

State of Michigan

Line Drawing and Redistricting Technical Services

Request for Proposal No. 920, 210000000714

February 10, 2021



STATE OF MICHIGAN

INDEPENDENT CITIZENS REDISTRICTING COMMISSION

SCHEDULE A – STATEMENT OF WORK CONTRACT ACTIVITIES

Redistricting Partners

Request for Proposal (RFP) No.920, 21000000714

Line Drawing and Redistricting Technical Services

This schedule identifies the anticipated requirements of any Contract resulting from this RFP. The term “Contractor” in this document refers to a bidder responding to this RFP, as well as the Contractor who is awarded the contract. The term “bidder” is used to identify where specific responses to the RFP are required.

The Contractor must respond to each requirement or question and explain how it will fulfill each requirement. Attach any supplemental information and appropriately reference within your response.

IMPORTANT NOTE TO CONTRACTORS/BIDDERS: There are specific requirements for which acceptance must be simply acknowledged through a checkbox(es), and others that require further explanation. Click one checkbox and complete the entries as identified.

BACKGROUND

Every 10 years following the U.S. Census, district lines for political offices must be redrawn in states across the country to accurately reflect their population. In Michigan, a randomly-selected Commission of voters is responsible for drawing U.S. Congressional and Michigan State House and Senate district lines. Voters amended the state constitution in the November 2018 general election to make citizens — not legislators or special interests — responsible for drawing district lines. The Independent Citizens Redistricting Commission (“ICRC”) is composed of 13 randomly-selected Michigan registered voters: four who affiliate with the Democratic Party, four who affiliate with the Republican Party, and five who do not affiliate with either major political party.

Pursuant to the Michigan Constitution of 1963, Article IV, Section 6, the organization/individual responsible for providing line drawing and mapping services for the ICRC will assist Commissioners in fulfilling their constitutional obligations as they embark on a new redistricting process involving new redistricting criteria and requiring robust transparency and public input throughout the line drawing process.

The ICRC is required to hold public meetings and hearings before and after initial redistricting plans are published. When both initial and final redistricting plans are completed, the ICRC and Secretary of State’s office must publish reports featuring the data and supporting materials used to develop each plan.

Final maps must be voted on by the ICRC, and they must be completed by September 17, 2021 and formally approved by November 1, 2021.

For additional information please visit: [RedistrictingMichigan.org](https://www.RedistrictingMichigan.org).

February 10, 2021

Chad Bassett
Michigan Independent Citizen Redistricting Commission
Office of the Secretary of State
Lansing, MI 48917

Dear Mr. Bassett -

Thank you for the opportunity to submit this proposal for the 2021 Michigan Independent Citizen Redistricting Commission.

Redistricting Partners is a specialized redistricting firm that conducts services for organizations and local governments ranging from racially polarized voting analysis and traditional redistricting. The team we bring forward for this project has performed dozens of redistricting projects over the last decade, both as the staff demographers, and the Chair of a statewide independent redistricting commission.

Connie Malloy, the lead on this project was rotating Chair of the California Redistricting Commission and served as chair for the release of their final plans. Her work, including serving as an advisor to individuals and groups working to form the Michigan Redistricting Commission, is extensive, unique, and would serve as a major asset to the commission.

Paul Mitchell, the line-drawing staff for this project has performed dozens of redistrictings in agencies large and small, is currently the demographer for four redistricting commissions, cities in two states, and has performed the commission-based redistricting for the Los Angeles Unified School District, which encompasses 4.8 million residents and 26 cities. His work outside of redistricting is with a bipartisan data vendor in California where he provides election information to both political parties, universities, research institutions, pollsters and hundreds of local municipal clients.

Redistricting Partners, established in 2011, brings a wealth of experience and professionalism to facilitate the redistricting of the State of Michigan's Congressional, State Senate, and State House district for the coming decade. As will be seen throughout this proposal, we have the experience and knowledge to assist the commission 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.

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.

Other staff on this team include Astrid Ochoa, the former Executive Director of a major statewide elections nonprofit who has joined Redistricting Partners on this project, Chris Chaffee, Chief Operating Officer of Redistricting Partners and Kimi Shigetani, Chief Administrative Officer.

We have included specifications and background information on Maptitude for Redistricting in this proposal, but we are open to using other GIS software and will work with the Commission to ensure all GIS and line-drawing needs are met. We have experience working with numerous GIS software programs, including Maptitude for Redistricting, ESRI, DistrictR, and others.

We view this as a collaborative process with the state commission 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
1007 7th St, 4th Floor
Sacramento, California 95814
paul@redistrictingpartners.com
916-612-8686

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1. Requirements

1.1 Key Deliverable One

(a) Software

Redistricting Partners will use Maptitude for Redistricting, a professional quality tool for political redistricting, as was used in 2011 by the California Redistricting Commission, and is the tool used by Redistricting Partners for almost all of our district boundary contracts.

The Maptitude system has been used by most state legislatures, both political parties, and public interest groups. The base geography used with this software is the US Census TIGER files, which go down to the census block level. Maptitude for Redistricting is compatible with all common GIS file formats and will allow for the use of multiple geographies. All plans drawn within Maptitude are exportable in multiple formats, including various GIS data types, PDFs, and other visual file formats.

Redistricting Partners is very adept at using the system with many kinds of datasets and GIS files from public and private sources. Maptitude for Redistricting allows calculation of custom fields to create new ways of viewing and measuring district plans against criteria that may be set by the commission. For example, it instantly processes district population deviations, and while line drawing the program will allow the user to see the impact on deviations that would come as a function of that change. This “track changes” also allows for the simultaneous viewing of how the line changes will impact communities of interest or any other dataset that has been properly written to the census geography.

The system will also allow for merging multiple plans together to create statewide plans. Multiple geographic layers can be overlaid at the same time to see how different layers interact with each other. The system also has a series of reports that can be run to validate plans, including:

- Identifying unassigned areas
- Listing of non-contiguous portions
- Computing measures of compactness
- Population deviations and other demographic data sets

Maptitude is also easily shown through web interface or projected. During the Los Angeles Unified School District line drawing process, Redistricting Partners conducted numerous line drawing sessions with the Commission, showing the impacts of shifting territory from one district to another and the underlying ramifications these changes had on the overall plan.

The State of California also used Maptitude in 2011, with Commissioner Malloy able to receive plan submissions from the public through the online product, and see staff drawing proposed lines and making changes in live hearings using the professional desktop version.

(b) Security

Maptitude for Redistricting (MORE) stores user information in an SQL table. The user information includes the user name, email address, encrypted password, and data folder name. Only the SQL database administrator can view the SQL table.

The redistricting plans are stored in files in the server file system, outside of the web server root folder. Each user has a dedicated folder. The data folder names are randomized. They do not provide information about the user identity.

The web application does not disclose the data folder location to the user.

Optionally, MORE can automatically publish submitted plans via FTP if you have an available FTP server. Some of our customers have found this is a good solution for a publicly available web site.

An administrator can define the maximum total number of registered users and the maximum number of concurrent users. If a user tries to register or login and the maximum number of allowed users has been reached, the application will report a message to the user to try again later.

Caliper provides technical support to your staff managing MORE on your server. Caliper does not provide support to end users who are trying to draw and submit redistricting plans.

(c) Geographic Database

As stated previously, Maptitude for Redistricting is able to work with all forms of GIS data and was developed specifically for jurisdictions and demographers to create redistricting plans. The base geography Maptitude runs on are the Census TIGER lines, which are built by the Census to align to the PL91-171 redistricting population files.

Maptitude also is built to process multiple datasets, including American Constitutional Survey datasets, historical voting statistics, and other demographic datasets. Mapitude is also built to both aggregate data up a geographic layer hierarchy and disaggregate it down – allowing for data built for example on the census tract level to be disaggregated down to the census block level or aggregated up to larger geographic layers, like cities and counties.

(d) Training and Education

Redistricting Partners is working with Mapitude to conduct a series of trainings on the software in other independent redistricting commissions to ensure that all Commissioners have the technical expertise to guide the line drawing process, understand the capabilities of the software, and feel comfortable with the software to draw districts if Commissioners wish to. Further, Redistricting Partners believes in the importance of public education and training and provides a basic training outline further in this proposal.

(e) Support for Litigation

Maps drawn by Redistricting Partners have never been legally challenged, but we always do our due diligence and save all reports, map plans, and other data in case of future legal action. Redistricting Partners, if selected, will provide consultation, line-drawing services, and testimony support for any litigation resulting from the determined maps during the contract. We will work with the Commission on a statement of work for the additional services and amend the contract if any legal action is undertaken.

1.2 Key Deliverables Two

(a) Public Meeting Participation

Experienced Meeting Facilitators

Redistricting Partners has conducted numerous redistricting projects and collected testimony from interested parties throughout these projects, often during public hearings but also through email correspondence, community of interest worksheet submissions, publicly submitted maps, and even from a map sketched on the backside of a meeting agenda. For all commission meetings, Redistricting Partners will have a line-drawer and notetaker available to catalogue the Commission's instructions and record any public testimony. These efforts will be supplemented by the Commission's video recordings, allowing Redistricting Partners to ensure testimony was properly understood and can be reflected in the commission work product.

The team assembled for this proposal has a wealth of experience managing meetings, from the work of Commissioner Malloy, who was the rotating Chair of the California Statewide Commission, to Mitchell and his work leading the Long Beach, Berkeley and Los Angeles Unified School District Commissions and work on dozens of redistricting projects, and Astrid Ochoa with her extensive work on boards and commissions, including for the California Secretary of State and her dozens of large presentations to organizations and conferences.

This is also a team that has decades of experience in civic engagement. Commissioner Malloy has come from a non-profit social justice organizing background, Mitchell has done extensive work in both community outreach directly through the many redistricting projects, but also has been a leader in helping develop software and tools for the census, and worked with hundreds of non-profit and community engagement organizations who are clients through his work with the bipartisan Political Data Inc.

In addition, Commissioner Malloy has a deep personal knowledge of Michigan. She spent many of her formative years living in Lansing, Michigan, and married an urban planner from Flint, Michigan where her in-laws have lived for generations. Given her longstanding relationship to the state, she has volunteered to support local efforts for redistricting reform. She began participating in educational events hosted by Voters Not Politicians as far back as January 2018, through a grant from Harvard's Ash Center for Government Innovation. Since that point in time she's been back to Michigan multiple times, leading multi-partisan delegations to meet with key stakeholders. She's been a speaker at redistricting related events in Lansing, Grand Rapids, Ann Arbor, and

Detroit. One trip was hosted by the University of Michigan's Ford School of Public Policy, where Commissioner Malloy spoke alongside Secretary of State Jocelyn Benson; another by Wayne State University. Given her day job as CEO of the Panta Rhea Foundation, Commissioner Malloy has consulted with national, state-based, and regional foundations, along with leading nonprofit leaders, to secure private funding for robust public education and outreach in the Michigan's redistricting process.

Cataloging Public Testimony, Data Storage & Map Creation

Redistricting Partners would work with the commission and staff on thoughtful ways to manage all public testimony. This includes audio and video of testimony provided during commission hearings, written input from public emails or Community of Interest (COI) input forms, and the mapping software.

Through the ESRI mapping system, all map versions created for the Commission will be stored and catalogued. Each map can then be shared digitally with Commissioners through email or through a PDF, transmitted visually within a virtual meeting, or projected onto a screen through a projector, if meeting in person.

