

May 11, 2021



Ms. Les Lee Shell
Chief Administrative Officer
Clark County Government Center
500 South Grand Central Parkway, 6th Floor
Las Vegas, NV 89106

Dear Ms. Shell,

Please accept this letter and the attached materials as my formal application to provide redistricting consulting services to the Clark County Commission. **My proposal is rooted in timely and effective communication, my constant, personal, on-site presence, and my commitment to providing high-quality deliverables.**

I am excited to be considered again to assist the Clark County Commission with redistricting services. I started my firm, Main Street Communications, 24 years ago and over that time have assisted multiple Members of Congress with redistricting consulting. As you know, in 2011, I handled redistricting for Clark County. As a result of my efforts, the County Commissioners unanimously (7-0) passed my map; that map was never challenged in court or any other forum.

I offer GIS, planning, communications and innovative outreach services. I am proficient with Caliper's Maptitude for Redistricting, the redistricting software used by most state legislatures in our country. I use Maptitude because it incorporates the latest census information, including both geographic and demographic data, and it is compatible with Google Maps and Google Earth. I used Maptitude during the 2011 redistricting process in Clark County and would use it again in 2021. I have also used it on behalf of the seven Members of Congress who have hired me to build, analyze and evaluate redistricting plans in their home states, including Maryland, Ohio, Georgia, Illinois and North Carolina.

My company is small – it is just me and my assistant. When you hire Main Street, you get me. I will personally handle all of the work. **I will move my family to Clark County for the duration of the project and be on site to work closely with each of the Commissioners and county staff** to better understand the unique nature and special characteristics of each district, including its myriad communities of interest, solicit and seek to incorporate public opinion and, ultimately, provide them with alternative maps for consideration, before winnowing those maps down to a very small number to present for a final vote.

The process would be open, honest, transparent, inclusive and fair; redistricting would be data-driven and would occur without fear or favor. I hope I will again have the opportunity to work with you, your team, and each of the seven Commissioners on this exciting project.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Heller", is written over the word "Sincerely,".

David Heller
President



EXECUTIVE SUMMARY

My name is David Heller and I am the President of Main Street Communications, a political consulting firm I started in 1996. I am also a redistricting expert.

Over the past 26 years, starting with the redrawing of the congressional map in Georgia in 1995 when I was hired by the late Congressman John Lewis following the Supreme Court's ruling in *Johnson I*, I have worked with seven different Members of Congress on redistricting issues. I analyzed the demographic and geographic data in their districts and immediate surrounds, together with voter history, then made suggestions as to how their interests could be advanced with even relatively minor changes in the maps. Depending on whether the Democrats were in control of the redistricting process, I would work closely with state staff to devise a map that best served my clients' needs.

In 2011, after the last census, I was hired by Clark County as its sole redistricting consultant. Once hired, I did the following:

- Moved my family to Las Vegas for the duration of the redistricting process to better know and understand the neighborhoods and communities which comprise the county.
- Met with each County Commissioner to discuss and reach consensus on six overarching redistricting principles: compactness, contiguity, racial balance and minority opportunity (neither "packing" nor "cracking" of districts), preservation of communities, respect for neighborhood boundaries and equal distribution of population.
- Provided population, geographic and demographic analyses of relevant county data.
- Organized, arranged and conducted public community outreach sessions in each of the seven county commission districts, ensuring compliance with state and local "Sunshine Laws," and prepared illustrative maps and materials for each.
- Worked with county staff to draft and publicize press releases and notices of meetings.
- Met individually with each County Commissioner to discuss his or her thoughts on the redistricting process and better understand population trends and communities of interest within each individual county commission district.
- Incorporated public feedback into draft maps.
- Drafted and presented maps to each County Commissioner for their review and comments prior to circulating maps to a broader audience.
- Revised and redrew maps based on the suggestions and comments from County Commissioners.
- Presented a final redistricting map to the County Commission for its approval with a population deviation of less than 0.25%.
 - Won a unanimous 7-0 approval vote of the map I presented to the County Commission.

I am completely proficient in Maptitude for Redistricting, the software program used by the vast majority of state and county legislatures, political parties and public interest groups involved with redistricting. Indeed, my own background is rooted in data: prior to media consulting, I worked for three years as a senior analyst at Cooper & Secrest Associates, then one of the largest polling firms in the Democratic Party, where I poured over reams of demographic, geographic, attitudinal and ideological data, seeking to create a strategic path forward for our political clients.

