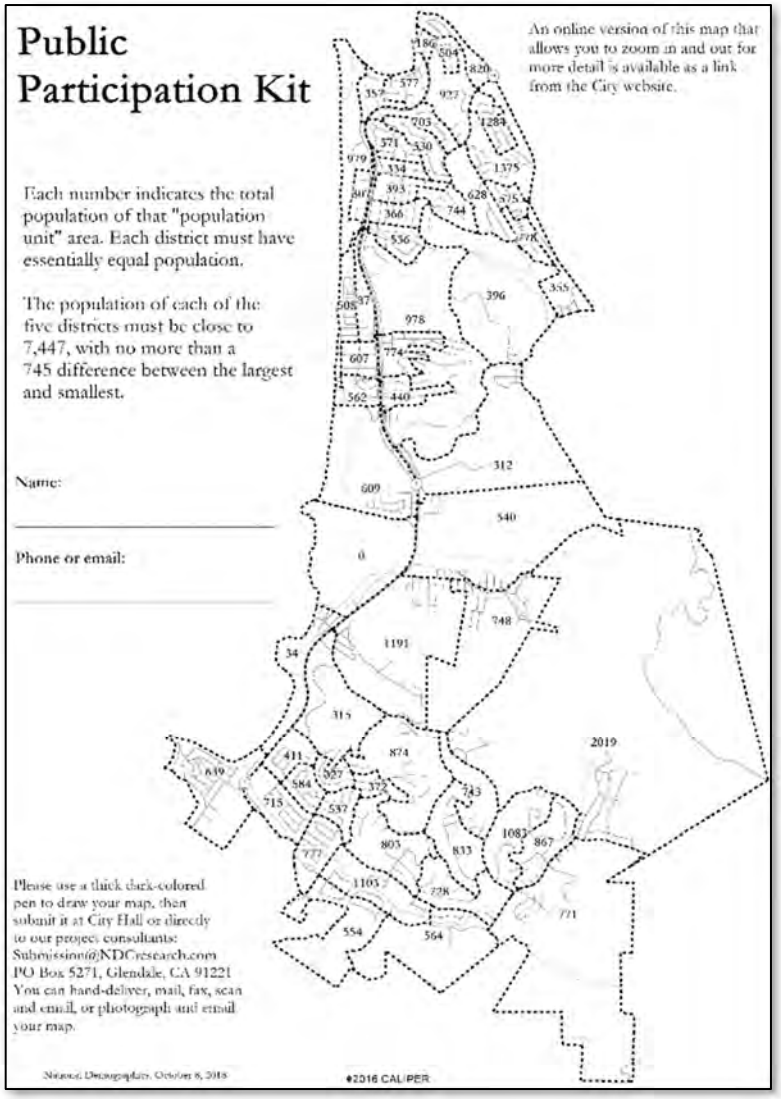
DistrictR is a simple paintbrush-based tool for mapping communities of interest and/or election areas.

Residents simply go to the website link, overlay any of the many demographic shadings they wish to see, and then "paint" the Census Blocks that are part of the neighborhood or community of interest they wish to see kept together.

Residents can submit multiple neighborhoods or communities of interest (they simply choose a different color for each), and the neighborhoods can even overlap.

DistrictR can also be used to submit full district maps, though drawing a full map can be tedious using the simple paintbrush tool in all but the smallest jurisdictions.

Paper- and Excel-based Public Mapping Tools



While online mapping tools are very popular, NDC never forgets those residents who do not have internet access or who simply prefer to not drawing maps online.

At no cost with every online mapping tool, and as a separate option for jurisdictions that for budget or other reasons do not include an online mapping tool, NDC offers our "Public Participation Kit." Each "Kit" includes two formats.

The first, and most simple, Kit is a one-page map showing streets, city borders, and population counts for NDC-created "Population Unit" geographic areas. Residents draw the map they wish to propose and add up the population counts by hand until they get the right population count in each district. All of the directions needed are right on the single-page form. Examples of these tools, from our work for the City of Lake Forest, are available here: https://drawlf.org/draw-a-map/.

The second form of offline mapping tool is for those residents who do not want to deal with an online mapping tool, but who are already comfortable with Microsoft Excel. NDC provides a similar simple one-page map of those same "Population Units," but this time the map shows the Unit ID number rather than the population count in that Unit. Residents then enter their preferred district assignment for each Population Unit into the pre-formatted Excel spreadsheet (also available on the Lake Forest website), and Excel calculates the total population and demographics of each District. When the resident has the map the way they like it, they simple email in the Excel file.

Conclusion

Since its founding NDC has been the nation's preeminent company devoted to local election systems. To summarize:

- NDC has more experience in the field of municipal political election systems than any other company.
- NDC's experience and expertise has been recognized by our hundreds of clients, the California League of Cities, the California School Board Association, the California Special District Association, and the National Conference of State Legislatures.
- NDC, founded in 1979, has a demonstrated record of financial solvency.
- NDC's hardware and software resources were specially designed and acquired for districting and redistricting purposes.
- NDC's highly respected personnel have impeccable credentials in each aspect of the districting and redistricting processes.
- NDC's suggested approach has been tested in many jurisdictions.
- Any NDC client can be contacted for testimonials and reference.
- NDC has demonstrated experience over many years in working with the press and media on local election system issues.
- Neither the Justice Department nor any Court has ever rejected any of over 350 local government maps adopted through NDC-managed districting and redistricting projects.

NDC takes pride in tailoring each project to the needs and goals of each individual client. NDC is open to any feedback, concerns, requests, or changes regarding this proposal.

NDC looks forward to the opportunity to work with you on this project.

Appendix

Resumes of NDC President Dr. Douglas Johnson, Vice President Dr. Justin Levitt, Consultant Kristen Parks, David Ely and Andrew Westall are attached.

A client list and resumes of all NDC team members are available at www.ndcresearch.com/about-us/.

Information about optional outreach and communications assistance from the Tripepi Smith Firm is also attached.

Douglas Mark Johnson

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fax: (818) 254-1221

Employment

President, National Demographics Corporation, 2006 – present.
Senior Analyst, National Demographics Corporation, 2001 – 2006.
Fellow, Rose Institute of State and Local Government, 2001 – present.
Project Manager and Senior Manager at three internet startup companies, 1999 - 2001.
U.S. Representative Stephen Horn, Legislative Director and System Manager. 1993 – 1997.
Coro Foundation, Fellowship in Public Affairs. 1992 – 1993.
Rose Institute for State and Local Government, Student Manager. 1989 – 1992.

Education

Claremont Graduate University, Ph.D. in Political Science, 2015. Dissertation: "Independent Redistricting Commissions: Hopes and Lessons Learned."
UCLA Anderson Graduate School of Management, MBA, 1999.
Claremont McKenna College, BA in Government (Political Science), 1992.

Academic Honors

Graduated Cum Laude from Claremont McKenna College.
Phi Beta Kappa. Philip Roland Prize for Excellence in Public Policy.

Publications and Articles

Christian Science Monitor "Let the public help draw voting districts," October 25, 2013.
New York Times, "The Case for Open Primaries," February 19, 2009.
Los Angeles Times Opinion Articles:
"A neighbor's help on redistricting" June 24, 2007.
"A Trojan horse primary for the GOP" February 25, 2007.
"Where a porn palace stood" (article on redevelopment), July 30, 2006.
Fresno Bee Opinion Article: "The Poison Handshake" June 15, 2004.
Redistricting in America. Rose Institute of State and Local Government, 2010.
Restoring the Competitive Edge: California's Need for Redistricting Reform and the Likely Impact of Proposition 77. Rose Institute of State and Local Government, 2005.
"Competitive Districts in California" Rose Institute of State and Local Government, 2005.
Latinos and Redistricting: "Californios For Fair Representation" and California Redistricting in the 1980s. Rose Institute of State and Local Government, 1991.

Speaker or Panelist

California School Board Association Annual Education Conference panelist: "The California Voting Rights Act: What Board Members Must Know." December 4, 2015.
Associated Cities of California – Orange County, Keynote Speaker, Newly Elected Officials' Reception and Dinner, "The California Voting Rights Act," January 29, 2015.
California League of Cities, City Manager Department, 2015 Department Meeting: "Opportunity to Engage Residents: The California Voting Rights Act." January 29, 2015.
California League of Cities, City Clerk Department, 2014 Annual Meeting: "Whose Line Is It Anyway: Making the transition from at-large to by-district elections." September 3, 2014.
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2007 Spring Forum, "The Arizona Independent Redistricting Commissions' experiences with the first-ever independent redistricting."
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2008 Spring Forum, "Communities of Interest In Redistricting: A Practical Guide."

Douglas Mark Johnson

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2009 Fall Forum, "The Key to Successful Redistricting."

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2010 Spring Forum, "Communities of Interest in Redistricting: A key to drawing 2011 plans (and for their defense)."

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2011 Winter Forum, "Citizen Voting Age Data from a line-drawer's viewpoint."

Luncheon Keynote Speaker, Santa Barbara's Channel Cities Club, "California's next experiment: independent, public redistricting," January 18, 2011.

Annual Conference, Arizona League of Cities and Towns, Presenter at "Redistricting Law and the Voting Rights Act: What It Means for Your City or Town in 2011," August 25, 2010.

Redistricting, The 2010 Census, and Your Budget, Sponsored by the Rose Institute of State and Local Government, California League of Cities, October 15, 2009.

Arizona Election Law 2010 Continuing Legal Education Conference, "Communities of interest and technology in redistricting," sponsored by the Arizona State Bar Association, March 2010

California's New Independent Redistricting Commission, sponsored by the Irvine Foundation and the California Redistricting Collaborative, December 15, 2009

Tribal Association of Sovereign Indian Nations (TASIN) Legislative Day 2009, "The 2010 Census and 2011 Redistricting in California," December 2, 2009.

California School Board Association, "Litigation Issues and the California Voting Rights Act," December 4, 2009.

California Latino School Boards Association, "Introduction to the California Voting Rights Act," August 20, 2009.

Building a National Reform Movement, Salt Lake City, Utah, 2006, conference on redistricting reform hosted by the League of Women Voters, Campaign Legal Center, and The Council for Excellence in Government

Texas Tech University, "A Symposium on Redistricting," May, 2006

California League of Cities, "Introduction to the California Voting Rights Act."

Voices of Reform, a project of the Commonwealth Club of San Francisco: multiple forums on redistricting and / or term limits, 2006 – 2007

Classroom speaker at Pepperdine University, the University of La Verne, Pomona College and Claremont McKenna College

Justin Mark Levitt

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fax: (818) 254-1221

Employment

Vice-President, National Demographics Corporation, 2012 – present.
Senior Analyst, National Demographics Corporation, 2003 – 2011.
Instructor in Political Science, University of California, San Diego, 2012 – present.
Graduate Research Fellow, Center for US-Mexico Studies, 2010 – present.
Graduate Research Fellow, University of California, San Diego, 2008 – 2010 and 2013 – 2014.
Jesse M. Unruh California Assembly Fellow. 2006 – 2007.
Rose Institute for State and Local Government, Student Manager. 2005 – 2006.

Education

University of California, San Diego, Ph.D. Political Science, 2016. Dissertation title: "The Impact of Geographic Patterns on Tradeoffs in Redistricting."
Claremont McKenna College, BA in Philosophy, Politics and Economics (PPE), 2006.

Academic Honors

California Studies Fellow, University of California, San Diego, 2007 – 2009
Graduated Cum Laude from Claremont McKenna College.

Publications and Conference Presentations

Settle, Jamie, Robert Bond, and Justin Levitt. 2011. "The Social Origins of Adult Political Behavior." *American Politics Research*: 39 (2). 239-263

Miller, Kenneth and Justin Levitt. 2007. "The San Joaquin Valley." In The New Political Geography of California. Eds. Frederick Douzet, Thad Kousser, and Kenneth Miller. Berkeley: Institute of Government Studies.

"The Political Geography of Tradeoffs in Redistricting" Paper presented at the State Politics and Policy Conference, Iowa City, IA, 2013

Getting What You Want: A Bargaining Approach to Fair Division in Redistricting. Paper presented at the "Challenging Urban Borders : the geopolitics of immigration and segregation" workshop, Berkeley, CA, 2013 and the State Politics and Policy Conference, Houston, TX, 2012

"An Atlas of Public Health in Mexico" (with Alberto Diaz Cayeros). Paper presented at the Hewlett Foundation Conference on Public Health, Mexico City, DF. 2012

"Remoteness and the Territoriality of Public Health" (with Alberto Diaz Cayeros).
Paper presented at the American Political Science Association conference, Seattle, WA. 2011

"Initiatives as revealed preferences"
Paper presented at the American Political Science Association conference, Seattle, WA. 2011

"No Se Puede: Latino Political Incorporation in Phoenix.". Paper Presented at the New Political Geography of California conference, Berkeley, CA., 2009

Justin Mark Levitt

"Political Change in the Central Valley". Paper Presented at the Western Political Science Association conference, Las Vegas, NV.,2007

Working Papers

Hill, Seth, Thad Kousser, Alex Hughes, and Justin Levitt. ND. "*How Competitiveness Shapes Infrequent Primary Voters Response to Receiving a GOTV Mailer.*"

Diaz-Cayeros, Alberto and Justin Levitt. ND. "*Remoteness and the Territoriality of Public Health.*"

Levitt, Justin. ND. "*Getting What You Want: A Bargaining Approach to Fair Division in Commission-led Redistricting.*"

Teaching Experience

California State University, Long Beach, Department of Political Science

Adjunct Professor—POSC 327 (Urban Politics)	Spring 2016-Present
Adjunct Professor—POSC 229 (Cases in Policy Analysis)	Present
Adjunct Professor—POSC 412 (Law and Social Change)	Spring 2016-Present
Adjunct Professor—POSC 399 (California Politics Short Course)	Present

University of California, San Diego, Department of Political Science

Co-Instructor—UPS 170 (Regional Governance Reconsidered)	Spring 2015
Instructor—Poli 100A (The Presidency)	Fall 2014
Instructor—Poli 160AA (Introduction to Public Policy Analysis)	Fall 2013
Instructor—Poli 10 (Introduction to American Politics)	Summer 2013

Kristen Parks

Employment

Consultant, National Demographics Corporation, 2019 – present
Assistant Professor of Political Science, Los Angeles Valley College, 2019 – 2020
Adjunct Professor of Political Science, De Anza College, Feb. – Apr. 2019
Dream Center Coordinator, Cañada College, 2017 – 2018
Assistant Professor of Political Science, Cañada College, 2016 – 2019
College for Working Adults Coordinator, Cañada College, 2014 – 2018
Inquiry Researcher, Academic Committee for Equity & Success, Cañada College, 2016
Adjunct Professor of Political Science, Cañada College, 2012 – 2016
Political Science Teaching Assistant, UC San Diego, 2008 – 2010

Education

University of California at San Diego, Master Degree in Political Science, 2009
Agnes Scott College, Bachelor Degree in Political Science, Cum Laude, 2005

Publication

Parks, K., Lozada, G., Mendoza, M. & L. García Santos. (2009). Strategies for Success: Border Crossing in an Era of Heightened Security. In Cornelius, W.A., Fitzgerald, D., Hernández-Díaz, J. & S. Borger (Eds.) Migration from the Mexican Mixteca: A Transnational Community in Oaxaca and California. Boulder, CO: Lynne Rienner

Presentations

"Building an Effective Transfer Pathway for Nontraditional Students," with Chris Rico. RP Group, Strengthening Student Success Conference, Garden Grove, CA, Oct. 2016.
"The Effects of Border Enforcement on Migration to the United States: New Evidence from Oaxaca, Mexico." Latin American Studies Association International Congress, Rio de Janeiro, Brazil, Jun. 2009.
"Fair Trade Certification: What's Behind the Label?" with Peter Gourevitch. Beyond Virtue: Evaluating NGO Monitoring of Social Norms, La Jolla, CA, Mar. 2009.
"The Effects of U.S. Border Policy on Unauthorized Immigration: New Evidence from Oaxaca, Mexico." Politics of Race, Immigration, and Ethnicity Consortium, UC San Diego, 2008.

