

City of Garden Grove

INTER-DEPARTMENT MEMORANDUM

To: Allan L. Roeder
Dept: City Manager
Subject: APPROVAL OF A CONTRACT FOR DEMOGRAPHIC SERVICES RELATING TO VOTING PATTERNS IN THE CITY OF GARDEN GROVE

From: Maria Stipe
Dept: City Manager
Date: June 23, 2015

OBJECTIVE

The purpose of this report is for the City Council to approve an agreement for professional demographic services relating to voting patterns in the City of Garden Grove.

BACKGROUND

City Council Member Kris Beard initiated discussions at the City Council level regarding a potential switch from at-large City Council elections to by-district elections. Following review at the City Council Meeting on June 9, the City Council directed staff to bring back proposals for City Council consideration to hire a demographics firm to analyze voting patterns in the City to assess whether a switch to by district elections may be appropriate.

DISCUSSION

Staff requested proposals for professional demographic services from seven (7) firms. Out of those seven, two (2) firms, Dolinka Group and National Demographics Corporation (NDC) submitted proposals. Given the short turnaround for requesting and receiving proposals, staff was not able to conduct an in depth analysis of the two firms. However, based on information contained in the submittals, both firms are very highly qualified and similar in their approach and cost for services.

While both proposals are very strong, staff recommends the Dolinka Group over NDC based on their experience working for other public agencies that serve large portions of the City. The Dolinka Group provided demographic analysis services to the Garden Grove Unified School District, the Anaheim Union High School District, and the North Orange County Community College District. In addition to their direct knowledge of Garden Grove, they already have data in house to quickly produce GIS maps and scenarios that the City requests. Staff also preferred Dolinka Group's easy to understand detailed breakdown of services, tasks, deliverables and costs. NDC's service structure is not as well explained, deliverables are not as clear and the a la cart pricing makes it more difficult to know what the true costs will be.

APPROVAL OF A CONTRACT FOR DEMOGRAPHIC SERVICES RELATING TO VOTING PATTERNS IN THE CITY OF GARDEN GROVE MARCH 13, 2015

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FINANCIAL IMPACT

The impact to the General Fund for initial demographic and election analysis will be \$17,200 and if the City Council ultimately moves forward with a switch to by-district elections the additional cost will be \$23,800. The services will be funded with available funds in the current year budget.

RECOMMENDATION

It is recommended that the City Council:

- Direct the Interim City Manager to enter into an agreement with Dolinka Group for demographic services.



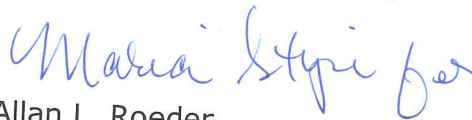
MARIA STIPE

Deputy City Manager

Attachment 1: Dolinka Group Proposal

Attachment 2: National Demographic Services Proposal

Approved for Agenda listing



Allan L. Roeder

Interim City Manager

Proposal to Provide Demographic Analysis

City of Garden Grove

June 16, 2015

Prepared For:

City of Garden Grove
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Garden Grove, CA 92842
714.714.5106

Prepared By:

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T 949.250.8300



OUR MISSION

DOLINKA GROUP PROVIDES STRATEGIC FINANCIAL AND DEMOGRAPHIC SERVICES TO MEET ITS CLIENTS' NEEDS

OUR HALLMARK IS ESTABLISHING LONG-TERM RELATIONSHIPS, PROVIDING LEADING-EDGE SOLUTIONS, AND MAINTAINING A BROAD SCOPE OF SERVICES

OUR CLIENTS CAN THEN FOCUS ON THEIR CORE MISSION UTILIZING THE EXPERTISE DOLINKA GROUP PROVIDES



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Letter of Interest

June 16, 2015

Maria Stipe
Deputy City Manager
City of Garden Grove
11222 Acacia Parkway
Garden Grove, CA 92842

RE: Proposal to Provide Demographic Analysis

Dear Ms. Stipe,

Dolinka Group, LLC is pleased to submit the enclosed proposal to provide a demographic analysis ("Proposal") to assist the City of Garden Grove ("City" or "Client") analyze its obligation under the California Voting Rights Act ("CVRA"). The demographic analysis will identify voting patterns of past elections of the City to determine if racially polarized voting exists related to the City's current at-large election system as well as provide demographic analysis of the City for informed discussions on a potential transition to a by-area election.

