



**A Proposal to the
Paso Robles Joint
Unified School District
for Districting Services**

By National Demographics Corporation
Douglas Johnson, President

February 15, 2019



National Demographics Corporation

February 15, 2019

Devon B. Lincoln
Paso Robles Joint Unified School District
c/o Lozano Smith
4 Lower Ragsdale Dr., Ste. 200
Monterey, CA 93940

Dear Mr. Lincoln,

Thank you for the opportunity to provide this proposal to the Paso Robles Joint Unified School District. NDC has 38 years of experience districting and redistricting local jurisdictions, together with unmatched experience working with jurisdictions facing California Voting Rights Act (CVRA) concerns. Based in Glendale, NDC has worked on CVRA analysis and districting efforts for over 75 cities, 250 school districts, and a variety of other local California jurisdictions, including hundreds of school districts and cities across the state. We welcome the opportunity to bring the firm's expertise and skills to assist the District.

NDC is available and ready to assist with assessing the District's potential liability in the face of a California Voting Rights Act challenge and/or with the move to by-district elections. If the District decides to move to by-district elections, NDC carefully tailors each project to the needs and goals of the individual client partner. NDC provides all required basic project elements, and NDC offers several options that the District can choose whether to include. NDC welcomes the opportunity to work with the District to encourage public participation in the districting process, and NDC offers several tools developed specifically for public engagement in this effort. And we offer templates and samples for every step of the project: analysis and staff reports; outreach materials; web pages and even resolution and ordinance templates.

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. Please call or email if you have any questions, concerns, or requests regarding this proposal.

Sincerely,

Douglas Johnson
President



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Executive Summary of Proposal

Level 1: demographic and election history profiles

This is a short-term effort to compile the demographics of a jurisdiction, its election history, and to study rather extreme districting test plans looking at (1) whether a majority-minority district is possible, even if it takes racial gerrymandering to get there; and (2) how extreme the lines would need to get to avoid pairing any current officeholder. None of these test maps are proposals that we recommend adopting, and in fact almost all would be illegal to adopt, but they give the jurisdiction a sense of what plaintiffs might want in a map and how ‘ugly’ a map would need to be to avoid pairing current officeholders.

About 90% of jurisdictions get enough information from just this step to make the decision whether to move to district elections (or not to), without the time and expense of a polarized voting analysis.

Timeline: 2 weeks (can be faster if needed)

Cost: \$2,750 (not including any in-person meeting fee)

Level 2: racially polarized voting analysis (if desired)

Starting with two recent School Board elections, and then adding additional elections if/as needed for added clarity, NDC would conduct a polarized voting analysis to determine the level of polarized voting present, if any.

Timeline: 3 weeks for initial 2 or 3 election(s) (can be faster if needed)

Cost: \$1,500 per election analyzed (not including any in-person meeting fee)

Level 3: drawing election districts (if desired)

NDC will provide a variety of services related to the development and refinement of election districts, including public outreach, official consideration, adoption and implementation.

Optional elements include an NDC-designed and managed project website; paper- and excel-based “public participation kit”; online redistricting system that allows members of the public to draw and submit redistricting proposals online; and Spanish translation services.

Timeline: From one to fourteen months

Basic Elements: \$17,500 plus per-meeting and any optional project element costs



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 and the California Voting Rights Act

NDC has performed analysis of potential demographic liability under the California Voting Rights Act (CVRA) for over 200 jurisdictions in California. NDC was brought in to help several jurisdictions after CVRA lawsuits were filed, including Madera Unified, Modesto, the City of Madera, Visalia, Compton, the City of Escondido, Palmdale, Santa Clarita Community College District, Glendale Community College District, ABC Unified, Placentia, and Anaheim.

No other firm even comes close to NDC's experience with this still-new law, and many of the jurisdictions listed above came to NDC after discovering the demographers they initially hired either did not sufficiently understand California and Federal Voting Rights law and the related demographics to help, or the demographers so badly handled the project that their own demographers' work directly resulted in the jurisdiction being sued.

