

Exhibit A

April 30, 2021

Patricia Gennings
Deputy Purchasing Agent
San Joaquin County
44 N. San Joaquin St, Suite 540
Stockton, CA 95202

Dear Ms. Gennings,

Thank you for the opportunity to submit this proposal for the 2021 redistricting process for San Joaquin County.

Redistricting Partners and FLO Analytics are two experienced redistricting firms that conduct services for organizations and local governments in California and nationally.

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

For the 2021 redistricting cycle we have been hired by Napa County, Cities of Berkeley, Burlingame, Carpinteria, Long Beach, Napa, and Mesa, AZ. We have a master contract with the Foundation for California Community Colleges, housed within the Community College State Chancellor's office, and a similar partnership with the California School Boards Association.

FLO is currently assisting local governments nationwide with redistricting. Some of their current and upcoming clients include Plumas County, City of Lincoln, and City of Brookhaven in Georgia. Over the past five years, FLO has conducted over 90 redistricting and demographic analysis projects for public agencies, and in the last year FLO has expanded their successful process to assist clients in virtual environments due to COVID-19 restrictions. Their portfolio includes some of the most complex, challenging, and fulfilling redistricting projects, including redistricting the school attendance boundaries for Portland Public Schools and The School District of Philadelphia. They use custom-designed tools and procedures that specifically promote transparency and help create public buy-in for our proposed solutions. They have deployed our technology and facilitated countless public meetings, both in person and in virtual settings.

For the past decade, our firms have worked in dozens of California agencies, big and small, and developed a strong reputation among agencies we've worked with and the community organizations that were involved.

Our work has ranged from very small contracts for an agency which was doing much of the work on their own, up to very large contracts where we were in charge of dozens of hearings,

managing a commission, or working in a complex, challenging environment.

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

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

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

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

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

Working on this project will be Paul Mitchell, President of Redistricting Partners, Chris Chaffee, Chief Operating Officer, Kimi Shigetani, Chief Administrative Officer, and Sophia Garcia, GIS and Outreach Director. The FLO team will include Tyler Vick, Managing Director of FLO Analytics, Charla Skaggs, Community Engagement Strategist, and Alex Brasch, Demographer.

From the principal consultants on the project to our newest staff, we each view this as a collaborative process with the county 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,



<p>Paul Mitchell Owner, Redistricting Partners 925 University Ave Sacramento, CA 95825 info@redistrictingpartners.com</p>	<p>Tyler Vick, Managing Director FLO Analytics 3140 NE Broadway St Portland, OR 97232 tvick@flo-analytics.com</p>
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Project Approach

Compliance with Applicable Laws

Our team is well prepared to assist the county in the decennial redistricting process, including working with existing state and federal voting rights act laws, new California statutes on redistricting for counties and utilizing traditional redistricting criteria, borne out of state and local laws, caselaw, and best practices, in order to facilitate the process in an open and transparent manner.

As firms, and individuals, we have successfully conducted numerous redistricting projects, large and small, and worked to ensure our work product always complied with state and federal voting rights laws and any applicable local ordinances.

Our approach, detailed below, would include:

- Supporting the county staff in developing schedules, materials, and providing information that can be used for public outreach, including how community input opportunities, hearing information, and draft maps can be made available to the public.
- Working with county staff to build community engagement with the intent of receiving public testimony on communities of interest and the metrics by which the county should evaluate potential redistricting plans.
- Promoting public engagement in the map-drawing process prior to the development of districting options, including the potential of:
 - A redistricting forum to be conducted in-person or online, based on state health recommendations, and/or
 - Support of a public online mapping tool with training for the public to learn how use the program for submitting maps on communities of interest or potential district.
 - Analyzing public input - whenever the public develops a mapping plan; be it via an online system, submitted directly in an open comment, or drawn on a napkin, that plan will be converted to the standard formats and datasets and be available on the county's redistricting website.
 - After decennial redistricting data has been released and processed, creating multiple draft plans that reflect the testimony from the public in open hearings and from discussion with the Board of Supervisors.
 - Working with the Board of Supervisors on the iterative process of developing

and analyzing mapping options, balancing tradeoffs, and facilitating making decisions on a final plan.

- Once the redistricting has been concluded, working with the county registrar to transmit the plans in multiple required formats and work with staff on any technical issues.

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

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

One current unknown within this whole process is the extension of the Census and the changing timelines for to the release of the PL 94-171. Normally, this dataset is released by March 31st in the year after the census. However, due to the COVID-19 pandemic and delays in the Census, the timing of the release of the PL 94-171 is now estimated to come out as late as September 30th, with a legacy dataset scheduled to be released by August 16th.

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

Department Support

Both teams in this proposal have significant experience in helping county staff and local elected officials become proficient in the traditional criteria used in redistricting and the technical aspects of understanding the census data, the redistricting process, and line drawing. Our staff will attend all hearings and be on hand for all redistricting functions.

FLO brings over 20 years of experience in facilitating genuine communication between elected councils, appointed staff, and stakeholders. The professionals on our proposed project team have experience using both in-person and virtual platforms to ensure that public engagement processes are transparent and accessible to members of the community. They have experience communicating to nontechnical audiences and have developed proven workflows to make sure your community members know their voices are being heard. FLO has facilitated public processes in small rural towns and counties and large urban areas with diverse populations. They have a track record of successful engagement with communities of all sizes and have facilitated public meetings with residents and officials in areas as varied as Whitman County, Washington and Philadelphia, PA. Over the past year FLO has tailored their approach to the virtual environment and has facilitated dozens of virtual public meetings ranging in size from 30 to over 300 participants. FLO's public meeting facilitation experience ensures an open and transparent redistricting process. Their team understands how to engage the public, make sure all parties voices are heard, and earn the community's trust.

FLO works exclusively with local governments and special districts. Their team maintains contracts to provide GIS, data analysis, demography, and redistricting services to cities and counties nationwide. FLO's staff will be available to assist the County and the IRC with responding to public inquiries and performing tasks as requested by County staff or members of the IRC.