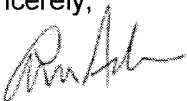
Dolinka Group has conducted demographic analyses for the past two (2) decades and is uniquely qualified to assist the City based on recent work completed for other public agencies that serve large portions of the City. Please see below for a few highlights on our firms experience as it pertains to the City:

- » Provided demographic analysis services to the Garden Grove Unified School District ("GGUSD") that assisted in the transition by GGUSD from an at-large election method to a by-area election method.
- » Conducted a demographic analysis for the Anaheim Union High School District ("AUHSD"), which serves a portion of the City. Reviewed voting history in AUHSD and assisted with the conversion to a by-area election method.
- » Provided voting area creation services to the North Orange County Community College District ("NOCCCD"), which encompasses a portion of the City. Through our work with NOCCCD and other clients in the area Dolinka Group has developed an in-depth understanding of the communities the City serves.

Our staff is familiar with the requirements under the CVRA and the Federal Voting Rights Act ("FVRA") and is prepared to assist the City through the process.

We are very pleased to have the opportunity to provide this Proposal and look forward to working with the City. If you have any questions regarding our response, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Larry Ferchaw'.

Larry Ferchaw
Senior Director

Detailed Scope of Work

Demographic Consulting Services

Dolinka Group shall provide demographic services to the City of Garden Grove ("City or "Client") to assist in the analysis of data to determine compliance with the CVRA and, if requested, the creation of Voting Areas or Council Districts in compliance with applicable Federal and State laws and regulations. The specific tasks include, but are not limited to, the following:

Phase 1: Demographic Analysis and Election Analysis

Activity 1. Demographic Analysis

Task 1. Prepare Census Data Analysis

This task involves gathering 2010 United States Census data to assist in determining if the existing voting method meets the legal requirements of the CVRA and the FVRA.

Task 1.1. Gather GIS Data/Shapefiles

This task involves gathering data and "shapefiles" to be used in Dolinka Group's Geographic Information Systems ("GIS") software so that geo-spatial analyses can be prepared regarding conceptual Voting Areas or Council Districts.

Task 2. Evaluate Population of Community

This task involves evaluating the demographics of the City based on data from the 2010 United States Census and the American Community Survey.

Task 3. Determine Ability to Draw Majority-Minority Voting Areas or Council Districts

This task involves Dolinka Group drawing conceptual Voting Areas or Council Districts to evaluate the ability to draw majority-minority voting districts within the City.

Task 4. Present Findings

This task involves Dolinka Group providing its findings to the City and its legal counsel.

Activity 2. Election Analysis**Task 1. Gather and Analyze Voting Patterns of the Client**

This task involves gathering and reviewing the voting patterns of the Client to analyze any historical polarized voting within the City. Such review will include analysis of past election results for the City Council of the City, election results of other governing bodies within the boundaries of the City, and election results on past State propositions where differences in voting patterns were seen among different ethnic/racial groups.

Task 2. Prepare Report

This task involves preparing a report that explains the methodology, data sources and results of the statistical analysis performed.

Task 3. Present Findings

This task involves presenting the findings of the analysis and reviewing options as to whether to proceed with the drawing of the Voting Areas / Council Districts or changing the Voting Areas / Council Districts from at-large elections to voting-area elections to the City and legal counsel.

Phase 2. (Optional): Transition Election Methods and Create Voting Areas or Council Districts**Task 1. Identify Goals and Priorities**

This task involves determining the goals the City 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:

- » Balanced Population (One Person, One Vote)
- » Civic Boundaries
- » Community Identity

Task 2. Identify Key Issues and Considerations

This task involves identifying the key issues and considerations involved in Reapportioning Voting Areas or Council Districts. These may include legal issues, compliance with federal and state regulations, constituent/community concerns, as well as others.

Task 3. Discuss Requirements with Legal Counsel

This task involves discussing the list of items identified in Tasks 1 and 2 with staff of the City and legal counsel to ensure compliance with all applicable legal, statutory, and organizational requirements.

Task 4. Create Conceptual Voting Areas or Council Districts

This task involves using 2010 United States Census data and GIS data gathered to prepare two (2) conceptual to three (3) Voting Areas or Council Districts scenarios. This task will involve preparing alternative Voting Areas or Council Districts boundary proposals for consideration, including maps and demographic data for comparative purposes.

Task 5. Present Recommendations to Staff

This task involves one (1) meeting to present conceptual Voting Areas or Council Districts to City staff for their review and consideration. Dolinka Group will prepare deliverables and a presentation with the goal of refining the recommendations that will be delivered to the City Council of the City.

Task 6. Present to City Council

This task involves one (1) meeting to present the scenarios from Task 4 to the City Council for public comment and approval.

Task 7. Assist in Public Input Process

This task involves Dolinka Group assisting in a public outreach effort to present conceptual scenarios to the public and solicit feedback from constituents on the scenarios. Dolinka Group will provide materials for meetings, attend meetings, and assist in coordinating a transparent process to gather and respond to feedback. Up to two (2) meetings shall be included in this task.

Task 8. Revise Scenarios

This task involves Dolinka Group revising the conceptual scenarios based on feedback from the public and the City Council.

