



Attachment “2” - Questionnaire
Solicitation No. ADSPO11-00000704

STATE OF ARIZONA

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

In accordance with this Solicitation, the Offeror shall complete this Offer Form, indicating the Offeror’s responses in the spaces provided. Additional pages may be added, as long as they are clearly referenced to this Offer Form in the spaces provided.

If such additional pages are added, the Offeror shall include the following Solicitation information (as indicated above) at the top of all additional pages: (1) this “Offer Form” number, (2) the Solicitation’s number, and (3) the Solicitation’s title.

Any Offeror that does not include this completed Offer Form, or that does include an incomplete Offer Form, or that includes a completed Offer Form with unacceptable responses may cause its entire Offer to be deemed unacceptable and, therefore, non-responsive and not available for award.

- 1 Provide a detailed explanation of Offeror’s method of approach to perform the Work set forth in the Statement of Work Sections 2.1 through 2.4.

Offeror’s Response:

Arizona’s Independent Redistricting Commission (AIRC) offers the people an opportunity to participate in a truly democratic and representative process. National Demographics Corporation (NDC) is pleased to submit this proposal to assist AIRC in this important work. We believe this proposal brings together a redistricting "Dream Team": Racially Polarized Voting expert Dr. Lisa Handley; Redistricting and Competitiveness expert Dr. Bruce Cain; Community of Interest, Citizen Voting Age data, Process, GIS and Public Outreach expert Mr. Douglas Johnson; Online GIS Expert Mr. David Meyer; Demographic and GIS expert Mr. Justin Levitt; Legal Records and Process expert Ms. Sara Larsen. In addition, NDC has associations with a population of statistical, meeting facilitation, GIS, and sociological experts who can assist the AIRC should the need for their services arise. In short, NDC can hit the ground running with a nonpartisan team of the nation’s leading redistricting experts.

Established more than three decades ago, NDC has more successful redistricting experience than any other company. We have served literally hundreds of state and local jurisdictions (please see the list of recent clients at Appendix A); and we welcome AIRC’s contact to any one of them for references on the quality of our work.

NDC prides itself on successful management of all its local redistricting contracts, for consistently promoting the engagement of the public, for our skills in outreach and in public education, and for our reputation built over many years for honesty, impartiality and integrity.

Arizona’s Redistricting Process: Redistricting congressional and state legislative districts is both legally and politically more difficult than the redistricting of cities, counties and special districts. AIRC would be wise to look only to consultants that have state-level experience, for it is not a process that favors on-the-job training. In a state legislative and congressional redistricting, both incumbents and political parties jockey for advantage; intense media coverage is given to charges and countercharges of partisanship or impropriety; major national interest groups compete for access and add to the media frenzy; voting rights act analysis involve a very different analysis with partisan primary and general elections, and, in many cases, the process is thrown into the courts.

NDC has more experience –and more successful experience ---in state level redistricting than any other company: We have been the lead consultant for four states and have been associated in a major way in three other state processes.

Over three decades NDC has developed detailed, hands-on knowledge of Arizona’s political demography: our personnel have been responsible for redistricting Phoenix as well as for districting and redistricting several Arizona jurisdictions on multiple occasions (Glendale 4 times, Peoria 4 times, Surprise 3 times); and we were the lead technical consultant in Arizona’s first use of Proposition 106 in 2001-2.. Yet, NDC has no corporate or personal ties to any political or business interests in the State; we have not worked for any political party in the State; we have not assisted the campaigns of any incumbents or candidates in the State; and we have not contributed funds or services



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to any ballot initiative in the State. We can bring complete objectivity to Arizona’s process. No- one can accuse NDC of a hidden agenda in Arizona, or of favoritism or bias toward particular Arizona groups or interests. At Appendix B we provide a list of Arizonans who have worked with NDC and who can attest to our objectivity and impartiality.

NDC has substantial prior experience with commission-directed redistricting: in Arizona, this includes not only our technical work for AIRC in 2001-3 but, also and Mesa’s use of a commission for that city’s redistricting. In our experience, the crucial first step in a commission-directed redistricting is to assure that all participants (commissioners, commission staff, attorneys, technical consultants) are “on the same page.” This involves detailed awareness of the complexities of the process in which they are to be involved together; a shared understanding of the pitfalls to be avoided; knowledge of key federal and state laws and court rulings; and a common level of competence in the use of GIS and other tools. Essentially, therefore, it must be a three-way educational process: commissioners must make clear their priorities and expectations to staff, attorneys and consultants; the attorneys must instruct all participants in proper compliance with legal requirements; and the consultant must provide guidance on geography and demography, together with training in the use of GIS and other tools. NDC’s highly qualified personnel have long experience in such a process. At Appendix C, we provide a suggested outline for “education and training” sessions.

A hallmark of the commission process is its engagement of citizens through outreach and public meetings. NDC has always believed in opening redistricting to the public. We first introduced the “public participation kit” in 1980: it is a means of enabling any interested person to draw up one or more proposals. This kind of public input not only generates many good ideas for district design and the protection of communities; but it also provides an important educational function. Groups with unrealistic expectations of the redistricting process learn about the tradeoffs and difficult choices that cannot be avoided.

Today, the internet provides many new, speedy and convenient means for involving the public in AIRC’s process. We believe NDC has more experience than any other company in the on-line submission of citizen plans; and our technical personnel are closely familiar with the potential use of Face BookTwitter, Facebook, blogs, shared Google Maps, shared Google Earth, ArcGIS Online, and other information distribution and social networking capabilities for use by AIRC.

NDC has long been known nationally for its technical leadership and system expertise in redistricting. The hallmark of the computerized systems used by NDC is an ability to bring into play large amounts of data in such a way that the person drawing the district boundaries, as well as those analyzing the plans produced, can comprehend the data and make responsible and correct decisions about the nature of the districts being created. The systems used by NDC provide for extensive tests of community of interest splits, completeness of plans, analysis of population balance among districts, compactness, and competitiveness, among other quality controls and integrated reporting capabilities.

The NDC systems represent the most advanced realization of technical trends in the redistricting field. Our personnel have experience in operating several advanced computer graphics districting systems and are prepared to provide electronic databases and GIS district maps in any system format desired by the Commission

More important than technical expertise is NDC’s long experience in working through all the many problems that arise in the course of a redistricting. It is a process that places a premium on calm competence under pressure, on openness to conflicting opinions, an ability to develop creative alternatives, and a willingness to work round the clock to meet deadlines. We are confident that a check with any of our past or present clients will confirm that we have all of those attributes. In 2010, when a group of reformers asked the National Conference of State Legislatures to host and endorse a "good government" caucus at NCSL's Austin redistricting seminar (as an alternative option to NCSL's traditional Democratic and Republican caucus meetings), NCSL Redistricting Program Director Tim Storey agreed with only one condition: "If [NDC President] Douglas Johnson agrees to be the facilitator." Mr. Storey understood NDC's reputation for unbiased expertise in the field.

Public Involvement. NDC pioneered the “transparent districting” approach which involves the public at every stage of the process. The company invented the "public participation kit" for public participation in districting efforts, which many of the firm’s competitors now attempt to duplicate. Perhaps NDC’s most valuable service is the firm’s



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experience transforming often-contentious and passionate debates on this difficult subject into thoughtful, constructive discussions focused on the options and outcomes rather than individual personalities or positions. NDC also has considerable experience working with translators in public forums and providing materials in English and Spanish.

Media Outreach. The firm's work has been widely praised in the media, and NDC has worked extensively on background, off the record, and on the record with all types of press including radio, television, newspaper, and new media.

