



National Demographics Corporation

# **A Proposal to Tracy Unified for Demographic Services**

By National Demographics Corporation

Douglas Johnson, President

January 19, 2023



## National Demographics Corporation

January 19, 2023

William B. Tunick  
Tracy Unified School District  
c/o Dannis Woliver Kelly  
200 California Street, Suite 400  
San Francisco, CA 94111

Dear Mr. Tunick,

Thank you for the opportunity to provide this proposal to Tracy Unified. NDC has more than 40 years of experience districting and redistricting hundreds of cities, school districts and other local jurisdictions across California, including Manteca, Stockton, Modesto, Patterson, Dublin, Modesto Unified, Turlock Unified, and San Ramon Valley Unified (a full client list is available at [www.ndcresearch.com/clients/](http://www.ndcresearch.com/clients/)). We welcome the opportunity to bring the firm's expertise and skills to assist the District.

For each project, there are certain required basic elements, and there are several options that the District can include or leave out at its option. NDC carefully tailors each project to the needs and goals of the individual client partner. NDC also welcomes the opportunity to work with 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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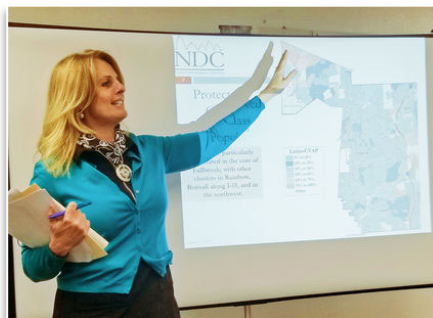


## Brief History of National Demographics Corporation

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.

### **Partnership**

In recognition of the vital role these groups play in informing and assisting their members, NDC is a sponsor of the California League of Cities, the California Special Districts Association, and we are currently finalizing our sponsorship of the California School Boards Association and the California Association of Counties.

For years, NDC has frequently appeared on panels organized by these organizations to share information with their members about the California Voting Rights Act, the Census, and the districting and redistricting rules and process.

NDC also assists the League of Cities and CSBA with negotiations and suggested language for legislation on districting/redistricting and the California Voting Rights Act.

### **Local Leadership and NDC's Non-Partisan Approach**

NDC is an advisor and technical resource. The firm's role is to assist our clients in implementing our clients' goals and directions within the complicated demographic and legal constraints of the 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.



## **National Demographics Corporation**

A common question in many districting or redistricting projects is whether there is any influence of any improper political bias on the process. NDC's four decades of success working for jurisdictions with all-Democratic leadership, jurisdictions with all-Republican leadership, and every possible combination in between, reflects our steadfast dedication to non-partisan service. At work, each of us puts our personal political feelings aside and focuses on implementing the policy goals and directions of our clients using NDC's non-partisan, professional and expert guidance regarding the requirements and options facing each client. We believe most of our clients would be hard-pressed to guess which NDC team members are registered as independents or with any political party, and we are proud to have satisfied customers and clients whose partisan leanings (even in their non-partisan local government offices) similarly cross the entire partisan spectrum.

### **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.





### Project Software

NDC uses Caliper Corporation's Maptitude for Redistricting software for processing public map submissions and drawing NDC's draft maps and Board-directed revisions. Maptitude for Redistricting can open and use the standard "Shapefile" and "File Geodatabase" GIS data formats, and Maptitude for Redistricting can export all files to "Shapefile" and "File Geodatabase" formats.

NDC uses ESRI's ArcGIS Online to present those maps for Board, Staff and Public review in an easy-to-use, interactive format. NDC also uses ArcGIS Pro for some specialized Geographic Information System (GIS) analysis; for opening and reviewing data received from clients or from other jurisdictions; and when needed for final map post-adoption processing for delivery to the jurisdiction and to the County Registrar. Microsoft PowerPoint is also used for many presentations, though NDC is currently experimenting with a possible move to ESRI's "Story Maps" for some presentations.

### NDC Approach to 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 redistricting, and on the many options residents have to 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.

Samples of these tools are shown on the following pages, and additional details on each of them appears later in this proposal.