Task 9. Present Revised Scenarios to City Council

This task involves Dolinka Group presenting the revised scenarios to the City Council for consideration and approval of new Voting Areas or Council Districts. In total, Dolinka Group's attendance at up to three (3) meetings of the City Council is included.

Proposed Fee Structure

Demographic Consulting Services

Phase 1: Demographic Analysis and Election Analysis

The proposed budget for services performed by Dolinka Group under the Scope of Work for Phase 1 shall be a flat fee of \$15,700 (plus expenses not to exceed \$1,500). This fee shall be payable in two (2) equal installments. The first installment of \$7,850 (plus expenses not to exceed \$750) shall be payable upon commencement of Task 1 and the second installment of \$7,850 (plus expenses not to exceed \$750) shall be payable upon completion of those tasks included in Phase 1 of the Scope of Work.

Phase 2. (optional): Transition Election Methods and Create Voting Areas or Council Districts

Should the City opt to retain Dolinka Group for Phase 2, the proposed budget for services performed under the Scope of Work shall be a flat fee of \$21,800 (plus expenses no to exceed \$2,000). This fee shall be payable in two (2) equal installments. The first installment of \$10,900 (plus expenses not to exceed \$1,000) shall be payable upon commencement of Task 1 and the second installment of \$10,900 (plus expenses not to exceed \$1,000) shall be payable upon completion of those tasks included in Phase 2 of the Scope of Work.

For any additional scenarios prepared at the request of the City above the three (3) scenarios included within the Scope of Work, there shall be an additional fee of \$750 per scenario.

Should the City request Dolinka Group attend meetings beyond the number identified in the Scope of Work, there shall be an additional fee of \$800 per meeting (plus expenses).

List of Clients Receiving Similar Services

Our Expertise

Over the past two (2) decades Dolinka Group has focused our expertise primarily on LEAs regarding CVRA Liability Analysis, Voting Area Redistricting Services and Voting Area Analyses. The reasoning behind this concept was to allow our firm the ability to focus on the communities and intimately understand the unique dynamics and demographics. The communities our LEA clients serve are the same communities the City also serves. Dolinka Group will bring our in-depth knowledge of the City's communities that have been gathered by assisting our local LEA clients. The familiarity and insight that Dolinka Group has retained by directly serving the City's communities cannot be replicated by other potential candidates.

However, while Dolinka Group has primarily provided CVRA services to LEAs, the firm has had over 20 years of experience providing other types of services to cities in the State. Clients that have been with Dolinka Group for over a decade on assessment services (which included studying the demographics and calculating the levies for taxing areas) include the City of Beverly Hills and the City of Glendale.

The table below lists recent work performed for public agencies by our firm which is identical or similar in scope to the tasks identified in this Proposal. In addition to those clients listed below, Dolinka Group has performed more than a dozen liability analyses for public agencies through legal counsel under attorney-client privilege.

Year	County	Client	Project Service Provided
2015	Riverside	Banning USD	Voting Area Creation Services
2015	Los Angeles	William S. Hart UHSD	Voting Area Creation Services
2015	Riverside	Perris ESD	Voting Area Creation Services
2014	Orange	Garden Grove USD	Voting Area Creation Services
2014	Riverside	Moreno Valley USD	Voting Area Creation Services
2014	Ventura	Oxnard SD	Voting Area Creation Services & Liability Analysis
2014	Riverside	Val Verde USD	Voting Area Creation Services
2013	Riverside	Corona-Norco USD	Voting Area Creation Services
2013	Riverside	Desert Sands USD	Voting Area Creation Services
2013	Riverside	Palm Springs USD	Voting Area Creation Services
2013	Orange	Anaheim UHSD	Voting Area Creation Services & Liability Analysis
2013	Riverside	Alvord USD	Voting Area Creation Services
2013	Riverside	Beaumont USD	Voting Area Creation Services
2012	Orange	North Orange County CCD	Voting Area Creation Services
2012	Riverside	Riverside CCD	Voting Area Creation Services
2012	Riverside	Romoland SD	Voting Area Creation Services
2011	Imperial	Imperial Valley CCD	Voting Area Creation Services
2011	Orange	Rancho Santiago CCD	Voting Area Creation Services
2011	Riverside	Riverside USD	Voting Area Creation Services

Client References

Jeffrey Riel

Anaheim Union High School District
501 Crescent Way
Anaheim, CA 92803
714.999.5685

Gabriela Mafi

Garden Grove Unified School District
10331 Stanford Avenue
Garden Grove, CA 92840
714.663.6111

Noel Marquis

City of Beverly Hills
455 N. Rexford Drive, Room 170
Beverly Hills, CA 90210
310.285.2429

Lily Fang

City of Glendale
141 North Glendale Avenue, Room 346
Glendale, CA 91206
818.551.3011