The consulting team will also assist the county in the creation of agenda items, developing a workplan for the redistricting process, and assisting in any development of community outreach plans. Further, both firms will work with county staff from the Community Development Department, Geographic Information Systems, Information Systems Division, the County Administrator's Office, County Counsel, the Registrar of Voters, and other county staff as assigned.

RAC Support and Training

Each team brings extensive experience in guiding agencies through the redistricting process and decades of expertise with mapping software and GIS information. After conducting hundreds of redistricting projects, both teams understand the importance of public input, responding quickly to questions, and establishing a transparent process. We shall assist the RAC throughout the process, analyze census data, prepare draft and final maps, and provide final reports to the RAC and Board of Supervisors.

To support the Redistricting Advisory Committee Redistricting Partners is excited to be working with Connie Malloy, the Chair of the 2010 California Citizens Redistricting Committee. Connie's commission experience and her background working in a collaborative fashion uniquely qualifies her to train the Redistricting Advisory Committee.

Training will be key to producing a competent and empowered Redistricting Advisory Committee. 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 Committee Members. A sample training plan is as follows:.

Phase 1: Introduction / Process

- Introduction of training items / presenters
- Training schedule overview
- The Commissioner Role – led by Connie Malloy and featuring other past redistricting commissioners from California

Phase 2: Redistricting Laws

- Federal Voting Rights Act / Racially Polarized Voting, featuring national legal experts and academics.
- California Redistricting Laws – featuring nonprofit and legal experts.

Phase 3: 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 4: 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 and software – overview of map drawing tools and public engagement software

Mapping Tools

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

There are several options on the market today for the public mapping, but our current preferences are DistrictR and the District Scenario Modeler.

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

District Scenario Modeler is an interactive web-based mapping tool that we designed to provide your community with an easy way to participate in the redistricting process. The tool allows users to draw their own boundaries and instantly view demographic information to see if the boundaries are population balanced and support fair representation. It includes an embedded form that helps you collect public feedback and makes it easy to incorporate publicly drawn maps into the redistricting analysis. The tool includes several features that guide users and help them to create viable district maps. Watch a short demonstration video of the District Scenario Modeler on our website (<https://www.flo-analytics.com/redistricting/>).

Public Outreach to Diverse Communities

Our approach to redistricting is based on three important principles:

- Technical analysis should be transparent, understandable, and credible.
- Strategic and authentic community engagement will build buy-in and support for change.

- Success means an opportunity for all members of the community to inform redistricting, especially, Latinx, Black, Indigenous and other people from communities that have historically not been provided an equal opportunity to participate in the redistricting process.

These principles lead to communities that feel engaged, empowered, and motivated by the process and the possible outcomes. Our community engagement efforts will focus on clarity, transparency, inclusivity, and growth. Messaging to community constituents will focus on what is best for the community and how we can equitably address community members concerns through data-informed work. Our experience shows that when done well, this approach can result in public meeting participation and districts that best represent the interests of all members of the community.

Our team is dedicated to supporting the County with data-informed recommendations and thoughtful planning and strategic communication. This includes input from the community as key data.

Website Design and Archiving

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

Plan Creation

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

Provided that the County Board receives significant input, these initial mapping options would rely heavily on that public engagement. In our two most recent City Council projects, Napa and Davis, the City Councils began with a set of boundaries which were derived from publicly submitted plans. This provided even greater public confidence in the mapping process.

Analysis of Maps

We expect to have a robust process of engaging the public in both using mapping and

data to develop community of interest testimony and the drawing of actual district maps.

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

The mapping alternatives will be produced and stored in a way that the RAC, Board, and members of the public can view them in one of three ways:

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

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

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

Final Plan Adoption

As we have done in other redistrictings, the final plan will be presented to the Board 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 Board sought to equitably create the election district boundaries.

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

If requested, Redistricting Partners staff will work with county staff to produce a final written report to submit to the Board and County Registrar regarding the redistricting process and what improvements could be made prior to the next redistricting in 2031.

Project Schedule

The timeline below follows the Fair Maps Act and adds additional hearings to accommodate trainings for the Redistricting Advisory Committee (RAC). The timeline is based on an early start to the process to make progress prior to the release of US Census Data, currently expected to be released on August 16, 2021. The post-data release hearings begin in October, accounting for a six-week window for the Statewide Database to reallocate prison population as required by California law and process the legacy datafile. This general timeline can be adjusted at the wishes of the Board, the RAC, and staff.

June 2021: RAC Appointment – This Board of Supervisors meeting would introduce the redistricting process, the hearing structure, and appoint the members of the ARC. This would also be a meeting, under the Fair Maps Act, that members of the public could provide community of interest testimony.

June 2021: ARC Training #1 – this training hearing could include a presentation by county staff on the Brown Act, the legal role of committee members, and allow for the Committee to select Chairs and Vice Chairs for the process and adopt how they are going to run their meetings.

July 2021: ARC Training #2 – this training could include a discussion on the role of being a Committee Member, a discussion of the Federal Voting Rights Act and other redistricting laws and their implications on the redistricting process, and training on the public redistricting mapping software selected.

August 2021: Redistricting Fundamentals & Outreach Hearing #1 – Presentation to RAC on the principles of redistricting, opportunity for pre-map public input on communities of interest. Presentation from the public of any community of interest testimony, discussion of preferences of neighborhoods, geographic or other features that should be considered in drawing of public plans. This hearing would include an online training for the use of the selected mapping tool for community engagement, with a focus on the community using this mapping as a way of identifying their community of interest.

September 2021: Outreach Hearing #2 – Additional opportunity for pre-mapping public input on communities of interest. This will also be an opportunity to hear from the public about their communities, discussion of preferences of

neighborhoods, geographic or other features that should be considered in drawing public plans, and an opportunity for members of the public to submit their own maps.

October 2021: Mapping Options and Public Hearing – A hearing before the RAC with public input on draft plans, comments on the mapping options will also be heard from the Committee Members and the public. Maps created by Redistricting Partners to be discussed at the meeting will need to be posted seven days prior to hearing.

