**Agenda Item Details**

**Meeting**  
Dec 17, 2020 - Organizational & Regular Meeting of the Board of Education

**Category**  
20. GENERAL ITEMS

**Subject**  
20.02 National Demographics Corporation Proposal on Transition To a By-Trustee Area System of Election

**Access**  
Public

**Type**  
Action, Information

**Recommended Action**  
To accept the proposal and enter into an agreement with National Demographics Corporation, Inc. (NDC) to provide professional demographer services to assist the District through the redistricting process and for all professional demographic services necessary.

**Public Content**

SUBMITTED BY: Jim Elsasser, Ed.D., Superintendent of Schools

**BACKGROUND/DISCUSSION:**

At the regular meeting on December 20, 2018, the Governing Board adopted Resolution #08-2019: Resolution to Initiate the Process of Establishing Trustee Areas and Elections By-Trustee Areas. The resolution's approval ensured the District's compliance with the California Voting Rights Act (CVRA). This resolution also authorized the Superintendent, or his designee, to immediately initiate the legal and regulatory process of changing the method of electing members of the Board, from the current at-large system, whereby each member of the Board is elected by the registered voters of the entire District (Education Code section 5030(a)), to a method which provides that Board members residing in each trustee area be elected by the registered voters of that particular trustee area (Education Code 5030(b)).

In order to complete the transition to by-trustee area elections in a cost-effective manner and in time to elect new governing board members under this method at the November 2022 elections, it is recommended that the Governing Board accept the proposal and approve the agreement with National Demographics Corporation, Inc. (NDC) for professional demographer services. NDS will assist the District through the redistricting process.

**Scope of Work:**

Using data from the 2020 Census, the demographer will create conceptual trustee area scenarios that divide the District into five new voting areas. The demographer will ensure that the proposed maps comply with CVRA requirements, and consider the feedback from the community during the community meetings and public hearings.

**FINANCIAL IMPACT:**

Impacts related to this agreement have been incorporated into the 2020/2021 budget.

![NDC Claremont Unified Districting Proposal 20201117.pdf (1,604 KB)](NDC_Claralmarted_Unified_Districting_Proposal_20201117.pdf)

**Administrative Content**

**Executive Content**

*We will now be presented with a proposal from National Demographics Corporation on Transition to a By-Trustee Area System of Election.*

Dr. Elsasser

Dr. Elsasser do we have questions or comments from the public?

Jim: if we received requests, proceed accordingly.

Are there questions or comments from Board members?

Nancy: if no comments, please proceed with the following:
A Proposal to
Claremont Unified
for Demographic Services

By National Demographics Corporation
Douglas Johnson, President

November 17, 2020
November 17, 2020

Dr. James Elsasser
Superintendent of Schools
Claremont Unified School District
170 W. San Jose Ave.
Claremont, California 91711

Dear Dr. Elsasser,

Thank you for the opportunity to provide this proposal to Claremont Unified. NDC has more than 40 years of experience districting and redistricting hundreds of cities, school districts and other local jurisdictions across California, including the Cities of Claremont, Rancho Cucamonga, Chino, Chino Hills, Pomona, West Covina, Glendora and Duarte; Pomona Unified, Glendora Unified, and Covina Valley Unified (a client list is available at www.ndcresearch.com/clients/). As Claremont McKenna graduates and alumni of the Rose Institute of State and Local Government, both NDC Vice President Justin Levitt and I particularly welcome the opportunity to bring the firm’s expertise and skills to assist the District.

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

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 anytime if you have any questions, concerns, or requests regarding this proposal.

Sincerely,

Douglas Johnson
President
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Brief History of National Demographics Corporation

NDC has served hundreds of local governments since our founding in 1979. While most of NDC’s work is in California and Arizona, the firm has performed projects in all regions of the country, serving clients as varied as the States of Mississippi, Arizona, Florida and Illinois; Clark County (Nevada); the California counties of Merced, San Bernardino, and San Diego; the San Diego Unified School District; the City of Oakland; Yuma County (Arizona); the Arizona cities of Glendale, Mesa, Peoria, Phoenix, and Surprise; and relatively smaller jurisdictions such as the City of Bradbury and Clay Elementary School District.

