



# ► VOTING AREA REDISTRICTING SERVICES

*RFP #21-016*

**CITY OF CARSON**

**APRIL 22, 2021**

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## APPENDICES

### Appendix A:

Scope of Services

City of Carson  
701 East Carson Street  
Carson, CA 90745

**4/22/2021**

**Re: RFP 21-016 - Company Certification and Personnel Verification**

To Whom it May Concern:

This letter is to certify that I, Larry Ferchaw, am ***authorized to contract on behalf of Cooperative Strategies, LLC***. We are pleased to submit the enclosed proposal ("Proposal") to provide demographic services in compliance with the California Voting Rights Act ("CVRA") for the City of Carson ("City"). Cooperative Strategies is ***in good standing with the California Secretary of State***. My contact information is listed below for reference:

- Larry Ferchaw, Executive Director
- Address: 2855 Michelle Drive, Suite 230, Irvine, CA 92606
- Phone: 949-250-8341
- Email: [lferchaw@coopstrategies.com](mailto:lferchaw@coopstrategies.com)

Given our long history of working with public agencies and our expertise in analyzing and evaluating demographic data, Cooperative Strategies is uniquely qualified to assist the City with demographic services in relation to compliance with the CVRA. We've provided similar services to more than 50 public agencies across the State of California ("State") which makes us intimately familiar with the requirements under the CVRA and the Federal Voting Rights Act ("FVRA"). ***Resumes of personnel assigned to this engagement*** are included on the following pages.

Thank you for the opportunity to submit the enclosed proposal. Should you have any questions, please do not hesitate to contact me as I will serve as the primary point of contact for the City.

Sincerely,



**Larry Ferchaw**  
**Executive Director**



## **LARRY FERCHAW, PARTNER EXECUTIVE DIRECTOR, WESTERN REGION**

Larry Ferchaw has assisted a wide range of LEAs with the transition from at-large to by-area elections. Mr. Ferchaw has prepared various demographic and financial analyses and has assisted LEAs that range in size from small, rural elementary LEAs to some of the largest urban and suburban LEAs in the Country.

He specializes in projecting enrollment and analyzing capacities to determine future student impact on school facilities. He also aids LEAs in identifying new construction and modernization needs while navigating the financial implications of such projects.

### **Education**

- M.S., Journalism, Columbia University
- B.A., History, University of California, Los Angeles

### **Areas of Expertise**

- Boundary Planning
- Community Engagement
- Trustee/Voting Areas
- Facilities Master Planning

### **Notable Accomplishments**

- Board Member, Coalition for Adequate School Housing

### **Sample Experience**

#### **Anaheim Elementary School District, CA**

*Voting Area Creation Services*

#### **Anaheim Union High School District, CA**

*Voting Area Creation Services*

#### **Beaumont Unified School District, CA**

*Voting Area Creation Services*

#### **Conejo Valley Unified School District, CA**

*Voting Area Creation Services*

#### **Desert Sands Unified School District, CA**

*Voting Area Creation Services*

#### **Dublin Unified School District, CA**

*Voting Area Creation Services*

#### **Moorpark Unified School District, CA**

*Voting Area Creation Services*

#### **Ojai Unified School District, CA**

*Voting Area Creation Services*

#### **Oxnard School District, CA**

*Voting Area Creation Services*

#### **Palm Springs Unified School District, CA**

*Voting Area Creation Services*

#### **Riverside Unified School District, CA**

*Voting Area Creation Services*

#### **San Mateo County Community College District, CA**

*Voting Area Creation Services*

#### **Santa Paula Unified School District, CA**

*Voting Area Creation Services*



## **JUSTIN RICH SENIOR DIRECTOR**

Justin Rich brings over 15 years of experience in school facilities planning and finance. He assists LEAs with their Facilities Master Planning efforts, specialized demographic analyses, and municipal advisory services. He has been involved in numerous community outreach efforts related to facility planning, general obligation bond elections, school attendance boundaries/closures and trustee area redistricting.

