



National Demographics Corporation

# **A Proposal to the San Rafael City Schools for Districting Services**

By National Demographics Corporation  
Douglas Johnson, President

March 18, 2019



## National Demographics Corporation

March 18, 2019

Mr. William Tunick  
San Rafael City Schools  
c/o Dannis Woliver Kelley  
275 Battery Street, Suite 1150  
San Francisco, CA 94111

Dear Mr. Tunick,

Thank you for the opportunity to provide this proposal to the San Rafael City Schools. NDC has 39 years of experience districting and redistricting local jurisdictions, together with unmatched experience working with jurisdictions facing California Voting Rights Act concerns, including working on CVRA concerns with the cities of San Rafael, Santa Rosa, and Martinez, West Contra Costa Unified, and hundreds of other cities and school districts in the Bay Area and across the state. We welcome the opportunity to bring the firm's expertise and skills to assist the District.

For each project, there are certain required basic elements, and there are several options that the District can include or leave out at its option. NDC carefully tailors each project to the needs and goals of the individual client partner. NDC also welcomes the opportunity to work with the District to encourage public participation in this process, as we offer several tools developed specifically for public engagement in this effort.

The attached proposal consists of a brief introduction; specific proposed project elements and options; timeline and cost information; conclusion; and signature section. NDC looks forward to working with you on this effort. The "basic elements" includes all the required elements from your request for a proposal. Please call or email if you have any questions, concerns, or requests regarding this proposal.

Sincerely,

Douglas Johnson  
President



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## National Demographics Corporation

### About National Demographics Corporation:

#### Brief Company History

NDC has served hundreds of local governments over the past 39 years. Founded in 1979, NDC has performed work in all regions of the country, serving clients as varied as the States of Mississippi, Arizona, Florida and Illinois, Clark County Nevada, American Waterworks, California's Franchise Tax Board, the San Diego Unified School District, the Foundation for California, and the Arizona cities of Glendale, Mesa, Peoria, Phoenix, Mesa and Surprise.

The company is especially well known for its work in local and state government. Since 2002, NDC has established a reputation as the state's leading demographic expert on the California Voting Rights Act (CVRA), having performed demographic assessments of potential CVRA liability and/or moves to by-district elections for over 350 jurisdictions. And no company has been responsible for addressing the electoral demographic needs of more local governments, as NDC has districted and/or redistricted well over 200 local school districts, cities, water districts, county boards, and other local districts.

Nationally recognized as a pioneer in good government districting and redistricting, NDC is especially experienced in working with local jurisdictions in California, Arizona and Nevada. This background gives us unmatched expertise in the issues, questions, and decisions jurisdictions face in any discussion regarding the California and Federal Voting Rights Act and related election system choices.

#### NDC's Districting Process

The following information is provided for information and for use if a jurisdiction decides to move to by-district elections. If the client decides not to move to by-district elections, the work would end with the demographic analysis described above.

#### 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 the line-drawing side of districting and redistricting work as well as in developing the databases used for these purposes.

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.

#### 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 experience transforming often-contentious and passionate debates on this difficult subject into thoughtful, constructive



## National Demographics Corporation

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.

### **Minority Group Outreach/Partnerships**

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 overturned in Court, nor have any even faced a Department of Justice challenge.

### **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 considerable public attention, sometimes generate intense controversy, and may draw charges of manipulation and abuse of power. Disputes over the form and substance of the process and the results can 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.

### **Media Outreach**

NDC'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.

### **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.

### **Impeccable References**

All of NDC's former clients – without exception – can be contacted for references. The firm has no embarrassing projects. All NDC's local districting and redistricting plans have been accepted into law with a minimum of controversy. A list of references is included below.

Each of these elements of NDC's methodology is incorporated into the proposed project process below.



