RESPONSE TO RFP 100-22

NEWPORT MESA UNIFIED SCHOOL DISTRICT

for

Demographic Analysis and Census Mapping Services for Board of Trustee
Area Boundary Redistricting

CONTACT

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Dear Mr. Geiszler,

On behalf of the The Redistricting Collaborative, Lucien Global dba Lucien Partners (hereafter referred to as “Lucien Partners”) is pleased to offer a response to Request for Proposal, seeking Demographic Analysis and Census Mapping Services for Board of Trustee Area Boundary Redistricting for the Newport Mesa Unified School District.

The Redistricting Collaborative is joint venture of three industry leaders in their respective fields, providing the most comprehensive package of services to public agencies seeking to comply with federal, state, and local redistricting mandates. The Redistricting Collaborative includes Darryl Lucien, Managing Partner; Brian Adams, Digital Media Manager; Chris Skinnell, Partner, law offices of Nielsen Merksamer; James Mansfield, Chief Executive Officer, Cartifact, a cartography firm specializing in data analysis and of Census information processing.

The Redistricting Collaborative brings decades of experience delivering the essential skills to draw political districts, elicit support from key stakeholders and voters, and develop and execute a process that is above reproach and passes the highest levels of legal enquiry. This includes analyzing demographic shifts and trends, voter turnout trends, drawing political districts, identifying and engaging key stakeholders throughout the process, liaising closely with media to ensure full transparency, and facilitating voter engagement and mobilization.

Public scrutiny of redistricting processes will continue to increase and demands for transparency and seamless public engagement will remain strong. The Redistricting Collaborative proposes to develop a robust public engagement process that exceeds the requirements of existing law, to ensure that the governing body of the Newport Mesa Unified School District is credited as a national leader in constituent dialogue.

The Redistricting Collaborative collectively exceeds the requirements set forth in the Newport Mesa Unified School District RFP for redistricting services. Hereafter, all references to the “Redistricting Collaborative” will include Lucien Partners and all of its subcontractors. We look forward to employing our collective experience toward the successful execution of these objectives.

Sincerely,

Darryl Lucien, Partner and Project Manager
Lucien Partners
Section I: Qualifications and Methodology

The Redistricting Collaborative has extensive experience writing and shepherding policies related to elections and redistricting into law, counseling on the redistricting process, electoral experience, and advising local governments. The Redistricting Collaborative is well equipped to provide the following services:

- **Census Bureau Data Analysis** - Our professionals delve deeply into Census Bureau data to understand the development of your jurisdiction’s historical maps and immerse ourselves in recent Census Bureau to produce comprehensive visuals of how your constituents and jurisdiction are changing.

- **Cartography** - Our professionals communicate complex data sets through illustrative, straightforward maps that capture jurisdiction demographics, educational attainment, the prevalence of public resources, household income levels, and other data sets as requested by the jurisdiction (see Attachment A). Our goal is to effortlessly assist your jurisdiction in understanding your constituencies.

- **Public Education, Engagement, and Outreach** - We develop comprehensive public engagement plans that reach each of the constituencies present in your jurisdiction, in their native languages, and on their terms. We have experience leveraging earned media, digital media, telephone town halls, physical and digital open-house events, text messaging, ethnic media, and other media forms as appropriate.

- **Communications Strategy and Content Development** - Our communications strategies are multilingual, culturally competent, and tailored for maximal resonance. We develop digital content, including videos for distribution on social media, explaining the process, its importance, and simplifying engagement.

- **External and Stakeholder Relations** - We recognize that public agencies are under considerable scrutiny undertaking the redistricting process. We tailor our recommendations to insulate your jurisdiction from media scrutiny, legal scrutiny, and political scrutiny, creating a process that is perceived as accessible, inclusive, engaging, democratic, and legal.

- **Legal Analysis** - Our legal team has never had a map successfully overturned in litigation. In addition to the maps, we also scrutinize the legislative process, public engagement process, and official dialogues to ensure absolute compliance with the spirit and the letter of the law.
Management and Schedule of Projects

The Redistricting Collaborative is agile and proficient in managing multiple projects. The Redistricting Collaborative employs industry-leading project management software to coordinate the work performed by our team, and to allow The District’s team to receive real-time updates on our progress and activities. Our team envisions working with The District’s designees to develop a timeline for deliverables, subject to acceleration, based on the client’s needs.