A. BACKGROUND

Under the U.S. Constitution, the Census Bureau is required to conduct an “actual enumeration” of “all persons” in the United States every 10 years, meaning it is their responsibility to count the “whole number of persons in each State.” The census conducted in 2020 was the twenty-fourth time such a count has taken place.

State Legislatures use this data to redraw state and congressional district boundaries in furtherance of the principal of “one person, one vote.” Municipal and county governments similarly use this data to realign the district boundaries of their governing bodies. Cities and counties in Nevada are required to examine the need to redistrict during the first odd-numbered year after each census is completed.

Because of the Trump Administration’s ill-conceived desire to add to the census additional questions relating to citizenship – and the Supreme Court’s ruling that such questions are not permissible – the federal government will be delayed in releasing census data in 2021. As a consequence, I am proposing an expedited process to comply with State of Nevada Statutes specifying that the redistricting process be completed before the end of 2021.

B. THE PROCESS

I believe in being proactive, starting right away rather than waiting until the last minute. Given the tight timeline, if selected, I would immediately begin preparing a detailed analysis of the changes in each commission district over the past decade. That analysis would include not merely population changes, but also demographic and geographic changes. I would be present for all meetings, interviews, forums and hearings, and interaction with county staff and each Commissioner.

To facilitate communication and speed up the process (essential, given the late start due to the late release of Census data by the federal government), **I would move my family to Las Vegas and live there for the duration of the project.** I would work out of an office in Government Center and be readily available to meet in person with county staff and/or Commissioners as they so desire. There simply is no substitute for prompt, in-person communication.

As someone who has spent most of his adult life working for Democratic Members of Congress, I understand that staff works for its Members. As a result, I would conduct one-on-one meetings with each Commissioner. The purpose of these meetings is two-fold: first, to reacquaint me with their districts and better understand the changes that have taken place in each district over the past decade: the history and evolution of the neighborhoods, the communities of interest, the locations of minority and language-minority groups and the presence of other diverse interests, then see how they compare with municipal boundaries, local school districts and both historical and existing political districts. Second, to agree on the timeline under which work would proceed.

Once the federal government has released the census data (currently scheduled for September), I would acquire the necessary data as well as the base GIS layers. Then I would prepare a series of charts and graphs to illustrate demographic, geographic and population changes in the county over the past decade – and examine the areas within the county where the change is most pronounced. Then I would begin the process of working with county staff to arrange municipal forums to encourage public input into the mapping process (for instance, in 2011, I set up a special e-mail account to receive public feedback from Clark County residents). Throughout the process, I would continue to work closely with county staff to help shape my recommendations to the Commissioners.

From there, I would again hold one-on-one meetings with each Commissioner to review alternative draft maps, solicit their input and suggestions, and ensure the draft maps were respectful of communities of interest within each district. My goal is to ensure the creation of a series of maps with districts that are contiguous and balanced in terms of population but that also respect communities of interest and keep neighborhoods whole (to the fullest extent possible). These maps would be devoid of any favoritism. Above all, though, I would ensure that the maps presented ensure equal opportunity of minority groups (both people of color and language-minorities) to elect representatives of their own choosing, without diminishing their ability to participate in the process.

Once all meetings are completed, I would then prepare three (3) maps along with the related data tables for consideration by the Commissioners. Each map would show clearly the changes in each of the districts, both in terms of district lines and census data including, of course, population and registration, as well as other requested demographic and geographic data. Each presented map would comply with all federal, state and local laws, including Section 2 of the Voting Rights Act and the Nevada Constitution ensuring that neither party nor any incumbent is favored or disadvantaged in the redistricting process. Each map would also have an overall population deviation of no greater than one percent (1%) and, in all likelihood, less than that.

Finally, I would conclude by presenting a report showing how the final map is consistent with the six redistricting principles: compactness, contiguity, racial balance and minority opportunity, preservation of communities, respect for municipal boundaries and equal population. That final report, along with the three maps submitted to the County Commission, would ensure the following:

1. Each district will be within at least one percent (1%) deviation of every other district, and in most cases the deviation would be even less.
2. Each district would be in compliance with all federal state and county laws, including Section 2 of the federal Voting Rights Act of 1965.

