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Reps and Certs Form

Department of Purchasing and
Contracting

REPRESENTATIONS AND CERTIFICATIONS

The following representations and certifications are to be completed, signed and returned with the offer (the term "offer" includes bids, proposals, quotes or any other submission to provide goods and/or services).

1. **BUSINESS TYPE**
☒ For-profit ☐ Non-profit ☐ Government
 Attach proof of status for Non-profit.
2. **INTERLOCKING DIRECTORATE**
 In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit as indicated in paragraph 1 above, Offeror is required to identify any related for-profit subcontractors in which an interlocking directorate, management or ownership relationship exists. If Offeror is a non-profit and will be subcontracting with a related for-profit entity, Offeror must list all such entity(ies) on an attached separate sheet, and authorization must be sought from Board of Supervisors. If Offeror is a non-profit and does not submit such a list, Offeror certifies it has no and will not enter into a subcontract relationship with a related for-profit entity.
3. **BUSINESS REPRESENTATION**
 Offeror represents as a part of this offer the following information regarding the ownership, operation, and control of its business:
 - 3.1. Are you a local business with a physical address within the County of San Diego? ☐ Yes ☒ No
 - 3.2. Are you certified by the State of California as a:
 - ☐ Disabled Veteran Business Enterprise (DVBE)
 Certification #: _____
 - ☐ Small Business Enterprise (SBE)
 Certification #: _____
 - 3.3. Are you certified by the U.S. Dept Of Veterans' Affairs as:
 - ☐ Veteran Owned Small Business (VOSB)
 Certification # _____
 - ☐ Service Disabled Veteran Owned Small Business (SDVOSB)
 Certification # _____
 - 3.4. Estimated percentage of work in this offer to be performed or fulfilled locally (within the geographic boundaries of the County of San Diego): 20 %
4. **DEBARMENT, SUSPENSION AND RELATED MATTERS**
 - 4.1. Offeror hereby certifies to the best of its knowledge that neither it nor any of its officers:
 - 4.1.1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
 - 4.1.2. Have within a three (3) year period preceding this agreement been convicted of or had a civil judgment rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - 4.2. Except as allowed for in Section 4.2.4, Offeror hereby certifies to the best of its knowledge that neither it nor any of its officers:
 - 4.2.1. Are presently indicted for or otherwise criminally or civilly charged by a government entity (federal, state, or local) with the commission of any of the offenses enumerated in paragraph 4.1.2 of this certification;
- 4.3. Offeror has a continuing duty to disclose information until contract award/execution and shall report in writing to the County Department of Purchasing and Contracting within five business days of knowing or have any reason to know any change in status as certified in the preceding paragraphs 4.1 and 4.2.
- 4.4. If Offeror or any of its subcontractors, agents or consultants, have previously contracted with the County to perform related work on this project (e.g. preparing components of the statement of work or plans and specifications for this project), Offeror shall identify those previous agreement(s) and submit that list along with the proposal. Other than as may be submitted on said list, Offeror certifies to the best of its knowledge that it and its proposed subcontractors, agents and consultants have not previously contracted with the County to perform work on or related to this project.
5. **CURRENT COST OR PRICING**
 Offeror certifies to the best of its knowledge that cost and/or pricing data submitted with this offer, or specifically identified by reference if actual submission of the data is impracticable, are accurate, complete, and current as of the date signed below.
6. **INDEPENDENT PRICING**
 Offeror certifies that in relation to this procurement:
 - 6.1. The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with other offerors, with any competitors, or with any County employee(s) or consultant(s) involved in this or related procurements;
 - 6.2. Unless otherwise required by law, the prices that have been quoted in this offer have not been knowingly disclosed by the Offeror and will not knowingly be disclosed by the Offeror prior to opening, in the case of a bid, or prior to award, in the case of a proposal, directly or indirectly to any other Offeror or to any competitor; and
 - 6.3. No attempt has been made or will be made by the Offeror to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.
7. **TAX INFORMATION**
 The Offeror understands that prior to receiving a contract award from the County, the Offeror must submit a completed IRS W-9 form to provide a Federal Tax ID number, or if not available, to provide a Social Security Number (SSN).

CERTIFICATION

The information furnished in Paragraphs 1 through 7 and in the accompanying offer is certified to be factual and correct as of the date submitted and this certification is made under penalty of perjury under the laws of the State of California.

Name: Randy Trott Signature: Randy Trott
 Title: Principal Date: May 10, 2021
 Company/Organization: Timmons Group

SUBMIT THIS FORM AS DIRECTED IN THE REQUEST FOR SOLICITATION DOCUMENTS OR WITH THE OFFER

Nondisclosure Indemnification Agreement

NONDISCLOSURE INDEMNIFICATION AGREEMENT

IF OFFEROR SUBMITS EXHIBIT CONFIDENTIAL/PROPRIETARY, THE FOLLOWING NONDISCLOSURE INDEMNIFICATION AGREEMENT MUST BE COMPLETED, SIGNED AND RETURNED WITH THE OFFER

This indemnification agreement ("Agreement") is made and entered into by and between the County of San Diego

("County") and Offeror Company/Organization Name: Timmons Group

("Offeror") with reference to the following facts:

WHEREAS the County may receive a request for disclosure of Offeror's submission under the California Public Records Act, Government Code Section 6250, et seq.; and

WHEREAS, Offeror has included in its submission an exhibit entitled "*EXHIBIT – CONFIDENTIAL/PROPRIETARY*" containing records that Offeror has determined to constitute trade secrets or other proprietary information exempt from disclosure under the California Public Records Act; and

WHEREAS the County requires defense and indemnity from Offeror for the County's ongoing non-disclosure of Offeror's *EXHIBIT-CONFIDENTIAL/PROPRIETARY*;

NOW, THEREFORE, for good and valuable consideration and the mutual promises contained herein, the parties agree to the following:

1. The above recitals are incorporated herein by this reference.
2. Except as otherwise provided herein, the County will not release Offeror's *EXHIBIT-CONFIDENTIAL/PROPRIETARY* based on Offeror's representation that the records contained therein are proprietary and exempt from disclosure under the California Public Records Act and/or are trade secrets as that term is defined in Government Code Section 6250, et seq. Notwithstanding the foregoing, however, the County may release Offeror's *EXHIBIT-CONFIDENTIAL/PROPRIETARY* in the event of any of the following:
 - a. Offeror fails to comply with the terms and conditions of this Agreement; or
 - b. Offeror provides the County with written notice that some or all of the records may be released; or
 - c. A court of competent jurisdiction orders the County to release the records and the County has exhausted or waived its appeal rights.
3. To the fullest extent allowed by law, the County shall not be liable for, and Offeror shall defend and indemnify County and its Board of Supervisors, officers, directors, employees and agents of County (collectively "County Parties"), against any and all claims, demands, liability, judgments, awards, fines, mechanics' liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys' fees (whether incurred by County attorneys or attorneys employed by County) and court costs (hereinafter collectively referred to as "Claims"), related to Offeror's *EXHIBIT-CONFIDENTIAL/PROPRIETARY*.
4. Offeror waives any and all claims in law or equity and hereby releases the County Parties from any and all claims, deductibles, self-insured retentions, demands, liability, judgments, awards, fines, mechanics' liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys' fees and court costs, which arise out of or are in any way connected to Offeror's *EXHIBIT-CONFIDENTIAL/PROPRIETARY*.


TO BE COMPLETED BY AN AUTHORIZED REPRESENTATIVE OF THE OFFEROR	
Offeror Company/Organization Name:	<u>Timmons Group</u>
Authorized Representative Name:	<u>Randy Trott</u>
Authorized Representative Title:	<u>Principal</u>
Signature: <u></u>	Date: <u>May 10, 2021</u>

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1. Minimum Requirements

1.1. Confirm that all personnel of the Offeror assigned to this project and the personnel of any subcontractor assigned to this project meets the requirements of Elections Code section 21551(d) and 21550(c)(4). Section 21551(d) provides: "The commission shall not retain a consultant who would not be qualified as an applicant pursuant to paragraph (4) of subdivision (c) of Section 21550." Section 21550(c)(4) provides: "Within the 10 years immediately preceding the date of application to the commission, neither the applicant, nor an immediate family member of the applicant, has done any of the following:

- 1.1.1. Been appointed to, elected to, or have been a candidate for office at the local, state, or federal level representing the County of San Diego, including as a member of the board.
- 1.1.2. Served as an employee of, or paid consultant for, an elected representative at the local, state, or federal level representing the County of San Diego.
- 1.1.3. Served as an employee of, or paid consultant for, a candidate for office at the local, state, or federal level representing the County of San Diego.
- 1.1.4. Served as an officer, employee, or paid consultant of a political party or as an appointed member of a political party central committee.
- 1.1.5. Been a registered federal, state, or local lobbyist.

Yes ☐ No ☒

1.2. The County's terms and conditions (Draft Agreement) have been provided as part of this document. The offeror should respond to these documents in accordance with the procedures and format set forth below.

1.1.1. Confirm (YES/NO) your organization's acceptance of the Draft Agreement and insurance requirements as presented in the RFP.

1.1.2. If NO, provide a detailed paragraph-by-paragraph, contract clause-by-contract clause description of any issues or concerns that Offeror may have with the documents listed. If Offeror objects to a particular paragraph or clause, then Offeror will need to further describe, in business terms and not in proposed language, the nature of its concern and what terms Offeror is willing to accept. The Exception List shall provide the reason or rationale supporting the item of concern and/or counter-response. Simply stating that a paragraph or clause is "Not Acceptable" or proposing alternative contract terms without describing in business language the reason or rationale may be considered acceptance of that paragraph or clause. If Offeror does not identify specific concerns with a particular paragraph or clause, the County will consider the paragraph and/or clause acceptable. The Offeror shall also provide a description of the business benefit to the County for the proposed language changes. The Offeror shall provide a Redlined (track changes) copy of Terms and Conditions reflecting the proposed revisions.

Yes ☒ No ☐

Should you take exception(s) to the Draft Agreement, you understand that the County may, as part of its evaluation process, conclude that exceptions are so numerous and/or material that the proposal does not meet minimum requirements.

No Standard Offeror Form Contracts – Do not provide a copy of the Offeror's standard contract to the County. The County will be using the enclosed Draft Agreement in negotiations with the Offeror.

The Offeror will be deemed to have accepted any terms and conditions of the Draft Agreement to which it does not take exception in its proposal, and such accepted terms and conditions will not be subject to further negotiation except at the County's sole discretion.

2. Technical Approach

Part 1 Technical Approach – Exhibit A Statement of Work

2.3.1. Offerors are requested to propose a technical approach that incorporates the tasks and activities as specifically outlined in Exhibit A – Statement of Work.

We understand County of San Diego (COSD) Independent Redistricting Commission (IRC) seeks expert support necessary for demographic consulting and mapping services. These services will be at the direction of the IRC. The ultimate goal of this effort is to create a final approved set of supervisorial district boundaries with sufficient public contribution to this process prior to the date this information is required by the COSD Registrar of Voters for use in the initial 2022 primary elections. Our Timmons Group team includes National Demographic Corporation, or NDC. There are a limited number of specialized redistricting subject matter experts that are knowledgeable of the COSD and California jurisdictions, however no firm has more experience than NDC. To meet the project deadlines and manage the challenges ahead, a project plan will guide the project through completion.

Our team brings an important project management sensibility that understands with flexibility to respond to changes on the ground, such as delayed 2020 P.L. Census data delivery. Our vast technology project background is grounded in experienced project planning and project management. Our technology, GIS and redistricting subject matter experts team Integrating with the COSD IRC, staff, and its contractors (i.e., outreach and engagement) as one team will improve logistical and related hearing support. Our project manager will be focused on keeping the very important delivery schedule to meet the critical timelines the COSD IRC must meet to complete its mandates for County of San Diego citizens.

Technical Approach: Best Technology, Most Transparency

The COSD IRC will face many challenges; one challenge will be using the best available technologies that support upholding public confidence in the integrity of the redistricting process – in the most user friendly and transparent way possible. Our user-friendly technology solution enables complete collaboration with citizens. The mapping software and system we propose using to meet and exceed the RFP's "4.2 Mapping Software" requirements are provided by Esri and their Redistricting software.

Our understanding of past legal challenges, Ralph M. Brown Act, California Elections Code 21552, federal Voting Rights Act of 1965, the role of the Commissioners, and the use of GIS and related technologies for redistricting allows us to design the best possible technology and data solution for this project. Our proposed system will satisfy legal requirements, improve inclusiveness (public mapping tools) and transparency (auditable), and maximize the efficiency of the redistricting process in COSD. Implemented by the vendor and managed by Timmons Group, the technology solution and design will meet and exceed COSD IRC's stringent requirements including:

- Providing IRC unfettered 24/7 access to draft maps, log files, reports, and data
- Providing a process to allow for public comment and suggestions in the drawing of supervisorial district maps, including the submittal of partial and full maps.
- Providing a system to utilize all data approved for use by IRC such as the latest geographic and census data including the most recent one- and five-year ACS data, PL 94 block level data, as well as the California Statewide Database files for SDC. display and analyze local and other data as directed by the IRC and County staff
- Providing IRC and the public the same on-line mapping and comment tool that is user-friendly for drawing and submitting maps and commentary and/or responses to questions.

Unlike newly burgeoning redistricting technology solutions, our solution includes the mature Esri Redistricting Solution as a managed cloud service. All mapping for IRC and the public can be completed through a single user-friendly web-based site. Moreover, the design for configuring the Commercial off the Shelf (COTS) system unlike other competing software packages forgoes the need for the IRC to have multiple desktop

installations of software or do user software testing. All users with a modern web browser will be able to evaluate redistricting map alternatives and capabilities to conveniently draw and submit their own full or partial maps for IRC consideration.

By choosing Timmons Group and NDC the Commission gets the best in technical expertise from the Timmons Group, and the most experienced in training and supporting the public in using public mapping tools from NDC in compliance with California and Federal laws and mandates.

2.3.2. Compliance to “Exhibit A – Statement of Work (SOW)” requirements. Confirm your agreement with the requirements as stated.

Yes ☒ No ☐

2.3.3. If your organization has exceptions to any requirements, provide a marked up redlined version of the Statement of Work that provides applicable alternative language along with an explanation to support any alternative standards/language being proposed. Failure to specifically reject a proposed requirement will be deemed an acceptance of such requirement.

2.3.4. With specific reference to Exhibit A Statement of Work, provide a detailed description of how you will provide services for this project (project plan). Include in your description:

2.3.4.1. Tasks/Activities to be performed.

Project Plan

Managing through the IRC challenges will be necessary for the project manager (PM). The PM will facilitate a team approach to work in concert with the IRC, the IRC's public outreach and engagement and staff. We have developed the draft project plan. The proposed tasks and activities to be performed can be viewed in [Appendix D: Schedule](#) and online [here](#).

NOTE: The submitted DRAFT project plan was developed to be easily updated as more or changing details emerge. The DRAFT plan we provide are based on assumptions such as delivery of P.L. Census data to minimum number of hearings required within a mandated timescale. Any suggested updates to the schedule will instantly reveal the impacts to downstream scheduled tasks.

On project initiation the PM will update the proposed draft plan that contains sections or sub-plans. These sub-plans will document in detail all the requirements and associated procedures for managing each component of this important project. These plans guide the project to ensure compliance with all expectations and requirements. Working with the IRC and staff to create detail project plan sections or sub-plans that include:

- Communication sub-plan
- Schedule sub-plan
- Data Management sub-plan
- System Management sub-plan
- Map Cartography sub-plan

Mapping Solution

Our team is ready to begin as soon as you are. We understand the need for an expedited schedule to complete the district plans in time for the 2022 elections. We are the country's leading geospatial experts and redistricting SMEs. Two of our team's PhD dissertations were on redistricting and we have more than 60 years combined of geospatial experience. Our approach is to use a non-partisan team to support the COSD IRC and public to use the technology and provide access to redistricting expertise. Our team is made up of two nationally recognized firms using the state-of-the-art technology, Esri Redistricting software. Timmons Group (TG) will provide project management, hearing/meeting support, the full-service support of the Redistricting Solution, and the mapping/GIS expert analysts. The redistricting SMEs are provided by National Demographics Corporation (NDC).

We asked ourselves, “what are the best tools available and the best implementation and configuration to meet AIRC’s challenges?” In 2021, the expectation for using the best available technology is not lost on the COSD IRC or its citizens. To help meet these challenges, satisfy legal requirements, improve inclusiveness and transparency, and maximize the efficiency of the redistricting process in COSD, we propose to deploy a modern redistricting solution. Other technology solutions that require desktop software with several GIS technicians behind the scenes. The Esri Redistricting software is to meet and exceed IRC’s requirements including: the Commission’s unfettered access to draft maps, logs, reports, and data; ongoing log for each map (requirement 5.2), using built-in tools to check compactness and allowable population deviation; tools to create compliant plans, including design, editing, review, and validation and regulatory reporting.

The Esri Redistricting software use a web-browser approach so it can work on any device while increasing collaboration with IRC and among County citizens. The easy-to-use interface elicits better engagement with minimal mapping experience.

Define Solution Architecture: One of the first tasks for this project will be to ascertain and verify that the Esri software will meet the IRC requirements and budget. There are several Redistricting offerings, and it is important to clarify and right size the architecture before proceeding to system implementation.

The Census Bureau data availability timetable is a challenge

The mapping solution and design meets or exceeds all requirements (4.2, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, and 4.2.6). Fortunately for this project, the technology solution includes vast amounts of data, including access to the soon to be publicly available newly processed Census data. This is a huge value to the COSD IRC as Esri has been working with the Census Bureau and this project will be receiving access to the data very quickly. The arrival date for the Census data has been changing. As of March 15, 2021, the U.S. Census Bureau announced it will provide a redistricting summary data file in the legacy format to all states by mid to late August 2021. This data will require extensive expert processing. The Bureau plans to release its final product in September. Esri’s Redistricting Solution the Commission will provide the processed data. Esri will tabulate and process the Census Public Law data ahead of the original September 30 data release date. Within the two weeks after the August release date, Esri states it will begin delivering the Census updates. Please note the August Census Public Law data release contains the same data as the September 30 delivery, rather in a legacy format. Our team has worked with Census data since the 200 Census.

Successful Public Comment Periods

Our team will provide technological leadership by managing online sessions and showing online maps at in-person meetings, as appropriate. We will facilitate hearings along with Commissioners, code public maps and testimony. We will provide instruction for how to use the mapping tools, as needed. We plan to also provide hearing materials (e.g., foam board maps, handouts, etc.)