The company is especially well known for its districting and redistricting work with local governments. NDC has established a reputation as the 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. No company has been responsible for addressing the electoral demographic needs of more local governments, as NDC has districted and/or redistricted more than 250 counties, school districts, cities, water districts, and other local jurisdictions.

Nationally recognized as a pioneer in good government districting and redistricting, NDC has unmatched expertise in the issues, questions, and decisions jurisdictions face in any discussion regarding districting, redistricting, the California and Federal Voting Rights Act and related election system choices.
Company Philosophy

Professionalism

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 meet the districting and redistricting needs of any jurisdiction, and its personnel have unmatched experience in the line-drawing side of this work, as well as in developing the databases used for these purposes. But more important are the firm’s interpersonal skills and the team’s understanding of the perspective of all parties in this process.

Local Leadership

NDC is an advisor and technical resource. The firm’s role is to assist our clients through the complicated demographic and legal framework for their project. NDC shares its experience and expertise, but the final plan is selected by the jurisdiction’s elected leaders, not NDC. The firm is sometimes criticized, usually by people from outside of the client jurisdiction, for not acting as an advocate or proselytizer for what these outsiders think is “right” for the client. But NDC team members are expert advisors, not proselytizers. NDC guides our clients through the process to a map that meets all legal requirements and the goals of our client – not the goals of outside critics. NDC welcomes the chance to assist each client through this process following the direction of the jurisdiction's elected leadership, key staff members, and the entire community.

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. 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.

Public Engagement

NDC pioneered the “transparent districting” approach that involves the public at every stage of the process and the company invented the "public participation kit" back in 1990. But NDC’s most valuable service is the firm’s experience transforming often-contentious and passionate debates into thoughtful, constructive discussions focused on the options and outcomes rather than
individual personalities. NDC also has considerable experience working with translators in public forums and providing materials in English and Spanish.

NDC’s approach has been widely praised in the media, and NDC has worked extensively with all types of press including radio, television, newspaper, and new media.

**The NDC Team**

NDC’s 40 years of service to local governments is grounded in our academic founding and decades of professional relationships with all forms of local governments. Each NDC team member has been extensively trained in the legal requirements, demographic details, and complicated personal and community interests involved in every districting and redistricting project. And every NDC team member has been briefed on the wide range of unusual and bizarre challenges NDC has encountered over our more than 250 successfully completed local government projects. Whatever question or situation arises, your NDC team can handle it.

NDC President Dr. Douglas Johnson leads all team training and closely monitors the progress of every client project. NDC President Dr. Johnson and Vice President Dr. Levitt are always available to all clients, and typically are personally involved whenever particularly unusual or complex situations arise. And each NDC project has an NDC Consultant or Senior Consultant as a primary point of contact to ensure seamless information flows and continuity. All NDC project leaders are a fully trained Consultants or Senior Consultants with years of experience working with local government elected leadership and top staff members. Each NDC team leader brings their personal expertise in demographics, city governance, school district governance and/or special district management to every project. And each team leader has particular expertise and focus in specific geographic areas. All team members resumes are available on www.ndcresearch.com/about-us/.
Public Engagement

The Three E’s of Public Participation: Engage, Educate, and Empower

NDC’s “Three E’s” approach recognizes the complex and daunting nature of districting and redistricting projects, while emphasizing the importance of public participation in such projects.

Given the complexity of the issue, the public cannot be expected to jump in with constructive ideas and input without encouragement. So NDC’s approach begins with the first “E”: Engage. NDC works with our clients to get the word out about why the project matters – and how input from residents can be a decisive element of the project.

Once their interest is engaged, the second “E” is Educate. Most media coverage of this topic focuses on congressional gerrymandering, giving the entire field a tainted and hopeless feel. NDC works with our clients to explain how local districting and redistricting is based on neighborhoods and communities – not national politics. We educate the public on the data, requirements and goals of districting, and on the many ways residents can formulate and share their own maps or other constructive input.

The third “E” is Empower. For those projects where the level of public interest and engagement justify the expense, NDC offers an unmatched array of paper, Excel-based, and online mapping tools that residents can use to draw detailed, population-balanced maps for consideration by the jurisdiction.