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### Proposed Scope of Work

To provide the flexibility to meet the needs of the client if it decides to move to by-trustee-area elections, NDC offers a full menu of options:

#### Basic Districting Project Elements

Includes all the services listed below: .....\$18,500

- Project Setup and coordination:
  - Development of redistricting database including Census and California Statewide Database data;
  - Incorporation of any Geographic Information System (GIS) data that the District wishes to include and provides (often including school locations; school attendance areas; important local landmarks; or local neighborhood boundaries);
  - Initial discussion with key staff and/or Board members about demographics, communities of interest, schedule and criteria;
  - Any phone- or web-conference calls to discussion the project's progress or answer any Board, staff or media questions that may arise;
- Plan Development:
  - Create of 2 to 4 initial draft maps for Board and public consideration;
  - Analysis and preparation for Board consideration of all whole or partial plans submitted by the public;
  - Conversion of all maps and reports to web-friendly versions for online posting;
  - Online posting of all maps to an interactive website for detailed review;
  - Create any requested additional and/or revised maps as requested;
- Plan Presentation: (phone-/web-conference presentations included at no additional cost; in-person presentations incur the optional per-meeting cost)
  - Present at public hearings prior to the drawing of any draft district maps;
  - Present at public hearings at two Board meetings and/or public forums to discuss the draft maps;
  - Present the Board-adopted map at a hearing of the County Committee on School District Organization;
- Work with the County Registrar of Voters to implement the final adopted plan.

#### Optional Districting Project Elements

Selected at the client's discretion:

- In-person attendance and participation at additional Boards meetings, public forum(s), and/or any other requested meetings; .....\$2,000
- Preparation and processing of paper, PDF and Excel-based "public participation kits" (paper kits that allow the public to draw and submit their own plans).....\$3,500
- Creation, hosting, and updating of an NDC--managed project information website (if the client does not wish to manage a project website as part of its existing website). .....\$4,000



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- Hosting, managing and processing submitted plans for an online interactive system that allows public to draw and submit proposed districting plans through a standard web browser.....\$12,500
- Spanish translation of project-related materials.....\$125 per page

Stated prices include all travel, printing (except public participation kits and any large-plot maps), and other anticipated expenses.

Timeline: A timeline will be established in consultation with the client. This typically takes three to nine months, but can be done faster when necessary.

### Other Potential Project-Related Expenses:

The only anticipated additional districting expenses would be any site or staff costs for conducting the community forums; and the cost of printing or copying paper copies of the "Public Participation Kit." In NDC's experience, most public participants will download and print the Kits in their own homes or offices.

### Sample Districting/Redistricting References

Mr. Douglas Williford, City Manager, City of El Cajon, 200 Civic Center Way, El Cajon, CA 92020. Phone: (619) 441-1716. Email: [dwillifo@cityofelcajon.us](mailto:dwillifo@cityofelcajon.us)

Mr. Rick Haydon, City Manager, City of Santa Maria, 110 E. Cook Street, Santa Maria, CA 93454-5190. Phone: (805) 925-0951 ext. 2200. Email: [rhaydon@cityofsantamaria.org](mailto:rhaydon@cityofsantamaria.org)

Ms. Pam Abel, Superintendent, Modesto City Schools, 426 Locust Street, Modesto, CA 95351-2631. Phone: (209) 574-1616. Email: [able.p@mcs4kids.com](mailto:able.p@mcs4kids.com)

Mr. Darrell Talbert, City Manager, City of Corona, 400 S Vicentia Avenue, Corona, CA 92882-2187. Phone: 951.279.3670. Email: [Darrell.Talbert@ci.corona.ca.us](mailto:Darrell.Talbert@ci.corona.ca.us)

Mr. Steve Carrigan, City Manager, City of Merced, 678 West 18th Street, Merced, CA 95340. Phone: 209- 385-6834 Email: [citymanager@cityofmerced.org](mailto:citymanager@cityofmerced.org)

Mr. Devin Reif, Strategic Planning, City of Oakland, 250 Frank H. Ogawa Plaza, Suite 3315, Oakland, CA 94612. Phone: 510-238-3550 Email: [DReiff@oaklandnet.com](mailto:DReiff@oaklandnet.com)

Mr. David Silberman, Deputy County Counsel, San Mateo County, 400 County Center, 6th Floor, Redwood City, CA 94063. Phone: 650-363-4749 Email: [dsilberman@smcgov.org](mailto:dsilberman@smcgov.org)

Judge Hugh Rose (retired), Chairman, City of Modesto Districting Commission. 508 King Richard Lane, Modesto, CA 95350. Phone (209) 522-0719. Email: [hhrose@hotmail.com](mailto:hhrose@hotmail.com).