## 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: \_\_\_\_\_

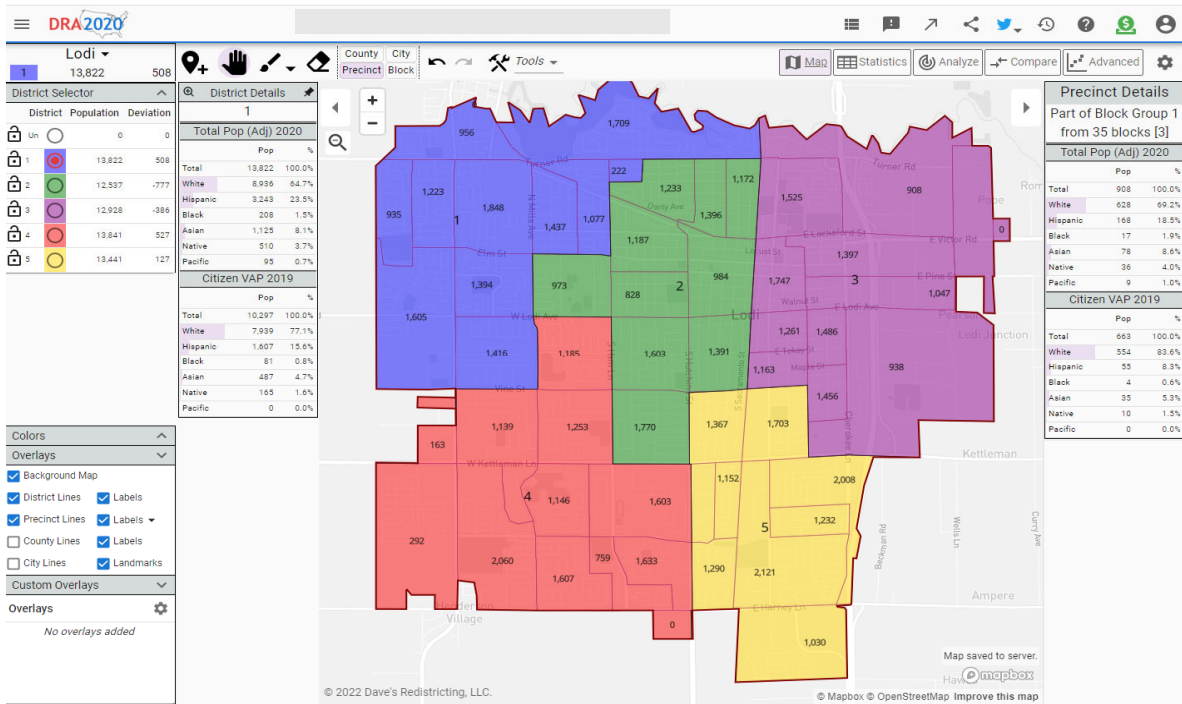
Phone or email: \_\_\_\_\_

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  
 P.O. Box 5271, Glendale, CA 91221  
 You can hand-deliver, mail, fax, scan and email, or photograph and email your map.

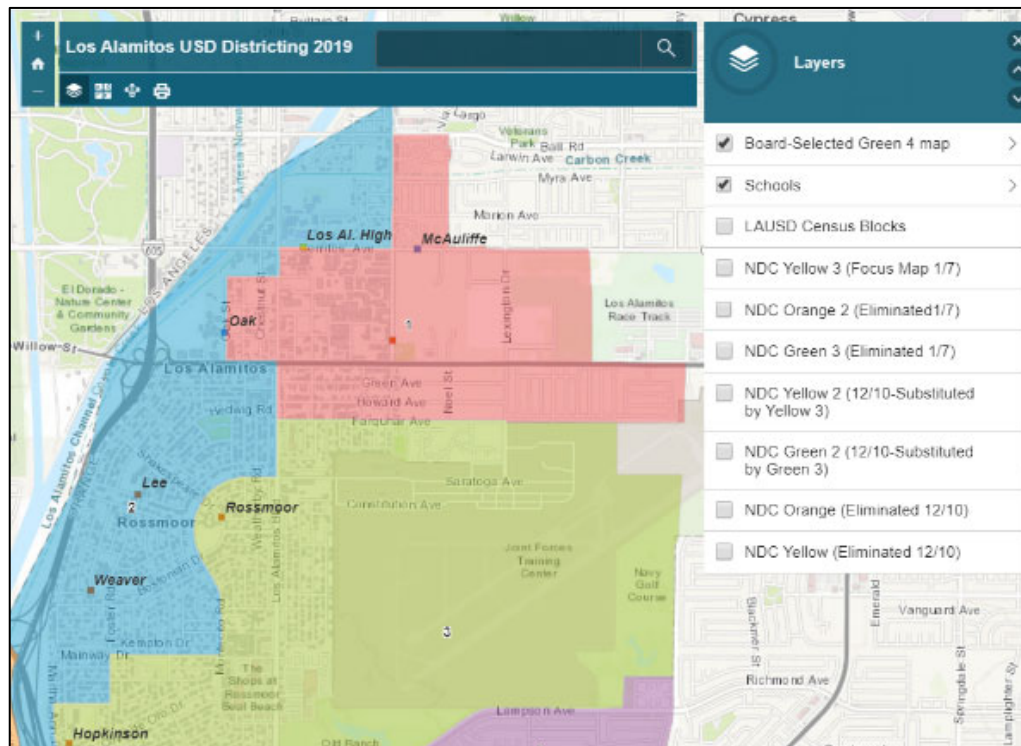
National Demographics, October 8, 2018 #2016 CALIPER



## Sample Online Mapping Tool



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





## **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. 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/](http://www.ndcresearch.com/about-us/).

### **NDC Current Organization Chart**

<b>NDC President</b>	Douglas Johnson, Ph.D.
<b>NDC Vice President</b>	Justin Levitt, Ph.D.
<b>Senior Consultants</b>	Shalice Tilton Robert McEntire, Ed.D.
<b>Consultants</b>	Kristen Parks Daniel Phillips, Ph.D. Shannon Kelly Jeff Simonetti Todd Tatum Douglas Yoakam



## Recognition of NDC's Expertise

Both national and local organizations have recognized NDC's unmatched experience and expertise in the Census, districting, and redistricting.

### National Recognition

Nationally, the National Conference of State Legislatures hosted NDC as a panelist at five different forums held for state legislators and legislative staff from across the country. NDC President Douglas Johnson addressed these forums on the following topics:

1. *Citizen Voting Age Data from a line-drawer's viewpoint*
2. *Communities of Interest in Redistricting: A key to drawing 2011 plans (and for their defense)*
3. *The Key to Successful Redistricting*
4. *Communities of Interest In Redistricting: A Practical Guide*
5. *The Arizona Independent Redistricting Commissions' experiences with the first-ever independent redistricting*

In addition:

- The National League of Women Voters hosted NDC President Douglas Johnson at a 2006 conference on “Building a National Redistricting Reform Movement,”
- Texas Tech University hosted Dr. Johnson as a panelist at its “Symposium on Redistricting;”
- The Arizona League of Cities and Towns hosted Dr. Johnson as a panelist on “Redistricting Law and the Voting Rights Act: What It Means for Your City or Town in 2011” and
- The Arizona Bar Association hosted Dr. Johnson as a panelist on “Communities of interest and technology in redistricting.”