When included in a project, NDC has seen considerable public interest in these optional public participation tools. Often five, ten or even twenty or thirty draft maps are proposed by community residents. And NDC developed a highly refined and proven methodology for efficiently guiding our clients through selecting and refining a map, even when starting from 10, 20, 30 or more initial draft maps.

For those jurisdictions where the expense of the optional mapping tools is too high, NDC always welcomes any letters, comments, or hand-drawn maps that residents wish to submit during the districting or redistricting process.

For every project, at no extra expense, NDC includes an online “interactive review map” that allows residents to analyze draft maps zooming in and out, searching for specific addresses, and by changing between street maps, satellite images, and other underlying base maps.
Sample Public Participation Mapping Tool

Public Participation Kit

Each number indicates the total population of that "population unit" area. Each district must have essentially equal population.

The population of each of the five districts must be close to 7,447, with no more than a 745 difference between the largest and smallest.

Name:

Phone or email:

Please use a thick dark-colored pen to draw your map, then submit it at City Hall or directly to our project consultants: Submission@NDCresearch.com PO Box 5271, Glendale, CA 91221 You can hand-deliver, mail, fax, scan and email, or photograph and email your map.

National Demographics Corporation, October 8, 2016

An online version of this map that allows you to zoom in and out for more detail is available as a link from the City website.
Sample Online Mapping Tool

Sample NDC “Interactive Review Map” (used to view and evaluate, not to draw, maps)
Impeccable References

All of NDC’s former clients – without exception – can be contacted for references. The following is only a sample of references:


Mr. Jason Stilwell. City Manager. City of Santa Maria. 110 E. Cook Street. Santa Maria. CA 93454-5190. (805) 925-0951 ext. 2200. jstilwell@cityofsantamaria.org.

Mr. Marcus Walton. Communications Director. West Contra Costa Unified. 1108 Bissell Ave., Room 211-215. Richmond, CA 94801. 510-205-3092. mwalton@wccusd.net.

Mr. Jonathan Vasquez. Superintendent. Los Nietos School District. 8324 S. Westman Ave., Whittier, CA 90606. (562) 692-0271 Ext. 3212 jonathan_vasquez@lnsd.net.

Ms. Jennifer Fitzgerald, Mayor, City of Fullerton. 303 W. Commonwealth Avenue. Fullerton, CA 92832. (714) 402-3106. jennifer@curtpringle.com.

Mr. James Atencio. Assistant City Attorney. City of Richmond. 450 Civic Center Plaza. Richmond, CA 94804. 510-620-6509. James_Atencio@ci.richmond.ca.us.

Ms. Isabel Montenegro. Administrative Assistant. Inglewood Unified. 401 South Inglewood Avenue, Inglewood, CA 90301. 310-419-2799. imontenegro@inglewood.k12.ca.us.


Mr. Darrell Talbert. City Manager. City of Corona. 400 S Vicentia Avenue. Corona. CA 92882-2187. 951.279.3670. Darrell.Talbert@ci.corona.ca.us.

Mr. David Silberman. Deputy County Counsel. San Mateo County. 400 County Center. 6th Floor. Redwood City. CA 94063. 650-363-4749 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. Email: laja@buckeypaz.gov.

Ms. Randi Johl, Director of Legislative Affairs/City Clerk. City of Temecula. 41000 Main Street. Temecula, CA 92590. 951-694-6444. Randi.Johl@temeculaca.gov.
Project Scope of Work

For each project, NDC tailors each project to the needs and goals of each jurisdiction. Below is a typical NDC-suggested timeline and description of project elements.

The dates provided below are general guidelines and will vary according to the goals, project choices, and deadlines of each jurisdiction.

For jurisdictions that need to complete the project within the 90-day “safe harbor” provisions of the California Voting Rights Act, the process would be accelerated to meet that deadline.