The success for all public meetings will require effective and timely planning with the County events staff, Commissioners, and staff, and importantly with the public outreach and engagement contractor. Effective planning allows for successful meeting, hearings, and comment periods. Moreover, working across all IRC teams, we will complete the requirements process to development and implement a process to allow for public comment and suggestions in the drawing of supervisorial district maps, including the submittal of full and partial maps.

Understanding of FAIR MAPS Act plus San Diego-specific Elections Code Sections [21550 through 21553](#)

NDC President Douglas Johnson provided information and some guidance to the California League of Cities and, to a lesser extent, the California State Association of Counties (CSAC), as the original FAIR MAPS Act (AB859) and its quick clean-up bill (AB1276) were drafted and adopted. NDC Staff have been featured speakers discussing these new laws to a joint meeting of CSAC and Rural County Representatives of California (RCRC), meetings of the California City Clerk Association, and the League of Cities.

Even though the FAIR MAPS Act is new, having only taken effect January 1, 2020, NDC has already guided numerous clients through the districting process under the provisions of the new law. In 2020, NDC worked with the cities of Rohnert Park, Carson, and Lincoln as each moved from at-large to by-district elections and complied with the new law's mapping criteria and other new requirements.

Obviously, this Commission's work is the first time redistricting has occurred under the San Diego County-specific provisions of Elections Code 21550 through 21553, but those provisions are similar (though not identical) to the provisions of the more wide-reaching FAIR MAPS Act. And NDC is managing very similar language in our current work with Santa Barbara County's first-ever Citizens Independent Redistricting Commission. Santa Barbara's commission is the result of a voter initiative rather than state legislation, but the process requirements and mapping criteria are very similar.

The law brings an all-new prioritization to some, but not all, of the "traditional redistricting principles" that generally guided redistricting efforts prior to passage of these new laws. Federal requirements for equal population, compliance with the voting rights act and avoiding racial gerrymandering remain primary. But now neighborhoods and communities of interest – the latter defined in statute for the first time – gain statutory prominence (21552(a)(3)). Compactness is statutorily defined for the first time (21552(a)(5)). Favoring or disfavoring any political party is banned, as is consideration of the locations of current Supervisors and potential candidates (21552(b)). And cities and unincorporated "census designated places" – both often primary focuses of county redistricting – are not mentioned at all in the mapping criteria (though they can be brought into the criteria if defined by the Commission as "communities of interest"). And other traditional considerations such as minimizing the number of voters in districts expecting to vote in 2022 moved to districts not voting until 2024, and offsetting expected population growth to try to ensure longer-term population balance of the districts, are not explicitly banned but they are also not included in the listed and prioritized criteria.

The new law also includes extensive requirements for public engagement, public hearings, and commissioner qualifications, as the Commission is aware and with which the Commission is already complying.

2.3.4.2. Who will be assigned to complete each task/activity?

[Timmons Group \(https://www.timmonsgis.com/\)](https://www.timmonsgis.com/) will provide project management, hearing/meeting support, the full-service support of the Redistricting Solution management, hearing support and the mapping/GIS expert analysts. The redistricting Subject Matter Experts (SME) and meeting facilitation are provided by [National Demographics Corporation](#) (NDC). The Esri Redistricting software will be served or installed by Esri. Also, the Census data will be loaded into the system by Esri, once published.

2.3.4.3. Task duration and personnel utilization rate

Our project manager, Mark Flahan, will be working the project the entire time. Our local SME lead, Shannon Kelly will be working with Mark for the entire project. Others will be used at the rate noted in each resume. Please refer our complete team resumes below.

2.3.4.4. Methodologies and Best Practices to be deployed with accompanying commentary supporting how the methodologies and best practices proposed to support your understanding of the IRC's requirements

As a project-based technology firm we have project successes for over 3,000 projects using the project management standard based on the PMBOK. Our best practices using this standard has been utilized within this proposal. Particularly, in the preparation to manage change. This project has several critical deadlines to meet that the lateness of the Census data delivery is contingent on. For example, Consider the flexible DRAFT project plan we have provided (See [Appendix D: Schedule](#) or [here](#)).

2.3.4.5. Identify any issues/risks related to system implementation and include proposed effective risk mitigation strategies.

Draft Issue/Risk	Impact	Mitigation
Delay installing system	Low	We have scheduled the system implementation weeks in advance for needing to start the mapping process
Census delivers data late	High	Prepare team for the “fire drill”. Ensure all tasks are completed prior to original delivery date so not to delay using late data by IRC/public.
California modifications delivery delayed to ~mid-late Oct	High	Complete all possible work that allows for the team to expedite mapping tasks once data is received.
COVID restrictions increase	Low	Continue with the plan to complete the project virtually.
In-person hearings are scheduled and COVID restrictions arise again.	Low	Drop back to the original draft schedule that planned for 100% virtual meetings. The mapping system is completely web-based so as not to be affected.

2.3.5. Provide a sample report you created for similar projects.

See [Appendix B](#).

2.3.6. For tasks/activities outlined in the Statement of Work that would typically be recommended to be performed in person, describe how work will be performed in both an in-person format and a remote format.

Due to California COVID restrictions and per the RFP, we have planned for a virtual project. However, our local staff person, Shannon Kelly, will be available if in-person meetings become an option. Our format easily moves between facilitating remote and in-person meetings.

2.3.7. With regards to your proposed Software product. Describe all added value characteristics and functionality, user friendly features, and compatibility to commonly utilized operating systems that will support the products' effective and efficient use by both the public and members of the IRC committee. Additionally, describe how your proposed software product supports your understanding of the IRC's requirements.

There are several amazing and robust approaches to meeting the IRC mapping system requirements. Both are available from Esri. As an Esri Gold partner we are one of only a few partners using the Esri Redistricting Solution available hosted in Amazon Web Services. Effectively, the Esri Redistricting deployment offering are outlined as:

1. SAAS Subscription (Esri Redistricting Online)
2. Managed Cloud Services (Timmons Group-hosted Redistricting)
3. On Premises (Deployed on-site)

More information on deployment options here: <https://doc.arcgis.com/en/redistricting/get-started/esri-redistricting-deployment-offerings.htm>

The Esri Redistricting software will meet and exceed IRC's requirements including: the Commission's unfettered access to draft maps, logs, reports, and data; ongoing log for each map (requirement 5.2), using built-in tools to check compactness and allowable population deviation; tools to create compliant plans, including design, editing, review, and validation and regulatory reporting. Accept and process the latest census data including the California statewide database and any data IRC deems necessary to support public engagement, reviews and input. The Esri Redistricting software use a web-browser approach so it can work on

any device while increasing collaboration with IRC and among County citizens. The easy-to-use interface elicits better engagement with minimal mapping experience.

2.3.8. Describe your communications strategy for this effort. Responses may include examples of past work (literature, video clips, etc.) to support your effective communications.

Our communications strategy will begin with updating the project plan section, communications sub-plan. This includes delineating the scope, roles, and responsibilities between our work and the public engagement and outreach contractor. The work to develop this plan is critical to identifying the possible requirements, methods, and procedures and setting role, responsibilities, and accountability for successful public comment periods. Included in this plan will be the methods and requirements for publishing the maps. For example, working IRC staff and contractors to advertising through pre-defined methods such as the social media accounts, COSD IRC's website, including the interactive GIS mapping comments site.

The “Three E’s of Public Participation”: Engage, Educate, and Empower

Our “Three E’s” approach recognizes the complex and daunting nature of districting and redistricting projects, while emphasizing the importance of public participation in such projects.

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

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

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

2.3.8.1. Describe your proposed approach to the facilitation of public comment and suggestions in the drawing of supervisorial district maps, including the submittal of full and partial maps that can be facilitated.

Our approach to provide IRC with access to appropriate software systems to evaluate redistricting map alternatives, allow comments and public input for published maps. Using Esri software and web technology, depending on the final architecture will allow all citizens to draw and submit full or partial maps. There are several workflows the IRC can choose to employ. Adding any data, the IRC would like to add such neighborhoods landmarks will further facilitate public engagement, comments and suggestions. Working with the existing IRC website and the soon to be hired public outreach and engagement contractor to ensure various method for inputs are provided in the most simple but robust methods possible.

2.3.8.2. Describe your proposed approach to the provision of training for both the IRC and public participants in the use of mapping software and related products. Include in your response any specialized training materials, presentations, and/or step-by-step instructions and video tutorials already established to supporting training covering mapping software features.

Another advantage for using the Esri Redistricting Solution is ease of use supported by well-developed lessons and tutorials. Our proposal includes a training for the COSD IRC and ongoing support and/or training. We will certainly have experts at all the hearings and available for follow-up as needed. In addition to an instructor led course, professional tutorials are already available.

For example, <https://learn.arcgis.com/en/projects/redraw-political-boundaries-with-public-participation/> .

Advances in GIS technology, and the improved transparency it brings, has opened the backrooms where politicians once picked their voters by drawing districts enhancing their re-election chances. Now, the public gets a say in redistricting. In this lesson, you are an analyst dividing Maryland's 24 counties (Baltimore is a county equivalent) into seven congressional districts. You will create a majority-minority district complying with federal election mandates. And you will share your proposals with coworkers before they're released for public comment. (Before starting, you may want to review an accompanying [StoryMap](#) explaining redistricting.)

2.3.9. Describe how personnel will be efficiently located to provide services as part of this agreement. Include in the description:

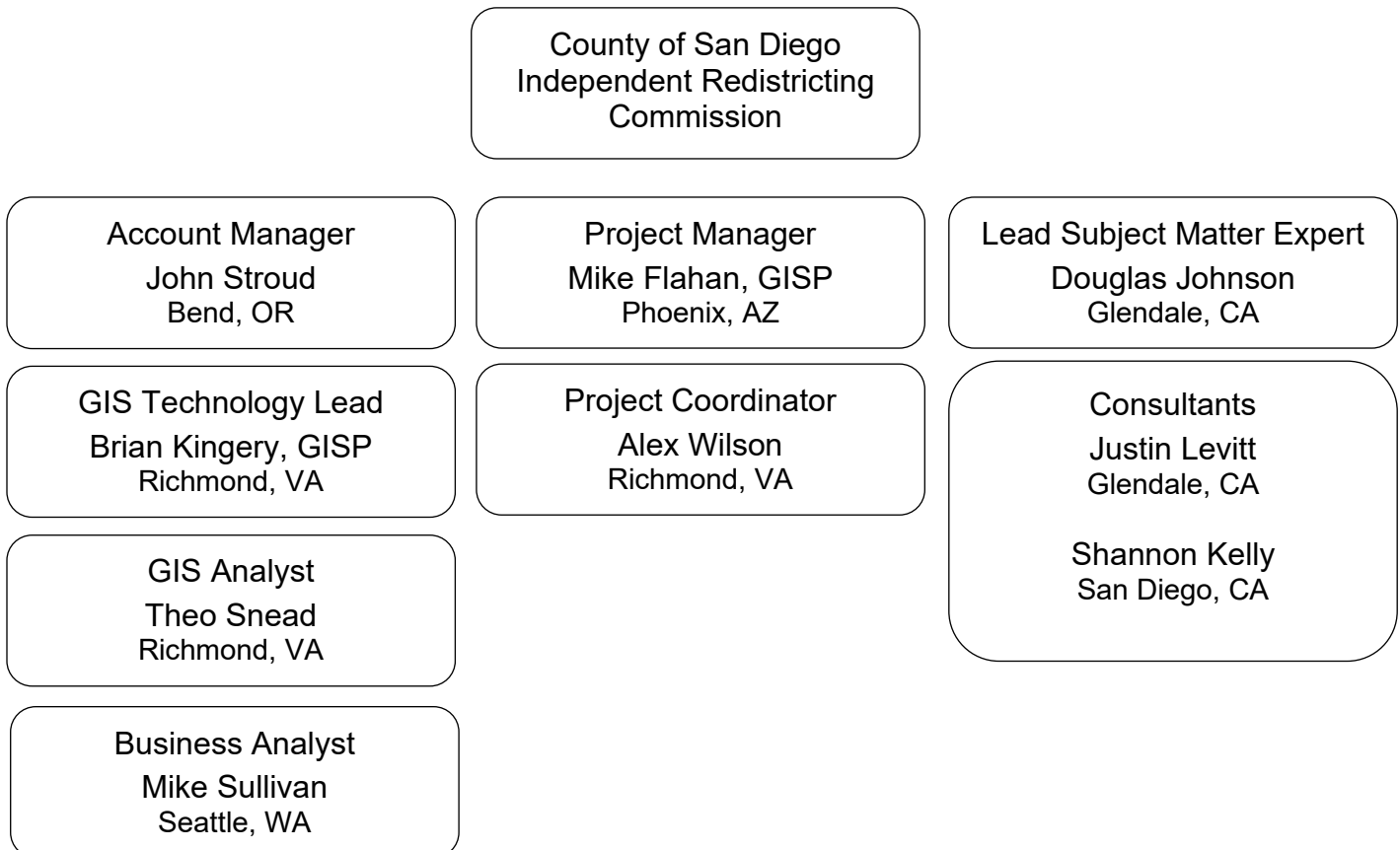
2.3.9.1. Detail the office location of all personnel assigned to this agreement.

Please refer to the Organizational Chart below.

2.3.9.2. For each person assigned to the agreement, detail the percentage of staff time being allocated to support this project.

Time allocation is noted in [Appendix C: Resumes](#).

Organizational Chart



Overall lead: NDC President Dr. Douglas Johnson

Day to Day Coordinator: Consultant Shannon Kelly (City of San Diego resident)

Team Member: NDC Vice President Dr. Justin Levitt (now in Orange County, but lived in San Diego for years while earning Ph.D. from University of California at San Diego)

All NDC team members meet the requirements of Section 1.1 on page 10 of the RFP.

Part 2 Technical Approach – Optional Tasks/Activities

2.4.1. Offerors are requested to propose optional tasks/activities which shall be supplemental to the tasks/activities proposed in the Part 1 Technical Approach. These proposed optional tasks/activities may be included in an awarded agreement as options, to be exercised at the sole discretion of the County (at the IRC's direction). These proposed options should present both standard and innovative practices to fulfill the requirements of State law and ensure the delivery of effective and efficient services under a variety of circumstances (for example, in-person public meetings permitted/not permitted, a very abbreviated timeframe for completion of work, and other relevant unanticipated but possible circumstances).

2.4.2. Provide a list of optional tasks/activities and for each option proposed provide a detailed description including:

2.4.2.1. A description of the services to be performed including supporting rationale for methodologies and best practices.

2.4.2.2. Personnel who will perform the task/activity services and estimate hours expended.

2.4.2.3. The estimated hours' personnel hours expended on each task. /activity.

Optional:

1. Additional hearing. Above the Hearing \$4,500k per hearing for each meeting beyond the requirements set forth in the proposal and planned for in the project plan
2. Socioeconomic Data Report. \$6,200. This report can be generated using the standard demographic data for each jurisdiction data on age, language, English fluency, education, income, renter, and single/multi-family residences.
3. Travel. \$20,000. COVID Restrictions supporting in-person meetings and approval of IRC required.

2.4.3. Methodologies and Best Practices to be deployed with accompanying commentary supporting how the methodologies and best practices proposed to support your understanding of the IRC's requirements.

3. Offeror's Experience and Qualifications

3.1. Provide a list of up to five (5) relevant projects of similar scope to that of the IRC's requirements undertaken by your firm within the past ten (10) years. For each project example listed include:

3.1.1. Client Name.

3.1.2. A summary description of the work that your firm performed and similarities to the County's scope.

3.1.3. A description of data sources, mapping software, and methodologies employed in the project.

3.1.4. Project Start Date/ End Date.

Project #1

Client Name: Santa Barbara County

Project Description: Independent Redistricting Commission

Project Dates: November 2020 – present

Staff Assigned: Douglas Johnson, Shalice Tilton, Jeff Tilton & Daniel Phillips

Client Project Manager: Ms. Nancy Anderson

Contact Information: (619) 236-6220, nanderson@countyofsb.org

NDC is managing all aspects of Santa Barbara County's first-ever redistricting by independent redistricting commission, from agendas to meeting facilitation to training to mapping tools and drawing maps.

Project #2

Client Name: City of Menlo Park

Project Description: City Council Redistricting by Advisory Commission

Project Dates: October 2017 – March 2018

Staff Assigned: Douglas Johnson & Shalice Tilton

Client Project Manager: Clay Curtin, Public Engagement Manager

Contact Information: (650) 330-6615, cjcurtin@menlopark.org

Even under the state's 90-day timeline for transitioning from at-large to by-district elections, Menlo Park appointed a commission of residents to come up with the district elections map. NDC quickly trained the commission, assisted the commission with talking points and materials for its community outreach efforts, and spent long hours meeting with the commissioners and coming up with multiple map options that addressed their concerns, illustrated the key choices facing them, and ultimately led to commission consensus on the selected map and Council approval of the map.

Project #3

Client Name: City of El Cajon

Project Description: Change from at-large to by-district elections

Project Dates: September 2016 – June 2017

Staff Assigned: Douglas Johnson & Justin Levitt

Client Project Manager: Graham Mitchell, City Manager, or Morgan Foley, City Attorney

Contact Information: City Manager: (619) 441-1716, GMitchell@cityofelcajon.us;

City Attorney: (619) 441-1798; mfoley@mcdougalllove.com

El Cajon is a fascinating community: the politically conservative City has embraced its new, large, and rapidly growing Middle Eastern (largely refugee) community. The Council directed staff and NDC to conduct an extensive series of community forums in English, Spanish and Arabic, and a significant number of maps were drawn by residents and considered by the Council. While ultimately the map preferred by the main organization of Middle Eastern residents was not adopted by Council, it was in the 'final two,' and even those residents disappointed with the ultimate map selection expressed appreciation to the Council for its outreach, engagement, and openness to the ideas, concerns and maps of residents. For many residents, especially in the refugee community, this was their first active participation in City affairs, and they universally expressed an interest in participating again in the 2021 post-census redistricting of the city.

Project #4

Client Name: City of Santa Maria

Project Description: Change from at-large to by-district elections

Project Dates: February – May 2017

Staff Assigned: Douglas Johnson & Justin Levitt

Client Project Manager: City Manager Rick Haydon

Contact Information: (805) 925-0951 ext. 2200, rhaydon@cityofsantamaria.org

Despite a highly contentious debate over the decision to move from at-large to by-district elections (a large Latino group pushed for the change, even though the Mayor and two of the four Councilmembers were Latino),

there was significant public participation in the districting process with 20 to 40 residents at every hearing, a number of resident-drawn maps considered, and ultimately decent consensus that the Council-adopted map was fair and reasonable. The process was particularly notable in the number of high school and college students who participated in the drawing of maps and testified at hearings.