Additionally, our team envisions schedule recurring meetings and District study sessions to provide updates on deliverables. Presentation handouts will outline redistricting criteria options, incorporate feedback gleaned from outreach efforts, slide decks and boundary plan scenario maps.

The Redistricting Collaborative will also participate in remote meetings, as required. All Redistricting Collaborative members will be available throughout the week during the scope of this project and will scale-up available, based on client demand. Our Project Manager, Darryl Lucien, is available on-call, and available to meet with District officials upon request.

Our legal team has extensive experience managing time-sensitive redistricting projects, mindful of the particular time constraints that public agencies face due to Brown Act and other considerations, and the firm has no commitments, or other obstacles that would prevent us from providing the necessary redistricting services to The District. Though the firm seeks lean staffing to minimize the cost to its clients, the size of its redistricting team ensures that the firm is fully capable of responding in timely fashion to its clients’ needs.

Our speed of turnaround is one of its primary selling points to most of its clients, especially those in real estate and banking to whom time is absolutely of the essence. Their standard turnaround is same or next day and they will always accommodate rush requests when necessary. They are extremely responsive and no request goes unanswered for more than a few minutes.

Our team works as a cohesive unit and maintains a group CC for all e-mails ensuring that if a team member is temporarily unavailable, another staff member will still fill the request immediately in their absence.

Stakeholder Management Plan

The Redistricting Collaborative will produce a Stakeholder Management Plan that identifies interested stakeholders and is tailored to support proactive engagement and mitigate opposition controversy. These stakeholders may include, but are not limited to, state-elected officials, local public officials, interested legal observers, local interest groups, and media stakeholders.

With authorization from The District, the Redistricting Collaborative would also seek to present maps stakeholders within The District, and to The District’s Legislative and Congressional delegations and other stakeholders.

The State of California’s Redistricting Commission was required to approve Legislative and Congressional lines on August 15, 2021. However, on July 17, 2020, the California Supreme
Court granted the Legislature’s emergency petition and issued a peremptory writ of mandate for a four-month extension to California’s redistricting deadlines. The Redistricting Collaborative proposes to develop a strategic plan that guides The District through the legislative, legal, political, and media risks that are present in redistricting processes.

Public Engagement

A strong public engagement process will insulate public agencies from unnecessary political and media scrutiny, and will additionally bolster a public agency’s legal defense if maps are subjected to legal scrutiny.

The Redistricting Collaborative envisions developing a public engagement process that is robust on the frontend to ensure a strong, impenetrable legal defense for the next decade and beyond. We propose the following activities to be included in a robust public engagement process, however, we will tailor any such efforts to the goals of the District:

Content Marketing Plan

The Redistricting Collaborative proposes to develop written, visual, and digital content in multiple languages (as necessary) that simplifies the redistricting process and the role that neighborhoods can play in shaping the process. The goal of this strategy is to develop content for The District to amplify through its existing communications channels. This will establish a track record of accessibility and inclusivity as The District seeks to project its compliance with the letter and spirit of applicable federal, state, and local laws, as well as public expectations.

Digital Media Plan

The Redistricting Collaborative proposes to develop a digital communications presence for The District to engage interested stakeholders and community members on the redistricting process.

The digital media plan may involve the creation of a website specific to the District’s redistricting effort. We can also assist the district with its social media communications in relation to this redistricting process as necessary. Our methodology includes identification of interested public agencies, and prominent service and neighborhood organizations to develop a synchronous social media strategy.

The Redistricting Collaborative will calendar weekly posts and seek amplification of the redistricting messaging by allied organizations, seeking to raise awareness about The District and elicit community engagement.

Redistricting Schedule

A proposed schedule for conducting redistricting hearings and adopting maps is included in Appendix A.

Sample Maps

To further demonstrate our qualifications, we have attached a set of sample maps that our team has developed. This map set is included in Appendix B.
Section II: The Redistricting Collaborative

Lucien Partners

Lucien Partners’ principal, Darryl Lucien, served as the Chief of Staff to the Chair of the California State Assembly Committee on Elections, Redistricting, and Reapportionment. During his tenure overseeing this committee’s work, Lucien evaluated dozens of bills relating to voting rights, campaign finance, and redistricting.

