

May 14, 2021

Georgianne White
Assistant City Manager
City of Fresno
2600 Fresno Street, Room 2064
Fresno, CA 93721

Dear Ms. White,

Thank you for the opportunity to submit this proposal for the 2021 redistricting process for the City of Fresno.

Redistricting Partners is a specialized redistricting firm that conducts services for organizations and local governments ranging from racially polarized voting analysis and traditional redistricting. We have performed dozens of conversions to districts under the California Voting Rights act, including the cities of Santa Ana, Davis and Napa, CA. We also performed the commission-based redistricting for the Los Angeles Unified School District, which encompasses 4.8 million residents and 26 cities, and have been selected by the City of Long Beach to perform their redistricting in conjunction with their first independent commission in 2021.

Redistricting Partners, established in 2011, brings a wealth of experience and professionalism to the City of Fresno to facilitate the redistricting of its election boundaries for the coming decade. As will be seen throughout this proposal, we have the experience and knowledge to assist the city staff and commission in every step of the coming redistricting, from community engagement, data gathering, line drawing, map presentation and all other technical aspects of the work.

For the past decade, our firm has worked in dozens of California agencies, big and small, and developed a strong reputation among both the agencies which we contracted, and the community organizations that were involved.

Our work has ranged from very small contracts for an agency which was doing much of the work on their own, up to very large contracts where we were in charge of dozens of hearings, managing a commission, or working in a complex, challenging environment.

We are providing a proposal which facilitates all the required redistricting processes and more, including:

Additional Hearings – beyond what is required, and beyond what is within the California Fair Maps Act structure.

Additional Support – working with the agency on outreach, community engagement, and any additional projects.

Technical Support – beyond the redistricting itself, offering support of an online mapping system for public engagement.

Redistricting Partners has the experience and knowledge to assist the city staff and council in every step of the coming redistricting process, from community engagement, data gathering, line drawing, map presentation, and all other technical aspects of the work. We also have the demonstrated ability to perform these functions within the COVID-era restrictions on in-person meetings, as seen in our work with Napa which is available to watch on their city website.

Working on this project will be Paul Mitchell, President of Redistricting Partners, Chris Chaffee, Chief Operating Officer, Kimi Shigetani, Chief Administrative Officer, and Sophia Garcia, GIS and Outreach Director.

From the principal consultants on the project to our newest staff, we each view this as a collaborative process with the city staff and commissioners, with a shared goal of a high-quality, fair, open and transparent redistricting process.

We look forward to working with you.

Sincerely,



Paul Mitchell

Owner, Redistricting Partners

925 University Ave

Sacramento, CA 95825

info@redistrictingpartners.com

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Experience & Information

Redistricting Partners with the same core of individuals on staff, has worked on decennial redistricting, racially polarized voting analysis, and mid-decade redistricting work, primarily in California, for the past decade with GIS and political experience that goes back more than 20 years.

The firm was formed with a focus on engaging in the statewide redistricting process under the new California Independent Citizens Commission in 2011. This work quickly moved into local municipal redistricting, starting with a master contract with the Community College League of California for advising and implementing transitions from at-large election systems to districted election systems for dozens of community college districts throughout the state.

For the last decade, much of our work has been with a mix of multicultural cities, community college districts, school Councils and other kinds of agencies, such as hospital districts, water Councils and other special districts. This work has included very large agencies spanning multiple counties and within areas of the state requiring preclearance under the Section 5 of the Voting Rights Act (when it was operative), to extremely small jurisdictions with barely enough population to make for functioning districted systems.

Our work has allowed us to develop experience in all facets of redistricting, from working with a redistricting commission at the Los Angeles Unified School District, to developing outreach in communities across the state with diverse ethnic populations, engaging the public through workshops and mass communication, working with datasets common to redistricting, such as the decennial Census files and the American Community Survey, and uncommon databases, such as student transportation data, mapping educational needs, healthcare services and creating datasets for different populations of farmers or students or other special requests by agencies or the public. It has also included projects with specific language needs – from Vietnamese and Spanish language interpreters and translation in Santa Ana, to Armenian translation in Glendale, to 12 non-English languages in the Los Angeles Unified School District.

Redistricting Partners places a strong emphasis on workflow and management. Staff are assigned specific roles on each project, hold regular staff meetings with updates, and maintain internal systems in order to ensure that work is completed and that all staff are aware of project status in order to be able to assist if necessary. Having worked on the 2010 cycle provides a solid base of experience for the 2020 cycle, and a familiarity with the flow of projects within the redistricting process.

As a redistricting firm rooted in our values, we have never participated in a redistricting that sought to disenfranchise or dilute the voting power of their minority populations. Neither Redistricting Partners, nor its staff, have ever been a subject of a voting rights act claim or lawsuit.

One challenge in this COVID-era will be how to hold public meetings and engage the community given the restrictions on in-person activities. One example of our work that can be used to evaluate of our ability to conduct a redistricting effort with these unique barriers is from the City of Napa, where we were required to complete the redistricting process, including community engagement, in an online setting.

This redistricting was successful in implementing a plan that was drawn by a member of the public in a community outreach hearing, with some small amendments that were made during council hearings online. These hearings can be viewed on their website at: <https://www.cityofnapa.org/892/District-Elections>.

We believe this experience in Napa can be helpful in the likelihood that we will be conducting this redistricting during a period in which most meetings will need to be held online, or with online options for members of the public who feel it unsafe to attend in person.

Our firm has the experience of conducting dozens of redistrictings, but it isn't just the quantitative measures that make Redistricting Partners stand out. The qualitative measures are what we are most proud of.

Our firm is one of very few in the country that has been hired by both organizations doing community input and civic engagement, such as the American Civil Liberties Union, Irvine Foundation, and others, and also done work directly for agencies, from cities to school Councils, water districts and others, and worked for the law firms representing municipal governments.

Subcontractor Information

Subcontractors are used in this proposal as an outside, additional resource for the City of Fresno. These include:

Westbound Communications

Chris Perez, Partner

625 The City Drive, Ste 480

Orange, CA 92868

cperez@westboundcommunications.com

Westbound Communications is a public relations and marketing communications firm that provides a wide variety of communications and public outreach services. Westbound specializes in curated and personalized outreach on behalf of its clients for the communities and different publics with which they work. We ensure that information is clear, digestible, and personal, making accurate information easily accessible in a variety of languages. We bring a proven approach to reaching diverse audiences by using trusted messengers and cultural brokers.