NDC's expertise in both Voting Rights demographics and in the drawing of election districts is widely recognized. NDC's personnel are responsible for numerous books and articles on the subject, and President Douglas Johnson has been a speaker on the CVRA at conferences of the California School Board Association, the California Latino School Board Member Association, the California League of Cities, the California Special District Association, and other state and national conferences.

Challenges of Demographic and Election History Analysis and CVRA

While the Federal Voting Rights Act enjoys nearly 50 years of legal precedents, California's version both builds on and directly rejects those precedents. Unfortunately, the law itself and the two court decisions issued so far do not clearly define the terms and potential liability involved.

The Federal Voting Rights Act requires plaintiffs to show that the "protected class" population in question can form an effective majority of an election district, and to show, through the "totality of circumstances," that racial motivations lie either overtly or covertly behind voting behavior in the jurisdiction. The California law explicitly rejects both of those requirements. Instead the question of liability under California's law lies entirely on the presence or absence of "racially polarized voting."

Under Federal law, analysis of polarized voting relies heavily on voting behavior in "homogeneous" voting precincts – precincts where 80 percent or more of the voters are of the same ethnicity. In the southern United States, where housing segregation is common, there are usually many such precincts in a given jurisdiction. In the more diverse neighborhoods of California, however, such precincts are very rare. "Ecological Regression," meaning the statistical analysis of voting patterns and demographics of each precinct in a given jurisdiction, acts as a 'backup' analysis tool in a jurisdiction that has lots of homogeneous precincts, and those homogeneous precincts act as statistical controls to ensure the accuracy of the Ecological Regression results. Since California generally lacks those natural statistical controls, the mathematical details of the ecological regression take on a level of importance in California cases that has never been seen or evaluated in any federal precedent. The demographer you select must understand these issues – both in their statistical and legal context – to accurately work with your counsel to assess potential liability and evaluate the options available to the jurisdiction.

One key unanswered question: "how big is a voting bloc"? Do 70 protected class need to vote for a given candidate before he or she is considered the "preferred candidate" of that protected class? 80 percent? One plaintiff expert claims that a 51 – 49 percent split among protected class voters is all that is required – meaning if the candidate preferred by 49 percent of protected class voters loses, the jurisdiction is in violation of the law. This is likely absurd, but no court has ruled on the question of how big a voting bloc must be before it qualified.

Another unanswered question: who is a "protected class candidate"? The California law set an unprecedented focus on elections where members of a protected class are candidates. But who "counts" as a protected class candidate? In Anaheim, one attorney for the Latino plaintiffs said that a half-Filipino, half-Latino Councilmember who self-described as Latina "didn't count." In the Eastside Elementary School District, the potential plaintiff implied that a School Board trustee with the last name of Johnson but who was 100% Mexican-American (and whose maiden name was "Ortega") did not count because (allegedly) voters did not know she was Latina. In the City of Compton case, plaintiffs said a half-African-American / half-Latina Councilmember 'did not count' because they said she did not receive enough support from Latino voters. These questions have been raised in the CVRA cases filed or threatened so far, but remain unanswered.

Another unanswered question: how reliable do the Ecological Regression results need to be before the Court will take action based on them? The statistical tools used generate several measures of accuracy and relevance. These questions were raised in the Palmdale case but not addressed in the Court's ruling. One common failing of potential plaintiff and jurisdiction demographers is to focus on the "point estimate" generated by the Ecological Regression. It is simple to take that number and be able to say "X percent of Latino voters supported candidate Y." But the mathematics say something different: NDC has often seen situations where the margin of error on those point estimates has been greater than the point estimate itself, such as "25 percent of Latino voters supported candidate Y, with a 95% confidence interval of 0 to 50 percent."

Only demographers experienced in Voting Rights-related analysis and litigation can appropriately advise your counsel and the District on how to interpret all these factors when evaluating their options. NDC is the demographic firm you need to get the best possible evaluation of potential liability under this extremely unclear law.