Fred Williams

N. Orange County Community College District
1830 W. Romneya Drive
Anaheim, CA 92801
714.808.4746

Michael Fine

Riverside Unified School District
3380 14th Street
Riverside, CA 92501
951.778.7135

Christine Anderson

Palm Springs Unified School District
980 East Tahquitz Canyon Way
Palm Springs, CA 92262
760.416.6000

Cesar Morales

Oxnard School District
1051 S. A Street
Oxnard, CA 93030
805.385.1501

Linda White

Corona-Norco Unified School District
2820 Clark Avenue
Norco, CA 92860
951.736.5000

Maureen Latham

Beaumont Unified School District
350 West Brookside Avenue
Beaumont, CA 92223
951.845.1631

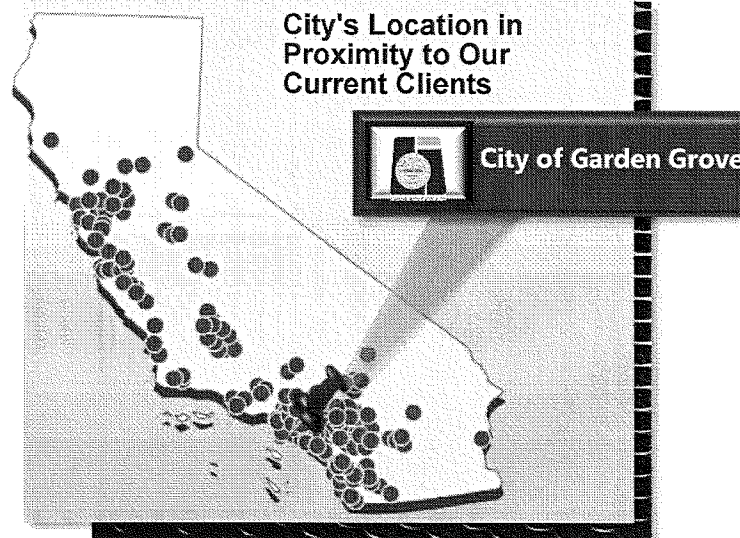
Gary Rutherford

Desert Sands Unified School District
47-950 Dune Palms Road
La Quinta, CA 92253
760.777.4200

Chris Carlson

Riverside Community College District
4800 Magnolia Ave
Riverside, CA 92506
951.222.8000

Our Clients Geographically



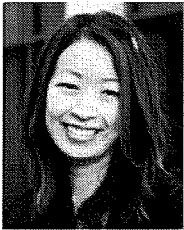
Resumes of Key Employees

Meet Your Project Team



Benjamin Dolinka
President and CEO

Mr. Dolinka focuses on creating new financial and demographic services, identifying potential public-public and private-public partnerships, and establishing long-term client relationships. With over 23 years of experience in the industry, Mr. Dolinka has also collaborated with various vendors and organizations throughout the country to find the best solutions for public agencies and their facilities planning needs. His efforts have resulted in the timely funding and construction of scores of facilities for public agencies across the State of California. Mr. Dolinka holds a B.A. in Economics from the University of California, San Diego.



Ann Feng-Gagne
Executive Director

Ms. Feng-Gagne has over 12 years of experience and is one of the key members of Dolinka Group responsible for the day-to-day management of the financing and demographic services provided by the firm. These services include Master Plans/Funding Programs, property negotiations, formation and administration of CFDs and Assessment Districts, Redevelopment, OPEB funding, and G.O. Bond campaigns and issuances. Ms. Feng-Gagne holds a B.S. in Policy Analysis/Management from Cornell University.



Larry Ferchaw
Senior Director

Mr. Ferchaw has been with the firm over 10 years and has assisted a wide range of school districts identify the impact of new development, levy fees against such development, and plan for future facilities. Mr. Ferchaw has prepared various demographic and financial analyses and has assisted school districts that range in size from small, rural elementary school districts to the largest urban and suburban school districts in the State. Mr. Ferchaw holds a B.A. in History from the University of California, Los Angeles and an M.S. in Journalism from Columbia University. **Mr. Ferchaw will be the City's primary contact.**

Other Pertinent Information & Experience

Our Experience



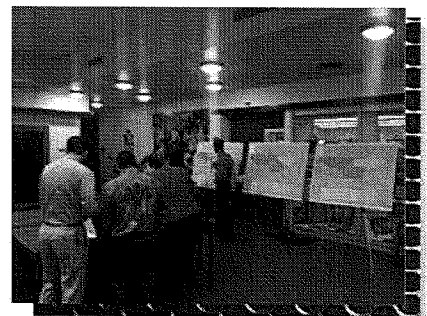
Dolinka Group has also assisted public agencies that have decided to change from their current at-large election method to a by-area method of election, Dolinka Group has assisted in the creation of voting areas and the facilitation of the approval of maps by the governing entity of our clients.