January – March, 2021: Project Planning and Initial Outreach

a. NDC works with the jurisdiction to prepare a detailed project timeline of expected outreach efforts, public forums, formal hearings, draft map dates, and final map adoption dates.

b. NDC works with the jurisdiction staff (or contract specialized outreach staff – see notes below about that option if interested) to prepare a project outreach plan for all steps of the process covering target audiences, contact lists, social media efforts, any potential postcard mailings, utility bill inserts, flyers for distribution at schools, media briefings, and community group contacts.

c. Decide what public mapping tool(s) to provide, if any.

d. Decide whether to use a commission.

e. Create the project website: NDC will provide advice and text for the jurisdiction’s website, or as an optional project element NDC will build a project website that the jurisdiction can simply link to from the jurisdiction site.

f. NDC will work with jurisdiction and County Registrar staff to confirm GIS boundaries and to identify and include in our districting database any available GIS data that NDC and the jurisdiction identify are likely to be useful as mapping references for NDC, the public, and for the jurisdiction.

g. Project outreach begins with initial alerts and ‘invitations to participate’ sent out to the general public, to overlapping jurisdictions, and to community organizations.
April – June, 2021: Initial Data Analysis and Ongoing Outreach

h. Census data released and California Statewide Database completes “prison adjustments” of the data.

i. NDC adds socio-economic data from the Census Bureau’s American Community Survey to the state demographic data.

June – July, 2021: First Hearing

(Or multiple initial hearings or hearings and forums, if the jurisdiction wishes to hold more than one hearing and/or public forums prior to the release of draft maps.)

j. NDC presents an overview of the districting laws and criteria and jurisdiction demographics.

k. The project timeline and outreach plan are presented to the public for comments and feedback, along with a request to the public to provide guidance on what residents consider key neighborhoods, communities of interest, and other project-related regions in the jurisdiction.

l. If the optional public mapping tools and/or Public Participation Kit are included in the project, their use is demonstrated to the public.

m. Outreach efforts continue with messaging to the public, with special focus on community groups with an interest in the districting.

n. Public input collected on communities of interest and resident preferences and priorities for districting.

August – September, 2021: Draft Mapping Time

o. Outreach efforts continue with messaging reminding the public of the opportunity to provide written or mapped input on how the maps should be drawn, and welcoming any maps residents with to submit.

p. If the optional public mapping tools and/or Public Participation Kit are included in the project, NDC provides email and phone support for any residents with questions regarding their use.

q. If the optional public mapping tools and/or Public Participation Kit are included in the project, at the jurisdiction’s option additional public forums on the use of those tools can be provided.
r. The public deadline for submitting any initial draft maps will be approximately seven days prior to the official deadline to post all draft maps online (to provide NDC time to process any draft maps received, and for NDC to develop our own two to four initial draft maps).

s. All outreach channels are used to inform the public about the opportunity to submit draft maps and to encourage participation in the review of the upcoming draft maps.

October – November, 2021: Initial Map Review and Direction

t. NDC processes all public draft map submissions, drafts NDC’s draft maps, summarizes all of the draft maps. The maps, related demographics, and summaries are provided by NDC in web-friendly formats. These process maps are posted on the project website and on the NDC-provided interactive review map.

u. At the jurisdiction’s option, one or more informal workshops or public forums are held to gather residents’ reactions to and preferences among the draft maps.

v. The jurisdiction holds a hearing to review the draft maps, narrow down the list of initial draft maps, and provide direction on any desired new or revised maps.

w. Two to three weeks are needed for the public to submit any new maps and for NDC to provide maps based on the direction at the hearing. During this time, additional outreach is conducted to inform interested residents and community groups of the selected ‘focus maps’ and the remaining opportunities to participate in the process.

January – February, 2022: Map Adoption

x. Any new or revised maps, related demographics, and summaries are posted on the project website.

y. At the jurisdiction’s option, one or more informal workshops or public forums are held to gather residents’ reactions to and preferences among the remaining maps.

z. One or more hearings are held to continue the review and refinement of the focus maps and, ultimately, adopt the final map.
aa. Outreach continues to inform residents and community groups of the progress of the project, opportunities for future participation, and, ultimately, which map is adopted.

bb. Following map adoption, NDC coordinates map implementation with the County Registrar, informing the jurisdiction staff of the progress, any issues, and ultimate completion of that work.

c. NDC works with the jurisdiction staff to ensure preservation of all project data and records, including GIS-format versions of the adopted map.

