



A Proposal to  
Los Angeles County  
for Redistricting Services

By National Demographics Corporation  
Douglas Johnson, President

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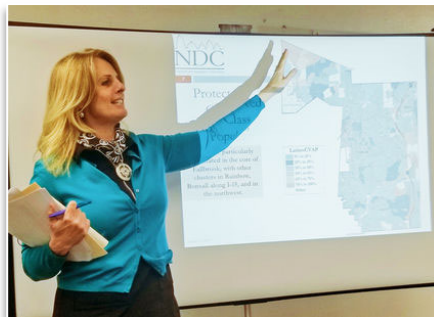


## Brief History of National Demographics Corporation

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.



## 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.

Public mapping tools are nothing new to NDC. We pioneered the idea with paper-based "Public Participation Tools" back in 1991. In 2001 we worked with community organizations to generate more than 50 community-drawn map submissions to the Arizona Independent Redistricting Commission (long before online mapping tools existed). In 2011, we used the ESRI public mapping tool in our work for the City of San Diego Independent Redistricting Commission, resulting in scores of public map submissions. And in just the last three years, NDC and our clients have put public mapping tools at residents' disposal in nearly 40 local redistricting projects, generating hundreds of resident-drawn maps.

Nearly as important, NDC has developed a transparent, open and efficient method of presenting all of these public maps for clear and in-depth analysis by the public and the Commission. Through our "hourglass" approach we find our client jurisdictions and their residents feel they have a clear opportunity to have their propels fairly evaluated – and, equally important – plenty of opportunity to continue to weigh in as the jurisdiction narrows down the options and eventually arrives at a final map decision.

### NDC is ESRI-Recommended

NDC has had such success engaging residents in the redistricting project and effectively incorporating the ESRI redistricting tool that ESRI has repeatedly recommended NDC to long-term ESRI clients seeking redistricting assistance.

## IV.A.i. The NDC Team and Approach

### 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.

A common question in many 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.

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.

### **NDC Team Members**

NDC’s work for the Los Angeles County Redistricting Commission will be performed primarily by President Dr. Douglas Johnson and Vice President Dr. Justin Levitt, with project coordination assistance from Senior Consultant Dr. Jeff Tilton and some public workshops or forums led by Consultant (and Professor) Kristen Parks. Dr. Daniel Phillips will assist with GIS analysis and the gathering, preparation and presentation of GIS datasets for use in this project.

For an example of Dr. Phillips’s work, see the “Story Map” he prepared for the Santa Barbara County Citizens Independent Redistricting Commission:

<https://storymaps.arcgis.com/stories/c296a899699f4ae5b9f2262a9a7729e9>

The resumes of these five team members are included with this proposal.

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

**NDC 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. Jeff Tilton, Ed.D.
<b>Consultants</b>	Kristen Parks Daniel Phillips, Ph.D. Shannon Kelly Jeff Simonetti Todd Tatum Ivy Beller Sakansky Douglas Yoakam
<b>Records Manager</b>	Michele Lewis

**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
- 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 College District |
| 4. Escondido | 10. Tulare Health Care District             |
| 5. Modesto   |   |
| 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).

**IV.A.ii Project Descriptions, Testimonials and IV.C. References**

The following are descriptions from a few sample projects among the 368 local government projects NDC has completed since 2001.

Client Name: **City of San Diego**  
 Project Description: City Council Independent Redistricting Commission  
 Project Dates: May 2011 – October 2011  
 Client Project Manager: Ms. Sharon Spivak, Ast. City Attorney  
 Telephone Number: (619) 236-6220  
 Email: [sspivak@sandiego.gov](mailto:sspivak@sandiego.gov)

By the time NDC was hired, San Diego’s independent redistricting commission was already mired in deep partisan controversy. With NDC’s assistance we shifted the focus from partisan sniping to community engagement and fact-based debate over the (many!) draft maps drawn by residents. An extensive public hearing process and multiple rounds of resident-drawn draft maps eventually led to controversies over difficult choices between different city neighborhoods but understanding of the commission’s decisions, a high level of agreement (though not unanimous) among the commissioners, and a general public perception that the final map was fair to all sides.

Client Name: **San Mateo County Board of Supervisors**  
 Project Description: Supervisorial Redistricting  
 Project Dates: 2013  
 Client Project Manager: Mr. David Silberman, Deputy County Counsel  
 Telephone Number: 650-363-4749  
 Email: [dsilberman@smcgov.org](mailto:dsilberman@smcgov.org)

2013 project involving the County Board and an Advisory Commission, an online public mapping tool that resulted in numerous public map submissions, public education and input forums conducted in every Supervisorial District, numerous commission meetings, public online mapping tool training sessions and coordination and engagement with numerous community organizations.