Redistricting Projects

1. Ohlone Community College District
2. San Mateo County Board of Supervisors
3. Santa Barbara County Citizens Independent Redistricting Commission

Andrew Westall

ajwestall@gmail.com
323-708-2478
linkedin.com/in/andrewwestall

Summary

Current Clients: the LAUSD, the City of Los Angeles, the Equal Representation Project, the UCBA, the Los Angeles Jazz Festival, the City of Alhambra, and the Chino Basin Water Conservation District.

Goal: To help government and residents navigate the complexities of laws and regulations, in order to find consensus on difficult issues for the betterment of society and quality-of-life.

Expertise: Redistricting, Demographics, GIS (Maptitude and ArcGIS), Political Campaigns, and Elections/ Redistricting Law; Cannabis Regulations, Taxation, Enforcement, and Social Equity; Local Ballot Measures (e.g., Taxation, Bonds, Charter Amendments, Housing, Elections Reform, Cannabis, etc.); City Management; Planning, Land Use, Housing, Homelessness, Environment, Economic Development, Community Development, Neighborhood Services, Recreation, and Transportation policy, financing and development; Public Finance, Budgeting, Labor Relations, and Grant Funding; and Community Outreach, Diversity, Inclusion, Equity, and Intergovernmental Relations.

Experience

Principal & Owner

Bear Demographics & Research

Jan 2021 - Present (5 months +)

Specializing in redistricting, demographics, GIS (Maptitude and ArcGIS), political consulting, cannabis regulations, local ballot measures, land use/city planning, and city/county management consulting. Current clients include the LAUSD, the City of Los Angeles, the Equal Representation Project, the UCBA, the City of Alhambra, and the Chino Basin Water Conservation District.

Executive Director

Los Angeles Unified School District Redistricting Commission

Mar 2021 - Present (3 months +)

Chief Executive and Financial Officer on contract for the LAUSD Board of Education redistricting process, the largest independently elected school district in the United States.

Deputy Chief of Staff (2012-16) and Co-Chief of Staff (2016-20)

Office of Los Angeles City Council President Herb J. Wesson, Jr.

Apr 2012 - Dec 2020 (8 years 9 months)

Co-manager and supervisor for the City Council President's personal staff of 27 employees with oversight of Council District 10 (pop. 275,000); administrator and supervisor of all discretionary funds, contracts, city planning, and public improvement approvals/projects for Council District 10; lead staff member for the Councilmember's legislative portfolio; and chief strategist for community and media response.

Lead staff member and strategist for the City Council for eight years with oversight of the management, organization, and publication of the City Council agendas three times a week, while managing teams of up to 50 employees across multiple departments on the issues of budget, revenue strategies, ballot measures, pensions, recreation and parks, environment and utilities, intergovernmental relations, public safety, cultural arts, labor, housing, planning, economic development, infrastructure, cannabis, and transportation in the City of Los Angeles.

Lead staff member for the Ad Hoc Committee on the 2028 Olympics and Paralympic Games, the Ad Hoc Committee on Police Reform, the Board of Referred Powers, and the Rules, Elections, and Intergovernmental Relations Committee chaired by the Council President; staff member for the Ad Hoc Committee on COVID-19 Recovery and Neighborhood Investment, and the Southern California Association of Governments.

Executive Director

Los Angeles City Council Redistricting Commission

Nov 2011 - Mar 2012 (5 months)

Chief Executive and Financial Officer for the City of Los Angeles' City Council redistricting process with oversight of six staff members employed and monitored twenty-seven contractors during the Commission's work; organized twenty-two public testimony hearings at various city and non-city facilities, as well as comprehensive citywide outreach with more than 5,000 attendees and 6,551 written public comments; organized 11 additional regular and special Commission meetings; and issued a 950-page report to the City Council on time and under budget.

Senior Deputy

Office of Los Angeles City Councilmember Herb J. Wesson, Jr.

Nov 2005 - Nov 2011 (6 years 1 month)

Chief strategist and manager of all planning, economic development, transportation, and housing policy recommendations, funding acquisition, and projects for Council District 10; and staff member for the Exposition Metro Line Construction Authority.

Lead staff member for the Housing, Community, and Economic Development Committee chaired by the Councilmember for six years with oversight of $2 billion yearly in operational budgets, contracts, and construction projects by the Housing Department, Housing Authority, Community Development Department, and the Community Redevelopment Agency, including development and implementation of the Housing Element of the City's General Plan; and staff member for the Transportation Committee.

Adjunct Professor

Pasadena City College

Jan 2003 - May 2010 (7 years 5 months)

Part-time professor teaching Political Science and American Institutions with instruction to over 2,000 students. Classes taught at PCC, John Muir, Blair, Pasadena, Temple City, and San Marino High Schools.

Assistant to the Speaker

California State Assembly

Jan 2001 - Nov 2005 (4 years 11 months)

Legislative staff member for Speakers of the Assembly Robert M. Hertzberg, Herb J. Wesson, Jr., and Fabian Nuñez in the areas of electoral strategy, GIS mapping, demographics, statistics, and redistricting; demographer and analyst for State 2001 redistricting process; chief line drawer for 43 of the 80 State Assembly districts in California in 2001; drafter of alternative plans for the Board of Equalization, State Senate, and House of Representatives; provided guidance and negotiated between various state legislators and legislative caucuses with respect to final district boundaries. Participated in the technical development and creation of the 2000, 2002, 2003, and 2004 State Elections data sets, as well as the 2001 State Redistricting data set, that reside on the Statewide Database website.

Technical Director

City of Los Angeles Redistricting Commission for the LAUSD

Nov 2001 - Apr 2002 (6 months)

Chief line drawer for the 7 LAUSD Board of Education districts, the largest independently elected school district in the United States. Submitted technical reports and developed, maintained, and updated website.

Technical Director

Los Angeles City Council Redistricting Commission

Nov 2001 - Apr 2002 (6 months)

Chief line drawer for the 15 City Council districts; organized 16 public testimony hearings in every region of the City with more than 3,000 attendees and over 5,000 written public comments; submitted technical reports and developed, maintained, and updated website.

Field Representative

Office of Speaker of the Assembly Robert M. Hertzberg

Feb 1999 - Dec 2000 (1 year 11 months)

Staff member and Speaker representative at community events, forums, meetings, and other policy discussions in the areas I staffed – transportation, the environment, water, health care, land use, and other issues affecting the San Fernando Valley; lead staffer for the summer intern program overseeing twenty-plus interns in each of two consecutive summers; database programmer and developer of filing systems, phone logs, and phone books for the Speaker.

Consultant

NALEO Educational Fund

Sep 1997 - Jun 2000 (2 years 10 months)

Chief researcher and author of publication on reapportionment and redistricting of legislative and congressional districts after the 2000 Census, emphasizing the Latino/a/x community in seven states; Presenter of publication at the 2000 National Conference in Denver, Colorado distributed to hundreds of elected and appointed officials.

President

Graduate Students Association (GSA), UCLA

May 1997 - Jun 1998 (1 year 2 months)

Chief Executive and Financial Officer for the Graduate Students Association, the official student government of approximately 10,000 graduate and professional students; elected position; author of

numerous editorials (see publications); successfully advocated for the construction of new graduate student housing near campus and free ridership for students on the Santa Monica Big Blue Bus (implemented one year after graduation).

Education

University of California, Los Angeles

Master of Arts - MA, Urban Planning

1996 - 1999

Emphasis in environmental, transportation, and recreational public policy, municipal finance, city planning, demographics, GIS mapping, and redistricting.

Chief Executive and Financial Officer for the Graduate Students Association, the official student government of approximately 10,000 graduate and professional students; elected position; author of numerous editorials (e.g. civic participation/voting, public transit, pedestrian safety, etc.) and Winter 1997 Viewpoint columnist for The Daily Bruin; successfully advocated for the construction of new graduate student housing near campus and free ridership for students on the Santa Monica Big Blue Bus.

University of California, Davis

Bachelor of Arts - BA, Political Science-Public Service

1993 - 1996

Emphasis in urban, environmental, transportation, economic, and social public policy, as well as various ethnic studies disciplines (e.g. African-American, Chicana/Chicano, and Asian-American studies).

Served in leadership positions for two years as ritual officer and President of the Sigma Delta chapter of the Chi Phi Fraternity. Published an opinion-editorial in The California Aggie on racial justice.

Licenses & Certifications

Certified Planner (AICP) pending - American Institute of Certified Planners (AICP)

Skills

Redistricting • Demographics • Geographic Information Systems (GIS) • City Management • Strategic Planning • Community Outreach • Public Speaking • Land Use Planning • Project Management

Honors & Awards

Award of Merit: Comprehensive Plan Award: Large Jurisdiction - APA California

2017

West Adams-Baldwin Hills-Leimert Park Community Plan and Implementing Ordinances
City of Los Angeles

Social Change and Diversity Award - APA Los Angeles

2018

Cannabis Social Equity Program - City of Los Angeles

VITA

DAVID R. ELY

Compass Demographics, Inc.
6575 N. Vista Street
San Gabriel, CA 91775
(626) 807-0719
E-mail: ely@compass-demographics.com

Employment:

2007 to present
David Ely is the president and founder of Compass Demographics, a consulting and database management firm specializing in projects involving census and election data, redistricting projects, demographic analysis, and analysis of voting behavior.

1986 to 2007
Director of Research for the Redistricting and Reapportionment practice of Pactech Data and Research, Pasadena, California. As Director of Research, Mr. Ely testified or consulted to counsel in a variety of litigation involving the configuration of election districts as well as providing database construction and redistricting consulting for numerous jurisdictions.

Education:
California Institute of Technology in Pasadena, CA with a B.S. in Social Sciences and Mechanical Engineering in 1987.

Redistricting Consulting
Activities include database construction, demographic and voter analysis, development of districting plans, public hearings and presentation of plans, technical assistance, and analysis of alternative redistricting plans.

2020 Malibu City Council District Analysis

2020 Mission Springs Water District Board District Formation

2020 Richmond City Council District Formation

2019 Compton Unified School District Trustee District Formation

2019 Carson City Council District Formation

2018 Coalinga City Council District Formation

2018 Coalinga-Huron Recreation & Parks Board Member District Formation

2017 San Marcos Unified School District Trustee Area Formation

2016 Upland City Council District Formation

2016 Costa Mesa City Council District Formation

(**Redistricting Consulting, cont**.)

2015 Garden Grove City Council District Formation

2015 Fullerton City Council District Formation

2014 Saugus Union School District Trustee Area Formation

2014 Whittier City Council District Formation

2014 Sulphur Springs School District Trustee Area Formation

2014 Lancaster Elementary School District Trustee Area Formation

2012 Los Angeles Unified School District Redistricting

2012 Los Angeles City Council Redistricting

2012 Pasadena Unified School Board Districting

2012 Pasadena City Council Redistricting

2011 Bay Area Rapid Transit (BART) Board Redistricting

2011 California Legislative Redistricting

2011 Los Angeles County Redistricting

2008 Ceres Unified School District Redistricting

2008 Madera Unified School District Redistricting

2008 Merced Elementary School District Redistricting

2008 Merced High School District Redistricting

2005 Hanford Joint Union High School District Redistricting

2003 Oakland City Council and Oakland Unified School Board Redistricting

2002 Los Angeles City Council Redistricting

2002 Los Angeles Unified School District Board Member Redistricting

2002 Pasadena, California, City Council Redistricting

2001 California Legislative Redistricting (Senate, Assembly, and Congressional)

2001 Los Angeles County Supervisorial Redistricting

2001 Bay Area Rapid Transit Board Member Districts Redistricting

1992 Rancho Mirage, California, City Council Redistricting

(Redistricting Consulting, cont.)

1992 Three Valleys Municipal Water District Redistricting

1992 Los Angeles Unified School Board Member Redistricting

1992 Los Angeles City Council Redistricting

1992 Pasadena, California, City Council Redistricting

1991 California Congressional Redistricting

1991 California State Assembly Redistricting

1991 Los Angeles County Board of Supervisors Redistricting

1987 City of Boston, Massachusetts Redistricting

1986 Los Angeles City Council Redistricting

1987 to 2012, California State Legislature, Redistricting Database construction

Litigation Analysis

Activities include database construction, demographic analysis, expert witness testimony, surname matching, geocoding of registered and actual voter lists, and construction of illustrative districting plans.

2000-Present Provided analysis on numerous voting rights investigations not listed.

Vaughan v. Lewisville Independent School District (2020), expert witness (Texas)

Kumar v.Frisco Independent School District (2020), expert witness (Texas)

Terrebonne Parish NAACP et al vs. Governor of Louisiana et al (2019), Special Master

Tyson v. Richardson Independent School District (2018), expert witness (Texas)

Yumori-Kaku v. City of Santa Clara (2018), expert witness (California)

Loya v. City of Santa Monica (2018), expert witness (California)

Luna v. Kern County (2017), expert witness (California)

Patino v. City of Pasadena (2015), expert witness (Texas)

Garrett v. City of Highland (2015), expert witness (California)

Ramos v. Carrollton-Farmers Branch Independent School District (2015), expert witness (Texas)

Rodriguez v. City of Grand Prairie (2015), expert witness (Texas)

(Litigation Analysis, cont.)

Rodriguez v. Grand Prairie Independent School District (2014), expert witness (Texas)
Navajo Nation v. San Juan County (2014), expert witness (Utah)

Solis v. City of Santa Clarita (2014), expert witness (California)

Jauregui v. City of Palmdale (2013), expert witness (California)

Gonzalez v. City of Compton (2012), expert witness (California)

Fabela v. City of Farmers Branch (2011), expert witness (Texas)

Benavidez v. Irving Independent School District (2008, 2013), expert witness (Texas)

Benavidez v. City of Irving (2008), expert witness (Texas)

Avitia v. Tulare Local Health Care District (2008), expert witness (California)

U.S. v. City of Euclid (2007), election data consultant (Ohio)

Bexar Metropolitan Water District (2007), election data consultant (Texas)

U.S. v. City of Springfield, Massachusetts (2006)

U.S. v. State of Missouri (2006), election data consultant

U.S. v. City of Philadelphia and Philadelphia City Commission (2006), Pennsylvania

State of Georgia v. Ashcroft, (2004) election data consultant

Gomez v. Hanford Joint Union High School District, (2004) California

Sanchez v. City of Modesto, (2004), California

Governor Gray Davis v. Kevin Shelley, (2003) data analysis and declaration (California)

U.S. v. Alamosa County, (2002), expert witness (Colorado)

Cano v. Davis, (2002), election data consultant, (California)

U.S. v. City of Lawrence, (2000), expert witness (Massachusetts)

U.S. v. City of Santa Paula, (2000) voting rights litigation (California)

U.S. v. Upper San Gabriel Valley Municipal Water District, (2000) voting rights litigation (California)

U.S. v. Passaic (2000) voting rights litigation (New Jersey)

U.S. v. City of Lawrence, (1999) voting rights litigation (Massachusetts)

(Litigation Analysis, cont.)

Bonilla v. Chicago City Council (1992-1998), expert witness (Illinois)

Ruiz v. City of Santa Maria, (1992-1998), expert witness (California)

Garza v. County of Los Angeles, (1988-90), Constructed databases and designed remedial plans for Los Angeles County Supervisorial Districts

Redistricting with Tripepi Smith

By-district elections are becoming increasingly common in local government agencies throughout California. The California Voting Rights Act, passed in 2001, was the impetus for much of this change. Today, more than 300 local government agencies have districts of some form, and the number continues to rise as local government agencies are compelled to settle lawsuits or avoid legal battles.

About Tripepi Smith and Our Redistricting Team

Tripepi Smith is a team of 23 communications experts—robust enough to offer experienced and effective professionals for the job, yet small enough to be nimble and responsive. Tripepi Smith offers a spectrum of skills that allows us to match the appropriate resource to the task at hand, letting us execute faster and reduce engagement costs. These resources vary by both years of experience and core hard skills (public policy versus graphic design versus videography versus writing versus social media, for example).

