

COUNTY OF SAN BENITO

# DEMOGRAPHER SERVICES

Response to Request for Qualifications



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Appendix—Resumes

# 1 Cover Letter

April 29, 2021

## REQUEST FOR QUALIFICATIONS

### Project Contact McKay Larrabee

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FLO Analytics' principal  
place of business is  
Portland, Oregon.

FLO Analytics is a DBA  
of multidisciplinary  
environmental  
engineering firm Maul,  
Foster & Alongi, Inc.,  
(MFA)

**Federal Tax ID:**  
911730412



County of San Benito  
Attention: County Clerk  
440 5th Street, Room 206  
Hollister, CA 95023

Re: Demographer Services for the County of San Benito

Dear County Clerk:

FLO Analytics (FLO) appreciates the opportunity to submit this proposal to assist the County of Benito (County) and the County Staff Advisory Committee (Committee) with redistricting services. We understand that the objective of the project is create supervisorial district boundaries following the completion of the 2020 U.S. Census to ensure they meet all local, state, and federal requirements, and provide ongoing redistricting support to elections staff and the Committee.

We also understand the County is seeking assistance with training the Committee, and county staff on the redistricting process and applicable voting rights and election laws, and with facilitating public hearings to promote public participation. Our team is well qualified to help the County with this important project.

A successful boundary redistricting project requires rigorous analysis, strategic public engagement, and a unique ability to earn the community's trust. FLO's success in this area is a testament to our technical prowess and dedication to the communities we serve. We use custom-designed tools and procedures that specifically promote transparency and help create public buy-in for our proposed solutions. We have deployed our technology and facilitated countless public meetings, both in person and in virtual settings.

Our uniquely qualified team of demographers, GIS analysts, and election law and voting rights experts will ensure a successful and transparent redistricting process that garners public trust and provides the best possible solution. Our team brings:

- Analysts who have developed public-facing tools and technologies that are faster, more reliable, and easier to use than our competitors'.
- A nonpartisan, transparent, and data-driven approach to redistricting. Our team has never contracted with or represented any political party, and we are committed to being unbiased advisors.
- Skilled communicators and facilitators with a history of successfully guiding public agencies and diverse communities through complex projects.
- Elections and voting rights legal experts who understand controversial voting-related issues faced by counties.

## Team Introduction

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

In the past five years, we have conducted over 90 redistricting and demographic analysis projects for public agencies, and in the last year we have expanded our successful process to assist clients in virtual environments due to COVID-19 restrictions. Our portfolio includes some of the most complex, challenging, and fulfilling redistricting projects, including redistricting the school attendance boundaries for Portland Public Schools and The School District of Philadelphia. Over the past year, we have translated our proven approach with school districts to electoral redistricting, and we are currently assisting local governments nationwide. Some of our current and upcoming clients include:

- Plumas County, California
- City of Lincoln, California
- City of Brookhaven, Georgia
- Snohomish County, Washington
- Spokane County, Washington
- Port of Skamania, Washington
- Port of Chehalis, Washington

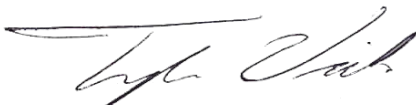
We have been selected to present on local government redistricting at educational events for the Washington State Association of Counties, the Association of Washington Cities, the Colorado Municipal League, and Emerging Local Government Leaders, a national nonprofit organization.

To provide our clients with the best possible redistricting services, we have partnered with RPLG to provide legal guidance throughout the redistricting process as an optional component of this proposal. RPLG's attorneys have spent decades serving public agency clients throughout California. RPLG are government lawyers, first and foremost. A central focus of government law is harmonizing the potentially competing powers of different agencies or officials in a city or county. Many of their attorneys have litigated extensively in the areas of constitutional law, charter powers, preemption, and statutory interpretation.

RPLG's lawyers have unparalleled experience providing practical legal advice on the wide range of elections and voting-related state and federal legal issues faced by cities in California. The firm includes current and former city attorneys, former counsel to the California Secretary of State, and a member of the San Francisco City Attorney's Office Ethics and Elections Team. RPLG has provided election law advice and representation for both routine and cutting-edge legal issues, including recall elections; the Voting Rights Act; the Help America Vote Act; and the certification, security, and reliability of new voting systems.

We believe we are the best team for this project and hope to support the County's redistricting and public engagement efforts. Thank you for considering this proposal, and please contact us if you have questions or would like to discuss our qualifications.

Sincerely,



Tyler Vick  
Principal in Charge

# 2 Qualifications, Abilities, and Experience

## Key Capabilities

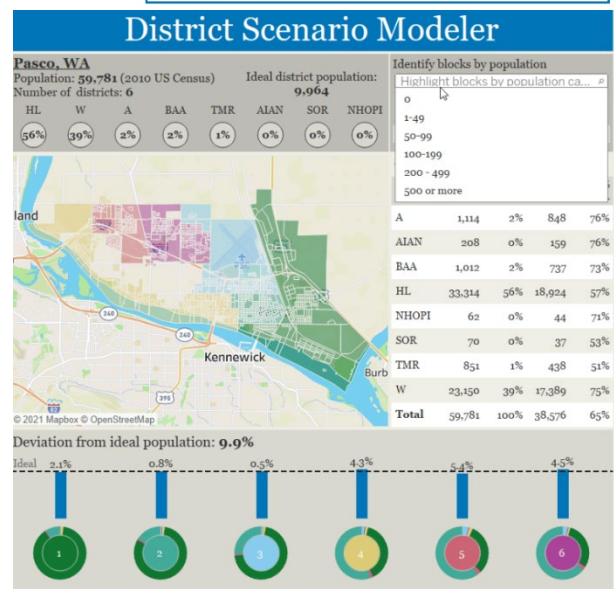
FLO Analytics (FLO) brings a track record of redistricting success, having assisted public agencies of all sizes with redistricting and demographic analysis projects. Every boundary analysis project we have conducted has been approved by the governing council or board.

We have designed our own tools and procedures to create a fully transparent redistricting process that earns the trust of the community. In the past year, we have dedicated countless hours to tailoring our process for success in the virtual environment. Our team has facilitated dozens of virtual public meetings ranging in size from a handful of participants to more than three hundred. This experience, in addition to the skills outlined below, makes us uniquely qualified to perform the services requested.

**Demographic and spatial analysis**—FLO’s team of 25 includes experienced demographers, data analysts, application developers, and spatial analysts. We excel at integrating data sources to perform advanced analyses. Our demographers routinely evaluate land and building development data in combination with demographic information to produce population forecasts.

**Modern technology and tools**—As technical experts, we consider it our responsibility to stay up to date with the latest tools and technologies. We have extensive knowledge of the data analytics and geospatial software landscape and employ only the best products to complete project work. FLO has been an ESRI business partner for nine years, and we are accomplished users of Alteryx, Tableau, QGIS, R, and other mapping and analytical software. The nature of our work makes it imperative that we provide our clients with user-friendly tools, and if the available products do not meet our expectations, we build them ourselves. Our analysts have developed redistricting processes and tools that are faster, more reliable, and easier to use than our competitors’ tools.