Project #5

Client Name: Grossmont Healthcare District

Project Description: Change from at-large to by-district elections

Project Dates: December 2018 – June 2019

Staff Assigned: Douglas Johnson

Client Project Manager: Mr. Barry Jantz, Chief Executive Officer

Contact Information: (619) 825-5050. bjantz@grossmonthealthcare.org

As is typical for special districts, the process for Grossmont Healthcare was legally complicated but without major public participation. We assisted the Board through the extensive state requirements for hearings and mapping to a unanimous approval of the final map. Unusual for special districts, there were a handful of residents who showed up to share their thoughts about the various maps, but there was not enough public interest to justify the added expense for mapping tools, so NDC drew the maps requested by the residents, rather than having residents draw the maps themselves using public mapping tools.

3.2. Describe your experience of using, operating, and providing demographic analysis using the named software product being proposed to be utilized as part of this project. Provide examples of how you have used software to collect public input in past redistricting processes.

3.3. Provide an overview description of your knowledge and understanding of relevant redistricting regulatory requirements pertaining to California Counties and San Diego County in particular, Cities, and other political subdivisions.

3.4. Provide up to five (5) references for customers for whom your firm has provided services to of similar scope to that of the IRC's requirements. For each reference detail:

3.4.1. Customer Name.

3.4.2. Contact details (address, phone number, and email address).

3.4.3. A summary of the services provided and a description of similarities to the County's scope.

3.4.4. The County will make reasonable attempts to contact references. The County's inability to reach a reference after reasonable attempts may be treated as an unfavorable reference for evaluation purposes. An unfavorable response is a response from a listed reference stating that they would not enlist the company to perform services again in the future, or comments provided that the County deems to be substantially negative or reflective of substandard service.

3.5. Provide a list of all sub-contractors who are being utilized to perform services related to this agreement. For each proposed sub-contractor: 3.5.1. Describe the role/tasks to be performed.

NDC

3.5.2. Provide a list of up to five (5) relevant projects of similar scope to the work being performed by sub-contractors within the past five (5) years. For each project example listed include:

3.5.2.1. Client Name.

3.5.2.2. A summary description of the work performed by the sub-contractor and similarities to the County's scope.

National Demographics Corporation, who has completed

Timmons Group/NDC

3.5.2.3. A description of data sources, mapping software, and methodologies employed in the project.

3.5.2.4. Project Start Date/ End Date.

Sample Projects in the last five years

Project #1

Client Name: Santa Barbara County
 Project Description: Independent Redistricting Commission
 Project Dates: November 2020 – present
 Staff Assigned: Douglas Johnson, Shalice Tilton, Jeff Tilton & Daniel Phillips
 Client Project Manager: Ms. Nancy Anderson,
 Contact Information: (619) 236-6220, nanderson@countyofsb.org

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 Contact Information: 650-330-6615, cjcurtin@menlopark.org

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 Project Dates: September 2016 – June 2017
 Staff Assigned: Douglas Johnson & Justin Levitt
 Client Project Manager: Graham Mitchell, City Manager, or Morgan Foley, City Attorney
 Contact Information: City Manager: (619) 441-1716, GMitchell@cityofelcajon.us;
 City Attorney: (619) 441-1798; mfoley@mcdougalllove.com

El Cajon is a fascinating community: the politically conservative City has embraced its new, large, and rapidly growing Middle Eastern (largely refugee) community. The Council directed staff and NDC to conduct an extensive series of community forums in English, Spanish and Arabic, and a significant number of maps were drawn by residents and considered by the Council. While ultimately the map preferred by the main organization of Middle Eastern residents was not adopted by Council, it was in the 'final two,' and even those residents disappointed with the ultimate map selection expressed appreciation to the Council for its outreach, engagement, and openness to the ideas, concerns and maps of residents. For many residents, especially in the refugee community, this was their first active participation in City affairs, and they universally expressed an interest in participating again in the 2021 post-census redistricting of the city.

Project #4

Client Name: City of Santa Maria
 Project Description: Change from at-large to by-district elections
 Timmons Group/NDC

Project Dates: February – May 2017
 Staff Assigned: Douglas Johnson & Justin Levitt
 Client Project Manager: City Manager Rick Haydon
 Contact Information: (805) 925-0951 ext. 2200, rhaydon@cityofsantamaria.org

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

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Client Name: Grossmont Healthcare District
 Project Description: Change from at-large to by-district elections
 Project Dates: December 2018 – June 2019
 Staff Assigned: Douglas Johnson
 Client Project Manager: Mr. Barry Jantz, Chief Executive Officer
 Contact Information: 619) 825-5050. bjantz@grossmonthealthcare.org

As is typical for special districts, the process for Grossmont Healthcare was legally complicated but without major public participation. We assisted the Board through the extensive state requirements for hearings and mapping to a unanimous approval of the final map. Unusual for special districts, there were a handful of residents who showed up to share their thoughts about the various maps, but there was not enough public interest to justify the added expense for mapping tools, so NDC drew the maps requested by the residents, rather than having residents draw the maps themselves using public mapping tools.

When included in a project, NDC has seen considerable public interest in these optional public participation tools. NDC's training and encouragement frequently results in 10, 20 or even 30 different maps drawn by residents of the school district or city providing that tool to its residents. In just the last three years, NDC has used online mapping tools in redistricting work for all of the following jurisdictions:

- | | |
|-------------------|-------------------------------|
| 1. Camarillo | 22. Palm Springs |
| 2. Campbell | 23. Paso Robles |
| 3. Carlsbad | 24. Placentia |
| 4. Cathedral City | 25. Poway |
| 5. City of Orange | 26. Poway Unified |
| 6. Claremont | 27. Redwood City |
| 7. El Cajon | 28. Richmond |
| 8. Encinitas | 29. Roseville |
| 9. Half Moon Bay | 30. San Rafael |
| 10. Lake Forest | 31. San Rafael Unified |
| 11. Lemoore | 32. Santa Rosa |
| 12. Lincoln | 33. Simi Valley |
| 13. Lodi | 34. South San Francisco |
| 14. Lompoc | 35. Sunnyvale |
| 15. Menlo Park | 36. Torrance |
| 16. Moorpark | 37. Ventura |
| 17. Morgan Hill | 38. West Contra Costa Unified |
| 18. Novato | |
| 19. Oxnard | |
| 20. Pacifica | |
| 21. Palm Desert | |

In addition to the online mapping tool, we always welcome any letters, comments, or hand-drawn maps that residents wish to submit during the districting or redistricting process, and we offer a paper-based “Public Participation Kit” for those who wish to have a mapping tool but lack access to or prefer not to use an online mapping system.

Every project also includes, at no extra expense, a simple online “interactive review map” that allows residents to analyze draft maps zooming in and out, searching for specific addresses, and by changing between street maps, satellite images, and other underlying base maps. As easy to use as Google Maps, this tool allows anyone to review in detail (down to their individual house) or overlay each draft map.

3.6. Provide resumes for all key personnel who will be assigned to this project (Offeror and any applicable subcontractor personnel). Include: 3.6.1. Pertinent past project experience supporting experience relevant to the role assigned in the project.

3.6.2. Education

3.6.3. Certifications

3.6.4. Additional applicable qualifications

[See Appendix C: Resumes](#)

4. Price

EXHIBIT C – PRICING/PAYMENT SCHEDULE

FIXED PRICE PROPOSAL

1. Based on the services expressly required and reasonably inferred from the SOW, and your proposed technical approach outlined in your responses to Section 2, Part 1 Technical Approach – Exhibit A Statement of Work, of the submittal items, provide your proposed fixed price which is inclusive of associated travel and per diem expenses on the assumption that in-person activities are permitted. Fixed prices shall be communicated in the format represented by the below table and include narrative explaining how each total amount is determined. The anticipated budget for this effort is \$200,000.

PERSONNEL	Hourly Rate	Total
Consulting Services		\$139,165.00
NON-PERSONNEL		Total
Software licensure		Per outcome of Solution Architecture task
Supplies		
Equipment (Amazon Web Services and Support)		
Reproduction		
Travel		
Other:		
SUBCONTRACTS		Total
NDC Consulting Services		\$60,835

Contract Total Fixed Price \$ 200,000

Per the RFP (p48), optional items requested follow:

- 1) Additional hearings: \$4,500/hearing
- 2) Travel: \$20,000. COVID Restrictions supporting in-person meetings and approval of IRC required.
- 3) Socioeconomic Data Report: \$6,200

☐ Offeror qualifies as a Preferred Vendor* (if checked, complete information below)

*By selecting Yes and submitting a Preferred Vendor Adjusted Price, Offeror represents that it qualifies as a Preferred Vendor as described in Section 405 of the San Diego Code of Administrative Ordinances and Section 3.7 of the RFP Instructions and Rules. To qualify as a Preferred Vendor, Offeror must be a Local Business that is also a Veteran Owned Business, Disabled Veteran Owned Business or Small Business. Offeror must document eligibility by satisfying both 1. and 2. below. Offeror must provide supporting documentation upon request of the County.

1. Local Business: Offeror maintains a headquarters or provides the same or similar services to those proposed from the following address(es) located within the geographic boundaries of San Diego

County.

☐ Headquarters ☐ Other location providing the same or similar
servicesAddress _____

City _____ State _____ Zip _____

AND

2. Offeror holds a current certification that qualifies it as a Veteran Owned Business, Disabled Veteran Owned Business or Small Business. Indicate certification(s) below.

State of California Certifications:

- ☐ Small Business (SB) – Certificate # _____
- ☐ Micro Business (MB) – Certificate # _____
- ☐ Small Business for the Purpose of Public Works (SB-PW) – Certificate # _____
- ☐ Disabled Veteran Business Enterprise (DVBE) – Certificate # _____

U.S. Department of Veterans Affairs Certifications:

- ☐ Veteran-Owned Small Business (VOSB) – Certificate # _____
- ☐ Service-Disabled Veteran-Owned Small Business (SDVOSB) – Certificate # _____

5. Preferred Vendor Adjusted Price:

GRAND TOTAL (from Pricing Schedule):	PRICE ADJUSTMENT multiply Box 1 by 0.05 (if greater than \$50,000, enter \$50,000)	ADJUSTED PRICE subtract Box 2 from Box 1
Box 1 \$ _____	Box 2 \$ _____	 \$ _____

County maintains the right to verify the calculation of the Adjusted Price. In the event of a mathematical error, the Grand Total from the pricing schedule shall prevail, and a corrected Price Adjustment shall be used.

- 1.1. Describe any assumptions used to develop the Grand Total Fixed Price.
- 1.2. With reference to submittal items section 2.3.6, confirm the price difference (+ or -) for each task/activity described in the Part 1 Technical Approach that includes a remote alternative (typically recommended to be performed in person, however proposed as a remote alternative due to potential COVID limitations).
2. Provide a price for each of the Optional Tasks/Activities identified in your Part 2 Technical Approach as listed in Submittal Items section 2.4.
 - 2.1. Describe any assumptions used to develop the Optional Tasks/Activities Price.
3. Provide an as-needed price (fully burdened hourly rates for available personnel/fixed prices for additional supporting items/software etc.) for additional products and services that may support this project. Prices must be firm for the duration of the agreement term.

Appendix A: Sample Report

This section contains the 2011 City of San Diego Redistricting Plan submitted as a sample report.

**2010 REDISTRICTING COMMISSION
OF THE CITY OF SAN DIEGO**RECEIVED
CITY CLERK'S OFFICE
11 AUG 26 AM 11:06
SAN DIEGO, CALIF.

DATE: August 25, 2011

TO: City Clerk

FROM: 2010 Redistricting Commission

SUBJECT: Filing Statement and Final Redistricting Plan for the City of San Diego

INTRODUCTION

The 2010 Redistricting Commission of the City of San Diego is vested with sole and exclusive authority to adopt plans that specify the boundaries of districts for the San Diego City Council. San Diego City Charter sections 5 and 5.1 were enacted by the voters in 1992 to create an independent Redistricting Commission to draw City Council districts in compliance with the law.

The seven-member Redistricting Commission voted 5-2 to adopt a Preliminary Redistricting Plan (the Preliminary Plan) on July 21, 2011. The Redistricting Commission then held five Post-Map hearings in various neighborhoods and four hearings downtown. The nine hearings were attended by 1,536 people, including 460 people who gave public testimony and 173 people who provided written comments. After many hours of deliberation regarding numerous neighborhoods and potential changes to the map, the Redistricting Commission ultimately made one change to the Preliminary Plan. The Redistricting Commission moved a portion of Linda Vista from District 6 to District 7 so the neighborhood would not be split among three Council districts. This revised map became the proposed Final Redistricting Plan (the Final Plan).

On August 25, 2011, the Redistricting Commission voted 7-0 to adopt the Final Plan, which includes this Filing Statement. The Final Plan complies with the redistricting criteria and legal requirements of San Diego City Charter sections 5 and 5.1; the U.S. Constitution; the federal Voting Rights Act of 1965; and related cases and statutes. The Redistricting Commission considered and relied upon traditional redistricting criteria in drawing and adopting new City Council district boundaries. The Redistricting Commission also added a 9th Council District, as directed by the voters of the City of San Diego in a Charter amendment enacted in 2010.

In preparing the Final Plan, the Redistricting Commission followed these principles:

- Equalize the population by forming City Council districts designated by numbers 1 to 9, inclusive, which contain, as nearly as practicable, one-ninth of the total population of the City of San Diego as shown by the federal Census numbers of 2010;

Filing Statement and Final Redistricting Plan
August 25, 2011
Page 2

- Avoid diluting the voting strength of protected classes as set forth in the federal Voting Rights Act of 1965;
- Provide fair and effective representation for all citizens of the City, including racial, ethnic, and language minorities, and be in conformance with the requirements of the U.S. Constitution and Federal statutes;
- Use contiguous territory to form districts, with reasonable access between population centers in the district;
- Use whole Census tracts or blocks to the extent it is practical to do so;
- Preserve identifiable communities of interest;
- Observe natural boundaries as district dividing lines;
- Draw districts as geographically compact as possible and practical to do so;
- Not draw districts for the purpose of advantaging or protecting incumbents;
- Recognize that the City has a well-organized group of communities and neighborhoods, which has created strong communities of interest; and thus, ensure that each community planning area and neighborhood is intact in a single district to the extent possible, while adhering to the law and applying and balancing traditional redistricting principles.

Meetings and testimony: The Redistricting Commission convened a total of 45 public hearings, each noticed in accordance with the Ralph M. Brown Act.

The Redistricting Commission held 35 public meetings from October 21, 2010 through July 21, 2011, when it adopted the Preliminary Plan. These meetings included two Introductory Hearings in the community, and nine widely publicized Pre-Map Public Hearings, one in each City Council district and one held in Balboa Park, exceeding the requirement of the San Diego City Charter to hold at least four public hearings in various geographic areas of the City before the preparation of a Preliminary Plan. Approximately 850 people attended these hearings. During those hearings, the Redistricting Commission heard from more than 380 public speakers and received approximately 61 written comments (in addition to emailed comments, discussed below). During its regular meetings held after October 21, 2010 and before the Preliminary Plan was enacted, the Commission also heard from approximately 300 speakers and received 38 written comments.

As set forth above, after the Redistricting Commission adopted the Preliminary Plan on July 21, 2011, it held five Post-Map hearings in the community and four hearings downtown. The nine Post-Map hearings were attended by 1,536 people, including 460 people who gave public testimony and 173 people who provided written comments. The number of Post-Map hearings exceeded the Charter's requirement of three. The Final Plan was submitted to a vote at the final hearing on August 25, 2011.

Through the process, the Redistricting Commission received approximately 3,096 emails, 223 telephone comments, and 9,231 signatures on petitions. The Commission also received more than two dozen proposed maps from individuals and organizations. Many groups and individuals used the Commission's online redistricting mapping program to create and post maps. Maps also

Filing Statement and Final Redistricting Plan
August 25, 2011
Page 3

were submitted to the Commission for posting on its website and online mapping program. The testimony, written submissions, telephone comments and maps were considered by the Commission before adopting the Final Plan.

Public outreach: Public outreach efforts included providing simultaneous interpretation in Spanish at the April 20, 2011 and April 30, 2011 Pre-Map Public Hearings and at the July 26, 2011 and July 30, 2011 Post-Map Public Hearings. Language assistance in Spanish was provided at the May 2, 2011 Pre-Map Public Hearing. Agendas, presentation materials, request to speak forms, written comment forms, and instructions on how to provide comment were provided in Spanish at the April 20, 2011, April 30, 2011, and May 2, 2011 Pre-Map Public Hearings. These materials also were provided in Vietnamese, Tagalog and Spanish at the May 9, 2011 Pre-Map Public Hearing. The Preliminary Plan filing statement was translated into Spanish and made available at Redistricting Commission meetings. The dedicated telephone comment line at the Commission office included English and Spanish options. A Commission staff member bilingual in Spanish provided language assistance to telephone callers, and translated public testimony at various Commission meetings. Since February, Commission Chief of Staff Midori Wong has made more than 40 presentations to town councils, community groups and stakeholder organizations. The Commission's legal counsel, Deputy City Attorney Sharon Spivak, gave legal presentations regarding redistricting law to the Commission and public throughout the process. Outside counsel gave a public presentation regarding the federal Voting Rights Act.

The Redistricting Commission has been committed to transparency in its proceedings. To maximize public access to its proceedings, the Commission procured online redistricting mapping software so the public could draw, share, propose and submit maps to the Commission. Public training for the software was held on June 23, 2011. Maps submitted to the Commission and developed by the Commission for consideration were made available online. In addition, many Commission meetings were televised and videotapes of Commission meetings were posted to its website. The Commission's meetings were covered by a wide range of San Diego media, which also publicized upcoming hearings and disseminated information about the Preliminary Plan after its adoption.

THE FINAL PLAN

A map of the Final Plan (adopted August 25, 2011) is attached. The Final Plan divides the City's population of 1,301,617 into nine City Council districts of approximately equal population. The Commission's goal was to draw districts with as close to a population of 144,624 as possible, while ensuring districts were drawn in compliance with redistricting law and the principles set forth above. The Final Plan has a total population deviation of 4.59%. The largest City Council district has a population of 147,375 (+1.90% in population); the smallest district has a population of 140,738 (-2.69% in population). Demographics for the districts, including Citizen Voting Age Population and population by racial groups per district, are detailed in attachments to this statement.