In drawing voting areas, Dolinka Group works with staff, legal counsel, and the governing entity to go over the legal considerations allowed in drawing areas as summarized below:

- » 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 Federal Voting Rights Act 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
- » Respect communities of interest, as much as possible
- » Follow man-made and natural geographic features, as much as possible
- » Respect incumbency where possible
- » Consider other local criteria (i.e., attendance boundaries)

Once several maps that meet the above criteria are created, Dolinka Group reviews those with staff and legal counsel of the City to ensure legal compliance. Those maps are then shared with the governing entity for review and comment prior to receiving public input. That public input can take the form of public hearings at board meetings or in town hall meetings across the City where members of the public can review the information and provide feedback.

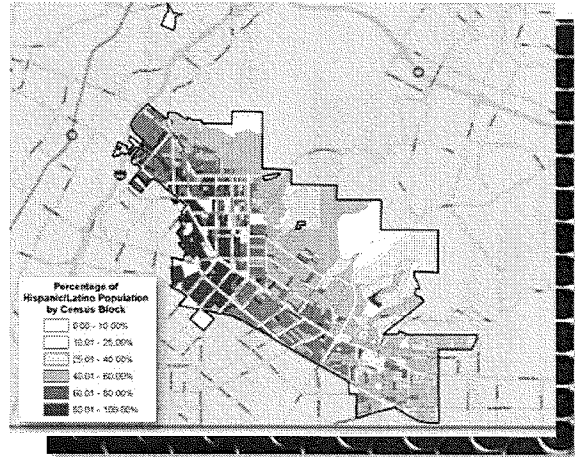
After feedback is received, the governing entity can adjust maps as it desires before ultimately deciding on the map that best meets the needs of the community. Dolinka Group can then assist with the rest of the approval process and then the filing of the map with the county registrar of voters for use in future elections.



CVRA & FVRA Experience

In assessing the liability of our clients under the CVRA and FVRA, Dolinka Group has worked with public agencies that have taken different paths in the study. The majority of public agencies have proceeded in this endeavor through legal counsel and engaged our service under attorney-client privilege. All work products remained confidential and all communication with the governing board on these topics was done in closed session.

For that reason, Dolinka Group cannot disclose the list of clients who engaged our services under this type of arrangement, but those clients included both public agencies where Dolinka Group identified potential liability under the CVRA and those where Dolinka Group identified that there was no evidence of potential liability. This confidential list is in addition to the clients listed previously on page 1.



Case Studies

Garden Grove USD

- » In 2014, Dolinka Group assisted the Garden Grove Unified School District ("GGUSD") with the transition from an at-large election method to a by-area method. This process involved Dolinka Group gaining familiarity with the communities served by GGUSD and creation scenarios for voting areas that met all legal requirements – including creating majority-minority voting areas for protected classes – and made sense to the community. Dolinka Group worked extensively with the staff of GGUSD to develop areas and seek public input on the transition. Their outreach effort included preparation of materials into multiple languages to allow the diverse communities of GGUSD to be involved and provide input on the process.

Through our work assisting GGUSD, Dolinka Group is uniquely qualified to aid the City with its similar request for studies. In addition to our direct knowledge of the communities the City serves; our staff has created numerous geographic profiles for GGUSD. Dolinka Group will be able to quickly produce any GIS maps and scenarios that the City requests as the majority of the needed data is already in house.

Anaheim UHSD

- » Anaheim Union High City ("AUHSD") took a different approach and conducted all discussion of liability under the CVRA and FVRA in open session. This was an especially challenging environment since there were community groups urging AUHSD to change its election method and these same groups were in the middle of a lawsuit against the City of Anaheim under the CVRA. Throughout the process, Dolinka Group helped guide AUHSD.
 - Dolinka Group prepared the analysis of past election results and led the discussion on the topic across multiple board meetings to get members of the governing board and the community comfortable with its findings.
 - AUHSD ultimately decided to move to a by-area method of election and Dolinka Group facilitated that process as well. Through this process, the community was engaged and provided new scenarios for the governing board to consider, and board members themselves were engaged in adjusting scenarios to best meet the needs of their community.



**A Proposal to the
City of Garden Grove
for Demographic Services**

By National Demographics Corporation
Douglas Johnson, President

June 16, 2015



National Demographics Corporation

June 16, 2015

Ms. Maria Stipe
Deputy City Manager
City of Garden Grove
11222 Acacia Parkway
Garden Grove, CA 92842

Dear Ms. Stipe,

Thank you for the opportunity to provide this proposal to the City of Garden Grove. NDC has 35 years of experience districting and redistricting local jurisdictions, together with unmatched experience working with jurisdictions facing California Voting Rights Act concerns. It has been our pleasure to work in your area with the City of Buena Park, Buena Park and Centralia school districts, Rancho Santiago Community College District, and the City of Anaheim, among others. We welcome the opportunity to bring the firm's expertise and skills to assist Garden Grove.