Ms. Lucinda Aja. City Clerk, City of Buckeye, Arizona. 100 N Apache Rd, Suite A, Buckeye, AZ 85326. Phone (623) 349-6007. Fax (623) 349-6098. Email: [laja@buckeyeaz.gov](mailto:laja@buckeyeaz.gov).



## National Demographics Corporation

### Additional Analysis

NDC is happy to assist with any additional analysis that the client requests at our standard hourly rates:

Principal (Dr. Douglas Johnson) .....\$300 per hour  
Vice President (Justin Levitt).....\$200 per hour  
Senior Consultant.....\$150 per hour  
Analyst / Clerical.....\$50 per hour

Dr. Johnson is also available for deposition and/or testimony work if needed, at \$350 per hour.

### Requested Payment terms:

NDC requests that one-half payment be made at project start and one-half at the conclusion.

### Conclusion

Since its founding NDC has been the preeminent company in the nation devoted to local election systems. To summarize:

- NDC, founded in 1979, has a demonstrated record of financial solvency.
- NDC's hardware and software resources were specially designed and acquired for districting and redistricting purposes.
- NDC's highly respected personnel have impeccable credentials in each aspect of the districting and redistricting processes.
- NDC's suggested approach has been tested in many jurisdictions.
- Any NDC client can be contacted for testimonials and reference.
- NDC has more experience in the field of municipal political election systems than any other company of which NDC is aware.
- NDC has demonstrated experience over many years in working with the press and media on local election system issues.
- NDC possesses fully up-to-date and highly effective geographic retrieval systems with applications specifically designed for districting and redistricting.
- Neither the Justice Department nor any Court has ever rejected any local government districting or redistricting plan submitted by NDC.

It should be clear that NDC has all of the resources of experience, technical expertise, and legal/political know-how to assist the District in its current effort. NDC looks forward to the opportunity to work with the District on this project.





## National Demographics Corporation

### Proposal Acceptance

The terms of this proposal are available for 45 calendar days from its delivery to you. In most situations, NDC is open to extending that period of time to meet any particular needs of your jurisdiction.

NDC prides ourselves on tailoring each project to the needs and goals of each individual client. NDC is open to any feedback, concerns, requests, or changes regarding this proposal. If, however, it is acceptable in its current form, then NDC welcomes the opportunity to begin work as soon as possible.

If your jurisdiction has specific contract and/or letter of agreement language you prefer to use, please provide it and ignore the signature block below. If you prefer, simply sign two copies of this proposal in the signature block below and return them to NDC. Once signed by NDC, one copy will be returned to you. Thank you.

For National Demographics Corporation

For San Rafael City Schools

\_\_\_\_\_  
Douglas Johnson, President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

# Douglas Mark Johnson

P.O. Box 5271  
Glendale, CA 91221  
djohnson@NDCresearch.com

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office: (909) 624-1442  
fax: (818) 254-1221

## Employment

President, National Demographics Corporation, 2006 – present.  
Senior Analyst, National Demographics Corporation, 2001 – 2006.  
Fellow, Rose Institute of State and Local Government, 2001 – present.  
Project Manager and Senior Manager at three internet startup companies, 1999 - 2001.  
U.S. Representative Stephen Horn, Legislative Director and System Manager. 1993 – 1997.  
Coro Foundation, Fellowship in Public Affairs. 1992 – 1993.  
Rose Institute for State and Local Government, Student Manager. 1989 – 1992.

## Education

Claremont Graduate University, Ph.D. in Political Science, 2015. Dissertation: "Independent Redistricting Commissions: Hopes and Lessons Learned."  
UCLA Anderson Graduate School of Management, MBA, 1999.  
Claremont McKenna College, BA in Government (Political Science), 1992.

## Academic Honors

Graduated Cum Laude from Claremont McKenna College.  
Phi Beta Kappa. Philip Roland Prize for Excellence in Public Policy.