**The District Scenario Modeler** is an interactive, web-based mapping tool that we designed to provide your community with an easy way to participate in the districting or redistricting process. The tool allows users to draw their own boundaries and instantly view demographic information to see if the boundaries are population balanced and support fair representation. It includes an embedded form for users to describe their maps and provide information about their community that can be incorporated into the redistricting analysis. The tool includes several features that guide users and help them to create viable district maps. Benefits of the District Scenario Modeler over other redistricting tools include:



- Intuitive interface designed specifically for use by the public
- Easily hosted on any website
- Built in form to capture public comments and feedback on maps

**Public engagement and meeting facilitation with diverse communities and stakeholders**—We bring many years of experience in facilitating genuine communication between elected councils, appointed staff, and stakeholders. We have worked successfully with small rural communities and large diverse areas. The professionals on our proposed project team have experience using in-person and virtual platforms to ensure that public engagement processes are transparent and accessible to members of the community. We have experience communicating to nontechnical audiences and have developed proven workflows to make sure community members know their voices are being heard.

**Experience leading projects subject to legal and regulatory scrutiny**—We have led countless projects that supported court cases or required strict adherence to complicated regulations. Attorneys; private companies; and local, state, and federal government agencies have all called on FLO to provide rigorous technical analyses that stand up in a court of law. Renne Public Law Group’s (RPLG) election law practice recognizes the critical need for local officials to receive timely, accurate, and practical legal advice to solve election problems that arise from state and federal law. The firm is uniquely positioned to provide these expert services in this high-stakes area. RPLG also regularly provides advice and representation on cutting-edge legal issues including recall elections; the Voting Rights Act; the Help America Vote Act; and the certification, security, and reliability of new voting systems.

## FLO Project Examples

We have provided recent examples of previous redistricting work from FLO and legal assistance to California local governments from RPLG.

### City Council Redistricting

CITY OF BROOKHAVEN, GEORGIA

**Project Completed:** expected to be completed in 2021.

**Project Contact:** Chris Balch, City Attorney  
[chris@balchlawgroup.com](mailto:chris@balchlawgroup.com), 404.202-5934

#### Services Provided

- District boundary analysis and modeling
- Public engagement and meeting facilitation
- Redistricting training for council members and the public

Faced with the dilemma of a significantly constrained timeframe to redistrict their city council boundaries, the City of Brookhaven, GA contracted FLO to help them get a jumpstart on the redistricting process. We are using a combination of available population projection and demographic estimate data to create our own estimated 2020 census block demographic attributes tables.

By blending data from the American Community Survey, ESRI’s demographic program, DeKalb County population projections and the city’s building permit and address databases, we will develop highly accurate block-level demographic estimates prior to the Decennial Census PL 94-171 Redistricting Data Summary Files’ release. These estimates allow the city, which has experienced rapid population growth and several annexations since its incorporation in 2012, to create population-balanced districts and ensure fair representation in advanced of an early city council primary election.

### Attendance Area Redistricting

CENTRAL VALLEY SCHOOL DISTRICT WASHINGTON

**Project Completed:** 2018

**Project Contact:** Tim Nootenboom, Associate Superintendent of Learning & Teaching  
TNootenboom@cvsd.org, 509.558.5400

### Services Provided

- District boundary analysis and modeling
- Public engagement and meeting facilitation
- Redistricting training for public committee members

Central Valley School District (CVSD) is in one of the fastest-growing counties in Washington. To get ahead of their community's population growth, FLO helped CVSD redistrict attendance area boundaries, which included the creation of a new attendance area. FLO provided comprehensive boundary review services, guiding the district through our five-step data-driven and consensus-based process that resulted in the CVSD School Board's approval of 13 new elementary school boundaries. FLO also helped CVSD leverage student enrollment forecasts for capacity planning. Using information from in-person interviews with city planners and site developers, data on construction permits, and our mapping and analytical tools, we identified where land use trends would affect the future distribution of students in the district.

## Attendance Area Redistricting

SALEM-KEIZER PUBLIC SCHOOLS, OREGON

**Project Completed:** 2019

**Project Contact:** Michael Wolfe, Chief Operations Officer  
WOLFE\_MICHAEL@salkeiz.k12.or.us, 503.508.9700

### Services Provided

- District boundary analysis and modeling
- Public engagement and meeting facilitation
- Redistricting training for public committee members

In order to balance ten-year projected enrollment and plan for the future, a boundary review of 65 individual schools within a six high school feeder system was necessary. FLO completed several phases of enrollment and facilities planning to support a comprehensive boundary review process for Salem-Keizer Public Schools (SKPS). Pre-boundary review work included using existing elementary school attendance areas and ten-year attendance-based enrollment forecasts to validate SKPS' long-range facilities plan and post-bond 2,200 capacity model for the six high schools. This helped in right sizing SKPS' high schools to confirm recommended capacities from past capital facility planning will meet the needs of SKPS for the next ten years.

FLO then developed five- and ten-year residence-based enrollment forecasts to inform boundary scenario modeling during Boundary Review Task Force meetings. The Task Force was a coalition of approximately 60 parents, principals, community members, and representatives from community-based organizations, charged with providing boundary change recommendations to the Superintendent. New boundaries were presented to the SKPS Board of Directors and approved without revisions in February 2019.

## RPLG Project Examples

### Barrett v. County of Napa

NAPA COUNTY, CALIFORNIA

**Project Completed:** 2020

**Project Contact:** Sherri Kaiser, Chief Deputy County Counsel, Napa County Counsel  
sherri.kaiser@countyofnapa.org, 707.259.8247

In Barrett v. County of Napa, Case No. 18-cv-6124 (N.D. Cal.), we represented Napa County in defending a voter initiative against facial preemption and constitutional vagueness and vested rights challenge brought in consolidated actions. We obtained dismissal of the central part of the case—a federal preemption claim.

Ultimately, the remainder of the case, which was based on an assertion of vagueness, settled based on a clarification of ballot language issued by the County.

## **Sonoma County Board of Supervisors**

SONOMA COUNTY, CALIFORNIA

**Project Completed:** 2020

**Project Contact:** Bruce Goldstein, Former Sonoma County Counsel  
bgoldste3028@gmail.com, 707.481.4027

RPLG represented the Sonoma County Board of Supervisors and successfully defeated the Sheriff's petition for a writ of mandate to require the Board to provide funds to the Sheriff to challenge a county-wide ballot measure that expanded the authority of the Independent Office of Law Enforcement Review and Outreach, the county office that oversees the Sheriff's Department.

## **City and County of San Francisco v. Retirement Board of San Francisco Employees' Retirement System**

CITY AND COUNTY OF SAN FRANCISCO, CALIFORNIA

**Project Completed:** 2019

**Project Contact:** Moira Walsh, Managing Attorney, City and County of San Francisco  
[Moira.Walsh@sfcityatty.org](mailto:Moira.Walsh@sfcityatty.org), 415.55.4707

In City and County of San Francisco v. Retirement Board of San Francisco Employees' Retirement System, Case No. A151518 (Cal. App. 1st Dist. May 10, 2019), RPLG successfully defended San Francisco in its interpretation of a ballot measure that reduced certain pension benefits involving cost-of-living adjustments.