The following examples demonstrate Lucien Partners’ ability to provide public relations support, and to collaborate with outside agencies to secure community support, and engineer platforms for public comment and informational meetings. Each of these successes illustrate Lucien Partners’ ability to engage and mobilize community members, build coalitions, and develop media engagement strategies.

Lucien Partners has been retained to assist another Southern California water district complete its decennial redistricting process. Lucien Partners has provided this client a comprehensive training on federal and state laws concerning redistricting, including federal and state case law that has shaped the current requirements. This has included, but has not limited to, the federal voting rights act, the California Voting Rights Act of 2001, and the California FAIR MAPS Act.

This specific jurisdiction is statutorily required to reduce the number of elected representatives on its board and Lucien Partners is currently working on an outreach plan to educate the public about the ramifications of this change. To date, Lucien Partners has successfully assembled a plan for public outreach that the Board has approved and is executing this plan as directed.

In early 2020, Lucien Partners was retained by a technology unicorn (valued over $1B), to combat a series of government regulations designed to control the company’s pricing. Previous efforts by the client included the hiring of four lobbying firms, all of whom were unsuccessful in their attempts to assist the client. One month after the legislation was introduced, and two weeks before the legislation would receive a vote, Lucien Partners was retained to advocate on the client’s behalf.

Lucien Partners demonstrated an ability to utilize earned media, leverage the company’s relationships with community organizations, and quickly build relationships community relationships to empower local voices to educate decision makers on the unintended consequences of their proposed policy actions.

Mobilization of community members and industry workers resulted in the following success: Lucien Partners leveraged the increased visibility to produce sufficient opposition to the legislation, which forced additional vetting and subsequent modification, to the client’s benefit.
Nielsen Merksamer

Nielsen Merksamer’s expertise in advising public agency clients with the process of redistricting is unparalleled in the State of California. The Nielsen Merksamer client list, specifically for redistricting services, includes hundreds of public agencies, including several large counties, a host of cities, school districts and special districts. We are experienced in all of the usual and customary elements of redistricting counsel including:

(1) working closely with public agencies and their demographic/GIS staff and other consultants to address competing interests, develop a process for successful redistricting, and develop solutions to seemingly conflicting political demands and legal criteria;

(2) advising on applicable federal and state law as the new redistricting plan develops;

(3) presenting at public and closed session meetings and providing counsel concerning associated Brown Act and Public Records Act issues;

(4) preparing documentation required to enact and implement a redistricting plan and conduct elections thereunder;

(5) retaining experts and services as necessary; and

(6) litigation concerning all aspects of voting rights law, redistricting and elections law.

Our redistricting legal team also brings substantive experience and expertise in the technological aspects of redistricting (i.e., the technology for drawing district boundaries), with proficiency in the use of Maptitude for Redistricting software, thus enabling us to identify potential obstacles and provide superior counsel to the client under the protection of the attorney-client privilege.

Nielsen Merksamer understands the intricacies of the Census data, and the data sources required to construct a Voting Rights Act-compliant redistricting database, in accordance with U.S. Department of Justice standards, and state law.

Redistricting plans submitted by Nielsen Merksamer and adopted by public entities have successfully withstood all legal challenges.¹

As a law firm of approximately 25 lawyers, Nielsen Merksamer provides political and government law, litigation, and advocacy services for hundreds of clients, with a focus on voting rights and redistricting matters. The firm has represented more than 150 public agency clients over the past decade in all aspects of the process, as well as numerous additional agencies over the past 40 years, and is unparalleled by any firm in the State of California.

¹ Note, prior results do not guarantee future outcomes.
Cartifact

Founded in 2000, Cartifact is located in the Arts District of Downtown Los Angeles, primarily serving real estate and government clients. Cartifact uses numerous commercial and publicly available data sources, as well as primary research and information from clients to produce comprehensive data analyses and maps.

Past government clients include the City of Los Angeles, the State of California, numerous Business Improvement Districts, and the Community Redevelopment Agency. Public projects such as these have required the ability to sensitively balance the concerns and needs of various stakeholders, including charitable groups, other government agencies, special interest groups, and local homeowners. Deliverables include map production for internal agency and external public usage, wayfinding signage for roads and trails, and data analysis and visualization of surveys and community input.