Westbound has a long history of working with clients from a wide variety of backgrounds to educate and engage public participation. Westbound will work with Redistricting Partners and the City of Fresno to ensure that communications are clear, hearings are well publicized, and that a diverse audience is reached.

Kimon Manolius, Hanson Bridgett
Partner, Hanson Bridgett
425 Market St, 26th Floor
San Francisco, CA 94105
kmanolius@hansonbridgett.com

Kimon Manolius is a Partner with the Hanson Bridgett law firm. Mr. Manolius has been helping special district and city clients with Voting Rights Act work since 2011, and have helped clients determine their best course of action in light of challenges under both the California and Federal Voting Rights Acts. He has assisted Boards and Councils in studying these issues, in working with demographers, and where necessary in converting at-large jurisdictions to zone or district-based systems. He fully understands the concepts inherent in racially polarized voting and vote dilution. He has helped some clients set up committees or commissions to study these issues, and has helped many clients through the conversion process employing best practices that will withstand legal challenge.

See Mr. Manolius's letter attached with his resume in Attachment A.

Redistricting Partners Contact Information

Redistricting Partners
Paul Mitchell, Owner
925 University Ave
Sacramento, CA 95825
Paul@redistrictingpartners.com | (800) 996-1019

Personnel

For this project we will be dedicating personnel in each of the following roles:

Paul Mitchell - Lead Demographer / Principal

Owner of Redistricting Partners and Vice President of the bi-partisan voter data firm Political Data Inc., Mitchell has conducted dozens of redistricting and racially polarized voting studies for local cities, school Councils and other agencies. Mitchell is a recognized expert in redistricting, demographics, elections analysis and community electoral behavior.

Mitchell is the lead consultant for this proposal, overseeing the entire process, including conducting many of the technical aspects of the redistricting, performing line drawing, conducting presentations on redistricting before the City Council and public, overseeing outreach meetings along with other team members, and working with staff to ensure a successful redistricting process, from start to finish.

Chris Chaffee - Chief Operations Officer

Chief Operations Officer with Redistricting Partners, Chaffee has recently completed work with the California Counts statewide Census outreach program and multiple community-based organizations in developing and implementing grassroots strategies to increase the count in traditionally hard to count areas. Chaffee also worked to create the Sacramento County Community Coalition in 2017 and 2018 to organize education and outreach with the implementation of the Voter Choice Act. By the end of 2018, the Coalition included over 60 civic organizations, including the League of Women Voters Sacramento, ACLU - CA, LULAC, Common Cause, many others.

Chaffee's role will be in managing presentations, working with city staff on structure and development of outreach meetings, helping increase the confidence that staff and commissioners have in working with the data and mapping tools.

Sophia Garcia - GIS & Outreach Specialist

Sophia Garcia was recently the GIS Analyst for the Dolores Huerta Foundation, a nonprofit organization dedicated to social justice in disadvantaged communities.

Garcia is a founding member of the URISA Equity and Social Justice Committee that works to develop educational materials to help GIS professionals better address issues of equity into their work and to help decision-makers and social justice organizations utilize GIS technology.

Kimi Shigetani - Chief Administrative Officer & Project Lead

Chief Administrative Officer at Redistricting Partners, Kimi is a professional with over 20 years of experience in leadership roles, education and program development, association and non-profit management, conference and event planning and in 2011, as Vice-President of the Community College League she oversaw a program for Redistricting and California Voting Rights Act transitions for dozens of community college districts. Shigetani's role will be to help administer the consultant team and serve as an administrative point of contact for city staff.

It is important to note that the staff at Redistricting Partners works cohesively in a team-based environment, so there will often be more than one staff person dedicated to each task. All staff have extensive experience with their areas of expertise and work seamlessly together. While there may be additional staff who work on each project, all work is performed at the highest level of expertise and professionalism.

All resumes can be found in Attachment A.

Qualifications - Scope of Work

Redistricting Partners is well prepared to assist the City Council and staff in the redistricting process, including working with the Fresno City Charter and Municipal Code, existing state and federal voting rights act laws, the Fair Maps Act and new California statutes on redistricting for cities, and utilizing traditional redistricting criteria, borne out of state and local laws, caselaw, and best practices, in order to facilitate the process in an open and transparent manner.

Our approach, with additional information below, would include:

- Supporting the city staff in developing schedules, materials, and providing information that can be used for any public facing website, including how community input opportunities, hearing information, and draft maps can be made available to the public.
- Supporting the city staff with high-quality redistricting training, online mapping tools, and on how the redistricting process operates with state and federal requirements and other traditional redistricting practices.
- In addition to the online mapping tool, working with the city to receive input from city residents about their “community of interest” with descriptions of where their community is located, and what binds their community together.
- Working with the city staff to build community engagement with the intent of receiving public testimony on communities of interest.
- Analyzing public input - whenever the public develops a mapping plan, be it via an online system, submitted directly in an open comment, or drawn on a napkin, that plan will be converted to the standard formats and datasets and be available on the city’s website.
- After decennial redistricting data has been released and processed, creating multiple draft plans that reflect the testimony from the Council and the public in open hearings and any online submissions.
- Once the redistricting has been concluded, working with the City to transmit the plans in multiple required formats to the County Registrar and work with county staff on any technical issues.

To begin the process, Redistricting Partners will construct for the City the following datasets:

1. Working with the agency and staff from the County Registrar's office, Redistricting Partners will create the GIS files necessary to define the external boundaries of the city, and the underlying precincts and their relationships with the Census TIGER files, identifying any changes and discrepancies prior to beginning the districting process.
2. For preliminary analysis during the period prior to the 2020 Census release, Redistricting Partners will obtain the 2010 Census Redistricting Data [P.L. 94-171] Summary Files and latest American Community Survey (ACS) population estimates.
3. Once released, Redistricting Partners will collect the P.L. 94-171 files, along with the necessary prison population redistribution that will be required for the first time in 2021. These population figures are reflective of the total population within the boundaries of the utilizing the census geographies and is the basis for determining the actual population of the jurisdiction in any redistricting.
4. Most recent ACS dataset, including estimated total population and Citizen Voting Age Population (CVAP). This dataset is based on the long form of the US Census and statistical estimates which can be useful in both understanding how different communities might be growing, and the ethnic populations for the purposes of voting rights claims.
5. Any available data from public sources regarding neighborhoods or other geographies that can be utilized as a part of identifying communities of interest and may be a part of the overall districting process.