# 3 References

## FLO REFERENCES

### *City Council Redistricting*

#### **Chris Balch**

City Attorney

City of Brookhaven  
1270 Caroline St NE D120  
Atlanta, GA 30307  
404.202.5934  
chris@balchlawgroup.com

### *Attendance Area Redistricting*

#### **Michael Wolfe**

Chief Operations Officer

Salem-Keizer Public Schools  
2450 Lancaster Dr NE  
Salem, OR 97305  
503.508.9700  
wolfe\_michael@salkeiz.k12.or.us

## RPLG REFERENCES

### *Barrett v. County of Napa*

#### **Sherri Kaiser**

Chief Deputy County Counsel

Napa County Counsel  
1195 3rd St #301, Napa, CA 94559  
707.259.8247  
sherri.kaiser@countyofnapa.org

### *Sonoma County Board of Supervisors*

#### **Bruce Goldstein**

Former Sonoma County Counsel

Sonoma County  
5340 Skylane Blvd  
Santa Rosa, CA 95403  
707.481.4027  
bgoldste3028@gmail.com

# 4 Previous Mapping Challenges and Outcomes

FLO has never had a voting district map challenged for failing to meet legal requirements, nor have any of our maps been subject to a legal challenge and were implemented anyway. This is a testament to our proven processes, emphasis on transparency and community engagement, and commitment to drawing fair maps.

# 5 Consult Staff Information

## Key Staff

Tyler Vick will oversee all aspects of the redistricting project, ensuring that work is completed on time and on budget, all deliverables are kept to our high standards for accuracy, and the County's expectations, needs, and goals are matched.

As project manager and senior analyst, McKay Larrabee will provide oversight for the project team, scope tasks and deliverables and will provide expertise for data and geographic analysis tasks. She will lead all technical aspects of the redistricting process, ensuring that the County's needs are being met. Ms. Larrabee will serve as the day-to-day contact for the County.

**Tyler Vick and McKay Larrabee are the key personnel included in this proposal and will be available to the extent proposed for the duration of the project. These individuals shall not be removed or replaced without the prior written concurrence of the County.**

FLO has assembled a team of professionals with the experience and skill sets required to provide the County with innovative and cost-effective redistricting services. We have structured our team so that FLO will serve as the project managers, technical experts, and public engagement specialists. The attorneys of RPLG will provide legal training to the County Staff Advisory Committee (Committee) and the public and ensure that FLO's analyses and tools produce district boundary scenarios that are fully compliant with all local, state, and federal laws.

Please refer to the appendix for project team resumes.



**Tyler Vick**  
Principal in Charge

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

**Project Role:** Mr. Vick will provide strategic oversight for this project and will assist with visioning, planning, and generally ensuring a smooth project.

## KEY STRENGTHS

- Principal in Charge for more than 90 attendance area redistricting and demographic analysis projects.
- Leading boards and committees through complex technical processes and contentious public engagement processes.
- Communicating technical information to nontechnical audiences in high-stakes public meetings.



## McKay Larrabee

Project Manager

Ms. Larrabee has over 13 years of experience in the geospatial field and holds a Master of Science degree in biology and a GIS certificate from Portland State University. She provides geospatial support to public agencies through numerous means including redistricting, committee facilitation, community engagement support, siting analyses, and population forecasting. As a project manager, Ms. Larrabee is a highly adept leader taking projects from nascency to delivery ensuring client satisfaction and fostering a collaborative team atmosphere. She attributes project success to early coordination and cross-pollinating ideas from technical and nontechnical stakeholders.

**Project Role:** Ms. Larrabee will be the County’s day-to-day project contact, working on every aspect of the project, from scope and budget refinement to supporting the other analysts assigned to this project, and overseeing the production of deliverables.

### KEY STRENGTHS

- Managing complex boundary redistricting and demographic analysis projects
- Modeling boundary scenarios in public settings
- Communicating technical information to nontechnical audiences



## John McKenzie

Technical Advisor

Mr. McKenzie has over a decade of experience managing technical projects for local and state governments, federal agencies, nonprofit and private organizations. He is a perspicacious analyst with deep expertise in quantitative, qualitative, and spatial analytical methods. He is the developer of FLO’s District Scenario Modeler and Redistricting Engagement Portal.

**Project Role:** Mr. McKenzie will advise the technical team on scenario modeling tasks and ensure that technical information is appropriately communicated to all community

stakeholders.

### KEY STRENGTHS

- Managing large data analysis projects
- Communicating technical information to nontechnical audiences
- Creating decision support tools
- Designing public-facing open data portals



## Alex Brasch

Lead Demographer

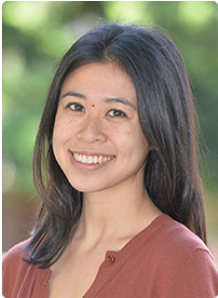
Mr. Brasch has nine years of experience in the fields of geography, GIS, and data analytics. His academic background includes a BA in Human Geography and Environmental Studies and graduate studies in applied social demography and population geography. He specializes in the development of workflows and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

**Project Role:** Mr. Brasch will work closely with the project manager and the client to identify project requirements and goals, develop analytical solutions, and produce informative data visualizations. Mr.

Brasch will also ensure accurate analysis of all demographic information and integration into boundary scenario modeling.

### KEY STRENGTHS

- Analyzing statistical, demographic, and geographic data
- Integrating demographic data into boundary scenario modeling software applications
- Communicating technical information to nontechnical audiences



### Rachel Roberts

GIS Analyst

Ms. Roberts excels at geospatial data analysis, GIS/Alteryx workflow development, data modeling, data management, and data visualization. Her experience modeling options allows districts to explore potential outcomes ultimately resulting in balanced district populations. She also creates and maintains custom ArcGIS Online web map applications for internal district use and as a public outreach tool. She explores and solves problems through both qualitative and quantitative data analysis.

**Project Role:** Ms. Roberts will use data modeling to inform potential outcomes from new boundary scenarios. She will also create cartographic and visual products such as web maps and large posters for use in reports, working meetings, and engaging the public.

### KEY STRENGTHS

- Developing geospatial and analytic workflows that support redistricting projects.
- Leading data compilation, data blending, and boundary scenario modeling.
- Creating easy-to-understand and visually appealing maps that support public engagement initiatives.



### Charla Skaggs

Communications and Community Engagement Strategist

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

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

**Project Role:** Ms. Skaggs will oversee the development of the community engagement strategy and will serve as the lead facilitator for public hearings.

### KEY STRENGTHS

- Facilitating public meetings and ensuring productive outcomes
- Communicating technical information to nontechnical audiences
- Engages communities in complex and contentious government projects



## Jenica Maldonado

Legal Advisor

Jenica Maldonado has dedicated her professional life to public service, having started her career in government over 20 years ago. She is an experienced municipal law and employment attorney, equally comfortable litigating and providing advice and counsel. She aims, first and foremost, to be a strategic partner to colleagues and clients. Her experience in high-stakes matters gives her the confidence to shepherd clients through challenging situations and the perspective to navigate towards the best available outcome. Ms.

Maldonado values the comradery that comes with practicing with dedicated attorneys and the trust that forms with one's long-term clients.

**Project Role:** Ms. Maldonado will provide legal oversight to the project team and review the draft and final redistricting plans to ensure compliance with all applicable local, state, and federal laws.

### KEY STRENGTHS

- Experience as a municipal attorney
- Knowledge of Federal Voting Rights Act and California Voting Rights Act
- Communicating technical information to nontechnical audiences



## Michael Cohen

Legal Associate

Michael Cohen is a Law Clerk at RPLG. Mr. Cohen has served in the chambers of Presiding Justice Arthur Gilbert at the California Court of Appeals and pursued a variety of work advancing accessibility to social services and public benefits. On UCLA Law campus, Mr. Cohen is heavily involved with student government and political student groups and is an editor on multiple journals, including the UCLA Law Review.