### **Education**

- M.P.A., Public Administration, California State University, Long Beach
- B.A., Political Science, University of California, Los Angeles

### **Areas of Expertise**

- Trustee/Voting Areas
- Facilities Master Planning
- Community Engagement
- Development Impact Analyses
- Boundary Planning

### **Notable Accomplishments**

- MSRB Series 50, Municipal Advisor Representative and Series 54, Municipal Advisor Principal.
- Advised on nearly \$7 billion in municipal bond transactions for school districts and community college districts.
- Facilitated multiple community outreach processes and townhall forums related to facilities master plans, school attendance boundary adjustments and school closures.

### **Sample Experience**

**Riverside Community College District, CA**  
*Voting Area Creation Services*

**Riverside Unified School District, CA**  
*Voting Area Creation Services*

**Castro Valley Unified School District, CA**  
*Bond Election Services; Financial Advisory*

**Lake Elsinore Unified School District, CA**  
*Boundary Planning; Developer Fee Justification Studies; Facilities Master Planning; Demographic Analysis; Developer Negotiations*

**Menifee Union School District, CA**  
*Financial Advisory; Demographic Analysis; Developer Negotiations; Enrollment Projections*

**Moreland School District, CA**  
*Boundary Planning; Developer Fee Justification Studies*

**Mountain View School District, CA**  
*Developer Negotiations; Developer Fee Justification Studies; Bond Election Services; Financial Advisory*

**Norris School District, CA**  
*Facilities Master Plan; Financial Advisory*

**Oakley Union Elementary School District, CA**  
*Bond Election Services; Financial Advisory*

**Pasadena Unified School District, CA**  
*Boundary Planning; Developer Fee Justification Studies; Redevelopment*

**Richland School District, CA**  
*Facilities Master Planning; Developer Fee Justification Studies; Enrollment Projections*

**San Dieguito Union High School District, CA**  
*Long Range Facilities Task Force; Bond Election Services; Financial Advisory*

**San Gabriel Unified School District, CA**  
*Developer Fee Justification Studies, Facilities Usage Fee Studies*





## **ANDREW BISHOP SENIOR ASSOCIATE DIRECTOR**

Andrew Bishop has provided financial, demographic, and cartographic services to a wide variety of LEAs since 2005. His expertise with Geographic Information Systems has helped illustrate a variety of demographic and facilities planning services for hundreds of school districts. Andrew also has extensive experience in calculating student generation rates to determine future student enrollment and the resulting impact on school facilities.

### **Education**

- B.A., Geography, University of California, Los Angeles

### **Areas of Expertise**

- Developer Fee Justification Studies
- School Facilities Needs Analyses
- Enrollment Projections
- Capacity Analyses
- Geographic Information Systems
- Assessment District Administration
- Trustee/Voting Areas

### **Notable Accomplishments**

- Finalist, NYC Department of Education Call for Innovations, Enhancing School Zoning Efforts by Predicting Population change

### **Sample Experience**

#### **Alum Rock Union Elementary School District, CA**

*Enrollment Projections*

#### **Anaheim Elementary School District, CA**

*Trustee/Voting Areas*

#### **Beverly Hills Unified School District, CA**

*Developer Fee Justification Studies*

#### **Bonita Unified District, CA**

*Developer Fee Justification Studies;  
RIMD Administration*

#### **Byron Union School District, CA**

*Developer Fee Justification Studies;  
Enrollment Projections*

#### **Capistrano Unified School District, CA**

*Annual & Five-Year Reports; Developer Fee Justification Studies*

#### **Fremont Unified School District, CA**

*Developer Fee Justification Studies;  
Enrollment Projections; School Facilities Needs Analyses*

#### **Hesperia Unified School District, CA**

*Annual & Five-Year Reports; Developer Fee Justification Studies; Enrollment Projections; School Facilities Needs Analyses*

#### **Irvine Unified School District, CA**

*Annual & Five-Year Reports; Developer Fee Justification Studies; RIMD Administration; School Facilities Needs Analyses*

#### **Menifee Union School District, CA**

*Annual & Five-Year Reports; Developer Fee Justification Studies; School Facilities Needs Analyses*

#### **Palm Springs Unified School District, CA**

*Developer Fee Justification Studies*

## ► SUBCONTRACTOR LIST

Not Applicable. Cooperative Strategies, LLC does not propose utilizing subcontractors for this potential engagement.