October 2021: Map Revisions and Map Selection – A hearing before the RAC with public input on any revised maps, with a seven-day posting prior to the hearing, with the goal of having the RAC select and make any final changes to a single map that will be recommended to the Board of Supervisors.

November 2021: Map Introduction & Revisions – A hearing before the Board of Supervisors to review the map recommended by the RAC, discuss the how the map was created, and allow for public input and discussion by the Board of possible revisions to the recommended plan.

December 2021: Map Adoption – A hearing to adopt the final plan prior to the December 15th deadline. The Board at this hearing must pass the final map and order the district election timeframes in an up or down vote. The final map must be publicly available seven days prior to the hearing. This hearing is only necessary if the Board of Supervisors wishes to make changes to the map recommended by the RAC. The Board could pass the recommended map in the prior meeting and order the district elections.

Due to COVID restrictions and expectations of the course of the pandemic through the spring, it is expected that all hearings and meetings will be virtual or a hybrid approach: in-person with a virtual component for individuals who cannot be around large groups.

This timeline places the initial public engagement hearings at the front-end of the process, prior to the release of the final US Census data. This should provide an opportunity for the public to have input on the extremely important building of “communities of interest” that will be utilized in the districting process. The online mapping tool will be used for this process as well as the drawing of potential districts.

Qualifications, Abilities, and Experience

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

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

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

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

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

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

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

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

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

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

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

Mapping Challenges

No lines Redistricting Partners has drawn since our founding in 2011 have ever been challenged for failing to meet legal requirements such as compactness, contiguity, because of a claim of a gerrymander, or any technical issues. We have also never had a plan fail pre-clearance under Section 5 of the Federal Voting Rights Act, when it was operative. Finally, we have never had a contract terminated prior to completion in the past 5 years.

However, in two cases, clients for whom we had drawn districts were later sued under the California Voting Rights Act because they chose to retain an election system which

was still considered “at large” given that it allowed for voters to elect more than one representative to the board.

In both these cases, the City of Elk Grove and the Kern Community College District, we advised against the election system, but ultimately it was a board decision.

In the case of Elk Grove, they ultimately retained the lines that we drew and simply changed their election system in 2019. In the Kern Community College District there is now a redistricting process in response to a settlement over their decision to retain their previous election system, and Redistricting Partners has been hired again to properly convert them under the California Voting Rights Act.

Subcontractor Information

FLO Analytics (FLO) is a trusted partner to local governments nationwide. They are the sole GIS and spatial analytics solutions provider for two statewide municipal GIS consortia (the Association of Washington Cities GIS Consortium and the Connecticut Conference of Municipalities GIS Consortium) and hold a deep understanding of local government operations.

They have provided demographic analysis, GIS, and redistricting services to their clients since 2012. FLO’s 25 staff members serve a national client base from our offices in Portland, Seattle, Boston, and Denver. Their clients belong to a wide range of market sectors and include government entities (local, state, and federal), school districts, municipal associations, and nonprofits. Their company’s mission is simple: improve communities. FLO is a DBA of Maul Foster & Alongi, Inc., (MFA), an S Corporation founded in 1996 and incorporated in Washington State. MFA is an integrated engineering, environmental science, planning, GIS, environmental data management, communications and public outreach, and health and safety services consulting firm. The company is privately held by employee shareholders.

Work for this project will be delivered from FLO’s Portland, Oregon office where key project staff members are located.

Personnel

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

Paul Mitchell - Lead Demographer / Principal

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

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

Tyler Vick - Principal

Mr. Vick oversees the FLO's planning, GIS, and data analytic services. His 15 years of experience designing and implementing complex data-driven projects has resulted in more than 300 successful projects for school districts; government entities (local, state, and federal); public utilities; ports; businesses; nonprofit organizations; and tribes.

Mr. Vick will provide strategic oversight for FLO on this project and will assist with visioning, planning, and generally ensuring a smooth project.

Charla Skaggs - Communications and Community Engagement Strategist

Ms. Skaggs assists public agencies and other organizations with effective communication. She has worked with numerous complex organizations including the ports of Seattle and Tacoma, the Washington Public Ports Association, and the Russell Investment Group for more than 20 years. Ms. Skaggs's significant experience developing strategies that wed political, community, and business considerations with long-term communications goals.

Ms. Skaggs is a seasoned communicator with significant experience developing and executing communications plans designed to mitigate potential political or legal risk to large agencies. Her involvement in multiple public agency strategic planning exercises, both as an agency staff member and as a consultant.

Alex Brasch - Demographer

Mr. Brasch has eight years of experience in the fields of geography, GIS, and data

analytics. His academic background includes a BA in Human Geography and Environmental Studies and graduate studies in applied social demography and population geography. He specializes in the development of workflows and tools using GIS, Alteryx, R, and Tableau for streamlining data preparation, geospatial analysis, process modeling and optimization, and data visualization.

Mr. Brasch will work closely with the project manager and the client to identify project requirements and goals, develop analytical solutions, and produce informative data visualizations. Mr. Brasch will also ensure accurate analysis of all demographic information and integration into boundary scenario modeling.

Connie Malloy - Lead Trainer

Commissioner and Rotating Chair of the California Redistricting Commission. Malloy serves as Foundation Director for the Panta Rhea Foundation, former Director of the Irvine Foundation leading voter, civic, and worker engagement, economic and workforce development, immigration, social impact bonds, and Leadership Awards.

Malloy brings the unique experience of having come from a background of community organizing, and non-profit leadership to serving on one of the Nation's first true non-partisan citizen's redistricting commissions, drawing California's new districts for the Legislature, Congress, and Board of Equalization. She has maintained her position on the commission while returning to non-profit management and proving to be one of the state's leading voices in civic engagement and community empowerment.

Malloy's role in this proposal would be to lead the RAC training, in addition to working with the County staff to facilitate a fair and open redistricting process.