Mr. Cohen works as a Legal Fellow for the UCLA Voting Rights Project. Mr. Cohen has worked on several of the recent vote-by-mail lawsuits, published policy papers and scholarship on voting rights matters, and collaborated with state and federal government officials to facilitate compliance with election laws and expand access to the voting franchise.

**Project Role:** Mr. Cohen will provide training on the legal aspects of the redistricting process.

**Location:** San Francisco, California

### KEY STRENGTHS

- Experience as a municipal attorney
- Knowledge of Federal Voting Rights Act and California Voting Rights Act
- Communicating technical information to nontechnical audiences

# 6 Scope of Work

## Task 1—Project Planning & Coordination

### Task 1A—Kickoff Meeting

The project will begin with a kickoff meeting between the project team and county staff to create project alignment and establish timelines for deliverables. The kickoff meeting will cover the following topics:

- Overview of the redistricting process, including the legal requirements (local, state, and federal); analytical process; and public involvement components.
- Identifying key points of contact in the County.
- Community outreach and engagement plan.
- Initial discussion of communities of mutual or related interest.
- Project timeline, including scheduling future meeting dates with the Committee, the Board of Supervisors, and the public.

### Task 1B—Data Collection and Compilation

Under Task 1B, we will collect and compile all data required to conduct our analyses. In addition to the Decennial Census P.L. 94-171 Redistricting Data Files, we will collect the County's existing district boundary data, school attendance area data, street center lines, boundary data for other communities of mutual interest (e.g., Tribal lands, defined neighborhoods, homeowners' associations), and additional data identified during the project. All data and accompanying metadata will be compiled into an ESRI ArcGIS geodatabase that can easily be transferred to the County after completion of the project.

### Task 1C—Additional Project Management and Coordination

Task 1C is designed to account for anticipated project management and coordination needs between the project team and the County throughout the course of the project. Such tasks may include, but are not limited to, weekly status updates and coordination calls with the County and ad hoc data or demographic information requests.

#### Deliverable Summary

- (Task 1A) A detailed project timeline.
- (Task 1B) An ESRI ArcGIS Geodatabase containing all files used in the redistricting analysis.
- (Task 1C) Weekly status updates and coordination calls.

## Task 2—Community Outreach & Public Engagement

Effective community outreach and transparent public hearings are essential to developing a redistricting plan the community will support. Task 2 is designed to make sure that all the appropriate stakeholders and community groups in the County are aware of the project, are notified about how they can participate, and understand that their voices will be heard throughout the process.

### Task 2A—Community Outreach Strategy

In coordination with the County, our team will develop a community outreach and engagement strategy to create awareness of the project throughout the County and to ensure our process captures the input of various stakeholders and community groups. Part of the outreach strategy will include developing a list of groups and

organizations in the County that should be expressly notified about the redistricting process and the opportunities for public input.

## Task 2B—Public Hearings

*Note: the section below represents our proposed approach for the public hearings. If awarded the project, our team will work with the County to determine the schedule for and appropriate number of public hearings and the budget will be adjusted, as necessary. Content presented at each hearing will be tailored to requests by the County.*

To comply with the Fair Maps Act and City Charter, our team proposes six public hearings, one in each of the county's five districts and one county-wide hearing. These hearings will be designed to ensure a fair and transparent process that offers sufficient opportunity for public involvement. Hearings may be held virtually, in person, or a hybrid, depending on local and state health department guidelines and the City's preference (we have included budget for travel to support at least a hybrid approach). The hearings will be facilitated by our experienced team.

The district specific hearings will be conducted prior to drawing any maps and will offer the communities an opportunity to provide testimony about their communities. A summary of the topics to be covered at each of the two hearings is provided below:

- **Five district-specific public hearings (pre-map):** Before drafting district boundary maps, we will conduct a public presentation at each of the County's districts to orient the public to the procedural, legal, and analytical aspects of the redistricting process. The presentation will include: (1) an overview of redistricting legal requirements; (2) a demographic summary of the existing district boundaries, based on the 2010 Census data; and (3) training on how to use the District Scenario Modeler online mapping tool to draw and submit district boundary scenarios. There will also be time for the public to provide testimony about communities of interest within the County.
- **County-wide final public hearing (post-map):** During the final public hearing, we will provide a refresher of the redistricting process orientation and present the preliminary district boundary for public comment.

## Task 2C—Deploy the District Scenario Modeler

The District Scenario Modeler is an interactive web-based mapping tool that we designed to provide users with an easy way to participate in the redistricting process. The tool allows users to draw their own boundaries and instantly view demographic information to see if the boundaries are population balanced and support fair representation. It includes an embedded form to allow the Maps are easily submitted online to the project team for consideration.

The 2020 Census Block Geographies, the redistricting data files, and other requested attributes (e.g., voting age population, population by housing type, etc.) will be loaded into the District Scenario Modeler. Our team will then work with county staff to embed the District Scenario Modeler into the County's website and make it accessible to the public.

## Deliverable Summary

- (Task 2A) A memo describing our community outreach strategy that includes a list of groups and organizations in the County that should be expressly notified about the districting process and the opportunities for public input.
- (Task 2B) Presentations about the redistricting process and updates on the project status.
- (Task 2C) District Scenario Modeler loaded with the 2020 Census Block Geographies within San Benito County limits and Decennial Census Redistricting Data.

## Task 3—Map Evaluation

The project team will evaluate each map submitted by the public and the IRC. All maps will be evaluated regardless of whether the map was drawn using our DSM mapping tool or hand-drawn on a piece of paper. Every

map submitted can add value to the redistricting process. Even those that do not meet minimum legal requirements may yield key information about what is important to the community. Maps that do meet the minimum legal requirements will be further evaluated to assess district compactness, and whether they create districts that support fair representation. When the evaluations are complete, the project team will compile the maps into a single document and provide summary demographic and analytical data for each map. The document will indicate whether each map meets the minimum legal requirements and whether it satisfies the concerns raised the community.

### **Deliverable Summary**

- A document compiling each boundary map submitted for evaluation, summary demographic and analytical data for each map, whether each map meets the minimum legal requirements, and whether the boundary satisfies the concerns raised by the community.

## **Task 4—Redistricting Plan Development**

### **Task 4A—Develop Draft District Proposal**

Using the maps submitted by the public and the feedback gathered during the public hearings, we will develop a minimum of four supervisorial district boundary options. For each option we will include all the demographic and analytical data that were provided as part of the initial assessment, as well as a thorough written description of the boundaries and the benefits and limitations of each as we understand them. Prior to presenting the options to the Committee, RPLG will review the plans to ensure compliance with all applicable local, state, and federal laws. The maps, the accompanying data tables, and the written description will be compiled into a single report.

### **Task 4B—Develop Final District Proposal**

Drawing on the public feedback gathered during course of the project, we will develop the final proposal for the supervisorial district boundaries. The final map will include all the demographic and analytical data that were provided as part of the initial assessment, as well as a written description of the plan and the benefits and limitations as we understand them. The final map, the accompanying data tables, and the written description will be compiled into a single report.

