

*SANTA YNEZ COMMUNITY SERVICES DISTRICT*

**MEMORANDUM**

**TO:** Board of Directors  
**FROM:** Loch Dreizler, General Manager  
**DATE:** August 17, 2022  
**SUBJECT:** Consideration, selection and approval of professional services for redistricting

**Recommendation**

Discuss and approve the At-Large Elections Committee's consultant recommendation, Plan West Partners, Inc.,

**Policy Implications**

The Request for Proposals (RFP) indicated that the final selection will be made by the Board of Directors.

The Board passed and adopted Resolution No. 22-06 on March 18, 2022, to change from its current at-large election method to a district-based election method under which the candidate must reside within an election district that is a divisible part of the District's jurisdictional boundaries and is elected only by voters residing within that election district.

**Fiscal Implications**

The proposal from Plan West is \$18,000 as outlined in the attached. The committee also considered a 15% contingency (\$2,700) for a total estimated cost of \$20,700.

**Alternatives Considered**

None

**Discussion**

The committee, comprised of Director Jones and Redfern met with the General Manager on July 28, 2022, to discuss two proposals, one from Plan West Partners, Inc., and the second from the National Demographics Corporation.

The committee evaluated the proposals as outlined in the RFP – generally on the following criteria, which were non-exclusive and not weighted or prioritized:

- A) Demonstrated understanding of the service requested
- B) Prior experience in the performing similar work
- C) Qualifications of the firm and assigned individuals
- D) Methodology and scope of the proposed work
- E) Fees charged and cost-effectiveness of the proposed service
- F) Reference check and general professional reputation

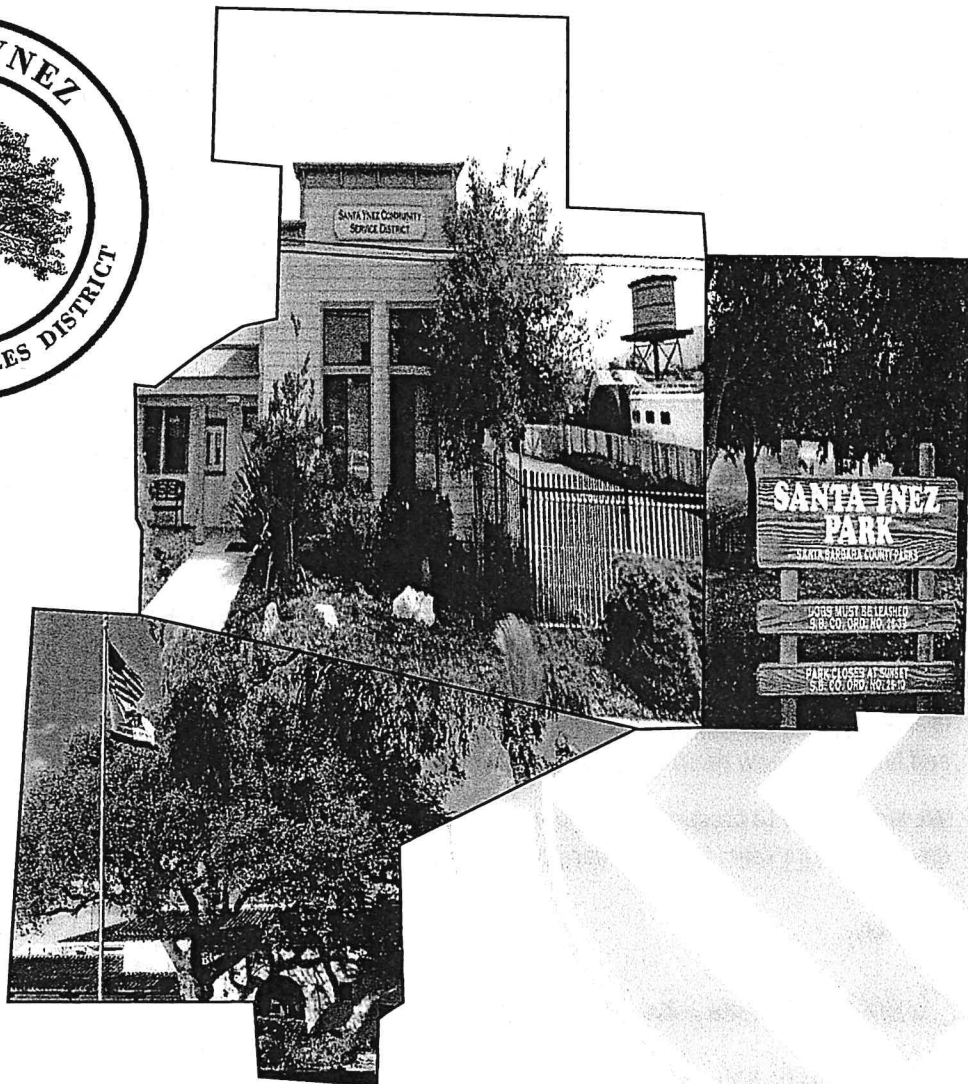
**Discussion Continued**

The committee recognized that while both proposers were qualified and fulfilled the requirements of the proposal to provide demographic services, that Plan West's proposal offered an excellent methodology and scope of the proposed work.

Attachment(s):

1. Plan West Partners, Inc.
2. National Demographics Corporation

*Proposal to Assist*  
**Santa Ynez Community Services District**  
*with*  
**Demography Services**



**PLANWEST**  
PARTNERS, INC.

1125 16<sup>th</sup> Street, Suite 200  
Arcata, CA 95521  
(707) 825-8260



Wendy Berry, Secretary/Treasurer  
Santa Ynez Community Services District  
P.O. Box 667  
Santa Ynez, CA 93460-0667

June 30, 2022

**RE: Demography Services for Creation of District Divisions**

Planwest Partners Inc. proposes to provide demography services for the Santa Ynez Community Services District (SYCSD) to support the creation of district divisions. Moving from at-large to by-division elections is a practical step that will help provide a voice to District customers who may feel underrepresented and ensure District compliance with the California Voter Rights Act (CVRA). The process of creating these divisions involves detailed analysis of the demographics within the District that takes into consideration already established communities, protected class members, and overall population. Planwest is committed to providing SYCSD with division boundaries that provide equal representation of its customers on the District Board.

Planwest offers experience working with special districts and school districts throughout California. Through our extensive work with Local Agency Formation Commissions from San Diego to northernmost Del Norte County, we have become familiar with the wide range of services that special districts provide. We have also seen how important it is to have a balanced board that can fairly and adequately represent all residents within a district. This allows the board to effectively lead and provide a high quality of service to its customers.

The development of district divisions will involve ample public outreach to help determine the established communities within the District and where residents think boundaries should be drawn to better represent their needs. Our team has proven facilitation skills that allow us to convey often complex data in a manner that is easy to understand. This will allow area residents to feel well informed about the districting process and hopefully allow them to provide meaningful feedback during public meetings.

We are pleased to present this proposal for demography services. Our proposal is a firm offer for a ninety-day period. Our team looks forward to discussing this proposal with you further.

Sincerely,

*Colette Santsche*

Colette Santsche AICP, Principal Planner and Partner  
Planwest Partners, Inc.  
707.825.8260,  
[colettem@planwestpartners.com](mailto:colettem@planwestpartners.com)  
1125 16th Street, Suite 200  
Arcata, CA 95521

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## Project Understanding

### *Santa Ynez Demography Services - Districting*

Santa Ynez Community Services District was established as an independent special district in 1971 under community services district law according to Government Code §61000, et. seq. The District primarily provides wastewater and streetlighting services and also contract operations for wastewater treatment and recycled water. The District is governed by a five-member Board of Directors that is currently elected at-large from within the District boundary.