Sophia Garcia - GIS & Outreach Specialist

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

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

Kimi Shigetani - Chief Administrative Officer & Project Lead

Chief Administrative Officer at Redistricting Partners, Kimi is a professional with over 20 years of experience in leadership roles, education and program development, association and non-profit management, conference and event planning and in 2011, as Vice-President of the Community College League she oversaw a program for

Redistricting and California Voting Rights Act transitions for dozens of community college districts. Shigetani's role will be to help administer the consultant team and serve as an administrative point of contact for county staff.

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

All resumes can be found in Attachment A.

References

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

City of Davis - 2019

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

Reference:

Kelly Stachowicz

Assistant City Manager

KStachowicz@cityofdavis.org

(530) 757-5602 ext. 5802

Contract Amount: \$32,500

City of Napa - 2020

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

Reference:

Tiffany Carranza

955 School St.

Napa, CA 94559

tcarranza@cityofnapa.org

(707) 257-9503

Contract Amount: \$37,000

Los Angeles Unified School District- 2012

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

data management, map development and every aspect of the redistricting from the first commission meeting to plan adoption.

Members of this redistricting commission are available as references.

Contracting officer:

Doug Wance

18400 Von Karman Ave, Suite 800

Irvine CA 92612

dwance@buchalter.com

(949) 224-6439

References:

Lindsay Horvath

LAUSD Redistricting Commission Member

Councilwoman, West Hollywood

Lindsey.p.horvath@gmail.com

(323) 632-7530

Reference:

Greg Girvan

LAUSD Redistricting Commission Member

22736 Margarita Dr.

Woodland Hills, CA, 91364

(818) 631-2405

Contract Amount: \$170,000

City of Santa Ana - 2018

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

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

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

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

Contracting officer:

Maria Huizar

City Manager

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

mhuizar@lakeforestca.gov

Contract Amount: \$55,000

Past Client List (excluding current 2021-2022 contracts)

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

Current Client List (for 2021-2022 Redistricting Cycle)

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

Attachment A: Resumes

The following are resumes for each of the staff members that we envision would be working directly with San Joaquin County staff within this Redistricting process.

Paul Mitchell

3400 Adams Rd
Sacramento, CA 95864

Paul@redistrictingpartners.com

(916) 612-8686

EXPERIENCE

Owner, CEO, Redistricting Partners 2010- Present

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

Vice President, Political Data Inc 2012- Present

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

EdVoice Chief Financial Officer, 2004-2008

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

Chief of Staff, Assemblywoman Nicole Parra 2003-2004

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

Director, Tobacco Free Nonprofit, 2003

Ran organization focused on increasing the smoking age to 21.

Chief Consultant, Assembly Higher Education Committee 2000-2002

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

Governmental Relations Staff, California Medical Association, 1998-1999

Created and implemented grassroots strategies for physician community in California.

EDUCATION

Associates Degree, Orange Coast College, 1995

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

Masters Degree in Public Policy, USC School of ^{Copy}Public Affairs, 1999



Tyler Vick

MANAGING DIRECTOR

Mr. Vick is principal and managing director at FLO, where he has managed the firm’s planning, GIS, and data analytic services for over 15 years. He has broad experience designing and implementing complex data-driven projects, having successfully managed over 300 projects for school districts; government entities (local, state, and federal); public utilities; ports; businesses; nonprofit organizations; and tribes.

His specialty is providing visioning, strategic planning, and implementation strategies for FLO’s most complex projects for both private and municipal clients. He is experienced in leading and working on diverse teams and enjoys the opportunity to collaborate with clients to solve complex technical challenges.

tvick@flo-analytics.com
503.501.5232

Qualifications

- MS, Geography:
Portland State University
- Graduate Certificate,
Geographic Information
Systems:
Portland State University
- BS, Environmental Studies, with
Honors: University of Oregon
- BS, Anthropology, with Honors:
University of Oregon

Professional Associations

- American Society for
Photogrammetry and Remote
Sensing
- Association of American
Geographers
- Urban and Regional Information
Systems Association

RELEVANT PROJECTS

Attendance Area Redistricting, Portland public Schools, Portland, OR

Originally the project manager, Mr. Vick now provides principal-level oversight for this project for Portland Public Schools, one of the largest school districts in the Pacific Northwest, through a comprehensive multiyear enrollment and program balancing effort. This is a very complex project and will include balancing student enrollment across the entire district (94 school and special program sites), converting existing K-8 schools back to K-5 elementary schools, opening new middle schools and converting some K-8s back to middle schools, balancing high school feeders, relocating and consolidating special programs district-wide, appropriately matching future enrollment to district-wide bond projects that modify existing building capacities, and siting and sizing new schools or construction projects for future bond consideration.

Attendance Area Redistricting, Central Valley School District, Spokane Valley, WA

Mr. Vick has led the planning and management of two comprehensive boundary review processes for Central Valley School District. The district has seen substantial growth, and the passage of two successful bonds has resulted in a number of new schools across all grade levels. The most recent process for the district’s new high school began with the committee process in the fall of 2019. Mr. Vick has successfully scoped work plans for each of the three processes, which have included preparation of five- and ten-year student enrollment forecasts, parent and community surveys, comprehensive land use and development review, and extensive community engagement. Additionally, over the years of completing these processes for the district, Mr. Vick has given dozens of board and staff presentations, facilitated committee meetings, and led open houses.

School District of Philadelphia: Comprehensive School Planning Review, Philadelphia, PA

As principal in charge, Mr. Vick currently oversees the comprehensive review of the district's portfolio of 198 neighborhood schools. He previously served as the program manager and oversaw the development of the project scope, community engagement planning, baseline data assessments, and preparation of options. He is the point person for all presentations to the board of education and the district leadership, and for displaying and explaining new district boundary scenarios. Mr. Vick ensures that work is completed with a high level of accuracy to meet the district's goals and expectations.