Client Name: **City of El Cajon**  
 Project Description: Change from at-large to by-district elections  
 Project Dates: September 2016 – June 2017  
 Staff Assigned: Douglas Johnson & Justin Levitt  
 Client Project Manager: Graham Mitchell, City Manager, or Morgan Foley, City Attorney  
 Telephone Number: City Manager: (619) 441-1716, City Attorney: (619) 441-1798  
 Email: [GMitchell@cityofelcajon.us](mailto:GMitchell@cityofelcajon.us), [mfoley@mcdougalllove.com](mailto:mfoley@mcdougalllove.com)

El Cajon is a fascinating community: the politically conservative City has embraced its new, large, and rapidly growing Middle Eastern (largely refugee) community. The Council directed staff and NDC to conduct an extensive series of community forums in English, Spanish and Arabic, and a significant number of maps were drawn by residents and considered by the Council. While ultimately the map preferred by the main organization of Middle Eastern residents was not adopted by Council, it was in the ‘final two,’ and even those residents disappointed with the ultimate map selection expressed appreciation to the Council for its outreach, engagement, and openness to the ideas, concerns and maps of residents. For many residents, especially in the refugee community, this was their first active participation in City



affairs, and they universally expressed an interest in participating again in the 2021 post-census redistricting of the city.

Client Name: **City of Modesto**  
Project Description: City Council Independent Redistricting Commission  
Project Dates: 2011  
Client Project Manager: Judge Hugh Rose (retired), Commission Chair  
Telephone Number: (209) 522-0719  
Email: hhrose@hotmail.com

NDC assisted Modesto independent districting and redistricting commissions led by Judge Rose in both 2008 and 2011. Both projects included extensive public outreach, including hearings and public forums held throughout the City in English and Spanish, widely-used public mapping tools that generated dozens of public map submissions, complicated but always-friendly debates among residents and among members of the Commission, and fiercely independent commissioners. NDC was particularly happy to see that one of the final two maps considered by the original commission was a map drawn by a community college student using the “Public Participation Kit” provided by NDC. The young man’s map was not the final map chosen, but it was wonderful to see NDC’s “3 E’s” approach inspire and inform this young man so that he drew an original map and offered multiple revisions as more community input came in through the process. In 2008, residents used the Public Participation Kits (online mapping tools were not yet available in 2008) to submit 33 proposed maps – not the highest-ever for NDC, but a significant endorsement of NDC’s outreach efforts and mapping tools.

## 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

*“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 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.



*We have worked with National Demographics, specifically Doug Johnson, and I cannot say enough good about Mr. Johnson and his company. I have absolutely no complaints or suggestions that could improve their work. During the last Census, they provided programs and links for the public, staff, and council to draw boundaries and submit the final result, if they wished.*

Lucinda Aja, City Clerk, City of Buckeye, Arizona.

*They (NDC) are fantastic. We are hoping to use them again for our update in 2021. I was really impressed with their use of technology and reaching out to the community in a very effective way. They also helped my Council build consensus, which can always be a challenge. We actually had a separate company helping us with outreach. We were so impressed with NDC that we had them take over the outreach part. Please let me know if you have further questions.*

Graham Mitchell, City Manager, City of El Cajon

#### IV.C. Additional 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.

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.

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.



### IV.D. California Elections Code Ethics Requirement

All NDC team employees meet the listed requirements.

Consultant Todd Tatum has, however, served as a political party central committee member (not from Los Angeles and more than 10 years ago), and – prior to his retirement from state employment Consultant Douglas Yoakam worked as an employee of an elected legislator (though not a legislator from Los Angeles).

In an abundance of caution neither Mr. Tatum nor Mr. Yoakam will work on or have any communications regarding this project with the NDC team members working on this project.

### IV.E. County Certifications

NDC is a small, 12-person business, but we do not have any state or county certifications.

### V.B. Hourly Rates

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.

Ms. Parks is in the San Fernando Valley. Dr. Johnson is in Glendale. Dr. Levitt is just over the county line next to Los Alamitos. So if meetings are in-person at some point, there will be only minimal travel expenses for NDC’s in-person staff. (Dr. Phillips and Dr. Tilton are based in Santa Barbara and Arizona, but will likely do all of their work on this project remotely.)