Tripepi Smith is experienced in helping local governments execute community education and outreach initiatives for district formation and redistricting processes. We have worked extensively with agencies on their district public forums, created districting information portals and organized a conference on local redistricting for nearly 200 local government practitioners.

The combined talent of our policy experts, in-house design team and videographers delivers professional communications that make our clients proud and better inform the public about this complex process. Tripepi Smith has the skills and experience to help local governments implement successful outreach strategies for district formation and redistricting outreach. The team's skills and certifications range from excellent written communication skills to Tableau for data analytics to Google Ads to event planning and project management.

Tripepi Smith Redistricting Services

California State law has identified outreach as a core component of the redistricting process. The Tripepi Smith team can provide jurisdictions with some or all of the following services:

Project Management
Tripepi Smith can facilitate all project calls for this engagement and create a living agenda to manage the efforts and timing between the demographer, legal counsel, City and Tripepi Smith from the beginning of the outreach process to the map adoption.

In-Person Meetings
If possible with COVID-19 limitations, Tripepi Smith can coordinate with City staff to identify venues and dates to host in-person workshops and meetings to seek public feedback on new district lines and provide information on map-drawing tools. Tripepi Smith can devise an agenda, facilitate discussions, document community feedback and promote positive engagement around the process. Additionally, Tripepi Smith can provide graphic design services to create bilingual PowerPoint decks for the presentations and flyers for attendees. We can coordinate simultaneous translation with local partners.

Tripepi Smith can also facilitate recording the meetings and provide videos, with any relevant slides interspersed and closed captions. These videos would likely fulfill the requirement to post a summary of the meeting.

Virtual Meetings
Tripepi Smith can also coordinate and facilitate virtual meetings and workshops to seek public feedback and educate residents on map-drawing tools. Tripepi Smith can also work with City staff to promote the meetings and to leverage our identified outreach and advertising work to promote meeting participation. Our videographers can process recordings of the meetings to fulfill posting requirements.

Press Release/News Article for Website
Tripepi Smith can draft press releases on the jurisdiction's redistricting efforts and manage media relations to promote each step in the redistricting process reaches local and broad-reaching media.

Creation and Updates to Bilingual Redistricting Website
Tripepi Smith can create and maintain a bilingual redistricting website or subpages in coordination with the demographer. The website/pages would include resources for the community, including all required information about meetings and draft maps.

Social Media Support
Tripepi Smith can create bilingual copy and graphics for social media posts about the redistricting process, as well as boost posts (paid advertising) on Facebook and Instagram to help spread the word about meetings and solicit public commentary.

Get in touch with Tripepi Smith President Ryder Todd Smith (626.536.2173 | Ryder@TripepiSmith.com) to start planning.

PROFESSIONAL DEMOGRAPHICS CONSULTING SERVICES AGREEMENT

Pasadena Unified School District
351 S. Hudson Avenue
Pasadena, CA 91109
TEL: (626)396-3600

and

Davis Demographics & Planning, Inc.
11850 Pierce Street #200, Riverside, CA 92505
TEL: (951)270-5211 FAX: (951)270-5212

This Agreement is made by and between Davis Demographics & Planning, Inc., a California Corporation, (hereinafter referred to as "DDP") and the Pasadena Unified School District (hereinafter referred to as "DISTRICT") with reference to the following:

The DISTRICT has requested professional services in demographic/census data analysis and potential trustee area redistricting following each decennial census, as mandated by CA education Code 5019.5 in keeping with guidelines established by the California Voting Rights Act.

Therefore, it is agreed between the parties hereto, as follows:

SECTION ONE - SERVICES OF DDP

DDP shall perform consulting services and/or provide licenses to software products as outlined in Appendix A of this Agreement. Any additional work not specifically listed under Appendix A and requested by the DISTRICT will be performed at an agreed upon fee through an additional project authorization and shall be governed by the terms of this Agreement.

This Agreement will not take effect and DDP will have no obligation to provide services, until the DISTRICT returns a signed copy of this Agreement and furnishes payment of the initial Retainer Fee set forth in Section Six below.

SECTION TWO - PERIOD OF PERFORMANCE

Performance of consulting services outlined in Appendix A shall be on a one-time basis commencing upon the later date this Agreement is signed by both parties and extending through June 30, 2022. It is anticipated that the project work would begin in November 2021, shortly following the release of the new 2020 census data.

SECTION THREE - OBLIGATIONS OF THE DISTRICT

A) DISTRICT agrees that its employees will cooperate with DDP in the performance of services under this Agreement and will be available for consultation with DDP at reasonable times.

B) DISTRICT shall provide, at no cost to DDP, DISTRICT data which are requested DDP and required for providing the services of this Agreement.

C) DISTRICT shall aid DDP in obtaining data from other public offices or agencies, local business firms, and private citizens whenever such data is necessary for the completion of the work outlined in this Agreement.

SECTION FOUR - LIMITATIONS

A) DDP understands that time is of the essence in completing the work outlined in this Agreement. However, DISTRICT understands that DDP may be dependent upon the timely delivery of data from the DISTRICT as well as third parties and that all tasks may not be completed in the allotted time as may be specified in this Agreement, but will make all reasonable efforts to complete all tasks.

B) DISTRICT understands that the work performed by DDP is based upon the best information available to DDP at the time of rendering services. DISTRICT also understands that DDP makes no guarantees for these services and DISTRICT hereby agrees.

C) DISTRICT understands that the mapping databases and associated information licensed from third parties in the performance of this Agreement are detailed and complex products. DDP will make all reasonable efforts to bring these databases and products into compliance for accuracy standards within the industry, however DDP makes no warranties for these third-party data products and DISTRICT hereby agrees.

SECTION FIVE - GENERAL PROVISIONS

This Agreement is a contract for services including the licensing of any optional software. Software licensed as part of this Agreement is/are subject to the software license terms outlined in the Appendices of this Agreement.

All report formats and software application programs remain the property of DDP. The DISTRICT may make as many duplicates of any hardcopy maps and reports as may be deemed necessary for its business use. Unless clearly stated in this Agreement, due to various data licensing and copyright agreements, the DISTRICT does not receive automatic access or use of any internal data or GIS map data, other than the DISTRICT's own student record data provided to DDP. If data is made available and transferred to the DISTRICT, it is expressly understood that such data developed by DDP, and/or licensed from, an outside data provider is for DISTRICT internal use only, and may not be reproduced, distributed or released by the DISTRICT to any third parties without the written consent of DDP and the data provider.

DDP is acting as, and shall be considered, an independent contractor, and will be responsible for determining the sequence, method, details and manner in which it performs those services required under the terms of this Agreement. Nothing herein contained shall be construed as creating a relationship of employer and employee, or principal and agent, between DISTRICT and DDP or any of DDP's agents or employees. DDP assumes exclusively the responsibility for the acts of its employees or agents as they relate to the services to be provided during the course and scope of their employment. DDP, its agents and employees, shall not be entitled to any rights and/or privileges of DISTRICT's employees and shall not be considered in any manner to be DISTRICT's employees.

SECTION SIX - COMPENSATION

Twenty-five percent (25%) of the consulting contract amount is due as a Retainer Fee upon execution of this Agreement and will be invoiced by DDP and is payable before substantial work will commence. This fee is non-refundable indicating a commitment by DDP staff to be available to complete any work outlined or requested as part of the Agreement. Initial hours and expenses incurred will be applied to this Retainer Fee amount. Once the Retainer Fee has been reached, compensation to DDP shall be made at an hourly rate of $170.00 with a maximum fee for tasks to be completed as outlined in Appendix A.

DDP shall invoice DISTRICT on a monthly basis at which time such invoices shall be due and payable. DDP reserves the right to charge interest at the rate of 10 percent per annum, on the unpaid balance, compounded annually (to the extent permitted by the law) on any sums not paid within 90 days of the initial billing date.

Professional services tasks outlined in Appendix A and their associated fees are for estimate purposes only within the total scope of the Agreement—task fees are not individual maximum fees—DDP retains the right to shift fees between the tasks in order to complete the overall scope of work outlined in the Agreement.

If this Agreement is for multiple years, each additional year will be handled in the same manner as the first year, with the Retainer Fee of 25% of each year's contract amount invoiced and due on July 1st.

Any additional services not specifically outlined in this Agreement shall be invoiced at the hourly fee noted above. Any meetings not specifically outlined in this Agreement shall be invoiced at the hourly fee (inclusive of travel time to and from any meeting) plus any airfare and $275 per diem travel expenses (for overnight trips or any trips requiring air travel).

SECTION SEVEN - TERMINATION

It is understood and agreed that the DISTRICT may terminate this Agreement for the DISTRICT's convenience and without cause by giving DDP written notice at least thirty (30) days before the effective date of such termination. Upon termination, DDP shall:

1) Stop work under the Agreement on the date and to the extent specified in the Notice of Termination.

2) Transfer to the DISTRICT (to the extent allowed under Section Five of this Agreement) and deliver, in the manner, at the times and to the extent directed by the DISTRICT, the work in process on the effective date of the Notice of Termination.

3) Require Payment

   The amount due DDP upon receipt of termination notice shall be payment for all work completed including:

   a) The Retainer Fee (representing commitment of resources/personnel and lost opportunity for profit);

   b) payment at the hourly rate specified in this Agreement for all time spent over the Retainer Fee towards the performance of this Agreement up until the receipt of notice of termination;

   c) payment for all expenses incurred by DDP in the performance of this Agreement, including, but not limited to, mapping and other purchased or licensed data;

   d) in the case of a multiple year Agreement, additional Retainer Fees of 25% of the annual consulting contract amount for each year of the Agreement <u>not completed</u> shall be due, as an early termination convenience to compensate for commitment of staff, multiple year discount offered, and lost profit opportunity.

SECTION EIGHT – RENEWAL

If agreed to in writing by both parties no less than 30 days prior to the expiration of this Agreement, the Agreement may be renewed for the same period of performance (number of years as originally agreed to), for the same consulting services scope and fee as outlined in Appendix A, and under all of the same terms and conditions. Software licenses are subject to separate renewal as outlined in the software license agreements.

SECTION NINE – NONHIRE OF DDP PERSONNEL

It is hereby mutually agreed that the DISTRICT will not solicit for hire any current or former employee(s) of DDP's staff without the written permission of the President of Davis Demographics for a period of two years after completion of the services outlined in this Agreement, or any ongoing Agreements for services for additional work, whichever is later. In the event the foregoing provision is breached, liquidated damages equal to twenty-four (24) months of the employee's compensation plus any legal expenses associated with the enforcement of this provision shall be paid by the DISTRICT to DDP.

SECTION TEN - CONFIDENTIALITY

All communication and information obtained by DDP from the DISTRICT relating to this Agreement and all information developed by DDP under this Agreement are confidential. Should there be a need for DDP to maintain on its server(s) and/or other data storage media, personnel and/or student information protected by the Family Educational Rights and Privacy Act Regulations 34 CFR Part 99 (FERPA), DDP will take appropriate measures to ensure the security of said information and maintain its confidentiality according to applicable regulations. In addition, DDP acknowledges and agrees that, in the course of its Agreement with the DISTRICT, DDP will receive or have access to personal information. Personal information means information provided to DDP or to which access was provided to DDP by or at the direction of the DISTRICT in the course of DDP's performance under this Agreement that (a) identifies or can be used to identify an individual, including without limitation, names, addresses, or other unique identifiers or (b) can be used to authenticate an individual, including, without limitation identification numbers or other sensitive information. DDP shall comply with this Agreement in its collection, receipt, transmission, storage, disposal, use and disclosure of personal information under its control or in its possession and shall remain liable to the DISTRICT and to any other person whose personal information is under its control or in its possession. In recognition of the foregoing, DDP agrees and covenants that it shall: (a) keep and maintain all personal information in strict confidence using such degree of care as is appropriate to avoid unauthorized access use or disclosure, including but limited to security or data breach, malware intrusion or any other unauthorized access to such personal information; (b) shall not use, sell, rent, transfer or otherwise disclose or make available personal information for the benefit of anyone other than the DISTRICT; (c) at a minimum, DDP shall have in place safeguards for the protection of personal information which shall include limiting access to the DISTRICT information, securing business facilities, data centers, servers, back-up systems and computing equipment with information storage capability, as well as implementing network, database and platform security on computing equipment that are either owned by, used by or in the care or control of DDP.

SECTION ELEVEN - INDEMNIFICATION

Indemnification for Professional Liability Claims:

For liability arising out of professional services, DDP shall indemnify the DISTRICT, its officers and employees against liability for damages for which they may be liable to the extent such damages are actually caused by the negligent acts, errors or omissions of DDP, or any of its employees or subconsultant's (if applicable) negligent acts or omissions under this Agreement.

Indemnification for All Other Claims:

DDP shall hold harmless, defend and indemnify, for damages arising out of bodily injury, death and property damage, the DISTRICT, and the DISTRICT's officers and employees against all claims, demands, actions and suits (including reasonable post tender attorney's fees and costs) brought against any of them arising from DDP's work and or any of its subconsultant's work under this Agreement other than professional services.

As used herein, DDP's obligation to defend any indemnified party shall mean the obligation to reimburse the party pursuant to this provision for any costs and fees determined by the court to have been reasonably, necessarily and actually incurred by the DISTRICT in the defense of those claims specifically founded upon DDP's, its employees, or its consultants' negligence, but only after a final determination of liability.

SECTION TWELVE - DISPUTE

In the event of dispute, the parties agree to first attempt all reasonable efforts to resolve any disputes through good faith negotiation and/or mediation. If a reasonable settlement cannot be made, dispute determination shall be made in a court of competent jurisdiction in the United States county location where the project is located.

SECTION THIRTEEN – ENTIRE AGREEMENT

This Agreement contains the entire Agreement of the parties with respect to the subject matter hereof, and supersedes all prior negotiations, understandings or agreements, either oral or written prior to the execution of this Agreement.

This Agreement may be modified by subsequent agreement of the parties only by an instrument in writing signed by both parties.

THE PARTIES HAVE READ AND UNDERSTOOD THE FOREGOING TERMS AND AGREE TO EXECUTE THIS AGREEMENT BY THE SIGNATURES OF THEIR DULY AUTHORIZED REPRESENTAIVES BELOW.

Davis Demographics & Planning, Inc.

_____

Gregory H. Davis

President

November 11, 2021

Fed Employer #: 33-0759263

Pasadena Unified School District

_____
Signature

_____
Print Name

Title_____

Date_____

Billing Contact:

_____
Name

_____
Email

_____
Address

_____
City/State/Zip

Appendix A Consulting Services: Trustee Area Boundary Review

MANDATORY FIRST PHASE ***(per California Education Code 5019.5)***

Following the release of the 2020 Census data:

1) Input the new data onto the DISTRICT's current trustee area map;
2) Review for total population equality amongst the seven trustee areas to confirm whether or not the current map meets the population equality requirements within the permissible deviation of ten percent (five percent up or down) among areas.
3) Review CVAP data to determine whether population shifts and concentrations amongst protected classes warrant potential adjustments to the current map.
4) Present in open session to the Board* on the new census data and related impacts on the current trustee area map, including providing detailed demographic information on a DISTRICT-wide and per trustee area basis, including Total Population and Voting Age Population / Citizen Voting Age Population numbers for all protected classifications within each trustee area. **An open session presentation is recommended, but is not required under CA guidelines. So whether or not to have an open-session would be at the discretion of EUSD leadership. We recommend verifying this with legal counsel.*

POTENTIAL SECOND PHASE

If population or demographic shifts necessitate, or if the Board desires, adjustments to the current trustee area map:

5) Create 1-3 additional options for potential trustee voting area maps to be considered by the Governing Board that (i) comply with state and federal law and (ii) which take into account relevant community interest factors. In addition to preparing the draft trustee voting area maps, also provide the DISTRICT with detailed demographic information for each proposed plan, including Voting Age Population and Citizen Voting Age Population numbers for all protected classifications within each proposed trustee area.
6) Present at one or more additional Governing Board meetings regarding the newly proposed trustee area plan maps and make revisions to the draft revised trustee area plans based on comments received by the Board, as determined to be necessary, and
7) Assist with the filing of the revised voting area map with the local Registrar of Voters.