Filing Statement and Final Redistricting Plan
August 25, 2011
Page 4

The Redistricting Commission numbered the nine districts at its meeting on July 19, 2011 after analyzing population statistics and geography of the existing eight Council districts, determining the overlap between existing districts and the proposed new districts, and using that analysis to determine there is a rational basis to assign each of the numbers to a given district. Seven of the nine proposed districts (1, 2, 3, 4, 5, 7 and 8) will include more than 50% of the population from the district that previously had that number. (The Census statistics used for this analysis can be found in an attached matrix.) This analysis remained consistent after a single change was made to the Preliminary Plan, and thus is reconfirmed as applicable to the Final Plan.

The Final Plan is described below in detail. The Charter directs that the Redistricting Commission consider U.S. Census data. Thus, all definitions of neighborhoods that follow have been matched to the nearest and most logically corresponding Census block border, but may differ from City maps in which City definitions do not follow Census geography. Detailed demographics for each City Council district in the Final Plan appear at the end of this Filing Statement. The Districts are summarized as follows:

DISTRICT 1

- Community Planning Areas
 - Carmel Valley
 - Del Mar Mesa
 - Fairbanks Ranch Country Club
 - La Jolla
 - Los Peñasquitos Canyon Preserve (partial—area west of Carson’s Crossing bridge)
 - NCFUA Subarea II
 - Pacific Highlands Ranch
 - Torrey Hills
 - Torrey Pines
 - University
 - Via de la Valle
- Neighborhoods
 - Carmel Valley
 - Del Mar Heights
 - La Jolla (partial—area in La Jolla Community Planning Area)
 - La Jolla Village
 - North City
 - Pacific Beach (partial—area in La Jolla Community Planning Area)
 - Sorrento Valley (partial—area in University Community Planning Area)
 - Torrey Pines
 - Torrey Preserve
 - University City

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August 25, 2011
Page 5

- Demographics
 - Total population: 147,375
 - Deviation: +1.90% (+2,751 people)
 - Historical: Approximately 96% of the population to be included in the new District 1 is presently included in City Council District 1.
- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Carmel Valley and La Jolla are connected by Interstate 5. Del Mar Heights Road and State Route 56 also connect communities. La Jolla and University City are connected by La Jolla Village Drive and Nobel Drive.
- Findings and Reasons for Adoption
 - The Commission intended to keep coast and canyon communities together because they share common interests and concerns.
 - The Commission agreed that the University of California - San Diego (UCSD) is a community of interest that is connected to the communities of University City and La Jolla, and all three should be kept together in one district. University City's close relationship to UCSD is further highlighted by the housing it provides for UCSD students and employees, and the services and business environment it provides to complement the university.
 - The Commission did not wish to split North and South University City, in keeping with the principle that neighborhoods and community planning areas should be kept intact.
 - The Commission agreed that the many high-tech businesses in this area should be kept in one district.
 - The Commission wished to keep the La Jolla Community Planning Area intact in one district.
 - The Commission determined that Carmel Valley is connected to and shares similarities with the western portions of District 1 and other coastal and coastal-influenced communities.
 - The Commission determined that Del Mar Mesa, Torrey Hills, Via de la Valle and Fairbanks Ranch Country Club planning areas needed to be kept together in one Council district.
 - Natural boundaries used include Interstate 805 and State Route 52. A portion of land east of Interstate 805 with a population of two people was included to keep the University Community Planning Area intact. This area, bounded by Interstate 805 on the west; the Atchison, Topeka and Santa Fe Railroad that passes through Soledad Canyon on the north and east; and MCAS Miramar on the east, is also included in District 1 because: (1) the area is joined to University City by Miramar Road, Eastgate Mall, and Nobel Drive; and (2) the area is separated from Mira Mesa by the railroad in Soledad Canyon. There are no bridges spanning the canyon and railroad that would connect the area to Mira Mesa. The area includes open space, the North City Water Reclamation Plant, and industrial uses such as

Filing Statement and Final Redistricting Plan
August 25, 2011
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warehouses, distribution centers, storage facilities, and automotive-related commercial uses.

- Larger deviation was acceptable for this district in order to make the district cohesive and keep communities together.
- The district is geographically compact to the extent possible while balancing other criteria and community of interest boundaries.

DISTRICT 2

- Community Planning Areas
 - Clairemont Mesa (partial—area west of Tecolote Canyon)
 - Linda Vista (partial—the Morena neighborhood and University of San Diego (USD))
 - Midway-Pacific Highway
 - Mission Bay Park
 - Mission Beach
 - Ocean Beach
 - Pacific Beach
 - Peninsula
- Neighborhoods
 - Bay Ho
 - Bay Park
 - La Jolla (partial—area in Pacific Beach Community Planning Area)
 - La Playa
 - Loma Portal
 - Midway
 - Mission Beach
 - Morena (including all of USD)
 - Ocean Beach
 - Pacific Beach (partial—area in Pacific Beach Community Planning Area)
 - Point Loma Heights
 - Roseville/Fleet Ridge
 - Sunset Cliffs
 - Wooded Area
- Demographics
 - Total population: 142,711
 - Deviation: -1.32% (-1,913 people)
 - Historical: Approximately 75.1% of the population to be included in the new District 2 is presently included in City Council District 2.
- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Pacific Beach, Mission Beach, Ocean Beach, Point

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Loma and San Diego International Airport are accessible by Interstate 5. Midway Drive, Ingraham Street and Nimitz Boulevard are major connecting streets. Mission Bay Drive and Mission Bay Boulevard connect Mission Beach to Pacific Beach. The Pacific Beach area is connected to Interstate 5 by Grand Avenue and Garnet Avenue. Garnet Avenue and Balboa Avenue connect Pacific Beach to Bay Ho and Bay Park.

- Findings and Reasons for Adoption

- This district reflects an intent by the Commission to bring together the beach communities of Ocean Beach, Mission Beach and Pacific Beach, as well as the peninsula of Point Loma, into one district.
- The Commission determined that these areas share common issues including concern for their beaches and bays, tourism in the area, and environmental issues, including issues of traffic, noise and pollution impacts from San Diego International Airport/Lindbergh Field, which is also included in the district.
- The Commission determined that Downtown should be removed from this district, as it does not share common interests with these coastal areas, including concerns related to the impact of beaches on the district's neighborhoods.
- Although they are part of the Clairemont and Linda Vista community planning areas, the Commission determined that Bay Ho, Bay Park, and Morena should be included in the district, in recognition of the importance of Mission Bay to neighborhood residents and their proximity, recreational opportunities, and views related to the bay.
- The Commission determined that Loma Portal and Point Loma should be kept together because both are part of the Peninsula Community Planning Area, they are contiguous, and they share common concerns about the impact of the airport on their communities.
- The Commission determined that USD is a community of interest that needs to be kept as intact as possible. One Census block within it was determined to be too large and thus was split in order to unite the USD campus.
- The Commission included the Pacific Highway Corridor in District 2 because of its inclusion in the Midway-Pacific Highway Corridor Community Planning Area, its connectivity to adjacent areas in District 2, and its physical isolation from the communities in District 3. Interstate 5, elevated on fill, creates a fortress-like wall separating the Pacific Highway Corridor from the communities to its east. This area also has historically been used for industrial purposes, but is now being used for many airport-related commercial activities, including parking and car rental agencies that serve the airport in this district. Portions of the Pacific Highway Corridor, along with the majority of District 2, are located in the Coastal Zone established by the California Coastal Act.
- The district is geographically compact to the extent possible while balancing the other criteria and community of interest boundaries. The district does not bypass population unless required to unite communities of interest or otherwise achieve other criteria.

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DISTRICT 3

- Community Planning Areas
 - Balboa Park
 - Centre City
 - Greater Golden Hill
 - Greater North Park
 - Normal Heights
 - Old Town San Diego
 - Uptown
- Neighborhoods
 - Adams North
 - Balboa Park
 - Bankers Hill
 - Burlingame
 - Core-Columbia
 - Cortez Hill
 - East Village
 - Gaslamp Quarter
 - Golden Hill
 - Harborview
 - Hillcrest
 - Horton Plaza
 - Little Italy
 - Marina
 - Midtown
 - Mission Hills
 - Normal Heights
 - North Park
 - Old Town
 - Park West
 - South Park
 - University Heights
- Demographics
 - Total population: 147,117
 - Deviation: +1.72% (+2,493 people)
 - Historical: Approximately 57.5% of the population to be included in the new District 3 is presently included in City Council District 3.
- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Old Town, Mission Hills, Park West, Bankers Hill, Balboa Park, and Golden Hill are accessible by Interstate 5. University Heights,

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Hillcrest, Balboa Park and Downtown are accessible by State Route 163 (Cabrillo Freeway). Hillcrest is connected to University Heights by University Avenue. University Heights and Normal Heights are connected by Adams Avenue and Interstate 805. The North Park and Normal Heights areas are connected to the South Park and Golden Hill areas by Interstate 805 and Interstate 15. Broadway and B Street connect the Downtown area to San Diego City College and Golden Hill.

- Findings and Reasons for Adoption

- The Commission determined that Balboa Park is a major common interest of many of the neighborhoods in this district.
- The Commission wished to unite the older, urban communities of character surrounding Balboa Park, including Hillcrest, Downtown, North Park, South Park, and Golden Hill.
- The Commission wished to move the district to the west, to fully include Mission Hills and Old Town, which are closely tied together and share common interests such as Presidio Park and historic preservation, as well as interests with the other neighborhoods in the district. Moving the district to the west resulted in excluding the Kensington-Talmadge area, but also prevented fragmentation of the City's Latino and new-immigrant population located in the City Heights area (see discussion of new District 9 below.)
- The Commission removed portions of City Heights from District 3 as City Heights does not generally share demographic and socioeconomic interests similar to the other neighborhoods in this district, and to allow City Heights to be united into a single new district, District 9.
- The Commission found the LGBT (Lesbian-Gay-Bisexual-Transgender) Community to be a community of interest with a large population residing south of Interstate 8 in communities with similar housing of a certain age, which should be included in a single district to the extent possible within the boundaries of this Council district. The Commission considered that the LGBT community of interest has historically been represented by Council District 3 and wished to draw a district that respects this history and provides fair representation for the community.
- Testimony from the LGBT community supported including Downtown within this district, in contrast to residents of District 2's coastal areas who asked that Downtown be removed from their Council district.
- The Commission found that Mission Hills, Bankers Hill, Old Town, and Little Italy share common interests with other neighborhoods in the proposed district, after hearing public testimony indicating their common interests.
- The Commission wished to unite Mission Hills and Hillcrest in a single district, as both are part of the Uptown Community Planning Area.
- Golden Hill was united with District 3 based upon its proximity and connection to Balboa Park and to achieve population equality consistent with constitutional requirements.

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- Downtown neighborhoods were found to share a community of interest, which was a compelling reason to unite them all. The addition of Little Italy added a slightly higher deviation for the district, but its inclusion with the rest of downtown was a compelling reason to include it with District 3 (as opposed to District 2).
- The Commission also wished to keep Downtown in a single district to better support the tourist and convention business based there.
- A small portion of land within Downtown's East Village Business Improvement District was kept in District 8 after a number of people testified that it is part of the Barrio Logan neighborhood, and its future development would have an environmental and health impact on an adjacent school within the Barrio Logan neighborhood.
- Natural boundaries for this district include Interstate 805, Interstate 8 and State Route 94 (Martin Luther King, Jr. Freeway)
- Although located primarily in the Mission Valley Community Planning Area, a block located west of Interstate 15 was added to District 3 in order to include residential units at the end of Cromwell Court.
- The district is geographically compact to the extent possible while balancing the other criteria and community of interest boundaries. The district does not bypass population unless required to unite communities of interest or otherwise achieve other criteria.

DISTRICT 4

- Community Planning Areas
 - Eastern Area (partial—neighborhoods of Oak Park, Redwood Village, Rolando Park, and Webster)
 - Encanto Neighborhoods
 - Skyline-Paradise Hills
 - Southeastern San Diego (partial—area east of Boundary Road between Imperial Avenue and Logan Avenue)
- Neighborhoods
 - Alta Vista
 - Bay Terraces
 - Broadway Heights
 - Chollas View
 - Emerald Hills
 - Encanto
 - Jamacha
 - Lincoln Park
 - Lomita
 - Mountain View (partial—area east of Boundary Road between Imperial Avenue and Logan Avenue)
 - Oak Park

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- Paradise Hills
 - Redwood Village
 - Rolando Park
 - Skyline
 - Valencia Park
 - Webster
- Demographics
 - Total population: 142,727
 - Deviation: -1.31% (-1,897 people)
 - Historical: Approximately 92.7% of the population to be included in the new District 4 is presently included in City Council District 4.
- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Rolando Park, Redwood Village, Broadway Heights, Emerald Hills, and Webster are connected by State Route 94 (Martin Luther King, Jr. Freeway). North Encanto and Emerald Hills are connected by Akins Avenue. State Route 54 (South Bay Freeway) connects Bay Terraces and Paradise Hills in the southern portion of District 4.
- Findings and Reasons for Adoption
 - The Commission largely respected the current boundaries of District 4, consistent with public testimony that the district be kept as close as possible to its present boundaries, while recognizing that it needed to lose population consistent with creating a new 9th Council District.
 - The Commission recognized that District 4 has a large, geographically compact African-American population and that it has historically been an African-American influence district. The Commission wished to draw a district that respected that history. The district also has a well-established community of interest surrounding its churches, schools, and neighborhoods. District 4's population will be 19.8% African-American, 41.5% Hispanic, and 23.9% Asian.
 - The Commission determined that the Webster and Oak Park communities should be included in District 4, consistent with public testimony regarding the interests of those communities.
 - To reduce the deviation and balance population numbers for the district, a portion of Mountain View was removed from District 4, also consistent with public testimony.
 - The Commission considered testimony regarding whether to include the communities of Redwood Village and Rolando Park in this district, instead of in a district that included San Diego State University. The Commission considered the population of Redwood Village and Rolando Park and determined that the neighborhoods should be kept whole and not divided between Council districts. The Commission included the areas in District 4 because of their contiguity and

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compactness in this district, and to achieve population equality consistent with constitutional requirements.

- Natural boundaries for the district include the City's boundaries, Interstate 805, and State Route 94 (Martin Luther King, Jr. Freeway).
- The district is geographically compact to the extent possible while balancing the other criteria and community of interest boundaries. The district does not bypass population unless required to unite communities of interest or otherwise achieve other criteria. (Note: There is a small portion of land adjacent to the district that is not part of the City of San Diego, but that is the site of a cemetery.)

DISTRICT 5

- Community Planning Areas
 - Black Mountain Ranch
 - Carmel Mountain Ranch
 - Los Peñasquitos Canyon Preserve (partial—area east of the San Diego Aqueduct)
 - Miramar Ranch North
 - Rancho Bernardo
 - Rancho Encantada
 - Rancho Peñasquitos (partial—area north of State Route 56 and east of the San Diego Aqueduct)
 - Sabre Springs
 - San Pasqual
 - Scripps Miramar Ranch
 - Torrey Highlands (partial—all but unpopulated Rhodes Crossing area)
- Neighborhoods
 - Black Mountain Ranch
 - Carmel Mountain Ranch
 - Miramar Ranch North
 - Rancho Bernardo
 - Rancho Encantada
 - Rancho Peñasquitos (partial—area north of State Route 56 and east of the San Diego Aqueduct)
 - Sabre Springs
 - San Pasqual
 - Scripps Miramar Ranch
 - Torrey Highlands (partial—all but unpopulated Rhodes Crossing area)
- Demographics
 - Total population: 143,961
 - Deviation: -0.46% (-663 people)
 - Historical: Approximately 65.3% of the population to be included in the new District 5 is presently included in City Council District 5.

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- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Rancho Bernardo, Carmel Mountain Ranch, Rancho Peñasquitos, Sabre Springs, and Scripps Ranch are connected north and south by Interstate 15. The Ted Williams Freeway (State Route 56) connects Torrey Highlands, Rancho Peñasquitos, Sabre Springs, and Carmel Mountain Ranch east and west.

- Findings and Reasons for Adoption

- The Commission determined that the neighborhoods in this district share similar socioeconomic factors.
- In accordance with public testimony, a group of neighborhoods was kept together based upon the community of interest formed by their inclusion in the Poway Unified School District, with the exception of Rancho Peñasquitos, which was split to balance population and achieve deviation in compliance with the Equal Protection Clause of the U.S. Constitution. Therefore, a portion of this North City community was included in a district to its south. A natural dividing line for the split is State Route 56 and the San Diego Aqueduct. Portions of District 5 are within the San Diego Unified School District.
- The western boundary of District 5 was drawn in part to respect the desire of those who testified from District 1 that they wanted to keep coastal communities together. This decision kept Torrey Highlands in District 5, in part to achieve population equality consistent with constitutional requirements.
- The Commission determined that a number of the neighborhoods included in District 5 are affected by the threat of wildfires and share a common interest in that regard. Not all such neighborhoods could be included in District 5, however, because fire is an issue to more communities than can be included in one district, making it difficult to create a “fire district” that is sufficiently compact.
- The Commission determined that Rancho Encantada should be united with Scripps Miramar Ranch and Miramar Ranch North into one Council district. Rancho Encantada (now Stonebridge Estates) previously had been included in District 7, but was isolated from the rest of the population in that district and had a large geographic separation from it. The closest population center to Rancho Encantada in District 7 is south of Miramar in Tierrasanta. At the time of the last redistricting, Rancho Encantada had not yet been developed. Members of the public testified that the Scripps Miramar Ranch and Miramar Ranch North planning groups took responsibility for planning of Rancho Encantada, and that the Scripps Miramar Ranch planning group received facilities benefits assessment money from its development. Members of the public requested that the three areas be kept together because of their connection, as described above, and their contiguity.
- Natural boundaries include the City’s North and East limits, the Interstate 15 corridor and State Route 56. Interstate 15 is a significant central travel corridor that defines the district.

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- Although the Commission did not wish to split communities and heard testimony from residents who wanted all of Rancho Peñasquitos in one district, a portion of Rancho Peñasquitos was removed from this district to achieve population equality consistent with constitutional requirements. This was unavoidable after the Commission's decision to unite Rancho Encantada, Scripps Miramar Ranch and Miramar Ranch North.
- The Commission also considered the Los Peñasquitos Canyon Preserve to be a natural park that is of common interest to Mira Mesa to its south and Rancho Peñasquitos to its north.
- The district is geographically compact to the extent possible, recognizing that the City's North and East boundaries have jagged lines, and while balancing the other criteria and community of interest boundaries. The district does not bypass population unless required to unite communities of interest or otherwise achieve other criteria.

