

SENATE OF VIRGINIA



COMMITTEE ASSIGNMENTS:
COMMERCE AND LABOR
JUDICIARY
FINANCE AND APPROPRIATIONS
RULES

THOMAS K. NORMENT, JR.
3RD SENATORIAL DISTRICT
ALL OF GLOUCESTER, KING AND QUEEN,
KING WILLIAM, AND NEW KENT COUNTIES;
ALL OF THE CITY OF POQUOSON; PART OF ISLE OF
WIGHT, JAMES CITY, SURRY, AND YORK COUNTIES;
AND PART OF THE CITIES OF HAMPTON AND SUFFOLK
POST OFFICE BOX 6205
WILLIAMSBURG, VIRGINIA 23188
(804) 698-7503 RICHMOND
(757) 259-7810 WILLIAMSBURG

November 1, 2021

Muriel-Theresa Pitney
Clerk of Court
Supreme Court of Virginia
100 North Ninth Street, 5th Floor
Richmond, Virginia 23219-1315

Dear Madame Clerk:

On October 10, 2021, the Virginia Redistricting Commission reached its statutory deadline for submitting a state legislative redistricting plan to the Virginia General Assembly without approving a plan. On October 25, 2021, the Commission also missed its fourteen-day overtime deadline for taking action. Pursuant to Section 30-399(F) of the Virginia Code, I now write to nominate for the Court's consideration three individuals to assist the Court in developing its own redistricting plans by serving as special master.

In my capacity as Minority Leader of the Senate of Virginia, I nominate: (1) Thomas Bryan; (2) Adam Kincaid; and (3) Adam Foltz for the Court's consideration. Detailed biographies and resumes for all three nominees are attached as exhibits to this letter.

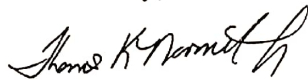
All three of my nominees have extensive experience in the redistricting field.

1. Mr. Bryan is an applied demographic research professional who holds a Masters in Management and Information Systems from George Washington University and a Masters in Urban Studies with a focus on Demography and Statistics from Portland State University. He previously worked as a statistician the United States Census Bureau during the 2000 cycle where he developed small area population and housing unit estimates. He founded his own demographic analysis consulting firm in 2001 that has provided advanced analytic expertise to more than 150 bipartisan clients over the last two decades, including litigation support and expert witness services in many state and local redistricting cases.
2. Mr. Kincaid holds a Masters of Public Policy from the University of Georgia. He previously worked as Redistricting Coordinator for the National Republican Congressional Committee following the 2010 Census, and currently serves as Executive Director of the National Republican Redistricting Trust and Fair Lines America where he advocates for fair maps constructed using traditional redistricting criteria.

3. Mr. Foltz has extensive experience in the mechanics of redistricting at the state level, having served as the primary redistricting map drawer for the Wisconsin State Assembly Republican Caucus during the 2011-12 cycle. During his eight-year tenure as Policy Advisor to Wisconsin Senate Majority Leader Scott Fitzgerald, he also gained relevant experience in preparing the state's legal defense against challenges to adopted maps. He now works as a Legislative Analyst for the Texas Legislative Council, where he is working with a bipartisan group of Members to draft new maps.

I know that any of these individuals would do a fine job helping this Court design fair maps that ensure representation for all Virginians. Please let me know if you require any additional information about any of my nominees. I look forward to your decision on this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Tommy Norment". The signature is fluid and cursive, with a prominent loop at the end.

Senator Tommy Norment

Thomas M. Bryan

Redistricting Résumé and C.V.

Introduction

I am an applied demographic, analytic and research professional who leads a team of experts in state and local redistricting cases. I have subject matter expertise in political and school redistricting and Voting Rights Act related litigation, US Census Bureau data, geographic information systems (GIS), applied demographic techniques and advanced analytics.

Education & Academic Honors

2002 MS, Management and Information Systems - George Washington University

2002 GSA CIO University graduate* - George Washington University

1997 Graduate credit courses taken at University of Nevada at Las Vegas

1996 MUS (Master of Urban Studies) Demography and Statistics core - Portland State University

1992 BS, History - Portland State University

Bryan GeoDemographics, January 2001-Current: Founder and Principal

I founded Bryan GeoDemographics (BGD) in 2001 as a demographic and analytic consultancy to meet the expanding demand for advanced analytic expertise in applied demographic research and analysis. Since then, my consultancy has broadened to include litigation support, state and local redistricting, school redistricting, and municipal infrastructure initiatives. Since 2001, BGD has undertaken over 150 such engagements in three broad areas:

- 1) state and local redistricting,
- 2) applied demographic studies, and
- 3) school redistricting and municipal Infrastructure analysis.