First Phase FEES (1-4): $9,900.00

Second Phase FEES (5-7): $19,000.00

☐ _____

Check the box and initial above for all Tasks 1-7* outlined above ($28,900)
PLEASE SIGN PAGE 5 of 6.

**It cannot be known at the outset of the project whether or not the second phase (items 5-7) will be necessary. Upon completion of the first phase, if the current Trustee Boundaries are determined to still meet current guidelines outlined in California Education Code 5019.5, then the second phase would be unnecessary and therefore no fees for the second phase would be required.*

***MEETINGS*: All meeting participation by Davis Demographics will be virtual (i.e. Zoom). There are not any in-person meetings offered under this contract.**

ARCBRIDGE CONSULTING & TRAINING INC.

ARCBridge Response to the Pasadena Unified School District (PUSD) RFP #06-20/21 for Redistricting Task Force Consultant Services

7/15/2021

2 PM PST

Pasadena Unified School District
351 South Hudson Avenue
Pasadena, CA 91109

21515 Ridge Top Circle, Suite 290 Sterling VA 20166 - www.arcbridge.com 703-834-6511 703-834-6514(f) Attn: Sam Mathur, sam@arcbridge.com

7/15/21

Section 1: Cover Letter

21515 Ridge Top Circle
Suite 290
Sterling VA 20166

Ilene Mehrez
Ilene Mehrez, Supervisor, Procurement & Contracts
Pasadena Unified School District,
Los Angeles County, California

Dear Ms Mehrez:
ARCBridge Consulting & Training, Inc. a Virginia based woman owned business corporation is pleased to offer its response to the Pasadena Unified School District (PUSD) Redistricting Commission for Redistricting Task Force Consultant Services. We are excited about this opportunity as we are currently working with the Los Angeles County Citizen Redistricting Commission (CRC) and have been selected by LAUSD for redistricting. We are also working with the San Diego Community College District for redistricting and in 2011, we had provided similar services to the San Diego Unified School District and many other jurisdictions across the country.

I, Sam Mathur, will be responsible for all contract negotiations. My contact information is given below. Please feel free to contact me directly with any questions. We look forward to the possibility of working with you on this project in the near future.
Sincerely,

Sam Mathur
sam@arcbridge.com
ARCBridge Consulting & Training, Inc.
21515 Ridge Top Circle
Suite 290
Sterling VA 20166
(703) 834-6511 (703) 834-6514 Fax
703-932-9749 (cell)

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Section 3: Required Certifications

Please See attached as separate PDF document

Section 4. Technical Proposal, and Price Proposal

ARCBridge has the technical expertise and the staff to complete the project as per the PUSD schedule. ARCBridge is currently working with LA County Citizens Redistricting Committee (CRC) and has been selected by the LA City Unified School District to provide demographer and redistricting support services.

Here is our understanding and proposed workplan.

Time Frame	Task	Task Details	Deliverables	Meetings
August	Award to ARCBridge			
August/Sept	Census Data Release	On-line Kick-off Meeting; Develop Project schedule; Redistricting Criteria; Data from PUSD; Virtually meet with RTF as required	1.Project Schedule; 2. Redistricting Process PowerPoints	Virtual Meetings twice a month
September/ October	Preliminary Data Report	Process Census Data and Prepare preliminary report and work on preliminary plan ideas; PUSD puts report on PUSD Redistricting website; virtually meet with RTF as required	3. Preliminary Data Report	Virtual Meetings with RTF
November	Receive input from Task Force and Community and prepare 4 plans	Use Community feedback and prepare alternate plans; Submit plans to RTF; PUSD puts plans on PUSD Redistricting website; virtually meet with RTF as required	4. 4 Alternate Plans with maps, reports, charts	Virtual/In -person Meeting
December	Receive input from community feedback	Receive input from community via RTF public meetings and emails		Virtual/In -person Meeting
January	Update plans based on community feedback; RTF to select one plan for Board Approval	Update the selected plan and create final report	5. Final Report	Virtual Meetings
January & February 2022	First and second Readings	Provide digital shapefiles; block equivalency files to LA County	6. Final shapefiles	Virtual/In -person Meeting

Redistricting Principles and Requirements

ARCBridge will prepare a PowerPoint presentation to describe the redistricting criteria, the redistricting process, community involvement and seek feedback from the RTF We will recreate the current districts with 2010 data to recreate the maximum deviation, ideal population to examine the 2011 districts.

The redistricting criteria typically used are as follows -

- Population Equality: All districts will be drawn such that they are as equal in population as possible. The maximum deviation will not be more than 10%.
- The districts shall be compact and contiguous. Use Census blocks as building blocks
- As per Voting Rights Act, Minority vote will not be diluted. Minority populations will be fairly represented such that the minorities will not be 'packed' into a district or 'cracked' into more than one district to dilute the minority voting power.
- Communities of Interest will be identified and all attempts will be made to keep them in one district as long as the population and other criteria are met.
- attempts will be made to avoid splitting neighborhoods, where possible, without violating the other requirements.
- And conform to the federal Voting Rights Act (VRA), California VRA and other local applicable laws

Meetings

ARCBridge has been using zoom/MS Teams for over a year now. These tools provide robust capabilities and the advantage of attending the meetings from the comfort of your home. We will provide virtual and in-person meetings as required and as permitted by local rules and regulations.

Process Census Data and Prepare Preliminary Data Report

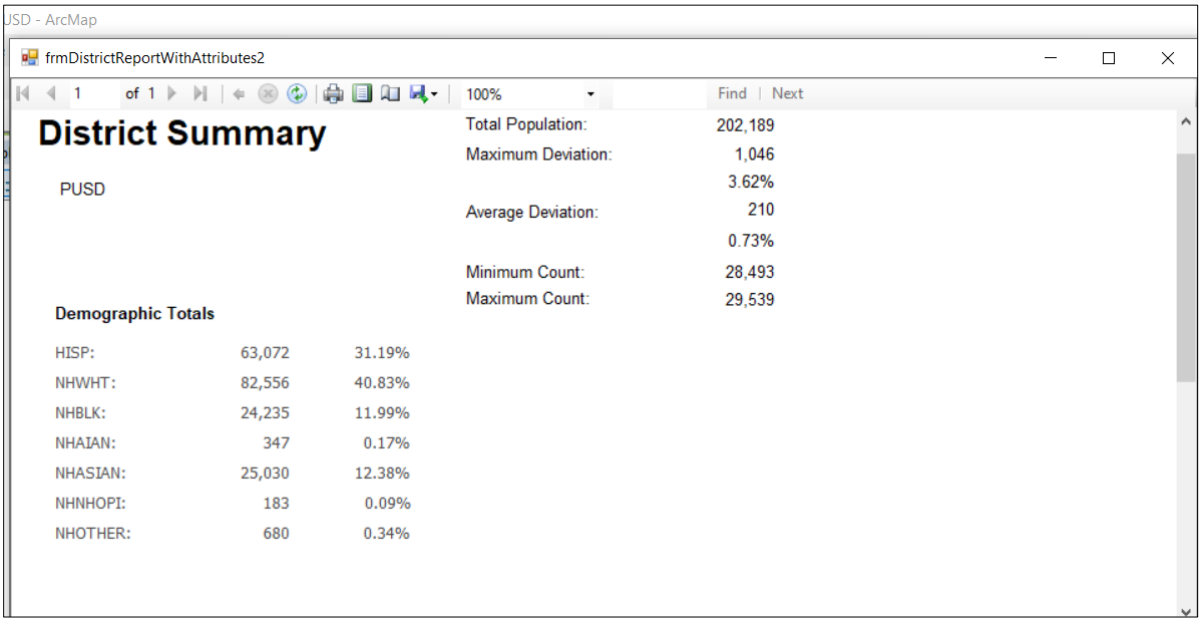
The 2020 PL94-171 demographic data is expected to be released in August/September 2021. Our team will download the file from the Bureau of Census website and process it to create a database with total and voting age population by race and ethnicity. The table below shows the variables that will be used for redistricting. We will download the block shapefile/file geodatabase and will process the PL94-171 data at the block level.

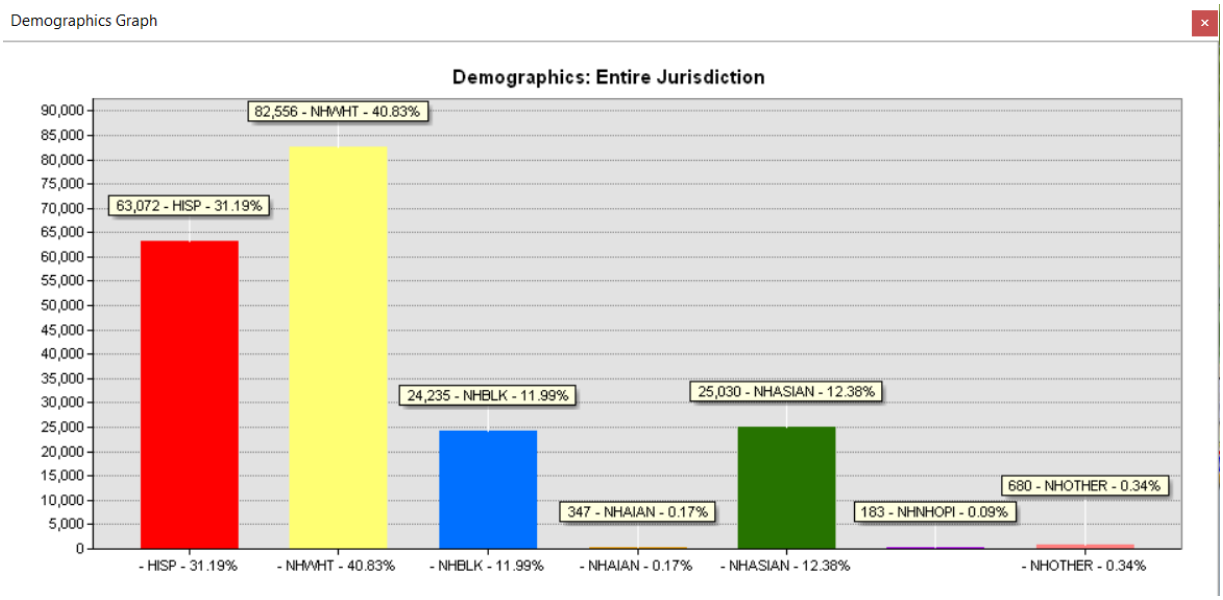
Total Population	Voting Age Population
Total Population	Total Voting Age Population
Hispanic	Voting Age Hispanic
Non Hispanic White	Voting Age White
Non Hispanic Black	Voting Age Non Hispanic Black
Non Hispanic Asian	Voting Age Non Hispanic Asian
Non Hispanic Hawaiian/Pacific Islander	Voting Age Non Hispanic Hawaiian/Pacific Islander

Non Hispanic Native Americans	Voting Age Non Hispanic Native Americans
Non Hispanic Other	Voting Age Non Hispanic Other
Non Hispanic Persons of 2 or more Races	Voting Age Non Hispanic Persons of 2 or more Races

We have already processed the 2010 data and have included examples. We will perform similar analysis and create similar reports.

ARCBridge will use its own redistricting software, DISTRICTSolv and ArcGIS to create alternate districts and prepare maps and reports.





District Summary

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District Summary

PUSD

District Count: 7
Total Population: 202,189
Maximum Deviation: 1,046
3.62%
Average Deviation: 210
0.73%
Minimum Count: 28,493
Maximum Count: 29,539

District	Name	Count	Optimum	Deviation	Deviation %
2	1	28,807	28,884	-77	-0.27%
	2	28,867	28,884	-17	-0.06%
	3	28,634	28,884	-250	-0.87%
	4	29,539	28,884	655	2.27%
	5	28,913	28,884	29	0.10%
	6	28,493	28,884	-391	-1.35%
	7	28,936	28,884	52	0.18%

Total Population by Race and Ethnicity

1	2	3	4	5	6	7
Population: 28,807	Population: 28,867	Population: 28,634	Population: 29,539	Population: 28,913	Population: 28,493	Population: 28,936
Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884
Deviation: -77	Deviation: -17	Deviation: -250	Deviation: 655	Deviation: 29	Deviation: -391	Deviation: 52
-0.27%	-0.06%	-0.87%	2.27%	0.10%	-1.35%	0.18%
HISP: 9,600	HISP: 4,681	HISP: 16,299	HISP: 14,749	HISP: 6,740	HISP: 6,940	HISP: 4,063
33.33%	16.22%	56.92%	49.93%	23.31%	24.36%	14.04%
NHWHT: 7,631	NHWHT: 18,307	NHWHT: 3,723	NHWHT: 7,899	NHWHT: 12,935	NHWHT: 14,577	NHWHT: 17,484
26.49%	63.42%	13.00%	26.74%	44.74%	51.16%	60.42%
NHBLK: 8,928	NHBLK: 1,827	NHBLK: 6,443	NHBLK: 3,086	NHBLK: 1,671	NHBLK: 911	NHBLK: 1,369
30.99%	6.33%	22.50%	10.45%	5.78%	3.20%	4.73%
NHAIAN: 65	NHAIAN: 37	NHAIAN: 51	NHAIAN: 46	NHAIAN: 49	NHAIAN: 58	NHAIAN: 41
0.23%	0.13%	0.18%	0.16%	0.17%	0.20%	0.14%
NHASIAN: 1,290	NHASIAN: 2,744	NHASIAN: 1,492	NHASIAN: 2,950	NHASIAN: 6,402	NHASIAN: 5,145	NHASIAN: 5,007
4.48%	9.51%	5.21%	9.99%	22.14%	18.06%	17.30%
NHNHOPI: 20	NHNHOPI: 69	NHNHOPI: 14	NHNHOPI: 20	NHNHOPI: 25	NHNHOPI: 20	NHNHOPI: 15
0.07%	0.24%	0.05%	0.07%	0.09%	0.07%	0.05%
NHOTHER: 144	NHOTHER: 107	NHOTHER: 72	NHOTHER: 87	NHOTHER: 107	NHOTHER: 85	NHOTHER: 78
0.50%	0.37%	0.25%	0.29%	0.37%	0.30%	0.27%