C. DETAILED TIMELINE

If selected, I would begin work immediately. I would start by meeting with county staff to discuss the process for redistricting, including the scope, timing, legal issues involved, principles and the goals of redistricting, as well as both the method and timing of planned community outreach sessions. I would also map out the existing districts, illustrating through a series of charts and graphs the degree to which each Commission district is over- or under-populated and the breakdown of minorities and language-minority groups within each district across the county. These charts and graphs would illustrate clearly the demographic, geographic and population changes in the county over the past decade – and examine the areas within the county where change is most pronounced.

The study will start with the data gathering, review of relevant documents and identification of additional data to be collected. Once approval of the methodology is obtained, I will finalize the schedule for initial submittal to the county for final review and approval. Below is a tentative timeline to complete the project prior to the end of 2021:

Date	Event
Prior to June 18	Heller engaged, begins data gathering, and confers with county staff
Prior to June 25	Heller acquires necessary files from county staff for mapping and reviews County Charter and other legal requirements re: redistricting

Prior to July 1	Heller meets with individual Commissioners to discuss changes in the 7 commission districts, process, criteria and Sunshine laws.
Prior to July 15	Heller presents detailed district-by-district analysis to each Commissioner identifying changes in population size and demographic composition
Prior to October 1	Heller acquires relevant Census data from federal government, finalizes timeline with county staff based on when Census data is made available
Prior to October 16	Initial Maps drafted; show existing map vs. various alternatives
Prior to October 30	Host three (3) community meetings across the county; Review alternative maps with the public and seek public input
Prior to November 11	Revise maps with county staff, then revise and review maps with Commissioners
Prior to November 16	Heller makes additional revisions to maps
Prior to November 20	Heller reviews maps with county staff and approve one or more for recommendation
Prior to November 30	Heller meets with Commissioners to discuss final maps
Prior to December 8	Heller presents final map(s) and report to the Commissioners
Prior to December 15	Heller submits final report with three map options and discussion of the considerations underlying those options
Prior to December 22	Heller revises final map based on County Commissioners' requests
TBD	Heller assists county staff in implementation of the final map

D. RELEVANT EXPERIENCE/ COMPANY QUALIFICATIONS

I have been involved with redistricting efforts for 26 years. Beginning with the redrawing of the congressional map in Georgia in 1995 when I was hired by the late Congressman John Lewis following the Supreme Court's ruling in *Johnson I*, I have worked with seven different Members of Congress on redistricting issues in the following states: Maryland, Georgia, Illinois, North Carolina and Ohio. I analyzed the demographic and geographic data in their districts and immediate surrounds, together with voter history, then made suggestions as to how their interests could be advanced with even relatively minor changes in the maps. Depending on whether the Democrats were in control of the redistricting process, I would work closely with state staff to devise a map that best served my clients' needs.

In 2011, I handled all of the redistricting efforts for Clark County. As a result of my efforts working for Clark County, the County Commissioners unanimously (7-0) passed my map and that map was never challenged in any forum.

E. HIGH-RISK AREAS THAT MAY CAUSE DELAYS

The biggest risk area in terms of possible delays is the federal government's release of the 2020 Census data, currently scheduled for September 30, 2021 when the Census Bureau is scheduled to deliver the final redistricting data toolkit to all states and the public. This includes the digital tools which provide access to an integrated software browsing tool for official recipients as well access to the online Data Explorer tool.

The Vintage 2020 estimates are being released on a rolling basis through June, 2021. These estimates are based on the 2010 Census and are created without incorporation or consideration of the 2020 Census results. They are regarded as a “research series” rather than official estimates and are used largely for evaluative purposes, often in comparisons with the 2020 Census data.

F. KNOWLEDGE & LOCAL FAMILIARITY

Having had the opportunity to handle redistricting for Clark County during the most recent redistricting process, I am extremely familiar with the County and each of the seven county commission districts, as I was the one who drew those districts. I am familiar with the population and registration data for each of the seven districts, as well as those numbers from the previous map, to provide a unique historical perspective.



Dave Heller Bio

Dave Heller is one of the top political consultants and campaign strategists in the Democratic Party. As president of Main Street Communications, an award-winning political media firm, Dave has compiled the best won-loss record in the Democratic Party helping clients win election to Congress. Dave's clients have won 15 out of 19 general election open seat races for Congress (open seats being the most contested races).

