



June 3, 2021

TO: LOCSO Board of Directors

FROM: Ron Munds, General Manager

SUBJECT: Agenda Item 2B – 6/3/2021 Board Meeting
Approval of a Proposal from Cooperative Strategies for Districting Services

President

Christine M. Womack

Vice President

Matthew D. Fourcroy

Directors

Charles L. Cesena
Troy C. Gatchell
Marshall E. Ochylski

General Manager

Ron Munds

District Accountant

Robert Stilts, CPA

Unit Chief

Eddy Moore

Battalion Chief

Paul Provence

Mailing Address:

P.O. Box 6064
Los Osos, CA 93412

Offices:

2122 9th Street, Suite 110
Los Osos, CA 93402

Phone: 805/528-9370

FAX: 805/528-9377

www.losososcsl.org

DESCRIPTION

The Board adopted a resolution the January 7, 2021 Board meeting declaring its intent to transition to District-Based elections by November 2022. The District currently elects its Board through an at-large electoral system. The California Voting Rights Act (CVRA) allows for legal challenges alleging that an at-large system has resulted in racially polarized voting within a jurisdiction and seeking a court order that a jurisdiction convert to a district-based election system. This report recommends approving a proposal from Cooperative Strategies to provide districting services in order for the District to be in full compliance with the CVRA.

STAFF RECOMMENDATION

Motion: I move that the Board approve the proposal from Cooperative Strategies for districting services and authorize the General Manager to execute an agreement with Cooperative Solutions for an amount not to exceed \$24,500.

DISCUSSION

Background

The District currently elects its Board through an at-large electoral system in which each Board member may reside anywhere within the District boundaries, is elected by the entire electorate, and the candidates with the most votes fill the open seats. This electoral system is known as the “multi-seat plurality electoral system.”

The CVRA allows legal challenges alleging that an at-large system has resulted in racially polarized voting within a jurisdiction and seeking a court order that a jurisdiction convert to a district-based election system. A district-based electoral system is one in which a jurisdiction is divided into separate geographic districts, each with one representative who resides in the district and is elected only by the voters residing within the district. In a district-based system, voters within each district may vote for only one candidate.

Moving to a district-based election system is considered the “safe harbor” under the California Voting Rights Act that prevents a CVRA lawsuit alleging the dilution of protected class voting strength.

Moving to District-Based Elections

The Board adopted a resolution at the January 7, 2021 Board meeting declaring its intent to transition to District-Based elections by November 2022. Since January, staff has been monitoring the availability of the 2020 census data, a

key to moving to District-Based elections, and gathering information on consulting firms that would be able to assist with the districting process.

In March, staff began inquiring with industry recognized demographer consulting firms and requested proposals from eight firms. Two firms responded back saying they were already booked and could not take on anymore clients. Four reputable firms responded with similar scopes of work but with variable costs for the state required districting process. It should be noted that each firm submitted a base cost for service along with added costs for options such as web-based mapping tools, virtual versus in person meeting and number of meetings that would be attended. The following table provides the firm names and associated base costs for service.

Firm	Cost Proposal
Arc Bridge	\$29,500
Bear Demographics	\$45,000
Cooperative Strategies	\$19,500
Redistricting Partners	\$33,000

After a thorough review of the proposals, staff is recommending Cooperative Strategies. Not only were they the lowest cost for the base fee but the fee included, more meetings (seven), a cost reduction if the meetings were virtual versus in person and matched all the services of the higher priced proposals. Cooperative Strategies did offer the web-based mapping tool for an additional \$5,000 (this was consistent with the other proposals as well). Staff is unsure if the District will need the tool or not at this point but would recommend including it in the contracted amount in the event it is determined it would be useful to use during the process.

Financial Impact

Staff is recommending that the District contract with Cooperative Strategies for an amount not to exceed \$24,500. During the Fiscal Year 2021-22 budget deliberations, staff identified Fund 100 fund balance, approximately \$41,000, as the source for this expenditure. The recommended contract amount is well within this amount and leaves money available for any unanticipated expenditures as the District moves forward with the districting process.