Many special districts are moving away from at-large to by-division elections. By creating compact, contiguous, electoral divisions with equal populations, the District can help ensure that communities throughout the District have a voice on the Board.

Planwest Partners Inc. has a strong understanding of the process to transition from at-large to by-division and the criteria used to evaluate population counts to determine where electoral division boundaries should be created in order to provide an equitable representation of customers for each division. Having over two decades of experience with GIS analysis, demographic analysis, and database management, our team has the expertise to draft and revise maps for consideration by the Santa Ynez CSD Board.

Our team works closely with special district staff and boards to establish boundaries that meet the State and Federal Voting Rights Act and traditional districting principles, including the following:

- Be composed of contiguous territory
- Be geographically compact
- Preserve identifiable communities of interest
- Be bounded by natural and/or man-made boundaries

Through the districting process, boundaries will be set based on input from the community during a series of community meetings and on 2020 Census population counts to an acceptable deviation range (10% is the typical deviation standard). This is done to ensure that one division does not have substantially more population in it than other and allows for a fair and equitable representation of all persons within the District as a whole.

Planwest Partners is committed to providing demography services for creation of district divisions as indicated in the RFP.

## Firm Overview

### *Planwest Partners Inc.*

Planwest Partners is a professional services consulting firm located in Arcata, California. Established in 1997, Planwest provides community, land use, environmental, economic, and transportation planning services. We are committed to working collaboratively with our clients and the community to deliver outcomes that promote sound growth, economic sustainability, and environmental stewardship.

Planwest is a California "C" corporation, small business that expanded ownership to include two employees, Vanessa Blodgett and Colette Santsche, in addition to founder George Williamson. As of January 1, 2021, Vanessa and Colette have combined majority company ownership, making Planwest a women-owned business. Planwest has assisted city, county, regional, and tribal governments; transportation planning agencies; special districts; school districts; non-profits; and private industry in achieving their specific goals. Our multi-disciplinary staff comprised of planners, economists, spatial analysts, technicians, and administrators offers a wide range of professional skills necessary to meet and often exceed our client's diverse planning needs and expectations. Planwest provides a full range of planning services, including:

- Geographic Information Systems (GIS) Mapping and Data Management
- Districting and Redistricting Services
- Web Development and Management
- Strategic Plans and Visioning
- Community, General and Strategic Plans
- Community Outreach and Meeting Facilitation
- Transportation Planning
- Environmental Planning Services – CEQA and NEPA Compliance
- Economic Development Plans
- Land Use and Community Plans
- Hazard Mitigation and Emergency Management Planning
- Grant Writing
- Project Management
- Site Selection, Design and Feasibility Studies
- Survey Research



We pride ourselves on serving client needs, engaging the public in visioning and place-based strategies, providing concise and engaging work products, and implementing comprehensive planning programs that serve to maximize the potential for implementation based on available and potential resources. Planwest has computer software and in-house capabilities including Microsoft Office Professional suite, Adobe CS creative suite (Photoshop, Illustrator, InDesign), Esri Geographical Information Systems (ArcGIS Desktop) software, and Google Sketchup software.

## Team Qualifications

### *Key Personnel & Qualifications*

The Planwest team includes professional planners, project managers, and a GIS manager/demographer with broad experience and technical expertise to support school districts with trustee boundary redistricting services. Colette Santsche will serve as Principal Planner, Jason Barnes will lead trustee boundary analysis, and Krystle Heaney will provide overall project coordination and support. We have included qualifications, roles, and general duties of our core project team below.



#### **Colette Santsche, AICP, Principal Planner**

Colette Santsche is a certified planner and partner at Planwest Partners with over 15 years of experience working with local governmental agencies and other public sector clients doing project management, promotion, marketing, community outreach and more. Her experience ranges from providing grant funding technical assistance and complex services planning for cities and special districts to comprehensive economic development planning for Federally-recognized Tribal governments. Her experience providing staffing support, preparing municipal service reviews, and evaluating complex reorganizations for Local Agency Formation Commissions (LAFCo) provides her with unique insights into the needs of small and medium sized agencies throughout California.



#### **Jason Barnes, GIS Manager/Demographer**

Jason is a Geographic Information Systems (GIS) manager at Planwest Partners with over twelve years of experience working with non-profit, federal agencies, and consulting firms. He has worked on a large range of projects such as regional irrigation, demographic analysis, socio-spatial business modeling, transportation modeling, and authored multiple trail guide maps/books. He is highly experienced in Esri software, Adobe creative suite, and web development. For this project, Jason will lead most tasks including project reporting, data acquisition and development, digitizing data, division analysis, and map creation.

Planwest has strong GIS skills, experience analyzing demographic and census data, and creating engaging maps. In particular, our GIS manager, Jason Barnes, has been working in the field for over 12 years on projects ranging from remote lake bathymetry to hiking guides. Some of his specific skills include:

- **Demographic analysis.** Jason has extensive knowledge working with U.S. Census data and was a teaching assistant for a GIS for Social Sciences class at Cal Poly Humboldt (CPH - formerly Humboldt State University) which worked primarily with U.S. Census data.
- **Digital Cartography.** Jason has numerous professional cartographic publications ranging from GIS conferences to local trail guide books. As a board member, he recently completed the trail map-set for the Bigfoot Trail Alliance – a map guide for through hiking the 360 mile Bigfoot Trail. He also created the maps for both volumes of the local Hiking Humboldt trail guide books.
- **Advanced GIS analysis.** Jason received his Master's degree in GIS from Cal Poly Humboldt in 2012. On top of his academic studies, he also taught GIS courses at CPH and College of the Redwoods, which involved



instructing GIS data editing, and analysis. He has also taken numerous GIS courses from Esri, and attended workshops involving GIS.

- **Vector and raster data format expertise.** Creating aesthetically appealing maps requires many vector and raster data tricks. Through many years of experience, Jason has learned and used many professional cartographic methods for creating beautiful raster base maps and used advanced symbology tools for representing vector data.



**Krystle Heaney, AICP, Senior Planner**

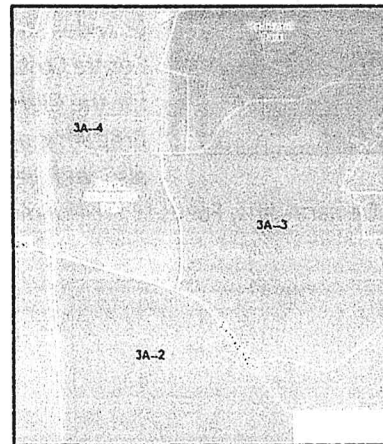
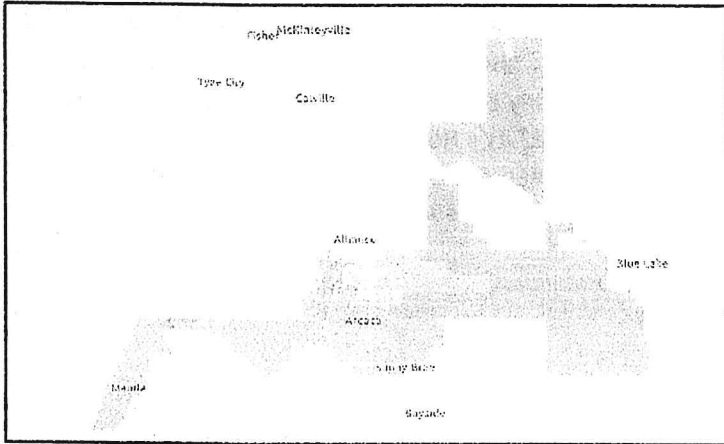
Krystle is a certified planner with eight years of experience in local and regional planning activities ranging from CEQA documentation and natural resources planning to regional and local municipal services planning. Located in Alpine County, she provides staffing support services for numerous LAFCos including Humboldt, Shasta, Contra Costa, El Dorado, and others. She is currently one of the contract City Planners for the City of Ferndale and regularly processes planning applications in addition to preparing annual reporting for the City's Housing Element and General Plan. She is also well versed in CEQA requirements and has prepared Initial Studies, Mitigated Negative Declarations, Focused Environmental Impact Reports, and Addendums.