## Publications and Articles

Christian Science Monitor "Let the public help draw voting districts," October 25, 2013.  
New York Times, "The Case for Open Primaries," February 19, 2009.  
Los Angeles Times Opinion Articles:  
    "A neighbor's help on redistricting" June 24, 2007.  
    "A Trojan horse primary for the GOP" February 25, 2007.  
    "Where a porn palace stood" (article on redevelopment), July 30, 2006.  
Fresno Bee Opinion Article: "The Poison Handshake" June 15, 2004.  
Redistricting in America. Rose Institute of State and Local Government, 2010.  
Restoring the Competitive Edge: California's Need for Redistricting Reform and the Likely Impact of Proposition 77. Rose Institute of State and Local Government, 2005.  
"Competitive Districts in California" Rose Institute of State and Local Government, 2005.  
Latinos and Redistricting: "Californios For Fair Representation" and California Redistricting in the 1980s. Rose Institute of State and Local Government, 1991.

## Speaker or Panelist

California School Board Association Annual Education Conference panelist: "The California Voting Rights Act: What Board Members Must Know." December 4, 2015.  
Associated Cities of California – Orange County, Keynote Speaker, Newly Elected Officials' Reception and Dinner, "The California Voting Rights Act," January 29, 2015.  
California League of Cities, City Manager Department, 2015 Department Meeting: "Opportunity to Engage Residents: The California Voting Rights Act." January 29, 2015.  
California League of Cities, City Clerk Department, 2014 Annual Meeting: "Whose Line Is It Anyway: Making the transition from at-large to by-district elections." September 3, 2014.  
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2007 Spring Forum, "The Arizona Independent Redistricting Commissions' experiences with the first-ever independent redistricting."  
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2008 Spring Forum, "Communities of Interest In Redistricting: A Practical Guide."

## Douglas Mark Johnson

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2009 Fall Forum, "The Key to Successful Redistricting."

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2010 Spring Forum, "Communities of Interest in Redistricting: A key to drawing 2011 plans (and for their defense)."

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2011 Winter Forum, "Citizen Voting Age Data from a line-drawer's viewpoint."

Luncheon Keynote Speaker, Santa Barbara's Channel Cities Club, "California's next experiment: independent, public redistricting," January 18, 2011.

Annual Conference, Arizona League of Cities and Towns, Presenter at "Redistricting Law and the Voting Rights Act: What It Means for Your City or Town in 2011," August 25, 2010.

Redistricting, The 2010 Census, and Your Budget, Sponsored by the Rose Institute of State and Local Government, California League of Cities, October 15, 2009.

Arizona Election Law 2010 Continuing Legal Education Conference, "Communities of interest and technology in redistricting," sponsored by the Arizona State Bar Association, March 2010

California's New Independent Redistricting Commission, sponsored by the Irvine Foundation and the California Redistricting Collaborative, December 15, 2009

Tribal Association of Sovereign Indian Nations (TASIN) Legislative Day 2009, "The 2010 Census and 2011 Redistricting in California," December 2, 2009.

California School Board Association, "Litigation Issues and the California Voting Rights Act," December 4, 2009.

California Latino School Boards Association, "Introduction to the California Voting Rights Act," August 20, 2009.

Building a National Reform Movement, Salt Lake City, Utah, 2006, conference on redistricting reform hosted by the League of Women Voters, Campaign Legal Center, and The Council for Excellence in Government

Texas Tech University, "A Symposium on Redistricting," May, 2006

California League of Cities, "Introduction to the California Voting Rights Act."

Voices of Reform, a project of the Commonwealth Club of San Francisco: multiple forums on redistricting and / or term limits, 2006 – 2007

Classroom speaker at Pepperdine University, the University of La Verne, Pomona College and Claremont McKenna College

# Justin Mark Levitt

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## Employment

Vice-President, National Demographics Corporation, 2012 – present.  
Senior Analyst, National Demographics Corporation, 2003 – 2011.  
Instructor in Political Science, University of California, San Diego, 2012 – present.  
Graduate Research Fellow, Center for US-Mexico Studies, 2010 – present.  
Graduate Research Fellow, University of California, San Diego, 2008 – 2010 and 2013 – 2014.  
Jesse M. Unruh California Assembly Fellow. 2006 – 2007.  
Rose Institute for State and Local Government, Student Manager. 2005 – 2006.

## Education

University of California, San Diego, Ph.D. Political Science, 2016. Dissertation title: “The Impact of Geographic Patterns on Tradeoffs in Redistricting.”  
Claremont McKenna College, BA in Philosophy, Politics and Economics (PPE), 2006.

## Academic Honors

California Studies Fellow, University of California, San Diego, 2007 – 2009  
Graduated Cum Laude from Claremont McKenna College.