All maps can be exported from the ESRI map drawing system into a PDF formatted map for distribution to Commissioners between public meetings. These PDF maps would be accompanied by a description of how they were constructed, either from instruction from Commissioners, discussion by the public, or a combination of the two. It has been our experience that map drawing is an iterative process that builds upon testimony from many sources. By cataloguing each map version and accompanying written description, anyone who comes to the process should be able to understand how the maps progressed from the first draft map to the final one approved by the Commission.

(b) Communication skills and strategies.

The team being assembled for this proposal has decades of work in community engagement, GIS, demographic and political data, and the task of drawing district boundaries for jurisdictions large and small, in communities that are urban, suburban and rural, and with unique populations and a wide range of diversity.

Commissioner Malloy's expertise comes from her work with the Citizen's Redistricting Commission included dozens of public outreach hearings, over hundreds of hours, cataloging tens of thousands of pieces of public input, and ultimately drawing maps that stood up to several legal challenges and have stood the test of time - creating districts that more fairly represent communities, not politicians and political parties.

Additionally, as a state redistricting commissioner, Malloy had to work with other

commissioners and make decisions about district lines in a contentious process with the glare of state and national media coverage, and the reputation of the entire California commission process dependent on the outcomes of their work. There is nobody in the country better prepared to explain and educate on the process that you, the commission, are about to undertake. And she has shown through her work in 2011 the ability to help fellow commissioners and the public understand the rationale and complexity behind statewide redistricting plans.

Mitchell's expertise comes from his experience leading redistricting and drawing districts for the Los Angeles Unified School District (population of 4.8 million), San Bernardino Community College District (population of 705,000) City of Santa Ana (population of 335,000), Cosumnes Services District (population of 183,000), and the City of Elk Grove (population of 172,000), to name just a handful. In this current cycle we are already working with counties of Sonoma (Population of 494,336) and Napa (Population of 137,744), and cities of San Jose (Population of 1,021,795), Long Beach (Population of 462,628), and Oakland (Population of 433,031).

Mitchell brings a unique and wide-ranging experience in traditional redistricting and the work of creating districts out of previously at-large election agencies (a growing trend in California with the California Voting Rights Act). This has included working with multiple communities of interest, ranging from protected classes of ethnic, religious or national origin minorities, to other protected classes such as the LGBTQ community, populations of students and elderly, renters and homeowners, neighborhood associations and cities.

As the commission knows, technical ability alone is not enough. To truly support their work, the commission is going to need an individual who has the ability to convert the most granular technical or arcane aspects of the redistricting process into something that can be clearly understood by the commission and public.

Mitchell has conducted hundreds of presentations before commissions, city councils, and the community. Paul Mitchell has regularly presented on elections and redistricting before the National Conference of State Legislatures, California State Assembly and Senate committees, the Los Angeles City Council, and other agencies. This has included facilitating conversations about communities of interest, often among opposing groups.

The redistricting process almost always involves tradeoffs. The need to create population equality, maintain contiguity and compactness, and preserve communities of interest creates a natural push and pull between each of these factors. And these have human consequences – ranging from the individual resident who wants to know why a line is cutting across her street to the dozens of organizations and stakeholders that might be

united against a specific part of a redistricting plan. As a firm, Redistricting Partners has been able to work with commissions to listen to communities and provide objective advice and decision-making tools to those voting on the district boundaries.

One of the most important tools is transparency. This means providing the public with maps, data, and tools to understand the decision-making process. The team assembled is expert at providing clear information to the public through maps, data and narrative descriptions that always tie back to communities of interest, commission direction and public testimony.

Following the timelines and expectations set forth in the RFP we are confident in our ability to conduct commission and staff trainings to help build the tools for conducting the redistricting in a fair and open process.

This includes both the commissioner development which Malloy can lead, the technical, online and computer training that Mitchell and the Redistricting Partners staff can fulfill, conducting the public outreach hearings and cataloguing the robust community of interest testimony provided, and the iterative map creation process with each version built upon the next.

(c) Public meeting schedule and setting

Redistricting Partners will attend all meetings and facilitate the process of establishing the workplan and timeline for creating final Congressional, State House and State Senate maps by September 17th of 2021.

Our bid expects that all hearings throughout the process will either be held via online web-based public meetings, or have such options as members of the public who want to engage, and commissioners, may have COVID-related restrictions on in-person gatherings even beyond such a time that some of the current health restrictions are lifted.

If in-person meetings are required, we will provide staff coverage for all of these in-person meeting by hiring additional staff following the procedures set forth within the RFP.

1.3 Key Deliverable Three

(a) Professionalism and support

Redistricting Partners is well prepared to assist the Commission in a collaborative, professional and non-partisan manner, respectful of all communities and viewpoints.

This is also a team that has decades of experience in civic engagement and organizing that includes working with organizations and individuals who represent a wide range of backgrounds and viewpoints.

Commissioner Malloy has come from a non-profit social justice organizing background and has worked on grants and programs that require convening dozens of partners in order to achieve a shared goal.

Mitchell has done extensive work in both community outreach directly through the many redistricting projects, but also has been a leader in helping develop software and tools for the coming census, and worked with hundreds of non-profit and community engagement organizations who are clients through his work with Political Data Inc.

Not only is the team able to work in a non-partisan fashion, Malloy was one of the four non-partisan members of the State Redistricting Commission. Mitchell has a stellar reputation as a bi-partisan data analyst which has clients in both the Republican and Democratic parties, working with individuals and organizations across the country with a wide range of political viewpoints and partisan affiliations. Other members of the team have shown a great ability to conduct municipal redistricting in a fair and unbiased fashion, free from politics and partisanship.

In addition to our focus on redistricting directly for local governments, Redistricting Partners has also been proud of our work engaging the public in the process. We have worked with several groups that bring community to the redistricting process, such as the Advancement Project, NAACP, Asian Americans Advancing Justice, Mexican American Legal Defense and Education Fund, Equality Federation, Dolores Huerta Foundation and the American Civil Liberties Union. In several cases these have been direct client relationships working on demographics and organizing, and in other cases these organizations have been part of a larger table of groups under the umbrella of larger non-profit clients.

(b) Reporting

The issues regarding reporting can be multi-faceted in a commission-driven redistricting process. This includes:

Organizing work plans and deliverables

In a public process, with openness and transparency, work plans and timelines are important for the commission and public to understand the goals ahead, and approaches to reaching them. The commission could look to our current commission-led process in the City of Long Beach where things such as our training schedules, commission work plan, and agendas are mapped out for the commission and public to see. These are public documents that can be found on the commission website and we are happy to forward them to you for review.

Hearing Schedules / Outreach

We fully expect to work with the commission and staff to provide the public information on the schedule of hearings, opportunities for the public to have engagement and documentation of the progress the commission is making on each element of the redistricting process. We are happy to assist in this given our experience working with these outreach schedules, particularly with Connie Malloy who led the outreach and hearings process with the California State Redistricting Commission.

Map Creation / Iterations

Within the period of time dedicated to map creation, evaluation, and the iterative process there will be a need to provide the commission and the public with an easy to understand flow of the progress that is being made on potential district maps. This would be done through a simple process of creating and posting each version of maps, in an easily identified manner, on the commission website. For an example of this the commission could look to our previous work in cities such as [Napa](#) and [Davis](#) that still have their recent 2018-2019 districting processes and all maps posted on their websites.

The Michigan Commission would obviously have a much more extensive library of maps, but the structure would be the same. Any map adjustment would be provided to the commission within 12 hours for posting with very clear identification of the changes made and maps would be provided in three different formats, as described further in this proposal.

Redistricting Partners has been collecting, conforming, and performing analysis on census data sets for over a decade. This analysis has nearly always included an evaluation of Voting Rights Act compliance, frequently through the use of in-house software

solutions and tools.

Plan and Data Storage

Unlike 20 years ago, the documentation of our work will not be residing in physical filing cabinets or shared with paper copies of memos and maps. Redistricting Partners regularly uses Dropbox and FTP sites to store large files and make them available to the client, and the public. This will be handled both by us and the software vendor the commission uses.

(c) Final redistricting plan report

Within 30 days after the Commission has adopted final plans for the State of Michigan's Congressional, State Senate, and State House districts, Redistricting Partners will work with the Commission and staff to publish these final plans, all material reports, reference materials, and data used in drawing these final plans, as required by the Michigan Constitution. The data provided will include information for users to be able to replicate the final plans without any modifications. All reports that test the plan for accuracy will also be included.

Redistricting Partners will also work with the Commission and staff to develop a report for each final plan that explains the basis on which the commission made its decisions in achieving compliance with the criteria it established for drawing districts. These reports will also include a legal description of each district (Congressional, State Senate, and State House) with detailed census data to accurately describe the plan and verify the population of each district and a description of the political subdivisions, such as counties, cities, and townships; man-made features, such as streets, roads, highways, and railroads; and natural features, such as waterways, which form the boundaries of the districts.

All final plans, documentation, and reports will also be transmitted to the Secretary of State for their use, publication, and other required actions.

1.4 Training

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must explain its training capabilities and any training that is included in its proposal:	

To ensure empowered and fully educated Commissioners, Redistricting Partners will work with the Commission and staff in developing a training plan and ensuring that they are well armed with the tools necessary to engage in the redistricting process.

This includes training on:

- Understanding the US Census databases, the differences between the decennial census file used for determining population of a district, and the American Community Survey used for determining the racial and ethnic composition.
- Creating awareness of the nested census geographies, and the strengths and weakness of working in each geography – and their interplay with other geographic areas such as election precincts, neighborhood lines, and other geographic elements that can be a part of a redistricting process.
- Use the training to bring life to the concepts underlying technical terms like contiguity and compactness.
- Exploring other datasets that can be valuable in redistricting, such as data on educational attainment, income, housing, transportation, healthcare, workforce and other ways in which communities can be identified.

Led by Commissioner Malloy, we would develop a training plan that goes beyond the technical elements of redistricting and draws on her experience to empower the commissioners. This will help the commission and staff develop a strong working relationship and understand their roles, something that is essential to the success of the entire initiative.

We would recommend that this include a series of speakers to provide additional viewpoints, experience and a chance for them to engage with some of the preeminent experts in the redistricting field that we have worked with. This would involve a diverse set of viewpoints, including experts like California Redistricting Commissioner Cynthia Dai, rights act expert and former Department of Justice Matt Barreto, Common Cause National Redistricting Director Kathay Feng, Brennan Center’s Voting Rights and

Elections Program Director Myrna Perez, and other speakers.

While understanding of mapping is a key element in the commissioner's toolkit, it is best practice that the commissioners not begin drawing lines until they have had a chance to receive public input and think about the state and its important populations more abstractly.

Additionally, in our experience, commissioner training includes more than teaching a commissioner how to draw a map, it also includes helping them think about their role in the process. We would stress the importance of nonpartisanship, respect for community of interests, and a deep understanding of the redistricting norms and best practices. Being uniquely qualified to help in this part of the commissioner development process is a key strength of our proposal.

Due to our work with multiple redistricting commissions we have already been scoping out training schedules and have conducted trainings led by subject matter experts on a series of redistricting topics. If selected, we would create Michigan specific trainings along these same lines. PowerPoint presentations of our recent trainings are available for review.

The following is a sample redistricting training that we have suggested to other clients similar to the Michigan Redistricting Commission:

Phase 1: Introduction / Process

Introduction of training items / presenters

Training schedule overview

Phase 2: Design and Role of the commission

The Commissioner Role – led by Connie Malloy and featuring other past redistricting commissioners from around the country (most likely California and Arizona)

The Experience of Other State Redistricting Commissions / Best Practices – featuring redistricting advocates from the nonprofit sector (most likely Common Cause and other similar organizations)

Phase 3: Redistricting Laws

Federal Voting Rights Act / Racially Polarized Voting, featuring national legal

experts and academics.