Technical Expertise. NDC's personnel are nationally recognized as leaders in the districting field, and are responsible for numerous books and articles on the subject. NDC possesses all the hardware and software necessary to the districting and redistricting needs of any jurisdiction, and its personnel have extensive experience in performing graphics districting and redistricting work as well as in developing databases for districting use.

Legal Precedents. Because nearly all aspects of the districting process are subject to judicial challenge, it is crucial that the consultant be knowledgeable regarding all key legal precedents and experienced in preparing materials in proper legal form. NDC is prepared to explain these legal requirements in terms that lay persons can understand.

"Protected Class" group and general public expectations: U.S. Supreme Court decisions are constantly changing the rules regarding districting, "race-based districting," and the establishment of districts focused on the electoral power of "protected classes." It is crucial that the consultant work with the racial, ethnic, and other community groups at the beginning of the process to welcome their ideas and develop the appropriate expectations regarding minority representation prospects. No NDC local districting or redistricting plans has ever been challenged in Court or by the Department of Justice.

Nearly all aspects of the districting process are subject to judicial challenge, and it is crucial that your districting consultant be knowledgeable regarding all key legal precedents. Because of the importance of public participation and effective media relations, the consultant must also be prepared to explain legal requirements in terms that lay persons can understand. Fortunately, NDC has extensive experience with all of these issues.

NDC principals and team members are specialists in the measurement of minority voting strength and representation. The firm's record on minority representation is unsurpassed – the Department of Justice has never rejected an NDC-developed local districting plan and no NDC plan has ever been challenged in a Voting Rights Act lawsuit. NDC principals are among the state's few experts on the California Voting Rights Act of 2001.

Minority voting strength and levels of minority representation are never a simple issue of pure numbers. Racial block voting patterns, communities of interest, the local history of political organization (or lack thereof), and historical political bases of emerging leaders are all important factors to consider when attempting to achieve fair levels of minority representation.

Data on race, ethnicity, income, and housing all assist in defining communities of interest and minority representation goals. Similarly, past election data is used to identify the existence or absence of a pattern of racial block voting. Such a pattern guides districting and redistricting efforts by defining the concentration necessary to achieve community representation goals without unconstitutionally "packing" communities.

Perhaps most important, public comment on self-identified communities of interest, including racial and ethnic communities, will guide efforts to define minority communities and determine minority voting strength. Such commentary is a key factor in identifying communities; establishing fair representation; and ensuring California and Federal Voting Rights Act compliance.

Database Construction: NDC has successfully built election databases for Arizona for 2004 through 2010 and NDC has in the past built election and demographic databases for clients ranging from small local jurisdictions to the counties of Clark County (NV) and Los Angeles County (CA). NDC has also built other state redistricting databases for Mississippi, the state of California, and the state of Washington.



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In 2001, the AIRC hired Election Data Services (EDS) to build its database. When a member of the public raised questions about discrepancies in the data, the questioner was able to tell that something appeared wrong -- but not what was wrong or how to fix it. The Commission turned to NDC and NDC successfully diagnosed the errors (inactive voters were included in the voter counts) and NDC successfully rebuilt the database.

From 2004 through 2010 AIRC (and Legislative Counsel after AIRC went dormant following the conclusion of the lawsuit) hired NDC to build precinct-level and block-level state legislative election databases for use in Voting Rights Act and competitiveness analysis. NDC has successfully built such databases for Arizona for each of those years, in addition to our past work for Mississippi, Clark County (NV), Los Angeles County (CA), the state of California, and the state of Washington.

Also on the topic of databases, NDC President Douglas Johnson is a nationally recognized expert on Citizen Voting Age Population data, data disaggregation, and other potential data sources useful in redistricting, in particular those useful for the identification of communities of interest.

Openness: Any change in election systems can have momentous implications for the distribution of political power in a jurisdiction and for access by groups and individuals to the governance process. Not surprisingly, such changes often attract much public attention, sometimes generate intense controversy, and may draw charges of manipulation and abuse of power. Indeed, disputes over the form and substance of the process may often result in stalemate or legal challenge. It is crucial, therefore, that the jurisdiction establish, at the beginning, a process that is not only fair, but that is seen to be fair, to all contending groups and individuals.

Information Distribution: Thanks to NDC’s extensive experience in local jurisdiction districting and redistricting, in managing public districting processes, and in dealing with the quantity of data and information involved, NDC has developed specialized expertise in the rapid distribution of data, plans, reports, and the other related materials within the jurisdiction, to the media, to local interest groups, and to the public at large.

The key elements of this process involve providing accurate, thorough, and detailed information in an easily reviewed format. NDC uses a combination of maps, spreadsheets, written and verbal reports, PowerPoint® presentations. NDC can deliver all project materials in a format for posting to its website, if the jurisdiction so desires, or NDC can create, post and maintain a project website if that is the jurisdiction's preference. You can view one recent NDC-created and -maintained districting project website at www.DrawModesto.org.

NDC is also experienced at presenting this information in conjunction with translation services so that members of the public can understand and participate free of a specific language dependency.

For those with geographic information systems available to them, which could include staff, the media, a few members of the public, or local community and other minority groups, NDC is experienced at efficiently providing data and mapsets in electronic form to maximize these participants’ ability to review and comment on the information or proposal under consideration. NDC can provide this information in Excel, DBF, ArcView, Maptitude, or Block Equivalency formats (or all of the above), whichever is most useful to the interested party, and NDC can provide this information by email, on CD, or make it available on a website.

Local Leadership: NDC views its role as an advisor and technical resource. The firm advises its clients, but every project remains the client’s project. NDC offers guidance based on its experience and expertise, but ultimately the decisions are made by the jurisdiction itself. NDC welcomes the chance to assist this project under the guidance and direction of the jurisdiction’s elected leadership, key staff members, and the entire community.

The technical demands of a districting effort are high, and NDC is the undisputed leader in this area. But far more important than technical expertise are the interpersonal understanding and experience working with all parties in the process, including the public.

Scope of Work Compliance: NDC is experienced and capable with each and every element of "Statement of Work" for this project. NDC is ready to begin work immediately on each and every one of the listed tasks from Section 2 of the Statement of Work through 2.18 (as amended). Further details are provided as requested below.



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Academic Expertise and Rapid Access to Specialists:

The key technical staff and consultants we list above are competent to perform all the functions specified in the Statement of Work. In addition, however, at the request of AIRC, NDC stands ready to commit additional specialized personnel to the project. We list below a number of highly qualified professionals who have previously consulted with NDC or have indicated an interest in doing so. They are widely known for expertise in areas that may be of potential interest to AIRC. Upon request, and depending on availability, NDC will be pleased to assign them to the project.