### **Deliverable Summary**

- (Task 4A) Maps, the accompanying data tables, and written descriptions of the district boundary proposals
- (Task 4B) Final map, the accompanying data tables, and written description of the final district boundary proposal

## **Task 5—redistricting legal oversight**

At the County's request, FLO will work with the attorneys at RPLG, a partnership based in San Francisco, to provide legal oversight on the project. RPLG's lawyers have unparalleled experience providing practical legal advice on the wide range of elections and voting-related state and federal legal issues faced by cities in California. The firm includes current and former city attorneys, former counsel to the California Secretary of State, and a member of the San Francisco City Attorney's Office Ethics and Elections Team. RPLG has provided election law advice and representation for both routine and cutting-edge legal issues, including recall elections; the Voting Rights Act; the Help America Vote Act; and the certification, security, and reliability of new voting systems.

### **Deliverable Summary**

- Provide training about the legal aspects of the redistricting process, including the Federal Voting Rights Act, California Voting Rights Act of 2001 and the Fair Maps Act during the first public hearing.
- Review the draft and final redistricting plans to ensure compliance with all applicable local, state, and federal laws. Note, that RPLG will not be asked to evaluate maps submitted by the public unless those maps are included as a draft or final plan to be presented to the County Council.



# 7 Fee Quote

This proposal reflects our understanding of the County’s needs as described in the request. FLO is willing to negotiate the scope of work and fee. We remain flexible, as this understanding may change following in-depth discussions of the County’s project goals during the project planning phase.

## PROPOSED FEE QUOTE

Task		FLO Analytics			Total
		Hours	Labor	Direct	
1	Project Coordination and Planning	53	\$7,700	\$0	\$7,700
2	Community Outreach & Public Engagement	108	\$16,470	\$1,650	\$18,120
3	Map Evaluation	44	\$6,060	\$0	\$6,060
4	Redistricting Plan Development	120	\$17,000	\$0	\$17,000
5	Elections and Redistricting Legal Oversight	30	\$12,075	\$0	\$12,075
6	District Scenario Modeler (Flat Fee)	--	\$2,000	\$2,000	\$4,000
<b>Total Estimated Cost</b>					<b>\$64,955</b>

## RATES FOR KEY PERSONNEL AND PROJECT STAFF

Personnel	Hourly Rates
<b>FLO</b>	
Principal	\$200–250
Senior/Project Manager	\$150–210
Communications	\$125–220
Analyst	\$120–150
Technician	\$120–130
<b>RPLG</b>	
Legal Advisor	\$305–\$425
Legal Associate	\$275–\$350

# 8 Contract Terminations

Neither FLO nor its parent firm MFA have had a contract terminated in the last five years.

# APPENDIX





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#### Qualifications

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

#### Professional Associations

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

# Tyler Vick

## MANAGING DIRECTOR

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

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

## RELEVANT PROJECTS

### **Attendance Area Redistricting, Portland public Schools, Portland, OR**

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

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

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

# Tyler Vick

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

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

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

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

## **Attendance Area Redistricting, Tacoma Public Schools, Tacoma, WA**

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



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#### Qualifications

- MS, Biology, Portland State University
- Graduate Certificate in Geographic Information Systems, Portland State University
- BA, Biology, University of North Carolina at Chapel Hill

# McKay Larrabee

## SENIOR GIS ANALYST

Ms. Larrabee has over 13 years of experience in the geospatial field and holds a Master of Science degree in biology and a GIS certificate from Portland State University. She provides geospatial support to public agencies through numerous means including redistricting, committee facilitation, community engagement support, siting analyses, and population forecasting.

She is adept at modeling different redistricting scenarios and provides her clients with mapping options informed by both policy and population forecasts. Her data-driven and communicative approach allows for objective results to be transmitted in a timely manner to stakeholders. She creates custom ArcGIS Online web map applications that provide interactive support to internal staff, transparency to the public during the redistricting process, and support decision-making and policy updates. She is a skilled facilitator and consensus builder, both in-person and through virtual formats, and has administered numerous community input forums and provided technical support for many more.

As a project manager, Ms. Larrabee is a highly adept leader taking projects from nascency to delivery ensuring client satisfaction and fostering a collaborative team atmosphere. She attributes project success to early coordination and cross-pollinating ideas from technical and nontechnical stakeholders.

## RELEVANT PROJECTS

### **Redistricting Services, Franklin Pierce School District, Tacoma, WA**

Ms. Larrabee served as project manager, lead analyst, and co-facilitator for the District's redistricting process. The District's elementary school enrollment was forecasted to be unbalanced in the five- and ten-year horizon. The District's proactive approach to enrollment balancing helped to balance current enrollment and avoid large gaps in utilization across schools in the future. Ms. Larrabee provided the District with detailed and generalized project schedules, community engagement framework and schedule of outputs, and internal- and external-facing web maps to inform the District staff, the redistricting committee, and the community. She synthesized and presented community survey data as well as summarized FLO's enrollment forecast and land-use study for the District and the redistricting committee. She provides on the fly scenario modeling for committee members and builds consensus within the group through data-driven decisions.

### **Enrollment Forecasting, Central Valley School District, Spokane Valley, WA**

Ms. Larrabee served as project manager and lead analyst for the District's five- and ten-year enrollment forecast. To provide the most accurate snapshot

# McKay Larrabee

of development in the region, she coordinated separate interviews with six housing developers in the region and led the land-use analysis and municipal planner interviews. Ms. Larrabee assisted the demographers with the data treatments and housing development integration. She provided technical oversight and quality assurance of data products, spreadsheets, and the enrollment forecast report. The boundary committee's recommendation was voted on by Board of Director's and approved for implementation.

## **Elementary, Middle, and High School Enrollment Forecast, North Clackamas School District, Milwaukie, OR**

Ms. Larrabee served as project manager for the District's enrollment forecast. This forecast included one-year through ten-year student enrollment forecasts using both residence-based and building attendance approaches. She provided oversight with the land-use analysis and municipal planner interviews as well as facilitated meetings with the District. She assisted the demographers with data treatment and housing development integration and provided technical oversight and quality assurance of data products, spreadsheets, and the enrollment forecast report.

## **Enrollment Balancing Process, Harford County Public Schools, Harford County, MD**

Ms. Larrabee is part of a team assisting Harford County Public Schools with their enrollment balancing efforts at the elementary, middle, and high school grade levels. She conducted interviews with county and municipal planners to gather and consolidate housing development information for the five-year horizon. She assisted with the integration of the District's forecasts into a data model by using housing development information along with program and student transfer data. She provides technical and facilitation support during virtual committee meetings where boundaries are modeled on the fly. She served as a technical resource for the project's community education forums where she reached over 700 participants and synthesized over 1,400 responses.

## **Enrollment Forecasting and Redistricting Services, Fife Public Schools, Fife, WA**

Ms. Larrabee served as project manager, lead analyst, facilitator, and administrator for Fife Public School's (FPS) enrollment forecasting and redistricting projects. FPS opened a new elementary school in the 2021-22 school year and required a grade reconfiguration that resulted in the need for new attendance areas to balance enrollment and ensure equitable access to programming. Ms. Larrabee facilitated committee meetings, created the committee's springboard boundary option, administered virtual meetings, and provided technical support in breakout rooms. She developed public engagement materials, a schedule for publishing documents and statistics, and provided recommendations for communications planning. She also led a virtual and interactive community open house that included breakout groups that engaged in more detailed discussions. The boundary committee's recommendation was unanimous as was the Board of Director's vote to implement the recommended boundaries.