Michigan's Redistricting Laws – featuring state nonprofit and legal experts.

Phase 4: Community Engagement

Communities of Interest: what are they, and how are they used in redistricting – featuring community-based organization and social justice leaders who have worked to empower local communities through redistricting.

Phase 5: The Process of Redistricting

Redistricting Fundamentals – a look at the actual process of applying the commission role, public engagement and legal principles to map drawing.

Map-making tools & software – overview of map drawing tools and public engagement software.

2. Service Requirements

2.1 Timeframes

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must describe how they comply with the above requirement(s):	

Redistricting Partners will work with the Commission and staff to ensure all work plans and internal deadlines are met.

3. Acceptance

3.1 Final Acceptance

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Redistricting Partners has no exceptions for final acceptance if chosen by the Commission.

4. Staffing

4.10 Contractor Representative

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must identify its Contract Administrator :	

Kimi Shigetani will be our Contractor Representative for this contract. Ms. Shigetani is an experienced non-profit director with over 20-years in leadership roles, education and program development, association and non-profit management, conference and event planning. She is very experienced in working with large teams to ensure proper communication between the client and consulting team, that goals are identified and documented and that timelines are met.

Ms. Shigetani will respond to Commission inquiries within 24 hours and will also help administer the consultant team and serve as an administrative point of contact for the Commission.

During the last decennial redistricting, Shigetani served as Vice-President of the Community College League where she oversaw a program for Redistricting and California Voting Rights Act transitions for dozens of community college districts.

4.11 Work Hours

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Redistricting Partners will be available for contract activities during normal working hours Monday through Friday, 8:00 a.m. to 6:00 p.m. EST and possible night and weekend hours depending on the requirements of the project. The Project Lead, Connie Malloy, is on East Coast Time and staff on Pacific Coast Time will also be available during these hours.

4.12 Key Personnel

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

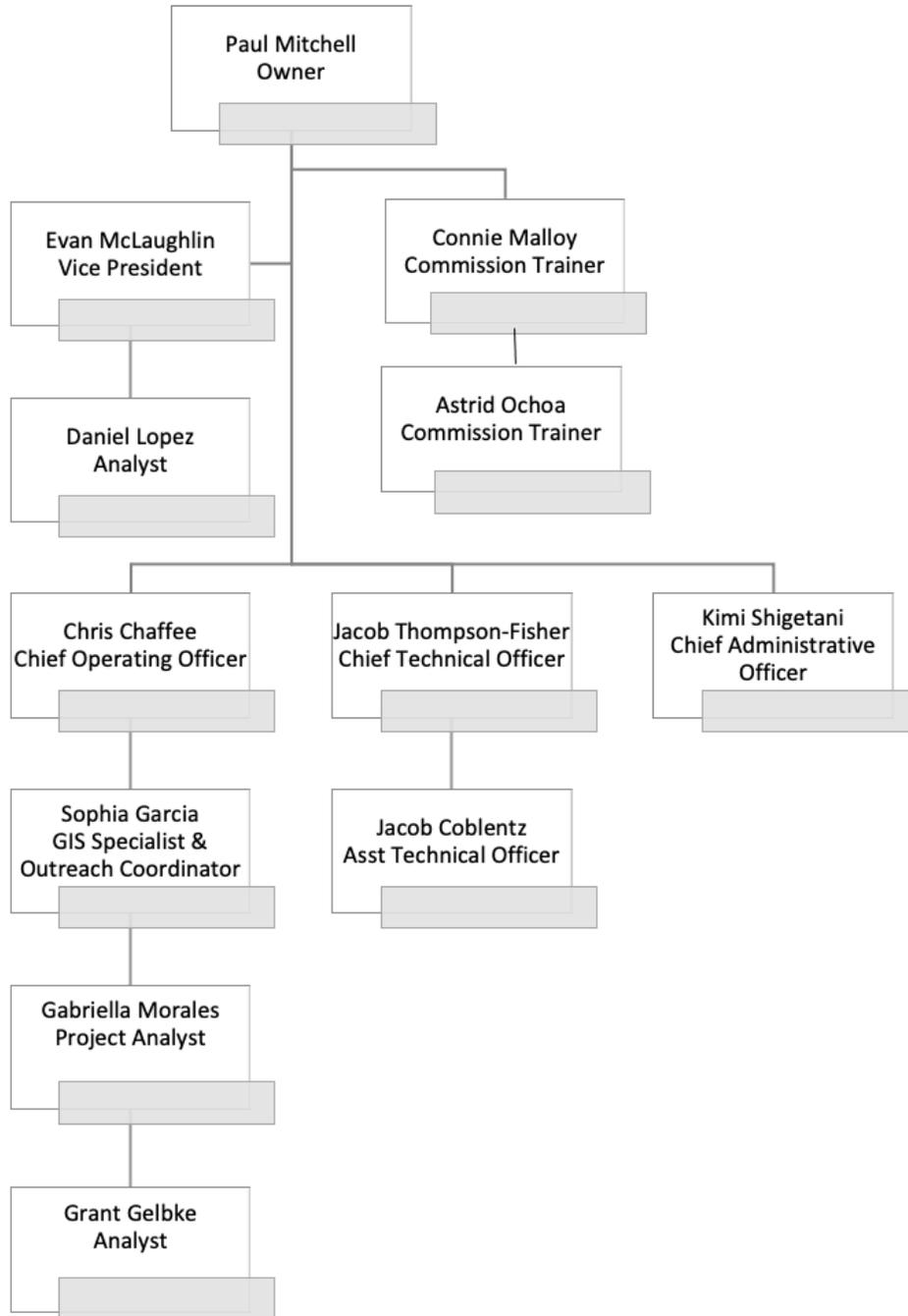
Redistricting Partners has no exceptions to this requirement. All key personnel are included in the table below. There will be other supportive staff assigned to this project, but none will play a key role in the project.

Name	Years of Experience in Current Classification	Roles & Responsibilities	Direct / Subcontract/ Contract	% of Work Time	Physical Location
Paul Mitchell	10 years	Owner of Redistricting Partners, Facilitator, Line Drawer	Direct, Full-time	10%	Sacramento, CA
Connie Malloy	10 years	Former Commissioner, Facilitator, Project Lead	Contract, Full-time	25%	Los Angeles, CA however currently working remotely from Barbados
Astrid Ochoa	10 years	Facilitator, Training Director	Contract, Part-time	50%	Los Angeles, CA
Kimi Shigetani	10 years	Contract Administrator	Director, Full-time	15%	Sacramento, CA

See Appendix B for key personnel resumes.

4.13 Organizational Chart

Redistricting Partners Direct Staff Organizational Chart



4.15 Security

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must explain any additional security measures in place to ensure the security of the Commission and its facilities:	

Redistricting Partners staff and all key personnel is willing to go through background checks and other security requests of the Commission.

5. Project Management

5.10 Project Plan

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must submit its project plan as described above:	

Draft Project Outline

Redistricting Partners is well prepared to assist the Commission in conducting Michigan’s first Independent Citizen’s Redistricting Commission, including working within the requirements of the Michigan Constitution, the Federal Voting Rights Act, and utilizing traditional redistricting criteria, borne out of state and local laws, caselaw, and best practices, in order to facilitate an open and transparent process.

As a firm and as individuals, we have successfully conducted numerous redistricting projects, large and small, and worked to ensure our work product always complied with state and federal laws and any applicable local ordinances. We are not attorneys, but we work closely with legal counsel and outside law firms regularly to ensure our redistricting work will avoid and withstand legal challenges.

Our approach, with additional information below, would include, but is not limited to:

1. Supporting the Commission in developing schedules, materials, and providing information that can be used for the Commission website, including how community input opportunities, hearing information, and draft maps can be made available to the public.
2. Supporting the Commission with high quality trainings (held over at least 5 public hearings) receiving input from individuals with deep redistricting backgrounds, including former redistricting commissioners and experts in a variety of redistricting topics.
3. Working with the Commission to build community engagement with the intent of receiving public testimony on communities of interest and the metrics by which the Commission should be evaluating potential redistricting plans.
4. Promoting two types of engagement for the public to participate in the map-drawing process prior to the development of staff or Commission developed

districting options. These would include some type of in-person or online forum (depending on local health orders), and the release of a software product with an online training for the public to learn how to draw their community of interest and eventual state and congressional district maps.

5. 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, ensuring that all community of interest submissions and districting plans will be converted to the standard formats and datasets and be available on the Commission website.
6. After decennial redistricting data has been released and processed, creating multiple draft plans at the direction of the commission that reflect the testimony from commissioners and the public in open hearings.
7. Working with the Commission on the iterative process of developing and analyzing mapping options, balancing tradeoffs, and facilitating the commission making decisions on a final plan.
8. Once the redistricting has been concluded, working with the Secretary of State to transmit the plans in multiple required formats to counties and work with staff on any technical issues.

Commission Staff Support

Mitchell and the other Redistricting Partners staff also have significant experience in helping redistricting Commissioners, staff, and the public 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 Commission meetings and be on hand for all redistricting functions, including council meetings as required.

Commission Support

For Commission support on this project, we are excited to be working with Connie Malloy, a 2011-2020 Statewide Redistricting Commissioner. Malloy's commission experience and her background working in a collaborative fashion makes her uniquely qualified to assist in developing and creating trainings to empower the Commissioners.

Training will be key to producing a competent and empowered commission. Having the leadership from an experienced former commissioner will be invaluable. We also are contracting with others in the redistricting space who should be able to illuminate the process for the commissioners. A more expansive description of the draft training regime follows this section.

Public Engagement

One of the first goals of early Commission meetings will be developing processes to identify communities of interest. In our experience it is imperative that the commission begin by establishing a very transparent public process to receive testimony about the community of interests throughout the state of Michigan. 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.

Whenever the Commission feels is appropriate, either after the completion of the decennial census release of redistricting data, or before, using the 2010 data, or American Community Survey estimated population data, we would work with the Commission in launching the state's preferred online mapping software.

Plan Creation

States and local governments around the country are going to face challenges in how to manage their process given the likely delays in the release of census data. One option is to utilize the existing 2010 Census data, another could include use of estimated population data from the American Community Survey. The concern with both of these options is the potential that commissioners and public will gain consensus on a set of draft maps, only to have them upended by a 2020 census that doesn't align to either the past or estimated data. Our job will be to present these options and allow the commission to decide if it will begin with one or both of the existing datasets, or wait. (note: in the draft timeline below, we assume the commission will wait until the release of final data.)

Once Commission line drawing is engaged, it should be presented to the public in an open and transparent manner. In our experience there are three different ways that a Commission can undertake the line-drawing process, and we will work with the Commissioners and staff to decide how they would like to develop potential plans.

These primary means include:

1. Redistricting Staff Direction – the Commission can direct the redistricting staff to draw multiple potential maps based on a set of priorities and criteria based on public input and return to the Commission to present several plan alternatives in a public forum for discussion.
2. Begin with a Public Map – The Commission could choose to begin the process with a public map, or multiple maps, drawn and submitted by the community, and ask for redistricting staff to create from public submissions a set of districting alternatives. This kind of strategy gives real value to the public

outreach process and reinforces that the district lines are a product of community engagement.