### California League of Cities Recognition

The California League of Cities hosted NDC as panelists over a dozen times to date:

General Meeting panel: 2006 and 2015

Executive Forum panel: 2018 and 2020

City Clerk Department panel: 2014, 2017, 2018, twice in 2019, and 2020

City Manager Department panel: 2015 and 2019

City Attorney Department panel: 2018



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Inland Empire Chapter presentation: 2016

South Bay Chapter presentation: 2020 and 2021

### Recognition by Additional California Organizations

Other California organizations and conferences since 2011 recognizing NDC's expertise in this field include:

2020	California County Counsel Assoc.	2021 Redistricting - What Local Government Attorneys Need to Know
2020	"Voice of San Diego" Politifest	Redistricting--What it means for our community
2020	County Committee Secretaries Annual Summit	The California Voting Rights Act
2020	Rose Institute of State and Local Government	2021 Redistricting: New Rules for California Local Governments
2020	California Special Districts Association	California Voting Rights Act Challenge Factors
2020	Associated Cities of California – Orange County	2021 Redistricting: The Rules have Changed
2020	California Municipal Law Conference	Municipal Redistricting in 2021: New Rules of the Road
2019	California Association of School Business Officials	Transitioning to By-Trustee-Areas Elections
2019	USC City/County Fellowship Program	The Challenges of Municipal Election Districts
2019	California Special Districts Association	District Elections and the California Voting Rights Act
2018	California Special Districts Association	Converting From At-Large to By-District Elections Under the California Voting Rights Act
2018	Riverside County Bar Assoc.	Redistricting and the California Voting Rights Act
2018	California School Board Assoc.	Voter Districts: The Link Between Strong Community Engagement and a Successful Process

2017	California School Board Assoc.	15 Years with the California Voting Rights Act: Lessons Learned and Challenges Ahead
2017	UC's National Public Service Law Conference	Moderator, "Voting Rights 101"
2016	Los Angeles County School Business Officials	CVRA: What CBO's Need to Know
2016	Los Angeles County School Trustees Assoc.	The CVRA: What School Board Members Need to Know
2015	Associated Cities of California – Orange County	The California Voting Rights Act
2015	California School Board Assoc.	The California Voting Rights Act: What Board Members Must Know
2015	Los Angeles County School Boards Assoc.	CVRA & Districting: The Demographer's Perspective
2011	Channel Cities Club	Lunch Keynote: "California's next experiment: independent, public redistricting"

### **Advisor to Charter Review Commissions on Redistricting Provisions**

NDC advised the following groups on the redistricting and voting rights provisions of their charter revisions and ordinances:

2016	City of El Cajon charter revision and public education outreach
2015/16	Castaic Lake Water Agency and Newhall County Water District merger
2015/16	City of Corona Charter Revision
2011/12	Pasadena Unified advisor to Charter Revision Commission creating a redistricting commission and moving District to by-district elections
2009/10	City of Menifee advisor to by-district-elections ordinance language committee
2006-08	City of Modesto advisor to Charter Revision Commission creating an independent redistricting commission and public education outreach
2003	City of Goleta ordinance writing and public education outreach



**Expert Witness and Litigation Consultant**

NDC President Douglas Johnson served as an expert witness in the following election and redistricting law cases:

2020	Chestnut v Merrill (Alabama)
2019	City of Redondo Beach vs State of California
2019	Ruiz-Lozito vs West Contra Costa Unified School District
2019	Common Cause v Lewis (North Carolina)
2018	Phillip Randolph Institute v Smith (Ohio)
2018	League et al. v. Johnson (Michigan)
2017	Luna v County of Kern
2018	Covington v State of North Carolina
2016	Garrett v City of Highland
2015	Jamarillo v City of Fullerton
2015	Harris vs Arizona Independent Redistricting Commission
2015	Solis v Santa Clarita Community College District
2015	Jauregui et al vs City of Palmdale
2014	Diego v City of Whittier

NDC Staff also served as litigation consultants for jurisdictions in the following California Voting Rights Act cases:

- |              |                                 |
|--------------|---------------------------------|
| 1. Anaheim   | 7. Santa Clarita                |
| 2. Carson    | 8. Whittier                     |
| 3. Compton   | 9. Santa Clarita Community      |
| 4. Escondido | College District                |
| 5. Modesto   | 10. Tulare Health Care District |
| 6. Poway     |                                 |

**Trusted Advisor to Local Government and Redistricting Reform Groups**

NDC acted as an informal advisor to the California League of Cities and the California School Board Association during the debate over the AB849 “FAIR MAPS Act” in 2019.

NDC acted as an informal advisor to the California League of Cities during the debate over AB1276 (revising the FAIR MAPS Act provisions) in 2020.

NDC provided ideas, advice, maps and research to the 2008 Common Cause-led coalition that drafted and successfully advocated for Proposition 11, which created California’s State-level Independent Redistricting Commission.



**NDC President Douglas Johnson at Governor Schwarzenegger's press conference in support of redistricting reform.**



(Left to right: Assembly Democratic Legislator John Laird, USC Senior Fellow Dan Schnur, Greenlining Institute representative (name unknown), AARP President Jeannine English, NDC President Douglas Johnson, Governor Arnold Schwarzenegger, League of Women Voters Senior Director Trudy Schafer, State Senate Republican Bill Leonard, League of Women Voters President Jacqueline Jacobberger, and three unidentified men).