Attendance Area Redistricting, Salem-Keizer Public Schools, Salem, OR

Mr. Vick provided project visioning and strategy development, principal-level support throughout the project, and project management for a district-wide boundary review that included 59 individual schools in a six-high school feeder system. Pre-boundary-review work included validating the district's long-range facilities plan, using existing elementary school attendance areas and ten-year attendance-based enrollment forecasts. Mr. Vick was instrumental in facilitating district leadership meetings, the district's task force meetings consisting of over 60 district staff and community members, and multiple public open houses. Boundary revisions were adopted by the school board in early 2019.

Attendance Area Redistricting, Tacoma Public Schools, Tacoma, WA

Mr. Vick has successfully guided this large Washington school district through two boundary review processes encompassing 48 elementary and middle schools. The first was to address under/over enrollment across the district's elementary schools. The second process focused on the district's middle schools and incorporated short- and long-term boundary adjustments for the inclusion of a new middle school expected in 2022. A key component of this work was the upfront student enrollment forecasts and land use analysis to support long-term planning. Our team also utilized custom web-based applications that incorporated data from the district's student information system, land use analysis, and enrollment forecasts. These tools empowered district staff and boundary review committee members to investigate the data and model new boundary scenarios in real time during stakeholder meetings.



cskaggs@maulfoster.com
206.724.0613

Qualifications

- BA, Speech Communication:
Texas A&M University

Charla Skaggs

PRINCIPAL COMMUNICATIONS AND OUTREACH SPECIALIST

Ms. Skaggs has been assisting public agencies and other organizations with effective communication for more than 20 years. She has worked at the ports of Seattle and Tacoma, the Washington Public Ports Association, and the Russell Investment Group, among other organizations. She brings significant experience in developing strategies that wed political, community, and business considerations with long-term communications goals. Ms. Skaggs is a seasoned communicator with significant experience in developing and executing communications plans designed to mitigate potential political or legal risk to large agencies. She has also been involved in multiple public agency strategic planning exercises, both as an agency staff member and as a consultant.

RELEVANT PROJECTS

Redistricting Process Facilitation Services, City of Brookhaven, Brookhaven, GA

Ms. Skaggs is facilitating the City of Brookhaven's public engagement process for city council district redistricting. Her project focus is planning and assisting with the implementation of multiple open houses to communicate the scope and goals of the project to community members.

Attendance Area Redistricting Facilitation Services, North Clackamas School District, Oregon

Ms. Skaggs facilitated the North Clackamas School District's committee process to develop new boundary areas needed to accommodate construction of new elementary and high schools in a rapidly growing district. She planned and assisted with the implementation of multiple open houses to communicate the scope and goals of the project with community members.

Washington State Department of Transportation Communications and Government Relations Strategy, Olympia, WA

Ms. Skaggs is responsible for developing and assisting with implementation of a comprehensive communications, stakeholder engagement, and government relations strategy to address challenges facing WSDOT Toll Division planning and operations. She works directly with the WSDOT Secretary and Assistant Secretary, Toll Division, to support ongoing division initiatives and coordinate with partner agencies, the Office of Financial Management, and the Office of the Governor to ensure that efforts are consistent with statewide priorities and incorporate ongoing legislative and statutory requirements. She serves as liaison with the Alaskan Way Viaduct Replacement Program, facilitating communications with local partner agencies and other stakeholder groups as WSDOT prepares for the opening of the SR 99 tunnel. Ms. Skaggs also assists with budget and business planning efforts.

Meeting Facilitation and Communications Strategy, Interbay Project, Department of Commerce, WA

Ms. Skaggs facilitated advisory committee meetings and developed and implemented stakeholder engagement and communications for a legislatively mandated process to determine future use of the Interbay property. She met with advisory committee members, including a port commissioner; engaged local agencies such as the City of Seattle and Sound Transit; worked with stakeholders such as industrial businesses and BNSF; and implemented communications, media, and public involvement strategies.

Seattle-Tacoma International Airport Flight Corridor Safety Program, Port of Seattle, Seattle, WA

Ms. Skaggs is responsible for assisting with the drafting and implementation of a stakeholder and public engagement strategy to support necessary tree removal in the Sea-Tac Airport flight path, a project that has significant public interest. Her duties include facilitation of public meetings and development of tools for gathering feedback that guide constituents to offer comment on the project in ways that best support program development and policy decisions. She oversees development of materials for public outreach, including a virtual open house, fact sheets, comment cards, Web text, messaging appropriate for social media, display boards for public meetings, and presentation materials.

On-Call Communications Strategy and Facilitation Support, Port of Seattle, WA

Ms. Skaggs serves as primary client contact and overall project manager for MFA work with Port of Seattle. Projects she has managed and/or participated in include: community engagement for the Safe Flight Corridor; facilitation of airport dining and retail selection processes; communications strategy for change in executive personnel; internal team facilitation and tenant outreach for a proposed consolidated receiving and distribution center; design and facilitation of External Affairs Department team retreat; stakeholder engagement, communications strategy, and staffing for an executive review panel assessing a major capital development project; stakeholder engagement, communications strategy, and commission staffing for Sound Transit link light rail alignment discussions; facilitation of team discussions and development of communications strategy for aviation and maritime environmental initiatives; and facilitation and stakeholder engagement for groups such as the Ground Transportation providers.

Long-term Communications Strategy Development, Pacific Northwest Waterways Association, Portland, OR

Ms. Skaggs developed a long-term communications strategy for ports and maritime businesses on the Columbia River. At the outset of the project, Ms. Skaggs identified and interviewed key stakeholders to determine how PNWA members were perceived by tenants and business partners, and how to better engage communities in the positive impact PNWA members have in economic development and quality of life. She facilitated multiple workshops with association and member leadership, creating agendas and a process that resulted in a strong consensus for the final strategy as well as momentum for strategy implementation.