### Project Pricing

1. **Basic Project Elements** (covers everything except for per-meeting and optional expenses): $17,500

2. **Per-Meeting expense:**
   - In-person attendance, per meeting: $2,500
   - Virtual (telephonic, Zoom, etc.) attendance, per meeting: $1,250

   For each meeting, NDC will prepare meeting materials, including presentation materials and maps; present and explain key concepts, including mandatory and traditional districting criteria and “communities of interest”; facilitate conversations; answer questions; and gather feedback on proposed boundaries.

   Per-meeting prices include all travel and other anticipated meeting-related expenses. Telephone calls to answer questions, discuss project status, and other standard project management tasks do not count as meetings and do not result in any charge.

3. **Optional Project Elements:**
   a) Project website: $3,000
   b) Online mapping tool: not yet determined *
   c) Public Participation Kit mapping tool:
      i. With online mapping tool: included at no additional charge
      ii. Without online mapping tool: $3,000
   d) Working with independent or advisory districting commission: no additional charge
   e) Additional outreach assistance: separately contracted
* Caliper is currently re-evaluating the cost of their tool; NDC is talking to ESRI about a less-expensive and faster-to-setup version of their tool; and NDC is talking to other potential online tool providers that may provide less expensive options. At the time your jurisdiction is ready to begin the project, NDC will provide an update on the online mapping tools available with a review of the power, accuracy, ease of use, and cost for each.

**Other Potential Project-Related Expenses:**

The most common additional project 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 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 (Dr. Douglas Johnson) .............. $300 per hour
- Vice President (Justin Levitt) ............... $250 per hour
- Senior Consultant .............................. $200 per hour
- Consultant ........................................ $150 per hour
- Analyst / Clerical ............................... $50 per hour

Dr. Johnson is also available for deposition and/or testimony work if needed, at $350 per hour.
Details of Optional Project Elements

Advisory or Independent Districting Commissions

NDC anticipates that many California jurisdictions will create advisory or independent commissions to manage the districting process. NDC welcomes the use of such commissions, and our pricing does not change for jurisdictions creating commissions. But the creation, training, operation and reporting of such commissions often leads to more meetings (and a resulting increase in the “per meeting” project expenses) than a traditional districting process conducted primarily by the jurisdiction’s elected leadership.

Outreach Assistance

NDC brings topical expertise to your jurisdiction’s outreach efforts, and NDC makes available to all clients our library of sample outreach materials including op-ed articles, postcards, utility bill inserts, flyers, and social media messages. NDC provides all of these materials along with our advice and input on outreach strategy and materials to any interested jurisdiction, but we do not have graphic artists to customize or design such materials in-house.

For larger-scale outreach efforts, especially where jurisdictions wish to send representatives out to regular meetings of existing community organizations, NDC typically works together with a jurisdiction’s in-house communications staff and/or with one or more outreach organizations. We have a number of firms we recommend, and we would be happy to work with any in-house team at the jurisdiction or with any firm or organization the jurisdiction selects. Projects with this level of outreach are relatively rare, as most projects can be handled by the jurisdiction’s existing communications team using the samples, templates and advice NDC provides.

Project Website

NDC provides all project materials in website-friendly formats for posting on the jurisdiction’s website. At no cost, NDC will provide project website samples and website language for use on the jurisdiction’s project website. But for jurisdictions that prefer not to take on the challenge of creating and managing a rapidly-changing project website, NDC will create, host, and update project website (visit to see one such site – though note that site was created prior to passage of the new AB849 requirements).
Background on Online Mapping Tool Options

NDC is the unmatched leader in districting tools that empower residents to review draft maps and to develop and submit their own map proposals. NDC is the only firm that has used the online mapping solutions from both ESRI and Caliper Corporation in major districting projects. And only NDC has repeatedly trained members of the public, processed public map submissions, and presented the public map proposals to public hearings and commission meetings. NDC’s online mapping tool options provide user support, hosting, managing, and processing submitted plans for an online interactive system that allows public to draw and submit proposed maps through a standard web browser.
In the more than 200 California local districting projects between 2012 and 2020, NDC is the only consultant providing clients access to Caliper Corporation’s “Maptitude Online Redistricting” tool. Even with the technical challenges arising from such tools’ power and flexibility, NDC’s training and encouragement frequently results in 10, 20, 30 or more different maps drawn by residents of the school district or city providing that tool to its residents.
The other primary public mapping tool currently on the market is ESRI’s online districting tool. While easy to use, the ESRI product currently takes a month or more to deploy and typically costs significantly more. As a result, traditionally only the largest jurisdictions with lots of project startup time have been able to use it. The features and pricing of both products are currently being updated for 2021, and other vendors are working on potential additional options.