## Project Experience

Planwest has previously developed trustee areas for several school districts in northern California and most recently assisted Otay Water District with redistricting based on 2020 census data. Provided below is a description of our relevant project experience and associated references.

### *Arcata School District Trustee Area Profiles and Mapping*

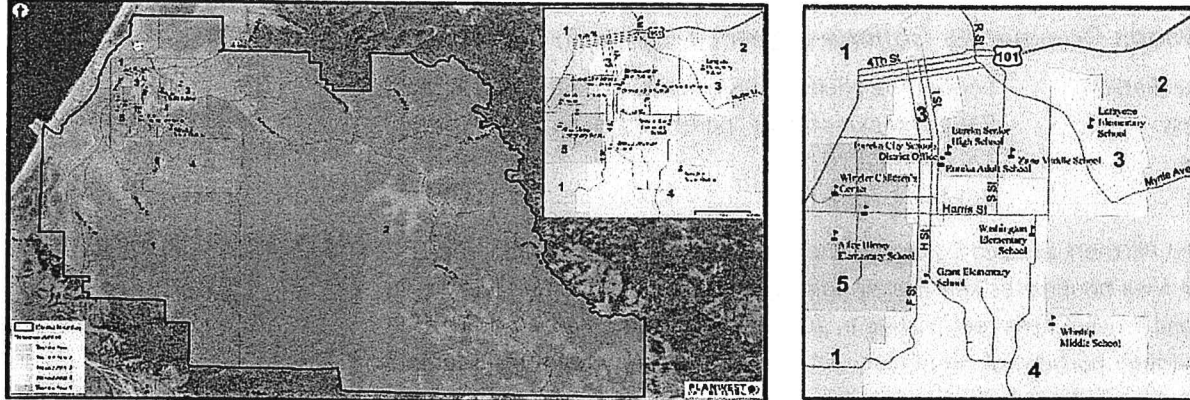
Contact Person      Luke Biesecker, Superintendent Arcata School District  
Address                1435 Buttermilk Ln, Arcata, CA 95521  
Phone | email        (707) 822-6589 | [lbiesecker@arcatasd.org](mailto:lbiesecker@arcatasd.org)  
Dates                  2020 and 2021



Planwest Partners developed Trustee Areas for the Arcata School District election process. Multiple Trustee Area options were created using U.S. Census block level population and demographic data, with a demographic profile breakdown for each. The three options were presented at a School District Board meeting where the final option was chosen based on what the board felt best captured the demographics equally. The final Trustee Areas were integrated within an online interactive map, which allows board members and the public to visualize where these areas exist. Users can type in their address to see which Trustee Area they may reside in. The interactive map can be seen here: <https://arcg.is/OG8TT5>.

### *Eureka School District Trustee Area Profiles and Mapping*

Contact Person      Fred Van Vleck, Superintendent Eureka School District  
Address                2100 J Street, Eureka, California 95501  
Phone | email        (707) 441-2400 | [vanvleck@eurekacityschools.org](mailto:vanvleck@eurekacityschools.org)  
Dates                  2016

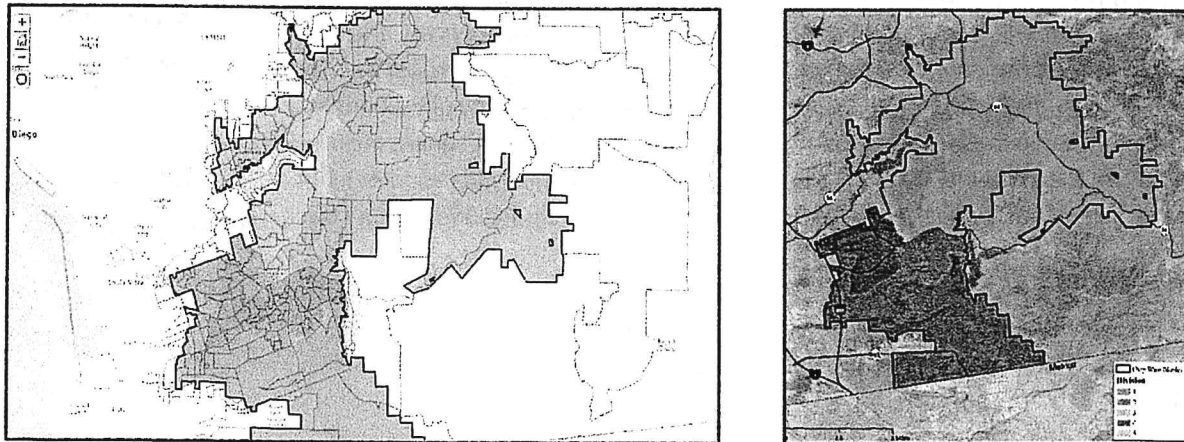


Planwest Partners digitized Eureka City School District Trustee Areas and prepared Trustee Area profiles. Multiple Trustee Area options were created by using 2010 U.S. Census Bureau block level demographic data, with a demographic profile breakdown for each. The options were presented to the district Superintendent for final selection. The final Trustee Areas were integrated within an online interactive map, which allows board members and the public to visualize where these areas exist. Users can zoom in to see which Trustee Area they may reside in. The interactive and static maps can be seen on the Eureka City Schools website:

[https://www.eurekacityschools.org/Governance/governance\\_board/school\\_board\\_trustee\\_areas](https://www.eurekacityschools.org/Governance/governance_board/school_board_trustee_areas)

### Otay Water District Redistricting

Contact Person      Adolfo Segura, Chief of Administrative Services  
Address                2554 Sweetwater Springs Blvd.  
Phone | email        (619)670-2726 | [adolfo.segura@otaywater.gov](mailto:adolfo.segura@otaywater.gov)  
Dates                    2022



Planwest Partners provided a demographic analysis services and Division redistricting for Otay Water District in San Diego County, California. Multiple Division options were created by using 2020 U.S. Census Bureau redistricting block level demographic data, with a demographic profile breakdown for each. The options were presented to the District over several public board meetings. The Division options were integrated within an online interactive map, which allowed board members and the public to visualize where these areas exist. The map options and process can be seen on the Otay Water District website:

<https://otaywater.gov/redistricting/>

### **Redwoods Community College District Trustee Area Review and Mapping**

Contact Person      Former President Kathryn Smith, College of the Redwoods  
Address                7351 Tompkins Hill Rd, Eureka, CA 95501  
Phone                 (707) 476-4170  
Dates                 2014 and 2022