- Marguerite Leoni & Chris Skinnell:, Nielsen-Merksamer: Lawyers specializing in the Voting Rights Act and Minority Representation;
- Dr. Jennifer Merolla Statistical analysis expert, can assist with Racially Polarized Voting Analysis and/or Competitiveness calculations;
- Dr. Alan Heslop Retired professor and redistricting expert, Dr. Heslop has led literally hundreds of redistricting discussions and is deeply familiar with the needs, desires, goals and pitfalls of the public participation in redistricting;
- Dr. Michael Uhlmann An expert meeting and focus group facilitator who is familiar with the Voting Rights Act and the dynamics of redistricting on elections.
- Dr. Ken Miller Dr. Miller is a lawyer and a professor. His specialty is court intervention in initiative and referendum questions (such as the proceedings regarding AIRC's 2001 work). He is available to provide advice regarding the likelihood of court action on the Commission's work and to assist with the vacillation of public hearings if desired.
- Dr. Andrew Busch An expert in the US Supreme Court's views on "traditional redistricting criteria" and one of the most widely-published scholars of American elections, Dr. Busch can assist with public hearing facilitation and provide guidance on the Court's famous "traditional redistricting criteria."
- Dr. Jean Schroedel Dr. Schroedel has written extensively on the history of political and economic power in America. If needed, she can provide the social and political context for the statistics in any racially polarized voting analysis the Commission requests to have performed.
- Dr. Ralph Rossum A professor, Dr. Rossum facilitated a number of AIRC meetings in 2001 and is available to do so again in 2011 if the schedule necessitates multiple meeting facilitators on a given day.
- Dr. Florence Adams Retired Associate Director of the Rose Institute of State and Local Government, retired founder of National Demographics Corporation, and author of "Latinos and Local Representation: Changing Realities, Emerging Theories," Dr. Adams has worked extensively with local governments on redistricting projects and can assist with both GIS mapping and public outreach.
- Mr. Victor Griego A Ph.D. student, former organizer with Ceasar Chavez, and President of Diverse Strategies for Organizing (founded in 1991): " Whether it is educating the community about quality of life issues or generating public support for a project, DSO draws upon years of experience in community relations for effective grassroots outreach, organizing, training and mobilization. We are experts in helping clients develop public participation programs for large projects, and are equally adept in building community coalitions to support public policy issues. With our expertise in reaching diverse communities, we are often called upon to facilitate the engagement of communities to maximize success for all stakeholders involved." Depending on the needs of the Commission, Mr. Griego can be brought on board to assist with public outreach, both in general and in particular to Arizona's Latino communities, organizations and individuals.



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- 2 Provide a detailed explanation of Offeror's experience in previous contracts of similar scope to this Solicitation's scope.

Offeror's Response:

Established more than three decades ago, NDC has more successful redistricting experience than any other company. We have served literally hundreds of state and local jurisdictions (please see the list of recent clients at Appendix A); and we welcome AIRC's contact to any one of them for references on the quality of our work. As the technical consultant to Arizona's first-in-the-nation 2001 Independent Redistricting Commission, NDC is literally the only firm with "experience in previous contracts of similar scope."

- 3 Provide Offeror's Organization Chart with names and titles clearly noted, all personnel who will provide services and the services each will provide clearly identified as required in Statement of Work Section 2.15, and the relationship of the project leader to management and to support personnel clearly illustrated.

Offeror's Response:

Project leader: NDC President Douglas Johnson
 Project coordinator and public meeting liaison: Sara Larsen
 Competitiveness Consultant: Dr. Bruce Cain
 Racially Polarized Voting Consultant: Dr. Lisa Handley
 GIS Team Leader: Mr. Justin Levitt

- 4 Provide a proposed time line detailing a suggested schedule for delivery of maps and a suggested schedule for the Arizona Independent Redistricting Commission (IRC) to follow as required in Statement of Work Sections 2.5.4 and 2.6:

Offeror's Response:

All maps to be posted as plans in Commission's online redistricting system, as PDF and JPG files on Commission website, as district-by-district KML files in Google Maps, as KML downloads for Google Earth users, as Shapefiles for ArcGIS users, and as JPG images in Commission Flickr account.

When logistically possible, Commission may hold 2 public hearings on the same day.

June 10: Contract signed / technical team begins work

June 13 - June 19

- Provide summary of current Leg and Cong demographics
- Begin finalization of database
- Meet with Commission & Staff to finalize schedule of hearings and deliverables
- Orientation & GIS Training meeting with Commission
- Present Grid development options to Commission & Commission direction on approach
- Present public participation kit and online redistricting system options to Commission for direction / decisions
- Draft agenda and materials for public meetings
- Draft advertising plan and materials to publicize public meetings
- Discuss options for additional outreach to Voting Rights groups (Latino, African American, & Native American)
- Consultant provides Commission with draft "guidelines for public input" for review and direction
- Start work on racially polarized voting analysis
- Start work on report to Commission on measures of competitiveness
- Begin work on locations for 1st round of public hearings



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Draft Facebook and Wikipedia, pages; setup Twitter and Flickr accounts

- June 20 - June 26 Present grid plan(s) to Commission for review, direction and potential adoption
 Finalize locations
 Commission approves "guidelines for public input"
 Draft script and shoot "Introduction to Redistricting and the Commission" video
 Finalize locations, dates and times for hearings
 Finalize list of staff and consultant deliverables
 Report on database development and online redistricting system preparation
 Finalize public information materials and video for website and media
 Continue work on racially polarized voting analysis
 Launch Facebook, Wikipedia, Twitter and Flickr outreach
- June 27 - July 3 Final adoption of Grid (if not done in prior week)
 Conduct 4 of 8 proposed first-round public hearings, including transcription and live webcasting
 Post all public input online
 Deliver report to commission on measures of competitiveness
 Public begins to draw/submit plans to Commission using kits and/or online system
 Draft schedule of 2nd round hearings and begin to identify locations
- July 4 - July 10 Continue receiving public input and plans from the public
 Conduct final 4 of 8 proposed first-round public hearings, including transcription and live webcasting
 Post all public input online
 Summarize first round public input
 Receive and review initial report on racially polarized voting. Provide direction on any additional analysis needed.
 Meetings with Latino, African American, and Native American groups/coalitions
 Decide on locations for second round hearings
- July 11 - July 17 Continue receiving public input and plans from the public
 Commission review of Grid and public input and direction to consultants on draft plan development
 Presentation to Commission of consultant's draft plans for Commission review and direction
 All draft plans posted online
 Finalize and advertise locations, dates and times for second round of hearings
- July 18 - July 24 Continue receiving public input and plans from the public
 Review and finalize draft plans
 Start of constitutionally-required 30 day public review of draft plans
- July 25 - July 31 Time for public review of draft plans
 Public submits comments
 Editorial board and other press meetings
 Finalize second round outreach details
- August 1 - Aug. 7 First 4 of 16 proposed second round public hearings
 Commission provides direction to consultants for test plan revisions based on public input
- August 8 - Aug. 14 Second 4 of 16 proposed second round public hearings
 Consultant reports on results of mapping tests directed by Commission in previous week
 Commission provides direction to consultants for test plan revisions based on public input
- August 15 - Aug. 21 Third 4 of 16 proposed second round public hearings
 Consultant reports on results of mapping tests directed by Commission in previous week



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Commission provides direction to consultants for test plan revisions based on public input

- August 22 - Aug. 28 Final 4 of 16 proposed second round public hearings
 Consultant reports on results of mapping tests directed by Commission in previous week
 Commission provides direction to consultants for test plan revisions based on public input
 End of constitutionally-required 30 day public review of draft plans
- August 29 - Sept. 4 Consultant presents latest revisions to draft plans for Commission review and direction
- Sept. 5 - Sept. 11 Consultant presents latest revisions to draft plans for Commission review, direction and tentative adoption
- Sept. 12 - 18 * Time for public review and comment on tentatively-adopted plans
- Sept. 19 - 25 Commission reviews public input, provides direction to Consultant, reviews results of tests, and adopts final plan.
- Sept. 26 - Oct.17 Prepare and submit preclearance request

* NDC believes that the July 24 - Aug. 28 public review period meets the requirements of Article IV, Part 2, Section 1(i)(16), but Counsel may suggest that out of an abundance of caution this additional review period be extended to 30 days rather than only one week.

- 5 Provide a detailed explanation of how Offeror will satisfy each of the individual requirements set forth in Statement of Work Sections 2.5.1 through 2.5.17:

Offeror's Response:

2.5.1 Assemble a redistricting database utilizing certified population data from the 2010 US Census for the State of Arizona and voter registration information from the Arizona Secretary of State or as directed by the AIRC.

It is NDC's recommendation that the Commission's database employ both voter registration and actual election results data (and the Department of Justice will ask for and use this data in its review of the Commission's plans, increasing the importance of the Commission's use of this data).