DISTRICT 6

- Community Planning Areas
 - Clairemont Mesa (partial—area east of Tecolote Canyon)
 - Kearny Mesa (partial—area north of Aero Drive)
 - Los Peñasquitos Canyon Preserve (partial—area between Carson's Crossing bridge and the San Diego Aqueduct)
 - MCAS Miramar (partial—area west of Interstate 15)
 - Mira Mesa
 - Rancho Peñasquitos (partial—area south of State Route 56 and west of the San Diego Aqueduct)
- Neighborhoods
 - Clairemont Mesa East
 - Clairemont Mesa West
 - Kearny Mesa
 - MCAS Miramar (partial—area west of Interstate 15)
 - Mira Mesa
 - North Clairemont
 - Rancho Peñasquitos (partial—area south of State Route 56 and west of the San Diego Aqueduct)
 - Sorrento Valley (partial—area in Mira Mesa Community Planning Area)
- Demographics
 - Total population: 140,738
 - Deviation: -2.69% (-3,886 people)
 - Historical: Approximately 37.2% of the population to be included in the new District 6 is presently included in City Council District 6. Approximately 51.7% of the population to be included in the new District 6 comes from the current District 5. (However, 65.3% of the population included in the new District 5 also

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comes from District 5.) Approximately 7.5% of the population to be included in the new District 6 comes from the current District 1.

- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Mira Mesa, Miramar, and Kearny Mesa are connected north and south by Interstate 15 to the east. Mira Mesa, Miramar, North Clairemont, Clairemont Mesa East, and Kearny Mesa are connected by Interstate 805 in the west. Black Mountain Road and Kearny Villa Road connect Mira Mesa, Miramar West and Kearny Mesa to the north and south. State Route 52 connects Kearny Mesa and North Clairemont east and west.

- Findings and Reasons for Adoption

- The Commission determined that Mira Mesa and Sorrento Mesa should be kept together in one district, that Mira Mesa should not be divided, and that Mira Mesa is connected to Kearny Mesa and together they are a community of interest.
- The Commission determined that there is a community of interest among the Asian population in this proposed district that shares business interests, cultural activities, and social ties and concerns. That population is sufficiently geographically compact to comprise 33.5% of the district's population (the largest in the City), thus combining neighborhoods to provide fair and effective representation to the community, insofar as practicable while balancing the Commission's other redistricting goals, and adhering to redistricting law and principles.
- The Commission heard public testimony asking that Mira Mesa, Rancho Peñasquitos, Miramar, Kearny Mesa, North University City, Torrey Highlands and Sorrento Valley be combined into one district. The proposed district combines Mira Mesa and Kearny Mesa with portions of Rancho Peñasquitos, Miramar, Sorrento Valley, and other communities. It was not possible to keep the whole of Rancho Peñasquitos in this district and also address other competing redistricting interests and goals as described above. There was testimony seeking to add North University City to this district; however, there was also testimony that University City should be kept whole and forms a community of interest with the University of California – San Diego (UCSD) and La Jolla. The Commission determined that University City should not be split and that it wished to keep UCSD, University City and La Jolla united in a community of interest related to the university. Torrey Highlands and a portion of Sorrento Valley were not included in the district to address other competing redistricting interests and goals, including compactness, contiguity and population deviation. A portion of Sorrento Valley was not included because it is in the Torrey Pines Community Planning Area, which was kept intact in District 1.
- In the final week of hearings, the Commission heard testimony and received numerous petitions from members of the Park Village neighborhood of Rancho Peñasquitos, including many members of the Asian/Pacific Islander community,

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who said they did not wish to be included in a district with Mira Mesa. Prior to the final week, the Commission had heard testimony from numerous members of the Asian/Pacific Islander community who stated that Rancho Peñasquitos and Mira Mesa form a community of interest around their common cultures and should be kept together. The Commission considered the conflicting testimony, the redistricting principles of compactness, contiguity, communities of interest, and natural boundaries, and analyzed the totality of the circumstances. Although the Commission did not wish to split communities, this portion of Rancho Peñasquitos was included in District 6 to achieve population equality consistent with constitutional requirements. This was unavoidable after the Commission's decision to unite Rancho Encantada, Scripps Miramar Ranch and Miramar Ranch North.

- A common area of interest to many of the communities in this district is MCAS Miramar. These communities include enlisted personnel and their families as well as social, business and commercial interests surrounding MCAS.
- The Commission determined that the North Clairemont area and Hickman Field should be included in one district, as Hickman Field serves the adjacent North Clairemont area.
- Natural boundaries for the district include Interstate 15, Interstate 805 and Aero Drive.
- Although they are part of the Clairemont and Linda Vista Community Planning Areas, the neighborhoods of Bay Ho, Bay Park, and Morena were removed from District 6 and included in District 2 in recognition of the importance of Mission Bay to those neighborhoods due to proximity, recreational opportunities, and views.
- The Commission made one change to this district from the Preliminary Plan: it moved a portion of Linda Vista that had been included in District 6 into District 7 so the community would not be divided into three Council districts. Thus, the area northeast of Genesee Avenue, including the neighborhoods of Linda Vista Hills, Chesterton, and Wheatley, with a population of 3,361, was moved from District 6 into District 7 for the Final Plan. This move provided Linda Vista with the opportunity for a greater voice in District 7. The Morena area, in the Linda Vista Community Planning Area, with a population of 2,569, remained in District 2.
- The district is geographically compact to the extent possible while balancing the other criteria and community of interest boundaries. The district does not bypass population unless required to unite communities of interest or otherwise achieve other criteria.

DISTRICT 7

- Community Planning Areas
 - East Elliott
 - Kearny Mesa (partial—area south of Aero Drive)
 - Linda Vista (partial— neighborhood of Linda Vista)
 - MCAS Miramar (partial—area east of Interstate 15)

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- Mission Valley
 - Navajo
 - Serra Mesa
 - Tierrasanta
- Neighborhoods
 - Allied Gardens
 - Birdland
 - Del Cerro
 - Grantville
 - Lake Murray (San Carlos - East)
 - Linda Vista
 - MCAS Miramar (partial—area east of Interstate 15)
 - Mission Valley East
 - Mission Valley West
 - San Carlos
 - Serra Mesa
 - Tierrasanta
- Demographics
 - Total population: 147,113
 - Deviation: +1.72 % (+2,489 people)
 - Historical: Approximately 53.5% of the population to be included in the new District 7 is presently included in City Council District 7.
- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Miramar East, Tierrasanta, Grantville, Serra Mesa, and Mission Valley East are connected north and south by Interstate 15. Mission Valley West, Mission Valley East, Grantville, and Del Cerro are connected east and west by Interstate 8. Miramar East, Tierrasanta, and Mission Trails Regional Park are connected east and west by State Route 52. Many of the neighborhoods border Interstate 8 and the San Diego River.
- Findings and Reasons for Adoption
 - The Commission determined that Mission Trails Regional Park and the communities that surround it, including Tierrasanta, Navajo and San Carlos, form a community of interest based on their close connection to the park and should be kept together.
 - The Commission determined that another community of interest in the area is the northern part of MCAS Miramar.
 - The San Diego River Basin runs along the Interstate 8 corridor, and the communities bordering it are united in this district for the first time. These neighborhoods share common issues including concerns about traffic, noise, and

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flooding from the river. These neighborhoods include Mission Valley and the communities to its north, including Serra Mesa and Linda Vista, which also share common issues related to traffic.

- Residents of Tierrasanta and Navajo, which includes Allied Gardens, Del Cerro, San Carlos, and Grantville, testified that they are a community of interest.
- Many consider the part of Kearny Mesa south of Aero Drive to be part of Serra Mesa and it is included in this district.
- Mission Valley was included because of topography, connectivity, and schools. Topographically, the south slopes of the valley are steep and serve as a natural barrier between the communities located on the mesa to the south. The north slopes, however, are more gradual and there is not as clear demarcation from the communities to the north. The more gradual slopes also allow greater connectivity to the north; connecting streets include Napa Street, Colusa Street, Goshen Street, Via Las Cumbres, Ulric Street, Mission Center Road, and Mission Village Drive. With the exception of one residential project (the Mission Village Condominiums), located on the south side of Hotel Circle South between Taylor Street and Bachman Place, all other residential areas are north of Interstate 8; elementary school students from these residential areas attend elementary school in Linda Vista (Carson) and Serra Mesa (Jones and Juarez).
- The inclusion of Kearny Mesa south of Aero Drive was intended for the following reasons: (1) to recognize the interface between commercial and industrial development along Aero Drive and adjacent residences of Serra Mesa; and (2) because the Stonecrest residential development west of Interstate 15 relates more to Serra Mesa than to the industrial/commercial areas of Kearny Mesa to the north, and its elementary students attend Cubberley Elementary School in Serra Mesa. This area also includes the Serra Mesa-Kearny Mesa Library that primarily serves the Serra Mesa community.
- The Commission made one change to this district from the Preliminary Plan: it moved a portion of Linda Vista that had been included in District 6 into District 7 so the community would not be divided into three Council districts. Thus, the area northeast of Genesee Avenue, including the neighborhoods of Linda Vista Hills, Chesterton, and Wheatley, with a population of 3,361, was moved from District 6 into District 7 for the Final Plan. This move provided Linda Vista with the opportunity for a greater voice in District 7. The Morena area, in the Linda Vista Community Planning Area, with a population of 2,569, remained in District 2.
- The district is geographically compact to the extent possible while balancing the other criteria and community of interest boundaries. The district does not bypass population unless required to unite communities of interest or otherwise achieve other criteria.

DISTRICT 8

- Community Planning Areas
 - Barrio Logan
 - Otay Mesa

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- Otay Mesa-Nestor
 - San Ysidro
 - Southeastern San Diego (partial—neighborhoods of Grant Hill, Logan Heights, Memorial, Shelltown, Sherman Heights, and Stockton)
 - Tijuana River Valley
- Neighborhoods
 - Barrio Logan
 - Border
 - Egger Highlands
 - Grant Hill
 - Logan Heights
 - Memorial
 - Nestor
 - Ocean Crest
 - Otay Mesa
 - Otay Mesa West
 - Palm City
 - San Ysidro
 - Shelltown
 - Sherman Heights
 - Stockton
 - Tijuana River Valley
- Demographics
 - Total population: 144,830
 - Deviation: +0.14% (+206 people)
 - Historical: 100% of the population to be included in the new District 8 is presently included in City Council District 8.
- Contiguity

The district is geographically contiguous to the extent possible because of the need to equalize the population and to connect population in the South Bay to population in the north. There is reasonable access between population centers in the district. Grant Hill, Logan Heights, Barrio Logan, Shelltown, Otay Mesa-Nestor and the Tijuana River Valley are connected north and south by Interstate 5. Otay Mesa-Nestor and Otay Mesa are connected north and south by Interstate 805 and east and west by State Route 905.
- Findings and Reasons for Adoption
 - The Commission recognized that this district has very unique geography, which drives the district boundaries. The configuration requires that the South Bay be connected to communities to the north through a bay corridor under San Diego Bay, as historically has been the case. The district is geographically compact to

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the extent possible. It must bypass population of other cities to reach from the southern portion to the northern portion of the district.

- The Commission left the South Bay portion of the existing district intact. The Commission did not wish to fragment or dilute the Latino population and voting population, and recognized and wished to respect the fact that this is a geographically compact population that is sufficiently large to form a majority-minority Latino Council District, as it has for many years. The new District 8 will include a population that is 75% Latino, 10.2% White, 4.6% African-American and 8.9% Asian. The voting age population of the district is 70.6% Hispanic, with 64% registered, according to U.S. Census statistics.
- The Commission also determined that the South Bay communities should remain together in one district because of common socioeconomic data and communities of interest.
- The Commission heard conflicting testimony regarding whether Shelltown should be included in District 8 or District 9. The Commission determined that Shelltown should remain in District 8 after considering the totality of the circumstances, including Shelltown's contiguity with the rest of the district and the need to achieve population equality consistent with constitutional requirements.
- The Commission wished to keep the Historic Barrio District together, including Barrio Logan, Sherman Heights, Logan Heights, Grant Hill, Stockton, and Memorial. The proposed District 8 also reflects an intention not to connect these communities with the Downtown business and commercial interests, because their interests are not the same as those of the Historic Barrio District.
- A small portion of land within Downtown's East Village Business Improvement District was kept in District 8 after a number of people testified that it is part of the Barrio Logan neighborhood, and its future development would have an environmental and health impact on an adjacent school within the Barrio Logan neighborhood.
- Natural boundaries include State Route 94 and the City limits.
- The San Diego Bay corridor between Imperial Beach and Chula Vista connects the southern and northern part of the district.

DISTRICT 9

- Community Planning Areas
 - City Heights
 - College Area
 - Eastern Area (partial— neighborhoods of Rolando and El Cerrito)
 - Kensington-Talmadge
 - Southeastern San Diego (partial—area east of Interstate 15 except Shelltown and the area east of Boundary Road)
- Neighborhoods
 - Azalea Park
 - Bay Ridge

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- Castle
 - Cherokee Point
 - Chollas Creek
 - Colina del Sol
 - College East
 - College West
 - Corridor
 - El Cerrito
 - Fairmont Park
 - Fairmont Village
 - Fox Canyon
 - Hollywood Park
 - Islenair
 - Kensington
 - Mt. Hope
 - Mountain View (partial—area west of Boundary Road)
 - Ridgeview
 - Rolando
 - Southcrest
 - Swan Canyon
 - Talmadge
 - Teralta East
 - Teralta West
- Demographics
 - Total population: 145,045
 - Deviation: +0.29% (+421)
 - Historical: This is a new Council District, reflecting a vote of the people in 2010 to add a ninth Council District. The new district combines part of four districts:
 - 46.6% of the people in the new District 9 were previously in District 3;
 - 34.8% of the people in the new District 9 were previously in District 7;
 - 14.3% of the people in the new District 9 were previously in District 4;
 - 4.3% of the people in the new District 9 were previously in District 8.
- Contiguity

The district is geographically contiguous. There is reasonable access between population centers in the district. Kensington, Corridor, Teralta East, Cherokee Point Castle, Mount Hope, Mountain View, and Southcrest are connected north and south by Interstate 15. Corridor, Kensington, Talmadge, College Area West, Teralta East, El Cerrito, and Rolando are connected east and west by University Heights and University Avenue. Ridgeview, Mount Hope, and Mountain View are connected north and south by Interstate 805.

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- Findings and Reasons for Adoption

- The Commission expressed an intention to unite City Heights in one new Council District, including Cherokee Point, Corridor, Castle, Teralta East, Teralta West, and Ridgeview. City Heights had previously been in three Council districts.
- The Commission included the areas immediately to the north of City Heights, including Kensington, Talmadge and College, which permitted District 3 to be shifted west and allowed the Commission to form a district around the unique interests and needs of City Heights.
- The district has the largest population of immigrants in the City, which has unique needs in the community. The district also has a large number of low-income residents, kept together with the new immigrants because of their shared economic interests, including affordable housing, jobs, economic development, access to facilities like parks and libraries, and transit.
- The Commission considered the shared impacts of San Diego State University on surrounding areas to the south, including the university's impacts on traffic and housing, and included those communities.
- Natural boundaries include Interstate 8, Interstate 15 and Interstate 805.
- A portion of Mountain View was included in the district, consistent with testimony specifying where the area should be split, and to achieve population equality consistent with constitutional requirements.
- The district includes a majority-minority population of Latinos. The Commission did not wish to dilute the voting strength of this significant Latino community and drew boundaries that it believed provided fair representation. The new district will be diverse in ethnicity, with a large Latino population as well as significant African-American and Asian populations. The district's population is 50.3% Hispanic; 23.2% White; 11.2% African-American; and 13.4% Asian.
- The Commission heard conflicting testimony from those who wished the neighborhood of Kensington to be included in District 3, and those who advocated to keep it with Talmadge to keep the Kensington-Talmadge planning area intact. The Commission also received emails from residents of Normal Heights who did not wish for their community to be split, which would occur if part of Kensington were to be placed in District 3. The Commission engaged in a deliberative process, considering the totality of the circumstances affecting the placement of Kensington in a district. The Commission determined that it would violate its own principles if it had to split both Kensington and Normal Heights, and divide the Kensington-Talmadge planning area, to put a portion of Kensington into District 3 while still achieving population equality consistent with constitutional requirements. The Commission considered the totality of the circumstances and determined that Kensington should remain in District 9.
- The district is geographically compact to the extent possible while balancing the other criteria and community of interest boundaries.

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VOTE OF THE COMMISSION

The vote of the Commissioners on the Preliminary Plan on July 21, 2011 was 5-2, with Commissioners Ani Mdivani-Morrow and Theresa Quiroz dissenting.

The vote of the Commissioners on the Final Plan on August 25, 2011 was unanimous, 7-0.

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EFFECTIVE DATE OF FINAL PLAN

The Final Redistricting Plan shall be effective 30 days after adoption and shall be subject to the right of referendum in the same manner as are ordinances of the City Council. If rejected by referendum, the same Redistricting Commission shall create a new plan pursuant to the criteria set forth in Sections 5 and 5.1 of the San Diego City Charter.

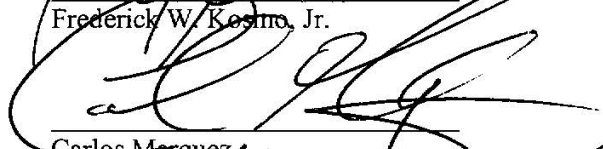
The members of the 2010 Redistricting Commission of the City of San Diego thank the public for its participation and appreciate the public comment from the many residents of the City of San Diego who participated in the redistricting process during the ten months of hearings since October 2010.

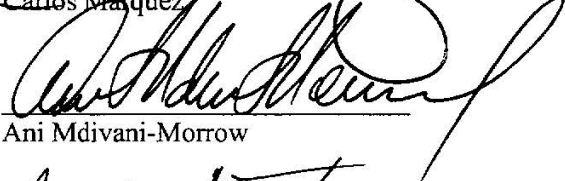
Respectfully submitted,

On behalf of the 2010 Redistricting Commission of the City of San Diego:

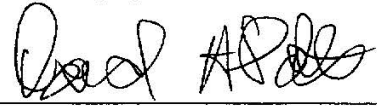

Dr. Anisha Dalal, Chair

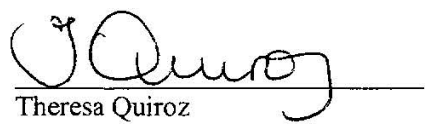

Frederick W. Kosmo, Jr.