## ► COST PROPOSAL

The total proposed fee for Cooperative Strategies to perform the services as described is outlined below. This fee includes attendance at up to six (6) meetings with the City (City staff meetings, public hearings, community input meetings, and City Council meetings), as well as the activities identified in the project scope provided by the City:

- Review Demographic Changes
- Development of Updated District Maps
- Plan Development (as needed)

For reference, we have included a detailed scope of work in Appendix A.

SERVICE DESCRIPTION	PROPOSED FEE
Total Fee for Evaluation and Creation of New Boundaries	\$20,000 (Plus Expenses Up to \$1,000)

*\*Proposed fee valid for 180 days*

Following the review of existing boundaries, if the City **does not need to adjust** its district boundaries, then the **fee will be reduced** to \$5,000.

Should the City require attendance at additional meetings beyond those identified above, the fee shall be \$800 per additional meeting.



## ► CLIENT REFERENCE LIST

The Client Reference List is included on the following page and submitted on the PlanetBids platform.

## **CLIENT REFERENCE LIST**

In order to more fully evaluate your background and experience for the project herein proposed, it is requested that you submit a list of references and/or similar projects completed or in progress within the last 24 months or as noted in the requirements of the RFP or IFB. Your cooperation in this matter is greatly appreciated.

Company Name: \_\_\_\_\_

Number of years as a contractor in the work of this type: \_\_\_\_\_

Three projects/clients references for this type of work:

Client Name \_\_\_\_\_

Address \_\_\_\_\_

Contact Name \_\_\_\_\_

Contact Email \_\_\_\_\_

Contact Phone Number \_\_\_\_\_

Project Description \_\_\_\_\_

Project Start Date \_\_\_\_\_

Project End Date \_\_\_\_\_

Project Amount: \_\_\_\_\_

Client Name \_\_\_\_\_

Address \_\_\_\_\_

Contact Name \_\_\_\_\_

Contact Email \_\_\_\_\_

Contact Phone Number \_\_\_\_\_

Project Description \_\_\_\_\_

Project Start Date \_\_\_\_\_

Project End Date \_\_\_\_\_

Project Amount: \_\_\_\_\_

Client Name \_\_\_\_\_

Address \_\_\_\_\_

Contact Name \_\_\_\_\_

Contact Email \_\_\_\_\_

Contact Phone Number\_\_\_\_\_

Project Description\_\_\_\_\_

Project Start Date\_\_\_\_\_

Project End Date\_\_\_\_\_

Project Amount:\_\_\_\_\_

Bidder's Signature \_\_\_\_\_



NOTE: If requested by the City, the bidder shall furnish a certified financial statement, references, and other information sufficiently comprehensive to permit an appraisal of his current financial condition.

## ► MODIFICATIONS, CHANGES OR EXCEPTIONS TO THE CITY CONTRACT OF SERVICE AGREEMENT TEMPLATE

Not Applicable. Cooperative Strategies, LLC accepts the terms of the service agreement template without modifications, changes or exceptions.

## ► AFFIDAVIT OF NON-COLLUSION & NON-DISCRIMINATION

The Affidavit of Non-Collusion and Non-Discrimination is included on the following page and submitted on the PlanetBids platform.

**CITY OF CARSON**  
**AFFIDAVIT OF NON-COLLUSION AND NON-DISCRIMINATION**

I hereby swear (or affirm) under the penalty of perjury:

That the attached proposal or bid has been arrived at by the responder independently and has been submitted without collusion with and without any agreement, understanding, or planned common course of action with any other firm or entity designed to limit fair and open competition;

That the contents of the proposal or bid response have not been communicated by the responder or its employees or agents to any person not an employee or agent of the responder and will not be communicated to any such persons prior to the official opening of the solicitation responses; and

The proposer/bidder does not and shall not discriminate, will provide equal employment practices, and will adhere to an affirmative action program to ensure that in their employment practices, persons are employed and employees are treated equally and without regard to or because of race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status or medical condition.