When it is time to start the project, NDC will work with each interested client to determine which, if any, online mapping tool best meets the goals and budget of the jurisdiction.
Paper- and Excel-based Public Mapping Tools

While online mapping tools are very popular, NDC never forgets those residents who do not have internet access or who simply prefer to not drawing maps online.

At no cost with every online mapping tool, and as a separate option for jurisdictions that for budget or other reasons do not include an online mapping tool, NDC offers our “Public Participation Kit.” Each “Kit” includes two formats.

The first, and most simple, Kit is a one-page map showing streets, city borders, and population counts for NDC-created “Population Unit” geographic areas. Residents draw the map they wish to propose and add up the population counts by hand until they get the right population count in each district. All of the directions needed are right on the single-page form. Examples of these tools, from our work for the City of Lake Forest, are available here: https://drawlf.org/draw-a-map/.

The second form of offline mapping tool is for those residents who do not want to deal with an online mapping tool, but who are already comfortable with Microsoft Excel. NDC provides a similar simple one-page map of those same “Population Units,” but this time the map shows the Unit ID number rather than the population count in that Unit. Residents then enter their preferred district assignment for each Population Unit into the pre-formatted Excel spreadsheet (also available on the Lake Forest website), and Excel calculates the total population and demographics of each District. When the resident has the map the way they like it, they simple email in the Excel file.
Requested Payment terms:

NDC requests that one-half of the “Basic Project Elements” fee be paid following the decision on which project will be undertaken, with the balance of the project costs paid at the conclusion of the project.

Conclusion

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

- NDC has more experience in the field of municipal political election systems than any other company.
- NDC’s experience and expertise has been recognized by our hundreds of clients, the California League of Cities, the California School Board Association, the California Special District Association, and the National Conference of State Legislatures.
- 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 demonstrated experience over many years in working with the press and media on local election system issues.
- Neither the Justice Department nor any Court has ever rejected any of the hundreds of local government districting or redistricting plan submitted by NDC.

NDC takes pride in 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.

NDC looks forward to the opportunity to work with you on this project.
Proposal Acceptance

The terms of this proposal are available for 90 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.

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

Douglas Johnson, President

Date

For Claremont Unified

Date
Appendix

Resumes of NDC President Dr. Douglas Johnson and Vice President Dr. Justin Levitt are attached.

A client list and resumes of all NDC team members are available at www.ndcresearch.com/about-us/.
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.
Fellow, Rose Institute of State and Local Government, 2001 – present.
Project Manager and Senior Manager at three internet startup companies, 1999 - 2001.

Education
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
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.

Speaker or Panelist
Douglas Mark Johnson

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2009
Fall Forum, "The Key to Successful Redistricting."
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2010
Spring Forum, "Communities of Interest in Redistricting: A key to drawing 2011 plans (and for
their defense)."
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2011
Winter Forum, "Citizen Voting Age Data from a line-drawer's viewpoint."
Luncheon Keynote Speaker, Santa Barbara's Channel Cities Club, "California's next experiment:
Annual Conference, Arizona League of Cities and Towns, Presenter at "Redistricting Law and the
Redistricting, The 2010 Census, and Your Budget, Sponsored by the Rose Institute of State and
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
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
Employment
Vice-President, National Demographics Corporation, 2012 – present.
Instructor in Political Science, University of California, San Diego, 2012 – present.
Graduate Research Fellow, Center for US-Mexico Studies, 2010 – present.

Education
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


“Remoteness and the Territoriality of Public Health” (with Alberto Diaz Cayeros).

“Initiatives as revealed preferences”

“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