For each project demographic analysis and/or districting project, there are certain required basic elements, and there are a number of options that the City can include or leave out at its option. NDC carefully tailors each project to the needs and goals of the individual client partner. Should the City decide to draw Council election districts, NDC welcomes the opportunity to work with the City to encourage public participation in this process, and NDC offers a number of 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. An appendix provides additional information on NDC, including company history; methodology; technical approach; and references.

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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About National Demographics Corporation:

Unmatched Districting, Redistricting, and California Voting Rights Act Experience

Brief Company History

NDC has served hundreds of local governments over the past 35 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. In the Central Valley, NDC has worked with clients in and around Hanford, Dinuba, Tulare, Kings County, Coalinga, Corcoran, Reedley, Lemoore, and Fresno, among others.

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 for over 250 jurisdictions.

No company has been responsible for addressing the electoral demographic needs of more local governments, as NDC has districted and/or redistricted well over 150 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. For those jurisdictions actually sued under CVRA (none of which were NDC clients prior to the filing of the lawsuit), all but one hired NDC to assist in evaluating their demographics, voting history, legal situation, and options. This includes 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, and Anaheim. Only Compton Community College faced a lawsuit without the assistance of NDC, as their case was a 'friendly' lawsuit where the settlement was pre-arranged with the plaintiffs prior to the filing of the case.

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, 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 area, 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 of 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 a number of 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 clients on how to interpret all of 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

While elections for the jurisdiction's own Board carry the most weight under the CVRA, those elections are also the most expensive to analyze because of the need to collect and, in many cases, digitize the precinct maps and precinct by precinct election results from those local elections. Statewide election results by Census Block and by precinct, which are also important in any CVRA election, are available in the California Statewide Database. As a result statewide elections are much less expensive to analyze. Given that polarized voting (as defined by the state and federal laws) is likely to either exist or not exist in a given jurisdiction, and rarely appears in state elections and not local elections (or vice versa), NDC recommends undertaking the lower-cost analysis first. If the results are unclear (which they are with some frequency, given the nature of the statistical methods involved), or if the jurisdiction simply wishes to investigate more after hearing the initial report, NDC then recommends proceeding with analysis of the Governing Board's own elections. This step by step approach provides the in-depth analysis the Governing Board needs to make its decision, while only incurring the minimal costs required to complete the project. In the proposed project scope below you will find the details of this step by step approach.

If, after receiving and considering the demographic analysis and consulting with its counsel, the client 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.



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

- Mr. Michael E. Smith, Lozano Smith, 7404 North Spalding Ave., Fresno, CA 93720, (559)431-5600, MSmith@lozanosmith.com (or ask for Ms. Laurie Avedisian)
- Mr. David Soldani, Counsel, 2009, 555 West Shaw Avenue, Suite C-1, Fresno, CA 93704, (559) 225-6700, DSoldani@aalrr.com
- Ms. Marguerite Leoni, Counsel, 2009, 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. Mitch Abbot, Richards, Watson and Gershon, 355 South Grand Avenue, 40th Floor, Los Angeles, California 90071, (213) 253-0201, MAbbott@rwglaw.com

NDC's Districting Process

Technical Expertise

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

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 challenged in Court or by the Department of Justice.

Openness

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

Media Outreach

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

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 with this proposal.

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 or 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 districts

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 (five-year data from 2009-2013).

In 2011, jurisdictions and demographers could get Citizen Voting Age data (also referred to as "eligible voter" data), broken down by race and ethnicity, from the California Statewide Database (assuming the jurisdiction or its consultant necessary software and expertise). The challenge today is that the Statewide Database data, posted in 2011, were processed using the 2005-2009 data from the American Community Survey. The Statewide Database data is now significantly out of date: the Census Bureau has released two annual updates to the data, and those updates included what the Census Bureau calls a "re-balancing" of the data using statistical controls from the 2010 Census, instead of the 2000 Census statistical controls used for the 2005-2009 data. NDC's research has found that the new data is more significantly more accurate thanks both to being more up to date and to the greatly increased accuracy of the updated statistical controls. The Statewide Database has no known plans to update its American Community Survey data on Citizens of Voting Age by race and ethnicity (used by the 9th Circuit Federal Courts as the best count of "eligible voters") until the 2021 redistricting cycle.

Task B: Elections Database

Task: NDC will compile a list of 2001 - 2012 election results for all School Board elections; for elections for overlapping city, county and state elections that involved "protected class" candidates; and for measures placed on the ballot by the client. NDC will work with the client to identify/confirm the ethnicity of the various candidates in these elections.