Cartifact currently serves approximately 150 clients annually, including the City of Los Angeles, the State of California, numerous Business Improvement Districts (Downtown Center, South Park, Fashion District, Historic Core, Hollywood, Miami), and The State Water Project.
Redistricting & Map Development Client References

Each partner of the Redistricting Collaborative has an extensive set of clients for which they provide services. Additional references available upon request.

Lucien Partners has provided its clients with community engagement, advocacy, coalition building, mobilization, and media liaising services.

Central Basin Municipal Water District
Alex Rojas, General Manager
323-895-6185
alexr@centralbasin.org

The Nielsen Merksamer firm has provided legal research, counsel, compliance, and litigation services over the past three years, with a specific focus on redistricting and voting rights projects.

City of Novato
Jeff Walter, City Attorney
415-899-8900
jwalter@walterpistole.com

City of Martinez**
Eric Figueroa, City Manager
925-372-3505
efigueroa@cityofmartinez.org

**Redistricting services provided by Nielsen Merksamer (2010 Census), retained for 2021.

Cartifact provides cartography, demographic and census data analysis to its clients.

Downtown Center Business Improvement District
Elan Shore, Director, Research & Special Projects
213-416-7518
eshore@downtownla.com
Additional Clients & References

Each partner of the Redistricting Collaborative has an extensive list of clients for which they provide services. Additional references available upon request.

Lucien Partners - Project Management - Media/Community/Media Engagement

Lucien Partners has provided the following clients with government relations, advocacy, coalition building, community engagement and mobilization, and media liaising services over the past three years:

- **Los Angeles Unified School District**
  Martha Winston, Director of Government Affairs
  805-588-5594
  martha.alvarez1@lausd.net

- **United Health Care**
  Jose Ugarte, *Prime Contractor*, on behalf of United Health Care
  818-571-5391
  jose@ugarteandassociates.com

- **Bulletin Displays**
  Mark Kudler, *President*
  714-470-6020
  Mark.k@bulletindisplays.com

- **Los Angeles Police Protective League**
  Craig Lally, *President*
  Primary Contact: Teresa Ochoa
  (213) 251-4554
  teresa@lappl.org

- **Charles R. Drew University of Medicine and Science**
  Angela Minniefield, *Senior Vice President*
  (323) 357-3669
  Primary Contact: Cazzie Burns
  Contact Email: cazzieburns@cdrewu.edu
The following is a sample listing for whom the Nielsen Merksamer firm has provided legal advice and litigation services over the past three years, with a specific focus on redistricting and voting rights projects:

- **County of Merced**
  - Jim Brown, *County Administrative Officer*
  - 209-385-7637
  - ceo16@co.merced.ca.us

- **County of San Diego Redistricting Commission**
  - Andrew Potter, *Executive Director*
  - 619-531-5431
  - Andrew.Potter@sdcounty.ca.gov

- **San Diego County Board of Education**
  - Aaron McCalmont, *Legal Analyst*
  - 858-295-6613
  - aaron.mccalmont@sdcoe.net

- **City of Martinez**
  - Eric Figueroa, *City Manager*
  - 925-372-3505
  - efigueroa@cityofmartinez.org

- **City of San Rafael**
  - Rob Epstein, *City Attorney*
  - 415-485-3080
  - rob.epstein@cityofsanrafael.org

**Redistricting services provided by Nielsen Merksamer (2010 Census), retained for 2021.**

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2 Since the release of the 2010 Census, Nielsen Merksamer has represented in excess of 100 public agencies in connection with redistricting and voting rights, and currently represents hundreds of clients on a broad array of political and government law issues. A summary of the firm’s redistricting clientele can be found on its website at https://www.nmgovlaw.com/practice-area/voting-rights-redistricting/?listing; additional information available upon request.
Cartifact - Cartography, and Demographic, Economic, and Census Data Analysis

Cartifact has provided cartography, demographic or census data analysis to the following clients within the past year:

- **Downtown Center Business Improvement District**
  Elan Shore, Director, Research & Special Projects
  213-416-7518
  eshore@downtownla.com

- **Miami Downtown Development Authority**
  Ivery Boston III, Manager, Innovation and Insights
  305-379-6573
  boston@miamidda.com

- **City of Los Angeles, Department of Recreation and Parks**
  Tracy James, Parks Services
  323-661-9465
  tracy.james@lacity.org

- **Eastdil Secured**
  Nick Leitner, Marketing Associate
  310-526-9363
  nleitner@eastdilsecured.com

- **Cushman & Wakefield**
  Arielle Siegel, Senior Marketing Associate
  310-228-1215
  arielle.siegel@cushwake.com
Section III: Personnel & Experience

Redistricting is a multifaceted process requiring layers of expertise to ensure that districts withstand legal, political, and media scrutiny. The Redistricting Collaborative is structured to assist The District with navigate each of these challenges.