Carlos Marquez

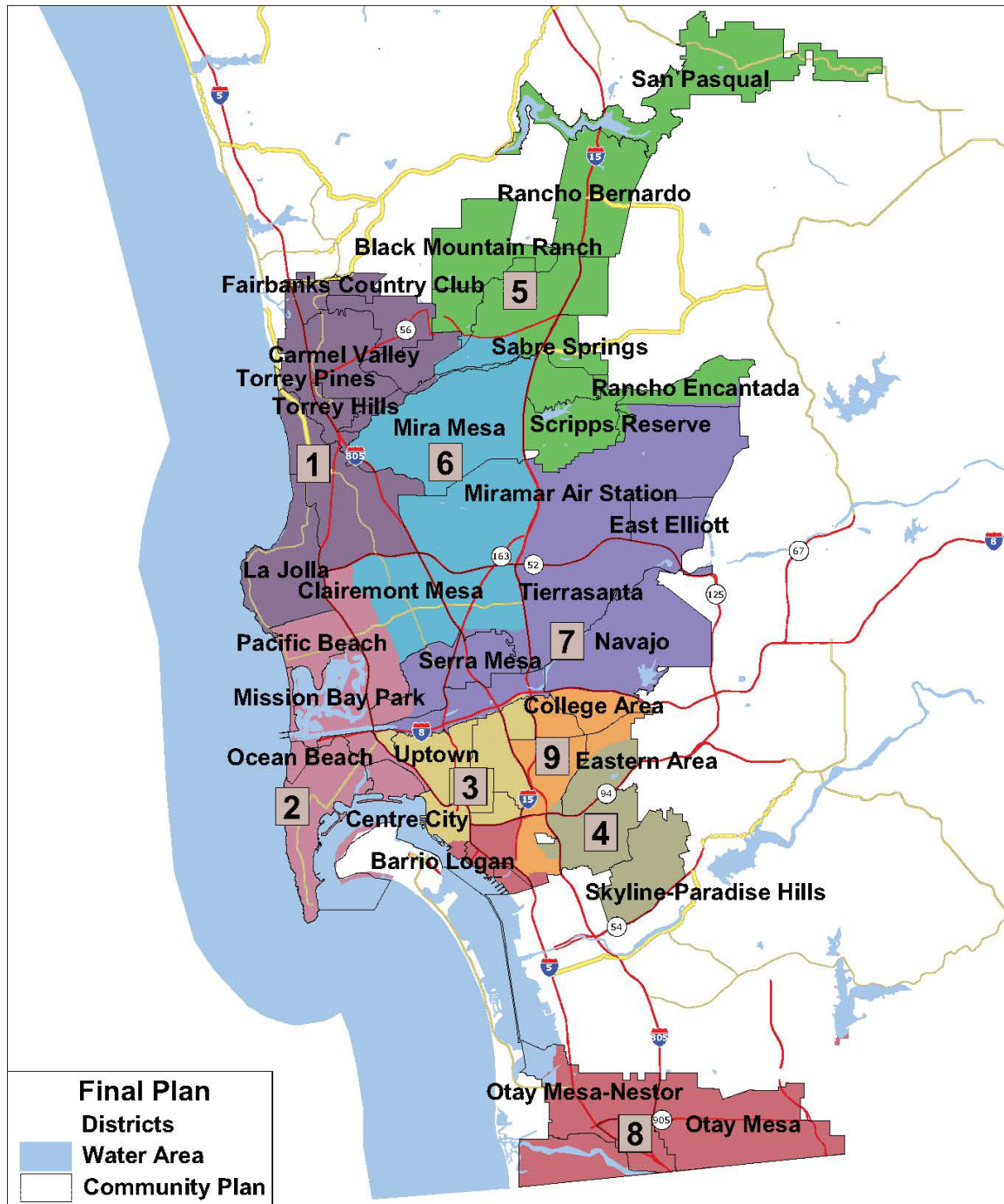

Ani Mdivani-Morrow


Arthur Nishioka


David Potter

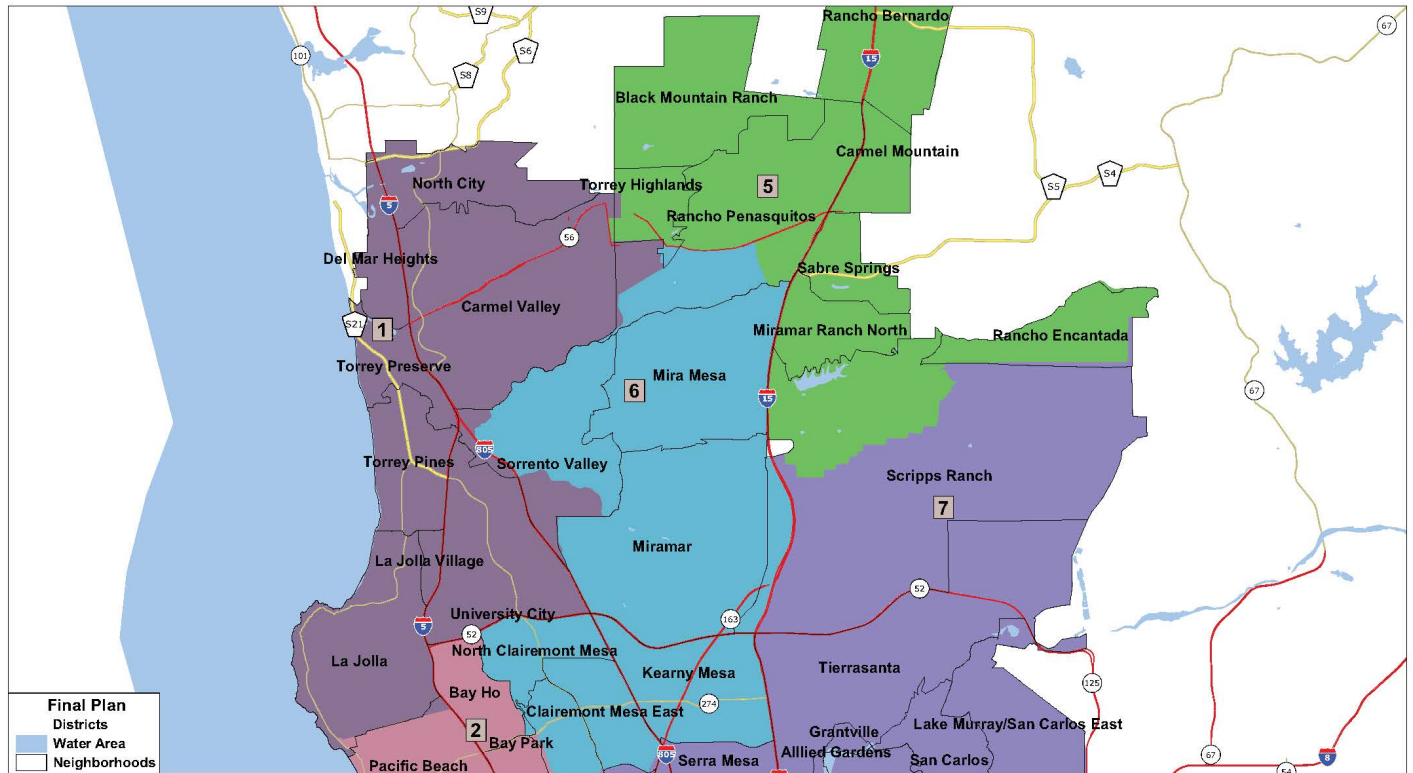

Theresa Quiroz

FINAL REDISTRICTING PLAN FOR THE CITY OF SAN DIEGO



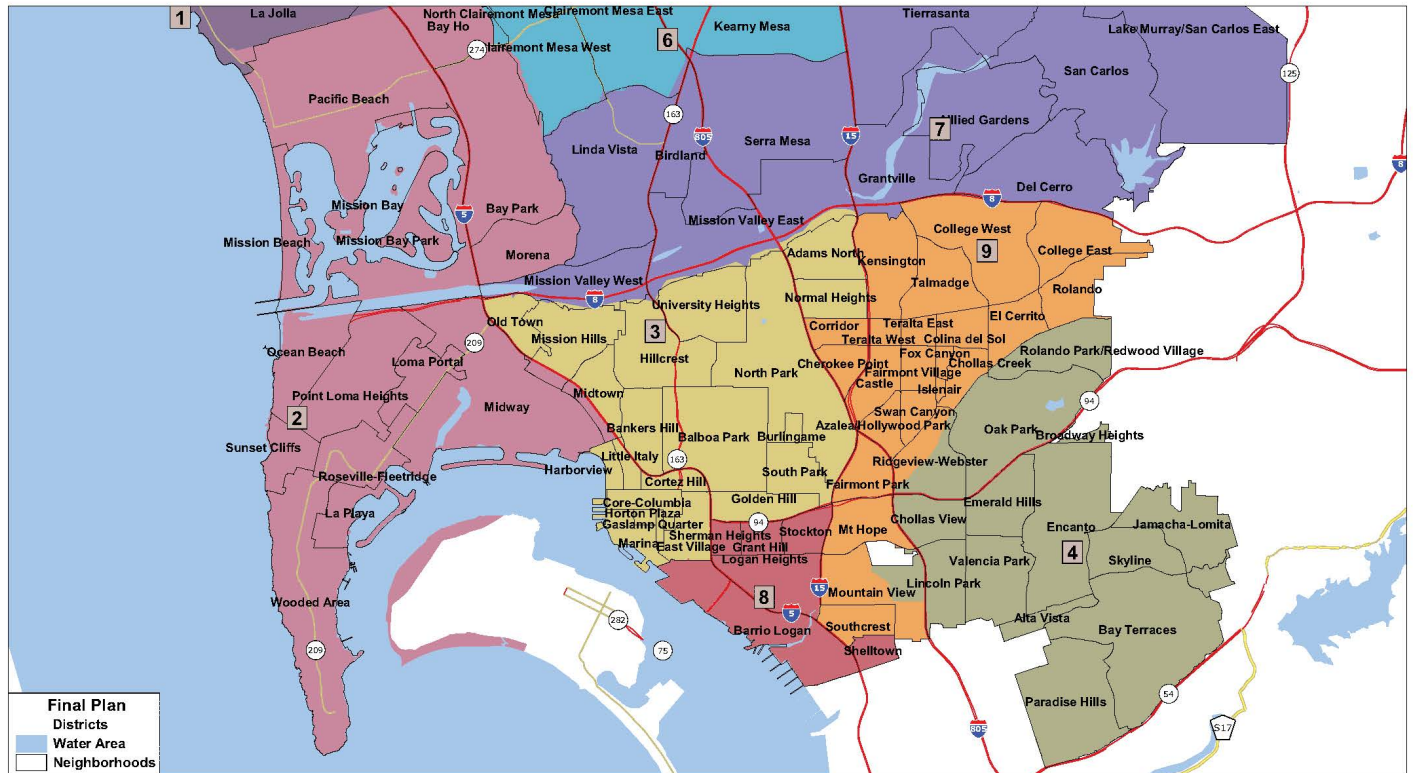
Adopted August 25, 2011

FINAL REDISTRICTING PLAN FOR THE CITY OF SAN DIEGO



Adopted August 25, 2011

FINAL REDISTRICTING PLAN FOR THE CITY OF SAN DIEGO



Adopted August 25, 2011

NDC

Final Plan
DemographicsPage 1 of 3
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Dist	Tot. Pop.	Dev.	% Dev.	Hisp	NH Wht	NH DOJ Blk	NH DOJ Ind	NH DOJ Asn	NH DOJ Hwn	NH DOJ Oth	NH DOJ OthMR
1	147,375	2,751	1.90%	12,564	93,271	1,998	482	37,531	284	600	645
2	142,711	-1,913	-1.32%	19,619	108,477	3,847	1,102	7,341	577	753	746
3	147,117	2,493	1.72%	37,059	85,523	11,058	1,249	10,027	571	513	1,117
4	142,727	-1,897	-1.31%	59,188	16,839	28,251	497	34,043	1,620	279	2,010
5	143,961	-663	-0.46%	13,641	87,076	4,134	634	36,536	527	436	977
6	140,738	-3,886	-2.69%	22,547	61,527	5,835	793	47,158	963	483	1,432
7	147,113	2,489	1.72%	28,695	85,660	9,461	1,170	19,454	998	487	1,437
8	144,830	206	0.14%	108,630	14,776	6,671	402	12,859	482	209	801
9	145,045	421	0.29%	73,025	33,655	16,268	672	19,370	515	382	1,158
Total	1,301,617	6,637	4.59%	374,968	586,804	87,523	7,001	224,319	6,537	4,142	10,323
Ideal	144,624										

Dist	% Hisp.	% NH Wht	% NH DOJ Blk	% NH DOJ Ind	% NH DOJ Asn	% NH DOJ Hwn	% NH DOJ Oth	% NH DOJ OthMR
1	8.5%	63.3%	1.4%	0.3%	25.5%	0.2%	0.4%	0.4%
2	13.7%	76.0%	2.7%	0.8%	5.1%	0.4%	0.5%	0.5%
3	25.2%	58.1%	7.5%	0.8%	6.8%	0.4%	0.3%	0.8%
4	41.5%	11.8%	19.8%	0.3%	23.9%	1.1%	0.2%	1.4%
5	9.5%	60.5%	2.9%	0.4%	25.4%	0.4%	0.3%	0.7%
6	16.0%	43.7%	4.1%	0.6%	33.5%	0.7%	0.3%	1.0%
7	19.5%	58.2%	6.4%	0.8%	13.2%	0.7%	0.3%	1.0%
8	75.0%	10.2%	4.6%	0.3%	8.9%	0.3%	0.1%	0.6%
9	50.3%	23.2%	11.2%	0.5%	13.4%	0.4%	0.3%	0.8%
Total	28.8%	45.1%	6.7%	0.5%	17.2%	0.5%	0.3%	0.8%

Abbreviations:
 Dev. = Deviation
 Hisp = Hispanic
 NH = "Non-Hispanic"
 Wht = White
 Blk = Black / African American
 Ind = Native American
 Asn = Asian American
 Haw or Hwn = Hawaiian and Pacific Islander
 Oth = Other
 OthMR or MR = Multi-Race
 Fil = Filipino
 "DOJ" = Aggregated according to U.S. Department of Justice guidance
 Reg = Voter Registration
 CVAP = Citizen Voting Age Population

Note: Total population figure adjusted to reflect split of Census Block number 060730090002000. The racial and ethnic subtotals and percentages are not adjusted, as group quarters data on racial and ethnic composition are not yet available from the Census Bureau.

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Dist	NH18+ NH18+ NH18+ NH18+ NH18+										Asn +					Asn +				
	18+ Pop	H18+ Pop	NH18+ Wht	NH18+ DOJ Blk	DOJ Ind	DOJ Asn	DOJ Hwn	DOJ Oth	DOJ OthMR	Tot. Reg.	Hisp. Reg.	Asn. Reg.	Fil. Reg.	Fil. Reg.	Tot. Vote	Hisp. Vote	Asn. Vote	Fil. Vote	Fil. Vote	
1	119,971	9,524	76,924	1,587	369	30,477	215	420	455	78,244	4,206	7,369	594	7,963	53,225	2,418	3,584	332	3,916	
2	124,166	15,152	97,315	2,935	955	6,196	458	625	530	81,777	5,873	1,478	660	2,138	52,432	3,120	860	344	1,204	
3	130,812	29,174	80,248	9,420	1,139	9,021	492	445	873	82,508	10,540	1,894	823	2,717	51,040	5,481	1,080	460	1,540	
4	103,218	38,396	14,782	20,384	402	26,739	1,216	188	1,111	59,934	18,812	2,076	3,869	5,945	30,135	8,486	916	1,936	2,852	
5	107,410	8,879	68,016	2,788	461	26,075	369	287	535	79,382	6,383	5,824	2,054	7,878	54,650	3,730	3,186	1,146	4,332	
6	111,742	15,681	52,083	4,222	654	37,147	736	341	878	67,623	8,973	6,729	3,296	10,025	42,922	4,946	3,308	1,770	5,078	
7	115,970	19,302	72,139	6,490	893	15,306	753	320	767	75,930	8,008	3,367	1,012	4,379	50,243	4,291	1,755	545	2,300	
8	103,299	72,895	13,285	5,276	342	10,456	402	148	495	46,452	29,751	371	2,109	2,480	22,521	13,439	146	1,146	1,292	
9	105,661	46,451	30,508	11,608	577	15,144	403	270	700	51,012	12,761	3,649	561	4,210	25,384	5,176	1,667	245	1,912	
Total	1,022,249	255,454	505,300	64,710	5,792	176,561	5,044	3,044	6,344	622,862	105,307	32,757	14,978	47,735	382,552	51,087	16,502	7,924	24,426	

Dist	<div><div>%</div><div>%</div><div>%</div><div>%</div><div>%</div><div>%</div><div>%</div><div>%</div></div>								<div><div>% Asn</div><div>% Asn</div><div>% Fil.</div><div>% Asn</div></div>				<div><div>% Asn</div><div>% Asn</div><div>% Fil.</div><div>% Asn</div></div>			
	% H18+ Pop	% NH18+ Wht	% NH18+ DOJ Blk	% NH18+ DOJ Ind	% NH18+ DOJ Asn	% NH18+ DOJ Hwn	% NH18+ DOJ Oth	% NH18+ DOJ OthMR	% H18+ Reg.	% Asn. Reg.	% Fil. Reg.	% Asn. Reg.	% H18+ Vote	% Asn. Vote	% Fil. Vote	% Asn. Vote
1	7.9%	64.1%	1.3%	0.3%	25.4%	0.2%	0.4%	0.4%	5.4%	9.4%	0.8%	10.2%	4.5%	6.7%	0.6%	7.4%
2	12.2%	78.4%	2.4%	0.8%	5.0%	0.4%	0.5%	0.4%	7.2%	1.8%	0.8%	2.6%	6.0%	1.6%	0.7%	2.3%
3	22.3%	61.3%	7.2%	0.9%	6.9%	0.4%	0.3%	0.7%	12.8%	2.3%	1.0%	3.3%	10.7%	2.1%	0.9%	3.0%
4	37.2%	14.3%	19.7%	0.4%	25.9%	1.2%	0.2%	1.1%	31.4%	3.5%	6.5%	9.9%	28.2%	3.0%	6.4%	9.5%
5	8.3%	63.3%	2.6%	0.4%	24.3%	0.3%	0.3%	0.5%	8.0%	7.3%	2.6%	9.9%	6.8%	5.8%	2.1%	7.9%
6	14.0%	46.6%	3.8%	0.6%	33.2%	0.7%	0.3%	0.8%	13.3%	10.0%	4.9%	14.8%	11.5%	7.7%	4.1%	11.8%
7	16.6%	62.2%	5.6%	0.8%	13.2%	0.6%	0.3%	0.7%	10.5%	4.4%	1.3%	5.8%	8.5%	3.5%	1.1%	4.6%
8	70.6%	12.9%	5.1%	0.3%	10.1%	0.4%	0.1%	0.5%	64.0%	0.8%	4.5%	5.3%	59.7%	0.6%	5.1%	5.7%
9	44.0%	28.9%	11.0%	0.5%	14.3%	0.4%	0.3%	0.7%	25.0%	7.2%	1.1%	8.3%	20.4%	6.6%	1.0%	7.5%
Total	25.0%	49.4%	6.3%	0.6%	17.3%	0.5%	0.3%	0.6%	16.9%	5.3%	2.4%	7.7%	13.4%	4.3%	2.1%	6.4%

Note: Total population figure adjusted to reflect split of Census Block number 0607300900002000. The racial and ethnic subtotals and percentages are not adjusted, as group quarters data on racial and ethnic composition are not yet available from the Census Bureau.