Timeline: Depends on client's ability to identify ethnicity of candidates, but NDC will deliver the list of elections and candidates for identification within one (1) week.



Task C: Test District(s)

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

- 2010 and 2012 general election voter turnout by surname
- 2010 and 2012 general election voter registration by surname
- Citizen Voting Age Population (2009-2013 Department of Justice Special Tabulation)
- Citizen Voting Age Population (2009-2013 American Community Survey)
- Voting Age Population (2010 Census)
- Total Population (2010 Census)

Level 1 Deliverables:

- Spreadsheet of client 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 plan(s) and PDF map of test district plan(s).

Level 1 Timeline: Three weeks.

Cost: \$5,500

Next Steps:

At the completion of the Level I, the client can decide whether or not 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 of Local and/or Statewide Elections

(if necessary)

Task: Analysis of potential racially polarized voting patterns in key statewide elections between 1994 and 2012.

This includes:

- Analysis of Propositions 187, 209, 227 and 54, along with 2003 Governor's election, 2006 Insurance Commissioner, 2010 Lieutenant Governor and 2010 Superintendent of Public Instruction elections. In heavily-Democratic areas with multiple significant "protected class" populations, some Democratic primary elections may be included as well.
- Homogeneous precinct analysis of election results



- 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: \$550 per election contest analyzed

Timeline: four weeks. (Can be done concurrently with Level I.)

Next Steps:

At the completion of the Level II work, the client can decide whether or not 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 Election Areas (if necessary)

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

Basic Districting Project Elements

Includes all of the services listed below:\$27,500

- Informal, in-person and/or phone meetings with Council members and key staff [*by conference call included, or in-person for the "per meeting" fee below.*]
- Mapping of current Council member addresses and any other spreadsheet or GIS data provided by the District.
- Creation of 2 or 3 initial draft plans. This includes providing PDF versions, 8.5x11" maps, and one 3'x4' plot of each plan.
- Online hosting of plan maps allowing interactive review of proposed plans.
- Conversion of all maps and reports to web-friendly PDF and interactive versions for posting and linking on client website.
- Implementation of plan minor revisions / emendations
- Presentations at Public Forums, Board meeting, or other meetings [*by conference call included, or in-person for the "per meeting" fee below.*]
- Implementation of adopted plan with County Registrar of Voters

Optional Districting Project Elements

Selected at the client's discretion:

- In-person presentation at additional Council meetings, facilitation of public forum(s), and/or presentation at other meetings.\$1,750
- 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).\$4,500
- Hosting, managing and processing submitted plans for an online interactive system that allows public to draw and submit proposed by-district plans through a standard web browser..... price depends on system and options chosen
- 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: Level IV (Creating Election Areas) timeline will be established in consultation with the client.

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.

Additional Analysis

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

- Principal (Douglas Johnson).....\$200 per hour
- Vice President (Justin Levitt).....\$125 per hour
- Senior Analyst.....\$75 per hour
- Analyst / Clerical.....\$50 per hour

Mr. Johnson is also available for deposition and/or testimony work if needed, at \$250 per hour.

Requested Payment terms:

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

Sample Districting/Redistricting References

Mr. Steve Carrigan, City Manager, City of Los Banos, 520 J Street, Los Banos, CA 93635.
Phone: 209-827-7000 Email: steve.carrigan@losbanos.org

Mr. Roy Wasden, City Manager, City of Turlock, 156 S Broadway, Turlock, CA 95380.
Phone: (209) 668-5540 ext 1101. Email: RWasden@turlock.ca.us

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



National Demographics Corporation

Mr. David Silberman, Deputy County Counsel, San Mateo County, 400 County Center, 6th Floor, Redwood City, CA 94063-1662. Phone: 650-363-4749 Email: dsilberman@smcgov.org

Ms. Sharon Spivak, Deputy City Attorney, City of San Diego, Civic Center Plaza, 1200 Third Ave., #1620, San Diego, CA 92101. Phone: 619.533.5889. Email: sspivak@sandiego.gov

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. Kathy Bennett, City Clerk, City of Menifee, 29714 Haun Road, Menifee, CA 92586. Phone: (951) 672-6777. Email: kbennet@cityofmenifee.us.

Ms. Kristine Murray, City Councilmember, City of Anaheim, 2401 East Katella Avenue, Suite 300, Anaheim, California 92806. Phone: (714) 940-6347 Email: kmurray@willdan.com

Mr. Michael E. Smith, Partner, Lozano Smith, 7404 North Spalding Ave., Fresno, CA 93720, (559)431-5600, MSmith@lozanosmith.com (or ask for Ms. Laurie Avedisian)

Ms. Marguerite Leoni, Partner, 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)

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.

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.