Pangborn Airport Master Plan, Port of Chelan County, Wenatchee, WA

Ms. Skaggs is responsible for developing and assisting with implementation of a comprehensive communications; stakeholder engagement; public involvement strategy; and flexible, effective communication tools. She conducts stakeholder interviews with multiple elected, business, and community leaders across the facility's broad geographic service area, ensuring that diverse opinions are incorporated into master planning goals. She facilitates the project's advisory committee meetings, also incorporating the role of members of the public who attend to provide comment. Components of the plan include individual stakeholder meetings, community briefings, public open houses, working with the advisory committee to maximize outreach efforts, targeted media relations, online outreach efforts, and regular updates to the community.

Strategic Plan Development, Port of Longview, Longview, WA

Ms. Skaggs assisted the Port of Longview Commission with development of a long-term strategic plan for the agency. Her role included identifying and interviewing key stakeholders for the project, assessing their perspectives in terms of relevance to long-term port planning, and serving as liaison with port staff on meeting planning and materials development. Ms. Skaggs also prepared and provided presentations to the commission and facilitated a public open house. She was responsible for the creation of the final document in a format that engages readers in the dynamic components of port-driven economic growth.



abrasch@flo-analytics.com
503.501.5231

Qualifications

- Graduate Certificate in Applied Social Demography: Portland State University
- BA, Geography and Environmental Studies: University of Wisconsin-Madison

Certifications

- Alteryx Designer Core Certified

Alex Brasch

POPULATION GEOGRAPHER/DATA ANALYST

Mr. Brasch has nine years of experience in the fields of geography, Geographic Information Systems (GIS), and data analytics. His academic background includes a BA in Human Geography and Environmental Studies and graduate studies in applied social demography and population geography.

Mr. Brasch regularly employs the full spectrum of analytics—from data wrangling to modeling and visualization—in order to achieve a comprehensive understanding of spatial phenomena. Mr. Brasch specializes in the development of workflows and tools using GIS, Alteryx, R, and Tableau for streamlining data preparation, geospatial analysis, process modeling and optimization, and data visualization.

Mr. Brasch works closely with FLO analysts, project managers, and clients, to develop analytical solutions, produce informative data visualizations, and integrate demographic research and analysis into a variety of projects, including land-use analyses, demographic research studies, population projections, student enrollment forecasts, school district enrollment and boundary scenario modeling, and electoral redistricting.

Mr. Brasch plays an integral role in nearly all aspects of school district projects but focuses on the preparation of student enrollment forecasts, synthesis of residential development data, demographic variables, and student enrollment information to inform boundary modeling. Additionally, he creates and maintains custom analytical applications, web maps, and dashboards that provide school districts with the ability to interactively view student information, generate on-the-fly boundary scenarios, and present spatial data to public stakeholders.

RELEVANT PROJECTS

Redistricting Services, City of Brookhaven, Brookhaven, GA

As the lead demographer on the project team, Mr. Brasch is assisting the City of Brookhaven with redistricting services by assessing population composition, distribution, and change since the City's incorporation in 2012. In the absence of the U.S. Census Bureau population enumerations, and to prepare for redistricting upon their release in September 2021, Alex and the FLO project team used industry-standard demographic data sources and geospatial analysis techniques to estimate the 2020 population per census block. Using his coding skills, Alex developed a modeling workflow that performs geospatial and demographic analysis, such as the calculation of compactness measures and population metrics, to facilitate the efficient creation and presentation of City Council District boundary scenarios via static and interactive data visualizations. He is currently assisting with the

preparation of boundary options that meet various redistricting criteria and seek to promote fair and balanced voter representation.

Attendance Area Redistricting, Portland Public Schools, Portland, OR

Mr. Brasch supports the enrollment and program balancing of Portland schools with the creation of tailored analytical applications and visualizations that incorporate data from the district's student information system, land use analysis, and enrollment forecasts, as well as socioeconomic and demographic indicators from the U.S. Census Bureau American Community Survey. These tools empower district staff and boundary review committee members to investigate the data; model new boundary scenarios, transfer policies, and grade configurations; and factor in the geographic distribution of socioeconomic and demographic traits of populations over time.

Attendance Area Redistricting, Central Valley School District, Spokane Valley, WA

Mr. Brasch led data acquisition and preparation efforts, geospatial analysis, boundary scenario modeling, and the development of semiautomated student summary statistics during Central Valley School District's elementary, middle, and high school boundary review processes. To assist in crafting long-lasting attendance area boundaries, Mr. Brasch researched residential land use and demographic trends in the district and modeled spatial allocation of student population to small planning areas, striving to ensure balanced enrollment across a dynamic district for years to come. On an annual basis, Mr. Brasch supports the preparation of ten-year student enrollment forecasts, which provide the district with the means to anticipate school capacity, staffing, and budgetary needs.

Attendance Area Redistricting, Edmonds School District, Edmonds, WA

Using his data-wrangling skills and background in population geography, Mr. Brasch annually performs comprehensive land use and demographic analyses to support the preparation of 10-year enrollment forecasts for Edmonds School District. The information necessary to complete these tasks is gathered through meetings with municipal and county planners, exploration of regional population and birth datasets, and assessment of historic student populations.

Equipped with the knowledge of population trends and student enrollment patterns in the district, Mr. Brasch is currently leading an effort to review attendance area boundaries for elementary schools that are experiencing capacity issues. The modeling of new attendance area scenarios, which incorporates the forecasts of future student enrollment by residence and building attendance, will help prepare the district for a potential future boundary review committee process.

Student Enrollment Forecasting, North Clackamas School District, Milwaukie, OR

Mr. Brasch helps the North Clackamas School District prepare for the future by annually supporting the preparation of 10-year enrollment forecasts. The dynamic population trends across the district provide Mr. Brasch the opportunity to put his background in demography and population geography to the test. Working closely with district staff and regional planners, Mr. Brasch and the FLO team pore over student enrollment trends and program participation in relation to residential development, in-migration, and fertility rates. These efforts allow FLO to produce detailed enrollment forecasts that help district staff plan at the district-wide, grade group, and school levels, as well as by individual grade.