The following team members will serve as primary direct contacts for The District:

**Darryl Lucien (Project Manager and Head of Public Engagement)** is the Managing Partner at Lucien Partners, bringing more than 12 years of senior legislative, governmental advocacy, public affairs, and political campaign experience. Lucien will serve as both the Head of Public Engagement and the project manager liaising with The District, ensuring accountability for all performance requirements, and managing the redistricting process to ensure client satisfaction, and compliance with all applicable legal requirements. On behalf of the team, he will act as the primary project contact, managing the workflow, production, and quality assurance.

During Lucien’s tenure in the Legislature, he guided over 60 bills into state law, and secured hundreds of millions of dollars in funding for California clients and constituents. He served as an advisor and later Chief of Staff to the Chair of the Assembly Committee on Elections, Redistricting, and Reapportionment, advising the Chair and Committee members on numerous bills referred to that committee. These bills were principally focused on improving voter access and participation, modernizing and streamlining California’s elections, improving voter registration, and campaign disclosure and transparency.

In his role as the Chief Consultant to the Los Angeles County Caucus, Lucien regularly facilitated convenings that included the Metropolitan Water District, Southern California Association of Governments, Los Angeles Unified School District, and County of Los Angeles to strengthen their cohesiveness and mobilize the caucus toward the attainment of regional goals.

Lucien is a graduate of CSU Long Beach in political science and is a married father of six children.

**Brian Adams (Head of Digital Media)** is a strategic advisor of the Lucien Partners firm, providing online branding, website design, digital media consulting specializing in political campaigns, corporate branding, nonprofit advocacy and branding, public advocacy campaigns and public figures. He is an industry leader for political campaigns’ online presence, website, social media accounts and overall messaging strategy.

Brian Adams will serve as the Digital Media Manager for this project, ensuring that stakeholders, community members, and media have access to all of the work products that are a result of this redistricting effort.

Brian’s work for statewide messaging initiatives have produced significant results. His recent work has included overseeing the California End Child Poverty campaign which received over $2 billion in state appropriations to eliminate child poverty in California, managing the Keep CA Clean public affairs initiative, an online campaign, to gain support...
for the garbage and recycling industry, during the current pandemic, that resulted in the allocation of $300 million for the industry.

Brian’s work has been featured in Campaigns and Elections, Los Angeles Times, Sacramento Bee, KPCC, Jewish Journal, LA Weekly, Patch, Argonaut and many more local publications. In addition, his work has been featured in all of California’s major television markets. He is a social media trainer for the following organizations: US Department of Housing and Urban Development, Los Angeles City Council, Emerge California, Ignite, Special Needs Network, City of Carson, and several members of the California State Legislature.

Brian is a resident of West Los Angeles. He received his baccalaureate education from Hobart and William Smith Colleges in the state of New York, and is a husband and father of one.

**James Mansfield (Head of Data Analysis & Cartography)** is a Co-President of Cartifact, a cartography and design firm serving clients in real estate, technology, film and television, and government, and contributes his expertise in data analysis and cartography services on behalf of the collaborative. Analyzing US Census and other geographic data, his firm generates easily readable presentation visuals which can be used to simplify communication relating to the spatial variables used in determining district boundaries.

James Mansfield and his team at Cartifact will serve as the Cartographers for this project and provide data analysis on 2020 Census Data, demographic trends and shifts, economic trends and shifts, and other analyses at the request of client. James Mansfield will be the primary point of contact on all data analysis and mapping assignments.