Since 2004, the State of Arizona has employed NDC as its election database consultant. NDC has built precinct-level databases for each state legislative primary and general election from 2004 through 2010, and block-level databases for each state legislative primary and general election from 2004 through 2008. The only work remaining are the translation of these databases to the 2010 Census geography and addition of voter registration data.

NDC was awaiting the delivery of the voter registration file from the Secretary of State's office when the Secretary put a hold on that data awaiting the Commission's designation of its official redistricting data manager. NDC is ready to finish the database as soon as that data is delivered.

NDC also acted as the State's Census Phase II consultant, and in that role NDC coordinated the provision of county precinct files to the U.S. Census Bureau for use in creation of the Census Bureau's "VTD" layer of geography. Given the limited state funding available, NDC acted as coordinator and did not perform verification or analysis of these files. Thanks to the cooperation of GIS departments in every county, NDC is proud to say this work was completed at significantly less expense than in any other state of comparable size. But, as this work was done in 2009, the geography provided to the Census Bureau reflected precincts at that time and -- as in all states



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-- changes in precinct geography occurred between 2009 and 2010. For that reason NDC's official Arizona 2010 election database includes the actual precincts used in the 2010 elections, not the 2009 Census geography.

2.5.2 **Provide all necessary computerized equipment to house and utilize the redistricting database.**

NDC recommends that the Commission have a full-power redistricting workstation available for staff and public use at the Commission's headquarters.

NDC recommends one of two options for Commissioner workstations:

1. Laptop computers with the Maptitude GIS software, but not Maptitude for Redistricting
 - o The basic Maptitude GIS software costs about \$500 per licenses, compared to \$7,500 for Maptitude for Redistricting.
 - o The laptops are otherwise fully enabled GIS systems that allow the user to show or hide layers of geography (such as other plan lines, streets, school districts, landmarks, etc.) at the user's desire
 - o Not including the plan-drawing capability also removes the potential open meeting law concerns.
2. iPads used to review the plans using ArcGIS online
 - o There is some back-end expense to providing the maps in ArcGIS online, so the cost is relatively similar for this option but it provides access to plans for the Commission and public in an easy-to-use online system where maps are overlaid onto Microsoft's Bing maps base layers.
 - o This provides a familiar user experience for anyone who has every looked up directions online.
 - o This also provides access to the many layers of geography provided by ESRI and its user community through the ArcGIS online system
 - o The drawback is that there is less control and flexibility over the layers (such as cities, school districts, etc.) that the Commissioners wish to view with thi
 - o Commissioners can also use the iPad's built-in camera to remotely participate in hearings when not available in person.

Under both scenarios, all maps will also be posted in a district-by-district format to Google Maps

2.5.3 **Use GIS software and the redistricting database to display mapping configurations of census units and proposed election districts in relation to federal and State-mandated requirements.**

NDC has been the leader in technical innovation and system expertise in the local districting field since the company's founding in 1979. The hallmark of the computerized districting systems used by NDC is an ability to bring into play large amounts of data in such a way that the person drawing the district boundaries, as well as those analyzing the plans produced, can comprehend the data and make responsible and correct decisions about the nature of the districts being created. The NDC systems represent the most advanced realization of these trends.

NDC personnel have experience in operating advanced computer graphics districting systems and are prepared to provide all electronic databases and GIS district maps in an Arc/View shape or Maptitude Geographic file format. The Company's technical approach has proved its reliability in many different districting and redistricting situations.

Modern computerized districting systems allow their users to assess the results of alternative boundary configurations. In particular, the results must be monitored in terms of geographic location, shape, compactness, contiguity and the characteristics of the district. Sophisticated graphics and data can be displayed on the monitor or plotted and printed using various output devices.



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The advantages of such a design and hardware configuration are that, at any time, for any district, either outline or detailed maps and either one-page or unit-by-unit data may be printed. In addition, users may order compactness and contiguity tests to be run on any district(s). NDC's system also stores multiple plans and tests may be built into the system to list split units. Users may order colored plots of any area to be produced.

The bulleted points below reference the specific technical features of the commercial districting systems – from ESRI and from Caliper Corporation – that NDC uses for districting, together with the company's own custom-designed tools.

- **Retrieval Methods:** From the point of view of the person who is to draw the lines, the ease with which one can create or change district boundaries is the most important feature of the retrieval mechanism of the software. By retrieval NDC means a "transfer" – the designation of geographic units to be added to districts, subtracted from districts, or moved between districts.
- **Computer Mapping:** Maps are a vital part of any districting process. It is important to have demographic data displayed in map form. It is also important that the user be able to examine the districts in question, both in terms of the shapes of the districts and the locations of the districts. Maps of plans should contain enough detail so that those to whom the maps are given understand exactly where the boundaries of the districts lie.
- **Tests and Checks:** Any effective computerized districting system must provide various tests and checks to assure the accuracy and constitutionality of proposed districts. The systems used by NDC provide for tests of contiguity and indicate contiguity by touch, islands within districts, or detached units from the district. Contiguity tests require a polygon line segment file to be created for the units used as building blocks in the districting process. These line segments are generally created in the database building process. There are also compactness tests available.
- **Required User Sophistication:** One of the main advantages of the systems in use by NDC is that the personnel operating them have wide experience in actual districting and redistricting. NDC has, however, designed the company's system to be used by persons without any prior data processing or programming or districting experience.
- **System Security:** The systems in use by NDC have numerous security checks denying entry to unauthorized persons – both to work stations and to individual plans. It is extremely unlikely that anyone could break through this security without detection.

2.5.4 Provide drafts of maps for the congressional and State legislative districts in a timely fashion as directed by the AIRC. Time is of the essence in the preparation of these maps, and a schedule of delivery shall be included in any response to this Solicitation. The AIRC shall review the draft maps and direct changes as necessary.

No one can match NDC's ability to deliver maps on time in formats specifically tailored for maximum efficiency of public and Commission review. NDC aims to illustrate options in decision-oriented discussions, and our provision of data and maps to the Commission and the public is tailored to allow substantive, informed, productive and rapid review and decision making. Plans will be reviewed in formats tailored for Commission review (whether the Commissioners have Maptitude for Redistricting, standard Maptitude GIS, ArcExplorer or just Google Earth) and for the public through interactive online web mapping.

2.5.5 Assist the AIRC in certifying to the Secretary of State the establishment of congressional and State legislative districts.

Through our extensive history of districting and redistricting work with Arizona state and local jurisdictions, NDC is fully aware of and experienced with the needs of the state and county elections officials,



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and NDC can easily prepare all of the materials necessary to ensure the timely and accurate certification and implementation of the Commission's adopted plans.

2.5.6 Provide training to the AIRC in utilizing the database and mapping software throughout the term of any resultant contract.

In Arizona, Modesto, San Diego, and countless other jurisdictions, NDC provides both general orientation and detailed training related to redistricting and redistricting systems. NDC recommends a one-hour introduction to the GIS software for Commissioners followed by a 30-minute introduction to the overlay and review of proposed plans once such plans are available. Additional training would be provided as requested by the Commission.

2.5.7 Develop a PowerPoint® presentation to be used by the AIRC's commissioners, staff or designees to provide public information to community groups. The presentation shall include background information on the initiative and an overview of the project scope as well as how to provide input to the AIRC on the redistricting plans.

NDC traditionally has prepared such presentations for each of our scores of redistricting clients, and we are ready and willing to do so for the Commission.

NDC recommends, however, a different approach for 2011. NDC recommends that the Commission prepare a five-minute video introduction. This video would be shown at the beginning of each public hearing, and it would be made available on the Commission's website and the Commission's YouTube account. This would allow any interested community group or individual to view and learn from the introduction -- not just those who are able to attend a Commission meeting or hearing. NDC would provide a draft script and work with a local video production team to film the Commissioners and develop the final video.