3. Live Line Drawing - The Commission could establish a day during which they and staff would conduct live line drawing, starting with a blank map and working with staff to draw potential districts and create some alternatives for public comment. This method has the advantage of directly showing tradeoffs and allowing the public to hear discussion about each specific element of the boundaries as they are being developed.

Of course, the process could use a combination of these methods. For example, at the recent California Voting Rights Act conversion to districts that Redistricting Partners completed in the City of Davis, the council began with a set of boundaries drawn by a member of the public during a Saturday outreach meeting in the local senior center. They then had a discussion about potential changes, leading to a line-drawing during the meeting which ultimately resulted in the final plan which was adopted - a community drawn plan, with adjustments based on rationale expressed by the councilmembers, before a live audience and televised.

Analysis of Maps

In addition to commission-drawn plans, 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 commission 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 city and state and we provide the tools and opportunities to do this.

Presentation of Plan Maps

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

1. 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. For a statewide redistricting this could include a single statewide plan, then additional pages with zoomed in mapping of more

densely populated areas for greater detail in areas that are hard to see in a single page format.

2. 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. These can utilize the commission’s chosen mapping software through a plan-viewer setting, and can be included in the online software as one of the mapping options, which would also allow the public an opportunity to make changes of their own and submit those as public testimony.
3. 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 and suggested changes.

Final Plan Adoption

As we have done in other redistrictings, the final plans will be presented to the Commission 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 Commission sought to equitably create the election district boundaries for the Congressional, State House, and State Senate seats.

After completion of the redistricting process we work with the commission staff and the Secretary of State’s office to ensure all relevant data on the three map lines are submitted and incorporated for the next election. Redistricting Partners staff will also work with the Commissioners to produce a final written report per the Michigan Constitution.

Draft Work Plan

Activity Description	Type	Responsibility	Estimated Completion Date
Implementation of redistricting software and online tools	GIS/Data	Redistricting Partners and commission staff	March 2021
Approving Commission Training Scheduling / identified facilities / technical implementation of online hearings and how to receive public input within online commission hearing process	Planning	Commission Staff	March 2021
Development of Outreach Plan <ul style="list-style-type: none"> - Identification of statewide, regional and local community based organizations. - Best practices for outreach to organizations and the public - Promotion of hearings, location, background of commission process. - Redistricting training opportunities, use of online software - Community of interest forms - In-Language outreach - Social Media - Direct media to public - Press / Media 	Planning Documentation	Commission Staff and Redistricting Partners	April 2021
Finalize and approve commission training plan – details of commission redistricting training process, including the following subjects: <ul style="list-style-type: none"> - Rules of the Road (general redistricting overview) - Legal aspects of Redistricting and Federal Voting Rights Act - Role of the Commissioner - Communities of Interest 	Planning Documentation	Redistricting Partners, Commission staff and Commission	March 2021

- State of Michigan Demographics/Analysis			
Review draft redistricting informational documents for the public outlining different terminology, rules of redistricting, census, communities of interest, etc. for use the Commission and staff.	Training / Documentation	Redistricting Partners, Commission staff and Commission	April 2021
Present trainings and presentations from redistricting experts, former redistricting commissioners.	Training	Redistricting Partners – Connie Malloy	May 2021
Implementation of Redistricting Software and Training for the public and the Commission Release video on how the public can use the mapping software. Publication of online mapping user manual.	GIS/DATA Training Documentation	Redistricting Partners + Mapping vendor	May 2021
Commission Outreach Hearings	Hearing	Redistricting Partners, Commission staff and Commission	May – July 2021
Census Data acquisition, import of new census data to online mapping tool, creation of existing district lines with new population / demographics	GIS / Data	Redistricting Partners	TBD (likely early August 2021)
Post- Census Data Release Hearing with presentation to Commission on existing districts and new populations.	Hearing	ALL	TBD (likely early August 2021)
Direction for demographer on initial district plans with guidance from the community of interest testimony	Hearing	ALL	TBD (likely late August)
Receipt of initial plans	GIS / Data	Redistricting Partners	TBD (likely late August)
Publishing of Draft Commission Plans	Documentation	Redistricting Partners and Commission Staff	TBD (likely late August)

Commission Outreach Hearings on draft plans, revisions.	Hearing	ALL	TBD (likely late August)
Commission Meetings on Final Map Adoption	Hearing	ALL	September 17, 2021
Demographer to produce final data/GIS submission to Secretary of State	Data Processing	Redistricting Partners	September 2021
Receipt of report to 2030 Redistricting Commission	Documentation	Redistricting Partners	November 2021

5.11 Meetings

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Redistricting Partners will be available to attend all Commission meetings through December 31, 2021 with no exceptions. We expect most of these meetings to be virtual.

5.12 Reporting

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	
Bidder must explain its reporting capabilities and any reporting that is included in its proposal:	
Bidder must provide samples of required reports as attachments to this RFP. List file names here.	

Reports will be made available to the Commission to ensure the maps created align to the criteria and direction the Commission has given on drawing the Congressional, State House, and State Senate district lines. Redistricting Partners has been collecting, conforming, and performing analysis on census data sets for over a decade. This analysis has nearly always included an evaluation of Voting Rights Act compliance, frequently through the use of in-house software solutions and tools provided by Maptitude. We have also produced reports analyzing districts compactness, contiguity,

total population, population deviation from the ideal, partisanship, Citizen Voting Age populations of protected classes, and other data points requested.

The following report examples are included in Appendix C:

- Core Constituencies
- Travel Contiguity
- Communities of Interest
- Error Check Report
- Measures of Compactness
- Plan Comparison
- Population Summary
- Contiguity
- District Statistics
- Fracking
- Metes and Bounds
- Plan Components
- Political Subdivision Splits Between Districts

See Appendix C for an example of these reports.

6. Pricing

6.10 Price Term

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Pricing is firm for the entire length of the Contract.

6.11 Price Changes

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

If the actual costs of providing the services outlined in the RFP and our proposal change, we shall communicate these changes with the Commission, providing documentation of the cost change. Redistricting Partners will act in good faith in negotiating any price term changes and will continue providing the contract activities until a mutually agreed to modification is agreed to by both parties.

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

7. Ordering

7.10 Authorizing Document

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Redistricting Partners will use a Delivery Order for all authorizing documents.

8. Invoice and Payment

8.10 Invoice Requirements

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

All invoices submitted by Redistricting Partners to the Commission will include:

- (a) date;
- (b) delivery order;
- (c) quantity;
- (d) description of the Contract Activities;
- (e) unit price;
- (f) shipping cost (if any); and
- (g) total price.

8.11 Payment Methods

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Redistricting Partners will receive payment via an EFT.

8.12 Procedure

<input checked="" type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

All invoices will be submitted to: Suann Hammersmith.

9. Liquidated Damages

<input type="checkbox"/>	I have reviewed the above requirement and agree with no exception.
<input type="checkbox"/>	I have reviewed the above requirement and have noted all exception(s) below.
List all exception(s):	

Redistricting Partners is in agreement with the liquidated damages outlined in the RFP for late or improper completion of the contract activities.

Additional Pricing Information

	Hourly Rate	On-Site Day Rate
Paul Mitchell	\$375	\$4,500
Connie Malloy	\$325	\$4,000
Astrid Ochoa	\$250	\$2,500
Kimi Shigetani	\$250	\$2,500

The full pricing 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 state 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.

Vendor Question Worksheet



STATE OF MICHIGAN
INDEPENDENT CITIZENS REDISTRICTING COMMISSION

VENDOR QUESTIONS WORKSHEET

Provide a detailed response to each question. "You" and "company" refers to the bidder.

Information Sought	Bidder Response
1. Contact Information	
Bidder's sole contact person during the RFP process. Include name, title, address, email, and phone number.	Paul Mitchell, Owner 1007 7th St, Fourth Floor, Sacramento, CA 95844 paul@redistrictingpartners.com (916) 612-8686
Person authorized to receive and sign a resulting contract. Include name, title, address, email, phone number. The awarded vendor will be required to establish an account in SIGMA Vendor Self-Service	Kimi Shigetani, Chief Administrative Officer 1007 7th St, Fourth Floor, Sacramento, CA 95844 Kimi@redistrictingpartners.com (206) 601-0803
2. Company Background Information	
Legal business name and address. Include business entity designation, e.g., sole proprietor, Inc., LLC, or LLP.	Redistricting Partners, LLC 1007 7th St., Fourth Floor Sacramento, CA 95844
What State was the company formed in?	California
Phone number.	800-996-1019
Website address.	www.redistrictingpartners.com
Number of years in business and number of employees.	10 years in business, 12 employees
Legal business name and address of parent company, if any.	N/A
Has there been a recent change in organizational structure (e.g., management team) or control (e.g., merger or acquisition) of your company? If the answer is yes: (a) explain why the change occurred and (b) how this change has affected your company.	There have been no recent changes in structure or control of Redistricting Partners.
Discuss your company's history. Has growth been organic, through mergers and acquisitions, or both?	Growth has been organic coinciding with the census cycle.
Has bidder ever been debarred, suspended, or disqualified from bidding or contracting with any entity, including the State of Michigan? If yes, provide the date, the entity, and details about the situation.	Redistricting Partners has never been debarred, suspended or disqualified from bidding or contracting in the State of Michigan.
Has your company been a party to litigation against the State of Michigan? If the answer is yes, then state the date of initial filing, case name and court number, and jurisdiction.	Redistricting Partners has never been a party to litigation against the State of Michigan.
Within the last 5 years, has your company or any of its related business entities defaulted on a contract or had a contract terminated for cause? If yes,	Redistricting Partners has never defaulted on a contract or had a contracted terminated for cause.



VENDOR QUESTIONS WORKSHEET

<p>provide the date, contracting entity, type of contract, and details about the termination or default.</p>	
<p>State your gross annual sales for each of the last 5 years.</p> <p>If receiving a contract under this RFP will increase your gross revenue by more than 25% from last year's sales, explain how the company will scale-up to manage this increase.</p>	<p>2016 - \$44,790 2017 - \$ 83,500 2018 - \$141,500 2019 - \$308,650 2020 - \$594,450</p> <p>Redistricting Partners increased staff in 2020 in anticipation of the 2020 redistricting cycle.</p>
<p>Describe partnerships and strategic relationships you think will bring significant value to the Commission.</p>	<p>See narrative following this section, labeled: "Partnerships"</p>
<p>For the bidder, primary contractor, principal(s) of the primary contractor, key personnel, any subcontractors, or employees provide disclosures regarding the following relative to their redistricting work with individuals, groups or any public or private entities for the same or substantially similar work described in this RFP: (1) list of past relationships and (2) identify any current relationships and (3) identify any anticipated or future relationships that will be sought by the bidder. For each of the 3 categories of relationships, please identify which could give rise to a potential, actual or apparent conflict of interest and provide measures that would be taken to avoid or address a conflict, should one currently exist or is likely to arise in the future.</p> <p>These disclosures and conflict requirements are ongoing and will be the responsibility of the successful bidder for the full contract term.</p>	<p>We have not had any past work relationships, nor have current or likely future work relationships within the State of Michigan, or projects involved in redistricting in Michigan.</p> <p>Substantively similar work to this contract would include our work with other redistricting commissions, primarily in the California cities of Oakland (Population 433,031), San Jose (Population 1,021,795) and Long Beach (Population 462,628) and the City of Mesa, Arizona (Population 518,012), and other municipalities that are provided in our client list for which we are conducting the redistricting process. These are all listed in our attached client list, and we are willing to keep this updated throughout the life of this project.</p> <p>See narrative following this section labeled: "Past Work Relationships"</p>
<p>State the physical address of the place of business that would have primary responsibility for this account if bidder is awarded a contract under this RFP.</p>	<p>1007 7th St, Fourth Floor Sacramento, CA 95844</p>
<p>3. Participation in RFP Development or Evaluation</p>	
<p>Did your company, an employee, agent, or representative of your company, or any affiliated entity participate in developing any component of this solicitation? For purposes of this question, business concerns, organizations, or individuals are affiliates of each other if, directly or indirectly: (1) either one controls or has power to control the other or (2) a third-party controls or has the power to</p>	<p>No</p>