National Demographics Corporation

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

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 City of Garden Grove

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 candidate, ongoing.
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

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."
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.

Douglas Mark Johnson

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

Racial Bloc Voting Consulting

Extensive experience with all racial bloc voting statistical methods: homogeneous precinct analysis, Ordinary Least Squares (OLS) regression, Weighted OLS, Seemingly Unrelated Regression (SUR) and EZI ecological inference analysis.

Attorney-client privilege bars the listing of most of NDC's specific clients, but NDC has performed racial bloc voting analysis for clients of the following law firms:

Law firm of Nielsen, Merksamer, Parrinello, Gross & Leoni:

- Compiled and analyzed data for **over 120 different jurisdictions** facing voting rights litigation;

Law firm of Lozano, Smith:

- Performed/performing analysis of racial bloc voting in 4 separate jurisdictions.

Law firm of Atkinson, Andelson, Loya, Ruud & Romo:

- Performed/performing on analysis of racial bloc voting in 3 separate jurisdictions.

Law firm of Dooley, Herr & Peltzer

- Performed racial bloc voting analysis of 7 elections in 4 different election years. Also advised attorneys on rebuttal of plaintiff's racial bloc voting analysis.

Douglas Mark Johnson

Sample list of Consulting Clients

Served as a consultant on matters involving districting or redistricting; the California and/or Federal voting rights acts; public opinion surveys; and/or public outreach for the following jurisdictions (partial list):

Counties

Kings County
Los Angeles County
Merced County
San Bernardino County
San Diego County
San Mateo County
Yuma County

Cities

Alhambra
Anaheim
Buckeye
Compton
Duarte
Elk Grove
Escondido
Firebaugh
Fowler
Glendale
Madera
Menifee
Mesa
Modesto
Moreno Valley
Oakland
Palmdale
Parker
Pasadena
Peoria
Reedley
San Diego
Sanger
Santa Rosa
Stockton
Surprise
Tulare
Visalia
Whittier

Community College Districts

Central AZ College
Cuesta
Grossmont-Cuyamaca
Rancho Santiago
San Diego
Sierra
Southwestern

Water, Irrigation & Conservation

Districts

Alta Irrigation
Fresno Irrigation
Mojave Water
Palmdale Water
Rowland Water
San Bernardino Water
Santa Clara Valley Water
Three Valleys Municipal Water
Upper San Gabriel Valley
Western Municipal Water
Winton Water

County Offices of Education

Fresno County
San Diego County
San Joaquin County
San Luis Obispo County
Tulare County
Tuolumne County

School Districts

Alpine Union
Alpine Union Elementary
Alta Vista
Bakersfield City Schools
Bonsall Union Elementary
Borrego Springs Unified
Burton Elementary
Cajon Valley Union
Cajon Valley Union Elementary
Calistoga Joint Unified
Capistrano Unified School District
Capistrano Unified
Cardiff Elementary
Carlsbad Unified
Caruthers
Cayucas
Centinela Valley
Central Unified
Chula Vista Elementary
Chula Vista Elementary
Clay Elementary
Clovis Unified
Coalinga-Huron
Coronado Unified
Dehesa Elementary
Del Mar Union Elementary
Dinuba Unified
Eastern Sierra Unified
Elk Grove Unified
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
Greenfield
Grossmont Union High
Jamul-Dulzura Union Elementary
Julian Union Elementary
Julian Union High
Kerman Unified
Kern High
Kings Canyon Unified School District
Kings River
Kingsburg Elementary
Kingsburg High
La Mesa-Spring Valley
Lake Elsinore
Lakeside Union Elementary
Lakeside Union School
Lemon Grove Elementary
Lindsay Unified
Madera Unified

School Districts (cont.)

Merced Union High School District
Modoc Unified
Monson Soltana
Mountain Empire Unified
Napa Valley Unified
National Elementary
Oak Grove Elementary School District
Oceanside Unified
Pacific Union
Panama Buena Vista
Pasadena Unified
Pleasant View
Porterville
Poway Unified
Poway Unified
Ramona Unified
Rancho Santa Fe Elementary
Richland School District
Riverdale Unified
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
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
Whittier Union High
Woodlake Union

States

Arizona Independent Redistricting Commission
Florida State Senate
New Jersey Redistricting Commission

Other Special Districts

Jurupa Community Service District
Las Virginies - Malibu Council of Governments
San Gabriel Valley Association of Cities
Tulare Hospital
Westside Community Health Care District

Private Entities

Hemet Action Group
Los Angeles County Fairplex
Southern California Disposal



Resume of Justin Levitt

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Glendale, CA 91221
jlevitt@NDCresearch.com

mobile: (480) 390-7480
office: (909) 624-1442
fax: (818) 254-1221

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. candidate in Political Science, ongoing (MA 2010).
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

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