2.5.8 Provide all equipment necessary to draw maps reflecting the stated concerns and interests of the public participants.

NDC draws plans using the industry-leading Maptitude for Redistricting software that includes all of the latest GIS tools custom-tailored for redistricting work. NDC also uses Google Maps, Google Earth, ArcGIS Online, the Maptitude for Redistricting Extension for ArcGIS, PowerPoint, Adobe Acrobat Pro, and a variety of other tools to convey plans and other information in the most practical and useful format for the Commission and public.

2.5.9 Support the AIRC in holding a number of public meetings, as directed by the AIRC, throughout the State to discuss proposed redistricting plans. The Contractor shall be responsible for compiling and soliciting public input as well as providing the public with information as directed by the AIRC, including such items as draft maps and other relevant information.

Given the time available, and the significantly higher level of public interest and participation after the draft plans are released, NDC suggests a total of 18 public meetings held in different parts of the state at readily accessible locations. NDC suggests 6 pre-draft plan and 12 post-draft plan hearings. NDC is, of course, happy to support as many or as few meetings as the Commission wishes to hold and NDC will work closely with Commission staff and the Commissioners to craft a final hearing plan.

At the hearings, NDC will both solicit and compile public input, as well as present draft maps and other information, at the direction of AIRC. It has long been a hallmark of NDC's approach to redistricting to provide easy means for the public to give their input, either in the form of "Citizen Kits" or on-line, and we enthusiastically endorse the use of internet tools and communication methodologies, social media and all other available and convenient means to maximize opportunities for public access and input. NDC will suggest a program for this purpose to IRC. (Please also see Appendix C). NDC plans to work in collaboration with and at the direction of AIRC during all public input hearings, jointly facilitating interaction with the public.



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NDC recommends that: the first round of public meetings be held in six easily accessible locations in different parts of the State as decided by AIRC; and that the second round of meetings be held in 12 different but equally accessible locations. We further recommend that public meetings be conducted using a video (initially more costly than a PowerPoint but a significant saving on commissioners’ time), that they begin in the afternoon (perhaps at 2:00pm or 3:00pm) with a focus on AIRC’s own business (either in public or in executive session) but with some time set aside for public input; and that the major citizen input portion of the meeting begin in the evening at times most convenient to the public (perhaps at 6:00 or 7:00pm). Upon decision by AIRC, NDC will present a recommended schedule and agenda, developed in coordination with Commission staff and attorneys, for AIRC’s own meetings and for the public participation elements for all meetings through the final week of the process.

A plan for the first round of public meetings, developed after instruction from AIRC and in coordination with Commission staff, will be made available by NDC for review by the Commission and its staff within the first week of the contract. Such plan will provide: a suggested schedule, together with proposed locations; a listing of possible groups to contact to attend the meetings; suggestions for broadly advertising the meetings; draft press releases and suggested materials for a press packet; and a schedule for reports to the Commission on each of the hearings. Also developed at this stage will be a draft of the proposed PowerPoint® or video to be used in the citizen participation portion of each meeting. Intended for use by AIRC commissioners, staff or designees to provide public information to community groups, the PowerPoint or video should include: background information on Proposition 106, an overview of the project scope, an introduction to the redistricting process, an outline of the approach planned by the Commission, an explanation of the need for citizen input, and descriptions of the methods and means that the public can use to provide input.

Although full opportunity should be given to all interested members of the public to give testimony and make direct oral comments to AIRC, NDC believes that a crucial additional means of public input at the meetings should be printed materials distributed to attendees. Such citizen materials should include a simple survey instrument and a citizen kit. Note: Although the printed survey and the citizen kit are the principal means by which the public at the meetings will be able to provide input (i.e., on communities of interest, suggested lines of division and their sense of the area’s representational needs), NDC strongly urges the development of on-line means of access to AIRC plans and on-line means of input. Such internet access not only allows input from persons who are unable to attend the public meetings, but also permits attendees to continue engagement with the process. NDC will, therefore, make suggestions to AIRC for accessible and interlinked websites, social media and other such internet communications (audio, video, podcast, Skype and other such links) that will add to public input and access to information. All printed materials and all on-line materials will be provided to IRC’s attorneys for initial review and to AIRC for final approval.

2.5.10 Provide a process to enable the public to provide input to the mapping process.

NDC’s goal is to enable all members of the public to participate in this process in any format (and any language) that he/she wishes. Whether the map is developed with sophisticated GIS software, on a piece of paper, or simply described verbally in public testimony, NDC believes that every public plan suggestion deserves equal treatment by the Commission’s consultants until the Commission provides direction one way or another on a public submission. NDC uses the latest in Online GIS mapping tools, Online redistricting tools, paper "public participation kits," and public outreach and engagement to ensure anyone who wishes to make a mapping request or submit a map feels comfortable and appreciated. NDC will accept plans submitted as census block equivalency files, GIS layer files (Caliper or ESRI Shapefiles), Google Earth KML files, Google Mapmaker submission, hand-drawn, or in any other format. NDC also encourages the Commission to accept partial plans having as few as only one district drawn, and to accept maps of neighborhoods and communities of interest submitted for Commission consideration even if an entire district is not drawn.



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NDC has already launched an online redistricting system for Yuma County, and within days we will have similar systems up and running for Mesa and Glendale. NDC can rapidly deploy a similar system for Arizona and we have already spoken with the two major vendors of such software (ESRI and Caliper Corporation) to identify the expense, hosting and support requirements and other details needed for a state-level deployment. NDC participated in the development of both the ESRI and Caliper programs as a beta tester, and NDC Online GIS Director David Meyer worked for ESRI as part of the Online Redistricting product team.

2.5.11 Develop coding of maps submitted by the public or developed during public hearings to describe stated concerns and interests of the public participants.

NDC has more experience than any other entity in tracking, logging, reporting and summarizing both plans submitted by the public and plans developed by NDC at the Commission's direction. Using both naming schemes and a plan history, NDC tracks the direction/focus of each and every plan; which plan was used as the base plan; what the Commission's decision was on a plan; and who was the source of the plan. This allows the public to clearly understand what map the Commission is discussing and what led to that map's configuration of districts, and it establishes a clear history of plans for Department of Justice pre-clearance review.

2.5.12 Provide coding of public testimony such that it can be indexed, aggregated and collated to corresponding maps.

This operated in the same manner as the plans, except that each comment is summarized and linked to a given piece of geography. Community and neighborhood maps will be converted into GIS layers that can be overlaid onto any plan proposal. While the Maptitude for Redistricting software has a built in system for recording communities of interest, in our experience that functionality is far too limited and NDC feels it is important to take public input to the next level of analysis and mapping so that all future plans can be compared to the full record of public input and communities of interested suggested by the public can be tracked and all plans automatically tested for potential community splits without requiring a community by community manual review.

2.5.13 Assist the State in submitting the redistricting plan to the United States Department of Justice or the United States District Court.

NDC has extensive and unmatched experience in preparing preclearance submissions and unmatched experience doing so in the very different environment of an independent redistricting commission..

2.5.14 Assist the AIRC and the AIRC's legal counsel in complying with the Voting Rights Act of 1965, as amended.

The NDC team includes Douglas Johnson, who is extensively experienced in the analysis of "protected class" communities, neighborhoods, and demographics, and Dr. Lisa Hauser, who is arguably the nation's top expert on Racially Polarized Voting analysis.

2.5.15 Ensure an ongoing interaction between the Contractor, the AIRC and the AIRC staff.

This is both vital and easy, given NDC's extensive experience working in independent commission environments (not just with AIRC but also with the Modesto Citizens Districting Commission).