## V.A. Cost Schedule

The following are estimates of the number of hours and expense anticipated by NDC for each stage of the project:

Stage	Team Members	Estimated Hours	Cost
May – June (General Project Planning)	Dr. Johnson	40	\$6,000
	Dr. Levitt	40	\$5,000
	Ms. Parks	20	\$3,000
	Dr. Phillips	20	\$3,000
	Dr. Tilton	20	\$3,000
July – September (intensive public engagement)	Dr. Johnson	20	\$6,000
	Dr. Levitt	20	\$5,000
	Ms. Parks	60	\$6,000
	Dr. Phillips	10	\$1,500
	Dr. Tilton	20	\$3,000
October – November (draft maps)	Dr. Johnson	40	\$9,000
	Dr. Levitt	40	\$7,500
	Ms. Parks	30	\$2,250
	Dr. Phillips	30	\$1,500
	Dr. Tilton	20	\$2,000
November – December (final map)	Dr. Johnson	20	\$6,000
	Dr. Levitt	30	\$7,500
	Ms. Parks	30	\$2,250
	Dr. Phillips	5	\$750
	Dr. Tilton	10	\$2,000
<b>Total</b>			<b>\$82,250</b>

## Summary Scope of Work

This timeline is subject to change based on ongoing changes in the date when official population data will be available and possible changes in state deadlines.

May – June	Project Planning and decisions on public mapping tools, whether to use a commission, and other project options. Begin project communications and outreach.
May – September	Any mapping tools prepared with preliminary population data; initial pre-draft-map hearing(s) held.
October – November	Census data received and processed; draft maps prepared, considered, and revised (in hearings and, if desired, less formal public workshops)
November – December	Final plan revisions made and plan adopted and implemented.



## Detailed Project Scope of Work

### May – July, 2021: Project Planning and Initial Outreach

- a. NDC works with the Commission 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 Commission staff 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. Coordinate with ISD and other County departments in setting up, accessing, and analyzing redistricting data sets. NDC will work with Commission and County Registrar staff to confirm GIS boundaries and to identify and include in our redistricting database any available GIS data that NDC and the Commission identify are likely to be useful as mapping references for NDC, the public, and for the Commission.
- d. Assuming it is not already provided (a safe assumption since such data was not used by the County in 2011), NDC will provide detailed socio-economic data on housing renters vs owner-occupied; single-family vs multi-family housing; percent of population who are immigrants and naturalization rates among immigrant populations; language spoken at home and census data on language isolation; income and education levels; and age. This data will be disaggregated to the Census Block level and ready for display in the ESRI redistricting system. We are amazed at how many redistricting projects proceed without this data that NDC considers critical to the effective evaluation of “communities of interest” in County redistricting projects.
- e. If not already provided, NDC will collect and provide in a ready-for-ESRI format the Local Agency Formation Commission (LAFCO) geographic data on “spheres of influence.” These official maps indicate unincorporated areas that each City controls for planning purposes, which indicate some of the strongest possible “community of interest” data for County-level redistricting.
- f. Project outreach begins with initial alerts and ‘invitations to participate’ sent out to the general public, to overlapping Commissions, and to community organizations. 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 Commission.
- g. If not already provided, NDC prepares total population estimates for use in initial hearings and any public mapping tools.
- h. Work with LA County CRC’s Executive Director and staff.
- i. Work with the LA County CRC’s independent legal counsel, including any counsel specializing in the VRA compliance analysis.



- j. Coordinate with ISD regarding the data sets and ESRI mapping software for use by LA County CRC and members of the public.
- k. Prepare information about the redistricting mapping software, training, and related information for the public to access via the LA County CRC website.

**May – September, 2021: Public Hearings / Forums**

- l. Hearings / Forums: NDC presents an overview of the redistricting laws and criteria, review of Commission demographics, and demonstrations of the use of the ESRI mapping tool and other means for submitting public input.
- m. Outreach efforts continue with messaging to the public, with special focus on community groups with an interest in the redistricting.
- n. Prepare materials, including ESRI's training materials, to inform about and help engage the public in redistricting mapping (e.g., mapping information, training links, and materials), which will be made available on the LA County CRC website.
- o. Train Commissioners, staff, and others involved in the redistricting mapping process to draw, review, and evaluate maps, including coordinating training on the ESRI mapping software tool.
- p. In accordance with Brown Act requirements, work with the Commissioners and the public to collect data and build maps; coordinate public outreach with LA County CRC's Ad Hoc Working Group – Outreach.
- q. Answer inquiries from the public about the mapping process.
- r. Coordinate resolution of technical issues with ISD and ESRI.
- s. Work with legal counsel and polarized voting consultant to organize Voting Rights Act compliance analysis of all current and future draft maps, including input to the Commissioners regarding how the proposals under consideration comply with the law according to this analysis.
- t. Ongoing:
  - i. Work with LA County CRC's Executive Director and staff.
  - ii. Work with the LA County CRC's independent legal counsel, including any counsel specializing in the VRA compliance analysis.
  - iii. Coordinate with ISD regarding the data sets and ESRI mapping software for use by LA County CRC and members of the public.