Yellow – Majority; Green – 2nd Majority

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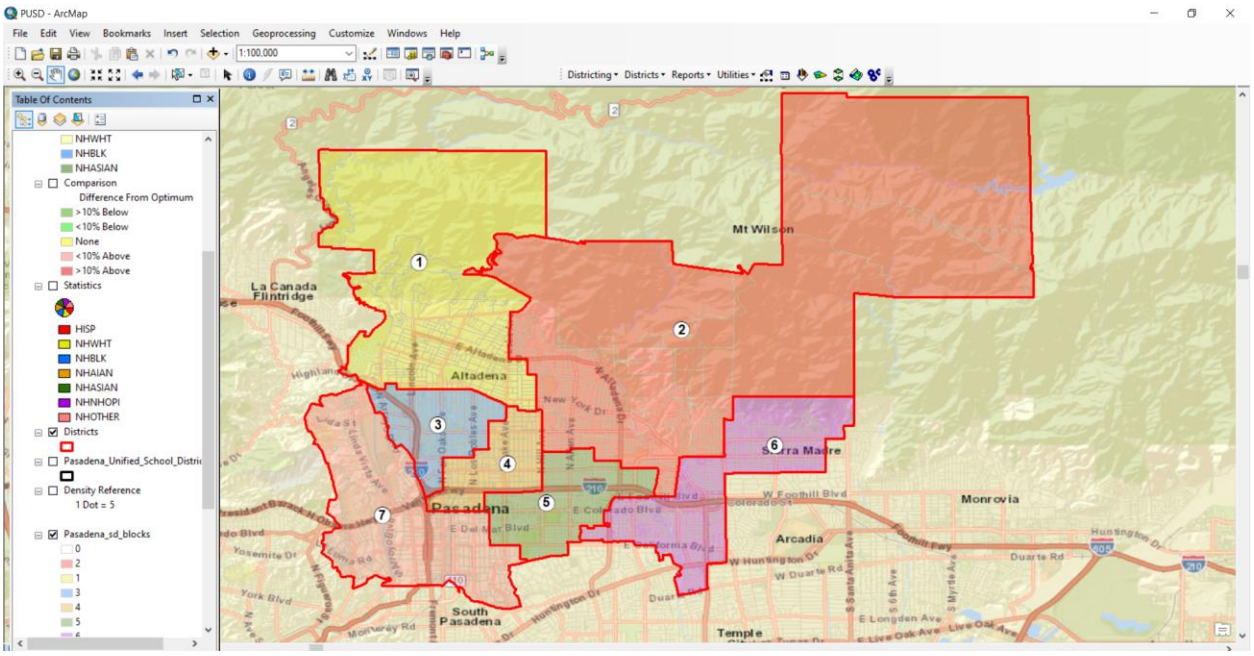
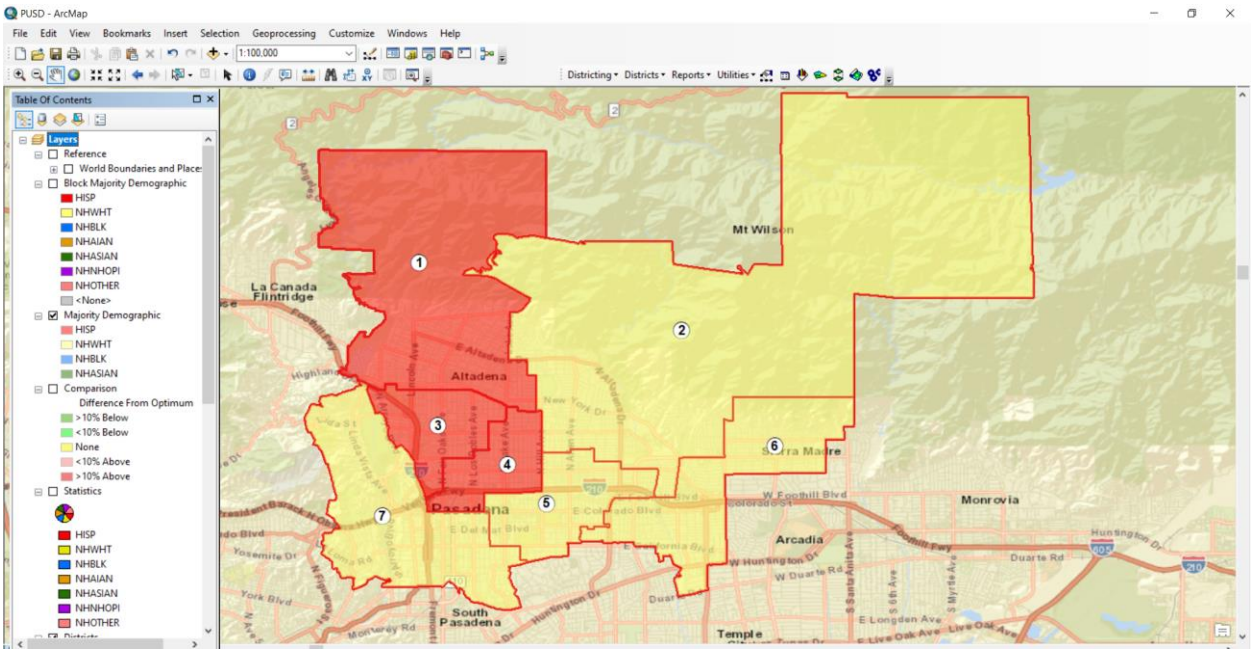
HISP18:	6,476	22.48%		
NHWHT18:	6,380	22.15%		
NHBLK18:	7,247	25.16%		
NHAIAN18:	47	0.16%		
NHASIN18:	1,092	3.79%		
NHNHOP18:	19	0.07%		
NHOTHR18:	105	0.36%		
NHP2RC18:	687	2.38%		
2	28,867	28,884	-17	-0.06%
HISP18:	3,301	11.44%		
NHWHT18:	15,181	52.59%		
NHBLK18:	1,513	5.24%		
NHAIAN18:	35	0.12%		
NHASIN18:	2,294	7.95%		
NHNHOP18:	48	0.17%		
NHOTHR18:	61	0.21%		
NHP2RC18:	583	2.02%		
3	28,634	28,884	-250	-0.87%
HISP18:	11,061	38.63%		
NHWHT18:	3,281	11.46%		
NHBLK18:	5,108	17.84%		
NHAIAN18:	42	0.15%		
NHASIN18:	1,314	4.59%		
NHNHOP18:	12	0.04%		
NHOTHR18:	53	0.19%		
NHP2RC18:	355	1.24%		

Voting Age Population



Current Districts

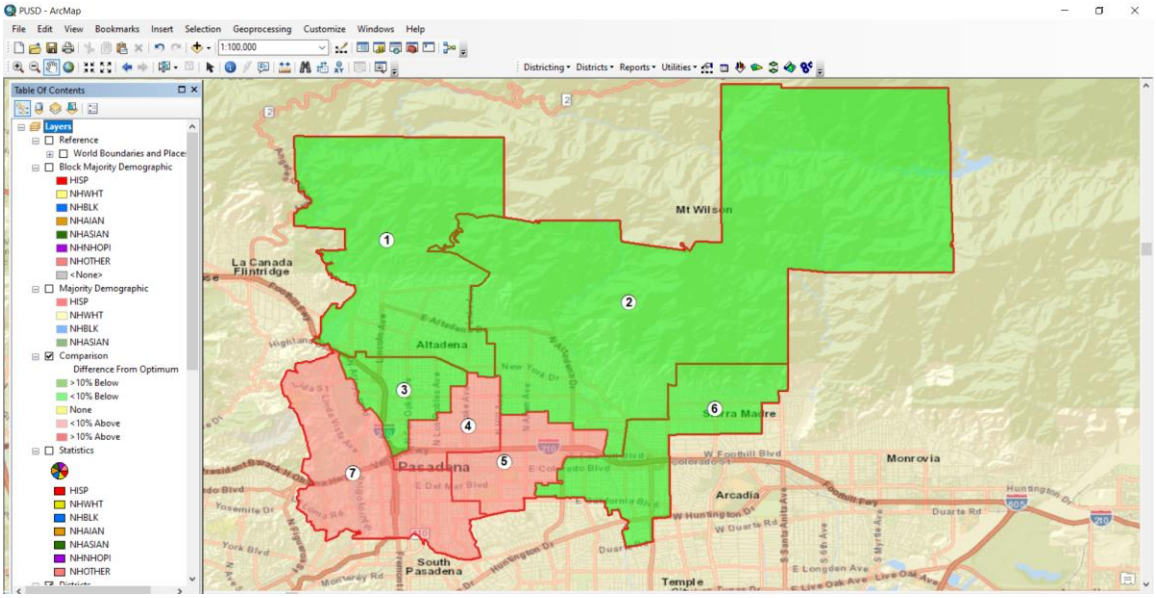


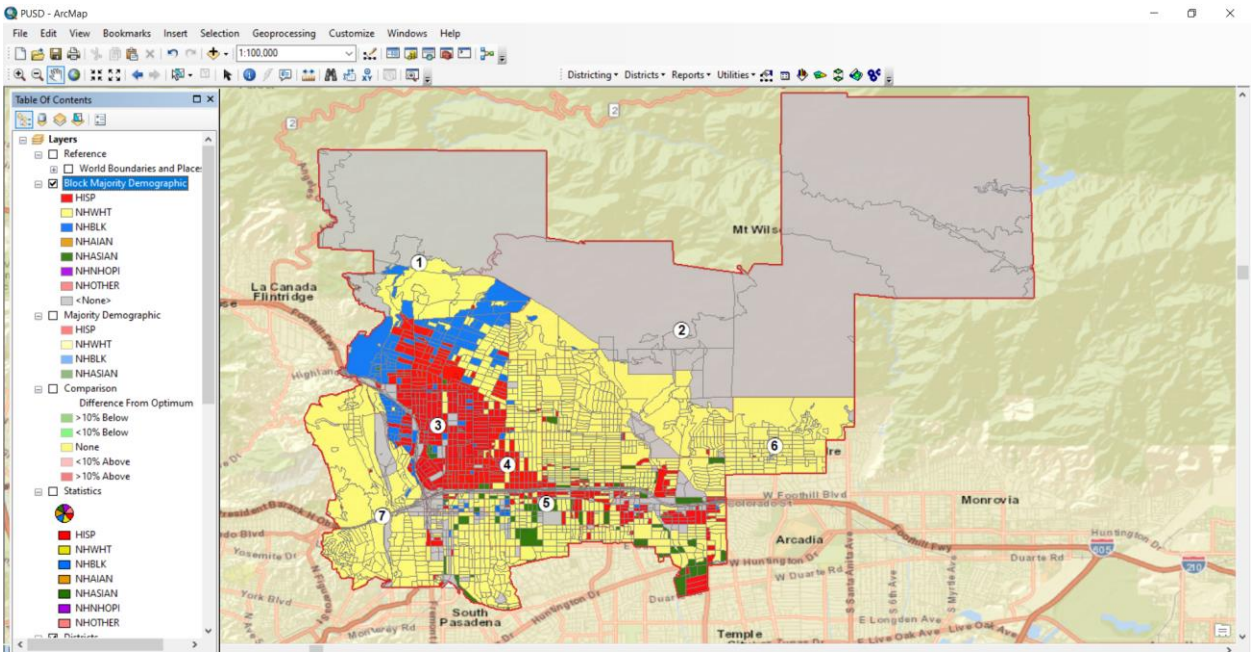
Majority Districts (Yellow – NH White, Red – Red)

4 Alternate Plans with maps, reports, charts

ARCBridge will create an AS-IS map using the 2011 districts with 2021 data to determine the changes that need to be made in the districts.

We will calculate the Ideal Population and create color-coded maps to determine the districts which have more than the ideal population (in red) and less than the ideal population in green as shown on the right-hand side map.





Adjusting the plans based on community feedback

ARCBridge will make the edits as required as long as the plans conform to the redistricting criteria.

Section 5. Statement of Qualifications and Experience

Incorporated in 1994, ARCBridge Consulting & Training Inc. (ARCBridge/ ARCBridge Consulting), a woman-owned business, with its headquarters in Sterling VA. ARCBridge has been involved with legislative redistricting and Census Bureau data since the 2000 census, while our staff has worked with the 1990 Census data as well. We have provided redistricting assistance nationwide to a wide spectrum of clients to include counties, special districts, State, Cities, and Schools.

ARCBridge has been using Esri GIS mapping products since 1997 and all our staff has experience working with ArcGIS family of products. Our principal and proposed Technical Manager, Ms. Priti Mathur, has a MS in Geography (Virginia Tech) with a concentration in Geographic Information Systems. She has over 25 years of experience working with census data and redistricting and 5 years' experience working at the US Department of Justice Civil Rights Division, Voting Section where redistricting plans are evaluated.

In 2011, ARCBridge provided redistricting services to many jurisdictions across the nation, including, the San Diego Unified School District (SDUSD) the County of Santa Barbara CA, City of New Haven CT, Orange County FL, City of East Providence RI and more. This year, ARCBridge will be working on Redistricting Projects for 2021 to include, the ***County of Los Angeles***, LA Unified School District, Miami-Dade, FL and more.

ARCBridge has already started to work with the County of Los Angeles Citizens Redistricting Commission. We are very familiar with the County data and among other layers have looked at the demographic composition of the current school district boundaries.

ARCBridge team is very excited about this opportunity as we have been very successful in completing these projects in record time, attending on-site/virtual community meetings/public hearings and producing and evaluating several plans for the redistricting committee/task force to review. We were not local to any of these jurisdictions but with our experience with the census data and redistricting process in general, we were able to achieve less than 1% deviation between districts. We worked very closely with the client personnel to accomplish their local redistricting goals and fulfill the Federal and state requirements by law while addressing the local community needs as brought forth in the community meetings.

All work will be performed at our Sterling Offices. We will attend on-site meetings as well as zoom meetings to complete the project in time. ARCBridge does not propose to use any subcontractors. ARCBridge will use desktop ArcGIS and our DISTRICTSolv extension to ArcGIS to perform all the tasks as listed in the RFP.

As discussed in Section 4, ARCBridge will assign a very knowledgeable team to the project. The team has over 10 years of working on Redistricting projects. Our team will process the Census data as soon as it is released. We will use our very own DISTRICTSolv to create maps and reports. Our team will support the Redistricting Task Force, attend virtual and as much as possible in-person meetings. Here are the details about our team and its experience.

Key Personnel

ARCBridge will assign the following team to the project. All proposed members are ARCBridge Employees or consultants.

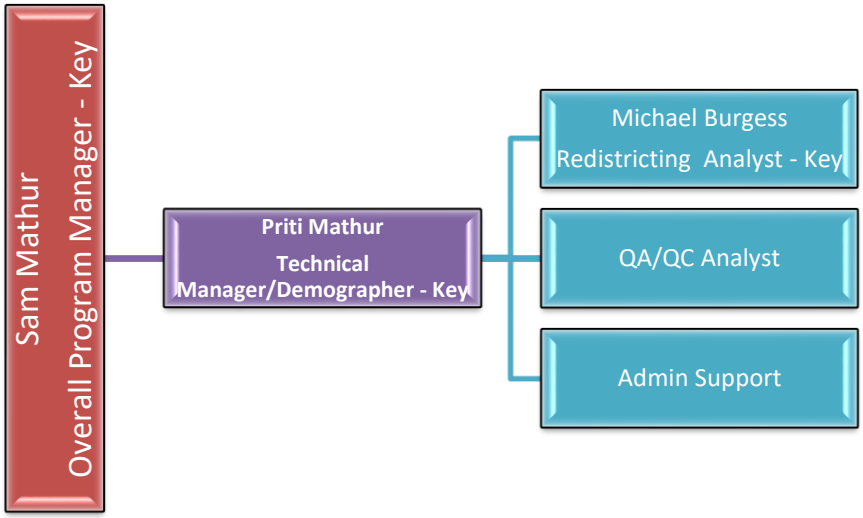


Figure 1 - Team Organization

Mr. Sam Mathur is a Principal at ARCBridge Consulting. Mr. Mathur has a MS. in Information Systems from Virginia Tech and has over 25 years of management and technical experience. Mr. Mathur has successfully managed most of ARCBridge projects over the last 20 years. Mr. Mathur will serve as the overall Program Manager. He will be responsible for all contractual matters. He has the overall responsibility for staff allocation, schedules, and responsibility to complete the project accurately on-time and within budget.

Ms. Priti Mathur is a Principal at ARCBridge Consulting. She has over 30 years of GIS consulting, application development and Database experience. She has extensive experience working with Census demographic and spatial data, leading the ARCBridge team in a nation-wide Metropolitan Areas delineation project conducted for the Bureau of Census, Population Division. Ms. Mathur has worked for over 5 years at the Department of Justice (DOJ), Civil Rights Division where she worked with DOJ Attorneys in helping them assess the redistricting plans submitted by jurisdictions. Ms. Mathur has presented several papers at professional conferences. She holds a Masters in Geography from Virginia Tech, Blacksburg, VA (1989). Ms. Mathur will lead the redistricting effort as ARCBridge's Technical Manager. All ARCBridge staff will be reporting to her. Ms. Mathur will be the technical point of contact. She will attend meetings, gather input and prepare and present alternate redistricting proposals.

Mr. Michael Burgess has over 10 years of experience in processing Census data, using ArcGIS 10.x and developing maps and reports. He will assist in processing the Census block files, PL94-171 data, preparing plans, maps and reports. He has assisted Ms. Mathur with all the redistricting projects in 2011 and the school and city redistricting projects from 2011 – 2020.

We have built-in time for quality control of data and administrative tasks.