2.5.16 Provide all equipment required to produce, digitally store, project on screen (for audience viewing), and print all maps desired by the AIRC.



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This is standard practice for NDC and will include the use of the software packages described elsewhere to ensure NDC provides our industry-leading smooth and focused approach to providing action- and decision-oriented meetings that maximize public engagement and Commission focus on key decision and questions.

2.5.17 Develop archival level research materials as directed by the AIRC and deliver these to the AIRC at scheduled times to allow for the archive of this process to be timely and orderly. The term "archival" shall refer to both electronic and paper documents and other such medium as may be deemed applicable. It is the intent of the AIRC that all of the public data that is collected shall be available electronically for the benefit of both the current and future Independent Redistricting Commissions as well as the general public.

NDC has extensive experience with archiving scores of boxes from independent and public redistricting project, and we always provide all materials in multiple electronic formats.

6 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.7.

Offeror's Response:

2.7 The AIRC's staff and the Contractor will work as directed by the AIRC to expeditiously develop and make accessible and interlinked websites, social media and other such open and accessible internet communications data as may be deemed appropriate to maximize the opportunity for public input and access to the activities and actions of the AIRC. These sites may include audio, video, podcast, Skype and other such links as to not limit the AIRC's goal for data and input collection.

NDC's unmatched experience with a wide variety of online environments and electronic data formats ensure our effective assistance to the Commission in all of its efforts to implement what NDC refers to as the "3 E's": Engage, Educate, and Empower the public. Using Twitter, Facebook, Google Maps, Google Earth, ArcGIS Online, photo-sharing sites and any other channels the Commission wishes to engage, NDC will provide maps, data, instruction and tools to the Commission and the public through every channel and format the Commission directs (including in multiple languages).

7 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.8.

Offeror's Response:

2.8 The software employed by the Contractor must automatically display the results of any proposed change in a district by retabulating and presenting on-screen the resulting map and the corresponding changes in total population and population sub-groups associated with the proposed change to a district.

NDC has been the leader in technical innovation and system expertise in the local districting field since the company's founding in 1979. The hallmark of the computerized districting systems used by NDC is an ability to bring into play large amounts of data in such a way that the person drawing the district boundaries, as well as those analyzing the plans produced, can comprehend the data and make responsible and correct decisions about the nature of the districts being created. The NDC systems represent the most advanced realization of these trends.

NDC personnel have experience in operating advanced computer graphics districting systems and are prepared to provide all electronic databases and GIS district maps in an Arc/View shape or Maptitude Geographic file format. The Company's technical approach has proved its reliability in many different districting and redistricting situations.



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Modern computerized districting systems allow their users to assess the results of alternative boundary configurations. In particular, the results must be monitored in terms of geographic location, shape, compactness, contiguity and the characteristics of the district. Sophisticated graphics and data can be displayed on the monitor or plotted and printed using various output devices.

The advantages of such a design and hardware configuration are that, at any time, for any district, either outline or detailed maps and either one-page or unit-by-unit data may be printed. In addition, users may order compactness and contiguity tests to be run on any district(s). NDC's system also stores multiple plans and tests may be built into the system to list split units. Users may order colored plots of any area to be produced.

The bulleted points below reference the specific technical features of the commercial districting systems – from ESRI and from Caliper Corporation – that NDC uses for districting, together with the company's own custom-designed systems.

- Retrieval Methods: From the point of view of the person who is to draw the lines, the ease with which one can create or change district boundaries is the most important feature of the retrieval mechanism of the software. By retrieval NDC means a "transfer" – the designation of geographic units to be added to districts, subtracted from districts, or moved between districts.
- Computer Mapping: Maps are a vital part of any districting process. It is important to have demographic data displayed in map form. It is also important that the user be able to examine the districts in question, both in terms of the shapes of the districts and the locations of the districts. Maps of plans should contain enough detail so that those to whom the maps are given understand exactly where the boundaries of the districts lie.
- Tests and Checks: Any effective computerized districting system must provide various tests and checks to assure the accuracy and constitutionality of proposed districts. The systems used by NDC provide for tests of contiguity and indicate contiguity by touch, islands within districts, or detached units from the district. Contiguity tests require a polygon line segment file to be created for the units used as building blocks in the districting process. These line segments are generally created in the database building process. There are also compactness tests available.
- Required User Sophistication: One of the main advantages of the systems in use by NDC is that the personnel operating them have wide experience in actual districting and redistricting. NDC has, however, designed the company's system to be used by persons without any prior data processing or programming or districting experience.
- System Security: The systems in use by NDC have numerous security checks denying entry to unauthorized persons – both to work stations and to individual plans. It is extremely unlikely that anyone could break through this security without detection.

8 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.9.

Offeror's Response:

2.9 Contractor shall be required to maintain an ongoing log for each map documenting the basis on which decisions were made and how the AIRC complied with the applicable requirements of the Arizona Constitution and the Voting Rights Act. The log will be subject to regular review and approval by the AIRC and shall include documentation and indexing of all key decisions.



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See our answers for 2.5.10 through 2.5.12 for details on our proposed tracking approach. The log will be posted online, available for both AIRC and public review at any time, and live-linked to each plan and report for instant online access.

- 9 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.10.

Offeror’s Response:

2.10 The AIRC must be provided unfettered access to draft maps, logs, reports and the supporting documentation and data and may, in its sole discretion, obtain independent evaluations of such materials.

This is standard. All materials will be provided to AIRC at its request and NDC would recommend periodic backups of all project-related electronic data to the AIRC office computers.

- 10 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.11.

Offeror’s Response:

2.11 Contractor shall be required to develop work plans in collaboration with AIRC with deliverables and timelines as specified by the AIRC.

This task, while complex and difficult, is one that NDC has performed literally scores of times. It is particularly vital for AIRC given the limited time frame available for AIRC to conduct extensive public outreach and complete its plan-drawing work.

As in all of our work, NDC views its role as providing options and posing questions. There is no single perfect or right answer, but much time can be lost if the Commission's consultant cannot clearly list the decisions to be made and the advantages and disadvantages of each decision. This is where every client agrees NDC excels. With our nationally recognized expertise in this field, NDC can quickly identify and describe each challenge facing the Commission, suggest multiple options for how that challenge might be met, describe the advantages and disadvantages of each option, answer questions as the Commission makes its decision, and rapidly act on that decision and any related direction to the consultant.

No one can match NDC's experience, expertise and national recognition in this task. NDC takes great pride that even when litigation over a plan is threatened or already underway, NDC's unbiased, professional approach to every situation has led to numerous situations where both our client jurisdiction and the plaintiffs or potential plaintiffs have offered to act as professional references for NDC. In the litigation surrounding the prior AIRC a similar dynamic occurred: while the Commission and the plaintiffs disagreed over many issues, both sides acknowledged NDC's professionalism and both sides asked the Judge to implement plans drawn by NDC.

The challenges faced by a public, independent redistricting authority are similar in every such situation. The decisions are what vary the most. NDC's ability to anticipate and understand these situations, and to explain them to the Commission and the public in clear, action-oriented terms, allows the Commission to make its own decisions and carve its own unique history-making path through this project.

- 11 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.12.

Offeror’s Response:



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2.12 Contractor shall provide progress reports on as “as needed” basis as determined by the AIRC and/or its Executive Director. Any request for a written or verbal report must be addressed within 24 hours.

Redistricting is a fast and sometimes hectic process, full of tight deadlines, stressful situations, and a need for rapid and accurate responses to inquiries. NDC's large technical support team, extensive list of available experts, and extensive experience ensure that there are few questions about redistricting that we have not already answered, and any data or analysis needed can be quickly provided.