Planwest Partners assisted College of the Redwoods in developing appropriate Trustee Area boundaries and descriptions for submittal to County Elections in 2014, and Trustee Area redistricting in 2022. College of the Redwoods Trustee Areas include portions of Humboldt, Del Norte, and Trinity Counties. Multiple Trustee Area options were created by using U.S. Census Bureau block level demographic data, with a demographic profile breakdown for each. The options were presented to the Redwoods Community College District Board for selection. Once the Board selected preferred Trustee Area configurations, Planwest prepared final Trustee Area maps. The adopted Trustee Areas and options can be seen here: <https://arcg.is/1OHqCe>



### **City of Poway MSR/SOI Update**

Contact Person      Keene Simonds, San Diego LAFCo Executive Officer  
Address                9335 Hazard Way, Suite 200 San Diego, CA 92123  
Phone | email        (858) 614-7755 | [keene.simonds@sdcounty.ca.gov](mailto:keene.simonds@sdcounty.ca.gov)  
Dates                 2020-21

Planwest Partners, working with San Diego LAFCo staff, prepared the City of Poway MSR and SOI Update in 2020-21. The City of Poway provides water treatment and distribution, wastewater collection and treatment, fire protection and emergency medical service, street and sidewalk maintenance, storm water and flood control, parks and recreation services, and community planning within its jurisdictional boundaries. The City does not provide water service to any adjacent unincorporated communities but does contract with nearby City of Escondido and City of San Diego to treat its wastewater. The City covers approximately 39.1 square miles (25,024 acres) and is located in northeast San Diego County. The SOI is larger than City boundaries and includes 2,114 acres of non-jurisdictional land. As a sample of our work, the City of Poway MSR/SOI update is included as an attachment to our proposal.



### **Ramona Municipal Water District MSR/SOI Update**

Contact Person      Keene Simonds, San Diego LAFCo Executive Officer  
Address                9335 Hazard Way, Suite 200 San Diego, CA 92123  
Phone | email        (858) 614-7755 | [keene.simonds@sdcounty.ca.gov](mailto:keene.simonds@sdcounty.ca.gov)  
Dates                 2020-21

Planwest Partners, working with San Diego staff, prepared an administrative draft of the Ramona Municipal Water District MSR and SOI update in 2020. Ramona MWD provides potable water, irrigation, recycled water, sewer, and recreation services to the greater Ramona area including San Diego Country Estates. The draft MSR included detailed analysis of the provision of services over a five-year report period based on information obtained from the District and available demographics for the region. Planwest staff assisted in calculating trends over the five-year period and developing determinations regarding the level of services for the District.

## Scope of Work

### ***Professional Districting Services***

Planwest Partners Inc., an independent planning consulting firm, will assist the Santa Ynez CSD with demographic analysis and establishing divisions including the following tasks.

#### **Task 1 – Review District Boundary and Prepare Draft Maps**

Planwest will compile 2020 U.S. Census block level demographic data and County election precinct data to evaluate populations within the current Santa Ynez Community Services District. The District will supply maps and/or GIS shapefiles of existing data as available. Up to three draft maps of proposed division boundaries will be prepared, and the District will be provided with maps displaying each of the proposed division options. The populations within each proposed division will be within a 10% total deviation, unless a wider deviation is necessary to follow census blocks and election precinct boundaries, or account for other factors including geography or communities of interest.

Planwest will prepare and submit draft maps and profiles to District staff for review and refinement. We suggest an Ad Hoc Committee be established to meet periodically throughout the districting process, review draft maps, and make recommendations to the full Board. Once the draft maps of proposed division boundary configurations are accepted by the District, Planwest will provide high resolution pdf files for District printing. Planwest will also set up an ArcGIS online interactive map showing division boundaries, census blocks, and election precincts within each proposed division area. The draft maps will include the ability to select from multiple basemap options, toggle layers on and off, pan, and zoom to different scales.

*Deliverables:* Division boundary map options in .pdf format (up to three options); GIS shapefiles; online interactive map.

#### **Task 2 - Prepare Demographic Profiles**

Planwest will prepare division boundary profiles for each draft map option, including general and ethnic population distribution such as Black, Asian, American Indian, and Hispanic. The profiles will include the following block level Census data:

- US Census - General Population
- Race and Hispanic or Latino Origin
- Voting Age Population and Ethnicity

Division boundaries will be based on the total population counts from Census 2020 and data that comply with federal and state laws. It is important to note that we will use the 2020 Census adjusted by the California Statewide Database (SWDB), which assigns prison inmates to their pre-incarceration home addresses. The state legislature, county boards of supervisors, and city councils must use these adjusted numbers for redistricting. Although special districts are not required to use adjusted counts, we will use the adjusted unless there is interest by the Santa Ynez Community Services District to use the unadjusted data.

Total district population and proposed division boundary profiles will be tabulated in spreadsheet format.

*Deliverables:* District population and demographic profile spreadsheets for Division Areas for each of the three options.

### Task 3 – Outreach and Hearings

Election Code Section 22001 requires that before adjusting the boundaries of a division, the District Board shall hold at least one public hearing on the proposal to adjust the boundaries of the division prior to the public hearing at which the governing body votes to approve the proposal. Santa Ynez Community Services District is committed to undertaking a meaningful public process that allows for full public participation, public input, and careful consideration of new division boundaries. The public will have several opportunities to provide input into Santa Ynez Community Services District's redistricting effort. Planwest will participate in up to four public hearings as follows:

- a) Public Workshop to invite and solicit public comment on Criteria to be Used When Drawing Division Boundaries and the Composition of Divisions, Prior to the Drawing of Map(s), and assisting the public to draw and submit proposed district maps on paper and online
- b) 1<sup>st</sup> Public Hearing on the Composition of Divisions and Draft Map(s)
- c) 2<sup>nd</sup> Public Hearing on the Composition of Divisions and Draft Map(s), and Consideration of Selecting a Preferred Option for dividing the district into five divisions
- d) 3<sup>rd</sup> Public Hearing, as needed, will only be held if the Board of Directors does not Select a Preferred Option for dividing the district into five divisions at the second hearing.

The Final Map adoption target date is on or before March 30, 2024. It is assumed the workshops and hearings will be virtual. We understand that regular Board meetings are on the third Wednesday of each month at 5:30 p.m. and will be available to attend and participate.

Planwest will also assist the District with developing public hearing noticing and public informational materials, including developing content for the District's website and social media as necessary.

*Deliverables:* Presentation and participation at Board hearings and workshops; public hearing noticing content; website and social media content.

## Budget

The cost for Tasks 1-3 described above will be on a time and materials basis, not to exceed \$18,000. Staff hourly rates and costs per task are shown in the below table.

### SYCSD Redistricting Cost Proposal

	Principal Planner <i>C. Santsche</i>	Senior Planner <i>K. Heaney</i>	GIS Analyst <i>J. Barnes</i>		
<i>Rate</i>	\$140	\$120	\$100	Expenses	Total Cost
Task 1: Prepare Draft Maps	12	8	36		\$6,240
Task 2: Prepare Demographic Profiles	8	4	20		\$3,600
Task 3: Outreach and Hearings	18	32	18		\$8,160
<i>Total Hours</i>	38	44	74		
<i>Total Cost</i>	\$5,320	\$5,280	\$7,400	\$0	\$18,000

## Insurance

Planwest Partners will maintain during the term of the project the following general and professional liability insurance in the following amounts:

- Commercial General Liability: \$1,000,000 combined single limit coverage.
- Business Automobile Insurance: \$1,000,000 per accident.
- Workers Compensation Insurance: \$1,000,000 per accident for bodily injury or disease.
- Errors and Omissions Professional Liability Insurance: \$1,000,000 per claim and \$2,000,000 aggregate.