One current unknown within this whole process is the extension of the Census and the changing timelines for to the release of the PL 94-171. Normally, this dataset is released by March 31st in the year after the census. However, due to the COVID-19 pandemic and delays in the Census, the timing of the release of the PL 94-171 is now estimated to come out as late as September 30th.

It is our recommendation that the City begin the redistricting process prior to release of the census data to allow for community of interest testimony so that it is well-positioned to move to line drawing once the census data is released.

Staff Support

Mitchell and the other Redistricting Partners staff have significant experience in helping city managers, other local agency staff, and local elected officials become proficient in the traditional criteria used in redistricting and the technical aspects of understanding

the data and line drawing. Our staff will attend all City Council meetings and be on hand for all redistricting functions, including in-person or virtual meetings as required.

Public Engagement and Mapping Tools

One of the first goals of early meetings will be developing processes to identify communities of interest. In our experience it is imperative that the City Council begin by establishing a very transparent public process to receive testimony about the community of interests throughout the City. We suggest a process that emphasizes a strong engagement with the public and identification of communities of interest before anyone starts talking about drawing actual maps.

There are several options on the market today for the public mapping, but our current preference is DistrictR.

DistrictR is a new user-friendly web tool designed to let members of the public try their hand at drawing communities of interest or actual district lines. It features a highly intuitive mapping interface built on top of vetted electoral and demographic data. The tool was developed by the MGGG Redistricting Lab, a team of researchers at Tisch College of Tufts University, to help state legislatures, local jurisdictions, nonpartisan commissions, and community organizations collect public input throughout the redistricting process.

Website Design and Archiving

Under the Fair Maps Act, cities are required to provide a process for concurrent transparency and an archive of the documents from the 2021 redistricting process until the next round of redistricting in 2031. To comply with the Fair Maps Act, the City must provide public access to schedules, documents, mapping tools and maps created during the redistricting process, which can be accomplished by providing this access via the city's website. Once the current redistricting process is concluded, the city must archive this documentation and make it available for at least the next 10 years.

Plan Creation

Once the City Council has had outreach hearings and received significant public input, Redistricting Partners will create three mapping options. These mapping options will be presented to the City Council in a public hearing.

Provided that the City Council receives significant input, these initial mapping options would rely heavily on that public engagement. In our two most recent City Council projects, Napa and Davis, the City Councils began with a set of boundaries which were

derived from publicly submitted plans. This provided even greater public confidence in the mapping process.

Analysis of Maps

We expect to have a robust process of engaging the public in both using mapping and data to develop community of interest testimony and the drawing of actual district maps.

Whether done online or by hand, all mapping options submitted by the public have value. A map does not have to be perfect to inform the Council about how a member of the public views their community, and how they would choose to make tradeoffs between the different factors in redistricting. What is important is that residents have an opportunity to tell their story about their community and that we provide the tools and opportunities to do this.

The mapping alternatives will be produced and stored in a way that the Council or members of the public can view in one of three ways:

PDF Maps – these are user friendly and print, generally on an 8.5x11 format. They don't provide street-level detail, but can be helpful in understanding the general outlines of district plans.

Online / Google Maps – these are online maps which allow the viewer to zoom in on a map, search for an address, or bring up features, like streets and satellite images, to better understand where district lines land.

GIS files – shapefiles and data that can be used by GIS experts, organizations with technical skills who will want to import the raw data into their own systems for analysis.

Final Plan Adoption

As we have done in other redistrictings, the final plan will be presented to the Council with a narrative, describing the source of the map, how it was developed, the communities of interest that were considered in the construction of each district, and what tradeoffs were considered as the Council sought to equitably create the election district boundaries.

After completion of the districting process we work with registrars, elections officials and their staff to ensure all relevant data on the jurisdiction lines are submitted and incorporated for the next election.

If requested, Redistricting Partners staff will work with city staff to produce a final written report to submit to the Council and City Clerk regarding the redistricting process and what improvements could be made prior to the next redistricting in 2031.

Project Schedule

The following timeline follows the requirements of the Fair Maps Act and its five required hearings, plus an initial kickoff meeting with staff. This timeline aligns with the current deadline of December 15, 2021 for agencies with a June 2002 primary election.

May 2021: Kickoff meeting with city staff (online)

June 10, 2021: Council Meeting to discuss legal and policy criteria governing redistricting and underlying demographics of the current city council districts based on 2015-2019 ACS estimated population and 2015-2019 CVAP demographics.

July - August 2021: Two to three Town Halls (Outreach/Engagement) - An opportunity for pre-mapping public input on communities of interest. These Town Halls can be run by city staff with Redistricting Partners facilitation without the City Councilmembers present. These Town Halls are an opportunity to hear from the public about their communities, discussion of preferences of neighborhoods, geographic or other features that should be considered in drawing public plans, and an opportunity for members of the public to submit their own maps. These workshops can occur at night or on the weekends. One of these Town Halls would count toward the four required hearings under the Fair Maps Act.

August 16, 2021: The US Census Bureau has announced the release of a legacy dataset that can be used, once processed, for redistricting. The Statewide Database has announced that they will take in the legacy dataset, process it, and complete the prisoner reallocation process over an estimated six-week period. If these deadlines are met, the datafile will be available for use by September 23rd.

September 2021: City Council Meeting #1 (Outreach/Engagement) - Presentation to the Council regarding the principles of redistricting, opportunity for pre-map public input on communities of interest. Presentation from the public of any maps identifying communities, discussion of preferences of neighborhoods, geographic or other features that should be considered in drawing public plans. This would include an online training for the use of the selected mapping tool for community engagement, with a focus on the community using this mapping tool as a way of identifying their community of

interest.