Comprehensive School Planning Review, School District of Philadelphia, Philadelphia, PA

By compiling, blending, and analyzing enrollment data, Mr. Brasch currently supports the comprehensive review of the School District of Philadelphia's portfolio of 198 neighborhood schools. He also develops tailored modeling tools to aid in creation of boundary scenario options for the district. This technology empowers the committee stakeholders to evaluate boundary scenarios in coordination with future demographic and enrollment trends.

Comprehensive Long-Term School Planning and Review, Camden City School District, Camden, NJ

Mr. Brasch is currently aiding the Camden City School District's long-term planning and review process by analyzing key demographic indicators in the study area. The U.S. Census Bureau American Community Survey data being

analyzed by Mr. Brasch and the FLO team provide valuable insights into the geographic distribution of socioeconomic and demographic traits of populations over time. Results of this analysis will contribute to the development of ten-year student enrollment forecasts for the district.

Attendance Area Redistricting, Tacoma Public Schools, Tacoma, WA

Mr. Brasch supported the Tacoma Public Schools elementary and middle school boundary review processes with the creation of web-based applications and maps that incorporated student enrollment, residential development data, and enrollment forecasts. These tools empowered district staff and boundary review committee members to investigate the data and model new boundary scenarios in real-time during stakeholder meetings.

Mr. Brasch currently supports the district's efforts to prepare for the opening of a new middle school in the 2021-22 school year by reviewing the district's student information system and its assignment of student placement at particular schools based on student residence. Uniting this technology with the Pierce County master address file will ensure that the district can accurately and efficiently notify affected students and families of upcoming boundary changes that potentially impact enrollment.

Attendance Area Redistricting, Salem-Keizer Public Schools, Salem, OR

Mr. Brasch provided pre-project planning and technical support for a district-wide boundary review that included over 50 individual schools within a feeder system of six high schools. Pre-boundary review work included validating the district's long-range facilities plan by using existing elementary school attendance areas and ten-year attendance-based enrollment forecasts developed by Portland State University's Population Research Center. Mr. Brasch supported the district's internal executive oversight team meetings by developing springboard proposal boundary scenarios, leading to the starting point for the boundary review committee process.

Mr. Brasch provided technical support during the boundary review committee process, developing key spatial information resources by integrating FLO's land use analysis and residence-based enrollment forecasts into customized GIS-based visualization and reporting applications. Other critical decision-making information, such as walk zones, detailed roads, student residence locations, demographics, and program information, was also incorporated in order to model various on-the-fly scenarios with the boundary review committee, which included parents, principals, and members of the community. Mr. Brasch also assisted the district at multiple public engagement events where he served as a subject expert. Boundary revisions were adopted by the school board in 2019.

CONNIE MALLOY

Pasadena, California • conniemalloy@gmail.com
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

Sophia M Garcia

3608 Pinehurst Dr. Bakersfield, CA 93306

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

PROFESSIONAL SUMMARY

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

RELEVANT EXPERIENCE

GIS Analyst, Dolores Huerta Foundation

Bakersfield CA, May 2017– Present

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

GIS Technician, Kern County Public Works Department

Bakersfield CA, June 2016– March 2017

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

Planning Intern, Kern Council of Governments

Bakersfield CA, September 2015–June 2016

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

GIS Intern, Kern County Department of Agriculture and Measurement Standards

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

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

Guthman Program IT Intern, Wellesley College Library and Technology Services

Wellesley MA, September 2013 – May 2014

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

Kimi Shigetani

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

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

Summary

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

Experience

- Redistricting Partners, Sacramento CA** 2021-Present
Chief Administrative Officer
-Oversee administrative functions, project management and coordination of multiple contracts
- California Advocates Management Services, Sacramento CA** 2017- 2021
Senior Account Executive/Executive Director
-Worked with volunteer board to move association forward in membership and legislation
- California State University Sacramento, Sacramento, CA** 2016-2017
Project Manager
-Directed and organized work for grants focused on decreasing remediation in math for college freshman at CSUS and at area community colleges
- Community College League of California, Sacramento, CA** 2007-2016
Vice President
Statewide association representing all 114 Community Colleges in California, focused on meeting the diverse needs of all colleges, students, staff and administrators.
-Maintained and developed relationships with community colleges statewide, President, Chancellors, locally-elected boards, state offices, vendors, affiliate groups and other system stakeholders.
-Developed programs and best practices around emerging issues such as Redistricting, budget issues and facilities issues
-Developed marketing and education platforms for diverse audiences on emerging issues
-Planned, managed and executed statewide events, conferences, leadership development events and exhibit halls.
- Director, District Services*
-Managed and developed multiple and diverse programs for statewide association focused on assisting community colleges within the state of California.
-Developed relationships with vendors, college Presidents/Chancellors, college administrators, and other college focused associations and consultants.
-Managed board of directors for programs, request for proposal processes and advisory board for general guidance.

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

Snohomish County Workforce Development Council, Everett WA

2002-2007

Contracts and Compliance Director

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

Certification and Compliance Manager

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

Youth Account Executive

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

King County & Shoreline Community College Partnership, Shoreline WA

1999-2002

Site Manager, Learning Center North

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

Education

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

Volunteer Work

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



**SAN JOAQUIN COUNTY
PURCHASING AND SUPPORT SERVICES
PURCHASING DIVISION**

Johnnie E. Terry, Jr,
CPPO, CPPB, Director

Gary Jayne, CSR
Deputy Director

Date: April 2, 2021
To: Interested Parties – RFP #21-03
Redistricting for San Joaquin County Supervisor Districts
From: Patricia Gennings, Deputy Purchasing Agent
Subject: Addendum #1

This Addendum must be signed and returned with your proposal. Failure to do so may be cause for rejection of your proposal.

This Addendum No. 1 forms part of RFP No. 21-03 and shall supersede the original specifications of the above entitled RFP wherein it contradicts same. **This Addendum contains changes to the Key Action Events & Dates listed on page 2 of the RFP document.**

Due to an unexpected scheduling conflict, today's optional pre-proposal conference has been re-scheduled for Tuesday, April 6, 2021 at 10:00 AM PDT.

END ADDENDUM #1

Please sign below and submit with your proposal.