**October – November, 2021: Draft Map Preparation and Review**

- u. 2020 Census total population counts released and California Statewide Database completes "prison adjustments" of the data. Total population counts in outreach materials and mapping tools are updated with the official Census data.

- v. 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 wish to submit.
- w. 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 enable public review and the preparation for presentation of the draft maps to the Commission and public.
- x. 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.
- y. At the Commission's option, one or more informal workshops or public forums are held to gather residents' reactions to and preferences among the draft maps.
- z. The Commission 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.
- aa. Time provided for the public to submit any new maps and, if requested, for NDC to work with ISD to develop maps based on the Commission's direction at each 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.
- bb. Ongoing:
  - iv. Work with LA County CRC's Executive Director and staff.
  - v. Work with the LA County CRC's independent legal counsel, including any counsel specializing in the VRA compliance analysis.
  - vi. Coordinate with ISD regarding the data sets and ESRI mapping software for use by LA County CRC and members of the public.

**November – December, 2021: Map Adoption**

- cc. Any new or revised maps, related demographics, and summaries are posted on the project website.
- dd. At the Commission's option, one or more informal workshops or public forums are held to gather residents' reactions to and preferences among the remaining maps.
- ee. One or more hearings are held to continue the review and refinement of the focus maps and, ultimately, adopt the final map.
- ff. Outreach continues to inform residents and community groups of the progress of the project, opportunities for future participation, and, ultimately, which map is adopted.
- gg. Following map adoption, NDC
  - i. Work with the Commissioners to adopt the final LA County CRC redistricting map and Official Report that explains the basis for its decision and compliance with the constitutional and statutory requirements; review



the Official Report as a draft prior to LA County CRC approval before issuance.

- ii. Coordinates map implementation with the County Registrar, informing the Commission staff of the progress, any issues, and ultimate completion of that work.
- iii. Coordinates the posting of the map and related information for public comment on the redistricting website.

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

## 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 over 350 local government maps adopted through NDC-managed districting and redistricting projects.

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.

# Appendix

Resumes of NDC President Dr. Douglas Johnson,  
Vice President Dr. Justin Levitt, Senior Consultant Dr.  
Jeff Tilton and Consultants Kristen Parks and Dr.  
Daniel Phillips are attached.

A client list and resumes of all NDC team members are  
available at [www.ndcresearch.com/about-us/](http://www.ndcresearch.com/about-us/).

# Douglas Mark Johnson

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Glendale, CA 91221  
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## 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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Glendale, CA 91221  
jlevitt@NDCresearch.com

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office: (818) 254-1221  
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

# Jeff S. Tilton Sr., Ed.D.

## Employment

Senior Consultant, National Demographic Corporation, 2019 – present  
Deputy Superintendent (retired), New Jerusalem Elementary School District, 2012-2019  
Director, Educational Programs, Janus Youth Programs, Inc., 2011-2012  
Senior Account Executive, Northwest Evaluation Association, 2004-2011 Director II, Stanislaus County Office of Education, 2000-2004  
Administrator, Cotati-Rohnert Park Unified School District, 1999-2000  
Chief Academic Officer, Delhi Unified School District, 1997-1999  
Director I, San Joaquin County Office of Education, 1992-1997  
Teacher/Coach, Manteca Unified School District, 1987-1992

## Adjunct Faculty Experience

Chapman University  
Grand Canyon University  
Portland State University  
University of San Diego

## Education

University of the Pacific, Ed.D., Educational Administration/Curriculum and Instruction 1998.  
Dissertation: “A Case Study of the Arizona Boys Ranch Educational Program”

University of LaVerne, M.Ed., Educational Leadership, 1989 California State University, Stanislaus, B.A., English, 1986

## Associated Education

Association of California School Administrators’ Personnel Administrators Academy, 2017-2018  
Association of California School Administrators’ Superintendents Academy, 2013-2014  
Association of California School Administrators’ Personnel Administrators Academy, 1994-1995  
California School Leadership Academy, 1990-1992