James has previously worked as a GIS Specialist for the National Park Service, Santa Monica Mountains National Recreation Area. At Cartifact he has managed a number of projects for government clients, including production of the official City maps for Griffith Park, Hansen Dam Recreation Area, O’Melveney Park, and Exposition Park; comprehensive road and trail wayfinding signage for Griffith Park, Runyon Canyon, and the Griffith Observatory; and analysis and mapping of community response input for the Los Angeles City Planning “Creative Open Space LA” project covering Boyle Heights, South LA, Pacoima, Wilmington, Downtown LA, and South Los Angeles.

James graduated from California State University, Northridge in 2010 and lives in Los Angeles.

**Chris Skinnell (Head of Legal)** is a partner and general counsel at Nielsen Merksamer. The Nielsen Merksamer law firm will serve as the project’s Legal Counsel, ensuring The District has an intimate understanding of the legalities governing this process, and that the work products generated will withstand legal challenges. Mr. Skinnell will be the primary project contact on legal assignments.

Chris has extensive experience with redistricting and voting rights matters, from the legal, academic and technical perspectives. He has advised scores of counties, cities, school districts and special districts on compliance with state and federal laws governing redistricting; has counseled many additional public entity clients regarding the

Chris graduated magna cum laude from Claremont McKenna College and received his law degree from the University of Chicago Law School, where he served as the Editor-in-Chief of the University of Chicago Legal Forum.

In 2019 and 2020, Chris was selected as a Northern California Super Lawyer, having previously been named a Rising Star five times, from 2013-2017. He was the subject of a feature article in the 2020 edition of Super Lawyer magazine entitled “The Electioneer.” Only the top 5 percent of all attorneys in California are named as Super Lawyers. They are selected through peer nominations and evaluations along with third-party research. Sacramento magazine selected Chris for inclusion in its list of Top Lawyers of 2015. Attorneys were selected for inclusion on the list through a survey of Sacramento-area attorneys conducted for Sacramento magazine by Professional Research Services.

Additional Team Members:

Marguerite Mary Leoni is a partner of the Nielsen Merksamer law firm, whose practice focuses on legal counseling and civil litigation relating to voting rights and redistricting questions, school district reorganizations, campaign, government and initiative/referendum law, and complex issues pertaining to elections administration. Her practice includes both advising clients on these matters as well as trial and appellate practice.

Marguerite has represented numerous state agencies, municipalities, counties, school districts and other special districts on districting, redistricting, voting rights and electoral matters, including unique expertise in the California Voting Rights Act. She has assisted in all phases of voting rights and redistricting cases including design of redistricting plans, the public hearing process, analysis of proposed alternatives, enactment procedures, referenda, districting and redistricting, preparing and advocating preclearance submissions to the U.S. Department of Justice when required, and defending federal and state court litigation concerning the legality of electoral systems under the federal constitution and Voting Rights Act.

Marguerite represented the Administrative Office of the Courts on federal Voting Rights Act issues and electoral questions pertaining to trial court unification in California. She also represented the Florida Senate in designing that state’s 2002 Senate and congressional districts, Voting Rights Act preclearance, and in defending against ensuing state and federal court challenges. She also provided legal counsel to the consultant to Arizona’s Independent Redistricting Commission for the 2001 redistricting of state legislative and congressional seats. Marguerite has substantial expertise and experience in administrative preclearance practice in the United States Department of Justice under Section 5 of the Federal Voting Rights Act.
Marguerite graduated from the University of California, Berkeley, where she earned both Bachelor of Arts and Master of Arts degrees. In 1981, she received her law degree from the University of California, Hastings College of the Law. She was on the editorial staff of the Hastings Law Journal to which she was selected for academic achievement. She has published articles about Voting Rights Act issues and is a frequent panelist on redistricting and voting rights issues.

Sean Welch is a partner of the Nielsen Merksamer law firm specializing in law and civil litigation in the areas of election, campaign, initiative and referenda, government law, and complex litigation involving highly regulated industries.

Sean has extensive experience guiding clients through the complexities of the initiative and referendum process, from initiative drafting and the formation of ballot measure committees to mounting and defending legal challenges to ballot measures and ballot argument litigation at the state and local level. In addition to successfully litigating multiple cases in this area of law, including the removal of unlawful petitions from the ballot, Sean serves as legal counsel and Treasurer to numerous political committees in favor of or against ballot measures, providing guidance on a wide variety of state and local campaign reporting and disclosure requirements.

Sean is also a trusted resource regarding voter registration issues, balloting, recounts, and election contests, and was a leader of ground teams and litigation strategy for the winning side during the first ever recount of a statewide ballot measure.