## Publications and Conference Presentations

Settle, Jamie, Robert Bond, and Justin Levitt. 2011. “The Social Origins of Adult Political Behavior.” *American Politics Research*. 39 (2). 239-263

Miller, Kenneth and Justin Levitt. 2007. “The San Joaquin Valley.” In The New Political Geography of California. Eds. Frederick Douzet, Thad Kousser, and Kenneth Miller. Berkeley: Institute of Government Studies.

“The Political Geography of Tradeoffs in Redistricting” Paper presented at the State Politics and Policy Conference, Iowa City, IA, 2013

*Getting What You Want: A Bargaining Approach to Fair Division in Redistricting*. Paper presented at the “Challenging Urban Borders : the geopolitics of immigration and segregation” workshop, Berkeley, CA, 2013 and the State Politics and Policy Conference, Houston, TX, 2012

“An Atlas of Public Health in Mexico” (with Alberto Diaz Cayeros). Paper presented at the Hewlett Foundation Conference on Public Health, Mexico City, DF. 2012

“Remoteness and the Territoriality of Public Health” (with Alberto Diaz Cayeros). Paper presented at the American Political Science Association conference, Seattle, WA. 2011

“Initiatives as revealed preferences” Paper presented at the American Political Science Association conference, Seattle, WA. 2011

“No Se Puede: Latino Political Incorporation in Phoenix.” Paper Presented at the New Political Geography of California conference, Berkeley, CA., 2009

# Justin Mark Levitt

*"Political Change in the Central Valley"*. Paper Presented at the Western Political Science Association conference, Las Vegas, NV.,2007

## Working Papers

Hill, Seth, Thad Kousser, Alex Hughes, and Justin Levitt. ND. *"How Competitiveness Shapes Infrequent Primary Voters Response to Receiving a GOTV Mailer."*

Diaz-Cayeros, Alberto and Justin Levitt. ND. *"Remoteness and the Territoriality of Public Health."*

Levitt, Justin. ND. *"Getting What You Want: A Bargaining Approach to Fair Division in Commission-led Redistricting."*

## Teaching Experience

### California State University, Long Beach, Department of Political Science

|   |                     |
|---|---------------------|
| Adjunct Professor—POSC 327 (Urban Politics)                   | Spring 2016-Present |
| Adjunct Professor—POSC 229 (Cases in Policy Analysis)         | Present             |
| Adjunct Professor—POSC 412 (Law and Social Change)            | Spring 2016-Present |
| Adjunct Professor—POSC 399 (California Politics Short Course) | Present             |

### University of California, San Diego, Department of Political Science

|  |             |
|--|-------------|
| Co-Instructor—UPS 170 (Regional Governance Reconsidered)       | Spring 2015 |
| Instructor—Poli 100A (The Presidency)                          | Fall 2014   |
| Instructor—Poli 160AA (Introduction to Public Policy Analysis) | Fall 2013   |
| Instructor—Poli 10 (Introduction to American Politics)         | Summer 2013 |

# Shalice M. Tilton, M.M.C.

mobile: (714) 308-0726

stilton@NDCresearch.com

office: (818) 254-1221

## Employment

Senior Consultant, National Demographics Corporation, 2017 – present.  
City Clerk, Department Director, Executive Manager, City of Buena Park, CA, 1998 – 2017  
Deputy City Clerk, Division Manager, City of Buena Park, CA, 1994 – 1997

## Education

Master of Public Administration, National University  
Bachelor of Science, Business Administration, Grand Canyon University  
Master Municipal Clerk, International Institute of Municipal Clerks  
Certified Municipal Clerk, International Institute of Municipal Clerks

## Professional Affiliations

International Institute of Municipal Clerks  
League of California Cities, City Clerks Department  
City Clerks Association of California  
Southern California City Clerks Association  
Buena Park Area Business Council  
Historical Society of Buena Park