Attachment

Cooperative Strategies Proposal for Districting Services



▶ **VOTING AREA**
CREATION SERVICES

LOS OSOS COMMUNITY SERVICES
DISTRICT

MAY 21, 2021



COOPERATIVE
STRATEGIES
ASSESS • PLAN • FUND • BUILD

▶ LETTER OF INTEREST

Ms. Laura Durban

Los Osos Community Services District
2122 9th Street, Suite 110
Los Osos, CA 93402

Re: Proposal to Provide Voting Area Creation Services

5/21/2021

Dear Ms. Durban:

Cooperative Strategies, LLC is pleased to submit the enclosed proposal ("Proposal") to provide demographic services in compliance with the California Voting Rights Act ("CVRA") for Los Osos Community Services District ("LOCSD" or "District").

For more than 25 years, Cooperative Strategies has provided services to public agencies throughout California. Our philosophy is to provide relationship-based consulting services and to thoroughly understand our clients' specific needs.

Given our long history of working with public agencies our expertise in analyzing and evaluating demographic data, Cooperative Strategies is uniquely qualified to assist the District 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").

We stand by our philosophy of acting as an advocate for our clients, and therefore only serve public agencies in these matters. We also offer simplified pricing with a single fee that includes all meetings required under applicable laws. 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 LOCSD.

Sincerely,

Larry Ferchaw
Executive Director

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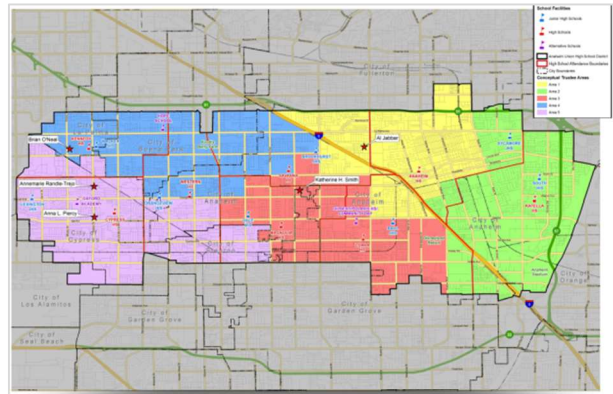
An aerial photograph of a residential neighborhood, showing a grid of streets, numerous houses with red and brown roofs, and green trees. The image is overlaid with a semi-transparent dark grey layer and a thin white border. The text "SCOPE OF SERVICES" is centered in white, uppercase letters.

SCOPE OF SERVICES

VOTING AREA CREATION

Cooperative Strategies has aided a number of public agencies throughout the State with the creation and implementation of voting areas. 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
- Respect incumbency where possible
- Consider other local criteria



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

Public input can take the form of public hearings at Board meetings or in town hall meetings across the District where community members can review the information and provide feedback.

After all feedback is compiled, the Board of Directors 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.

STATEMENT OF WORK

Voting Area Creation

ACTIVITY & TIMING	TASKS
<p>1.</p> <p>Goals, Priorities and Data Analysis</p>	<p>1.A. Identify Goals and Priorities</p> <p>This task involves determining the goals the District has for the redistricting 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:</p> <ul style="list-style-type: none"> • Balanced Population (One Person, One Vote) • Civic Boundaries • Community Identity
	<p>1.B. Identify Key Issues and Considerations</p> <p>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.</p>
	<p>1.C. Discuss Requirements with Legal Counsel</p> <p>This task involves discussing the list of items identified in Tasks 1.A. and 1.B. with staff of the District and the Client to ensure compliance with all applicable legal, statutory, and organizational requirements.</p>
	<p>1.D. Prepare Census Data Analysis for Voting Areas</p> <p>This task involves analyzing 2020 Census data to obtain information on population within the District as well as to use in creating conceptual Voting Areas.</p>
	<p>1.E. Evaluate Population of Community</p> <p>This task involves evaluating the demographics of the District based on data from the United States Census.</p>

ACTIVITY & TIMING	TASKS
	<p>1.F. Attend and Present at Public Hearings</p> <p>This task involves Cooperative Strategies attending and presenting at the two (2) pre-map public hearings at meetings of the Board of Directors to gather input from the community and Board.</p>
<p>2.</p> <p>Prepare and Present Scenarios</p>	<p>2.A. Create Conceptual Voting Areas</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>2.B. Present Recommendations to Staff</p> <p>This task involves presenting conceptual Voting Areas to District 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 Board.</p>
	<p>2.C. Present to Board of Directors</p> <p>This task involves three (3) meetings to present the scenarios from Task 2.B. to the Board for comment and review. These meetings include the public hearings required prior to approval by the Board of Directors.</p>
	<p>2.D. Assist in Public Outreach</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>
	<p>2.E. Revise Scenarios</p> <p>This task involves revising the conceptual scenarios based on feedback from the public and the Board.</p>

ACTIVITY & TIMING	TASKS
	2.F. Present Revised Scenarios to Board of Directors This task involves presenting the revised scenarios to the Board for consideration and approval of new Voting Areas.
	2.G. Assist in Implementation Process This task involves assisting in ensuring documentation is provided to the County offices to implement the change in Voting Areas.