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Dist	Special Tabulation									American Community Survey (ACS)									
	NH				NH					NH				NH			NH		
	Total	Hisp	Wht	NH Blk	NH Asn	NH Ind	Hwn	NH MR		Total	Hisp	NH Wht	Blk	Asn	Ind	Hwn	MR	Oth	
	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP		CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP
1	100,002	7,008	74,461	1,033	15,823	77	45	1,555		100,195	7,061	74,504	1,027	15,955	97	64	1,944	2,400	
2	118,227	11,229	98,569	2,241	3,740	432	435	1,539		118,220	11,226	98,389	2,305	3,823	642	473	2,243	2,347	
3	110,862	17,859	76,871	7,683	4,936	620	370	2,448		110,716	17,906	76,292	7,724	5,040	1,305	432	4,018	4,069	
4	80,658	21,391	15,189	20,389	20,137	145	1,750	1,628		80,844	21,413	15,244	20,284	20,508	225	1,983	2,443	5,856	
5	93,762	7,203	66,431	2,746	15,101	336	211	1,752		93,257	7,158	65,563	2,820	15,471	394	213	2,535	1,814	
6	99,790	12,061	55,955	2,817	25,984	330	348	2,241		99,346	12,091	55,644	2,784	25,628	488	404	3,261	4,218	
7	108,693	14,177	75,529	5,987	9,167	656	990	2,204		108,961	14,188	75,494	6,088	9,453	889	1,000	3,032	3,574	
8	72,200	41,567	15,840	6,032	7,334	233	133	1,018		72,390	41,568	15,906	6,311	7,579	594	158	2,115	9,207	
9	70,999	18,704	31,803	10,246	8,230	380	172	1,457		70,292	18,464	31,232	10,497	8,136	615	191	2,156	5,362	
Total	855,192	151,199	510,647	59,174	110,451	3,209	4,453	15,842		854,220	151,076	508,267	59,839	111,592	5,249	4,919	23,746	38,847	

Dist	Special Tabulation									American Community Survey (ACS)									
	% NH				% NH					% NH				% NH			% NH		
	% Total	% Hisp	Wht	Blk	Asn	Ind	Hwn	MR		% Total	% Hisp	Wht	Blk	Asn	Ind	Hwn	MR	Oth	
	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP		CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP	CVAP
1	83.4%	7.0%	74.5%	1.0%	15.8%	0.1%	0.0%	1.6%		83.5%	7.0%	74.4%	1.0%	15.9%	0.1%	0.1%	1.9%	2.4%	
2	95.2%	9.5%	83.4%	1.9%	3.2%	0.4%	0.4%	1.3%		95.2%	9.5%	83.2%	1.9%	3.2%	0.5%	0.4%	1.9%	2.0%	
3	84.7%	16.1%	69.3%	6.9%	4.5%	0.6%	0.3%	2.2%		84.6%	16.2%	68.9%	7.0%	4.6%	1.2%	0.4%	3.6%	3.7%	
4	78.1%	26.5%	18.8%	25.3%	25.0%	0.2%	2.2%	2.0%		78.3%	26.5%	18.9%	25.1%	25.4%	0.3%	2.5%	3.0%	7.2%	
5	87.3%	7.7%	70.9%	2.9%	16.1%	0.4%	0.2%	1.9%		86.8%	7.7%	70.3%	3.0%	16.6%	0.4%	0.2%	2.7%	1.9%	
6	89.3%	12.1%	56.1%	2.8%	26.0%	0.3%	0.3%	2.2%		88.9%	12.2%	56.0%	2.8%	25.8%	0.5%	0.4%	3.3%	4.2%	
7	93.7%	13.0%	69.5%	5.5%	8.4%	0.6%	0.9%	2.0%		94.0%	13.0%	69.3%	5.6%	8.7%	0.8%	0.9%	2.8%	3.3%	
8	69.9%	57.6%	21.9%	8.4%	10.2%	0.3%	0.2%	1.4%		70.1%	57.4%	22.0%	8.7%	10.5%	0.8%	0.2%	2.9%	12.7%	
9	67.2%	26.3%	44.8%	14.4%	11.6%	0.5%	0.2%	2.1%		66.5%	26.3%	44.4%	14.9%	11.6%	0.9%	0.3%	3.1%	7.6%	
Total	83.7%	17.7%	59.7%	6.9%	12.9%	0.4%	0.5%	1.9%		83.6%	17.7%	59.5%	7.0%	13.1%	0.6%	0.6%	2.8%	4.5%	

Note: Total population figure adjusted to reflect split of Census Block number 060730090002000. The racial and ethnic subtotals and percentages are not adjusted, as group quarters data on racial and ethnic composition are not yet available from the Census Bureau.

FINAL PLAN - COMMUNITIES BY DISTRICT**– DISTRICT 1 –****Community Planning Areas**

Carmel Valley
 Del Mar Mesa
 Fairbanks Ranch Country Club
 La Jolla
 Los Peñasquitos Canyon Preserve
 (partial – area west of Carson's Crossing
 bridge)
 NCFUA Subarea II
 Pacific Highlands Ranch
 Torrey Hills
 Torrey Pines
 University
 Via de la Valle

Neighborhoods

Carmel Valley
 Del Mar Heights
 La Jolla
 (partial – area in La Jolla CPA)
 La Jolla Village
 North City
 Pacific Beach
 (partial – area in La Jolla CPA)
 Sorrento Valley
 (partial – area in University CPA)
 Torrey Pines
 Torrey Preserve
 University City

– DISTRICT 2 –**Community Planning Areas**

Clairemont Mesa (partial – area west of
 Tecolote Canyon)
 Linda Vista (partial – Morena neighborhood
 and USD)
 Midway-Pacific Highway
 Mission Bay Park
 Mission Beach
 Ocean Beach
 Pacific Beach
 Peninsula

Neighborhoods

Bay Ho
 Bay Park
 La Jolla (partial – area in Pacific Beach CPA)
 La Playa
 Loma Portal
 Midway
 Mission Beach
 Morena (including all of USD)
 Ocean Beach
 Pacific Beach (partial – area in Pacific Beach
 CPA)
 Point Loma Heights
 Roseville/Fleet Ridge
 Sunset Cliffs
 Wooded Area

FINAL PLAN - COMMUNITIES BY DISTRICT**– DISTRICT 3 –****Community Planning Areas**

Balboa Park
Centre City
Greater Golden Hill
Greater North Park
Normal Heights
Old Town San Diego
Uptown

Neighborhoods

Adams North	Horton Plaza
Balboa Park	Little Italy
Bankers Hill	Marina
Burlingame	Midtown
Core-Columbia	Mission Hills
Cortez Hill	Normal Heights
East Village	North Park
Gaslamp Quarter	Old Town
Golden Hill	Park West
Harborview	South Park
Hillcrest	University Heights

– DISTRICT 4 –**Community Planning Areas**

Eastern Area
(partial – neighborhoods of Oak Park,
Redwood Village, Rolando Park, and
Webster)
Encanto Neighborhoods
Skyline-Paradise Hills
Southeastern San Diego
(partial – area east of Boundary Rd between
Imperial Ave and Logan Ave)

Neighborhoods

Alta Vista	Oak Park
Bay Terraces	Paradise Hills
Broadway Heights	Redwood Village
Chollas View	Rolando Park
Emerald Hills	Skyline
Encanto	Valencia Park
Jamacha	Webster
Lincoln Park	
Lomita	
Mountain View (partial – area east of Boundary Rd between Imperial Ave and Logan Ave)	

FINAL PLAN - COMMUNITIES BY DISTRICT**– DISTRICT 5 –****Community Planning Areas**

Black Mountain Ranch
 Carmel Mountain Ranch
 Los Peñasquitos Canyon Preserve (partial –
 area east of the San Diego Aqueduct)
 Miramar Ranch North
 Rancho Bernardo
 Rancho Encantada
 Rancho Peñasquitos (partial – area north of
 CA-56 and east of the San Diego
 Aqueduct)
 Sabre Springs
 San Pasqual
 Scripps Miramar Ranch
 Torrey Highlands (partial – all but
 unpopulated Rhodes Crossing area)

Neighborhoods

Black Mountain Ranch
 Carmel Mountain Ranch
 Miramar Ranch North
 Rancho Bernardo
 Rancho Encantada
 Rancho Peñasquitos (partial – area north of
 CA-56 and east of the San Diego
 Aqueduct)
 Sabre Springs
 San Pasqual
 Scripps Miramar Ranch
 Torrey Highlands (partial – all but
 unpopulated Rhodes Crossing area)

– DISTRICT 6 –**Community Planning Areas**

Clairemont Mesa
 (partial – area east of Tecolote Canyon)
 Kearny Mesa
 (partial – area north of Aero Drive)
 Los Peñasquitos Canyon Preserve
 (partial – area between Carson's Crossing
 bridge and the San Diego Aqueduct)
 MCAS Miramar
 (partial – area west of I-15)
 Mira Mesa
 Rancho Peñasquitos
 (partial – area south of CA-56 and west of
 the San Diego Aqueduct)

Neighborhoods

Clairemont Mesa East
 Clairemont Mesa West
 Kearny Mesa
 MCAS Miramar
 (partial – area west of I-15)
 Mira Mesa
 North Clairemont
 Rancho Peñasquitos
 (partial – area south of CA-56 and west of
 the San Diego Aqueduct)
 Sorrento Valley
 (partial – area in Mira Mesa CPA)

FINAL PLAN - COMMUNITIES BY DISTRICT
– DISTRICT 7 –**Community Planning Areas**

East Elliott
 Kearny Mesa
 (partial – area south of Aero Drive)
 Linda Vista
 (partial – neighborhood of Linda Vista)
 MCAS Miramar
 (partial – area east of I-15)
 Mission Valley
 Navajo
 Serra Mesa
 Tierrasanta

Neighborhoods

Allied Gardens	Mission Valley East
Birdland	Mission Valley West
Del Cerro	San Carlos
Grantville	Serra Mesa
Lake Murray (San Carlos East)	Tierrasanta
Linda Vista	
MCAS Miramar (partial – area east of I-15)	

– DISTRICT 8 –**Community Planning Areas**

Barrio Logan
 Otay Mesa
 Otay Mesa-Nestor
 San Ysidro
 Southeastern San Diego (partial – neighborhoods of Grant Hill, Logan Heights, Memorial, Shelltown, Sherman Heights, and Stockton)
 Tijuana River Valley

Neighborhoods

Barrio Logan	Otay Mesa
Border	Otay Mesa West
Egger Highlands	Palm City
Grant Hill	San Ysidro
Logan Heights	Shelltown
Memorial	Sherman Heights
Nestor	Stockton
Ocean Crest	Tijuana River Valley

– DISTRICT 9 –**Community Planning Areas**

City Heights
 College Area
 Eastern Area
 (partial – neighborhoods of Rolando and El Cerrito)
 Kensington-Talmadge
 Southeastern San Diego
 (partial – area east of I-15 except Shelltown and the area east of Boundary Rd)

Neighborhoods

Azalea Park	Hollywood Park
Bay Ridge	Islenair
Castle	Kensington
Cherokee Point	Mt Hope
Chollas Creek	Mountain View (partial – area west of Boundary Rd)
Colina del Sol	Ridgeview
College East	Rolando
College West	Southcrest
Corridor	Swan Canyon
El Cerrito	Talmadge
Fairmont Park	Teralta East
Fairmont Village	Teralta West
Fox Canyon	

NDCFinal Plan
by Current DistrictPage 1 of 1
8/25/2011

	Current District	Population	Proportion of New District	Proportion of Current District
District 1				
	1	141,421	96.0%	70.9%
	2	5,952	4.0%	3.6%
	5	2	0.0%	0.0%
	Total	147,375		
District 2				
	2	107,117	75.1%	64.7%
	6	35,594	24.9%	22.8%
	Total	142,711		
District 3				
	2	52,524	35.7%	31.7%
	3	84,610	57.5%	55.6%
	6	8	0.0%	0.0%
	8	9,975	6.8%	6.2%
	Total	147,117		
District 4				
	4	132,238	92.7%	86.4%
	7	10,489	7.3%	7.1%
	Total	142,727		
District 5				
	1	47,406	32.9%	23.8%
	5	94,016	65.3%	56.4%
	7	2,539	1.8%	1.7%
	Total	143,961		
District 6				
	1	10,624	7.5%	5.3%
	5	72,760	51.7%	43.6%
	6	52,326	37.2%	33.5%
	7	5,028	3.6%	3.4%
	Total	140,738		
District 7				
	3	39	0.0%	0.0%
	6	68,388	46.5%	43.7%
	7	78,686	53.5%	53.5%
	Total	147,113		
District 8				
	8	144,830	100.0%	89.9%
	Total	144,830		
District 9				
	3	67,559	46.6%	44.4%
	4	20,788	14.3%	13.6%
	7	50,428	34.8%	34.3%
	8	6,270	4.3%	3.9%
	Total	145,045		

FINAL REDISTRICTING PLAN**ONLINE MAP AND DATA****ONLINE MAP**

- Access sd-redistricting.esri.com (create log-in if first time user)
- “File” --> “Open” --> “Shared Plans” --> “Everyone”
- Select “Final Plan” or Plan ID 43601

To ensure full functionality of the online tool, enable pop-up windows on the browser and install Adobe Flash Player version 10.2.

The Esri tool will be available until December 2011.

SHAPEFILE AND EQUIVALENCY FILE

- <http://www.sandiego.gov/redistricting/documents/index.shtml>
- Under “Final Redistricting Plan,” select the shapefile and/or equivalency file to view and download.
- Note on equivalency file: Census block number 060730090002000 is assigned to District 7 because most of the population lives in that district. However, the Final Plan assigns part of this block to District 2 because it is part of the University of San Diego. The parcels assigned to District 2 are:

APN 4370101900

APN 4370102200

APN 4370102100

Appendix B: San Diego County Clients List

County:

San Diego County 2011

Cities:

San Diego (2011), Imperial Beach, Chula Vista, El Cajon, Santee, Poway, San Marcos, Solana Beach, Encinitas, Carlsbad, Vista

School Districts:

Valley Center-Pauma Unified, Oceanside Unified, Vista Unified, Carlsbad Unified, Ramona Unified, Poway Unified, San Diego Unified (2001), Grossmont High, Sweetwater High, San Dieguito Union High, Escondido High, Fallbrook Elementary, Escondido Elementary, Solana Beach Schools, Cajon Valley Union Elementary, South Bay Union Elementary

Special Districts:

San Miguel Fire Protection District, San Miguel Fire Protection District, Tri-City Healthcare District, Grossmont Healthcare District

Appendix C: Resumes

John Stroud, GISP, PMP

Client Satisfaction Manager

How much of time will be dedicated to the Services? N/A

Mr. Stroud is our West Coast Client Satisfaction Manager. He is our Redistricting lead and will be providing free oversight for this project.

Experience

John is a Senior Consultant on Timmons Group Geospatial Solutions Team. His experience includes 10 years with general IT Technology consulting and over 15 years focused on geospatial while working for Esri – Alaska office and the Federal Civilian Account Team. He focuses on supporting clients to document their IT investments with sound with business case consulting and writing. He specializes in developing and planning solutions to help organizations solve business problems, create value, increase IT/Geospatial asset utilization, and improve business performance.

- Municipality of Anchorage GIS Planning Support, Anchorage, AK
- Cyber Secure GIS Support at Port of Anchorage, Anchorage, AK
- IT Solutions for Innovative Ways to Responding to Pandemics, Statewide, UT
- Master Contract On Demand IT Consulting Services, King County, WA
- On-Call GIS Implementation and Support Services, Palo Alto, CA
- Oregon City IT Strategic Plan, Clackamas County, OR
- State of Oregon Dept. Land Conservation and Development GIS Administration Assistance, Salem, OR
- State of Oregon, Chief Data Officer/Geospatial Enterprise Office GIS Technical Writing, Salem, OR
- Washington Department of Natural Resources (DNR) IT Assessment/Strategic Plan, Statewide, WA

Training and education:

Master of Science,
Environmental Science,
Alaska Pacific University,
2000

Bachelor of Science,
Recreation Management,
Appalachian State University,
1991

Certification/Registration

Geographic Information
System Professional

Project Management
Professional Certification,
2017

27 Years of Experience

Mark Flahan, GISP

Project Manager

How much of time will be dedicated to the Services? 24 %

Mr. Flahan will be the Project Manager. He resides in Arizona.

Experience

Mark Flahan is a Senior GIS Project Manager in our GIS Transportation division. Mark comes to us from Arizona DOT (ADOT) where his previous 9 years of experience in project management, custom app development, database service, Esri full stack service, and GIS mapping will be key assets to his position at Timmons Group.

- Real time wildfire mapping pilot using mobile technology
- July 4th Standardized Common Operational Picture (COP)
- One of the first DOT teams to implement Esri's Roads and Highways Linear Referencing System, 2014.
- His team also integrated ADOT GIS map Business Intelligence Dashboards map integration,
- ADOT Amazon Web Services Cloud Migration

Mark was awarded the Esri Special Achievement in GIS Award in 2014 and 2009 and is a certified GISP

Training and education:

Bachelor of Arts, Geography,
San Diego State University,
2008

13 Years of Experience

Alex Wilson**Project Coordinator**

How much of time will be dedicated to the Services? x %

Mr. Wilson will be supporting the team especially hearing by supporting the project manager, taking, notes and assisting to code input.