## External Highlights

Contributor, 2014 League of California Cities Western Cities publication, "The Balanced Triangle and the City Clerk's Role in Local Government."  
Adjunct Professor, 2014-17 UC Irvine Extension and Association of California Cities – Public Policy Making Academy "Public Governance – City Government."  
Guest Speaker, 2012 Association of California Cities Orange County, Government Leadership Summit, "Navigating Public Policy"  
Guest Speaker, 2008 League of California Cities New Law and Election Seminar, "The Rewards of Being a Fearless City Clerk"  
Co-Author, "International Institute of Municipal Clerks Code of Ethics Rules of Procedure," adopted by IIMC, July 2008  
Guest Speaker, 2008 League of California Cities Mayor and City Council Executive Forum, "Technology and Electronic Media and the Public Records Act"  
Educator and Trainer, 2007-2008 Master Municipal Clerk Academy of the International Institute of Municipal Clerks, "Understanding the Complex Legalities of the Clerk Domain"  
Editor/Contributor, 2008 League of California Cities publication, "The People's Business: A Guide to the California Public Records Act"  
2007 Integrity of Profession Award, Soroptimist International of Buena Park.  
"Shalice Tilton Day," September 12, 2006, Buena Park City Council Proclamation  
2003 President's Award, "Paying it Forward to Youth," City Clerks Association of California  
2002 President's Ensemble Award, City Clerks Association of California  
Founder, Program Chair, and Trainer, City Clerks Association of California, "Nuts & Bolts" Education Institute (100+ participants annually), 1997-2004  
Mentor for Continuing Education for Public Officials, provided educational and professional guidance to entry-level City Clerks, 2002-2004  
Guest Speaker, 2003 League of California Cities New Law and Election Seminar, "The Art of Preparing Minutes and Crafting Agenda Reports"  
Nominated, 1999 International Institute of Municipal Clerks Technology Award of Excellence  
Guest Speaker, City Clerks Association of California 1998 Annual Conference, "Charting Your Course - The Role, Responsibilities, and Duties of the City Clerk"  
Guest Speaker, Government, Business & Education Tech Expo '97, "Records Management"

# Robert H. McEntire

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Glendale, CA 91221  
rmcentire@NDCresearch.com

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office: (818) 254-1221  
fax: (818) 254-1221

## Employment

Senior Consultant, National Demographics Corporation, 2017 – present.  
Assistant Superintendent Business/CBO, Covina-Valley Unified School District, 2016 – present.  
Chief Business & Financial Officer, Glendale Unified School District, 2014 – 2016.  
Chief Business Officer, Garvey School District, 2012 – 2014.  
Chief Financial Officer, Hollywood & Broadway Entertainment Partners, Los Angeles, New York, Boston, Singapore, 2005 – 2012.

## Education

University of Southern California, Los Angeles, CA, Doctor of Education: K-12 Leadership in Urban School Settings (*Candidate*), 2019. Dissertation title: "The Influence of Globalization, Leadership, and Science Fairs on the Female Acquisition of 21st-Century Skills and Their College-Career Pursuit of Science, Technology, Engineering, and Mathematics Majors and Careers as Seen at Our Lady's School in Ireland."  
Thunderbird School of Global Management, Glendale, AZ, MBA in Global Business Management, 2008.  
University of Southern California, Los Angeles, CA, Bachelor of Science in Business Administration, 2003.

## Recent Districting Engagements (partial list)

### CITIES

City of Barstow  
City of Dana Point  
City of Duarte  
City of Norco  
City of Oxnard  
City of Placentia  
City of Santee  
City of South Pasadena  
Town of Yucca Valley

### SCHOOL DISTRICTS

Antelope Valley College  
Barstow Unified School District  
Cajon Valley Unified School District  
El Monte Union High School District  
Inglewood Unified School District  
Irvine Unified School District

## Publications and Conference Presentations

### California Association of School Business Officials (CASBO):

Annual Conference, April 2018

- Panelist: Keeping Your Board Onboard: Effective Strategies for Business Leaders When Working with their Elected Officials – 100 Attendees

Chief Business Officer Symposium, November 2017

- Presider – General Session – 600 Attendees
- Panelist: The Budget and LCAP Integration at the District Level

Annual Conference, April 2016

- Presenter: Maximizing and Linking Your Bond, Capital Facilities and M&O Programs – 150 Attendees
- Presenter: Linking Your Bond, Maintenance and Operations Programs: Best Practices to Stretch Limited Resources – 100 Attendees
- Presenter: Evolution of the role of the Chief Business Officer – 300 Attendees