12 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.13.

Offeror’s Response:

2.13 Contractor shall work in collaboration with and at the direction of the AIRC during all public input hearings. AIRC staff and Contractor will jointly facilitate interaction with the public.

NDC's extensive team is fully equipped and trained to assist AIRC in every element of the public outreach campaign -- including public engagement during the Commission's business and line-drawing sessions. No one has more experience in redistricting in a transparent, open manner than NDC.

NDC personnel will attend each of the public meetings, use GIS displays to inform both commissioners and the public of line-drawing alternatives and their consequences, assist Commission staff in assuring a record of the proceedings, and prepare presentations tailored for each particular area or group. Within 72 hours of receipt of a transcript of each of the meetings, NDC will develop summaries of the citizen input and provide suggestions for incorporating the input in plan development.

Both at the public meetings and on the web, NDC will assist AIRC in displaying draft maps of districts to the public for comment and input. The GIS software and the redistricting database that NDC suggests for use will permit user-friendly display of mapping configurations of census units and proposed election districts; and they will show how proposed districts relate to federal and State-mandated requirements. NDC's software will automatically display the results of any proposed change in a district by re-tabulating and presenting on-screen the resulting map and the corresponding changes in total population and population sub-groups. NDC's technical personnel will draw maps that respond to and reflect the stated concerns and interests of the public participants and display such maps at the public meetings and on-line.

13 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.14.

Offeror’s Response:

2.14 Contractor must provide information security measures consistent with industry standards in project critical areas including but not limited to data transmission, monitoring, verification, storage, back-up and confidentiality.

Redistricting in public is unique in that the focus is on providing the public with virtually every piece of information that the Commission has in its possession, with only very rare exception such as personnel and legal briefings. So there is very little to protect from the public but NDC has extensive experience dealing with legal and economic data and ensuring the privacy of such data. NDC uses passwords on all our systems and extensive virus and firewall systems designed to safeguard our data. We also employ multiple backup systems and store our data backups in multiple locations to comply with all federal and industry standards for data integrity. Finally, NDC uses an extensive system of internal Maptitude software checks and our own Excel data and macro tools to ensure that data has not been corrupted at any point in the process.



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- 14 For the ten-year period preceding this offer, provide a detailed explanation of Offeror's political activity and services performed, whether voluntary or for a fee, for a political candidate, as an officer of a political committee, or as a campaign worker or fundraiser.

Offeror's Response:

NDC has provided opinion polling to local governments placing or considering placing levies and other local taxes on the ballot. These clients include the **City of Burlingame** (CA) and the City of South Gate (CA). NDC has also conducted surveys and demographic analysis for local jurisdictions attempting to influence other government agency decisions: the **Southern California Association of Governments** and the **Los Virgines-Malibu Council of Governments** as they wrestled with regional transportation and growth issues, and the City of Perris (CA) as it addressed transportation issues.

As part of a personal friendship with the then-candidate, NDC also served as paid campaign manager for two (losing) campaigns of Vrej Ajajianian for City Council of Glendale California in 2004 and 2006. This was a non-partisan election, but Mr. Ajajianian was, and to the best of our knowledge remains, is a registered Democrat. As a result of a personal acquaintance between NDC's former Vice President and the candidate, NDC performed opinion polling for the unsuccessful Congressional primary campaign of Mr. Alan Uke in 2006. Mr. Uke is a Republican.

- 15 For the ten-year period preceding this offer, provide a detailed explanation of services performed by Offeror, whether voluntary or for a fee, as a lobbyist or consultant for any political party, interest group or other entity that has supported, donated money to, or raised money for, or provided in-kind support for a candidate for public office or taken a position on a ballot initiative or sought to influence the redistricting process.

Offeror's Response:

NDC's public engagement consulting for the **Los Angeles County Fairgrounds** also involved political analysis and advice for this non-profit organization as it worked to maintain strong and positive relationships with the City of Pomona and other neighboring cities and with Los Angeles County. The Fair Association provided in-kind services (usually access to dining and conference space) to candidates and campaigns, along with an occasional donation of \$200 to \$5,000. As part of this work for the Fairgrounds, in 2008 NDC donated \$1,000 to the reelection campaign of Democratic U.S. Representative Napolitano.

NDC recently performed a survey for James Ramos, a leader of the San Manuel tribe, as he evaluated his personal name recognition and favorable/unfavorable ratings in the region surrounding the San Manuel reservation. News reports say Mr. Ramos is considering a run for County Supervisor but NDC is not involved in that decision or in any element of Mr. Ramos's work or campaign other than that one survey.

NDC has performed public opinion surveys regarding tribes and tribal gaming for a number of California tribes. Those tribes have donated extensively to California candidates and propositions, but NDC has not worked on campaigns or for candidates as any part of this work for the various tribes and tribal associations, primarily the Tribal Association of Sovereign Indian Nations, or TASIN, but also occasionally for individual tribes such as the San Manuel. These included two statewide surveys early last decade, and individual surveys of the cities of Richmond, Hesperia, Oakland, El Dorado county and the Twentynine Palms region of San Bernardino County (CA).

- 16 For the ten-year period preceding this offer, provide the date, nature and amount of political contributions by Offeror:

Offeror's Response:

In 2008 NDC donated \$1,000 to the reelection campaign of Democratic U.S. Representative Napolitano. NDC has also donated \$250 each to a number of candidates for the non-partisan office of Santa Monica City Council (all the candidates receiving such funds were registered Democrats).



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NDC team member Dr. Lisa Handley contributed \$500 to Brian Feldman, a Democratic running for the MD state legislature, as well as \$200 each to Bonnie Cullison and Eric Luedtke, both Democrats for the Maryland State Legislature.

NDC team member and Professor Dr. Bruce Cain donated to friends and former students to the tune of \$1,000 to DeSauliner for Congress, \$500 to Das Williams for Congress, and \$1,000 to Mike Singer for Congress (all Democrats). Dr. Cain also donated \$300 to John Kerry for President.

NDC team member Sara Larsen donated \$25 to President Obama's 2008 campaign. NDC team member Justin Levitt has made any donations.

17 For the ten-year period preceding this offer, describe the date, source, nature and amount of any donations or other funding from any source whether in cash or in kind used to support the operations of Offeror:

Offeror's Response:

Customer	Jun 1, '01 - Jun 9, 11	Summary of Work
Albietz & Samuel	\$ 12,000	contract opinion polling work on tribal gaming issues
Alta Irrigation District	\$ 12,000	redistricting
Arizona Legislative Counsel	\$ 2,100	database building
Best Best & Krieger LLP	\$ 16,603	racially polarized voting analysis for a CA city
Bill Postmus for Supervisor	\$ 1,000	survey of Apple Valley voters regarding city council candidates
Caliistoga Unified School District	\$ 1,667	redistricting
Camarillo USD Committee	\$ 4,500	demographic analysis for potential division into two school districts
Central Arizona College	\$ 7,500	redistricting
Citizens for State Government Renewal	\$ 50,000	opinion polling on state reform ideas
City of Bellflower	\$ 2,750	demographic analysis
City of Bradbury	\$ 10,000	redistricting
City of Buckeye	\$ 32,647	redistricting
City of Glendale	\$ 62,429	redistricting
City of Goleta	\$ 35,125	redistricting & public education campaign on election systems
City of Hanford	\$ 18,177	redistricting
City of Madera	\$ 25,000	redistricting
City of Menifee	\$ 39,901	redistricting
City of Modesto	\$	redistricting & charter review committee