November 2, 2021: City Council Meeting #2 (Outreach/Engagement) – Presentation of demographic analysis of existing districts with final adjusted Census data with the opportunity for the public to provide community of interest testimony. The City Council adopts the criteria to be used for redistricting beyond those specifically outlined in the Fair Maps Act and instructs Redistricting Partners to prepare draft district plans based upon these criterion.

November 18, 2021: City Council Meeting #3 (Mapping Options) – Hearing with public input on draft plans with any input from the Council or public on proposed changes. Three map options created by Redistricting Partners to be discussed at the meeting and will need to be posted seven-days prior to hearing to comply with the Fair Maps Act.

December 2, 2021: City Council Meeting #4 (Map Revisions/Selection) – Hearing with public and Council input on any revised maps, with a seven-day posting prior to hearing, with goal of having Council select a single map that will be the final map to go to a vote at the final hearing. To limit the number of meetings before the City Council, this meeting could be the final hearing with approval of the final plan as long as no changes were made to the public map.

December 9, 2021: City Council Meeting #5 (Map Adoption) – Council adoption of final plan. This meeting would be required if map changes were made during Meeting #4.

Cost Proposal

The costs for this redistricting project include several fixed elements, with a total cost for our service. However, there are some costs that are elective, based on the will of the staff and Council.

Consultants and staff each have billable costs based on their experience and the value they bring to this project.

	Hourly Rate	On-Site Day Rate
Paul Mitchell	\$375	\$4,500
Chris Chaffee	\$250	\$3,000
Sophia Garcia	\$185	\$2,220
Kimi Shigetani	\$185	\$2,220

The full budget for this redistricting proposal is based on the different needs within the redistricting process. The total cost reflects all elements, but acceptance of this proposal does not bind the city to each part of the cost proposal – elements that are not needed can be removed without impacting the pricing of the remaining elements.

For each section there is a consultant assigned as the principal leading this part of the effort. However, multiple staff will support, so there is not a one-to-one relationship to the hourly or on- site day rate of that consultant to the cost of completing each set of deliverables.

The cost for the services offered below is \$42,000. This price includes all services listed in the table below, with the exception of outreach services, legal services, and the online public mapping option.

Services offered in RFP	Description	Cost
Kickoff Meeting with City Staff	Redistricting Partner staff and City Staff to review timeline, public outreach dates and needs, community outreach and website requirements. Anticipated to be a remote meeting.	Included in proposal for not to exceed cost of \$42,000
Council Meetings	Five Council Meetings – Council training & three to four council meetings as required under Fair Maps Act (four if necessary for final vote). Anticipated to include remote presentations with some staff in person when appropriate.	Included in proposal for not to exceed cost of \$42,000
Public Meetings	Four Public Outreach meetings, includes training on mapping tools and basic premises of redistricting process. Anticipated to be a mix of remote and in person.	Four meetings included in proposal for not to exceed cost of \$42,000 Additional Remote Meeting Cost: \$1,500 each Additional In Person Meeting Cost: \$3,500 each
Monthly Project Meetings with City Staff	Meetings as needed with City Staff. Anticipated to be remote meetings.	Included in proposal for not to exceed cost of \$42,000
Project Options	Description	Cost
Outreach Services	Westbound Communications to assist the City with outreach, translations services, drafting of communications and other services as needed.	\$25,000
Specialist Legal Counsel	Kimon Manolius is a partner at Hansen Bridgett, a law firm in San Francisco.	\$600 / hour
Online Mapping Tool Options	Description	Cost
Maptitude Online Redistricting	Software for Council, staff and public. Includes hosting and training.	\$45,000
DistrictR	Online tool for Council, staff and public. Includes hosting training.	\$8,500

Total Amount for Primary Scope of Work: \$42,000

Person Hours By Task

Task	Description	Proposed Personnel & Project Role	Proposed Personnel & Project Role, if needed	Proposed Personnel & Project Role, if needed	Proposed Labor Hours
1	Project Management	Paul Mitchell	Kimi Shigetani	Chris Chaffee	40
2	Project Planning & Approach	Paul Mitchell	Kimi Shigetani	Chris Chaffee	40
3	Initial Draft Redistricting Plan Development	Paul Mitchell	Chris Chaffee		40
4	Public Outreach	Paul Mitchell	Sophia Garcia		50
5	Hearings and Presentations	Paul Mitchell	Chris Chaffee	Sophia Garcia	40
6	Redistricting Plan Delivery & Project Wrap Up	Paul Mitchell	Chris Chaffee		10
7	Review of Work In Progress	Paul Mitchell	Chris Chaffee	Kimi Shigetani	TBD
8	Supplemental Services	Paul Mitchell	Chris Chaffee	Kimi Shigetani	TBD
PROPOSED TOTAL HOURS:					220

References

The following are references from recent work. Additional references are available upon request.

City of Napa - 2020

Project Description: The City of Napa was the first City in California subject to the Fair Maps Act while conducting redistricting based on a demand from a petitioner under the CVRA. In addition, the process was hindered further by the stay-at-home orders issued in March 2020. The process was completed ontime and followed all the requirements under the CVRA and the Fair Maps Act.

Reference:

Tiffany Carranza
955 School St.
Napa, CA 94559

tcarranza@cityofnapa.org

(707) 257-9503

Contract Amount: \$37,000

City of Davis - 2019

Project Description: The City of Davis faced a CVRA lawsuit and required a quick transition to districted elections, including facing a question of going to 7 districts or staying with 5. Ultimately the plan adopted was based on a map drawn by two members of the community during a weekend workshop and amended by the City Council in a public, open, televised City Council meeting.

Reference:

Kelly Stachowicz

Assistant City Manager

KStachowicz@cityofdavis.org

(530) 757-5602 ext. 5802

Contract Amount: \$32,500

City of Santa Ana - 2018

Project Description: The City of Santa Ana, a majority Latino city, was sued by the Vietnamese Population under the California Voting Rights Act. We were hired to draw new district boundaries - creating the first Vietnamese seat in the city's history, and converting the city to an election system in which each district elects one councilmember, a conversion from a system in which councilmembers lived in districts, but were voted on district-wide.