The core of the BGD consultancy has been in state and local redistricting and expert witness support of litigation. Engagements include:

Granted by the General Services Administration (GSA) and the Federal IT Workforce Committee of the CIO Council.

<http://www.gwu.edu/~mastergw/programs/mis/pr.html>

State and Local Redistricting

- 2021: In the matter of the *State of Alabama, Representative Robert Aderholt, William Green and Camaran Williams v. the US Department of Commerce; Gina Raimondo; the US Census Bureau and Ron Jarmin* in US District Court of Alabama Eastern Division. Prepared a demographic report for Plaintiffs analyzing the effects of using Differential Privacy on Census Data in Alabama.
 - <https://www.alabamaag.gov/Documents/news/Census%20Data%20Manipulation%20Lawsuit.pdf>
 - <https://redistricting.ils.edu/case/alabama-v-u-s-dept-of-commerce-ii/>
- 2020: In the matter of *The Christian Ministerial Alliance (CMA), Arkansas Community Institute, Marion Humphrey, Olly Neal, And Ryan Davis v. the State of Arkansas*. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Providing demographic and analytic litigation support.
 - <https://www.naacpldf.org/wp-content/uploads/CMA-v.-Arkansas FILED-without-stamp.pdf>
- 2020: In the matter of *Louisiana State Conference of the NAACP, Allen and Anthony v. the State of Louisiana* in US District Court. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Providing demographic and analytic litigation support for the analysis and testing of LA Supreme Court Districts.
 - <https://apnews.com/c44c986a29ec4035a87e5ca94d4e6324>
 - <https://www.bloomberglaw.com/public/desktop/document/AllenetalvStateofLouisianaOfficeoftheGovernorDivisionofAdministra?1595341263>
- 2020: In the matter of *Aguilar, Gutierrez, Montes, Palmer and OneAmerica v. Yakima County* in Superior Court of Washington under the Washington Voting Rights Act (“WVRA” Wash. Rev. Code § 29A.92.60). In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Providing demographic and analytic litigation support.
 - <https://bloximages.newyork1.vip.townnews.com/yakimaherald.com/content/tncms/assets/v3/editorial/a/4e/a4e86167-95a2-5186-a86c-bb251bf535f1/5f0d01eec8234.pdf.pdf>
- 2018-2020: In the matter of *Flores, Rene Flores, Maria Magdalena Hernandez, Magali Roman, Make the Road New York, and New York Communities for Change v. Town of Islip, Islip Town Board, Suffolk County Board of Elections* in US District Court. On behalf of Defendants - provided a critical analysis of plaintiff’s demographic and environmental justice analysis. The critique revealed numerous flaws in both the demographic analysis as well as the tenets of their environmental justice argument, which were upheld by the court. Ultimately developed mutually agreed upon plan for districting.

- <https://nyelectionsnews.wordpress.com/2018/06/20/islip-faces-section-2-voting-rights-act-challenge/>
- <https://www.courthousenews.com/wp-content/uploads/2018/06/islip-voting.pdf>
- 2017-2020 In the matter of *NAACP, Spring Valley Branch; Julio Clerveaux; Chevon Dos Reis; Eric Goodwin; Jose Vitelio Gregorio; Dorothy Miller; and Hillary Moreau v East Ramapo Central School District (Defendant)* in United States District Court Southern District Of New York (original decision May 25, 2020), later the U.S. Second Circuit Court of Appeals. On behalf of Defendants, developed mutually agreed upon district plan and provided demographic and analytic litigation support.
 - <https://www.lohud.com/story/news/education/2020/05/26/federal-judge-sides-naacp-east-ramapo-voting-rights-case/5259198002/>
- 2017-2020: In the matter of *Pico Neighborhood Association et al v. City of Santa Monica* brought under the California VRA. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Providing demographic and analytic litigation support. Executed geospatial analysis to identify concentrations of Hispanic and Black CVAP to determine the impossibility of creating a minority majority district, and demographic analysis to show the dilution of Hispanic and Black voting strength in a district (vs at-large) system. Work contributed to Defendants prevailing in landmark ruling in the State of California Court of Appeal, Second Appellate District.
 - <https://www.santamonica.gov/press/2020/07/09/santa-monica-s-at-large-election-system-affirmed-in-court-of-appeal-decision>
- 2019: In the matter of *Johnson v. Ardoin / the State of Louisiana* in United States District Court. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Provided demographic and analytic litigation support.
 - https://www.brennancenter.org/sites/default/files/2019-10/2019-10-16-Johnson%20v_%20Ardoin-132-Brief%20in%20Opposition%20to%20MTS.pdf
- 2019: In the matter of *Suresh Kumar v. Frisco Independent School District et al.* in United States District Court. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Provided demographic and analytic litigation support. Successfully defended.
 - <https://www.friscoisd.org/news/district-headlines/2020/08/04/frisco-isd-wins-voting-rights-lawsuit>
 - <https://www.courthousenews.com/wp-content/uploads/2020/08/texas-schools.pdf>
- 2019: At the request of the City of Frisco, TX in collaboration with demographic testifying expert Dr. Peter Morrison. Provided demographic assessment of the City's potential liability regarding a potential Section 2 Voting Rights challenge.