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	132,736	advising & public education campaign on election systems
City of Moreno Valley	\$ 21,500	redistricting
City of Peoria	\$ 56,250	redistricting
City of Perris	\$ 24,000	public opinion poll on transportation issues
City of Reedley	\$ 15,388	redistricting
city of rialto	\$ 14,500	public opinion poll on public safety issues
City of Surprise	\$ 35,500	redistricting
City of Vista	\$ 50,318	demographic analysis
city of wildomar	\$ 40,125	redistricting & public education campaign on election systems
Clark County, Nevada	\$ 125,259	redistricting
Committee to Elect Dennis Nowicki	\$ 875	survey of Hesperia voters regarding city council candidates
Committee to Elect Osman Wei	\$ 9,500	survey of Diamond Bar voters regarding city council candidates
Consolidated Irrigation District	\$ 19,000	redistricting
County of Merced	\$ 2,700	redistricting
East Bay Gaming, Ltd.	\$ 37,600	survey of California voters on tribal gaming
Elk Grove	\$ 34,783	redistricting
Fairplex	\$ 190,524	Public opinion surveys of Pomona and regional voters regarding opinions on Fairplex and local elected officials and local issues, plus ongoing government affairs consulting from 2002 - 2010.
Foothill Municipal Water District	\$ 2,115	redistricting
Fowler Unified	\$ 3,400	redistricting
Fresno County Board of Education	\$ (30)	redistricting
Fresno Irrigation District	\$ 11,750	redistricting
Friends of Tad Honeycutt	\$ 1,875	survey of Hesperia voters regarding city council candidates
Game Too LLC	\$ 24,500	survey of California voters on tribal gaming
Gerald W. Beard Realty, Inc.	\$ 9,500	survey of Rialto voters regarding city council candidates



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STATE OF ARIZONA

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Global Commerce Network	\$ 5,000	demographic analysis of US business leaders
gustine unified school district	\$ 1,500	demographic analysis
High Desert Young Republicans PAC	\$ 4,500	survey of Hesperia voters regarding city council candidates
Jimmy L. Gutierrez	\$ 7,450	survey of Chino voters regarding city issues
Jurupa Community Services District	\$ 35,421	redistricting
Lakes Kean Argovitz Resorts-California, L	\$ 56,800	survey of California voters on tribal gaming
Law Offices of Leonard C. Herr	\$ 26,493	demographic and voting rights act analysis for Tulare Hospital District
Le Grand ESD	\$ 3,500	redistricting
Lewis and Company, Inc.	\$ 20,000	Surveys of voters in Redlands (CA) and El Monte (CA) on local development issues
Lewis for Congress	\$ 13,500	opinion poll
lozano smith	\$ 17,638	redistricting Central Unified School District
madera unified school district	\$ 29,750	redistricting
Matich Corporation	\$ 4,800	survey of California voters on tribal gaming
Merced Union High School District	\$ 12,125	redistricting
Mesa, Arizona	\$ 58,300	redistricting
Mojave Water Agency	\$ 22,122	redistricting
Monson-Soltana School District	\$ 3,000	redistricting
MuniFinancial	\$ 33,916	multiple city resident surveys on local tax levies
NGV Gaming Ltd.	\$ 9,000	survey of California voters on tribal gaming
Noram Equities, Ltd.	\$ 45,000	survey of California voters on tribal gaming
North American Sports Management, Inc.	\$ 4,000	survey of California voters on tribal gaming
Oak Grove Elementary School District	\$ 28,500	redistricting
Pacific Research and Strategies	\$ 193,135	Multiple surveys of California voters on tribal gaming over six-year period, plus demographic analysis
Palmdale Water District	\$ 21,550	redistricting
Porterville Unified School District	\$ 12,200	redistricting



Attachment "2" - Questionnaire

Solicitation No. ADSP011-00000704

STATE OF ARIZONA

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Rinaldo Corporation	\$ 17,400	Multiple surveys of California voters on tribal gaming
Riverdale Unified	\$ 13,840	redistricting
Rowland Water District	\$ 11,826	redistricting
San Bernardino County Repub. Central Comm	\$ 12,100	survey of Hesperia voters regarding city council candidates
San Bernardino Valley Water Conservation	\$ 16,055	redistricting
San Diego Unified School District	\$ 123,600	redistricting
San Gabriel County Water District	\$ 7,500	redistricting
Santa Clara Valley Water District	\$ 59,893	redistricting
Scotts Valley Band of Pomo Indians	\$ 6,000	survey of California voters on tribal gaming
Southern California Association of Govt	\$ 37,833	survey of western Los Angeles County residents on quality of life and transportation issues
Southern California Disposal	\$ 170,571	City government affairs consulting and opinion polling on trash issues in Santa Monica over 10 year period.
Spotlight 29	\$ 25,834	survey of California voters on tribal gaming
State of Arizona	\$ 750,000	redistricting and related litigation
Tribal Alliance of Sovereign Indian Natio	\$ 84,250	Multiple surveys of California and LA region voters on tribal gaming over six-year period
Tripp, Scott, Conklin & Smith	\$ 117,450	redistricting
Tulare Hospital District	\$ 9,509	demographic analysis and voting rights act consulting
Tulare Office of Education	\$ 35,022	demographic analysis of school districts in Tulare County
Twenty-Nine Palms Band	\$ 223,167	Opinion polling and focus groups on tribal and economic development issues and demographic analysis over six years
Uke for Congress	\$ 65,683	Opinion polling for unsuccessful Republican Congressional candidate and acquaintance of former NDC Vice President.
Vera Institute of Justice	\$ 41,694	survey of Pasadena (CA) resident on law enforcement issues
Vrej Agajanian for City Council	\$ 10,000	non-partisan city council campaign management
Walnut Hills development 268, LLC	\$ 11,000	survey of California voters on tribal gaming
Washington Union High School District	\$ 3,500	redistricting
Weaver School District	\$	redistricting



Attachment “2” - Questionnaire
Solicitation No. ADSPO11-00000704

STATE OF ARIZONA

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

	3,500	
West Basin Municipal Water District	\$ 22,000	redistricting
Western Municipal Water District of River	\$ 11,550	redistricting
Yes on R, Friends of Redlands	\$ 4,500	survey of Redlands (CA) voters on local economic issues
Yes on X, Citizens for a Better Hesperia	\$ 48,100	survey of Hesperia (CA) voters on tribal gaming measure

18 Has Offeror filed bankruptcy within the last five (5) years?

Offeror’s Response:

No

19 Has Offeror had a contract within the last five (5) years that was terminated for cause due to breach or similar failure to comply with that contract? If “yes,” please identify and summarize applicable details. Otherwise, if “no,” state “No.”

Offeror’s Response:

No

20 Offeror must list any lawsuits against the Offeror that have occurred within the last five (5) years, including any that may be currently pending.

Offeror’s Response:

NDC is currently a minor party in litigation regarding a dispute between the Twenty-Nine Palms Band of Mission Indians and the tribe's former business manager/lawyer: Twenty-Nine Palms Band of Mission Indians of California vs Diversification Resources in Riverside County Superior Court (various other titles are involved in elements that have, at various times, been consolidated or separated from the main case). All outside entities that performed work for the tribe under the business manager's supervision have been named in the lawsuit, but the case does not allege that NDC failed to perform or performed any tasks incorrectly in any way.

21 Describe and explain any personal, family, or financial relationships or commitments that Offeror has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

Offeror’s Response:

NDC has no such relationships or commitments. NDC President Douglas Johnson attended college with, and was friends at the time with, former Arizona State Legislator Steve May. In the 2001 redistricting, when Mr. May was a sitting legislator, the plans drawn by NDC at the Commission's direction placed Mr. May in a district with (according to press reports) 10 other incumbent legislators, and he lost his campaign for re-election, demonstrating NDC's dedication to professional, unbiased work for our clients.