In 2010, Dave's clients won 4 out of 5 "toss-up" races – the best winning percentage in the party including then-U.S. Rep. Joe Donnelly (Ind.), the only one of 15 targeted Democrats from Ohio, Indiana, Illinois and Wisconsin to win re-election that year. In 2012, his clients fared even better, winning 9 out of 10 House races, including two of the four Democrats to win in the reddest congressional districts in the nation, Reps. Mike McIntyre (N.C.) and Collin Peterson (Minn.). In 2014, 2016 and 2018, Dave helped re-elect Peterson with more than 52% of the vote – in a district so red Hillary Clinton garnered less than 31% of the vote.

Among his successes are Maine Governor John Baldacci (the only Democrat to win statewide election since 1988), Attorneys General Darrell McGraw (WV) and Marc Dann (Ohio), and 24 Members of Congress from across the Democratic Party, including current and former Reps. Allen Boyd (Fla.), Sanford Bishop (Ga.), Elijah Cummings (Md.), Joe Donnelly (Ind.), Eliot Engel (N.Y.), Marcia Fudge (Oh.), Alan Grayson (Fla.), Virgil Goode (Va.), Raul Grijalva (Ariz.), Phil Hare (Ill.), Jesse Jackson, Jr. (Ill.), Marcy Kaptur (Oh.), John Lewis (Ga.), Mike McIntyre (N.C.), Dutch Ruppersberger (Md.), David Scott (Ga.) and John Yarmuth (Ky.).

In addition to his campaign successes, Dave has advised a dozen clients on political redistricting. He was very involved in drawing the congressional district lines in Maryland in 2001 and again in 2011 and provided in-depth analysis and modeling for congressional clients in Ohio, Georgia, Illinois and North Carolina. In 2011, Dave was hired by Clark County, Nevada (Las Vegas), to handle redistricting for the county. Dave's map passed unanimously, 7-0, and the lines remained unchanged and unchallenged for the decade.

What makes Dave's success unique is the ideological diversity of his clients; from the far left to the right, Dave has helped win many of the party's toughest races. He has helped elect and re-elect more African-Americans to Congress than any other media consultant, including U.S. Reps. Frank Ballance (N.C.), Sanford Bishop (Ga.), Corrine Brown (Fla.), John Conyers (Mich.), Elijah Cummings (Md.), Marcia Fudge (Ohio), Jesse Jackson, Jr. (Ill.), John Lewis (Ga.), David Scott (Ga.), Maxine Waters (Calif.) and Al Wynn (Md.). Dave has also helped elect many "Blue Dog" Democrats, the party's most conservative voices, including U.S. Reps. Sanford Bishop, Allen Boyd (Fla.), Joe Donnelly (Ind.), Ken Lucas (Ky.), Mike McIntyre (N.C.), Collin Peterson (Minn.), David Phelps (Ill.) and David Scott (Ga.).

Dave has earned 18 Pollie Awards for his ads from his peers at the American Association of Political Consultants. In 1996, *Campaigns & Elections* magazine named Heller a "Rising Star in American Politics." Dave graduated *summa cum laude* and *Phi Beta Kappa* with honors from Brown University and earned a Master's Degree in Politics (M.Litt) from Oxford University (Nuffield College) after defending his thesis. He went on to Yale, where he taught his own undergraduate seminar on 20th century political protest movements.

An avid baseball fan, Dave owns two affiliated Minor League Baseball teams, the Wilmington Blue Rocks, defending Carolina League champions and Advanced-A affiliate of the Washington Nationals, and the Quad Cities River Bandits, Advanced-A affiliate of the Kansas City Royals. In 2015, the readers of *Ballpark Digest* voted Frawley Stadium in Wilmington the nation's best Advanced-A ballpark; *USA Today* and *10Best.com* voted the Bandits' ballpark, Modern Woodmen Park, the Best Minor League Ballpark in America. Complex magazine named it "the #2 Coolest Minor League Ballpark in America" In 2016, Dave's organization, Main Street Baseball, was named *Ballpark Digest's* Minor League Baseball Organization of the Year. The River Bandits have also won *Ballpark Digest's* award for best charitable efforts three of the past five years. He and his wife, June, live in Davenport, Iowa, with their two sons – Dylan (13) and Cade (10).