## **Enrollment Forecasting, Lake Washington School District, Redmond, WA**

Ms. Larrabee provided project management, quality assurance, and lead analyst services for the District for two consecutive years. Lake Washington School District is part of the third fastest growing city in the nation, the city of Redmond, and it needed accurate forecasts to ensure capacity in the future. Ms. Larrabee acquired, prepared, and synthesized land use, demographic, and student data for use in enrollment forecasting. She provided oversight for interviews and communications with planners at five different municipalities. She assisted demographers with data treatments for kindergarteners that considered the effects of COVID-19. She provided technical oversight and quality assurance of data products, spreadsheets, and an enrollment forecast report. The District used the forecast to confirm their internal forecast and to provide essential insight into the long-range facilities planning committee.



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#### Qualifications

- BA Political Science, Eckerd College
- MA Environment Science & Policy, Clark University
- Certificate in GIS, University of Washington

# John McKenzie

## SENIOR ANALYST

Mr. McKenzie has over a decade of experience managing technical projects for local and state governments, federal agencies, nonprofit and private organizations. He is a perspicacious analyst with deep expertise in quantitative, qualitative, and spatial analytical methods.

Mr. McKenzie is particularly adept at creating intuitive decision support tools to help users discern solutions to complex problems. He is the developer of FLO's District Scenario Modeler and Redistricting Engagement Portal. In addition to his technical proficiency, Mr. McKenzie is a skilled communicator and public speaker. He has spoken on a variety of technical and analytical concepts for webinars and interviews and has presented at dozens of conferences, workshops, and public meetings.

## RELEVANT PROJECTS

### **Redistricting Services, City of Brookhaven, Brookhaven, GA**

Mr. McKenzie is assisting City of Brookhaven with redistricting as project manager. He oversees all project work, including analysis of electoral voting districts and coordinating public outreach tasks. He also works closely with the city attorney's office and city staff to ensure all project goals are met.

### **Local Elections Tracker, Association of Washington Cities, Olympia WA**

Mr. McKenzie managed a project that resulted in an election results tracking dashboard for mayoral and city council races in Washington. Mr. McKenzie coordinated with the Washington Secretary of State, Elections Division to integrate elections results data from all 39 Washington Counties. The results were compiled into an interactive tool that provided near real-time results for every mayoral and city council race in the state, the type of technology that is usually reserved for state and national elections.

### **Facility Profiler, Portland Public Schools, Portland OR**

Mr. McKenzie built an interactive tool that allowed the internal project team to analyze and visualize key information for a large attendance area redistricting project. The tool included a mapping interface of attendance areas boundaries and accompanying student demographic information. By distilling Student Information System data into a visual platform, the Facility Profiler proved critical to the project team by revealing transfer rates between schools amongst different segments of the student population.

### **Survey Response Dashboard, Camden City School District, Camden NJ**

Mr. McKenzie oversaw the development of a dashboard that visualized the results of an online and phone survey of parents and guardians of students in the Camden City School District. The dashboard displayed thousands of responses by hundreds of parents via a user-friendly interface that the district was able to easily navigate and understand.







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#### Qualifications

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

#### Certifications

- Alteryx Designer Core Certified

# Alex Brasch

## POPULATION GEOGRAPHER/DATA ANALYST

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

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

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

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

## RELEVANT PROJECTS

### **Redistricting Services, City of Brookhaven, Brookhaven, GA**

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

# Alex Brasch

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

## **Attendance Area Redistricting, Portland Public Schools, Portland, OR**

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

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

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

## **Attendance Area Redistricting, Edmonds School District, Edmonds, WA**

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

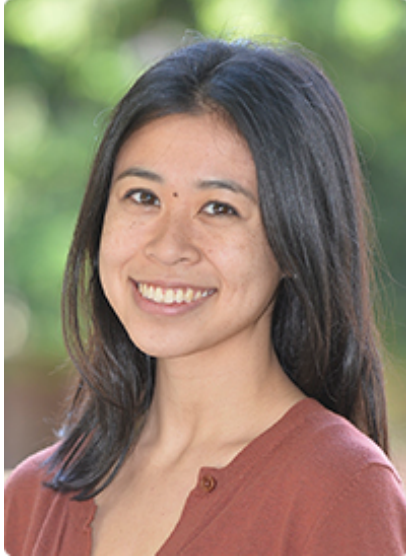
Equipped with the knowledge of population trends and student enrollment patterns in the district, Mr. Brasch is currently leading an effort to review attendance area boundaries for elementary schools that are experiencing capacity issues. The modeling of new attendance area scenarios, which incorporates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

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

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

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

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



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503.501.5219

#### Qualifications

- BA, Environmental Studies:  
University of Washington—  
Seattle

# Rachel Roberts

## GIS ANALYST

Ms. Roberts joined FLO in 2016 with an academic background in environmental studies and geography, focusing on environmental planning and communication. She has worked on projects using GIS in the private, nonprofit, and government sectors and has experience managing data, performing spatial analyses, and producing cartographic products.

Her GIS capabilities include geospatial data analysis, GIS/Alteryx workflow development, boundary scenario modeling, data modeling, geodatabase design and management, data maintenance, and data visualization. Ms. Roberts has experience creating and maintaining custom Tableau dashboards and ArcGIS Online web map applications for internal district use and as a public outreach tool. While working at FLO, she has enjoyed exploring and solving problems through both qualitative and quantitative data analysis.

## RELEVANT PROJECTS

### **Redistricting Services, City of Brookhaven, Brookhaven, GA**

Ms. Roberts is part of a project team assisting the City of Brookhaven with redistricting services. She assisted with the assessment of the City's population balance for the existing city council district boundaries. The team produced historical, and 2020 population estimates for the districts to demonstrate population shifts that have occurred in the City since annexation. She is currently assisting with boundary modeling to provide various options for better balancing population within the City's four districts.

### **Attendance Area Redistricting, Harford County Public Schools, Harford, MD**

Ms. Roberts is part of a team assisting Harford County Public Schools with their enrollment balancing efforts at the elementary, middle, and high school grade levels. She acquired, prepared, and synthesized land use, demographic, and student data for use in enrollment modeling. She assisted with the integration of the District's forecasts into a data model, which analyzes the impacts of boundary changes over the next five years. She provides technical and facilitation support during virtual committee meetings where boundaries are modeled on-the-fly. She has developed various custom dashboards for the internal district team to review data and for boundary modeling during committee meetings.

### **Attendance Area Redistricting, Portland Public Schools, Portland, OR**

Ms. Roberts is part of a team working with Portland Public Schools to provide the district with a comprehensive understanding of their schools and enrollment prior to the boundary review process. She assists with the collection and preparation of data for analysis, exploring and analyzing

# Rachel Roberts

baseline district data, and creating visuals to communicate findings to the internal team and the public. She is the primary analyst modeling options for the district related to program placement, boundary review, and grade reconfiguration.

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

Ms. Roberts served as a primary data analyst on the team supporting Camden City School District with an enrollment and demographic study for all Camden schools. She assisted with the standardization and analysis of district baseline data as well as coordinating with external entities to obtain relevant data. She assisted with the land use and demographic analyses, which were key data inputs for the ten-year student enrollment forecasts. She assisted with the development of a data model used to analyze the impacts of school closures and openings, grade reconfiguration, and boundary changes. Ms. Roberts also set up an online web mapping application which the district and public used to track project progress.