## NDC Testimonials

Here is a sampling of what people have to say about NDC:

*"Our decision to work with National Demographics came out of our extraordinary city-wide success in 2015 with their work designing the original districts. I think anyone who participated in that process realized that the technical solutions they created opened access to literally dozens of people creating their own maps and it created a vibrant process."*

Santa Barbara City Attorney Ariel Calonne

*"Here's a great expert. . . . today you bring him in for what sounds like good information, very smart man up here."*

United States Fourth District Court Judge James A Wynn, *Covington v North Carolina*, United States District Court for the Middle District of North Carolina, Case No. 1:15CV399



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*"I have worked on Congressional, Legislative, Los Angeles County and Los Angeles City redistricting maps on behalf of the Latino Caucus and grassroots Latino organizations for over 30 years. Douglas Johnson is one of the top redistricting experts in California, and he is who I would pick to draw a map for me anywhere in the state."*

Alan Clayton, retired Executive Director of the Los Angeles County Chicano Employees Association

*"The excel spreadsheet is a fantastic tool. Just plug in the letter by district and on the tab see a running total of population by assigned district. It's cool."*

Modesto resident's comment, June 16, 2008

*"One of the first, and in retrospect one of the best, decisions made by our commission was to hire Douglas Johnson and his colleagues at National Demographics Corporation as our primary consultants. I have never had the opportunity to work with a more highly qualified, hard-working, dedicated, professional and classy individual or group than Mr. Johnson and his associates at NDC."*

Jim Huntwork, Arizona Independent Redistricting Commissioner (Republican)

*"In addition to his technical expertise, Doug had a keen sense of how to help us navigate the complexities of the process. He understands redistricting better than any person I know. He has a unique ability to synthesize that which is very complicated and make it very understandable for the public. He frequently would present various options, without representing any position, clearly delineating differences and challenges of each option in a clear and succinct manner."*

Josh Hall, Arizona Independent Redistricting Commissioner (Democrat)

*"It was a great pleasure to work with Doug Johnson and NDC during the first Independent redistricting effort in Arizona. Doug and his staff were professional, efficient, responsive, and even-handed. They listened very carefully to the instructions given by the commission and performed each mapping task without bias of any kind. I would highly recommend NDC to any jurisdiction, or commission, wishing to have a successful redistricting process."*

Steven W. Lynn, Chair, Arizona Independent Redistricting Commission (Independent)

*"Thank you for all of your hard work, assistance, and patience with me during this year of CVRA conversion to by-area trustee elections. Your continual reassurance and support in dealing with all of the details was sincerely appreciated. We all have jobs to do, but when working with all of you I felt that you always went the extra mile to support our District with excellent customer service. The multiple revisions, extra conference calls, and follow up*



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*suggestions made a difference to Scott, Linda, and me. I personally enjoyed joking around with each of you while remaining professional in all presentations. It was a pleasure working with all of you. “*

Jennifer Williams, Ed. D., Fullerton Joint Union High School District,  
Executive Director Administrative Services

*“Thank you for taking time out of your busy schedule to participate in the City Official Roundtable I hosted on the 2020 U.S. Census at the Redondo Beach Performing Arts Center. I appreciate that you shared your expertise on the Census to the government officials who were present. It is critical that we work together to ensure that everyone is counted in the upcoming Census.”*

Ted W. Lieu, Member of Congress, California 33<sup>rd</sup> District.

### Impeccable References

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

Mr. Graham Mitchell. City Manager. City of El Cajon. 200 Civic Center Way. El Cajon, CA 92020. (619) 441-1716. GMitchell@cityofelcajon.us.

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.

Ms. Pam Abel. Superintendent. Modesto City Schools. 426 Locust Street. Modesto. CA 95351-2631. (209) 574-1616. able.p@mcs4kids.com.



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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@buckeyeaz.gov.

### Summary Scope of Work

#### 1. Districting project Setup and coordination:

- a) Development of demographic database including Census Bureau and California Statewide Database data of total population, citizen voting age population, voter registration, voter turnout, and socio-economic data on language spoken at home, renters vs homeowners, age, education level, and other factors useful in identifying communities of interest;
- b) Incorporation of any Geographic Information System (GIS) data that the jurisdiction wishes to include and provides (often including school locations; school attendance areas; important local landmarks; or local neighborhood boundaries);
- c) Initial telephonic discussion with about data, communities of interest, schedule, criteria and special concerns of the jurisdiction;
- d) Assist jurisdiction with developing a communications plan for public outreach, including suggestions for webpage content and design, public feedback logistics, and strategies for engaging constituents;
- e) Assist jurisdiction with developing a project plan, including a detailed timeline, goals and objectives, and specific deliverables list;
- f) Provide progress reports on an as-needed basis as determined by the project manager and meet regularly with project team;
- g) Any phone- or web-conference calls to discuss the project's progress or to answer any questions that may arise;
- h) Provide education and guidance on required redistricting criteria, and advice on selecting optional redistricting criteria, for staff and elected officials;



**2. Districting Plan Development:**

- a) Provide memo on population balance and any potential divisions of “protected class” population concentrations in the existing election areas map;
- b) Creation of 2 to 4 initial draft maps;
- c) Analysis and preparation for presentation of all whole or partial plans submitted by the public;
- d) Conversion of all maps and reports to web-friendly versions;
- e) Online posting of all maps to an interactive review website;
- f) Create any requested additional and/or revised maps as requested;

**3. Districting Plan implementation:**

- a) Provide spatial data in GIS-friendly format of any dataset used or created for this project to staff upon request;
- b) Work with the County Registrar of Voters to implement the final adopted plan;

**4. Districting Project Options**

- a) Number of virtual or in-person meetings (and resulting per-meeting fee);
- b) Online mapping tool allowing residents to draw and submit maps;
- c) Paper-based mapping tool allowing residents to draw and submit maps.