Chief Business Officer Symposium, November 2015

- Presider – General Session – 600 Attendees

## Teaching Experience

### Association of California School Administrators (ACSA)

- Lecturer: Personnel Administrators Academy, November 2017



## Districting Clients List

National Demographics Corporation

### Cities

Anaheim  
Apple Valley  
Arcadia  
Atwater City  
Banning  
Barstow  
Bellflower  
Big Bear Lake  
Buckeye  
Buena Park  
Camarillo  
Campbell  
Carlsbad  
Carpinteria  
Cathedral City  
Cathedral City  
Ceres  
Chino  
Chino Hills  
Chino Hills  
Citrus Heights  
Claremont  
Colton  
Compton  
Corona  
Dana Point  
Dixon  
Duarte  
Eastvale  
El Cajon  
El Cajon  
Encinitas  
Escondido  
Exeter  
Firebaugh  
Fontana  
Fowler  
Fullerton  
Glendale (AZ)  
Glendale (CA)  
Glendora  
Half Moon Bay  
Hemet

Hesperia  
Hesperia  
Highland  
Imperial Beach  
Indio  
Jurupa Valley  
King City  
Kingsburg City  
La Mirada  
La Mirada  
Lake Elsinore  
Lake Forest  
Lemoore  
Lodi  
Lompoc  
Los Alamitos City  
Los Banos  
Madera  
Martinez City  
Menifee  
Menlo Park  
Merced  
Mesa (AZ)  
Modesto  
Monrovia  
Monterey Park  
Moorpark  
Moreno Valley  
Morgan Hill  
Murietta  
Oakland  
Ojai  
Oxnard City  
Pacifica  
Palm Springs  
Palmdale  
Parlier  
Pasadena  
Paso Robles  
Patterson  
Peoria (AZ)  
Placentia  
Porterville

Poway City  
Rancho Cucamonga  
Redlands  
Redlands  
Redwood City  
Reedley  
Riverbank  
San Clemente  
San Diego  
San Marcos  
San Marcos  
San Rafael  
Sanger  
Santa Barbara  
Santa Clarita  
Santa Maria  
Santa Rosa  
Santee City  
Simi Valley  
Solana Beach  
South Pasadena  
South SF  
Stanton  
Surprise  
Tehachapi  
Temecula  
Torrance  
Tulare  
Turlock  
Twentynine Palms  
Vallejo  
Ventura  
Victorville  
Victorville  
Visalia  
Vista  
Wasco  
West Covina  
Whittier  
Wildomar  
Yucaipa  
Yucca Valley





## Districting Clients List

National Demographics Corporation

### Community College Districts

Antelope Valley  
Barstow  
Coast  
Cuesta  
Glendale  
Grossmont-Cuyamaca  
MiraCosta  
Palomar

Pasadena City College  
Rancho Santiago  
San Diego  
Santa Clarita  
Sierra  
Southwestern

### Special Districts

Alta Irrigation  
Castaic / Newhall Water  
Castaic Lake Water Agency  
Chino Fire  
Desert Healthcare  
Desert Water Agency  
Fallbrook Regional Healthcare  
Fresno Irrigation  
Grossmont Healthcare  
Imperial Irrigation District  
Joshua Basin Water  
Jurupa Community Service District  
Kings River Conservation District  
Lake Arrowhead CSD  
Western Municipal Water  
Westside Community Health Care District

Leucadia Wastewater  
Mojave Water Agency  
Monterey Airport  
Palmdale Water  
Palomar Healthcare  
Rowland Water  
San Bernardino Water  
Santa Clara Valley Water  
Santa Maria Airport  
Tri-City Health  
Tulare Health Care District  
Upper San Gabriel Valley  
West Valley Water

Winton Water

### School Districts

Alpine Union  
Alpine Union Elementary  
Alta Vista  
Bakersfield City Schools  
Barstow Unified  
Bonsall Union  
Elementary  
Borrego Springs Unified  
Buena Park Elementary  
Burton Elementary  
Cajon Valley Union  
Cajon Valley Union  
Cajon Valley Union  
Elementary  
Calistoga Joint Unified  
Capistrano Unified  
Capistrano Unified  
Cardiff Elementary  
Carlsbad Unified  
Carlsbad Unified