NDC's CVRA Analysis Process

A polarized voting analysis can involve a quick review of a jurisdiction's most recent election or elections, or an in-depth review of every possible local, county, and statewide candidate and ballot measure election for the previous ten years. Under the CVRA, elections for the jurisdiction's own elected body carry the most weight, so NDC recommends that jurisdictions interested in a polarized voting analysis look at just one or two of their own elections to get an initial feel for the findings. If the results are unclear (which they are with some frequency, given the imprecise nature of the statistical methods and relatively small datasets often involved), or if the jurisdiction simply wishes to investigate more after hearing the initial report, NDC welcomes the chance to work with the jurisdiction to analyze as many elections as needed. This step by step approach provides the in-depth analysis the client needs to make its decision, while only incurring the minimal costs required to complete the project.

Voting Rights Act vulnerability analysis references (specific jurisdiction names withheld as these studies are done within the attorney-client privilege):

- Ms. Youstina Aziz, Mr. Steven Dorsey, and/or Mr. Craig Steele of Richards, Watson and Gershon, 355 South Grand Avenue, 40th Floor, Los Angeles, California, 90071, (213) 626-8484.
- Mr. Michael E. Smith of Lozano Smith, 7404 North Spalding Ave., Fresno, CA 93720, (559)431-5600, MSmith@lozanosmith.com.
- Ms. Marguerite Leoni, of Nielsen, Merksamer, Parrinello, Gross & Leoni, 2350 Kerner Boulevard, Suite 250, San Rafael, CA 94901, (415)634-6840, mleoni@nmgovlaw.com (or ask for Mr. Chris Skinnell)
- Mr. John Ramirez, Rutan and Tucker, 611 Anton Boulevard, Suite 1400, Costa Mesa, CA 92626-1931, (714) 641-5100, jramirez@rutan.com (if not available, ask for Mr. Alan Fenstermacher)
- Mr. Warrant Kinsler, Atkinson, Andelson, Loya, Ruud & Romo, 12800 Center Court Drive, Suite 300, Cerritos, CA 90703, (562) 653-3424, WKinsler@aallr.com (or ask for David Soldani or Tiffany Tran).



Potential Next Steps

After receiving and considering the demographic analysis and consulting with its counsel, each jurisdiction faces three options:

1. Do nothing;
2. Prepare to make the change to by-district-area elections quickly if there is public pressure to do so or if a legal demand letter arrives (to minimize legal and financial exposure, without pre-emptively acting immediately);
3. Proactively change to by-district-area elections to enter the CVRA “safe harbor” and avoid any potential legal liability under the CVRA.

If the jurisdiction decides to move to the CVRA “safe harbor” of by-district elections, NDC is also the state's leading firm in the field of drawing and transitioning to by-district elections. NDC has successfully guided over 150 clients moving from at-large to by-district and from-district election systems, re-drawing existing districts, and in moving back from by-district to at-large systems. No other firm can match NDC’s extensive experience in this field.

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 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.

Proposed Scope of Work

Each level of work is a discrete and separate part of this proposal. As each level is complete, NDC will consult with the client on the decision whether to proceed with the next level, skip

to a later stage of review, or to decide the review is complete. NDC will only proceed from one level to the next on direction from the client. The client can end the project after any level is complete, or the client can choose to skip levels as it wishes.

Level 1 - database of demographics & elections plus test maps

Task A: Create the demographic database

This database will include 2010 Census data on total population and voting age population counts by race and ethnicity; California Statewide Database data on 2010 voter registration and turnout by Spanish- and Asian-American surnames; either Statewide Database, or, if that is not available in time, County Registrar current voter registration turnout records processed by NDC to identify Spanish- and Asian-American surnames; American Community Survey data on Citizens of Voting Age by race and ethnicity (also known as "eligible voters") from the latest Census Bureau reports.