VENDOR QUESTIONS WORKSHEET

<p>control both. Indicia of control include, but are not limited to, interlocking management or ownership, identity of interests among family members, shared facilities or equipment, and common use of employees.</p>	
<p>If you are awarded a contract under this solicitation, in order to provide the goods or services required under a resulting contract, do you intend to partner or subcontract with a person or entity that assisted in the development of this solicitation?</p>	<p>No</p>
<p>Will your company, or an employee, agent, or representative of your company, participate in the evaluation of the proposals received in response to this RFP?</p>	<p>No</p>
<p>4. State of Michigan Experience and Prior Experience</p>	
<p>Does your company have experience working with the State of Michigan? If so, please provide a list (including the contract number) of the contracts you hold or have held with the State for the last 10 years.</p>	<p>Redistricting Partners has no prior experience working with the State of Michigan.</p>
<p>Describe all relevant experiences from the last 20 years supporting your ability to successfully manage a contract of similar size and scope for the work described in this RFP. These experiences should include:</p> <ul style="list-style-type: none"> • Drawing district lines for state legislative, congressional, county commission, city council or other electoral districts • Drawing district lines during public, open meetings, taking direction from public officials, and responding to public testimony or other questions in public meetings. • Expert testimony related to districting or redistricting provided in the last 20 years. 	<p>Please see narrative following this section labeled:</p> <p>"Past Clients"</p>
<p>Describe your company's experience and knowledge with Geographic Information Systems redistricting solutions and the associated boundary, demographic and other data sources used for redistricting mapping.</p>	



VENDOR QUESTIONS WORKSHEET

Describe your company's experience working with commissions, public officials, and the general public in similar projects.	
Describe your company's knowledge and experience with the necessary validation checks that need to be part of a redistricting plan (for example, checking population totals, contiguity, compactness, etc).	
Experience 1	
Company name. Contact name. Contact role at time of project. Contact phone. Contact email.	Los Angeles Unified School District (LAUSD) Doug Wance Executive Director of the LAUSD Redistricting Commission (949) 224-6439 dwance@buchalter.com
City. State. Zip.	Los Angeles CA 90012
1. Project name and description of the scope of the project. Did the project include redistricting for electoral districts? Did it include drawing or presenting map lines in public meetings? 2. What role did your company play? Who was doing the line drawing, and who was giving direction to line drawers? If expert testimony only, what was the testimony about? 3. Whether any of the redistricting plans produced were subject to legal challenge based on Voting Rights Act compliance or other state law. If subject to legal challenge, did bidder's staff provide testimony or expertise in defense of a challenge?	See narrative following this section labeled: Los Angeles Unified School District
Dollar value.	\$170,000
Start and end date (mm/yy – mm/yy)	December 2011 to April 2012
Status (completed, live, other – specify phase)	Completed
Results obtained.	Successful redistricting.
Experience 2	
Company name. Contact name. Contact role at time of project. Contact phone. Contact email.	City of Santa Ana Mary Huizar City Manager, City of Santa Ana 949-461-9422 mhuizar@lakeforestca.gov



VENDOR QUESTIONS WORKSHEET

City.	Santa Ana
State.	CA
Zip.	92701
1. Project name and description of the scope of the project.	See narrative following this section labeled:
2. What role did your company play?	City of Santa Ana
3. How is this project experience relevant to the subject of this RFP?	
Dollar value.	\$55,000
Start and end date (mm/yy – mm/yy)	January 2020 to June 2020
Status (completed, live, other – specify phase)	Completed
Results obtained.	Successful Redistricting
Experience 3	
Company name.	Long Beach Independent Redistricting
Contact name.	Commission Kevin Jackson
Contact role at time of project.	Deputy City Manager
Contact phone.	562-570-5028
Contact email.	Kevin.jackson@longbeach.gov
City.	Long Beach
State.	California
Zip.	90802
1. Project name and description of the scope of the project.	See narrative following this section labeled:
2. What role did your company play?	Long Beach Independent Redistricting
3. How is this project experience relevant to the subject of this RFP?	Commission
Dollar value.	\$240,000
Start and end date (mm/yy – mm/yy)	August 2020 to Present
Status (completed, live, other – specify phase)	Live
Results obtained.	
5. Standard Contract Terms	
Bidder must affirm agreement with the attached Contract Terms. If not in agreement, written exceptions in accordance with the Evaluation Process section of the Proposal Instructions must be provided with Bidder's proposal.	Redistricting Partners agrees with all Contract Terms
6. Michigan Economic Impact	



VENDOR QUESTIONS WORKSHEET

Number of employees currently employed at locations within the State of Michigan.	0
Number of additional employees to be employed at locations within the State of Michigan if awarded this Contract (if any)	0
Minimum wage paid to employees employed at locations within the State of Michigan.	N/A
Average wage paid to employees employed at locations within the State of Michigan.	N/A
Percentage of employees employed at locations within the State of Michigan that are covered by employer-provided health insurance.	N/A
7. Other	
Abusive Labor Practices. The Contractor certifies that it will not furnish any Deliverable that was produced fully or partially by forced labor, forced or indentured child labor, or indentured servitude.	YES
Certification of Michigan Business- Public Act 431 of 1984, Sec. 268. I certify that the company has, pursuant to the provisions of Sec 268 of Public Act 431 of 1984, filed a Michigan Business Tax Corporate Income Tax Return. I certify that the company has, pursuant to the provisions of Sec 268 of Public Act 431 of 1984, filed a Michigan Income Tax return showing income generated in, or attributed to the State of Michigan. I certify that the company has, pursuant to the provisions of Sec 268 of Public Act 431 of 1984, withheld Michigan Income Tax from compensation paid to the company's owners and remitted the tax to the Michigan Department of Treasury.	NO (not applicable)
Iran Linked Business- Public Act 517 of 2012. I certify that the Company is not an Iran-Linked business as defined by Public Act 517 of 2012.	YES
Clean Corporate Citizen. I certify that the Company is a Clean Corporate Citizen as defined by the Environmental Protection Act, 1994 PA 451.	YES
Convict Labor. The Contractor certifies that if using convict labor, it is complying with all applicable state and federal laws and policies.	YES
SOM Debt/Tax Payment. I certify that all applicable State of Michigan taxes are paid, and that no outstanding debt is owed to the State of Michigan.	YES



VENDOR QUESTIONS WORKSHEET

<p>Authorization to Verify Information Provided by Vendor. I authorize the Commission to verify that all information provided in this registration, in bidding and contracting documents, and any attachments or supplement documents and processes are accurate.</p>	<p>YES</p>
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Partnerships

As incorporated throughout this proposal, through Redistricting Partners’ extensive experience conducting redistricting projects over the last decade numerous partnerships have been developed. Many of these partnerships will be helpful to the Commission.

Past Work Relationships

We have not had any past work relationships, nor have current or likely future work relationships within the State of Michigan, or projects involved in redistricting in Michigan.

Substantively similar work to this contract would include our work with other redistricting commissions, primarily in the California cities of Oakland (Population 433,031), San Jose (Population 1,021,795) and Long Beach (Population 462,628) and the City of Mesa, Arizona (Population 518,012), and other municipalities that are provided in our client list for which we are conducting the redistricting process. These are all listed in our attached client list, and we are willing to keep this updated throughout the life of this project.

Over the past decade, and going into this redistricting cycle, we have worked with many clients performing outside work to influence the redistricting process. In one instance, Connie Malloy and Paul Mitchell worked together on an Irvine Foundation project to analyze voting rights act vulnerability within local governments across California, in partnership with a number of social justice groups. In another instance, Paul Mitchell was hired to work for the ACLU to advise on local redistricting for a city in San Diego County. Our firm (minus Connie Malloy) has had a long-standing relationship with Equality California and other LGBTQ groups working to identify LGBTQ populations within the redistricting process, has worked with multiple

organizations to understand the redistricting process, such as Labor, Environmental, Local Chamber of Commerce, and others. We even worked in 2011 to help a city understand if they were likely to be divided into multiple legislative and congressional districts through the process.

Outside of the Redistricting Process, Paul Mitchell also serves as Vice President of the bi-partisan Political Data Inc, a firm that provides voter data to the Democratic Party, Republican Party, and over the last 10 years has worked with literally thousands of candidates, consultants, PACs, ballot measure committees and organizations across the political spectrum within the State of California. This work is fully bipartisan and is not involved in any strategy or messaging, it is solely a vendor relationship.

These projects and current/prior work relationships, however, are not similar in substance to the work of performing redistricting for a commission.

While Redistricting Partners does not have any other political engagements within the State of Michigan, we understand that our work in other states or consulting with groups nationally could become a subject of concern for the commission whether it is similar in substance to the work being performed for the commission or not. This is one reason why we have established Connie Malloy as the principal consultant on this proposal. Her work as a “No Party Preference” commissioner in the State of California, plus her work with foundations and civic engagement organizations, and her long-standing reputation within this field will ensure that the public can have confidence that our work is not being driven by any political agenda. In addition, any work that is not for states and local governments is being managed by staff within Redistricting Partners that are not a part of this proposal.

Finally, we commit to not engaging with or working for any organizations within the state of Michigan for the life of this contract.