**Project Timing**

Project timing is at the jurisdiction’s preference. Districting projects often take three to six months, but in other situations jurisdictional preferences or legal situations require completion in mere weeks. NDC is fully prepared to accommodate whatever timeline the jurisdiction prefers.

Keep in mind, however, that California Elections Code Section 10010 requires four hearings before the public hearing adopting the final map. There are options under which some of the five hearings mentioned can be combined or replaced with public workshops, but a minimum of four Council meetings or public workshops are required to complete the districting process.



## Details of Optional Project Elements

### **Advisory or Independent Redistricting Commissions**

NDC anticipates that many California jurisdictions will create advisory or independent commissions to manage the redistricting 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 redistricting process conducted primarily by the jurisdiction’s elected leadership.

### **Outreach Assistance**

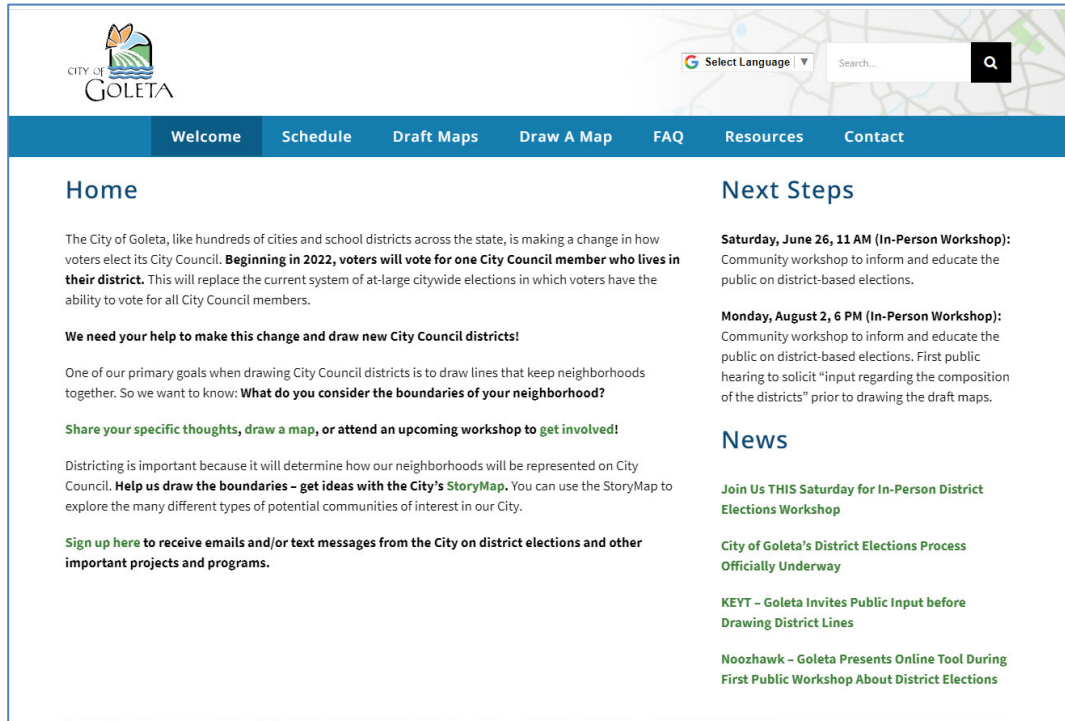
NDC brings topical expertise to your jurisdiction’s outreach efforts, and NDC makes available to all clients our library of sample outreach materials including op-ed articles, postcards, utility bill inserts, flyers, and social media messages. NDC provides all of these materials along with our advice 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 often work with, and highly recommend, Tripepi-Smith, and some information on the services they offer is included at the end of this proposal. And we would be happy to work with any in-house team at the jurisdiction or with any firm or organization the jurisdiction selects. Many projects can be handled by a jurisdiction’s in-house or regular outreach and communications teams (with samples and topic expertise provided by NDC), but a number of jurisdictions seek supplemental outside communications assistance.



## 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 (below is an image of one such site).



## Online Mapping Tool for Public / Resident Use

NDC is the unmatched leader in redistricting 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 redistricting projects.