- 2019: In the matter of *Vaughan v. Lewisville Independent School District et al.* in United States District Court. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Provided demographic and analytic litigation support.
 - <https://www.nbcdfw.com/news/local/lawsuit-filed-against-lewisville-independent-school-district/1125/>
- 2019: In the matter of *Holloway, et al. v. City of Virginia Beach* in United States District Court, Eastern District of Virginia. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Provided demographic and analytic litigation support.
 - <https://campaignlegal.org/cases-actions/holloway-et-al-v-city-virginia-beach>
- 2018: At the request of Kirkland City, Washington in collaboration with demographic testifying expert Dr. Peter Morrison. Performed demographic studies to inform the City's governing board's deliberations on whether to change from at-large to single-member district elections following enactment of the Washington Voting Rights Act. Analyses included gauging the voting strength of the City's Asian voters and forming an illustrative district concentrating Asians; and compared minority population concentration in pre- and post-annexation city territory.
 - https://www.kirklandwa.gov/Assets/City+Council/Council+Packets/021919/8b_SpecialPresentations.pdf#:~:text=RECOMMENDATION%3A%20It%20is%20recommended%20that%20City%20Council%20receive,its%20Councilmembers%20on%20a%20citywide%2C%20at-%20large%20basis
- 2018: At the request of Tacoma WA Public Schools in collaboration with demographic testifying expert Dr. Peter Morrison. Created draft concept redistricting plans that would optimize minority population concentrations while respecting incumbency. Client will use this plan as a point of departure for negotiating final boundaries among incumbent elected officials.
- 2018: At the request of the City of Mount Vernon, Washington., in collaboration with demographic testifying expert Dr. Peter Morrison. Prepared a numerous draft concept plans that preserves Hispanics' CVAP concentration. Client utilized draft concept redistricting plans to work with elected officials and community to agree upon the boundaries of six other districts to establish a proposed new seven-district single-member district plan.
- 2017: In the matter of *John Hall, Elaine Robinson-Strayhorn, Lindora Toudle, Thomas Jerkins, v. Jones County Board of Commissioners.* In collaboration with demographic testifying expert Dr. Peter Morrison. Worked to create draft district concept plans to resolve claims of discrimination against African Americans attributable to the existing at-large voting system.
 - <http://jonescountync.gov/vertical/sites/%7B9E2432B0-642B-4C2F-A31B-CDE7082E88E9%7D/uploads/2017-02-13-Jones-County-Complaint.pdf>