Sean also counsels non-profit organizations, corporations, political action committees and individuals on compliance with various federal, state and local election, campaign and government ethics laws, including conflicts of interest.

In addition, he has represented numerous clients in the private and public sectors regarding redistricting, voting rights, and constitutional and government law litigation.

Prior to joining the firm, Sean practiced in the San Francisco office of a national law firm where he represented public and corporate clients in matters ranging from public contracts and regulatory issues to antitrust and unfair competition disputes. He also served as an extern clerk to the Hon. Phyllis Hamilton, United States District Court for the Northern District of California.

Hilary Gibson is a partner in the Nielsen Merksamer firm’s Bay Area office. She advises clients on a wide variety of election law, government law, and voting rights matters, including litigating complex and novel issues arising in these areas of law.

Ms. Gibson has worked extensively with the firm’s voting rights practice over the past decade. She was integral to Nielsen Merksamer’s historic bailout of Merced County from coverage under Section 5 of the federal Voting Rights Act and worked with the U.S. Department of Justice to address a variety of complex issues related to that process.

As a member of the firm’s litigation practice, Ms. Gibson has assisted in the firm’s representation of public entity clients in numerous voting rights act cases, and in that context, has developed expertise in the legal requirements of both the California and Federal Voting Rights Acts.

Ms. Gibson has worked closely with leading demographics and statistical consultants, and has experience reviewing, interpreting, and analyzing statistical and demographic data as
it pertains to the redistricting process. Ms. Gibson is also an expert in election law and political reform legislation including conflict of interest laws and regulations.

She is currently serving as general counsel to the San Diego Independent Redistricting Commission as it undertakes the task of adjusting the County’s supervisorial districts in 2021.

David Lazarus is an associate specializing in election law, voting rights matters, ballot measure legal compliance, school district reorganizations and related education law issues, and state and federal campaign, ethics, and lobbying compliance.

David’s representative work includes defending officeholders, political committees, and corporations in ethics and political law enforcement matters before the Federal Election Commission, House Ethics Committee, Office of Congressional Ethics, and various state and local agencies, counseling a technology corporation’s response to a government agency subpoena, developing corporate political activity policies, litigating election law, campaign finance, and voting rights matters, and forming and counseling non-profit organizations on tax and charitable registration laws. David also has extensive experience advising consulting firms, investors, law firms, and non-profit organizations on the Foreign Agents Registration Act.

David has worked on a wide range of voting rights and redistricting matters. During the 2018 election cycle, he represented committees in multiple state court proceedings to vindicate the rights of disenfranchised voters. He has drafted briefs and worked with expert witnesses in cases challenging restrictive election laws and practices that disproportionately impact older voters, disabled voters, and disenfranchised communities. David has also advised elected officials on the constitutionality of redistricting proposals.

David is a 2014 graduate of Stanford Law School, where he was a member of the Stanford Law & Policy Review. During law school, he worked as a law clerk in the U.S. Attorney’s Office for the Northern District of California and assisted nonprofits with election law reform initiatives. Following graduation, David clerked on the U.S. Court of Appeals for the Ninth Circuit for Judge Michael Daly Hawkins.

Prior to law school, David worked on campaigns and public policy. He served on President Obama’s Presidential Transition Team, followed by the role Senior Advisor to Secretary Tom Vilsack at the U.S. Department of Agriculture. David was also Legislative Assistant to U.S. Senator Richard Durbin, where he worked on the 2008 Farm Bill and helped draft legislation that became the Food Safety Modernization Act (P.L. 111-353).
Section IV: Fee Schedule

The Redistricting Collaborative proposes to provide project management, stakeholder and community engagement, media engagement, website development and maintenance, strategy, cartography, demographic data analysis, economic data analysis, and census data analysis for $75,000 plus reimbursement of travel expenses as necessary. This price also includes Spanish translation of documents as necessary. This fee does not include legal counsel.