I certify that the statements in this affidavit are true and accurate.



\_\_\_\_\_  
Signature

\_\_\_\_\_  
Larry Ferchaw

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
4/22/21

\_\_\_\_\_  
Date

\_\_\_\_\_  
Executive Director, Western Region

\_\_\_\_\_  
Title



## ► FEDERAL LOBBYIST REQUIREMENTS

The Federal Lobbyist Requirements form is included on the following page and submitted on the PlanetBids platform.

**FEDERAL LOBBYIST  
REQUIREMENTS CERTIFICATION**

Name of Firm: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_ Phone No.: \_\_\_\_\_

---

Acting on behalf of the above-named firm, as its Authorized Official, I certify as follows:

1. No Federal appropriated funds have been paid, by or on behalf of the above named firm to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of and Federal grant, loan or cooperative agreement, and any extension, continuation, renewal, amendment, or modification thereof, and;

2. If any funds other than Federal appropriated funds have paid or will be paid to any person for influencing or attempting to influence an officer or employee or any agency, a Member of Congress an officer or employee of Congress or an employee of a Member of Congress in connection with this Federal contract, grant loan, or cooperative agreement, the above named firm shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions, and:

3. The above-named firm shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreement) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into the transaction imposed by Section 1352 Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Authorized Official:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature:  \_\_\_\_\_ Date: \_\_\_\_\_

## ► DEBARMENT AND SUSPENSION CERTIFICATE

The Debarment and Suspension Certificate is included on the following page and submitted on the PlanetBids platform.

## DEBARMENT AND SUSPENSION CERTIFICATION

Name of Firm: Cooperative Strategies

Acting on behalf of the above-named firm ("Consultant"), as its Authorized Official, I, the undersigned, certify as follows:

I am a duly authorized representative of ("Consultant"). Consultant certifies, to the best of its knowledge and belief, that Consultant, including its principals:

Is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency, and not does not have a proposed debarment pending;

Has not within the three-year period preceding this certification been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction, contract, or subcontract under a public transaction; for violation of federal or state antitrust statutes; or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

Is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (2) above; and

Has not within the three-year period preceding this certification had one or more public transactions (federal, state or local) terminated for cause or default.

Consultant further certifies that Consultant, including its principals, is not listed on the government-wide exclusions in the System for Award Management.

Consultant acknowledges that falsely providing this certification may result in criminal prosecution or administrative sanctions, and that this certification is a required component of all proposals in response to this RFP/IFB.

A proposal that does not include a completed and signed version of this certification will be deemed incomplete and materially nonresponsive, and will not be considered.

### CONSULTANT

By: Larry Ferchaw 

Title: Executive Director, Western Region

Date: 4/22/21

► CERTIFICATE OF COMPLIANCE WITH  
LABOR CODE SECTION 3700

Not Applicable.

## ► BID SECURITY

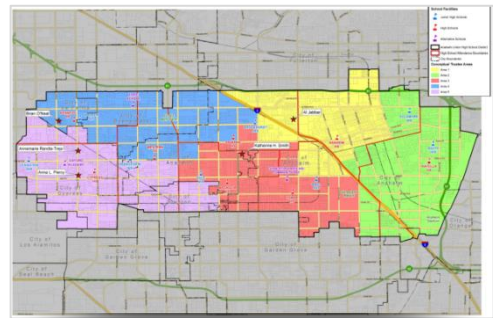
The Bid Security form has been submitted on the PlanetBids platform.



## Scope of Services

Cooperative Strategies has aided a number of public agencies throughout the State with the creation and implementation of voting areas. As such we have clear understanding of the services to be performed for the City in this process and are committed to carefully and expertly providing these services to the City to meet the needs as outlined in the RFP. When drawing voting areas, we utilize the following legal considerations:

- Each area shall contain nearly equal number of inhabitants based on total population with a variance of up to 10 percent between the largest and smallest areas
- Comply with the FVRA in that members of a protected class do not have their voting rights diluted through the creation of voting areas
- Be compact and contiguous, as much as possible
- Follow man-made and natural geographic features, as much as possible



Once several maps that meet the above criteria are created, we review them with City staff and legal counsel to ensure legal compliance. The maps are then shared with the City Council for review and comment prior to receiving public input.