- 2017: In the matter of *Harding v. County of Dallas* in U.S. District Court. In collaboration with demographic testifying expert Dr. Peter Morrison. In a novel case alleging discrimination *against* White, non-Hispanics under the VRA, I was retained by plaintiffs to create redistricting scenarios with different balances of White-non-Hispanics, Blacks and Hispanics. Deposed and provided expert testimony on the case.
 - <https://www.courthousenews.com/wp-content/uploads/2018/08/DallasVoters.pdf>
- 2016: Retained by The Equal Voting Rights Institute to evaluate the Dallas County Commissioner existing enacted redistricting plan. In collaboration with demographic testifying expert Dr. Peter Morrison, the focus of our evaluation was twofold: (1) assess the failure of the Enacted Plan (EP) to meet established legal standards and its disregard of traditional redistricting criteria; (2) the possibility of drawing an alternative Remedial Plan (RP) that did meet established legal standards and balance traditional redistricting criteria.
 - <http://equalvotingrights.org/wp-content/uploads/2015/01/Complaint.pdf>
- 2016: In the matter of *Jain v. Coppell ISD et al* in US District Court. In collaboration with demographic testifying expert Dr. Peter Morrison. Consulted in defense of Coppell Independent School District (Dallas County, TX) to resolve claims of discriminatory at-large voting system affecting Asian Americans. While Asians were shown to be sufficiently numerous, I was able to demonstrate that they were not geographically concentrated - thus successfully proving the Gingles 1 precondition could not be met resulting the complaint being withdrawn.
 - <https://dockets.justia.com/docket/texas/txndce/3:2016cv02702/279616>
- 2016: In the matter of *Feldman et al v. Arizona Secretary of State's Office et al* in SCOTUS. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Provided analytics on the locations and proximal demographics of polling stations that had been closed subsequent to *Shelby County v. Holder* (2013) which eliminated the requirement of state and local governments to obtain federal preclearance before implementing any changes to their voting laws or practices. Subsequently provided expert point of view on disparate impact as a result of H.B. 2023. Advised Maricopa County officials and lead counsel on remediation options for primary polling place closures in preparation for 2016 elections.
 - <https://arizonadailyindependent.com/2016/04/05/doj-wants-information-on-maricopa-county-election-day-disaster/>
 - https://www.supremecourt.gov/DocketPDF/19/19-1257/142431/20200427105601341_Brnovich%20Petition.pdf
- 2016: In the matter of *Glatt v. City of Pasco, et al.* in US District Court (Washington). In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Provided analytics and draft plans in defense of the City of Pasco. One draft

plan was adopted, changing the Pasco electoral system from at-large to a six-district + one at large.

- <https://www.pasco-wa.gov/DocumentCenter/View/58084/Glatt-v-Pasco---Order---January-27-2017?bidId=>
- <https://www.pasco-wa.gov/923/City-Council-Election-System>
- 2015: In the matter of *The League of Women Voters et al. v. Ken Detzner et al* in the Florida Supreme Court. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Performed a critical review of Florida state redistricting plan and developed numerous draft concept plans.
 - <http://www.miamiherald.com/news/politics-government/state-politics/article47576450.html>
 - https://www.floridasupremecourt.org/content/download/322990/2897332/file/OP-SC14-1905_LEAGUE%20OF%20WOMEN%20VOTERS_JULY09.pdf
- 2015: In the matter of *Evenwel, et al. v. Abbott / State of Texas* in SCOTUS. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Plaintiffs. Successfully drew map for the State of Texas balancing both total population from the decennial census and citizen population from the ACS (thereby proving that this was possible). We believe this may be the first and still only time this technical accomplishment has been achieved in the nation at a state level. Coauthored SCOTUS Amicus Brief of Demographers.
 - https://www.supremecourt.gov/opinions/15pdf/14-940_ed9g.pdf
 - <https://www.scotusblog.com/wp-content/uploads/2015/08/Demographers-Amicus.pdf>
- 2015: In the matter of *Ramos v. Carrollton-Farmers Branch Independent School District* in US District Court (Texas). In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Used 2009-2013 5-year ACS data to generate small-area estimates of minority citizen voting age populations and create a variety of draft concept redistricting plans. Case was settled decision in favor of a novel cumulative voting system.
 - https://starlocalmedia.com/carrolltonleader/c-fb-isd-approves-settlement-in-voting-rights-lawsuit/article_92c256b2-6e51-11e5-adde-a70cbe6f9491.html
- 2015: In the matter of *Glatt v. City of Pasco et al.* in US District Court (Washington). In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Consulted on forming new redistricting plan for city council review. One draft concept plan was agreed to and adopted.
 - <https://www.pasco-wa.gov/923/City-Council-Election-System>
- 2015: At the request of Waterbury, Connecticut, in collaboration with demographic testifying expert Dr. Peter Morrison. As a result of a successful ballot measure to convert Waterbury

from an at-large to a 5-district representative system, consulted an extensive public outreach and drafted numerous concept plans. The Waterbury Public Commission considered alternatives and recommended one of our plans, which the City adopted.