Policies will name SYCSD and its directors, officers, and employees as additional insureds. Prior to commencing services, Planwest will furnish SYCSD with certificates of insurance showing the coverage required above. Such certificates shall provide that the carrier will give SYCSD at least thirty (30) days' prior notice of cancellation of coverage (ten (10) days for nonpayment of premium). We shall provide SYCSD with new certificates of insurance evidencing the renewal of coverage prior to the expiration of any policy required hereunder.







National Demographics Corporation

A Proposal to  
Santa Ynez Community Service District  
for Demographic Services

By National Demographics Corporation  
Douglas Johnson, President

June 21, 2022



National Demographics Corporation

June 22, 2022

Wendy Berry, Secretary/Treasurer  
Santa Ynez Community Service District  
PO Box 667  
Santa Ynez, California 93460-0667

Dear Ms. Berry,

Thank you for the opportunity to provide this proposal to Santa Ynez Community Service District. NDC has more than 40 years of experience districting and redistricting over 450 cities, school districts, community service districts and other local jurisdictions across California, including Santa Barbara County Board of Supervisors, Buellton, Buellton Union School District, College Elementary School District, Hope Elementary School District, Guadalupe Union School District, Solvang, Lompoc, Santa Barbara, Goleta, Santa Maria, Oceano CSD, Santa Maria Airport District, Cambria CSD, Jurupa CSD, Lucia Mar Unified, and Westside Community Health Care District (a full client list is available at [www.ndcresearch.com/clients/](http://www.ndcresearch.com/clients/)). This sampling of our completed projects hopefully makes clear that NDC has a special focus on Santa Barbara County jurisdictions, and that NDC has more experience with districting projects than all our competitors – combined.

For each project, there are certain required basic elements, and there are several options that the District can include or leave out at its option. NDC carefully tailors each project to the needs and goals of the individual client partner. NDC also welcomes the opportunity to work with our clients to encourage public participation in this process, as we offer several tools developed specifically for public engagement in districting and redistricting.

NDC looks forward to working with you on this effort. I will be the primary contact person, working closely with our Central Coast team leader, Dr. Daniel Phillips. Please call or email anytime if you have any questions, concerns, or requests regarding this proposal. The terms of this proposal are valid for 120 days from its delivery to the District.

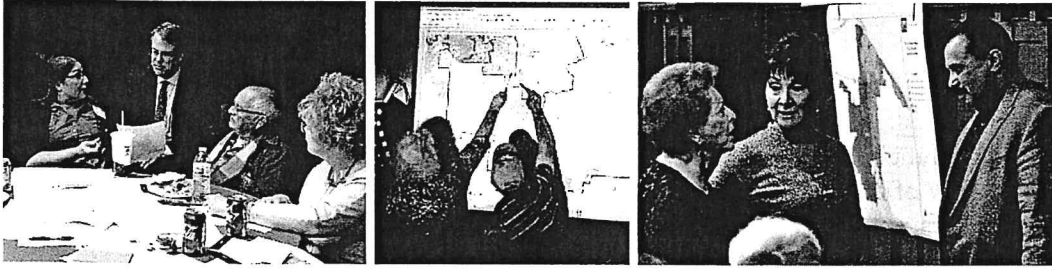
Sincerely,

Douglas Johnson  
President



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## **Project Understanding**

NDC understands that the Santa Ynez Community Service District wishes to transition from District-wide to by-division elections of its Board members. This transition is governed primarily by Elections Code Section 10010 with its requirements for public hearings and step by step process.

NDC has worked with literally hundreds of California local governments on this transition to election areas, and we are fully prepared to assist the Santa Ynez CSD with every required step in this process – and with any of the many options NDC offers that the District wishes to include.

As detailed in the following sections, NDC is fully prepared to accomplish every necessary step in this process for the District.

## **Insurance Requirements**

NDC carries all the insurance requirements listed in the RFP and is happy to provide all the official certificates of insurance whenever requested by the District. (In fact, NDC's coverage is for two million dollars, double the one million dollars required by the RFP.)

## **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.

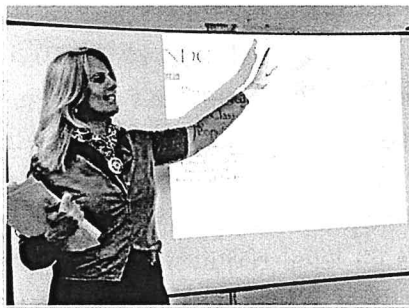
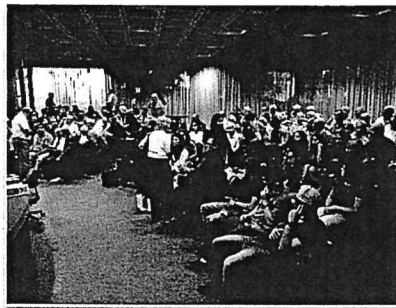
The company is especially well known for its districting and redistricting work with local governments. NDC has established a reputation as the leading demographic expert on the California Voting Rights Act (CVRA), having



## National Demographics Corporation

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



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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 districting or 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,



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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, along with the ArcGIS Online interactive review maps.

## **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



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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

**Public Participation Kit**

Each number indicates the total population of that "population unit" area. Each district must have essentially equal population.

The population of each of the five districts must be close to 7,447, with no more than a 745 difference between the largest and smallest.

Name: \_\_\_\_\_

Phone or email: \_\_\_\_\_

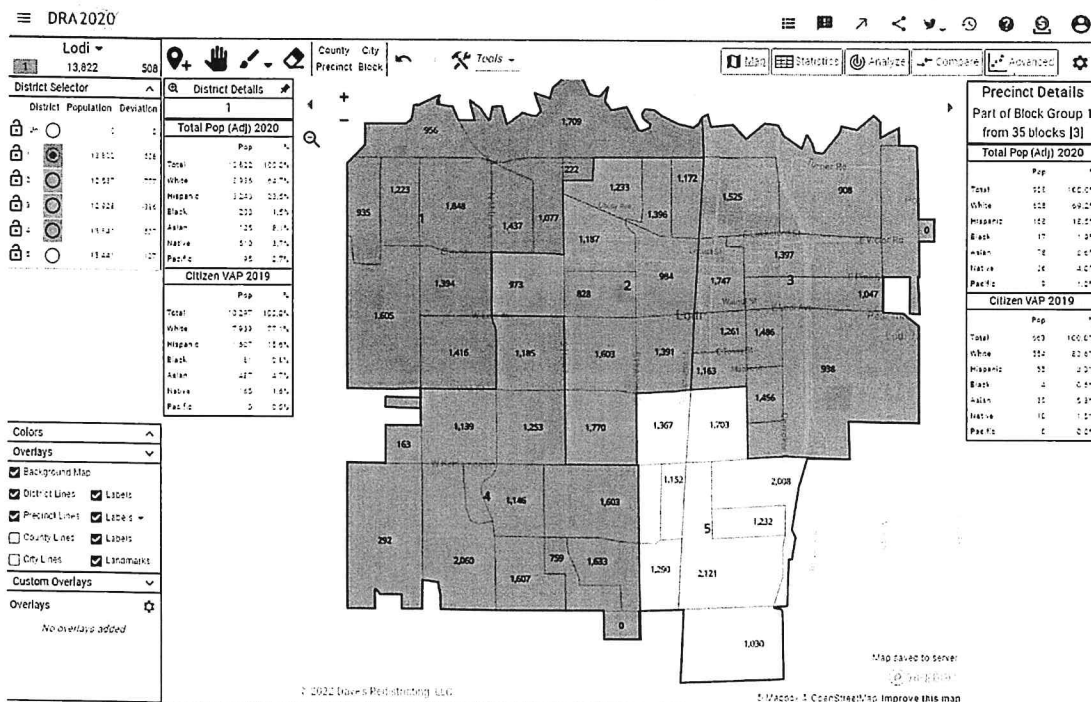
An online version of this map that allows you to zoom in and out for more detail is available as a link from the City website.