Experience

Alex is a GIS technician in Timmons Group's Geospatial division. He is experienced with Enhanced 9-1-1 / NG 9-1-1 GIS, GIS mapping, data development, data analysis, and project deliverable quality control based on defined parameters. He is also proficient in multiuser environments including ArcSDE. His skills include working and understanding Microsoft Office 2010 (Word, Excel, PowerPoint, Access), and Esri ArcGIS 10.x, is able to work with ArcSDE Versioned Editing. Alex has the extensive knowledge needed to fulfill the requests of any project and has shown to be valuable on our GIS team.

GIS E-911 Address Maintenance, Highland County, VA

Highland County will send Timmons Group intermittent address requests. Alex's role is to take those requests and generate an address in in the GIS given their parameters. He digitizes the address and fills in all attributes necessary for querying on the Highland County map service.

Dominion GIS Survey - Fort Hood, Fort Hood, TX

Timmons Group provided GIS extract translate and load (ETL) data migration, data modeling, and GPS asset inventory services for Dominion Privatization Texas, LLC Resources Services, Inc. to locate, verify, and convert government-owned electrical and natural gas facilities purchased at Fort Hood, TX as part of the Department of Defense Privatization Program.

City of Forest Grove Enterprise GIS System, Forest Grove, OR

The City of Forest Grove Oregon partnered with Timmons Group to employ our demonstrated expertise in designing, implementing Enterprise GIS Systems, converting existing geospatial data, and ArcGIS Online capabilities.

Training and education:

Bachelor of Arts, Philosophy,
Virginia Commonwealth
University, 2014

Career Study Certificate, GIS,
Virginia Commonwealth
University, 2015

3 Years of Experience

Brian Kingery, GISP**GIS Lead**

How much of time will be dedicated to the Services? 10 %

Mr. Kingery will be the lead technical team member. He also will be managing the system of engagement and supporting presentation development in PowerPoint and Esri Story Maps.

Experience

Brian is a Project Manager and GIS Administrator in Timmons Group's Geospatial Division, providing expertise in GIS. He has worked with numerous clients in both the public and private sector. His project experience ranges from performing mission critical GIS tasks for the military, to assisting government department of transportation (DOTs) solve business problems, as well as helping local governments across the US improve workflows. He is well versed in implementing ArcGIS Online and ArcGIS Enterprise systems for organizations and has worked on projects utilizing both custom and COTS applications.

Esri System of Engagement, Nationwide

As a trusted business partner with Esri, Timmons Group has joined Esri's project team working at various DOTs across the US to help create a System of Engagement (SoE). Brian works directly with Esri and DOT staff with the goal of providing convenient access to relevant spatial data as well as easy-to-use GIS applications that enable collaboration across the organization. The most recent engagement is working directly with New York State Department of Transportation (NYSDOT).

Training and education:

Executive Certificate,
Leadership and Management,
University of Notre Dame -
Mendoza College of
Business, 2018

MS, Geographic Information
Systems, Elmhurst College,
2016

BS, Geography, Old Dominion
University, 2014

Registration

Geographic Information
System Professional

Certified ArcGIS Desktop
Associate

Certified ArcGIS Online
Administration Specialty

12 Years of Experience

Theo Snead

GIS Analyst

How much of time will be dedicated to the Services? 21 %

Mr. Snead will be the primary GIS/Mapping Analyst.

Experience

Theo is a GIS technician at Timmons Group. His experience includes work with state and local government clients. He is skilled with raster and vector spatial analysis. Theo has managed, led, and participated in numerous data creation and spatial analysis projects using Esri ArcGIS software.

Michigan Forest Road Inventory, Statewide, MI

Timmons Group was responsible for reviewing, verifying, and correcting topology and conflation errors within the DNR forest road feature class. Step one was to develop a singular set of connected centerline data from existing file geodatabases, identifying and correcting topological issues present in the source data. We used digital imagery to verify road placement, digitize existing roads that were not present in the existing data, and areas of particular interest that were flagged for further review.

Prince Edward Data Cleanup/Web LoGISTics, Prince Edward County, VA

Timmons Group is assisting the county in updating data and developing systems ready to support the deployment of a Web Based Geographic Information System (GIS) that is linked to the County's property record data. Services include: Parcel Correction (Spatial Corrections to Existing Data), Parcel Updates (Incorporation of Parcel changes from 2013 to Present), Bright to GIS (CAMA Link), Web LoGISTics Site available to the public on Web LoGISTics and any 911 remediation needs of the County.

Training and education:

Bachelor of Science,
Environmental Studies,
Virginia Commonwealth
University, 2018

2 Years of Experience

Mike Sullivan**Business Analyst**

How much of time will be dedicated to the Services? 10 %

Mr. Sullivan will be providing Systems and data support. He will be assisting in configuring the mapping comment tool. He will also support GIS analyst needs as appropriate.

Experience

Mike is a Senior GIS Analyst in Timmons Group's Geospatial Services Team. He has over two decades of experience at all levels of GIS. Mike has worked on many GIS systems architecture design, development, and implementation projects for State and Local governments. He also has experience in database development use SQL Server for Enterprise-level GIS Solutions. His experience also includes work in the private sector for multiple GIS clients in the Portland, OR region

Oregon GEOHub Conceptual System Design, Salem, OR

Timmons Group was selected by the Oregon Office of the State Chief Information Officer (OSCIO) Geospatial Enterprise Office (GEO) to develop a GEOHub Conceptual System Design for the state. The purpose of the GEOHub project is to provide improved, transparent, shared data services to the stakeholders and enhance state business processes and practices. Across the Oregon geospatial enterprise, data and other information are managed in isolation, or silos, by unique organizations use varied data management tools for data quality, integration, governance, and stewardship. GEOHub is the response to this situation.

Tualatin Valley Soils and Water Conservation District Enterprise GIS System Support, Washington, OR

TVSWCD recently moved to a new office and established an ArcGIS Enterprise infrastructure. The TVSWCD contracted with Timmons Group to evaluate the current system and configuration to ensure that the system is set up in a streamlined and efficient manner. The TVSWCD desired to ensure that newer technologies such as ArcGIS Online and Collector for ArcGIS are configured to support existing and desire workflows.

Training and education:

Bachelor of Science,
Cartography/Map Technology,
Missouri State University,
1996

25 Years of Experience

Douglas Johnson, PhD

Lead Subject Matter Expert

Independent and Advisory Commission Redistricting Projects

City of Menlo Park Advisory Districting Commission, lead technical consultant, 2018

Arizona Independent Redistricting Commission, lead technical consultant, 2001-2008

San Diego City Council Independent Redistricting Commission, lead technical consultant, 2011

City of Surprise Advisory Commission on Redistricting, 2011

Pasadena City Council Advisory Commission on Redistricting, co-lead technical consultant, 2011

Pasadena Unified School Board Advisory Commission on Redistricting, co-lead technical consultant, 2011

City of Modesto Independent Redistricting Commission, lead technical consultant, 2011

City of Modesto Independent Districting Commission, lead technical consultant, 2008

Voting Rights Act and Racial Bloc Voting Analysis

Attorney-client privilege bars the listing of most of NDC's specific clients, but NDC has performed racial bloc voting analysis for clients of the following law firms (and for other jurisdictions):

Nielsen, Merksamer, Parrinello, Gross & Leoni: Compiled and analyzed data for over 120 different jurisdictions facing voting rights litigation.

Lozano, Smith: Performed analysis of racial bloc voting in 4 separate jurisdictions.

Richards, Watson & Gerson: Compiled and analyzed potential liability under California Voting Rights Act and California Voter Participation Rights Act for about a dozen cities.

Atkinson, Andelson, Loya, Ruud & Romo: Performed/performing on analysis of racial bloc voting in dozens of jurisdictions and California Voter Participation Rights Act liability analysis for multiple school districts.

Dooley, Herr & Peltzer: Performed racial bloc voting analysis of 7 elections in 4 different election years. Also advised attorneys on rebuttal of plaintiff's racial bloc voting analysis.

Districting / Redistricting Clients

(* Indicates advisory or independent commission. Jurisdictions in California unless otherwise noted.)

Training and education:

Claremont Graduate University, Ph.D. in Political Science, 2015.

Dissertation: "Independent Redistricting Commissions: Hopes and Lessons Learned."

UCLA Anderson Graduate School of Management, MBA, 1999.

Claremont McKenna College, BA in Government (Political Science), 1992.

States

State of Arizona 2001 Independent Redistricting Commission *

Florida State Senate 2001

Counties

1. Los Angeles
2. Merced
3. San Diego
4. San Bernardino
5. San Mateo
6. Yuma (AZ)

Cities

Anaheim	Corona	Jurupa	Moreno	San	Vallejo
Apple Valley	Dana Point	Valley	Valley	Clemente	Ventura
Arcadia	Dixon	King City	Morgan Hill	San Diego	Victorville
Atwater City	Duarte	Kingsburg	Murietta	San Marcos	Victorville
Banning	Eastvale	City	Oakland	San Marcos	Visalia
Barstow	El Cajon	La Mirada	Ojai	San Rafael	Vista
Bellflower	El Cajon	La Mirada	Oxnard City	Sanger	Wasco
Big Bear Lake	Encinitas	Lake	Pacifica	Santa	West
Buckeye	Escondido	Elsinore	Palm	Barbara	Covina
Buena Park	Exeter	Lake Forest	Springs	Santa	Whittier
Camarillo	Firebaugh	Lemoore	Palmdale	Clarita	Wildomar
Campbell	Fontana	Lodi	Parlier	Santa Maria	Yucaipa
Carlsbad	Fowler	Lompoc	Pasadena	Santa Rosa	Yucca
Carpinteria	Fullerton	Los	Paso	Santee City	Valley
Cathedral City	Glendale (AZ)	Alamitos	Robles	Simi Valley	
Cathedral City	Glendale (CA)	City	Patterson	Solana	
Ceres	Glendora	Los Banos	Peoria (AZ)	Beach	
Chino	Half Moon Bay	Madera	Placentia	South	
Chino Hills	Hemet	Martinez	Porterville	Pasadena	
Chino Hills	Hesperia	City	Poway City	South SF	
Citrus Heights	Highland	Menifee	Rancho	Stanton	
Claremont	Imperial	Menlo Park	Cucamonga	Surprise	
Colton	Beach	Merced	Redlands	Tehachapi	
Compton	Indio	Mesa (AZ)	Redlands	Temecula	
		Modesto	Redwood	Torrance	
		Monrovia	City	Tulare	
		Monterey	Reedley	Turlock	
		Park	Riverbank	Twentynine	
		Moorpark		Palms	

Justin Mark Levitt

Consultant

Publications and Conference Presentations

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

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

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

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

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

"Remoteness and the Territoriality of Public Health" (with Alberto Diaz Cayeros).

Paper presented at the American Political Science Association conference, Seattle, WA. 2011

"Initiatives as revealed preferences"

Paper presented at the American Political Science Association conference, Seattle, WA. 2011

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

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

Training and education:

University of California, San Diego, Ph.D. Political Science, 2016. Dissertation title: "The Impact of Geographic Patterns on Tradeoffs in Redistricting."

Claremont McKenna College, BA in Philosophy, Politics and Economics (PPE), 2006.

Shannon Kelly

Consultant

Redistricting Projects

Carlsbad

Encinitas

Upper San Gabriel Valley Water District

Community Service Projects

Warrior Foundation-Freedom Station: core member of the volunteer team to help organization provide transitional housing and programs for ill and injured veterans and members of the military.

Led Girl Scout Palomar Task Force: completed full business analysis of the property portfolio for Girl Scouts San Diego, leading to a plan to sell underutilized property on Palomar Mountain

Led Girl Scout Property Committee: helped develop a comprehensive plan to address deferred maintenance issues at all Girl Scout properties (both urban and mountain camp properties). Work included developing a regular future property maintenance plan

Led Girl Scout review of South Bay facilities: completed a full business analysis to evaluate a potential option to open a Service Center in the South Bay community of San Diego

Chair annual Angel Tree program for First United Methodist Church San Diego: resulting in the donation and in-home distribution of over 750 gifts to needy children in 2017 - 2020

Training and education:

Harvard University, Master of Public Policy, 1996

Claremont McKenna College, Bachelor of Arts in Government, 1992

Appendix D: Schedule

Task Name	Duration	Start	Finish
COSD Redistricting 2021	242d	04/26/21	03/31/22
Proposal/Contracting	40d	04/26/21	06/21/21
RFP Issued	1d	04/26/21	04/26/21
Proposal Development	9d	04/27/21	05/07/21
Proposal Submitted (5/10/21)	1d	05/10/21	05/10/21
Proposal Evaluation	16d	05/11/21	06/02/21
Shortlist Presentation	1d	06/03/21	06/03/21
Verbal Award	1d	06/11/21	06/11/21
Contract Negotiations	5d	06/14/21	06/18/21
Contract Signed (Assumed June 21, 2021)	1d	06/21/21	06/21/21
COSD District Boundaries Mapping	10d	06/29/21	07/13/21
Project Initiation	5d	06/29/21	07/06/21
Project Kick-off	5d	06/29/21	07/06/21
Internal Team Kick-off	1d	06/29/21	06/29/21
Prepare for Client Kick-off	3d	06/30/21	07/02/21
Full Team Project Kick-off	1d	07/06/21	07/06/21
Update Project Plan	5d	07/07/21	07/13/21
Communication Sub-Plan	1d	07/07/21	07/07/21
Schedule Sub-Plan	1d	07/08/21	07/08/21
Data Management Sub-Plan	1d	07/09/21	07/09/21
System Management Sub-Plan	1d	07/12/21	07/12/21
Map Cartography Sub-Plan	1d	07/13/21	07/13/21
Mapping System Configuration	31d	07/14/21	08/25/21
Provision Amazon Web Services	2d	07/14/21	07/15/21
Install Esri Redistricting Solution	4d	07/16/21	07/21/21
Load Initial Data including IRC approved data	2d	07/22/21	07/23/21
Setup User Access	1d	07/26/21	07/26/21
Configure Online Tutorials	1d	07/27/21	07/27/21
Installation Acceptance Testing	1d	07/28/21	07/28/21
Training	5d	08/05/21	08/11/21
Develop and Execute Training Plan	1d	08/05/21	08/05/21
Provide hands-on live training	4d	08/06/21	08/11/21
7 Pre-Mapping Public Hearings	14d	08/03/21	08/20/21
Pre-Map Public Hearing (1)	2d	08/03/21	08/04/21
Hearing (Assume 8/3/21)	1d	08/03/21	08/03/21
Process Hearing Input	1d	08/04/21	08/04/21
Pre-Map Public Hearing (2)	2d	08/06/21	08/09/21
Hearing (Assume 8/6/21)	1d	08/06/21	08/06/21

Task Name	Duration	Start	Finish
Process Hearing Input	1d	08/09/21	08/09/21
Pre-Map Public Hearing (3)	2d	08/11/21	08/12/21
Hearing (Assume 8/11/21)	1d	08/11/21	08/11/21
Process Hearing Input	1d	08/12/21	08/12/21
Pre-Map Public Hearing (4)	2d	08/13/21	08/16/21
Hearing (Assume 8/13/21)	1d	08/13/21	08/13/21
Process Hearing Input	1d	08/16/21	08/16/21
Pre-Map Public Hearing (5)	1d	08/17/21	08/17/21
Hearing (Assume 8/17/21)	1d	08/17/21	08/17/21
Process Hearing Input	1d	08/17/21	08/17/21
Pre-Map Public Hearing (6)	1d	08/18/21	08/18/21
Hearing (Assume 8/18/21)	1d	08/18/21	08/18/21
Process Hearing Input	1d	08/18/21	08/18/21
Pre-Map Public Hearing (7) (Completed by mid-august)	2d	08/19/21	08/20/21
Hearing	1d	08/19/21	08/19/21
Process Hearing Input	1d	08/20/21	08/20/21
Pre-Map Hearing Summaries	3d	08/23/21	08/25/21
Data Configurations	32d	08/26/21	10/08/21
2020 Census P.L. 94-171 Redistricting Data (~August 15, 2021)	1d	08/26/21	08/26/21
P.L. Data Loading into System	2d	09/10/21	09/13/21
Publication of relevant demographic data	2d	08/27/21	08/30/21
Receive Statewide Database Census Adjustments Data (~October 1, 2021)	1d	09/30/21	09/30/21
Load Statewide DB (post 7 days)	1d	10/08/21	10/08/21
Develop Draft Map (start oct 7-10)	3d	10/01/21	10/05/21
Analyze Census and Other Data	3d	10/01/21	10/05/21
Racially Polarized Voting Analysis Report	10d	10/06/21	10/19/21
Begin (requires election data to complete)	1d	10/11/21	10/11/21
Report Development	5d	10/12/21	10/18/21
Report Submission	1d	10/19/21	10/19/21
Prepare, Draw and Review Draft Map	4d	10/06/21	10/11/21
Post Draft Map for Public Comment (30 days)	34d	10/12/21	11/26/21
Post-Map Hearing (1)	2d	10/12/21	10/13/21
Hearing	1d	10/12/21	10/12/21
Process Hearing Input	1d	10/13/21	10/13/21
Post-Map Hearing (2)	2d	10/18/21	10/19/21
Hearing	1d	10/18/21	10/18/21
Process Hearing Input	1d	10/19/21	10/19/21
Process Public Maps	10d	10/20/21	11/02/21
Post-Map Hearing Summaries	4d	11/03/21	11/08/21

Task Name	Duration	Start	Finish
Final-Map Development	14d	11/09/21	11/26/21
Prepare Final Map Revisions Recommendations	2d	11/09/21	11/10/21
Process all Commission Approved Inputs	1d	11/11/21	11/11/21
Update Draft Map	3d	11/12/21	11/16/21
IRC Final Map Review (pre-publication)	3d	11/17/21	11/19/21
Final Map Publication	3d	11/22/21	11/24/21
Publication of Draft Map [(7) days prior to Adoption]	1d	11/25/21	11/25/21
Final Maps Approval Deadline (Hard stop 12/15/21)	1d	11/26/21	11/26/21
Project Management (7/7/21-3/31/22)	192d	07/07/21	03/31/22
Monthly Status Report	192d	07/07/21	03/31/22
Maintain Detailed History of Map Development	80d	08/26/21	12/15/21
Deliver Detailed Report Documenting Entire Mapping Process	1d	11/29/21	11/29/21
Project Closeout	80d	11/30/21	03/21/22
Deliver Data to COSD Registrar of Voters	1d	11/30/21	11/30/21
Archive Project data	5d	01/04/22	01/10/22
Meetings, invoicing, final team meeting	50d	01/11/22	03/21/22