The process included several televised presentations before the city council which can be seen online. These were followed by robust engagement by the city council members and the public.

The full project also included several community of interest workshops around the city. Within this process we were able to determine several of the factors that ultimately drove the final map creation.

The City of Santa Ana also invested in an online mapping software. This, however, was done on a compressed timeline under the “safe harbor” provisions of the California Voting Rights Act, meaning that the entire process had to be completed under a settlement with the plaintiffs. This, along with the lack of training from the vendor, hampered the ability of the online mapping system to provide much significant input.

Contracting officer:

Maria Huizar

City Manager

City of Lake Forest (previously at the City of Santa Ana)

mhuizar@lakeforestca.gov

Contract Amount: \$55,000

Los Angeles Unified School District- 2012

Project Description: A public commission-based redistricting of the second largest school district in the nation. This redistricting included work with the commissioners to train them on traditional redistricting principles, identifying and working with communities of interest, public engagement, many community-based outreach meetings across the area served by LAUSD, and full technical lead on line drawing, data management, map development and every aspect of the redistricting from the first commission meeting to plan adoption.

Members of this redistricting commission are available as references.

Contracting officer:

Doug Wance

18400 Von Karman Ave, Suite 800

Irvine CA 92612

dwance@buchalter.com

(949) 224-6439

References:

Lindsay Horvath

LAUSD Redistricting Commission Member

Councilwoman, West Hollywood

Lindsey.p.horvath@gmail.com

(323) 632-7530

Reference:

Greg Girvan

LAUSD Redistricting Commission Member

22736 Margarita Dr.

Woodland Hills, CA, 91364

(818) 631-2405

Contract Amount: \$170,000

Client List

Past Client List (excluding current 2021-2022 contracts)

Los Angeles Unified School District	Santa Clarita CCD
City of Santa Ana	Solano CCD
City of Davis	Yosemite CCD
City of Elk Grove	Yuba CCD
City of Napa	Salinas Valley Memorial Healthcare
College of the Desert CCD	Cucamonga Valley Water District
Mt. San Antonio CCD	Coalinga Regional Medical District
Ohlone CCD	Solano Irrigation District
Citrus CCD	Sequoia Healthcare District
San Jacinto CCD	San Mateo County Harbor District
Santa Barbara CCD	Cosumnes Services District
Compton CCD	Nevada Irrigation District
Copper Mountain CCD	Novato Fire District
Pasadena CCD	North Marin Water District
San Bernardino CCD	Three Valleys Municipal Water District

Current Client List (for 2021-2022 Redistricting Cycle)

Napa County	Solano County
Napa County Office of Education City of Berkeley	San Luis Obispo County
City of Burlingame	Foothill De-Anza CCD
City of Carpinteria	Shasta CCD
City of Long Beach	Southwestern CCD
City of Napa	Goleta Water District
City of Redwood City	Santa Clara Valley Water District
City of Mesa, AZ	Siskiyou County
City of San Jose	Kern County
Ventura County	Santa Clara County
	San Bernardino County

Attachment A: Resumes

The following are resumes for each of the staff members that we envision would be working directly with the City of Fresno within this Redistricting process. A letter from Kimon Manolius and his resume are also found in this section of the proposal.

Paul Mitchell

3400 Adams Rd
Sacramento, CA 95864

Paul@redistrictingpartners.com

(916) 612-8686

EXPERIENCE

Owner, CEO, Redistricting Partners 2010- Present

Created and run redistricting and data consulting business focusing on California cities, community colleges and state legislative and congressional districts. Featured speaker at local government and statewide conferences on demographics, data and elections.

Vice President, Political Data Inc 2012- Present

Lead a bi-partisan voter data company based in California, servicing clients ranging from the California Democratic Party to the California Republican Party, candidates for elected office, ranging from Governor to local school board, local and statewide ballot measures, and other. Primary data management is in polling samples for internal and public polling, including the UC Berkeley IGS/ LA Times polling, and conduct polling for Capitol Weekly. Nationally recognized expert on voting behavior and data analysis.

EdVoice Chief Financial Officer, 2004-2008

Director of operations for large statewide education reform organization, leading political and policy efforts in statewide and local government.

Chief of Staff, Assemblywoman Nicole Parra 2003-2004

Directed staff for Assemblywoman in a Central Valley district, overseeing state legislative office and multiple district offices and staff.

Director, Tobacco Free Nonprofit, 2003

Ran organization focused on increasing the smoking age to 21.

Chief Consultant, Assembly Higher Education Committee 2000-2002

Policy consultant to the State Assembly Committee, drafting bills, working with advocacy groups, managing the legislative process. Was a significant leader in two major public policy efforts, the advancement of a statewide bond measure with an increased apportionment of funds to community colleges, and worked within the Assembly on AB540 (Firebaugh) which in later years came to be known as the original "Dream Act."

Governmental Relations Staff, California Medical Association, 1998-1999

Created and implemented grassroots strategies for physician community in California.

EDUCATION

Associates Degree, Orange Coast College, 1995

Bachelor of Arts Degree, Magna Cum Laude, American University, Washington DC, 1997
Communications, Legal Institutions, Economics and Government (CLEG)

Masters Degree in Public Policy, USC School of Public Affairs, 1999

Redistricting Partners

Chief Financial Officer

Oversaw the development and expansion of the firm, with responsibilities including: recruiting clients, hiring staff, overseeing redistricting projects, testifying before boards and commissions, drawing jurisdictional lines, and opening an office.

May 2011 to Present

Sacramento

Chaffee Group

Founder/Principal

Founder of a political consulting firm focused on delivering targeted messaging to voters and data-driven advice to candidates. Has extensive experience in direct mail, message development, social media, data management and voter targeting, GIS mapping, RPV analysis, redistricting, coalition building, and policy analysis.

July 2015 to Present

Sacramento

Experience

Phil Giarrizzo Campaign Consulting

Campaign Consultant

Developed client-centered messaging for direct mail, social media, and websites; hired campaign staff and oversaw targeted ground campaigns; developed turnout models; and designed polls and analyzed poll results. Oversaw fundraising efforts of clients, coordinated with individual fundraisers to ensure fundraising goals were met, and sought donations of major donors. Built campaigns from the ground-up for candidates running for state legislative office, city council, and school board.