ARCBridge REDISTRICTING EXPERIENCE

ARCBridge Employees have been working with Census data and redistricting since 1990. This is their 4th cycle of redistricting –

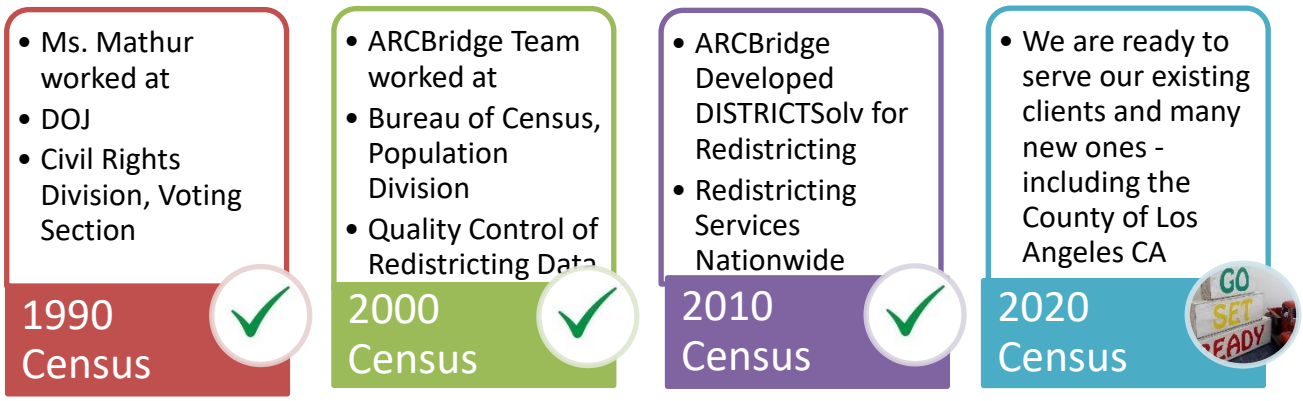


Figure 2 - Redistricting Experience

After 1990 Census, our proposed technical manager worked on-site at the Department of Justice, Civil Rights Division, Voting Section where she assisted attorneys in using GIS, Esri tools, PL94-171 data to evaluate the plans for Voting Rights Act compliance.

After 2000 Census, the ARCBridge team was processing Census pre-release data and creating applications at the Bureau of census, population Division for state representatives to review the data for their states.

For 2010 Census, our team developed DISTRICTSolv, our very own redistricting toolset within the ArcGIS framework. DISTRICTSolv was used by ARCBridge and several jurisdictions including the County of Santa Barbara CA for redistricting. ARCBridge provided redistricting services to several jurisdictions as described below.

For 2020 Census, ARCBridge is ready with its experienced team, hardware, software and spatial data from the Bureau of Census. The spatial data was released in February while the PL94-171 data release has been delayed due to the pandemic. This redistricting data, usually released in April, will now be released in August (in legacy format) and September 2021 (in a more user-friendly format. ***ARCBridge provides the advantage of getting an early start on the data as we have the tools to process data in legacy format***.

ARCBridge has worked with several counties, cities and towns and have drawn their council districts. Listed below are jurisdictions where we have drawn council districts, worked with the public, commission and city departments. We have provided training on redistricting

requirements and collected community feedback on creating alternate redistricting plans. We have worked with diverse stakeholders and assisted them in coming to terms with the inevitable changes in supervisory districts.

1. Project Details – City of New Haven Redistricting 2011-2012

a) Project Name - Redistricting of City of New Haven Wards

b) Project Scope Summary-

ARCBridge worked with the City Council of New Haven to update their 30 wards. With Census 2010, the population had shifted and the current wards had over 60% Maximum deviation. ARCBridge presented more than four plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. We attended four community meetings and several on-line WebEx meetings with the committee. The council unanimously voted on the final plan in May 2012. ARCBridge developed an alternate plan to create a new district in the eastern side of the city and eliminate a low-population district on the west side of the city. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

The City of New Haven is very diverse in population with minorities concentrated in different parts of the city. The community feedback was very helpful in identifying communities of interest. The meetings were held in different parts of the city. As consultants, we presented the redistricting requirements, software, as-is plan so the community. The community wanted to do what-if scenarios and try different ways of drawing the districts and see the impact. We used ArcGIS and our DISTRICTSolv to do live what-if scenarios.

c) Dates when the project was performed – 2012

d) Project costs - $30,000.00

e) Proposer's role and responsibilities in the project – Prime Contractor. Our team was led by Ms. Mathur

f) Proposer's performance on delivering the project on schedule and on budget – ARCBridge completed the project within the client's schedule and budget.

g) Proposer staff members who worked on the project; - Ms. Priti Mathur, Mr. Sam Mathur, Mr. Michael Burgess, Ms. Thien Nguyen

h) Client name, reference, and contact info –

Albert Lucas, Director of Legislative Services
165 Church St. New Haven CT
203-946-6483
alucas@newhavenct.gov

2. Project Details – San Diego Unified School District Redistricting of Trustee Areas

a) Project Name - Redistricting of San Diego Unified School District Board Areas
b) Project Scope Summary-

ARCBridge worked with the San Diego unified School District to update their districts after the 2010 Census. ARCBridge presented more than four plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. We attended four community meetings and several on-line WebEx meetings with the committee. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

The community feedback was very helpful in identifying communities of interest. The meetings were held in different parts of the District. As consultants, we presented the redistricting requirements, software, as-is plan so the community. The community wanted to do what-if scenarios and try different ways of drawing the districts and see the impact. We used ArcGIS and our DISTRICTSolv to do live what-if scenarios.

ARCBridge provided full redistricting services to include –

- Data preparation and processing
- Redistricting Training & Criteria
- AS-IS Plan (current districts) and 4 alternate plans
- Prepared maps and reports for each plan
- Attended public meetings; presented at the meetings
- Gathered community feedback; revised alternate plans based on feedback
- Recommended a final plan to the school board
- Created final electronic maps and district shapefiles

c) Dates when the project was performed – 2011
d) Project costs - $40,000.00
e) Proposer's role and responsibilities in the project **–** Prime Contractor. Our team was led by Ms. Mathur
f) Proposer's performance on delivering the project on schedule and on budget **–** ARCBridge completed the project within the client's schedule and budget.
g) Proposer staff members who worked on the project; - Ms. Priti Mathur, Mr. Sam Mathur, Mr. Michael Burgess, Ms. Thien Nguyen
h) Client name, reference, and contact info –

Bernie Rhinerson – Chief of Staff SDUSD (now at SD Community College) - brhinerson@sdccd.edu

Roy MacPhail, Director (now retired)
Instructional Facilities Planning Department
Office of the Deputy Superintendent, Business
Now serving as a Redistricting Commissioner at the City of San Diego
wrmacphail@gmail.com

3. Project Details - Stafford County Public Schools (SCPS)

a) Project Name - Redistricting of Elementary School Attendance Areas-2019

b) Project Scope Summary-

ARCBridge team was led by Ms. Mathur and performed all the tasks listed below -

- Understanding and implementation of redistricting criteria, school capacity and applying them for balancing elementary school enrollment
- Used current enrollment to create AS-IS scenario to determine areas of growth/negative growth
- Used our own DISTRICTSolv, an ArcGIS extension to create plans/scenarios and generate the enrollment for new plans/boundaries
- Presented the redistricting process to the public, explained AS-IS scenario and prepared alternate plans
- Attended SCPS organized Town Hall Meetings, School Board Meetings, Board Work Sessions and Public Hearings.
- Facilitated community interaction/participation by setting up communication tools like a dedicated email account for community feedback; Added a Facebook Page for community communication
- Aggregated the community concerns in an excel spreadsheet and forwarded to the SCPS planning office
- Created reports, E-size maps of proposed plans which were then posted online by SCPS staff.
- Created PowerPoint presentations
- For more information, please visit ***bit.ly/SCPS_ES_2018***

c) Dates when the project was performed – Fall of 2018 – Spring 2019

d) Project costs - $60,000.00

e) Proposer's role and responsibilities in the project **–** Prime Contractor. Our team was led by Ms. Mathur

f) Proposer's performance on delivering the project on schedule and on budget **–** SCPS requested additional alternate plans and required additional meetings. ARCBridge completed the project within the client's schedule and budget.

g) Proposer staff members who worked on the project; - Ms. Priti Mathur, Mr. Sam Mathur, Mr. Michael Burgess, Ms. Lesley Romero

h) Client name, reference, and contact info –

Dr. Scott Kizner, Superintendent
Stafford County Public Schools Elementary School Redistricting
31, Stafford Ave, Stafford VA
540-658-6620
kiznersr@staffordschools.net

Other Clients

Our clients span from Alaska to Florida and California to the East Coast. Some are listed below:

Recent/Current Clients

County of Los Angeles – Demographic Services CA
San Diego Community College District CA
County of Miami Dade FL
City of Dallas TX
City of Parkland FL
Orangeburg County School District SC
Strafford County Public Schools VA

2011 Clients

***City of New Haven CT*--** ARCBridge worked with the City Council of New Haven to update their 30 wards after 2010 Census. ARCBridge developed several plans for the City Council including an alternate plan creating a new district in the eastern side of the city and eliminating a low-population district on the west side of the city. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

San Diego Unified School District– ARCBridge provided redistricting assistance to the San Diego Unified School District for their school board. We have processed their data, developed 5 alternative plans, have attended their public hearings and the committee selected one of the plans with less than 1% deviation. The plan was then presented to the board and was unanimously accepted.

County of Santa Barbara, CA – ARCBridge has assisted the County of Santa Barbara in creating their districts. ARCBridge processed the PL94-171 data and the TIGER shapefiles and provided them with a ready to use data sets. ARCBridge provided them with DISTRICTSolv extension and training in redistricting principles and creating their districts using total population and other demographic variables.

Golden Triangle Planning and Development District, Inc. MS– ARCBridge is supporting the redistricting services provided by the Golden Triangle Planning and Development District in MS. We provided DISTRICTSolv software for redistricting. ARCBridge processed the PL94-171 data and the TIGER shapefiles and provided them with a ready to use data sets for Choctaw, Clay, Noxubee, Oktibbeha, Webster, and Winston counties. ARCBridge provided them with DISTRICTSolv extension and training in redistricting principles and creating their districts using total population and other demographic variables.

Metropolitan Community College MO– The MCC is made of 12 school districts and 4 counties. ARCBridge compiled the data and held three public meetings to gather input on how the 3 alternative plans will be drawn. The meetings were scheduled in July and August 2011. All work was done using PL94-171 census demographic data and TIGER shapefiles within the ESRI ArcGIS framework. The committee voted on one of the plans as their final districts. The final plan was accepted by the MCC Board. ARCBridge provided large E-Scale maps and walking descriptions for each district.

City of Pawtucket, Rhode Island- ARCBridge assisted the City in redrawing their districts based on the Census 2010 population. We provided them with an initial report based on existing

districts and then created alternative plans. We then attended public meetings to help them select a plan which met the goals of the City and the Voting Rights Act of 1965.

Boone County MO – ARCBridge is assisting Boone County MO with their voting districts and registered voter files. As each precinct boundary is adjusted, the voter registration file is updated with the new district information. The updated voter registration file is exported in a text delimited file, which is then imported into their voter database.

Other clients supported by ARCBridge are –

Client Name	Services Provided	Census 2010 Population
Brownsville Independent School District	Evaluation of Capacity and School Attendance Areas	183,229
City of Newport RI	Redistricting and Reprecincting	24,672
City of East Providence RI	Redistricting and Reprecincting	47,037
City of Central Falls RI	Redistricting and Reprecincting	19,376
Smithfield RI	Redistricting and Reprecincting	21,430
Boone County MO	Redistricting and Reprecincting	162,642
Davidson County TN	Redistricting Software & Service	626,681
Jefferson County CO	Reprecincting	582,881
Campbell County VA	Redistricting Software & Service	54,842
Bedford County VA	Redistricting Software & Service	68,676
Nelson County VA	Redistricting Software & Service	15,020
Roanoke VA	Redistricting Software & Service	92,376
City of Baltimore MD	Redistricting Software & Service	620,961
Clinton County MI	Redistricting Software & Service	75,382
Franklin County VA	Redistricting Software & Service	56,159
Greenwood County SC	Redistricting Software & Service	69,661
City of Newport News VA	Redistricting Software & Service	24,672
Kenai Peninsula AK	Redistricting Software & Service	55,400
Orange County FL	Redistricting Software & Service	1,145,956
Rockingham County VA	RedistrictingSoftware & Service	76,314
City of Augusta-Richmond County GA	Redistricting Software & services	195,844
Gloucester County VA	Redistricting Software and Services	36,858
Prince Edward County VA	Redistricting Software and Services	23,368
York County Public Schools	Redistricting of Elementary Attendance Areas	68,280

Resumes

Resume of Ms. Priti Mathur, ARCBridge Technical Project Manager/Demographer

EDUCATION

M.S. Geography with concentration in GIS, 1989, Virginia Polytechnic & State University

EXPERIENCE

ARCBridge Consulting & Training, 1997 - present

Ms. Mathur, President of ARCBridge Consulting & Training Inc. founded the company to provide state-of-the-art GIS services to federal, state and local governments. Ms. Mathur has over 30 years of experience in data analysis and GIS. She has been leading GIS efforts at ARCBridge; Ms. Mathur spent over 5 years at the Department of Justice, Civil Rights Division, Voting Section assisting attorneys analyze plans submitted to DOJ for preclearance.

SELECTED PROJECTS

- ***Los Angeles County Redistricting Services – 2021***
- ***Miami Dade County Redistricting Services – 2021***
- ***Stafford County Public Schools VA – Redistricting 2018-2019***
  Attended public meetings, gathered community feedback, developed alternate plans for elementary attendance areas; attended school board meetings; prepared electronic maps and reports for the community meetings and school redistricting website; presented the alternate plans to the School Board and the community and assisted the board in selecting the final plan.
- ***City of Parkland FL – Redistricting 2019***
  Worked with the City Clerk, community to draw council districts. Used parcel layer to estimate the population, used census data, developed alternate plans, had virtual meetings with the city staff and prepared maps and reports.
- ***Brownsville ISD TX – School Enrollment and Assessment of Attendance Areas – 2020***
  Worked with the school planning staff; analyzed capacity utilization of elementary, middle and high schools; identified schools that are currently over capacity; generated enrollment forecast by schools and recommended changes to balance the school enrollment; made presentations to the school board and prepared maps and reports.
- ***York County Public Schools VA- Balancing Elementary School Boundaries - 2016-2017***
  Worked with the school staff to prepare alternate boundaries for school attendance areas; prepared enrollment forecast; presented to the school board; prepared electronic maps and reports.
- ***Redistricting for the City of New Haven CT – 2012***
  Attended public meetings; meetings with the Board of Aldermen; processed census data; generated alternate boundaries for the 30 wards in the city; followed the redistricting requirements; collected community feedback to create 3 alternate plans;
  Redistricting for the City of East Providence RI, City of Newport RI, San Diego USD, Metropolitan Community College Kansas City MO and many more
- ***Developed DISTRICTSolv for Redistricting – ArcGIS-based tool***
- ***Census Count Review: (1999 – 2004):*** Managed a team to successfully analyze the Census 2000 data. Worked with a team of Census experts to develop and apply measures of evaluation of Census 2000 Counts. The model was applied to short form variables and then to long form variables. This was the first time GIS was used in conjunction with data

processing tools like SAS to evaluate the spatial distribution of population counts. The comparison datasets used were Census 2000 Estimates and Claritas estimates.