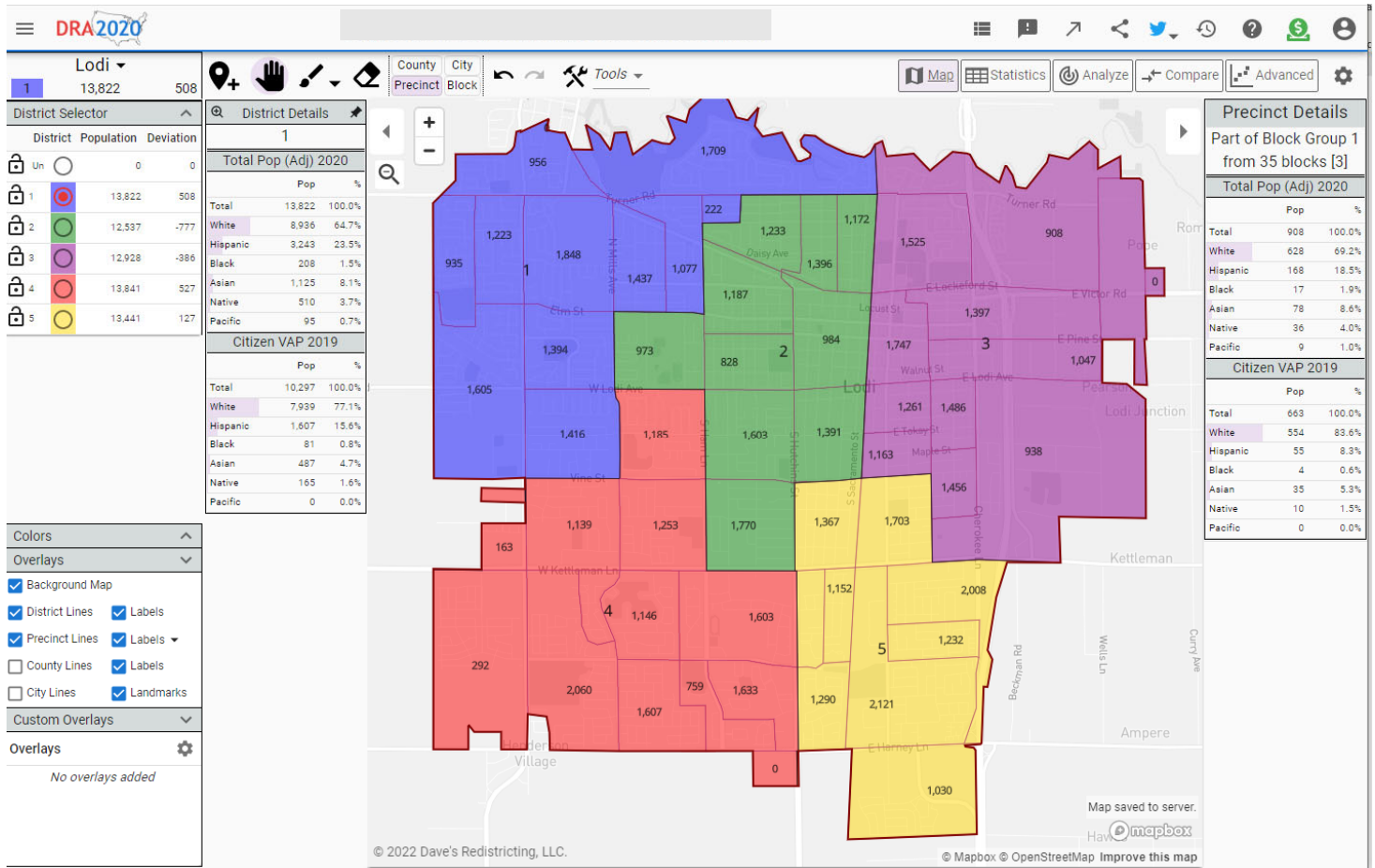
In literally hundreds of local redistricting projects, NDC has successfully trained members of the public, processed public map submissions, and presented the public map proposals to public hearings and commission meetings. NDC's online mapping tool options provide user support, hosting, managing, and processing submitted plans in an online interactive system that allows public to draw and submit proposed maps through a standard web browser. Our current preferred public online mapping tool is DRA (detailed below), however if the



## National Demographics Corporation

client prefers NDC also has extensive experience with a number of other options currently available (though often at significantly higher prices).

### DRA Online Mapping Tool



DRA is a simple paintbrush-based tool the public can use to draw and submit proposed draft maps.

Residents simply go to the website link, overlay any of the many demographic shadings they wish to see, and then “paint” the Precincts or Census Blocks that are part of the neighborhood or community of interest they wish to see kept together.

NDC provides both short and in-depth “how to” videos on use of the DRA tool. It is both simple to use for everyone and full of powerful analytic analytics for the “power user” who want them.

## 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.

### 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: \_\_\_\_\_

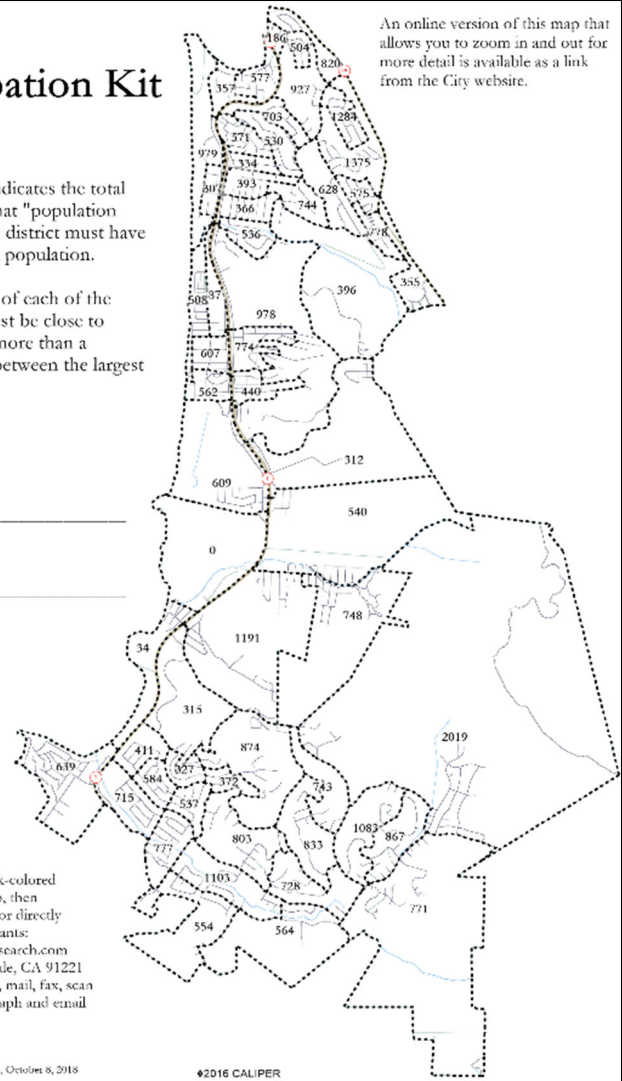
Phone or email: \_\_\_\_\_

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, October 8, 2018

#2016 CALIPER

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.