2010 – 2011; 2013 to 2015

Sacramento

Chris Garland for Assembly

Campaign Manager

Coordinated day-to-day operations of the campaign from December 2009 through the Primary Election. This included fundraising, message development, ground strategy, volunteer outreach, communications, and management of two campaign staff. Coordinated raising over \$100,000 in a five-month period. Scheduled and coordinated endorsement interviews. Implemented a 150-precinct ground campaign in Sacramento with volunteer walks and phone banks. Organized and trained over 100 volunteers.

June 2010 Primary

Sacramento

Planned Parenthood Mar Monte

Campaign Coordinator

Coordinated volunteer recruitment, phone banks, and grassroots efforts to defeat Prop 4, which was successfully defeated. This included holding over 44 phone banks at 6 different sites from Sacramento to Modesto, with over 240 volunteers. Trained all volunteers in the specific messaging of the campaign. Spoke in front of classrooms, rallies, volunteer groups, and in debates to rally support against Prop 4.

Fall 2008

Sacramento, CA

Education

McGeorge School of Law

JD and Certificate in Government Law and Policy

2005 – 2008

Sacramento, CA

UC Berkeley

Bachelor of Arts, Political Science and Alumni Scholar

1998-2003

Berkeley, CA

Sophia M Garcia

3608 Pinehurst Dr. Bakersfield, CA 93306

661-369-2975 | mail@sophiagarcia.com |

PROFESSIONAL SUMMARY

GIS Analyst with a proven track record of interpreting political and geographical data on politically charged issues. Nationally recognized as a leader in GIS ESJ. Adept and motivated to use GIS analyst skills in the furtherance of the public interest.

RELEVANT EXPERIENCE

GIS Analyst, Dolores Huerta Foundation

Bakersfield CA, May 2017– Present

- Collaborating with Esri “People 4 the People” initiative led by Blackgirlsmapp to develop a Redistricting Community Toolkit for organizations in California to use for 2021 redistricting efforts.
- Led the community efforts for the Kern Community College District redistricting process to advocate for 2 Latino majority districts in one of the largest college districts in the country. Through the use of Geographic Information Systems (GIS) and community input, DHF conducted 14 presentations, collected 60 COI forms, hosted 2 IG lives and reached over 450 community members.
- Managed a team of four UCSC Everett Program, an undergraduate student led initiative that partners with community-based organizations to promote social justice and sustainability across the globe, students to create a Roadmap to Redistricting
- Led the community efforts for the Kern High School District redistricting process to advocate for 2 Latino majority districts in the largest high school district in the state of California. Through the use of Geographic Information Systems (GIS) and community input, DHF created inclusive districts increasing community representation for the roughly 38,000 KHSD students and their families. DHF mobilized community members to advocate for the “community map” and was present at every meeting throughout the process.
- Developing a story map highlighting the victories of the Dolores Huerta Foundation. The story map will be interactive, user friendly and include a geographic component.

GIS Technician, Kern County Public Works Department

Bakersfield CA, June 2016– March 2017

- Created GIS maps for the Preliminary Environmental Study packets which allows for environmental clearance for all new county road projects.
- Updated the Kern County roads layer for Caltrans.

Planning Intern, Kern Council of Governments

Bakersfield CA, September 2015–June 2016

- Updated data for total teacher and, staff counts for every school in the county.
- Georeferenced aerial photos of Kern County from 1937.
- Updated and analyzed general plan city maps in Kern County.

GIS Intern, Kern County Department of Agriculture and Measurement Standards

Bakersfield CA, June 2013 - September 2013 & June 2014 – September 2014

- Assisted in maintenance of pesticide related maps for Kern County farms.
- Developed ArcMap based GIS images for State Congressman Valadao.
- Created and/or Modified Kern County Seals for Centennial Celebration of Kern County Weights and Measures Department.

Guthman Program IT Intern, Wellesley College Library and Technology Services

Wellesley MA, September 2013 – May 2014

- Inaugural recipient of the Guthman Digital Scholarship Initiative Program
- Digitized archived maps both domestic and international maps
- Both assisted and then Coordinated “GIS Day” for Wellesley College over 2 years
- Worked with the on-campus GIS Specialist to teach students how to use “ArcMap”.

Kimi Shigetani

Email: kshigetani@gmail.com Tel: (206) 601-0803

Linked In: www.linkedin.com/in/kimi-shigetani

Summary

Professional with over 20 years experience in leadership roles, education and program development, association and nonprofit management, conference and event planning and management, and a proven ability to engage and develop relationships with diverse groups.

Experience

Redistricting Partners, Sacramento CA 2021-Present
Chief Administrative Officer

-Oversee administrative functions, project management and coordination of multiple contracts

California Advocates Management Services, Sacramento CA 2017- 2021
Senior Account Executive/Executive Director

-Worked with volunteer board to move association forward in membership and legislation

California State University Sacramento, Sacramento, CA 2016-2017
Project Manager

-Directed and organized work for grants focused on decreasing remediation in math for college freshman at CSUS and at area community colleges

Community College League of California, Sacramento, CA 2007-2016
Vice President

Statewide association representing all 114 Community Colleges in California, focused on meeting the diverse needs of all colleges, students, staff and administrators.

-Maintained and developed relationships with community colleges statewide, President, Chancellors, locally-elected boards, state offices, vendors, affiliate groups and other system stakeholders.

-Developed programs and best practices around emerging issues such as Redistricting, budget issues and facilities issues

-Developed marketing and education platforms for diverse audiences on emerging issues

-Planned, managed and executed statewide events, conferences, leadership development events and exhibit halls.

Director, District Services

-Managed and developed multiple and diverse programs for statewide association focused on assisting community colleges within the state of California.

-Developed relationships with vendors, college Presidents/Chancellors, college administrators, and other college focused associations and consultants.

-Managed board of directors for programs, request for proposal processes and advisory board for general guidance.