Caruthers  
Castaic Elem  
Castaic Elementary  
Cayucas  
Centinela Valley  
Central Unified  
Central Union High  
Centralia Elementary  
Chula Vista Elementary  
Claremont Unified  
Clay Elementary  
Clovis Unified  
Coalinga-Huron  
Coronado Unified  
Covina Valley  
Cypress Elem  
Dehesa Elementary  
Del Mar Union  
Elementary  
Dinuba Unified

Eastern Sierra Unified  
Eastside Union  
Elementary  
El Monte Union High  
Encinitas Union  
Elementary  
Escalon Unified  
Escondido Union  
Elementary  
Escondido Union High  
Exeter Elementary  
Exeter High  
Exeter Unified  
Fallbrook Elementary  
Fallbrook High  
Fallbrook Union  
Elementary  
Fallbrook Union High  
Fillmore Unified  
Firebaugh-Las Deltas



## Districting Clients List

National Demographics Corporation

|                         |                          |                         |
|-------------------------|--------------------------|-------------------------|
| Fresno Unified          | Modoc Unified            | Santa Cruz City Schools |
| Fullerton Union High    | Monson Soltana           | Santa Monica Unified    |
| Glendale                | Morgan Hill Unified      | Santee Elementary       |
| Glendale Unified        | Morongo Unified          | Selma Unified           |
| Golden Plains           | Mountain Empire          | Sequoia Union High      |
| Goleta Unified          | Napa Valley Unified      | Sequoia Union High      |
| Greenfield              | National Elementary      | Simi Valley Unified     |
| Grossmont Union High    | New Jerusalem            | Solana Beach Elementary |
| Hawthorn Elementary     | Newhall Elementary       | South Bay Union         |
| Hughson Unified         | Newman Crows Landing     | South Pasadena Unified  |
| Inglewood Unified       | Oak Grove Elementary     | South SF Unified        |
| Irvine Unified          | Oceanside Unified        | Spencer Valley          |
| Jamul-Dulzura Union     | Oceanside Unified        | Elementary              |
| Julian Union Elementary | Pacific Union            | Strathmore Elementary   |
| Julian Union High       | Palo Verde               | Sundale Union           |
| Kerman Unified          | Panama Buena Vista       | Elementary              |
| Kern High               | Pasadena Unified         | Sweetwater Union High   |
| Keyes Union             | Perris Union High        | Tulare City Elementary  |
| Kings Canyon Unified    | Pixley Union             | Tulare City High        |
| Kings River             | Placentia Yorba Linda    | Tulelake Basin          |
| Kingsburg Elementary    | Pleasant View            | Turlock Unified         |
| Kingsburg High          | Pomona Unified           | Tustin Unified          |
| La Mesa Spring Valley   | Porterville Unified      | Twin Rivers Unified     |
| La Mesa-Spring Valley   | Poway Unified            | Vacaville Unified       |
| Lake Elsinore           | Poway USD                | Vallecitos Elementary   |
| Lakeside Union          | Ramona Unified           | Valley Center Pauma     |
| Elementary              | Ramona Unified           | Unified                 |
| Lakeside Union School   | Rancho Santa Fe          | Victor School District  |
| Lancaster Elementary    | Elementary               | Visalia Unified         |
| Lawndale Elem           | Redlands Unified         | Vista Unified           |
| Lawndale Elementary     | Redwood City Schools     | Walnut Valley Water     |
| Lemon Grove             | Richland School District | Warner Unified          |
| Elementary              | Riverbank                | Washington Unified      |
| Lindsay Unified         | Riverdale Unified        | Washington Union        |
| Los Alamitos Unified    | Rosemead Unified         | Waterford Union         |
| Lowell Joint Union      | Salida Union             | West Contra Costa USD   |
| Lucia Mar Unified       | San Benito High          | West Fresno Elementary  |
| Madera Unified          | San Diegoito             | Westminster Elem        |
| Magnolia Elementary     | San Dieguito Union High  | Whittier City Schools   |
| Merced City Elementary  | San Marcos Unified       | Whittier Union High     |
| Merced Union High       | San Pasqual Union        | Whittier Union High     |
| School District         | Elementary               | Woodlake Union          |
| Modesto City Schools    | San Ramon Unified        |                         |
| Modesto City Schools    | San Ysidro Elementary    |                         |

### Counties

San Mateo (the last county that was not by-district)