## Project Pricing

1. **Basic Project Elements** (covers everything except for per-meeting and optional expenses):..... \$ 19,500

2. **Per-Meeting expense:**

- In-person attendance, per meeting ..... \$ 2,750
- Virtual (telephonic, Zoom, etc.) attendance, per meeting..... \$ 1,500

For each meeting, NDC will prepare meeting materials, including presentation materials and maps; present and explain key concepts, including mandatory and traditional redistricting 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 ..... \$ 6,500
- b) Online mapping tool: ..... \$ 4,500
- c) Public Participation Kit mapping tool:
  - i. With online mapping tool.....incl. at no add'l charge
  - ii. Without online mapping tool..... \$ 3,500
- d) Working with independent or advisory redistricting commission..... no additional charge
- e) Additional outreach assistance.....separately contracted

## 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.

## Conclusion

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

5. NDC has more experience in the field of municipal political election systems than any other company.
6. 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.
7. NDC, founded in 1979, has a demonstrated record of financial solvency.
8. NDC's hardware and software resources were specially designed and acquired for districting and redistricting purposes.
9. NDC's highly respected personnel have impeccable credentials in each aspect of the districting and redistricting processes.
10. NDC's suggested approach has been tested in many jurisdictions.
11. Any NDC client can be contacted for testimonials and reference.
12. NDC has demonstrated experience over many years in working with the press and media on local election system issues.
13. 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

For Tracy Unified

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Douglas Johnson, President

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Date

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Date



# Douglas Mark Johnson

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

mobile: (310) 200-2058  
office: (909) 624-1442  
fax: (818) 254-1221

## Employment

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

## Education

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

## Academic Honors

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

## Publications and Articles

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

## Speaker or Panelist

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

## Douglas Mark Johnson

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Justin Mark Levitt

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

## Academic Honors

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

## Publications and Conference Presentations

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

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

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

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

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

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

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

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

# Justin Mark Levitt

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

## Working Papers

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

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

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

## Teaching Experience

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

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

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

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

# Douglas Yoakam

## Employment

Consultant, National Demographic Corporation, (September 2020 – Present)  
Policy Consultant, Senate Republican Caucus, (January 2012 – October 2019)  
Redistricting Consultant, Senate Republican Caucus, (September 2010 – January 2012)  
Legislative Director, Senator Dave Cox, (December 2004 – September 2010)  
Legislative Director, Assembly Republican Leader Dave Cox (January 2002 – December 2004)  
Director of Redistricting, Assembly Republican Caucus, (January 1999 – December 2001)  
Legislative Representative, California Department of Transportation (CalTrans), (January 1995 – December 1998)  
Director of Research, Assembly Republican Caucus, (January 1993 – March 1994)  
Partner, Steve Presson Consulting, (January - July 1992)  
Redistricting Consultant, Assembly Republican Caucus, (January – September, 1991)  
Chief of Staff, Assemblyman Bill Filante, M.D. (January 1990 – December 1990)  
Owner, Doug Yoakam Political Consulting, (January 1987 – December 1989)  
Policy Consultant, Assembly Republican Caucus, (Elections and Transportation law), (February 1983 – December 1986)  
Redistricting Consultant, Assembly Republican Caucus, (January 1981- February 1983)  
Assistant Campaign Manager, Bill Filante, M.D. for Assembly (August 1980 – November 1980)  
Assisted the Assembly Republican Leadership in legislative and political research.  
Legislative Aide, Assembly Republican Caucus (August 1979 – January 1981. February 1982 – August 1982)

## Education

Bachelor of Arts, Political Science  
Claremont McKenna College, 1979

## Redistricting Projects

# Resume of Ken Chawkins

Pasadena, CA 91105  
818-422-7412

Kenchawkins1@gmail.com  
linkedin.com/in/ken-chawkins-76193a5

## Employment

### National Demographics Corporation

2021-present

**Consultant.** Led redistricting projects for county, city, school district and special district clients across California. Coordinated project management with the client jurisdiction; made presentations to the public and elected officials on the rules, process, and options in redistricting; presented draft maps and led discussions on map revisions and ultimately guided the client to final map adoption.

### Southern California Gas Company, Los Angeles, CA

2013 – 2020

#### Business Policy Manager

9/2015 – 1/2020

*Provided strategic communications consultation and execution to drive advocacy efforts with Southern California business and policy organizations*

- Served as primary liaison to Southern California business community.
- Successfully positioned SoCalGas policy priorities to advance strategic initiatives.
- Developed broad coalitions that provided platform for industrial, commercial and residential customer interests.

#### Public Policy Manager

3/2013 - 9/2015

*Integrated business priorities with legislative efforts to advance corporate and customer interests*

- Worked collaboratively with business line managers to identify policy needs to shape legislative agenda.
- Directed efforts to integrate business priorities into legislation with potential to impact company operations.
- Provided status updates for senior leadership regarding status of legislative priorities.

### Southern California Edison, Rosemead, CA

1996 – 2013

#### Special Project Manager / Morongo Indian Contract

3/2012 - 3/2013

- Provided strategic direction to implement \$400 million contractual relationship with Morongo Indian nation.
- Developed and executed stakeholder meeting structure including CEO/Chief summits on quarterly basis.
- Negotiated sub-contract agreement with SCE's largest union, IBEW Local 47, and Morongo Indian nation.