-Program revenues produced 30-40% of overall agency budget, with a 30% increase in corporate partner program

Snohomish County Workforce Development Council, Everett WA

2002-2007

Contracts and Compliance Director

- Supervised staff encompassing \$6 million overall program budget.
- Conducted best practice survey of national Employment and Training programs
- Worked independently with multiple contractors, businesses and state agencies on compliance issues and contracts, providing and implementing technical assistance through rapidly changing federal landscape and other political considerations.

Certification and Compliance Manager

- Brought multiple stakeholders together to develop policies and procedures as they related to federal programs and current need, monitored federal programs for compliance issues.
- Developed and managed two nationally recognized award winning federal programs focused on individuals with disabilities and Veterans.

Youth Account Executive

- Coordinated efforts between schools and previous School to Work program to help re-establish web based database for employment and work based learning opportunities for youth within county.

King County & Shoreline Community College Partnership, Shoreline WA

1999-2002

Site Manager, Learning Center North

- Developed and opened new learning center for youth.
- Marketed and managed new center, including recruitment of participants, developed program goals, criteria and data gathering.
- Supervised diverse staff working for multiple agencies.

Education

- Master of Arts in Education, Antioch University, Seattle WA
- Bachelors of Science in Psychology, Washington State University, Pullman WA

Volunteer Work

- Trainer, Girl Scouts Heart of Central California – Building an Inclusive Sisterhood (DEI course)

KIMON MANOLIUS
PARTNER
DIRECT DIAL (415) 995-5841
DIRECT FAX (415) 995-3508
E-MAIL kmanolius@hansonbridgett.com



April 23, 2021

City of Fresno

Re: California Voting Rights Act/ Redistricting Work

To whom it may concern:

The purpose of this letter is to offer my services and those of my firm Hanson Bridgett LLC to the City of Fresno ("the City") with regard to the City's needs for counsel on issues pertaining to compliance with the California Voting Rights Act and redistricting.

I have been helping special district and city clients with Voting Rights Act work since 2011, and have helped clients determine their best course of action in light of challenges under both the California and Federal Voting Rights Acts. I have assisted Boards and Councils in studying these issues, in working with demographers, and where necessary in converting at-large jurisdictions to zone or district-based systems. I fully understand the concepts inherent in racially polarized voting and vote dilution. I have helped some clients set up committees or commissions to study these issues, and have helped many clients through the conversion process employing best practices that will withstand legal challenge. I can help in the design of outreach processes, should the City decide to follow that course. I have even helped a client obtain U.S. Department of Justice approval for a change in its voting scheme as it was then required under Section 5 of the Federal Act.

I am very well-versed in the law and the great uncertainty in the state jurisprudence given the California Supreme Court's grant of the petition for review in the *Pico Neighborhood Association v. City of Santa Monica* case. I also understand the challenges posed by the fact that the U.S. Census data is late – making it very difficult for jurisdictions to get their redistricting work done by July of 2022 in time for the November 2022 ballot.

Given my extensive advice practice in this area, as well as my extensive litigation experience in this and other areas, I will not only advise the City but can also defend it should that need arise. Obviously, the goal is to avoid any litigation.

I will be the responsible attorney. My billing rate is \$750 per hour, but for this engagement I have received permission from my firm to discount that rate by 20% to \$600 per hour. When it makes financial sense, I work with two excellent (and more junior) lawyers in my firm – Patrick Burns and Dayna Louie. Their rates are \$450 and \$375, respectively, but I can offer a 10% discount to \$400 and \$335 per hour for these two fine lawyers. At Hanson Bridgett, we work as efficiently as possible to provide excellent value for our public clients' precious resources. To that end, recognizing that at least some work might be via teleconference, there will be no charge for travel when I am required to come to Fresno over the course of the engagement.

Hanson Bridgett LLP
425 Market Street, 26th Floor, San Francisco, CA 94105 hansonbridgett.com

17476271.1

Finally, I have worked alongside Redistricting Partners many, many times, and have retained Mr. Mitchell and his team on behalf of many of my clients. His work – the firm's work – is first-rate and we work very well together.

I realize there are many qualified firms that the City might choose to assist it with these Voting Rights Act issues. We care deeply about our clients and are proud to say we have many clients who have been with our firm for more than 50 years. We strive to provide exceptional client service to all of our clients. We would welcome the City of Fresno as a valued client and look forward to assisting in the achievement of its objectives. You can obtain more information about my background and our firm's services from our website, www.hansonbridgett.com.

Very truly yours,



Kimon Manolius

Attachments: Kimon Manolius Bio



Kimon Manolius

Partner

Kimon provides both transactional and litigation expertise and advice to his public entity clients, and currently serves as General Counsel to the Golden Gate Bridge, Highway and Transportation District.

On the transactional side, he has special expertise in transit and transportation funding at the federal, state and local levels. He helps his transit clients on project delivery and compliance with the myriad of statutory and regulatory schemes governing public entities. He provides advice on the Brown Act and the Public Records Act, ethics, and risk management. His objective is to protect the interests of his public entity clients in their dealings with private entities and other public entities. He also has expertise in both the California and the Federal Voting Rights Acts, having helped many public clients come into compliance with the requirements of one or both Acts.

He frequently litigates in any number of areas including code enforcement, torts, civil rights defense, inverse condemnation, takings and other land use litigation. He is experienced in dangerous condition of public property, and is an expert in design immunity. He advises on and defends his clients on issues under the First, Fourth, Eighth, and 14th Amendments, Titles II, VI and VII, and the California Voting Rights Act.

Before joining the firm, Kimon spent 11 years at the City Attorney's Office for the City and County of San Francisco. He served as managing attorney and chief counsel at that 200-lawyer office, gaining a wealth of experience working with city officials, departments, and public safety agencies. During his tenure, Kimon represented the city and county both as a plaintiff and as a defendant. He retooled and managed the City's code enforcement team with a focus on housing, building, planning, zoning, environmental health, drug abatement and consumer protection issues. On the defense side, Kimon became a specialist in many areas that confront public agencies including tort defense, dangerous condition of public property and the design immunity doctrine, civil rights defense, police misconduct, consent decrees, employment litigation, class actions, and medical malpractice issues.