Past Clients

Districed Agency	Status	Hearing Facilitation	Jurisdictional Line Drawing	Interaction with Public Officials	Respond to Public Testimony
City of Davis (CVRA)	Completed	Yes	Yes	Yes	Yes
City of Napa (CVRA)	Completed	Yes	Yes	Yes	Yes
City of Elk Grove	Completed	Yes	Yes	Yes	Yes
City of Santa Ana	Completed	Yes	Yes	Yes	Yes
City of Santa Clarita	Completed	Yes	Yes	Yes	Yes
Alameda County Office of Education	Completed	Yes	Yes	Yes	Yes
Citrus Community College District	Completed	Yes	Yes	Yes	Yes
Compton Community College District	Completed	Yes	Yes	Yes	Yes
Copper Mountain Community College District	Completed	Yes	Yes	Yes	Yes
Cosumnes Services District	Completed	Yes	Yes	Yes	Yes
Desert Community College District	Completed	Yes	Yes	Yes	Yes
Kern Community College District	Completed	Yes	Yes	Yes	Yes
Mt. San Antonio Community College District	Completed	Yes	Yes	Yes	Yes
North Coast County Water District	Completed	Yes	Yes	Yes	Yes
North County Water District	Completed	Yes	Yes	Yes	Yes
North Marin Water District	Completed	Yes	Yes	Yes	Yes
Novato Fire District	Completed	Yes	Yes	Yes	Yes
Pasadena Community College District	Completed	Yes	Yes	Yes	Yes
Santa Clara Open Space Authority	Completed	Yes	Yes	Yes	Yes
Salinas Valley Memorial Healthcare System	Completed	Yes	Yes	Yes	Yes
San Bernardino Community College District	Completed	Yes	Yes	Yes	Yes
San Jacinto Community College District	Completed	Yes	Yes	Yes	Yes
San Mateo County Harbor District	Completed	Yes	Yes	Yes	Yes
Santa Barbara Community College District	Completed	Yes	Yes	Yes	Yes
Sequoia Healthcare District	Completed	Yes	Yes	Yes	Yes
Solano Community College District	Completed	Yes	Yes	Yes	Yes
Solano Irrigation District	Completed	Yes	Yes	Yes	Yes
Three Valleys Municipal Water District	Completed	Yes	Yes	Yes	Yes
Yosemite Community College District	Completed	Yes	Yes	Yes	Yes
Yuba Community College District	Completed	Yes	Yes	Yes	Yes
City of Berkeley	In Progress	Yes	Yes	Yes	Yes
City of Burlingame	In Progress	Yes	Yes	Yes	Yes
City of Carpinteria	In Progress	Yes	Yes	Yes	Yes
City of Long Beach	In Progress	Yes	Yes	Yes	Yes
City of Mesa	In Progress	Yes	Yes	Yes	Yes
City of Napa 2020	In Progress	Yes	Yes	Yes	Yes
City of Oakland	In Progress	Yes	Yes	Yes	Yes
City of San Jose	In Progress	Yes	Yes	Yes	Yes
Napa County	In Progress	Yes	Yes	Yes	Yes
Foothill DeAnza CCD	In Progress	Yes	Yes	Yes	Yes
Goleta Water District	In Progress	Yes	Yes	Yes	Yes
Shasta College	In Progress	Yes	Yes	Yes	Yes
Southwestern College	In Progress	Yes	Yes	Yes	Yes
Santa Clara Valley Water District	In Progress	Yes	Yes	Yes	Yes

Los Angeles Unified School District Redistricting Commission

Project Description: A commission-driven redistricting of district boundaries for the second largest school district in the country. The LAUSD Commission was established by an appointment process from the school board and approved by the Los Angeles City Council.

The commission is convened every 10 years, per the City of Los Angeles Charter, with the 15 commissioners appointed by the City and LAUSD. Two commissions are created, one that draws the city lines and another that draws the school district. Both sets of lines must be approved by the City. This created a less than perfect process, as we were tasked to work with the commission to draw the school district lines knowing that final approval would come from the LA City Council.

Redistricting Partners was hired to be the line-drawer for the Commission, with Paul Mitchell as the principal line-drawer, with Chris Chaffee and Jacob Thompson-Fisher acting as support personnel.

The Commission started its efforts by focusing on community outreach. Working with the Executive Director, 13 public hearings were held throughout Los Angeles, one hearing was held in nearly every City Council District. Most were held in high school gyms or auditoriums. Mitchell or Chaffee were present at each of the public hearings and took extensive notes on all testimony provided by the public.

Public participation was extensive, with a diverse group testifying about their communities of interest. Much of the testimony focused on keeping the well-established neighborhoods together, using freeways and major streets as dividing lines, keeping high school attendance lines within a district, and the need to create districts that would allow for Latinos to have a better chance to elect their candidate of choice. Mitchell or Chaffee attended each of these public meetings to take notes on community of interest testimony and create maps for future map development and review by the Commission.

During the line drawing phase of the Commission, Mitchell drew most of the district lines aided by Chaffee and Thompson-Fisher. The line drawing was at the direction of the Commission at all times. Toward the end of the process, Mitchell led discussions with the Commission over the trade-offs of moving district lines, illustrating to the Commission the domino effect of moving a line sometimes only blocks could have on the surrounding deviations and ethnic make-ups of the surrounding districts.

There was some controversy within the commission between keeping the districts as similar as possible to the 2000 lines and creating districts that reflected the growing

Latino demographic advantage throughout the district. The final district lines and redistricting report were supported by 12 of the 15 commissions. The 3 commissions that did not support the final district lines submitted a dissenting report. As the consultants to the entire Commission, Redistricting Partners was responsible for coordinating all the data and reports in order to present them to the City Council.

The final lines approved by the commission then were reviewed by the City Council's Rules and Elections Committee, which approved them and passed them over to the full City Council, which ratified the lines.

The commission process illustrated the ability of 15 people from different backgrounds to work together on a very complicated problem and find common ground. Although the final vote was not unanimous, most of the process was consensus driven and people found fair compromises along the way.

The redistricting plans were not subject to any legal challenge and remain in place until redrawn by the newly formed LAUSD Redistricting Commission.

City of Santa Ana

Project Description: The City of Santa Ana, a majority Latino city, was sued by the Vietnamese Population under the California Voting Rights Act. Redistricting Partners was 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 prior City Council lines had divided the Vietnamese population into three districts.

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. Further, the redistricting process required significant outreach to the Vietnamese population, including in-language documents and translation services.

Paul Mitchell facilitated these hearings, with the aid of interpreters, and was present during all the public testimony. Mitchell took extensive notes throughout the process and mapped the testimony into GIS formatted plans that could be incorporated into the draft plans provided to the City Council.

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.

Mitchell was the primary line drawer of the draft maps and was advised throughout the process by the City Council. During the final hearings of the process, the City Council provided changes and revisions that were incorporated into the final plans approved.

There have been no legal challenges to the lines drawn by Redistricting Partners for the City of Santa Ana.

Long Beach Independent Redistricting Commission

Project Description: The City of Long Beach is embarking on its inaugural independent redistricting commission process. Redistricting Partners was selected in 2020 to lead the demographic, training, line drawing and technical aspects of the commission work.

The commission has already had several meetings and is working on a five-part training being coordinated by Connie Malloy, and including Astrid Ochoa as one of the training specialists on defining and working with communities of interest.

Staff from Redistricting Partners are guiding the commission through a public process of building their workplan, developing an outreach strategy, and conducting hearings in each of the existing council districts. The expectation is that the commission will have over 20 hearings as a part of the current contract.

Redistricting Partners is also building their Maptitude-based online public engagement mapping platform and working with the city GIS department on converting their neighborhood boundaries to the Census geography so it may be used in the redistricting process.

The Long Beach Independent Commission will be lead through the process of identifying communities of interest, mapping those communities with both verbal and written testimony that will be analyzed by Redistricting Partners and incorporating that with public map submissions. We will also be working with the commission on building out additional necessary datasets for their commission process – two that stand out are the need to identify the LGBTQ community with data and community of interest testimony, and identifying the Cambodian population with a combination of census data, community of interest testimony, and surname analysis from the state's voterfile.

The commission is required to draw new boundaries based on ranked criteria that include all the traditional elements – equal population, compactness, contiguity, and do NOT include any of the political criteria, such as partisanship or incumbent/candidate residences.

Appendix A: Links

The City of Davis Redistricting Page can be found here:

<https://www.cityofdavis.org/city-hall/city-clerk/elections/district-elections>

The City of Napa Redistricting Page can be found here:

<https://www.cityofnapa.org/892/District-Elections>

Appendix B: Resumes

The following are resume template and resumes for each of the key personnel included in this proposal.

**APPENDIX A
PERSONNEL RESUME TEMPLATE**

Proposed Resource Name:	Paul Mitchell
Proposed Classification:	Lead Demographer
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	
Percentage of time resource will be allocated to project:	15%

Agency: List the required skill sets, education, certifications, and training requirements for each key personnel role. Below are examples of required skills, education and certifications and examples of vendor responses.

Bidder: List the skills and experience that qualify the individual for the duties and responsibilities on this project for the proposed role. Provide the name of the project(s) and the year(s) the experience was obtained.

The experience requirements detailed in the RFP are restated as follows:

Required Skills	Bidder's Response
Describe your experience and knowledge with Geographic Information Systems redistricting solutions and the associated boundary, demographic and other data sources used for redistricting mapping.	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: <i>Mitchell, the founder of Redistricting Partners, has conducted numerous redistricting projects over the last decade.</i></p> <p>Name of project(s) and year(s) experience was obtained: <i>Mitchell was the principal line-drawer and demographer for all the contracts listed on this proposal.</i></p>
Describe you experience working with commissions, public officials, and the general public in similar projects.	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: <i>Mitchell has led hundreds of redistricting projects before elected officials and councils.</i></p> <p>Name of project(s) and year(s) experience was obtained: <i>See list of contracts attached.</i></p>
Describe your knowledge and experience with the necessary validation checks that need to be part of a redistricting plan (for example, checking population totals, continuity, compactness, etc).	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: <i>As the principal line-drawer, Mitchell has great experience checking and validating redistricting plans.</i></p> <p>Name of project(s) and year(s) experience was obtained: <i>See list of contracts attached.</i></p>

**APPENDIX A
PERSONNEL RESUME TEMPLATE**

List client references for work performed to meet the requirements stated above, and all projects the proposed resource has worked on in the last three (3) years. A minimum of three (3) references are required. By submission of this information, the bidder and identified key person authorize the State of Michigan to contact references and previous employers provided to verify the accuracy of the information. Provide the identified information for each:

Start Date: <i>October 2019</i>	End Date: <i>November 2020</i>
Client/Project: <i>City of Davis, Kelly Stachowicz, Assistant City Manager, 530-757-5602 ext. 5802, KStachowicz@cityofdavis.org</i>	
Employer: <i>Redistricting Partners</i>	
Title/Percentage of time: <i>Project Lead, 5%</i>	
Description: <i>CVRA Conversion to by District Election System. Line Drawing, Meeting Facilitation, Maptitude</i>	

Start Date: <i>October 2019</i>	End Date: <i>April 2020</i>
Client/Project: <i>City of Napa, Tiffany Carranza, Assistant City Manager, 707-257-9503, tcarranza@cityofnapa.org</i>	
Employer: <i>Redistricting Partners</i>	
Title/Percentage of time: <i>Project Lead, Principal Line Drawer, 5%</i>	
Description: <i>CVRA Conversion to by District Election System. Line Drawing, Meeting Facilitation, Maptitude</i>	

Start Date: <i>August 2020</i>	End Date: <i>Continuing</i>
Client/Project: <i>Long Beach Independent Redistricting Commission, Kevin Jackson, 562-570-5028, Kevin.jackson@longbeach.gov</i>	
Employer: <i>Redistricting Partners</i>	
Title/Percentage of time: <i>Project Lead, Principal Line Drawer, 10%</i>	
Description: <i>Lead Line Drawer for the Commission, facilitate meetings, conduct trainings, draw district lines. Maptitude</i>	

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	<i>Example: Master in Public Policy</i>	Year Completed: <i>1999</i>
Program	<i>Major(s) area of study: Public Policy</i>	
University	<i>USC School of Public Affairs, Los Angeles, CA</i>	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	<i>Example: Bachelor of Arts</i>	Year Completed: <i>1997</i>
Program	<i>Major(s) area of study: Communications, Legal Institutions, Economics and Goernment</i>	
University	<i>American University, Washington D.C.</i>	

TRAINING – Provide any relevant technical or professional training related to the role resource will be providing on this project.

Technical or Professional Training	
Course Name	
Topic	
Date taken	

Certifications/Affiliations	
Name	
Topic/Description	
Date completed	

The Bidder must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the bidder/subcontractor on this project contingent on award of the bid. If the identified personnel are currently assigned to another project the bidder must provide a letter signed by the that Project Manager releasing the individual from the project.