Please use a thick black-colored pen to draw your map, then submit it at City Hall or directly to our project consultants:  
Submission@NDCresearch.com  
PO Box 5271, Glendale, CA 91221  
You can hard-deliver, mail, fax, scan and email or photograph and email your map.

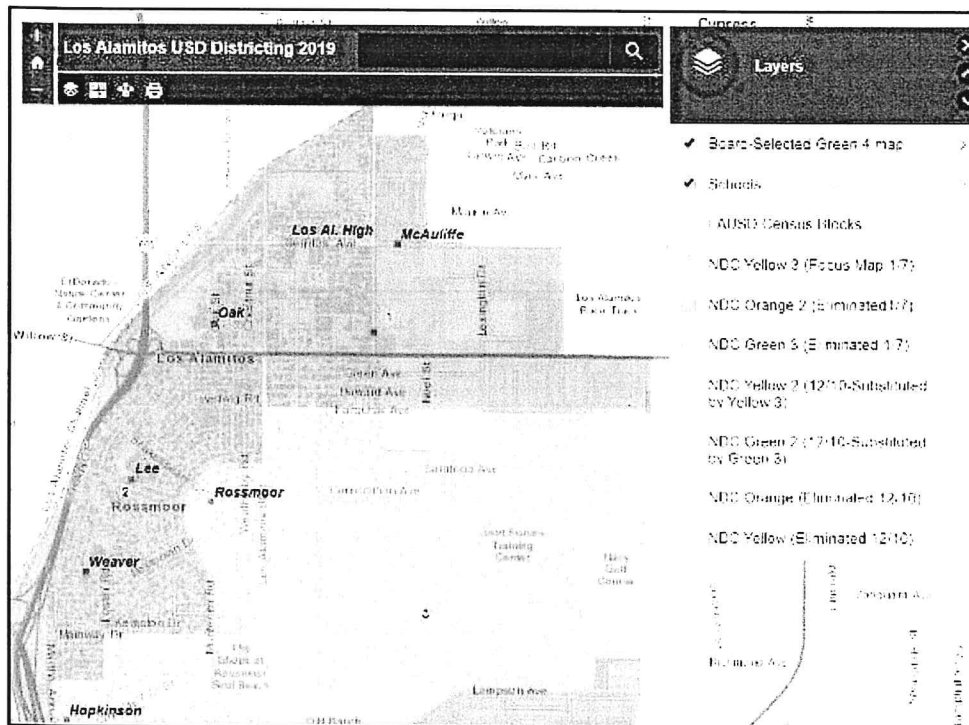
National Demographics Corporation, October 9, 2015      ©2016 CALIPER



Sample Online Mapping Tool



Sample NDC "Interactive Review Map"  
(used to view and evaluate, not to draw, maps)





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### 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/](http://www.ndcresearch.com/about-us/).

Team member availability will not be an issue, as NDC has a number of team members who can cover any meetings or tasks necessary when Dr. Johnson or Dr. Phillips may have vacations or other conflicts.

### 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*



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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



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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)



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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.



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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





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*"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)



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*“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 33<sup>rd</sup> District.

### 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.



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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.

### Summary Scope of Work

#### 1. Districting project Setup and coordination:

- a) Development of demographic database including Census Bureau and California Statewide Database data of total population, citizen voting age population, voter registration, voter turnout, and socio-economic data on language spoken at home, renters vs homeowners, age, education level, and other factors useful in identifying communities of interest;
- b) Incorporation of any Geographic Information System (GIS) data that the jurisdiction wishes to include and provides (often including school locations; school attendance areas; important local landmarks; or local neighborhood boundaries);
- c) Initial telephonic discussion with about data, communities of interest, schedule, criteria and special concerns of the jurisdiction;
- d) Assist jurisdiction with developing a communications plan for public outreach, including suggestions for webpage content and design, public feedback logistics, and strategies for engaging constituents;
- e) Assist jurisdiction with developing a project plan, including a detailed timeline, goals and objectives, and specific deliverables list;
- f) Provide progress reports on an as-needed basis as determined by the project manager and meet regularly with project team;
- g) Any phone- or web-conference calls to discuss the project's progress or to answer any questions that may arise;



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- h) Provide education and guidance on required redistricting criteria, and advice on selecting optional redistricting criteria, for staff and elected officials;

### **2. Districting Plan Development:**

- a) Provide memo on population balance and any potential divisions of “protected class” population concentrations in the existing election areas map;
- b) Creation of 2 to 4 initial draft maps;
- c) Analysis and preparation for presentation of all whole or partial plans submitted by the public;
- d) Conversion of all maps and reports to web-friendly versions;
- e) Online posting of all maps to an interactive review website;
- f) Create any requested additional and/or revised maps as requested;

### **3. Districting Plan implementation:**

- a) Provide spatial data in GIS-friendly format of any dataset used or created for this project to staff upon request;
- b) Work with the County Registrar of Voters to implement the final adopted plan;

### **• Districting Project Options**

- a) Number of virtual or in-person meetings (and resulting per-meeting fee);
- b) Online mapping tool allowing residents to draw and submit maps;
- c) Paper-based mapping tool allowing residents to draw and submit maps;

## **Project Schedule**

Project timing is at the jurisdiction’s preference. Districting projects often take three to six months, but in other situations jurisdictional preferences or legal situations require completion in mere weeks.

Keep in mind, however, that California Elections Code Section 10010 requires four hearings before the public hearing adopting the final map. There are options under which some of the five hearings mentioned can be combined or replaced with public workshops, but a minimum of four Council meetings or public workshops are required to complete the districting process.

The following is a suggested timeline for Santa Ynez CSD, based on the Board’s standard once-a-month meeting schedule on the third Wednesday of each month:



Month	Project Element
July, 2022	Contract Award
August	1 <sup>st</sup> public hearing
September	2 <sup>nd</sup> public hearing (or community workshop, if that is preferred to a 2 <sup>nd</sup> formal Board hearing)
October	Posting of draft maps.  No formal board hearing (since the 3 <sup>rd</sup> and 4 <sup>th</sup> hearings must be no more than 45 days apart), but possible community workshop if the District desires to hold one.
November – December	Pause for holidays and to give the public time to review and react to the draft maps
January, 2023	3 <sup>rd</sup> hearing including consideration of draft maps
February 2023	Posting of any revised or new draft maps, followed by 4 <sup>th</sup> public hearing.  Possible map adoption if the Board is ready to adopt, otherwise Board gives any final direction for map revisions.
March 2023	Final public hearing and map adoption, if necessary.