Kimon also possesses considerable skills as a negotiator and mediator. He handled hundreds of settlement conferences for the City and County. He has served as a pro tem settlement judge for the San Francisco Superior Court and an early settlement panelist for the Bar Association of San Francisco.

Kimon serves on the Transportation Research Board's Transit and Intermodal Committee.

San Francisco

Hanson Bridgett LLP
425 Market Street, 26th Floor
San Francisco, CA 94105

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kmanolius@hansonbridgett.com

Firm Leadership

Government Executive Committee
Practice Co-Leader

Practices/Industries

Class Actions
Environmental Law
Government
Municipal and Public Agency
Government Ethics
Litigation & Dispute Resolution
Political & Election Law
Public Transit & Transportation
Public Sector Litigation
California & Federal Voting
Rights Acts

HansonBridgett



Kimon received a B.A. in Development Studies from Brown University in 1983, and his undergraduate thesis was entitled: "The Demise of East African Cooperation." Prior to earning his law degree, Kimon was involved intimately in the 1988 Dukakis for President campaign. He served as director of administration and finance and assistant treasurer for the \$54 million general election campaign, as well as the Massachusetts state director for the primary election. Kimon then received his J.D. from Boston University School of Law in 1990. His certification paper was "The Energy Facilities Siting Council, Public Decision-Making in a Political Environment."

Kimon teaches legal research and writing and moot court at Hastings College of the Law. He was classically trained on upright bass, and now plays bass guitar every chance he gets.

Representative Work

Golden Gate Bridge, Highway and Transportation District. Serves as general counsel to the Bridge District, advising on all aspects of the multi-modal Bridge District's mission, which includes the management and maintenance of the Bridge, as well as the provision of ferry and bus service in the San Francisco to Sonoma, Route 101 corridor.

Darensburg v. Metropolitan Transportation Commission. Kimon litigated, tried, and won this class action for the Metropolitan Transportation Commission. The case was a precedent-setting federal district court class action in the area of the rules governing state and federal transit funding. That victory was argued in and affirmed by the Ninth Circuit in an important published opinion.

Dammann v. Golden Gate Bridge, Highway and Transportation District. Kimon litigated, won summary judgment, and had affirmed on appeal this precedent-setting matter in the realm of design immunity. The Court of Appeal for the First Appellate District held that design immunity protected the District's decision not to install a median barrier on the Golden Gate Bridge, even in light of technological advances in the design of moveable median barriers.

Publications

"Substandard Designs and Better Technology—New Developments in Design Immunity," co-author, *Public Law Journal* (February 2014)

"Going to Mediation? Play Nice.," *San Francisco Attorney* (December 2009)

Representative Presentations

"Case Studies in Insurance and Indemnity," Transportation Research Board Legal Affairs Conference (July 2018)

"They Did What?? – Main Cable/North Tower Trespass on the Golden Gate Bridge," American Public Transportation Association Legal Affairs Seminar (February 2018)

"A New Look at Design Immunity - Expanding Protection for Public Entities," co-speaker, California Special Districts Association Conference (September 2017)

"The Ins and Outs of Transit Litigation: Tips, Trends and Tales," American Public Transportation Association Legal Affairs Seminar (February 2015)

"Encouraging Innovation in Design through Expansion of the Design Immunity Doctrine," National Association of City Transportation Officials (October 2014)

"A New Look at Design Immunity: Expanding Protections for Public Entities," International Municipal Lawyers' Association (October 2013)

"California Government Code Section 11135 and Title VI," Title VI Workshop (May 2013)

"Considerations for Public Entities Entering Multi-Party, Large Scale Class Action and Other Complex Litigation," California County Counsels' Association (September 2012)

"Surviving Title VI Litigation: (Is This What Survival Feels Like?)" California Transportation Association (June 2011)

"Expanding Design Immunity Protection for Public Facilities - Broadening Protections for New Facilities and Reinvigorating the Immunity for Existing Facilities," California County Counsels' Association (April 2011)

"Thorny Issues in Transit Funding Litigation under Title VI, the Equal Protection Clause, and State Disparate Impact Statutes," American Public Transportation Association Legal Affairs Conference (February 2010)

"Lessons Learned in *Darensburg v. Metropolitan Transportation Commission*," Transportation Research Board Legal Affairs Conference (July 2009)

"Taking Steps to Avoid Agency Paralysis in Civil Rights Litigation," Masters Program Lecturer, San Jose State University (January 2009)

"What Conduct Should We Expect From Our Public Officials Under California's Ethics Laws?" California Legal Education (January 2007)

"Civil Prosecution of Code Enforcement Cases: Facing The Difficult, The Obstinate, and The Contrary," California Association of Code Enforcement Officers (October 2006)

"Seeking Code Compliance When Facing The Difficult, The Obstinate, and The Contrary," Northern California County Counsels' Association (July 2006)

"Housing—The Hard Cases: Code Enforcement Through Civil Actions," League of California Cities (February 2005)

"Building a Code Enforcement Program That Pays for Itself," Bay Area City Attorneys (July 2004)

"Habitability, Environmental and Consumer Protection," Sonoma County City Attorneys and County Counsel (May 2004)

"Building a Code Enforcement Program That Pays For Itself," California County Counsels' Association (April 2004)

"Bus Stop Locations After *Bonanno v. CCCTA*," California Transportation Association (2003)

Honors & Awards

California Lawyers Association, Wiley W. Manuel Pro Bono Legal Services Award (2020)

Education

J.D., Boston University School of Law (1990)

B.A., Brown University (1983)

Admissions and Courts

California

U.S. Court of Appeals for the Ninth Circuit

U.S. District Court for the Northern District of California

U.S. District Court for the Eastern District of California

U.S. District Court for the Central District of California

Attachment B: Conflict of Interest Form

**Appendix B
Conflict of Interest**

**Disclosure and Acknowledgement
DEMOGRAPHIC CONSULTING SERVICES FOR REDISTRICTING PROCESS**

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	Do you represent any firm, organization, or person who is in litigation with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Are you or any of your principals, managers, or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Are you or any of your principals, managers, or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
* If the answer to any question is yes, please explain in full below.			

Explanation: _____



Signature
Paul Mitchell

(Name)
925 University Ave

(Address)
Sacramento, CA 95825
(City State Zip)