Public input can take the form of public hearings at City Council meetings or in town hall meetings across the City where community members can review the information and provide feedback. This feedback can be in the form of discussion, written documentation, or included in our web-based software system that enables citizens to complete and share regulation-compliant redistricting map scenarios.

After all feedback is compiled, the City Council can adjust the maps as it desires before ultimately deciding on the map that best meets the needs of the community. Cooperative Strategies then aids in the approval and adoption process to finalize and implement the new voting area election method. The following scope of work outlines the specific activities and tasks involved in Cooperative Strategies' voting area creation services.

## Scope of Work - Redistricting

ACTIVITY & TIMING	TASKS
<b>1.</b>  <b>Goals, Priorities and Data Analysis</b>	<b>1.A. Identify Goals and Priorities</b>  This task involves determining the goals the City has for the districting process. This determination will be based on Elections Code, including the California Voting Rights Act and Federal Voting Rights Act. Goals and priorities may or may not take into account: <ul style="list-style-type: none"> <li>• Balanced Population (One Person, One Vote)</li> <li>• Civic Boundaries</li> <li>• Community Identity</li> </ul>
	<b>1.B. Identify Key Issues and Considerations</b>  This task involves identifying the key issues and considerations involved in creating Voting Areas. These may include legal issues, compliance with Federal and State regulations, constituent/community concerns, as well as others.
	<b>1.C. Discuss Requirements with Legal Counsel</b>  This task involves discussing the list of items identified in Tasks 1.A. and 1.B. with staff of the City to ensure compliance with all applicable legal, statutory, and organizational requirements.
	<b>1.D. Prepare Census Data Analysis for Voting Areas</b>  This task involves analyzing 2020 Census data to obtain information on population within the City as well as to use in creating conceptual Voting Areas.
	<b>1.E. Evaluate Population of Community</b>  This task involves evaluating the demographics of the City based on data from the United States Census.

ACTIVITY & TIMING	TASKS
	<p><b>1.F. Create Web-Based Digital Interface</b></p> <p>This task involves Cooperative Strategies creating a web-based digital interface for stakeholders and community members to independently draw district boundaries.</p>
	<p><b>1.G. Attend and Present at Public Hearings</b></p> <p>This task involves Cooperative Strategies attending and presenting at the two (2) pre-map public hearings at meetings of the City Council to gather input from the community and Councilmembers.</p>
<p><b>2.</b></p> <p><b>Prepare and Present Scenarios</b></p>	<p><b>2.A. Create Conceptual Voting Areas</b></p> <p>This task involves using Census data and GIS data gathered in Task 1.D. and input received in Task 1.F. to prepare three (3) conceptual Voting Area scenarios. This task will involve preparing alternative Voting Area boundary proposals for consideration, including maps and demographic data for comparative purposes.</p>
	<p><b>2.B. Present Recommendations to Staff</b></p> <p>This task involves presenting conceptual Voting Areas to City Staff for their review and consideration. Cooperative Strategies will prepare deliverables and a presentation with the goal of refining the recommendations that will be delivered to the City Council.</p>
	<p><b>2.C. Present to City Council</b></p> <p>This task involves three (3) meetings to present the scenarios from Task 2.B. to the City Council for comment and review. These meetings include the public hearings required prior to approval by the City Council.</p>
	<p><b>2.D. Assist in Public Outreach</b></p> <p>This task involves assisting in a public outreach effort to present conceptual scenarios to the public and solicit feedback from constituents on the scenarios.</p>

ACTIVITY & TIMING	TASKS
	<b>2.E. Revise Scenarios</b>  This task involves revising the conceptual scenarios based on feedback from the public and the City Council.
	<b>2.F. Present Revised Scenarios to City Council</b>  This task involves presenting the revised scenarios to the City Council for consideration and approval of new Voting Areas.
	<b>2.G. Assist in Implementation Process</b>  This task involves assisting in ensuring documentation is provided to the County offices to implement the change in Voting Areas.