- ***New York City Homeless Census**:* ARCBridge used the New York city street files and study areas to determine the best routes for census enumerators.
- ***HUD Colonias Study:*** Priti led the Colonias Project for HUD. ARCBridge made field visits to the counties on US-Mexico border to collect data on Colonias. The states covered in the study were New Mexico, Arizona and California. Colonias data was matched to census tracts.
- ***Census Urban Area Delineation study**:* Until 2000, Urban Areas were delineated using semi-automated procedures and delineation was subjective based on the analyst. Census Bureau wanted to develop a model where various predefined conditions were used to model the process. The urban areas started with urban cores defined by population density by block. The definition process worked with blocks, Street files and demographic data. The model was extremely complicated but ARCBridge under the leadership of Ms. Mathur completed the project in time. Urban areas were then created for 1990 to create comparable areas.
- ***Census Metropolitan Area Study**:* Metropolitan areas are created using counties as building blocks. Ms. Mathur worked with the Census Researchers to generate the model, and then developed routines so that the model could be run for a given area. 1990 Census data was processed. The Journey-to-Work was processed so that it could be used. The project was done using ArcView.
- ***Evaluation of Racial Discrimination by Police Officers**:* Managed the data analysis effort; Geocoded Police Traffic Violation data; assigned the geocoded data to census blockgroups; assessed the racial composition of the census areas in study, compared the ratio of tickets to minorities with the ratio of minorities in the area. The study was done for the Department of Justice. It involved working with Census demographic data, census geographic data, and GIS Analysis.

Northrop Grumman (Originally Sylvest management Systems, Lanham MD) 1991 - 1997

- ***NASA Congressional Districts Database Development**:* Managed the conversion of USPS zip+4 files into Arc/Info coverages which were spatially overlaid on congressional districts coverage to create a nation-wide database of zip+4 with congressional district information.
- ***US Department of Justice Redistricting Data Analysis**:* Worked with Census PL94-171 data to evaluate the redistricting plans submitted by jurisdictions. PL94-171 data was processed at all block, blockgroup, tract, place, MCD and county summary levels. TIGER Line files were processed to create corresponding census geography boundary files. ARC/INFO and ArcView was used on UNIX machines.

Greenhorne & O'Mara Engineering Firm in Greenbelt MD (1989-1991)

- ***Federal Emergency Management Agency (FEMA):*** Automated the conversion of the Census

PUBLICATIONS /PRESENTATIONS:

- "Implementation of a Large Scale GIS at the U.S. Department of Justice for Redistricting Analysis", Presented at the Twelfth Annual Esri User Conference, Palm Springs, CA., June 1992. The paper is published in the 1992 proceedings.
- "Delineating Metropolitan Areas using commuting data, for the year 2000", Presented at the Twelfth Annual Towson GIS Conference at Baltimore Convention Center, May 1999.

Resume of Mr. Michael Burgess, Redistricting Analyst

EXPERIENCE

ARCBridge Consulting & Training, 2004 - present

Mr. Burgess is a GIS Analyst/Technician at ARCBridge Consulting. He has over 10 years of experience working with ArcGIS 10.x., DISTRICTSolv, Network Analyst, COGO, Spatial Analyst and more. He has worked on several ARCBridge Projects.

Mr. Burgess has worked on some notable projects listed below -

- San Diego Community College District 2021
- Los Angeles County CRC 2021
- Orangeburg County School District 2020
- Brownsville ISD 2020
- Stafford County Public Schools – 2018-2019 – developed reports and maps
- City of Parkland FL – Redistricting
- Brownsville ISD – Student Enrollment
- York County Public Schools Redistricting – developed data, maps and reports
- City of Philadelphia (2010 – present) Created a time and distance model for Fire Response Analysis for the City of Philadelphia Fire Department
    - Created a database in SQL Server to import 911 data for analysis for the City of Philadelphia (PA) Fire Department PA. - present
    - Developed tools to model what-if scenarios for the city.
- Supported Fauquier County Fire Department with Response Planning and Analysis.
- BLM Project (2016) - Creating a File Geodatabase of Right of Way for BLM – using ArcGIS 10.3.1 and COGO extensions, working with pdf case files, drawings, aerial imagery, legal descriptions, survey documents and more. Using COGO extension as needed. The Right of Way is granted to oil & Gas Companies.
- Worked on FRA Datasets and updated the network database using Rail lines and Freight Stations.
- Created the Master Address Repository for the District of Columbia (Washington DC) government; (Used ArcGIS and Oracle). Used Parcel layer and Pictometry data; Used Imagery to locate addresses - 2004 – 2005.
- Aligning the Fire Response Areas to the Parcels for Fairfax County (VA) (Used ArcGIS, Aerial imagery, Parcel and other layers) 2006
- Creating a Geodatabase for Redistricting for the City of New Haven CT (Used ArcGIS) Created a Metes and Bound description of New Council Districts. (2012)
- Developed map template for Jefferson County CO and supported the county with creating precincts and description
- Created a workflow and provided assistance to Jefferson County CO for realigning their precincts based on 2010 Census.
- Created a nationwide database of Citizen Voting Age population from American Community Survey using population tables and TIGER Line files
- Created a Geodatabase for ARCBridge product clients across the country

Additional Data

Examples of draft maps provided to the public for comment to the City

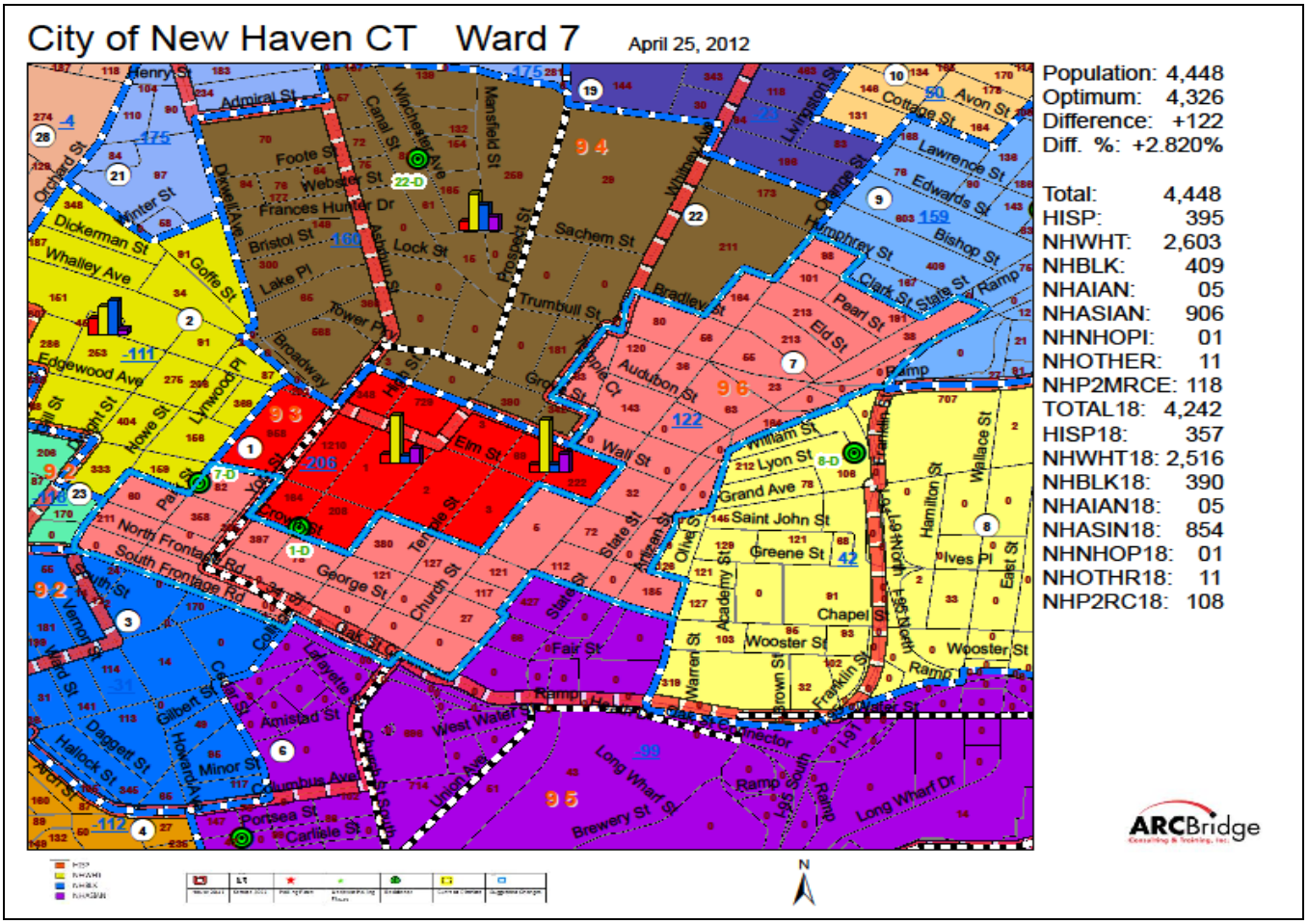


Figure 3 - City of New Haven - Draft Maps for Public Comment

Examples of final maps approved by the jurisdiction

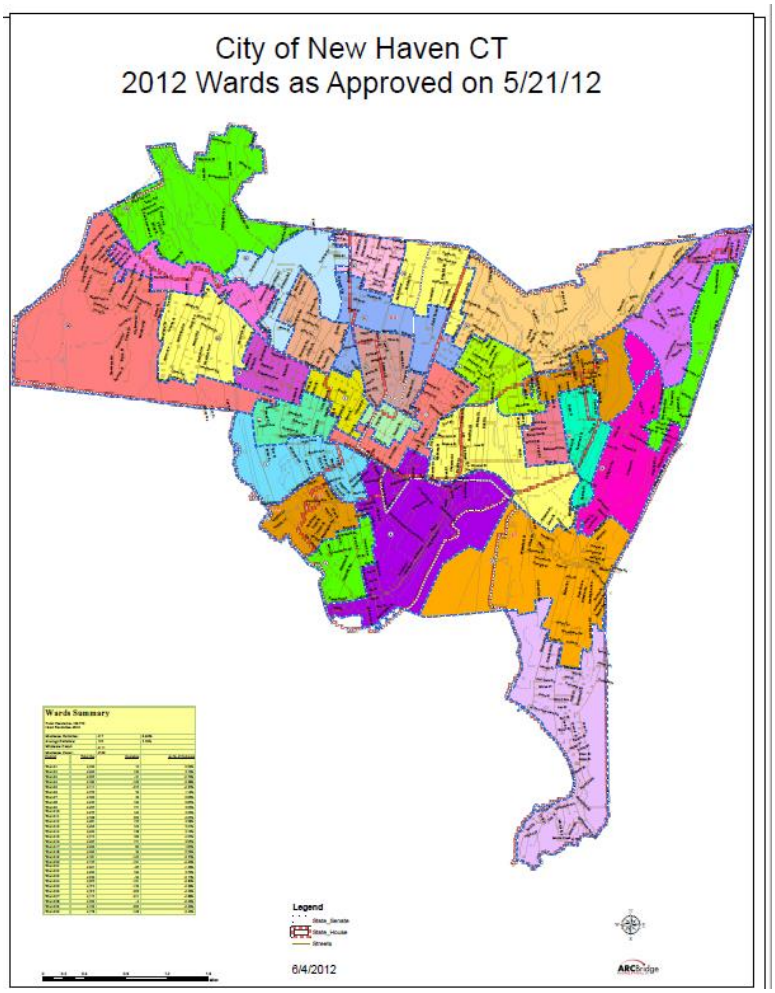


Figure 4 - City of New Haven - Final Large-Scale Map

	A	B	C	D	E	F
1	blockid	wardid				
2	090091401001005	1				
3	090091401001015	1				
4	090091401001016	1				
5	090093614011000	1				
6	090093614011001	1				
7	090093614011002	1				
8	090093614011003	1				
9	090093614013003	1				
10	090093614013007	1				
11	090093614022004	1				
12	090093614022005	1				
13	090093614022006	1				
14	090093614022007	1				
15	090091407002000	2				
16	090091407002001	2				
17	090091407002002	2				

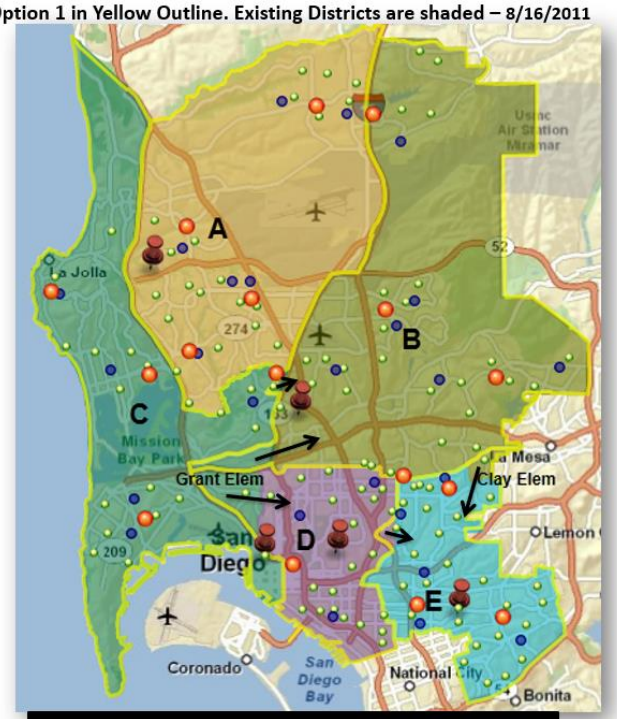
Sheet1 Sheet2 Sheet3

Ready

Figure 5 - Block-Equivalency File

Examples of draft maps provided to the public for comment to SDUSD

Option 1 in Yellow Outline. Existing Districts are shaded – 8/16/2011



Deviation for Option 1 – 0.50%, Ideal Population - 202867

	A	B	C	D	E
Option1	202388	202602	203258	203400	202685

Elem in Green; Middle in Blue; High in Red; Push Pins are Trustee Residences

Option 1 as created in the RAC Meeting on 8/16/11

8/17/2011

District Summary

SD_Demo_1

District Count: 5
Maximum Deviation: 1,012 0.50%
Average Deviation: 370 0.18%
Minimum Count: 202,388
Maximum Count: 203,400

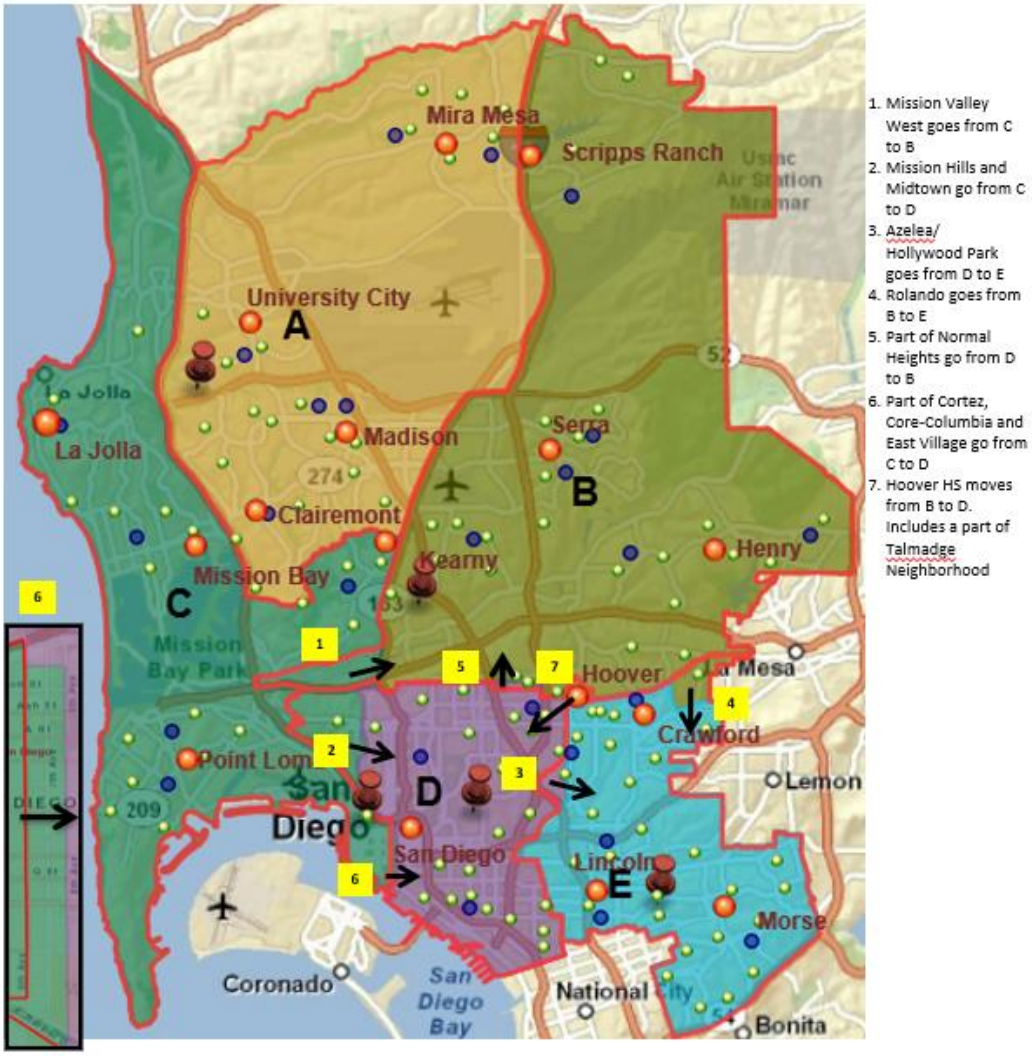
District	Load	Optimum	Deviation From Optimum: Deviation	Deviation From Optimum: As % of Optimum
A	202,388	202,867	-479	-0.24%
B	202,602	202,867	-265	-0.13%
C	203,258	202,867	391	0.19%
D	203,400	202,867	533	0.26%
E	202,685	202,867	-182	-0.09%