Task B: Elections Database

Task: NDC will compile a list of 2001 - 2018 election results for all School Board elections; for elections for overlapping school, county and state elections that involved "protected class" candidates; and for measures placed on the ballot by the District. NDC will work with the District to identify/confirm the ethnicity of the various candidates in these elections.

Task C: Test District Map(s)

Task: NDC will analyze whether it is possible to draw one or more majority-minority districts based on each of the following demographic databases:

- 2014 and 2016 general election voter turnout by surname
- 2014 and 2016 general election voter registration by surname
- Citizen Voting Age Population (2012-2016 Department of Justice Special Tabulation)
- Citizen Voting Age Population (2012-2016 American Community Survey)
- Voting Age Population (2010 Census)
- Total Population (2010 Census)

Level 1 Deliverables:

- Spreadsheet of District demographics in electronic and PDF format (NDC)
- Table listing elections, candidates, candidate ethnicity, and total votes (count and percentage) for each election collected. The table will be accompanied by a summary of which "protected class" candidates ran and whether they won or lost each election. The client will receive the report in PDF format.
- Demographic data on test district(s) and PDF map of test districts.

Level 1 Timeline: Typically three weeks, but can be done faster if necessary.



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Cost: \$2,750 for the analysis and report and web- or phone-conference call(s) to discuss. NDC is happy to attend any desired meetings/discussions in person, but that costs \$2,000 for each day of in-person meeting(s).

Next Steps:

At the completion of the Level I, the client can decide whether to proceed with Level II, to jump to a later project level, or to consider the project complete. NDC will not proceed with any additional work beyond Level I without written direction from the client.

Level II—Racially Polarized Voting Analysis

Task: Analysis of potential racially polarized voting patterns in key local and statewide elections. This includes:

- An initial analysis of the District's two most recent School Board elections;
- Potential analysis of additional city, school, county, and statewide elections involving 'protected class' candidates and/or related issues;
- Homogeneous precinct analysis of election results, if there are any homogeneous precincts in the Districts;
- Ecological Regression analysis of election results.

Deliverables: List of the elections analyzed, scattergram of election data, and tables of regression and homogeneous precinct analysis data.

Cost: For the analysis and report and web- or phone-conference call(s) to discuss: \$1,500 per election analyzed (most often only two are analyzed, but the number can increase significantly depending on the client's interest and the level of precision of the statistical analysis possible in the client jurisdiction). NDC is happy to attend any desired meetings/discussions in person, but that costs \$2,000 for each day of in-person meeting(s).

Timeline: three weeks (but can be done faster if necessary).

Next Steps:

At the completion of the Level II work, the client can decide whether to proceed with Level III, to jump to a later project level, or to consider the project complete. NDC will not proceed with any additional work beyond Level II without written direction from the client.

Level III - Creating Districts (if necessary)

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

Basic Districting Project Elements

Includes all the services listed below:.....\$17,500

- Project Setup and coordination:



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- 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 two public hearings prior to the drawing of any draft district maps;
 - Present at two 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
- 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

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

Ms. Pam Abel, Superintendent, Modesto City Schools, 426 Locust Street, Modesto, CA 95351-2631. Phone: (209) 574-1616. Email: 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

Mr. Steve Carrigan, City Manager, City of Merced, 678 West 18th Street, Merced, CA 95340. Phone: 209- 385-6834 Email: 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

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

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.

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.

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.....	\$125 per hour
Analyst / Clerical.....	\$50 per hour



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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 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.



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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 the Paso Robles Joint Unified
School District

Douglas Johnson, President

Date

Date

Douglas Mark Johnson

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

mobile: (310) 200-2058
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."