The Nielsen Merksamer hourly fee schedule for legal review, which is strongly encouraged, is:

- Chris Skinnell - $635/hour
- Marguerite Leoni - $685/hour
- Sean Welch - $685/hour
- Hilary Gibson - $485/hour
- David Lazarus - $450/hour

To the extent that redistricting/demographic legal expert witness analysis/testimony is needed after the expiration of the contract, our rate is $300 per hour.
Appendix A: Prospective Schedule

Month 1 (August 2021)

- The Redistricting Collaborative will be prepared to provide an overview of the legal requirements associated with the redistricting process—both procedural (hearing requirements, etc.) and substantive (permissible criteria, etc.). This overview will ensure that District principles and staff understand the constitutional and statutory requirements—both federal and state—that govern this process.

- The Redistricting Collaborative also proposes to create dedicated website and social media accounts, specific to the redistricting process, which serve as the primary interface with the public and interested stakeholders. The Redistricting Collaborative will propose a digital media strategy for amplifying The District’s work, in coordination with The District’s public information officer.

- The Redistricting Collaborative will produce a stakeholder management plan that details prospective stakeholders we intend to actively engage. The Redistricting Collaborative will leverage its relationships to preemptively manage prospective media crises, litigation threats, and political threats to this redistricting process.

- The District will need to utilize the state prisoner-adjusted database developed.

- The District will be required to invite the public to present maps and to analyze and review those maps.

Month 2 (September 2021)

- The Redistricting Collaborative will produce a set of maps, based on the most recent U.S. Census Bureau numbers from 2010 and recent American Community Survey data that detail the population density, demographics, median household income, educational attainment, and other District population-related details. This presentation will take complex data and illustrate it with clarity for The District to understand the basis for its current district lines.

- The Redistricting Collaborative envisions presenting its public engagement plan for review to The District for consideration. The Redistricting Collaborative will work with The District on a plan that meets The District’s needs and expectations.

- The Redistricting Collaborative will present also provide an update on the stakeholder management and digital media strategies.

Month 3 (October 2021)

- The U.S. Census Bureau releases the 2020 Census results in late September. Note that the entire set of 2020 census results, only the redistricting subset which includes housing unit counts, race and ethnicity details, and other demographic data. The rest of the data will be released on a rolling basis through 2022.
• The Redistricting Collaborative will prepare an analysis of the changes and produce a set of maps based on the new U.S. Census Bureau data. The Redistricting Collaborative will provide a comparative analysis of the maps produced in March 2021 and the new set of maps, which correspond with 2020 Census data.

• The Redistricting Collaborative will seek feedback and guidance from The District, with respect to the 2020 Census data, and will begin drawing districts that conform with constitutional, statutory, and case law requirements, incorporating feedback to the degree it conforms with legal requirements.

• Upon completion of the map presentations, the Redistricting Collaborative recommends the initiation of a robust stakeholder and community engagement process to gather public feedback. This process may include, but not be limited to, holding virtual open houses to invite public comment and making presentations to interested stakeholders.

Months 4-7 (November 2021 - February 2022)

• The Redistricting Collaborative will present multiple maps with district configurations that conform with the legal requirements for review and feedback. The Redistricting Collaborative will also present variations of the configurations that include other contextual information such as demographics, median household income, and other details.

• As additional data is released from the U.S. Census Bureau through 2022, the Redistricting Collaborative will produce additional maps that provide details about The District. With the final division lines approved by The District, the Redistricting Collaborative will also provide a final set of detailed maps of each region within The District.

• Additional maps will be provided as data is released by the U.S. Census Bureau.

• The Redistricting Collaborative will continue its stakeholder engagement and management process to solicit input.

Month 8 (March 2022)

• The Redistricting Collaborative will seek The District’s direction on final modification requests.

• If the goals of our stakeholder engagement have not been met, this timeline of deliverables will be expanded accordingly.

• The Redistricting Collaborative will present a final set of maps for District consideration and approval and provide counsel on each option.

• The Redistricting Collaborative will compile a catalogue of all public activities undertaken in relation to this effort.

• The Redistricting Collaborative will work with the Los Angeles County Registrar-Recorder’s Office to implement the final adopted plan before any County and State
deadlines and be available to answer questions from staff and the Los Angeles County Registrar-Recorder’s for the duration of this contract

Month 9 (April 2022)

- The Redistricting Collaborative will present the catalogue of public activities undertaken.
- The District will adopt the final maps.
Appendix B: Sample Maps

The following sample maps are included for District review:

- Educational facilities
- Ethnicity
- Healthcare Facilities
- Median Income
- Neighborhoods
- Zoning