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

Ms. Roberts has an important role on the project team completing a comprehensive review of 198 neighborhood schools in the district's portfolio. She helps coordinate with the district team to obtain data that inform options development and enrollment forecasting. She is heavily involved in the data modeling to inform potential outcomes from grade reconfiguration, boundary review, and program colocation. She also manages the creation of cartographic and visual products such as web maps and large posters for use in reports, working meetings, and engagement with the public.

## **Student Enrollment Forecasting, Lake Washington School District, Lake Washington, WA**

Ms. Roberts assisted in enrollment forecasting for the Lake Washington School District. She acquired, prepared, and synthesized land use, demographic, and student data for use in enrollment forecasting. She led the land use analysis effort in conjunction with district staff to acquire the appropriate data required from five different municipalities. She ensured the accuracy and applicability of the acquired data for use in enrollment forecasting. Ms. Roberts also developed a land use web mapping application and provided a training for internal district staff to track current development occurring within the district. She created various cartographic and visual products such as web maps and posters for use in reports, district outreach efforts, and board meetings.

## **Attendance Area Redistricting, Lake Oswego School District, Lake Oswego, OR**

Ms. Roberts provided technical and facilitation support during committee meetings for Lake Oswego's boundary review process. She built the Alteryx workflow used to model various boundary configurations, transfer decisions, and program placement options. She created various cartographic and visual products used in district outreach efforts and committee meetings.

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

Ms. Roberts assisted in the preparation and analysis of land use, student, and district data (e.g., special programs, facility capacity) for use in enrollment forecasting and boundary scenario modeling. She created various cartographic and visual products such as web maps and posters for use in district outreach efforts and working meetings. She attended and facilitated internal working meetings with district staff as well as working committee meetings with community members. She also assisted the district with public engagements events where she served as a subject expert.

## **Enrollment Forecasting and Attendance Area Redistricting, Central Valley School District, Spokane, WA**

Ms. Roberts assisted in the acquisition, preparation, and synthesis of land use, demographic, and student data for use in boundary scenario modeling and enrollment forecasting. She coordinated with external sources (cities, counties, other municipal entities) to obtain the necessary development data required for land use analyses, and ensured their accuracy and applicability. She created various cartographic and visual products such as web maps and posters for use in reports, district outreach efforts, and working meetings.



# Rachel Roberts

## **School District Boundary Error Assessment, San Francisco, CA**

Ms. Roberts led the pilot study to assist Trulia in determining relative confidence in their school district data and provided a framework for updating its most critical markets with accurate school district information going forward. She developed the methodology for the study, acquired district and municipal data for ten school districts, standardized data, performed the accuracy assessment analysis, and communicated findings and recommendations to Trulia.

## **2019 Planning and Enrollment Forecasting, West Linn-Wilsonville School District, West Linn/Wilsonville, OR**

Ms. Roberts assisted in enrollment forecasting and school siting suitability analyses for the West Linn-Wilsonville School District. She acquired, prepared, and synthesized land use, demographic, and student data for use in enrollment forecasting and school siting analysis. She coordinated with external sources (cities, counties, other municipal entities) to obtain the necessary development data required for land use analyses, and ensured their accuracy and applicability. For the school siting analysis, she collaborated with the lead analyst to design a multicriteria decision analysis to inform potential locations for new schools. She analyzed properties at the parcel level to identify sites that met the minimum requirements and the desired [noun] for new schools as determined by the district (e.g., distance to major roads, proximity to other schools, zoning, existing and projected student population density).

## **Student Enrollment Forecasting and Attendance Area Redistricting, North Clackamas School District, Clackamas, OR**

Ms. Roberts assisted in the acquisition, preparation, and synthesis of land use, demographic, and student data for use in boundary scenario modeling and enrollment forecasting. She coordinated with external sources (cities, counties, other municipal entities) to obtain the necessary development data required for land use analyses and ensured their accuracy and applicability. She created various cartographic and visual products such as web maps and posters for use in reports, district outreach efforts, and working meetings. She attended and facilitated working committee meetings with community members to assist the district with developing new boundaries to balance enrollment for the opening of a new elementary school in 2019 and a high school in 2021. At the conclusion of the boundary review process, she assisted with various analyses to determine the impact of the new boundaries on students.



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#### Qualifications

- BA, Speech Communication:  
Texas A&M University

# Charla Skaggs

## PRINCIPAL COMMUNICATIONS AND OUTREACH SPECIALIST

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

## RELEVANT PROJECTS

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

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

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

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

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

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

# Charla Skaggs

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

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

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

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

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

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

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

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

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

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

## **Strategic Plan Development, Port of Longview, Longview, WA**

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



## Jenica Maldonado Of Counsel

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### Practice Areas

- Labor and Employment
- Elections
- Government

### Bar Admission

- California
- United States Supreme Court
- United States Court of Appeals, Ninth Circuit
- United States District Court, Northern District of California
- United States District Court, Central District of California
- United States District Court, Eastern District of California

### Education

- University of San Francisco School of Law, JD, *magna cum laude*
  - U.S.F. Law Review, Symposium Editor
  - Jessup International Law Moot Court Team
- Santa Clara University, BS, *magna cum laude*

### Experience

Jenica Maldonado has dedicated her professional life to public service, having started her career in government over twenty years ago. She is an experienced municipal law and employment attorney, equally comfortable litigating and providing advice and counsel. She aims, first and foremost, to be a strategic partner to colleagues and clients. Her experience in high-stakes matters gives her the confidence to shepherd clients through challenging situations and the perspective to navigate towards the best available outcome. Ms. Maldonado values the comradery that comes with practicing with dedicated attorneys and the trust that forms with one's long-term clients.

#### RELATED EXPERIENCE

Prior to joining the Renne Public Law Group, Ms. Maldonado served as a Deputy City Attorney in the San Francisco City Attorney's Office for almost seven years. During her tenure in the Office, she worked on the Ethics and Elections Team and the Labor Team.

#### ETHICS & ELECTIONS TEAM

As a Deputy City Attorney on the Ethics and Elections Team, Ms. Maldonado advised the Department of Elections regarding local and state election laws and municipal law matters, including public records and open meeting laws. She prepared title and summaries for local initiative measures, drafted ballot questions, and prepared preliminary ballot digests and served as the ex officio member of the City's Ballot Simplification Committee for the November 2019, March 2020, and November 2020 elections. She defended election contests in trial and appellate courts, including obtaining dismissals of challenges to a November 2019 affordable housing general obligation bond measure. Ms. Maldonado counseled the Ethics Commission and staff regarding local and state ethics laws, and advised commission staff regarding ethics enforcement matters. She provided guidance to elected officials, commissioners, and City employees regarding conflict of interest laws and conducted related trainings. Ms. Maldonado also drafted legislation and provided advice regarding the City's response to the COVID-19 pandemic.

Ms. Maldonado also gained an immense amount of public law elections knowledge while serving the City and County of San Francisco as General Counsel to the Elections Commission and Department of Elections, General Counsel to the Ballot Simplification Committee, and the Ethics Commission.

#### General Counsel, San Francisco Elections Commission And Department Of Elections

Ms. Maldonado advised the Elections Commission and Department of Elections regarding public meeting and records laws; the Help America Vote Act ("HAVA"), California Elections Code and the City's Charter and Municipal Elections Code; redistricting requirements; and labor and employment law and contracting matters.