An aerial photograph of a residential neighborhood, showing a grid of streets, numerous houses with red and brown roofs, and green trees. The image is darkened to serve as a background for text.

KEY PERSONNEL

YOUR TEAM OF EXPERTS



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

Larry Ferchaw has assisted a wide range of public agencies with the transition from at-large to by-area elections. Mr. Ferchaw has worked to ensure a smooth and transparent process for those agencies to achieve community engagement and support through the process.

In addition, he has prepared various demographic and financial analyses to help his clients prepare for changing demographic trends and the impacts on their public facilities that can occur as a result.

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
*Developer Fee Justification Studies;
Mapping Services*

Anaheim Union High School District, CA
Facilities Master Plan

Beaumont Unified School District, CA
Facilities Master Plan

Byron Union School District, CA
Enrollment Projections

Coachella Unified School District, CA
Enrollment Projections

Desert Sands Unified School District, CA
Enrollment Projections

Dublin Unified School District, CA
Trustee/Voting Areas

East Side Union High School District, CA
Enrollment Projections

Fremont Unified School District, CA
*Developer Fee Justification Studies;
Enrollment Projections*

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

Norris School District, CA
Facilities Master Plan

Palm Springs Unified School District, CA
Enrollment Projections; Boundary Planning

Redondo Beach Unified School District, CA
*Developer Fee Justification Studies;
Enrollment Projections*

Rialto Unified School District, CA
Boundary Planning

San Mateo County Community College District, CA
Trustee/Voting Areas



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.

In addition to being actively involved with client relations and outreach endeavors, Justin has presented on various topics at industry conferences and events.

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.
- 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 agencies 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

An aerial photograph of a residential neighborhood, showing a grid of streets, numerous houses with red and brown roofs, and green trees. The image is overlaid with a dark, semi-transparent layer. The text 'PAST PROJECTS' is centered in the middle of the image in a large, white, sans-serif font.

PAST PROJECTS

PROVEN SUCCESS STORIES

PAST PROJECTS

Please see below for a list of some of the agencies we have previously provided similar services to. Please note, we cannot disclose the full list of our clients for whom we have performed liability analysis services as many engaged our services through legal counsel which remain under attorney-client privilege.

District Name	Location	Service Type
Adelanto Elementary School District	San Bernardino County	Voting Area Creation Services
Alta Loma School District	San Bernardino County	Voting Area Creation Services
Alvord Unified School District	Riverside County	Voting Area Creation Services
Anaheim Elementary School District	Orange County	CVRA Analysis & Voting Area Creation Services
Anaheim Union High School District	Orange County	Voting Area Creation Services
Antelope Valley Union High School District	Los Angeles County	Voting Area Creation Services
Antioch Unified School District	Contra Costa County	Voting Area Creation Services
Apple Valley Unified School District	San Bernardino County	Voting Area Creation Services
Banning Unified School District	Riverside County	Voting Area Creation Services
Beaumont Unified School District	Riverside County	Voting Area Creation Services
Benicia Unified School District	Solano County	Voting Area Creation Services
Bonsall Unified School District	San Diego County	Voting Area Creation Services

District Name	Location	Service Type
City of Garden Grove	Orange County	CVRA Analysis
Conejo Valley Unified School District	Ventura County	Voting Area Creation Services
Corona-Norco Unified School District	Riverside County	Voting Area Creation Services
Davis Joint Unified School District	Yolo County	Voting Area Creation Services
Desert Sands Unified School District	Riverside County	Voting Area Creation Services
Diablo Water District	Contra Costa County	Voting Area Creation Services
Dublin Unified School District	Alameda County	Voting Area Creation Services
Etiwanda School District	San Bernardino County	Voting Area Creation Services
Fallbrook Union High School District	San Diego County	Voting Area Creation Services
Fullerton School District	Orange County	Voting Area Creation Services
Garden Grove Unified School District	Orange County	Voting Area Creation Services
Hacienda La Puente Unified School District	Los Angeles County	Voting Area Creation Services
Hesperia Unified School District	San Bernardino County	Voting Area Creation Services
Hueneme Elementary School District	Ventura County	Voting Area Creation Services
Imperial Valley Community College District	Imperial County	Voting Area Creation Services
La Mesa-Spring Valley School District	San Diego County	Voting Area Creation Services

