

## Executive Summary

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

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

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

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

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

Additional Hearings – to ensure public input is heard and taken into account in the redistricting process;

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

Redistricting Partners has the experience and knowledge to assist the County staff and Commissioners in every step of the coming redistricting process, from community engagement, data gathering, line drawing, map presentation and all other technical aspects of the work.

Our work has allowed us to develop experience in all facets of redistricting, from working with a redistricting commission at the Los Angeles Unified School District, to developing outreach in communities across the state with diverse ethnic populations, engaging the public through workshops and mass communication, working with

datasets common to redistricting, such as the decennial Census files and the American Community Survey, and uncommon databases, such as student transportation data, mapping educational needs, healthcare services and creating datasets for different populations of farmers or students or other special requests by agencies or the public. It has also included projects with specific language needs – from Vietnamese and Spanish language interpreters and translation in Santa Ana, to Armenian translation in Glendale, to 12 non-English languages in the Los Angeles Unified School District.

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

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

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

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

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

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

Our firm is one of very few in the country that has been hired by both organizations doing community input and civic engagement, such as the American Civil Liberties

Union, Irvine Foundation, and others, and also done work directly for agencies, from cities to school Councils, water districts and others, and worked for the law firms representing municipal governments.

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

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

### **Major Milestones & Deliverables**

June 1 <sup>st</sup>	Clark County awards contract to Redistricting Partners and enters final negotiations on a redistricting contract.
June 7 <sup>th</sup>	Redistricting Partners meets with County staff to discuss a detailed work plan, hearing schedule, and begin discussion of outreach plan.
June 11 <sup>th</sup>	Redistricting Partners delivers the County a detailed work plan, hearing schedule, outreach plan, redistricting manual, website checklist, and community of interest form for use throughout the process.
June 22 <sup>nd</sup>	Redistricting Partners delivers to the County its Redistricting 101 presentation for use at the County Commission meeting on July 6 <sup>th</sup>
July 6 <sup>th</sup>	Redistricting Partners presents its Redistricting 101 presentation to the Commissioners, which includes a breakdown of the current lines based on the 2015-2019 ACS estimated population data
July – Sept.	Public forums (at least two) are performed to collect community of interest testimony
Sept. 1 <sup>st</sup>	The Census “legacy format” data is processed and ready to be used in the redistricting process
Sept.	Redistricting Partners participates in one-on-one meetings with each Commissioner.
Sept. 21 <sup>st</sup>	Redistricting Partners presents at least 3 draft redistricting plans to the County Commission at a public meeting with an open discussion on changes requested.
Oct 5 <sup>th</sup>	A second mapping meeting before the County Commission to present

changes made to the initial plans with the hope that one plan is selected to be vote on at the next Commission meeting.

- October 19<sup>th</sup> A final Commission meeting to pass the final redistricting plan for Clark County Commission districts.
- Nov. 2<sup>nd</sup> An optional meeting if a final plan is not passed during the October 19<sup>th</sup> meeting.
- November Redistricting Partners works with County staff to implement the final redistrict map passed by the County Commissioners.

## Client List

### Past Client List (excluding current 2021-2022 contracts)

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

### Current Client List (for 2021-2022 Redistricting Cycle)

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

## Proposed Staffing and Organization

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

### **Paul Mitchell – Lead Demographer / Principal**

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

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

### **Chris Chaffee – Chief Operations Officer**

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

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

### **Sophia Garcia – GIS & Outreach Specialist**

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

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

**Kimi Shigetani – Chief Administrative Officer & Project Lead**

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

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

All resumes can be found in Attachment A.

## Attachment: Resumes

The following are resumes for each of the staff members that we envision would be working directly with the county within this redistricting process.



# Paul Mitchell

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Sacramento, CA 95864

[Paul@redistrictingpartners.com](mailto:Paul@redistrictingpartners.com)  
(916) 612-8686

## EXPERIENCE

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### **Owner, CEO, Redistricting Partners 2010- Present**

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

### **Vice President, Political Data Inc 2012- Present**

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

### **EdVoice Chief Financial Officer, 2004-2008**

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

### **Chief of Staff, Assemblywoman Nicole Parra 2003-2004**

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

### **Director, Tobacco Free Nonprofit, 2003**

Ran organization focused on increasing the smoking age to 21.

### **Chief Consultant, Assembly Higher Education Committee 2000-2002**

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

### **Governmental Relations Staff, California Medical Association, 1998-1999**

Created and implemented grassroots strategies for physician community in California.

## EDUCATION

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**Associates Degree**, Orange Coast College, 1995

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

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

## **Redistricting Partners**

### **Chief Financial Officer**

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

**May 2011 to Present**

**Sacramento**

## **Chaffee Group**

### **Founder/Principal**

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

**July 2015 to Present**

**Sacramento**

## **Experience**

### **Phil Giarrizzo Campaign Consulting**

#### **Campaign Consultant**

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

**2010 – 2011; 2013 to 2015**

**Sacramento**

### **Chris Garland for Assembly**

#### **Campaign Manager**

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

**June 2010 Primary**

**Sacramento**

### **Planned Parenthood Mar Monte**

#### **Campaign Coordinator**

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

**Fall 2008**

**Sacramento, CA**

## **Education**

### **McGeorge School of Law**

JD and Certificate in Government Law and Policy

**2005 – 2008**

**Sacramento, CA**

### **UC Berkeley**

Bachelor of Arts, Political Science and Alumni Scholar

**1998-2003**

**Berkeley, CA**

# **Sophia M Garcia**

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661-369-2975 | [mail@sophiagarcia.com](mailto:mail@sophiagarcia.com) |

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## **PROFESSIONAL SUMMARY**

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

## **RELEVANT EXPERIENCE**

### ***GIS Analyst, Dolores Huerta Foundation***

Bakersfield CA, May 2017– Present

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

### ***GIS Technician, Kern County Public Works Department***

Bakersfield CA, June 2016– March 2017

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

### ***Planning Intern, Kern Council of Governments***

Bakersfield CA, September 2015–June 2016

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

### ***GIS Intern, Kern County Department of Agriculture and Measurement Standards***

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

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

### ***Guthman Program IT Intern, Wellesley College Library and Technology Services***

Wellesley MA, September 2013 – May 2014

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

# Kimi Shigetani

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Linked In: [www.linkedin.com/in/kimi-shigetani](http://www.linkedin.com/in/kimi-shigetani)

## Summary

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

## Experience

**Redistricting Partners, Sacramento CA** 2021-Present  
*Chief Administrative Officer*

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

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

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

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

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

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

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

- Maintained and developed relationships with community colleges statewide, President, Chancellors, locally-elected boards, state offices, vendors, affiliate groups and other system stakeholders.
- Developed programs and best practices around emerging issues such as Redistricting, budget issues and facilities issues
- Developed marketing and education platforms for diverse audiences on emerging issues
- Planned, managed and executed statewide events, conferences, leadership development events and exhibit halls.

### *Director, District Services*

- Managed and developed multiple and diverse programs for statewide association focused on assisting community colleges within the state of California.
- Developed relationships with vendors, college Presidents/Chancellors, college administrators, and other college focused associations and consultants.
- Managed board of directors for programs, request for proposal processes and advisory board for general guidance.

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

**Snohomish County Workforce Development Council, Everett WA**

2002-2007

***Contracts and Compliance Director***

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

***Certification and Compliance Manager***

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

***Youth Account Executive***

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

**King County & Shoreline Community College Partnership, Shoreline WA**

1999-2002

***Site Manager, Learning Center North***

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

**Education**

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

**Volunteer Work**

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