Paul Mitchell

Signature

Print Name

Redistricting Partners

paul@redistrictingpartners.com

Company Name

Email Address

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Redistricting Partners, LLC	
2 Business name/disregarded entity name, if different from above	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <u> S </u> Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
5 Address (number, street, and apt. or suite no.) See instructions. 925 University Ave	Requester's name and address (optional)
6 City, state, and ZIP code Sacramento CA 95825	
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number	
[] [] [] - [] [] - [] [] [] []	
or	
Employer identification number	
4 5 - 0 7 0 7 1 0 5	

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ <u> 4/9/21 </u>
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Copy

APPENDIX A – IDENTIFICATION SHEET

Company: Redistricting Partners

Address: 925 University Ave

City: Sacramento State: CA Zip: 95825

Name of Authorized Agent: Paul Mitchell

Title: Owner

Email: paul@redistrictingpartners.com Telephone: 800-996-1019 Fax: _____

** Signed and completed W-9 dated within one year of the date of this proposal submission shall be included as Attachment A*

MY PROPOSAL IS ATTACHED AND IDENTIFIED AS: RFP # 21-03 Redistricting for San Joaquin County Supervisor Districts DEADLINE FOR SUBMISSION: 2:00 PM Pacific Time Friday, April 30, 2021

Years in business: 10 # of employees: 11

Public Liability Insurance: _____ Expires: _____

Workers' Compensation Insurance: _____ Expires: _____

NOTE: Proof of maintenance of adequate insurance will be required before an award will be made to CONTRACTOR.

APPENDIX B – PROPOSAL AUTHORIZATION SIGNATURE PAGE

The undersigned, having carefully read and examined this RFP, and being familiar with (1) all the conditions applicable to the work for which this proposal is submitted; (2) with availability of the required equipment, materials and labor hereby agrees to provide everything necessary to complete the work for which this proposal is submitted in accordance with the proposal documents for the amounts quoted herein and further agrees that if this proposal is accepted, within five (5) days after the contract is presented for acceptance, will execute, and mail a signed contract to the County of San Joaquin Purchasing Agent.

[OPTIONAL] In addition, by submission of a proposal, Proposer attest to having possession of a duly issued valid contractor's license issued by the State of California. Such license authorizes a Proposer to contract to perform type of work required by the specifications. Should the Proposer fail to provide the number and classification of Proposer's State of California Contractor's License, the County may reject your Proposal.



Signature of Authorized Agent

April 30, 2021

Date

APPENDIX C – COOPERATIVE/PIGGYBACK CLAUSE

For the term of the Contract and any mutually agreed extensions pursuant to this request for bids/proposals, **at the option of the vendor**, other public agencies or public corporations, including any county, city, town, school district, community college, public utility district or other public corporation or agency within the State of California, may purchase, lease-purchase, or rent the identical items(s) at the same price and upon the same terms and conditions pursuant to any applicable Public Contract or other relative legal Code.

San Joaquin County waives its right to require such other districts and offices to draw their warrants in the favor of the County and agreements, orders, and payments may be made directly between the vendor and the public agency/corporation.

Acceptance or rejection of this clause will not affect the outcome of the bid/proposal.

Piggyback option granted PM

(Vendor please initial)

Piggyback option not granted _____

APPENDIX D – NON-COLLUSION AFFIDAVIT

(Title 23 United States Code Section 112 and Public Contract Code Section 7106)

In accordance with Title 23, United States Code Section 112, and Public Contract Code 7106, the proposer declares that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to submit a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal, or that anyone shall refrain from proposing; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and further, that the proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

NOTE: The above Non-collusion Affidavit is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute signature of this Non-collusion Affidavit.

Proposers are cautioned that making a false certification may subject the certifier to criminal prosecution.

APPENDIX E - PUBLIC CONTRACT CODE SECTION

In accordance with Public Contract Code Section 10162, the Proposer shall complete, under penalty of perjury, the following questionnaire.

Has the proposer, any officer of the proposer, or any employee of the proposer who has a proprietary interest in the proposer, ever been disqualified, removed, or otherwise prevented from proposing on, or completing a federal, state or local government project because of a violation of law or a safety regulation?

Yes _____ No X _____

If the answer is yes, explain the circumstances in the following space.

PUBLIC CONTRACT SECTION 10232 STATEMENT

In accordance with Public Contract Code Section 10232, the Contractor hereby states under penalty of perjury, that no more than one final unappealable finding of contempt of court by a federal court has been issued against the Contractor within the immediately preceding two year period because of the Contractor's failure to comply with an order of a federal court, which orders the Contractor to comply with an order of the National Labor Relations Board.

BUSINESS AND PROFESSIONS CODE SECTION 7028.15 STATEMENT

In accordance with Business and Professions Code Section 7028.15, the Contract or hereby states that all representations made herein are made under penalty of perjury.

NOTE: The above is part of the RFP. Signing FORM B – PROPOSAL AUTHORIZATION SIGNATURE PAGE shall also constitute signature of this FORM.

APPENDIX F - LOCAL VENDOR PREFERENCE CERTIFICATION

Consistent with San Joaquin County Local Vendor Preference Policy (Ord. 2-2413), please provide the following qualification statements (if applicable):

- 1) Do you have a fixed office or distribution point located in and having a street address within San Joaquin County for at least one year? A Post Office Box address does not qualify as a "local vendor."

Check one: Yes No

- a. **If yes, please provide complete address:**

- 2) Do you have a current business license issued by San Joaquin County or a city located in the County?

Check one: Yes No

- a. **If yes, please attach a copy of your current license.**

- 3) Do you employ as least one (1) full-time or two (2) part-time employees whose primary residence is located within San Joaquin County.

Check one: Yes No

Any person or business falsely claiming a preference under this policy shall be ineligible to bid on any County purchases or contracts for a period of one (1) year. The Purchasing Agent shall have the right to terminate all or any part of any contract entered into with such person or business.



(Authorized Signature)

Owner

(Title)

Redistricting Partners

(Company Name)