This process can be accelerated if the District wishes, though that may require scheduling special meetings and/or meeting in mid-November and/or December.



## 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**

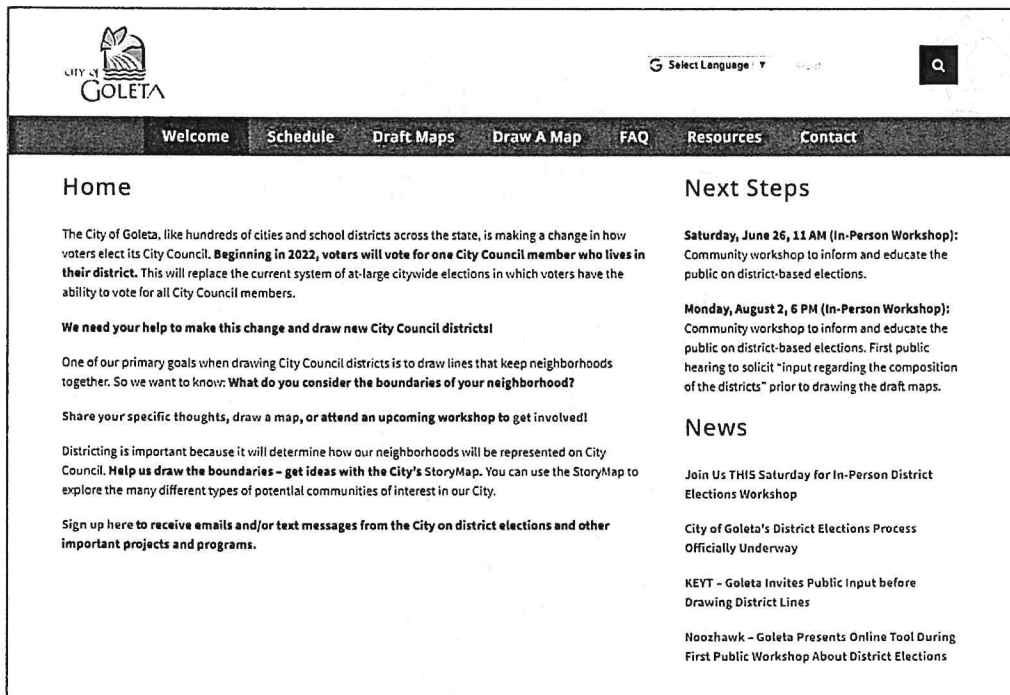
NDC brings topical expertise to your jurisdiction’s outreach efforts, and NDC makes available to all clients our library of sample outreach materials including op-ed articles, postcards, utility bill inserts, flyers, and social media messages. NDC provides all of these materials along with our advice 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).



## Online Mapping Tool for Public / Resident Use

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.

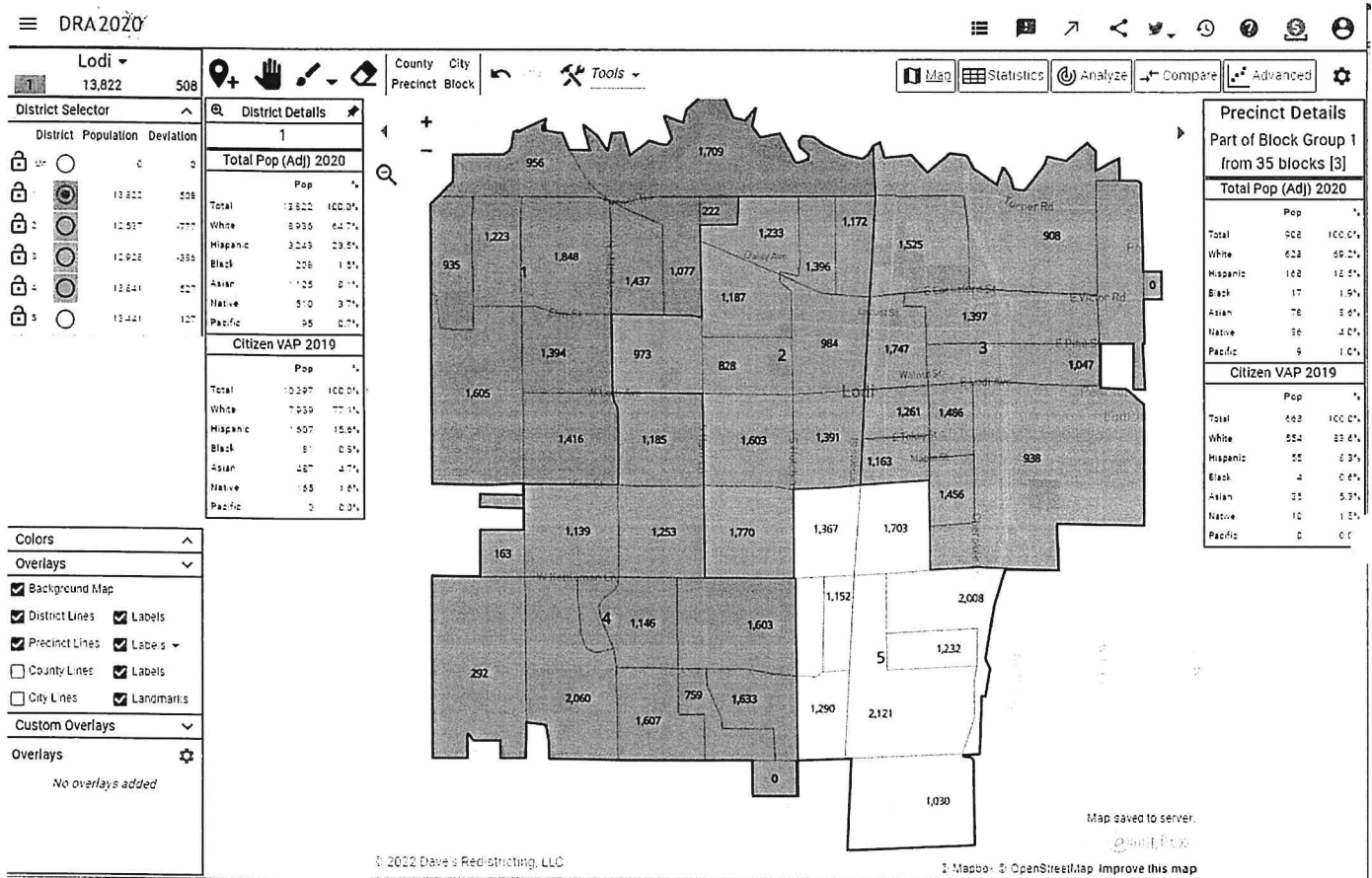
In literally hundreds of local redistricting projects, NDC has successfully trained members of the public, processed public map submissions, and presented the public map proposals to public hearings and commission meetings. NDC's online mapping tool options provide user support, hosting, managing, and processing submitted plans in an online interactive system that allows public to draw and submit proposed maps through a standard web browser. Our current preferred public online mapping tool is DRA (detailed below), however if the



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client prefers NDC also has extensive experience with a number of other options currently available (though often at significantly higher prices).

## DRA Online Mapping Tool



DRA is a simple paintbrush-based tool the public can use to draw and submit proposed draft maps.

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

NDC provides both short and in-depth “how to” videos on use of the DRA tool. It is both simple to use for everyone and full of powerful analytic analytics for the “power user” who want them.





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### 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.

### Public Participation Kit

An online version of this map that allows you to zoom in and out for more detail is available as a link from the City website.