#### General Counsel, San Francisco Ballot Simplification Committee

Ms. Maldonado served as non-voting ex officio member of the Ballot Simplification Committee for the November 2019, March 2020, and November 2020 elections. She drafted preliminary digests for City ballot measures. Ms. Maldonado also provided legal advice while in public session regarding legal effects of changes to the draft digests and regarding public meeting laws.

#### General Counsel, San Francisco Ethics Commission

Ms. Maldonado advised the Ethics Commission regarding public meeting laws and local and state conflict of interest and campaign finance laws and attended public meetings. She also advised and counseled Ethics Commission enforcement staff regarding investigations of conflict of interest and campaign finance violations and enforcement actions regarding the same.

#### LABOR TEAM

As a Deputy City Attorney on the Labor Team, Ms. Maldonado represented the City in employment litigation matters at the trial and appellate court levels. Her matters ranged from single plaintiff cases alleging discrimination or disability-related claims to large, multi-plaintiff lawsuits contesting promotional exams for alleged disparate impact based on race or age. In many matters acting as lead counsel for the City, Ms. Maldonado executed complex e-discovery plans, took and defended depositions, drafted and argued motions, including motions for summary judgment, and defended successful trial court outcomes before the court of appeal. She also represented the City in labor arbitrations and administrative proceedings, including before the California Public Employment Relations Board ("PERB"), the California Department of Labor Standards and Enforcement ("DLSSE"), the California Department of Fair Employment and Housing ("DFEH"), and the U.S. Equal Employment Opportunity Commission ("EEOC").

Ms. Maldonado also served as the assigned advice attorney on labor and employment matters to various City departments, including the Public Defender, Department of Building Inspection, the Department of Homelessness and Supportive Housing, Board of Supervisors, and the Department of Public Health.

#### OTHER EXPERIENCE

Prior to advising the City, Ms. Maldonado was a labor and employment associate at Perkins Coie LLP and Hanson Bridgett LLP. During law school, she clerked for the Government Team at the San Francisco City Attorney's Office and externed for the Honorable Joyce Kennard of the Supreme Court of California. Prior to law school, she interned for Senator Diane Feinstein in Washington, D.C., for San Francisco Mayor Gavin Newsom, and for the San Francisco Municipal Transportation Agency.

#### REPRESENTATIVE MATTERS

Some of Ms. Maldonado's representative legal matters include:

- **Denny v. Amtz Lawsuits** – successfully defended City defendants in pre- and post-elections attempting to remove a \$600 million local affordable housing bond measure from the ballot and subsequently invalidate the election result in favor of the measure based on allegedly flawed language in the voter materials. Obtained dismissal and final judgment in pre-election challenge. Obtained dismissal of post-election challenge and represented City defendants on appeal.
- **Hochstatter v. City and County of San Francisco** – successfully defended a pre-election challenge contesting the ballot digest language for a local ballot measure regarding local regulation of vaping products, including JUUL electronic cigarettes. Prepared the preliminary digest and advised the Ballot Simplification Committee regarding the same measure.
- **Daugherty v. CCSF** – defended San Francisco Police Department following termination of officers after discovery of racist and other offensive text messages. Managed voluminous evidence collection and production took and defended key depositions, and drafted motions. Following adverse trial court order, Court of Appeal issued [published decision](#) finding terminations did not violate the Public Safety Officers Procedural Bill of Rights Act ("POBRA").
- **Stockwell et al. v. CCSF; Stevenson v. CCSF; Johnson v. CCSF** – defended San Francisco Police Department and San Francisco Fire Department in multi-plaintiff cases challenging promotional exams for alleged disparate impact based on age and race. Managed voluminous discovery productions, defended depositions, worked with experts on statistical analyses, and drafted motions, including opposition to class certification and motions for summary judgment.
- **Lai v. CCSF** – defended San Francisco Fire Department's reassignment of managers to new fire stations following finding that subordinate had suffered sexual harassment. Prevailed on anti-SLAPP motion. Developed and executed discovery plan to protect third party privacy interests during substantial discovery production.
- **Singon v. City of Millbrae** – second-chaired a federal court jury trial regarding a City of Millbrae police officer's First Amendment retaliation claim. Conducted voir dire and examined witnesses. Obtained unanimous defense verdict.





## Michael Cohen

### Law Clerk

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#### Practice Areas

- Litigation
- Elections

#### Bar Admission

#### Education

- University of California, Los Angeles, JD (May 2021)
- University College of London, MA
- University of Colorado at Boulder, BA, *magna cum laude*

#### Experience

Michael S. Cohen is a Law Clerk at Renne Public Law Group. Mr. Cohen has served in the chambers of Presiding Justice Arthur Gilbert at the California Court of Appeals and pursued a variety of work advancing accessibility to social services and public benefits. On UCLA Law campus, Mr. Cohen is heavily involved with student government and political student groups and is an editor on multiple journals, including the UCLA Law Review.

Mr. Cohen works as a Legal Fellow for the UCLA Voting Rights Project. Mr. Cohen has worked on several of the recent vote-by-mail lawsuits, published policy papers and scholarship on voting rights matters, and collaborated with state and federal government officials to facilitate compliance with election laws and expand access to the voting franchise.

#### SELECT CASES

- *Texas Democratic Party v. Abbott*, 978 F.3d 168 (5th Cir. 2020) (drafted several filings in Twenty-Sixth Amendment challenge to Texas mail ballot access law)
- *Republican National Committee v. Newsom*, 2020 WL 3430243 (E.D. Cal. 2020) (drafted motion to intervene for intervenor-defendant voting rights organization to protect California Governor's executive order expanding access to mail ballots)
- *Harding v. County of Dallas*, 336 F.Supp.3d 677 (N.D. Tex. 2018) (helped prepare defendant's lead counsel oral arguments in vote dilution challenge)
- *Anderson v. Raffensperger*, 2020 WL 6048048 (N.D. Ga. 2020) (drafted section of expert witness report for plaintiffs challenging long polling location lines)

#### PUBLICATIONS

- *Adult Court for 14-and-15-Year Olds?: A Conceptual Roadmap to the SB 1391 Litigation*, UCLA L. REV. DISC. (Jan. 25, 2020).
- *Protecting Democracy: Implementing Equal and Safe Access to the Ballot Box During A Global Pandemic*, (Mar. 23, 2020).
- *Vote-By-Mail Can Save Our Democracy, But Reforms are Needed*, NW. UNIV. L. REV. OF NOTE, (Apr. 30, 2020).
- *Legal Theories to Compel Vote-by-Mail in Federal Court*, CAL. L. REV. CIRCUIT, (May 13, 2020).
- *COVID-19, the Census Delay, and Local Redistricting: What Local Public Agencies Can Do to Prepare*, PUBLIC CEO (June 25, 2020).
- *Can President Trump Withhold Funds When States Expand Mail Voting?*, NW. UNIV. L. REV. OF NOTE (Aug. 5, 2020).
- *Ensuring Equal Access to the Mail-in Ballot Box*, UCLA L. REV. DISCOURSE (Aug. 31, 2020).
- *California Election Law and Policy: Emergency Measures and Future Reforms*, in CALIFORNIA POLICY OPTIONS 2021 (forthcoming).
- *A Novel Method for Showing Racially Polarized Voting: Bayesian Improved Surname Geocoding*, NYU J.L. & SOC. Change (forthcoming).



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