District Name	Location	Service Type
Lincoln Unified School District	San Joaquin County	Voting Area Creation Services
Moorpark Unified School District	Ventura County	Voting Area Creation Services
Moreno Valley Unified School District	Riverside County	Voting Area Creation Services
Mt. Diablo Unified School District	Contra Costa County	Voting Area Creation Services
North Orange County Community College District	Orange County	Voting Area Creation Services
Novato Unified School District	Marin County	Voting Area Creation Services
Oakley Union Elementary School District	Contra Costa County	Voting Area Creation Services
Ojai Unified School District	Ventura County	Voting Area Creation Services
Ontario-Montclair School District	San Bernardino County	Voting Area Creation Services
Oxnard School District	Ventura County	CVRA Analysis & Voting Area Creation Services
Palm Springs Unified School District	Riverside County	Voting Area Creation Services
Perris Elementary School District	Riverside County	Voting Area Creation Services
Redlands Unified School District	San Bernardino County	Voting Area Creation Services
Rim of the World Unified School District	San Bernardino County	Voting Area Creation Services
Riverside Community College District	Riverside County	Voting Area Creation Services

District Name	Location	Service Type
Romoland School District	Riverside County	Voting Area Creation Services
Rowland Unified School District	Los Angeles County	Voting Area Creation Services
San Juan Unified School District	Sacramento County	Voting Area Creation Services
San Mateo County Community College District	San Mateo County	Voting Area Creation Services
Santa Paula Unified School District	Ventura County	Voting Area Creation Services
Santa Rosa City Schools	Sonoma County	Voting Area Creation Services
Snowline Joint Unified School District	San Bernardino County	Voting Area Creation Services
South Whittier School District	Los Angeles County	Voting Area Creation Services
Temecula Valley Unified School District	Riverside County	Voting Area Creation Services
Val Verde Unified School District	Riverside County	Voting Area Creation Services
Vallecitos Elementary School District	San Diego County	Voting Area Creation Services
Vallejo City Unified School District	Solano County	Voting Area Creation Services
Victor Elementary School District	San Bernardino County	Voting Area Creation Services
Victor Valley Union High School District	San Bernardino County	Voting Area Creation Services
William S. Hart Union High School District	Los Angeles County	Voting Area Creation Services

An aerial photograph of a residential neighborhood, showing a grid of streets, numerous houses with red and brown roofs, and green trees. The image is overlaid with a dark, semi-transparent filter. The text 'REFERENCES' is centered in the middle of the image in a large, white, sans-serif font.

REFERENCES

TRANSPARENCY IS TRUST

CLIENT	CONTACT INFORMATION
Diablo Water District	Dan Muelrath General Manager 925.625.3798 dmuelrath@diablowater.org
Moorpark Unified School District	Kelli Hays Superintendent 805.378.6300 khays@mrpk.org
Hueneme Elementary School District	Christine Walker Superintendent 805.488.3588 cwalker@hueneme.org
Conejo Valley Unified School District	Victor Hayek Deputy Superintendent 805.497.9511 vhayek@conejousd.org
Ventura Unified School District	Anthony Ramos General Counsel 805.641.5000 anthony.ramos@venturausd.org
Santa Paula Unified School District	Ed Cora Superintendent 805.933.8802 ecora@santapaulaunified.org



FEE PROPOSAL

The proposed fee for Cooperative Strategies to perform the services as described in Section I of this Proposal is outlined below. This fee includes attendance at up to seven (7) meetings at the District (public hearings, community input meetings, and Board meetings), as well as scenario creation and mapping services.

SERVICE DESCRIPTION	PROPOSED FEE
Voting Area Creation	\$19,750 (Plus Expenses)

Should the District wish to utilize a web-based tool for members of the community to provide scenarios or revise map options, there shall be an additional fee of \$5,000 for such service.

Should the District require attendance at additional meetings beyond those identified above, the fee shall be \$850 per additional meeting. Alternatively, should the District request virtual attendance at meetings via videoconferencing rather than in-person attendance for the 7 meetings included in the fee above, the fee shall be reduced by \$500 per meeting.