**APPENDIX A
PERSONNEL RESUME TEMPLATE**

Proposed Resource Name:	Connie Malloy
Proposed Classification:	Project Lead
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	Redistricting Partners
Percentage of time resource will be allocated to project:	

Agency: List the required skill sets, education, certifications, and training requirements for each key personnel role. Below are examples of required skills, education and certifications and examples of vendor responses.

Bidder: List the skills and experience that qualify the individual for the duties and responsibilities on this project for the proposed role. Provide the name of the project(s) and the year(s) the experience was obtained.

The experience requirements detailed in the RFP are restated as follows:

Required Skills	Bidder's Response
Describe your experience and knowledge with Geographic Information Systems redistricting solutions and the associated boundary, demographic and other data sources used for redistricting mapping.	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills and experience: <i>Twenty years career experience and education as an urban and regional planner including GIS, redistricting, demographic analysis, public engagement processes.</i></p> <p>Name of project(s) and year(s) experience was obtained: <i>Urban Habitat 2006-2012; American Planning Association CA 2008-2015; CA Redistricting Commission 2010-2020</i></p>
Describe you experience working with commissions, public officials, and the general public in similar projects.	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description of skills/experience & name/years of project: <i>CA Citizens Redistricting Commissioner, engaging public on Assembly, Senate, Congressional, & Board of Equalization Maps, 2010-2020</i></p>
Describe your knowledge and experience with the necessary validation checks that need to be part of a redistricting plan (for example, checking population totals, continuity, compactness, etc).	<p>Does resource have this required skill: Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/></p> <p>Description: <i>CA Citizens Redistricting Commissioner, leading Assembly, Senate, Congressional, & Board of Equalization Maps,</i></p> <p>Name of project(s)and year(s) experience: <i>CA CRC, 2010-2020</i></p>

APPENDIX A PERSONNEL RESUME TEMPLATE

List client references for work performed to meet the requirements stated above, and all projects the proposed resource has worked on in the last three (3) years. A minimum of three (3) references are required. By submission of this information, the bidder and identified key person authorize the State of Michigan to contact references and previous employers provided to verify the accuracy of the information. Provide the identified information for each:

Start Date: <i>December 2020</i>	End Date: <i>December 2021</i>
Client/Project: <i>City of Long Beach Redistricting Commission; 562.570.5028; Kevin.Jackson@longbeach.gov</i>	
Employer: <i>Redistricting Partners</i>	
Title/Percentage of time: <i>Part-time consultant</i>	
Description: <i>Develop & Lead Redistricting Commissioner Training Curriculum</i>	

Start Date: <i>November 2010</i>	End Date: <i>July 2020</i>
Client/Project: <i>CA CRC - Raul Villanueva, 916.323.0325; raul.villanueva@crc.ca.gov</i>	
Employer: <i>State of California</i>	
Title/Percentage of time: <i>F/T during map-drawing in 2011; p/t from 2012 -2021</i>	
Description: <i>Commissioner and Rotating Chair of CA's inugural Citizens Redistricting Commission</i>	

Start Date: <i>January 2018</i>	End Date: <i>July 2020</i>
Client/Project <i>Harvard Ash Center for Gov't Innovation, Cynthia Dai; 415-637-4855; cyn@dainamic.com:</i>	
Employer: <i>State of California</i>	
Title/Percentage of time: <i>Part-time & volunteer</i>	
Description: <i>Providing technical assistance to states across the country on independent redistricting efforts</i>	

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	<i>Example: Master in City & Regional Planning</i>	Year Completed: <i>2003-2005</i>
Program	<i>Major(s) area of study: Community & Economic Development</i>	
University	<i>University of California at Berkeley</i>	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	<i>Example: Bachelor of Arts w/High Honors</i>	Year Completed: <i>2000</i>
Program	<i>Major(s) area of study: Communications</i>	<i>Minor area of study: Spanish</i>
University	<i>(La Sierra University, Riverside CA</i>	

TRAINING – Provide any relevant technical or professional training related to the role resource will be providing on this project.

Technical or Professional Training	
Course Name	<i>Stanford Certificate in Social Innovation & Entrepreneurship</i>
Topic	<i>Leadership & Governance</i>
Date taken	<i>2018</i>

Certifications/Affiliations	
Name	<i>American Planning Association, California Chapter</i>
Topic/Description	
Date completed	

The Bidder must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the bidder/subcontractor on this project contingent on award of the bid. If the identified personnel are currently assigned to another project the bidder must provide a letter signed by the that Project Manager releasing the individual from the project.

**APPENDIX A
PERSONNEL RESUME TEMPLATE**

Proposed Resource Name:	Astrid Ochoa
Proposed Classification:	Commission Trainer
Key Personnel:	Yes <input checked="" type="checkbox"/> or No <input type="checkbox"/>
If resource is associated with a subcontractor provide name of company:	
Percentage of time resource will be allocated to project:	15%

Agency: List the required skill sets, education, certifications, and training requirements for each key personnel role. Below are examples of required skills, education and certifications and examples of vendor responses.

Bidder: List the skills and experience that qualify the individual for the duties and responsibilities on this project for the proposed role. Provide the name of the project(s) and the year(s) the experience was obtained.

The experience requirements detailed in the RFP are restated as follows:

Required Skills	Bidder's Response
Describe your experience and knowledge with Geographic Information Systems redistricting solutions and the associated boundary, demographic and other data sources used for redistricting mapping.	Does resource have this required skill: NO Description of skills and experience: Name of project(s) and year(s) experience was obtained:
Describe you experience working with commissions, public officials, and the general public in similar projects.	Does resource have this required skill: YES Description of skills and experience: <i>Ochoa has a breadth of experience leading organizations, interacting with elected officials, and similar projects. See attached resume</i> Name of project(s) and year(s) experience was obtained: <i>See attached resume</i>
Describe your knowledge and experience with the necessary validation checks that need to be part of a redistricting plan (for example, checking population totals, continuity, compactness, etc).	Does resource have this required skill: NO Description of skills and experience: Name of project(s) and year(s) experience was obtained:

**APPENDIX A
PERSONNEL RESUME TEMPLATE**

List client references for work performed to meet the requirements stated above, and all projects the proposed resource has worked on in the last three (3) years. A minimum of three (3) references are required. By submission of this information, the bidder and identified key person authorize the State of Michigan to contact references and previous employers provided to verify the accuracy of the information. Provide the identified information for each:

Start Date: <i>December 2017</i>	End Date: <i>January 2021</i>
Client/Project: <i>Executive Director at Future of California Elections</i>	
Employer: <i>Future of California Elections</i>	
Title/Percentage of time: <i>Executive Director, 100%</i>	
Description: <i>Led strategic planning , developed cross-sector strategy to advance electoral reforms through conferences and trainings</i>	

Start Date:	End Date:
Client/Project:	
Employer:	
Title/Percentage of time:	
Description:	

Start Date:	End Date:
Client/Project:	
Employer:	
Title/Percentage of time:	
Description:	

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	<i>Example: Master in Public Affairs and Masters in Urban and Regional Planning</i>	Year Completed: 2008
Program		
University	<i>Princeton University, Princeton, NJ</i>	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	<i>Example: Bachelor of Arts</i>	Year Completed: 2001
Program	Major(s) area of study: <i>International Relations</i>	Minor area of study: <i>French Lang. Studies</i>
University	<i>American University, Washington D.C.</i>	

TRAINING – Provide any relevant technical or professional training related to the role resource will be providing on this project.

Technical or Professional Training	
Course Name	
Topic	
Date taken	

Certifications/Affiliations	
Name	
Topic/Description	
Date completed	

The Bidder must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the bidder/subcontractor on this project contingent on award of the bid. If the identified personnel are currently assigned to another project the bidder must provide a letter signed by the that Project Manager releasing the individual from the project.

**APPENDIX A
PERSONNEL RESUME TEMPLATE**

Proposed Resource Name:	Kimi Shigetani
Proposed Classification:	Contract Administrator
Key Personnel:	Yes
If resource is associated with a subcontractor provide name of company:	
Percentage of time resource will be allocated to project:	15%

Agency: List the required skill sets, education, certifications, and training requirements for each key personnel role. Below are examples of required skills, education and certifications and examples of vendor responses.

Bidder: List the skills and experience that qualify the individual for the duties and responsibilities on this project for the proposed role. Provide the name of the project(s) and the year(s) the experience was obtained.

The experience requirements detailed in the RFP are restated as follows:

Required Skills	Bidder's Response
Describe your experience and knowledge with Geographic Information Systems redistricting solutions and the associated boundary, demographic and other data sources used for redistricting mapping.	<p>Does resource have this required skill: Yes x</p> <p>Description of skills and experience: Worked with Redistricting Partners in 2011-12 and currently to present demographic data and maps to elected boards.</p> <p>Name of project(s) and year(s) experience was obtained: Community College Redistricting 20011-2012; Redistricting Partners 2020 - present</p>
Describe you experience working with commissions, public officials, and the general public in similar projects.	<p>Does resource have this required skill: Yes X</p> <p>Description of skills and experience: Worked with publicly officials on redistricting, worked with commission on community college issues and have worked with general public for over 20 years.</p> <p>Name of project(s) and year(s) experience was obtained: Workforce Development 1997-2007; Community College League 2007-2016; Redistricting Partners 2020-present</p>
Describe your knowledge and experience with the necessary validation checks that need to be part of a redistricting plan (for example, checking population totals, continuity, compactness, etc).	<p>Does resource have this required skill: Yes X</p> <p>Description of skills and experience: Project and program management experience of over 20 years with experience of 3 years with redistricting projects specifically.</p> <p>Name of project(s) and year(s) experience was obtained:Workforce Development 1997-2007; Community College League 2007-2016; Redistricting Partners 2020-present</p>

APPENDIX A PERSONNEL RESUME TEMPLATE

List client references for work performed to meet the requirements stated above, and all projects the proposed resource has worked on in the last three (3) years. A minimum of three (3) references are required. By submission of this information, the bidder and identified key person authorize the State of Michigan to contact references and previous employers provided to verify the accuracy of the information. Provide the identified information for each:

Start Date: <i>date started on project</i>	End Date: <i>date rolled off project</i>
Client/Project: <i>Client, with contact information (i.e.: address, phone #s , and email address), and project name</i>	
Employer: <i>identify employer at the time of experience</i>	
Title/Percentage of time: <i>title of role on project and percentage of time spent on project</i>	
Description: <i>brief description of responsibilities for the project. Include software version</i>	

Start Date:	End Date:
Client/Project:	
Employer:	
Title/Percentage of time:	
Description:	

Start Date:	End Date:
Client/Project:	
Employer:	
Title/Percentage of time:	
Description:	

EDUCATION

Education		
Degree (i.e. PhD, Master's, Bachelors)	Bachelors of Science	Year Completed: 1995
Program	Major(s) area of study: Psychology	
University	Washington State University - Pullman, Washington	

Additional Education		
Degree (i.e. PhD, Master's, Bachelors)	Masters of Arts	Year Completed: 2000
Program	Major(s) area of study: Education	
University	Antioch University, Seattle, Washington	

TRAINING – Provide any relevant technical or professional training related to the role resource will be providing on this project.

Technical or Professional Training	
Course Name	
Topic	<i>(include credit hours if applicable)</i>
Date taken	

Certifications/Affiliations	
Name	
Topic/Description	
Date completed	

The Bidder must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the bidder/subcontractor on this project contingent on award of the bid. If the identified personnel are currently assigned to another project the bidder must provide a letter signed by the that Project Manager releasing the individual from the project.