#### Training Manager, Operations Support Business Unit, 9/2010 – 2012

*Created new cross-functional Training Department to serve 3000+ employees.*

- Hired, developed and organized new staff to meet diverse training needs. Managed staff of 25 employees.
- Developed formal training processes and procedures to support overall training department.
- Deployed change-management strategies for target audience regarding new training processes and procedures.
- Managed budget in excess of \$3 million.

#### Training Support Manager, Enterprise Resource Planning - SAP Deployment, 3/2007-

*9/2010 Managed cross-functional training staff of 10 Edison employees, consultants and contractors*

- Oversaw Change Management activities for deployment of company-wide deployment of Enterprise system.
- Developed Super User and Management Training program to ensure deployment success.
- Oversaw technical training environment to ensure appropriate practice before deployment.



## Resume of Ken Chawkins

### **Training Manager, Powerline Support Skills Development, 2/2002 - 3/2007**

*Managed cross-functional training staff of 30+ Edison employees, consultants and contractors*

- Oversaw training design/development of all field skills training over over 5000 trade employees.
- Oversaw all Compliance training for trade employees pursuant to Federal and State requirements.
- Managed budget in excess of \$5 million.
- Oversaw all evaluation/assessment of training programs. Provided regular reports to operational clients.

### **Project Lead, Business Process Integration - Power Delivery Reorganization, 3/2005 – 10/2005**

*Oversaw Project team (20) to implement large-scale strategic reorganization.*

- Directed project's communication, training and change management activities.
- Provided strategic and tactical recommendations to senior executives.
- Facilitated all Change Management training sessions with senior managers.

### **Field Construction Manager/Fullerton Service Center – Operation, 2/2000 – 2/2002**

*Managed 40 + employees (exempt and represented) to maintain safe, reliable electric service*

- Managed all workforce deployment/scheduling issues.
- Lead management negotiations with Union representatives.
- Managed operating budget (Capital and General) in excess of \$20 million.

### **Special Assistant to the President, Chairman and CEO, 1999-2000**

- Managed all administrative functions for CEO on all special assignments.
- Staff liaison to 16 C-suite and VP level officers.
- Provided weekly issue document/tracking during unprecedented Energy crisis of 2001.

### **Region Manager - Public Affairs, San Gabriel Valley, 1996-1999**

- Served as campaign manager to purchase local municipal electric utility,. Directed all local and political activities.
- Represented SCE to all local and civic institutions in West San Gabriel Valley.
- Provided all community and philanthropic services to cities in service area.

### **Chawkins Consulting Services, Phoenix, AZ**

1995-1996

*Provide Public Affairs consulting services for various AZ clients including:*

- Office of the Governor / AZ National Community Service
- Arizona Resource Planning Center
- City of Phoenix / Economic Development Department

### **Director of Development - Coro Southern California, Los Angeles**

1991-1995

- Developed and directed all fund-raising activities for \$1 million non-profit budget.
- Structured philanthropic, corporate and individual giving campaigns.
- Lead all activities for annual gala of 600+ attendees with net income of \$500,000.

## **Education**

**Master of Arts (MA), Public Policy - Claremont Graduate School**

**Coro Fellows Program in Public Affairs, Eastern Center, New York City**

**Bachelor of Arts (BA), Political Science, University of California at Los Angeles**

# Kristen Parks

## Employment

Consultant, National Demographics Corporation, 2019 – present  
Assistant Professor of Political Science, Los Angeles Valley College, 2019 – 2020  
Adjunct Professor of Political Science, De Anza College, Feb. – Apr. 2019  
Dream Center Coordinator, Cañada College, 2017 – 2018  
Assistant Professor of Political Science, Cañada College, 2016 – 2019  
College for Working Adults Coordinator, Cañada College, 2014 – 2018  
Inquiry Researcher, Academic Committee for Equity & Success, Cañada College, 2016  
Adjunct Professor of Political Science, Cañada College, 2012 – 2016  
Political Science Teaching Assistant, UC San Diego, 2008 – 2010

## Education

University of California at San Diego, Master Degree in Political Science, 2009  
Agnes Scott College, Bachelor Degree in Political Science, Cum Laude, 2005

## Publication

Parks, K., Lozada, G., Mendoza, M. & L. García Santos. (2009). Strategies for Success: Border Crossing in an Era of Heightened Security. In Cornelius, W.A., Fitzgerald, D., Hernández-Díaz, J. & S. Borger (Eds.) Migration from the Mexican Mixteca: A Transnational Community in Oaxaca and California. Boulder, CO: Lynne Rienner

## Presentations

“Building an Effective Transfer Pathway for Nontraditional Students,” with Chris Rico. RP Group, Strengthening Student Success Conference, Garden Grove, CA, Oct. 2016.  
“The Effects of Border Enforcement on Migration to the United States: New Evidence from Oaxaca, Mexico.” Latin American Studies Association International Congress, Rio de Janeiro, Brazil, Jun. 2009.  
“Fair Trade Certification: What’s Behind the Label?” with Peter Gourevitch. Beyond Virtue: Evaluating NGO Monitoring of Social Norms, La Jolla, CA, Mar. 2009.  
“The Effects of U.S. Border Policy on Unauthorized Immigration: New Evidence from Oaxaca, Mexico.” Politics of Race, Immigration, and Ethnicity Consortium, UC San Diego, 2008.

## Redistricting Projects

1. Ohlone Community College District
2. San Mateo County Board of Supervisors
3. Santa Barbara County Citizens Independent Redistricting Commission