Each number indicates the total population of that "population unit" area. Each district must have essentially equal population.

The population of each of the five districts must be close to 7,447, with no more than a 745 difference between the largest and smallest.

Name: \_\_\_\_\_

Phone or email: \_\_\_\_\_

Please use a thick, dark-colored pen to draw your map, then submit it at City Hall or directly to our project consultants:  
Submission@NDCresearch.com  
PO Box 5271, Glendale, CA 91221  
You can hand-deliver, mail, fax, scan and email, or photograph and email your map.

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### Project Pricing

- 1. **Basic Project Elements** (covers everything except for per-meeting and optional expenses): ..... \$ 6,500
- 2. **Per-Meeting expense:**
  - In-person attendance, per meeting ..... \$ 2,500
  - Virtual (telephonic, Zoom, etc.) attendance, per meeting..... \$ 1,500

For each meeting, NDC will prepare meeting materials, including presentation materials and maps; present and explain key concepts, including mandatory and traditional redistricting criteria and “communities of interest”; facilitate conversations; answer questions; and gather feedback on proposed boundaries.

Per-meeting prices include all travel and other anticipated meeting-related expenses. Telephone calls to answer questions, discuss project status, and other standard project management tasks do not count as meetings and do not result in any charge.

- 3. **Optional Project Elements:**
  - a) Project website ..... \$ 3,500
  - b) Online mapping tool: ..... \$ 3,000
  - c) Public Participation Kit mapping tool:
    - i. With online mapping tool.....incl. at no add'l charge
    - ii. Without online mapping tool..... \$ 1,500
  - d) Working with independent or advisory redistricting commission..... no additional charge
  - e) Additional outreach assistance.....separately contracted

### Other Potential Project-Related Expenses:

The most common additional project expenses would be any site or staff costs for conducting the community forums and the cost of printing or copying paper copies of the “Public Participation Kit.” In NDC’s experience, most participants will download and print the Kits in their own homes or offices.

### Additional Analysis

NDC is happy to assist with any additional analysis that the client requests at our standard hourly rates:

Principal (Dr. Douglas Johnson).....\$300 per hour



## National Demographics Corporation

Vice President (Justin Levitt).....	\$250 per hour
Senior Consultant .....	\$200 per hour
Consultant.....	\$150 per hour
Analyst / Clerical.....	\$50 per hour

Dr. Johnson is also available for deposition and/or testimony work if needed, at \$350 per hour.

### **Requested Payment terms:**

NDC requests that one-half of the “Basic Project Elements” fee be paid at the start of the project, with the balance of the project costs paid at the conclusion of the project.

### **Conclusion**

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

4. NDC has more experience in the field of municipal political election systems than any other company.
5. 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.
6. NDC, founded in 1979, has a demonstrated record of financial solvency.
7. NDC’s hardware and software resources were specially designed and acquired for districting and redistricting purposes.
8. NDC’s highly respected personnel have impeccable credentials in each aspect of the districting and redistricting processes.
9. NDC’s suggested approach has been tested in many jurisdictions.
10. Any NDC client can be contacted for testimonials and reference.
11. NDC has demonstrated experience over many years in working with the press and media on local election system issues.
12. Neither the Justice Department nor any Court has ever rejected any of the hundreds of local government districting or redistricting plan submitted by NDC.

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.



National Demographics Corporation

### Proposal Acceptance

The terms of this proposal are available for 120 calendar days from its delivery to you. In most situations, NDC is open to extending that period of time to meet any particular needs of your jurisdiction.

If your jurisdiction has specific contract and/or letter of agreement language you prefer to use, please provide it and ignore the signature block below. If you prefer, simply sign two copies of this proposal in the signature block below and return them to NDC. Once signed by NDC, one copy will be returned to you.

Thank you.

For National Demographics Corporation

For Santa Ynez Community  
Service District

\_\_\_\_\_  
Douglas Johnson, President

\_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

# Appendix

Resumes of NDC President Dr. Douglas Johnson,  
Vice President Dr. Justin Levitt and Central Coast  
Team Lead Dr. Daniel Phillips are attached.

A client list and resumes of all NDC team members are  
available at [www.ndcresearch.com/about-us/](http://www.ndcresearch.com/about-us/).

# Douglas Mark Johnson

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Glendale, CA 91221  
djohnson@NDCresearch.com

mobile: (310) 200-2058  
office: (909) 624-1442  
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

P.O. Box 5271  
Glendale, CA 91221  
jlevitt@NDCresearch.com

mobile: (480) 390-7480  
office: (818) 254-1221  
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."*

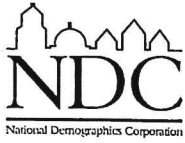
## Teaching Experience

### 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



## Resume of Daniel Phillips, Ph.D.

### Employment

National Demographics Corporation, Glendale, CA: Consultant	9/20 – pres.
Office of Instructional Consultation, UC Santa Barbara, CA: Assistant	11/17 – 3/18
Department of Geography, UC Santa Barbara, CA: Teaching Associate	2017-2020
Department of Geography, UC Santa Barbara, CA: Textbook Assistant	2016-2018
Department of Geography, UC Santa Barbara, CA: Teaching Assistant	2015-2020
Association of American Geographers – Washington, DC: Research Assistant	7/13 – 7/14
Association of American Geographers – Washington, DC: Intern	9/12 – 11/12
Department of Public Works, City of San Luis Obispo, CA: GIS Intern	6/10 – 9/10

### Education

<b>Ph.D., Geography, University of California, Santa Barbara</b>	<i>9/16 – 12/20</i>
Dissertation: “The Nature and Scale of Cognitive Communities of Interest”	
<b>M.A., Geography, University of California, Santa Barbara</b>	<i>10/14 – 9/16</i>
Thesis: “Defining the Community of Interest as a Criterion for Boundary Drawing of Electoral Districts”	
<b>B.A., Geography, University of California, Santa Barbara</b>	<i>9/09 – 3/13</i>
Highest Honors, College Honors, Distinction in the Major, 4.0 GPA, Colville-Dearborn Award as top student in the sciences, Chair’s Award for Excellence in Geography as top student in the major	

### Publications

- Daniel W. Phillips and Daniel R. Montello (2017), “Defining the Community of Interest as Thematic and Cognitive Regions,” *Political Geography* 61, 31–45
- Christopher Allen, Thomas Hervey, Werner Kuhn, Sara Lafia, Daniel W. Phillips, and Behzad Vahedi (2016), “Exploring the Notion of Spatial Lenses,” Jennifer Miller, David O’Sullivan, and Nancy Wiegand (eds.), *Proceedings of the 9th International Conference, GIScience 2016* (pp. 259–274). Berlin: Springer.
- Daniel W. Phillips and Daniel R. Montello (2015), “Relating Local to Global Spatial Knowledge: Heuristic Influence of Local Features on Direction Estimates,” *Journal of Geography* 114 (1), 3–14
- David López-Carr and Daniel W. Phillips (2015), “Place Utility,” Reed Ueda, Susan K. Brown, and Frank D. Bean (eds.), *Encyclopedia of Migration*, New York: Springer, DOI: 10.1007/978-94-007-6179-7\_42-1
- Daniel R. Montello, Alinda Friedman, and Daniel W. Phillips (2014), “Vague Cognitive Regions in Geography and Geographic Information Science,” *International Journal of Geographical Information Science* 28 (9), 1802–1820