## Speaker or Panelist

Association of California School Administrators Regional Conference, Monterey, California  
Association of Personalized Learning Schools & Services State Conference, Sacramento,  
California California Charter School Development Center Leadership Conference, San Diego,  
California California Charter Schools Organization State Conference, Pasadena, California  
California Charter Schools Organization State Conference, Sacramento, California California League  
of Middle Schools State Conference, San Diego, California  
California Network of Educational Charters State Conference, San Francisco, California Escalon  
Kiwanis Club, Escalon, California  
Juvenile Court, Community and Alternative School Administrators of California State Conference,  
San Francisco, CA Juvenile Court, Community and Alternative School Administrators of  
California Regional Conference, Visalia, CA Juvenile Court, Community and Alternative School  
Administrators of California State Conference, San Diego, CA KIPP National Summit, Las  
Vegas, Nevada  
Lathrop Sunrise Rotary Club, Lathrop, California  
Latina United Republic Women Federation, Stockton, California Lodi Sunrise Rotary Club, Lodi,  
California  
Manteca Morning Rotary Club, Manteca, California  
Missouri Charter Public School Association State Conference, Lake Ozark, Missouri Modesto  
Kiwanis Club, Modesto, California

## Jeff S. Tilton Sr., Ed.D.

Modesto Rotary Club, Modesto, California

National Association of Charter School Authorizers National Conference, Salt Lake City, Utah

National League of Middle Schools Conference, Maui, Hawaii North Modesto Kiwanis Club,  
Modesto, California

North Stockton Rotary Club, Stockton, California Ripon Rotary Club, Ripon, California

Stockton Pacific Rotary Club, Stockton, California Stockton Republic Women Federation,  
Stockton, California Stockton Rotary Club, Stockton, California

The Association of Career and College Readiness Organizations State Conference, Palm Desert,  
California Tracy Rotary Club, Tracy, California

Tracy Tank Town Lions Club, Tracy, California

### Redistricting Projects

Coalinga Huron School District

Campbell City

Campbell Union

Campbell Union High

Fallbrook Regional Health

Huntington Beach City Schools

Joshua Basin Water

Lincoln City

Marina City

Moreland School District

Santa Barbara County Citizens' Independent Redistricting Commission

Valley Recreation

Westminster City

# 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

## Resume of Daniel Phillips, Ph.D.

### Employment

National Demographics Corporation, Glendale, CA: Consultant	9/20 – pres.
Office of Instructional Consultation, UC Santa Barbara, CA: Assistant	11/17 – 3/18
Department of Geography, UC Santa Barbara, CA: Teaching Associate	2017-2020
Department of Geography, UC Santa Barbara, CA: Textbook Assistant	2016-2018
Department of Geography, UC Santa Barbara, CA: Teaching Assistant	2015-2020
Association of American Geographers – Washington, DC: Research Assistant	7/13 – 7/14
Association of American Geographers – Washington, DC: Intern	9/12 – 11/12
Department of Public Works, City of San Luis Obispo, CA: GIS Intern	6/10 – 9/10

### Education

<b>Ph.D., Geography, University of California, Santa Barbara</b>	9/16 – 12/20
Dissertation: “The Nature and Scale of Cognitive Communities of Interest”	
<b>M.A., Geography, University of California, Santa Barbara</b>	10/14 – 9/16
Thesis: “Defining the Community of Interest as a Criterion for Boundary Drawing of Electoral Districts”	
<b>B.A., Geography, University of California, Santa Barbara</b>	9/09 – 3/13
Highest Honors, College Honors, Distinction in the Major, 4.0 GPA, Colville-Dearborn Award as top student in the sciences, Chair’s Award for Excellence in Geography as top student in the major	

### Publications

- Daniel W. Phillips and Daniel R. Montello (2017), “Defining the Community of Interest as Thematic and Cognitive Regions,” *Political Geography* 61, 31–45
- Christopher Allen, Thomas Hervey, Werner Kuhn, Sara Lafia, Daniel W. Phillips, and Behzad Vahedi (2016), “Exploring the Notion of Spatial Lenses,” Jennifer Miller, David O’Sullivan, and Nancy Wiegand (eds.), *Proceedings of the 9th International Conference, GIScience 2016* (pp. 259–274). Berlin: Springer.
- Daniel W. Phillips and Daniel R. Montello (2015), “Relating Local to Global Spatial Knowledge: Heuristic Influence of Local Features on Direction Estimates,” *Journal of Geography* 114 (1), 3–14
- David López-Carr and Daniel W. Phillips (2015), “Place Utility,” Reed Ueda, Susan K. Brown, and Frank D. Bean (eds.), *Encyclopedia of Migration*, New York: Springer, DOI: 10.1007/978-94-007-6179-7\_42-1
- Daniel R. Montello, Alinda Friedman, and Daniel W. Phillips (2014), “Vague Cognitive Regions in Geography and Geographic Information Science,” *International Journal of Geographical Information Science* 28 (9), 1802–1820

### Redistricting Projects

Santa Barbara County Citizens Independent Redistricting Commission