CONNIE MALLOY

Pasadena, California • [REDACTED]
www.linkedin.com/in/connie-archbold-malloy-mcp-b166bo/

HIGHLIGHTS

- *Executive skills for social impact strategy.*
- *Expertise in redistricting, voter & civic engagement, urban planning & policy.*
- *Fully bilingual English/Spanish; dual citizenship United States/Colombia.*
- *Excellent verbal and written communication skills.*



EXPERIENCE

CITIZENS REDISTRICTING COMMISSION, STATE OF CALIFORNIA COMMISSIONER & ROTATING CHAIR

NOVEMBER 2010-PRESENT

- Implement Propositions 11 and 20, the Voters Choice Acts, an independent redistricting model.
- Build a cohesive team with 13 strangers from diverse demographics, regions, and professions, and political viewpoints.
- Lead team to draw 177 electoral district maps: Congressional, Senate, Assembly, and Board of Equalization. Integrate demographic data, community input, and legal analysis for final report.
- Manage a multi-million-dollar public agency team including full and part-time staff and consultants and oversee annual state budget appropriations process.
- Successfully defend maps against seven legal challenges, including the California Supreme Court.
- Provide technical assistance on independent redistricting models in California and nationwide, with a focus on Commissioner recruitment, selection, and training.

THE PANTA RHEA FOUNDATION: PASADENA, CA EXECUTIVE DIRECTOR

October 1, 2020-Present

- Lead private, global family foundation, advising donors and charitable entities on high-impact grantmaking in service of a just and sustainable world.
- Manage board of directors, including founder and living donors.
- Oversee staff, consultants, and partnerships, including a Donor Advised Fund.

THE JAMES IRVINE FOUNDATION: LOS ANGELES & SAN FRANCISCO CA

PORTFOLIO DIRECTOR

February 2015-July 2019

PROGRAM DIRECTOR

January 2014-January 2015

SENIOR PROGRAM OFFICER

September 2012-December 2013

- Co-manage \$105.3 million annual grantmaking budget, a \$120 million annual operating budget, and \$2.37 billion endowment investment portfolio.
- Provide principal grantmaking strategy and staff oversight, leading voter, civic, and worker engagement, economic and workforce development, immigration, social impact bonds, and Leadership Awards.
- Relocate to satellite office, quadruple local staff headcount, and build-out new office facilities.

CONNIE MALLOY

URBAN HABITAT, OAKLAND, CA

SENIOR DIRECTOR OF ENVIRONMENTAL PROGRAMS
BAY AREA SOCIAL EQUITY CAUCUS COORDINATOR

January 2009-August 2012
July 2006-December 2008

- Lead UH's strategies on climate change, land use, housing, and transportation policy. Pilot the Boards & Commissions Leadership Institute to expand grassroots volunteer leadership.
- Raise \$2 million in grants, donations, and earned revenue annually. Manage board, staff and volunteers. Publish and write for national *Race, Poverty, & the Environment* journal.
- Serve on the Association of Bay Area Governments and Bay Area Family of Funds Community Capital Investment Initiative. Negotiate high-profile litigation with Attorney General's office.

REDEFINING PROGRESS, OAKLAND, CA

REGIONAL SUSTAINABILITY INITIATIVE COORDINATOR

August 2005-July 2006

- Co-design and test Scenarios for Sustainability: a scientific model for comparing local land use planning alternatives through assessing environmental, economic, and social indicators.

UNITED WAY OF THE INLAND VALLEYS, RIVERSIDE, CA

RESOURCE DISTRIBUTION & PLANNING COORDINATOR

January 2000-July 2001

- Support grant disbursements, compliance, and data collection for local health and human services agencies. Coordinate workplace donor tables and volunteer leadership committees.

PACT, AN ADOPTION ALLIANCE, OAKLAND CA

FAMILY SUMMER CAMP CHILDREN'S PROGRAM DIRECTOR
TEEN & TWEEN CLUB YOUTH MENTOR

2005-2009

EDUCATION

Master of City & Regional Planning, Cum Laude
University of CA, Berkeley CA

2005
Community Economic Development

Bachelor of Arts, Magna Cum Laude
La Sierra University, Riverside CA

2000
Communications & Spanish

BOARDS & COMMISSIONS

- Rotating Chair, California Citizens Redistricting Commission 2010-present
- National Co-Chair, Funders Committee for Civic Participation 2016-present
- Board Member & Public Policy Committee, Southern California Grantmakers 2018-present

CONNIE MALLOY

SKILLS & TRAINING

- University of California Los Angeles Writers Studio 2019
- American Film Institute Producers Certificate 2018
- Stanford Executive Program in Social Entrepreneurship 2017
- Southern California Grantmakers Peer-to-Peer Leadership Group 2015-2017
- Rockwood's Art of Leadership for Philanthropy 2013
- Women's Foundation of California Women's Policy Institute 2008
- Riverside County Blueprint for Volunteer Diversity Leadership Program 2001
- American College for Teaching of Foreign Languages, Spanish Fluency: Superior 2001

AWARDS

- *We the People Award*, Common Cause California 2017
- *Government Innovation Award*, Harvard Ash Center 2017
- *Women's Hall of Fame for Environmental Justice Award*, Alameda County 2012
- *Outstanding Service Award*, National Association for the Advancement of Colored People 2011

FELLOWSHIPS

- U.S. Department of Housing & Urban Development Fellow 2003-2005
- U.S. Peace Corps Bolivia Business Development Fellow 2001-2002
- American Planning Association Fellow 2005
- California Planning Foundation Fellow 2004

SPEAKING

- Professional Events
 - American Planning Association, Cal Nonprofits, California Business Roundtable, California Planning Roundtable, Funders Committee for Civic Participation, League of California Community Foundations, Michigan Council on Foundations, Northern California Grantmakers, San Francisco Federal Reserve Bank, San Diego Grantmakers, Southern California Grantmakers, White House Office of Social Innovation Summit
- Academic Lectures
 - Claremont McKenna College, Mills College, San Jose State University, University of California Berkeley & Riverside, University of Michigan

VOLUNTEERISM

- Kids for Freedom & Justice Parent Committee 2017-present
- Niroga Yoga Institute Integral Health Service Fellowship 2011-2012
- Students Run Oakland Coach & Run Mentor (now Running for a Better Oakland) 2006-2009

Paul Mitchell

Paul@redistrictingpartners.com

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

Astrid M. Ochoa

Work Experience

Hubert H. Humphrey School of Public Affairs, University of Minnesota, Minneapolis, MN
Adjunct Faculty, January 2019 – Present

- Instructed graduate and undergraduate coursework on voter participation through remote learning and developed curriculum on voter engagement in vote center elections

Future of California Elections, Los Angeles, CA
Nonpartisan nonprofit network working to modernize elections and expand participation

Executive Director, December 2017 – January 2021

- Led strategic planning process to transition FoCE into a volunteer network.
- Developed and led cross-sector strategy to advance implementation of election reforms, including same day voter registration, Voter's Choice Act and administering elections through a pandemic
- Provided strategic guidance on design, review, and dissemination of report "Voter Messaging in the Time of COVID-19", by USC's Center for Inclusive Democracy, to inform voter outreach strategies in a pandemic
- Fundraised and administered \$150K in grants to support voter education of new election reforms in underrepresented communities
- Supervised staff and volunteers, managed an annual budget of \$400K and executed a fundraising strategy and raised over \$1.6M over two years

Deputy Director, July 2013 – November 2017

- Launched cross-sector network of government election officials and nonprofits by establishing strategic partnerships and setting shared priorities for impact
- Led policy table discussions among diverse stakeholders to develop framework documents which informed policy development for the Voter's Choice Act
- Developed annual conference and knowledge sharing events to foster cross-sector collaboration, bringing together over 300 participants each year

NALEO Educational Fund, Los Angeles, CA
Nonpartisan nonprofit organization facilitating Latino participation in the political process

Director State Election Policy and Redistricting, August 2010 – June 2013

- Led and developed the national advocacy strategy for election policy and redistricting
- Implemented a tri-state strategy to expand representation for undeserved communities

Manager State Policy, February 2010 – July 2010

- Pioneered a statewide bilingual public engagement program, in Spanish and English, for the first redistricting process by the California Citizen Redistricting Commission

Astrid M. Ochoa

Recognition and Leadership

Resolution for leadership and contributions to elections and service to the people of California
Presented by former California Secretary of State, now U.S. Senator Alex Padilla
December 2020

Co-Chair, Language Accessibility Advisory Committee, California Secretary of State
Appointed by the California Secretary of State and selected by peers to serve as Co-Chair

Member, November 2020 Taskforce, California Secretary of State
Participated on weekly calls with California elections officials to plan the administration of elections in a pandemic

Member, Voter's Choice Act Taskforce, California Secretary of State
Selected to participate on Taskforce charged with oversight of the implementation of a new election model in California under the Voter's Choice Act

2016-2017 Member, Association of Princeton Graduate Alumni, Governing Board
Worked to build strong community of Princeton University graduate alumni

Alumna, Hispanas Organized for Political Equality, Leadership Institute
Selected to participate in professional development program for Latina leaders

Education

Princeton School of Public and International Affairs
Princeton University, Princeton, NJ
Master in Public Affairs
Master in Urban and Regional Planning

Fulbright Scholar, San Salvador, El Salvador
Conducted independent field work on transnational migration

Pomona College, Claremont, CA
Bachelor of Arts in International Relations and Minor in French Language Studies

Training

Creating Inclusive and Equitable Cultures Certificate, Center for Nonprofit Management
Facilitative Leadership for Social Change, Interaction Institute for Social Change
Nonprofit Management Certificate, Georgetown University, in partnership with National Hispana Leadership Institute

Kimi Shigetani

Email: [REDACTED] Lincoln, CA

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, nonprofit management and a proven ability to engage and develop relationships with diverse groups.

Experience

California Advocates Management Services, Sacramento CA 2017- present

Senior Account Executive/Executive Director

- Worked with volunteer board to move association forward in membership and legislation
- Developed and managed multiple conferences and events on a statewide basis
- Developed and managed continuing education courses and event specific courses
- Managed association finances and budget, marketing, board development, also managed PAC and Foundation as ancillary groups

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
- Developed collaborative relationships with five area community colleges, CSUS staff and faculty, County Offices of Education and K12 school districts within CSUS service area
- Orchestrated development and execution of multiple intersegmental agreements within grant terms
- Represented CSUS at area meetings

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.
- Supervised performance driven contracts, streamlined contract tracking processes, developed and moderated Request for Proposal, Request for Information, and Request for Concept Paper processes.

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.
- Wrote and managed multiple federal employment and training contracts for 2003 and 2004.
- Developed and marketed products for programs, including statewide dissemination.

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.
- Organized county wide events regarding employment and labor market data.
- Aided other units in modifying existing contracts, writing new contracts and developing policies around Workforce Investment Act programs.
- Participated in Career Technical Education groups with area high schools.

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.
- Developed and maintained positive relationships with One-Stop employment center partners, community colleges, businesses and community based organizations.
- Created compliance monitoring system for multiple partners within Consortium.

Education

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

Appendix C: Reports

Reports available in Maptitude are available here:

<https://caliper.sharefile.com/d-sc47852ffeae94902b5dc6100c80c6d01>

These reports are available at this link:

- Core Constituencies
- Travel Contiguity
- Communities of Interest
- Error Check Report
- Measures of Compactness
- Plan Comparison
- Population Summary
- Contiguity
- District Statistics
- Fracking
- Metes and Bounds
- Plan Components
- Political Subdivision Splits Between Districts