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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

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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

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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”

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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



National Demographics Corporation

Clients moved or moving from at-large to by-district elections

Counties

San Mateo

Cities

Apple Valley
Anaheim
Banning
Bellflower
Buckeye
Buena Park
Ceres
Chino
Compton
Corona
Eastvale
El Cajon
Escondido
Firebaugh
Fowler
Fullerton

Glendale (AZ)
Hemet
Hesperia
Highland
King City
Los Banos
Madera
Menifee
Merced
Mesa (AZ)
Modesto
Moreno Valley
Palmdale
Parlier
Pasadena
Peoria (AZ)

Rancho Cucamonga
Redlands
Reedley
Riverbank
San Marcos
Sanger
Santa Barbara
Surprise
Tulare
Turlock
Victorville
Visalia
Whittier
Wildomar
Yucaipa

Community College Districts

Antelope Valley
Cuesta
Glendale
Grossmont-Cuyamaca
MiraCosta

Rancho Santiago
San Diego
Santa Clarita
Sierra
Southwestern

Water, Irrigation & Conservation Districts

Fresno Irrigation
Imperial Irrigation District
Mojave Water Agency
Palmdale Water
Rowland Water

Alta Irrigation
San Bernardino Water
Santa Clara Valley Water
Upper San Gabriel Valley
Western Municipal Water
Winton Water

Other Special Districts

Jurupa Community Service District
Kings River Conservation District

Tulare Health Care District
Westside Community Health Care District

School Districts

Alpine Union
Alpine Union Elementary
Alta Vista
Bakersfield City Schools
Bonsall Union
Elementary
Borrego Springs Unified
Buena Park Elementary

Burton Elementary
Cajon Valley Union
Cajon Valley Union
Elementary
Calistoga Joint Unified
Capistrano Unified
Capistrano Unified
School District

Cardiff Elementary
Carlsbad Unified
Caruthers
Cayucas
Centinela Valley
Central Unified
Centralia Elementary
Chula Vista Elementary



National Demographics Corporation

Clients moved or moving from at-large to by-district elections

Clay Elementary
Clovis Unified
Coalinga-Huron
Coronado Unified
Dehesa Elementary
Del Mar Union
Elementary
Dinuba Unified
Eastern Sierra Unified
Eastside Union
Elementary
Encinitas Union
Elementary
Escalon Unified
Escondido Union
Elementary
Escondido Union High
Exeter Elementary
Exeter High
Exeter Unified
Fallbrook Union
Elementary
Fallbrook Union High
Firebaugh-Las Deltas
Unified
Fresno Unified
Fullerton Union High
Glendale Unified
Greenfield
Grossmont Union High
Hughson Unified
Jamul-Dulzura Union
Elementary
Julian Union Elementary
Julian Union High
Kerman Unified
Kern High
Keyes Union
Kings Canyon Unified
School District

Kings River
Kingsburg Elementary
Kingsburg High
La Mesa-Spring Valley
Lake Elsinore
Lakeside Union
Elementary
Lakeside Union School
Lancaster Elementary
Lawndale Elementary
Lemon Grove
Elementary
Lindsay Unified
Lucia Mar
Madera Unified
Magnolia Elementary
Merced Union High
School District
Modesto City Schools
Modoc Unified
Monson Soltana
Morgan Hill Unified
Mountain Empire
Unified
Napa Valley Unified
National Elementary
Newhall Elementary
Newman Crows Landing
Oak Grove Elementary
School District
Oceanside Unified
Pacific Union
Panama Buena Vista
Pasadena Unified
Pixley Union
Pleasant View
Pomona Unified
Porterville
Poway Unified
Ramona Unified

Rancho Santa Fe
Elementary
Richland School District
Riverbank
Riverdale Unified
Salida Union
San Dieguito Union High
San Marcos Unified
San Pasqual Union
Elementary
San Ysidro Elementary
Santee Elementary
Selma Unified
Solana Beach Elementary
South Bay Union
Spencer Valley
Elementary
Strathmore Elementary
Sundale Union
Elementary
Sweetwater Union High
Tulare City Elementary
Tulare City High
Tulelake
Turlock Unified
Twin Rivers Unified
Vallecitos Elementary
Valley Center Pauma
Unified
Visalia Unified
Vista Unified
Walnut Valley Water
Warner Unified
Washington Union
Waterford Union
Whittier Union High
Woodlake Union