	Hisp	NHWHT	NHBLK	NHASIAN
A	15.19	49.00	2.99	27.86
B	16.40	61.96	5.37	11.08
C	15.50	69.28	2.85	8.44
D	45.55	37.69	7.90	5.47
E	45.36	12.44	17.11	21.09

Figure 6 - Draft Option Plans and Data

San Diego Unified School District - Boundary Adjustment Option5

As Adopted by the Redistricting Advisory Committee on 9/1/2011



Deviation for Option 5 – 0.9%, Ideal Population - 203058

	A	B	C	D	E
Option5	202388	203141	202867	204208	202687
	-670	83	-191	1150	-371

Elem in Green; Middle in Blue; High in Red; Push Pins are Trustee Residences

Figure 7 - Draft Option Plans with Explanation of Changes

Testimonials

CITY OF NEW HAVEN
BOARD OF ALDERS
OFFICE OF LEGISLATIVE SERVICES

165 Church Street, New Haven, CT. 06510
Phone (203) 946-6483, Fax (203) 946-7476
Email alucas@newhavenct.gov

Albert E. Lucas
Director

NEW HAVEN
All-America City
1998

To Prospective ARCBridge Redistricting Customer:

I am pleased to offer my reference for ARCBridge. I can do so without hesitation based on the work they did in 2012, when ARCBridge worked with the New Haven Board of Alders to update their 30 ward boundaries based on 2010 PL94-171 data..

With Census 2010, the population had shifted, and our wards had over 60% Maximum deviation. We engaged ARCBridge to assist in rectifying this. The ARCBridge team attended several in-person and on-line community meetings and created and presented more than three plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. ARCBridge also developed an alternate plan to create a new district on the eastern side of the city and eliminate a low-population district on the west side of the city.

ARCBridge then used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data to present the Board of Alders with 3 final plans. One of which was adopted and serves us to this day.

Based on this experience I highly recommend that you contract them. The ARCBridge team exceeded our expectations complete their work for us in our scheduled timeframe and budget and can do the same for you.

Best Regards,
Albert E. Lucas
Director, Legislative Services

RE: Here is the new districts map Inbox ×

Rhinerson Bernie <brhinerson@sandi.net> Thu, Sep 15, 2011, 4:48 PM
to me, Macphail, Sam

Priti

Thanks for this final map.

Again it was a pleasure working with you. Thanks for the excellent service, expertise and responsiveness during this project.

Bernie Rhinerson

Scott R. Kizner, Ph.D.
Superintendent

Stafford County Public Schools

STAFFORD COUNTY PUBLIC SCHOOLS

31 Stafford Avenue
Stafford, Virginia 22554-7246
Phone: 540-658-6000
www.staffordschools.net

Office of the Superintendent

SCHOOL BOARD
Holly Hazard, Chair
Irene Hollerback, Vice Chair
Dr. Sarah Chase
Patricia Healy
Susan Randall
Dr. Elizabeth Warner
R. Pamela Young

August 5, 2020

Dear Prospective ARCBridge Redistricting Customer:

ARCBridge provided redistricting services for elementary school attendance areas for Stafford County Public Schools in 2018-2019.

ARCBridge staff processed the student enrollment and enrollment projection data to create plans to identify school areas that required adjustment. ARCBridge conducted public information meetings to gather feedback from the community, created alternate plans to meet the needs of the community, and met the requirements of the school board's redistricting criteria. With the goal of collecting community feedback, large scale maps were posted on Stafford County Public Schools website and communication tools (email and Facebook) were established. The ARCBridge team met with our school board and community, presented the alternate plans, and listened to feedback, which was used to draw and edit alternate plans.

The ARCBridge team exceeded our expectations and the project was completed within our scheduled timeframe and budget. If you have any questions, please contact me.

Sincerely,

Scott R. Kizner, Ph.D.
Superintendent

August 7, 2020

RE: Letter of Recommendation for ARCBridge to Provide Redistricting Services

To Prospective ARCBridge Redistricting Customer:

ARCBridge provided redistricting services to the City of Parkland, FL in 2019.

- ARCBridge has worked with the Census Blocks and PL94-171 data.
- ARCBridge used population estimates derived from parcel database for the City of Parkland. The team used ArcGIS, DISTRICTSolv, and Census geography to create alternate plans.
- ARCBridge worked with the City Commission, Mayor, and City Clerk to draw the alternate plans.
- ARCBridge presented the plans at the Commission meetings and prepared maps, reports, and alternate boundaries.
- ARCBridge used ArcGIS-based DISTRICTSolv for creating alternate plans.

The ARCBridge team met our expectations and the project was completed within our scheduled timeframe and budget.

If you would like to speak further regarding ARCBridge, please feel free to contact me directly.

Regards,

Nancy Morando

Nancy Morando
City Manager
nmorando@cityofparkland.org
954-753-5040 x 4123

CITY OF PARKLAND – OFFICE OF THE CITY MANAGER
6600 University Drive | Parkland, Florida 33067 | Office: (954) 753-5040 | Fax: (954) 341-5161
www.cityofparkland.org

Community Engagement Experience

ARCBridge has attended public meetings, created hand-outs, created PowerPoint presentations, developed agendas, maps and reports for the website. Here are some links to our coverage of public meetings and maps –

https://www.newhavenindependent.org/index.php/archives/entry/east_rock_dont_make_us_wooster_square/

https://issuu.com/yaledailynews/docs/0420issuu

https://fredericksburg.com/news/local/stafford-public-schools-offers-preview-of-elementary-school-redistricting-process/article_a4690fd0-95c7-5c9f-9c91-422b6b27e815.html

https://fredericksburg.com/news/local/stafford-school-board-to-consider-three-new-redistricting-plans/article_d1bd697c-92ef-5eb3-93d2-b8d6989b27c5.html

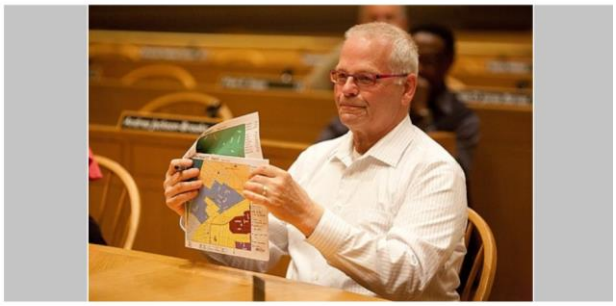
Ward 9—with the exception of the Ward 8 intrusion—follows the natural boundary of the lower East Rock neighborhood, Giampietro (pictured) said. If Bradley Street were separated, "we'd lose that continuity."

Michael Wilson lives in Ward 8 at the corner of East Rock's Pearl and Pleasant streets. "I always get confused which ward I'm in," he said. "It's this gerrymander issue where we really are part of Ward 9 but we're in Ward 8."

First to speak was Lisa Siedlarz (pictured), who lives at 53 Pearl St. She considers herself an East Rocker, but her home is located in a three-block spur protruding from the north slope of Ward 8, which otherwise consists largely of the Wooster Square neighborhood.

"We're so separated from the rest of Ward 8," Siedlarz said. "It's frustrating."

She said it can be difficult to get the help she needs from her alderman, Mike Smart, since he's more focused on Wooster Square.



Ward 9 neighbors Donald Harvey (pictured) and Cynthia Chegwidden spoke up in favor of eliminating the notching of Ward 9 by Ward 8. "Lisa [Siedlarz] is our block watch captain" but can't participate in the neighborhood in other ways because she's part of a different ward, Chegwidden said.

Ward 1 likely to expand eastward

BY NICK DEFIESTA
STAFF REPORTER

Aldermen are struggling to determine the shape of New Haven's wards ahead of a fast approaching deadline.

A special committee of the Board of Aldermen considered three different ward maps at a Thursday evening meeting at Roberto Clemente Leadership Academy, the latest in a series of meetings held in an effort to equalize populations across the city's wards.

The committee was unable to come to a consensus during the meeting, and if they do not agree upon a final ward map by May, the redistricting project will be taken out of their hands — and into Mayor John DeStefano Jr.'s.

By city charter, the Board must redraw lines between the city's 30 wards every decade, based on updated U.S. Census population figures. In redrawing the wards, aldermen must

SEE **REDISTRICTING** PAGE 4

NICK DEFIESTA/CONTRIBUTING PHOTOGRAPHER

At a special committee meeting Thursday evening, aldermen failed to achieve consensus on changes to ward boundaries necessitated by the city charter.

Other References

1. Gayla Hartsough Ph.D. | Executive Director

Los Angeles County Citizens Redistricting Commission
http://redistricting.lacounty.gov
ghartsough@crc.lacounty.gov
Other Contact Information:
KH Consulting Group, 1901 Avenue of the Stars, Suite 200, Los Angeles CA 90067
KH website: www.KHConsultingGroup.com
((310) 203-5417 | Ê(310) 203-5419 | gayla@khcg.com

2. Metropolitan Community College Kansas City MO

Cindy Johnson
Board Services Manager/Special Assistant to the Chancellor
Metropolitan Community College
Office: 816-604-1010 ; 816-604-1011
3200 Broadway, Kansas City, MO 64111
Cindy.Johnson@mcckc.edu | www.mcckc.edu

Services - ARCBridge provided full redistricting services to include –
Data preparation and processing
Redistricting Training & Criteria
AS-IS Plan (current districts) and 4 alternate plans
Prepared maps and reports for each plan
Attended public meetings; presented at the meetings
Gathered community feedback; revised alternate plans based on feedback
Recommended a final plan to the school board
Created final electronic maps and district shapefiles

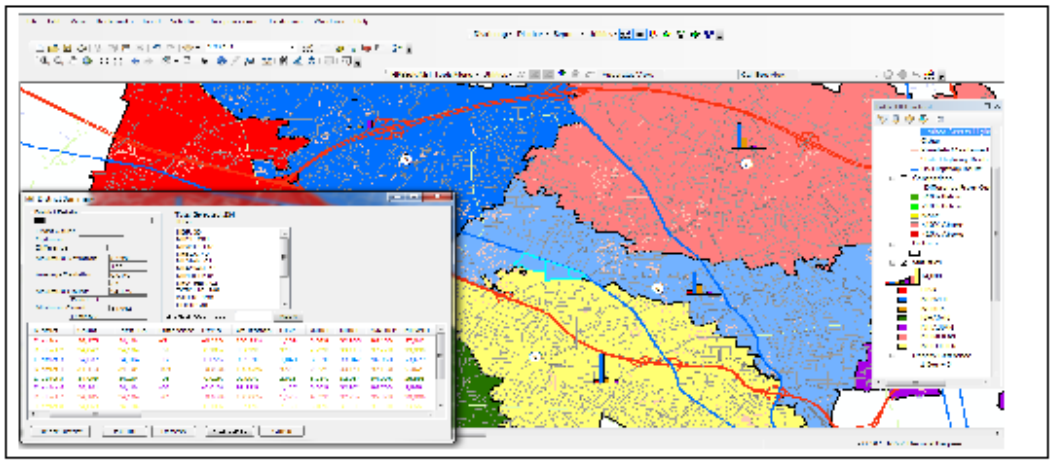
Redistricting Software Experience – DISTRICTSolv and ArcGIS

Our DISTRICTSolv has been used by our clients across the country. Here is information about its functionality.

DISTRICTSolv

ArcGIS Extension for Redistricting
Creates Districts, Precincts, School Attendance Areas, Planning Areas, Service Areas and more

DISTRICTSolv



Key Features of DISTRICTSolv

- Create any number of Plans
- Create Plans based on existing plans
- Automatically create districts
- Import Plans
- Use any polygon base layer
- Merge plans
- Save edits to Plans
- Save Snapshots of plans and revert to a snapshot
- Rename Plans, Rename Districts, Delete Districts
- Create New plans based on the control field which could be total population, total voting age population
- Add political data
- Perform What-If Analysis – interactively move blocks from one district to another and see the impact of the change- see the statistics change
- Use default colors or user-specified colors for districts
- Create plans based on a base map
- Export Plans as Block-Equivalency files/KML
- Use census geography and additional layers
- Select features by using Point, line, poly selection tools
- Select features using other layers
- Use the District Summary dialog to display information about the districts, max deviation, ideal population & more
- Add additional demographic data at any time.
- Draw or select features to create Community of Interest (COI)Areas
- Choose to keep the COI together
- Import COI from another layer
- Create Reports of Communities of Interest
- Add comments/notes about the plan.
- Lock Districts/mark them as complete
- Highlight districts <> ideal pop
- Identify unassigned areas
- If unassigned areas are islands in districts, automatically assign them to districts
- Allow the user to interactively fix the unassigned areas
- Identify non-contiguous areas
- Show majority demographic
- Create charts/bars
- Compare two plans
- Compute area, perimeter, population density, length-width, convex hull ratio, Reock, Polsby-Popper, tests of compactness.
- Create Map Books, Reports in pdf/text files
- Works with ArcGIS 10.x

Excellent client Support
Email, phone & web support
Please call for a web demo

Phone: 703-834-6511
priti@arcbridge.com
sam@arcbridge.com
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ARCBridge

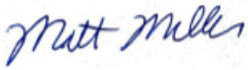
Testimonials for DISTRICTSolv

To Prospective ARCBridge/DISTRICTSolv User:

Roanoke Valley-Alleghany Regional Commission used ARCBridge's software – DISTRICTSolv for our redistricting efforts in 2011. We have used the software for redistricting efforts in Alleghany County, Craig County and the City of Covington. DISTRICTSolv is an ArcGIS extension and works with ArcGIS 10.x. We were very satisfied with the product as it provided all the redistricting functionality in an easy-to-use Graphic User Interface that works within the familiar ArcGIS environment. It allowed us to prepare and refine multiple redistricting options.

ARCBridge also provided ready-to-use Census geography files with PL94-171 data and the software generated all the reports and maps that we needed. It saved us countless hours of work and I recommend DISTRICTSolv.

Regards,



Matt Miller, 540-343-4417 mmiller@rvarc.org

To prospective ARCBridge DISTRICTSolv users:

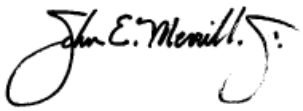
Albany County, NY used ARCBridge's software DISTRICTSolv for their redistricting efforts in 2011. DISTRICTSolv is an ArcGIS extension and integrates very well with ArcGIS 10.x.

We were very satisfied with the product, as it provided all the redistricting functionality, we needed in an easy-to-use Graphic User Interface that works within the familiar ArcGIS environment.

Also, ARCBridge provides ready-to-use U.S. Census geography data with PL94-171 data and their program was able to make all the reports and maps that we needed.

Best of all, though, was the personal and friendly technical support we received whenever it was needed.

I liked using the program and highly recommend DISTRICTSolv for your use.



John Merrill