- <http://www.waterburyobserver.org/wod7/node/4124>
- 2014-15: In the matter of *Montes v. City of Yakima* in US District Court (Washington). In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants. Analytics later used to support the Amicus Brief of the City of Yakima, Washington in the U.S. Supreme Court in *Evenwel v. Abbott*.
 - <https://casetext.com/case/montes-v-city-of-yakima-3>
- 2014: At the request of Gulf County, Florida in collaboration with demographic testifying expert Dr. Peter Morrison. Upon the decision of the Florida Attorney General to force inclusion of prisoners in redistricting plans – drafted numerous concept plans for the Gulf County Board of County Commissioners, one of which was adopted.
 - <http://myfloridalegal.com/ago.nsf/Opinions/B640990E9817C5AB85256A9C00631387>
- 2012-2015: In the matter of *GALEO and the City of Gainesville* in Georgia. In collaboration with demographic testifying expert Dr. Peter Morrison, on behalf of Defendants -consulted on defense of existing at-large city council election system.
 - <http://atlantaprogressivenews.com/2015/06/06/galeo-challenges-at-large-voting-in-city-of-gainesville/>
- 2012-: Confidential. Consulted (through Morrison & Associates) to support plan evaluation, litigation, and outreach to city and elected officials (1990s - mid-2000s). Executed first statistical analysis of the American Community Survey to determine probabilities of minority-majority populations in split statistical/administrative units of geography, as well as the cumulative probabilities of a “false-negative” minority-majority reading among multiple districts.
- 2011-: Confidential. Consulted on behalf of plaintiffs in *Committee (Private) vs. State Board of Elections* pertaining to citizen voting-age population. Evaluated testimony of defense expert, which included a statistical evaluation of Hispanic estimates based on American Community Survey (ACS) estimates. Analysis discredited the defendant’s expert’s analysis and interpretation of the ACS.

Publications

- “The Effect of the Differential Privacy Disclosure Avoidance System Proposed by the Census Bureau on 2020 Census Products: Four Case Studies of Census Blocks in Alaska” PAA Affairs, (with D. Swanson and Richard Sewell, Alaska Department of Transportation and Public Facilities). March 2021.
 - <https://www.populationassociation.org/blogs/paa-web1/2021/03/30/the-effect-of-the-differential-privacy-disclosure?CommunityKey=a7bf5d77-d09b-4907-9e17-468af4bdf4a6> .
 - <https://redistrictingonline.org/2021/03/31/study-census-bureaus-differential-privacy-disclosure-avoidance-system-produces-concerning-results-for-local-jurisdictions/>
 - <https://www.ncsl.org/research/redistricting/differential-privacy-for-census-data-explained.aspx>
- In the matter of the *State of Alabama, Representative Robert Aderholt, William Green and Camaran Williams v. the US Department of Commerce; Gina Raimondo; the US Census Bureau and Ron Jarmin* in US District Court of Alabama Eastern Division. Declaration of Thomas Bryan, Exhibit 6. Civil Action NO. 3:21-CV-211, United States District Court for Middle Alabama, Eastern Division.
 - <https://redistricting.ils.edu/wp-content/uploads/AL-commerce2-20210311-PI.zip>
- Peter A. Morrison and Thomas M. Bryan, Redistricting: A Manual for Analysts, Practitioners, and Citizens (2019). Springer Press: Cham Switzerland.
- “Small Area Business Demography.” in D. Poston (editor) Handbook of Population, 2nd Edition. (2019). Springer Press: London (with P. Morrison and S. Smith).
- “From Legal Theory to Practical Application: A How-To for Performing Vote Dilution Analyses.” *Social Science Quarterly*. (with M.V. Hood III and Peter Morrison). March 2017
 - <http://onlinelibrary.wiley.com/doi/10.1111/ssqu.12405/abstract>
- In the Supreme Court of the United States *Sue Evenwel, Et Al., Appellants, V. Greg Abbott, in his official capacity as Governor of Texas, et al., Appellees. On appeal from the United States District Court for the Western District of Texas. Amicus Brief of Demographers Peter A. Morrison, Thomas M. Bryan, William A. V. Clark, Jacob S. Siegel, David A. Swanson, and The Pacific Research Institute - As amici curiae* in support of Appellants. August 2015.
 - www.scotusblog.com/wp-content/uploads/2015/08/Demographers-Amicus.pdf)

- Workshop on the Benefits (and Burdens) of the American Community Survey, Case Studies/Agenda Book 6 “Gauging Hispanics’ Effective Voting Strength in Proposed Redistricting Plans: Lessons Learned Using ACS Data.” June 14–15, 2012
 - <http://docplayer.net/8501224-Case-studies-and-user-profiles.html>
- “Internal and Short Distance Migration” by Bryan, Thomas in J. Siegel and D. Swanson (eds.) The Methods and Materials of Demography, Condensed Edition, Revised. (2004). Academic/Elsevier Press: Los Angeles (with D. Swanson and P. Morrison).
- “Population Estimates” by Bryan, Thomas in J. Siegel and D. Swanson (eds.) The Methods and Materials of Demography, Condensed Edition, Revised. (2004). Academic/Elsevier Press: Los Angeles (with D. Swanson and P. Morrison).
- Bryan, T. (2000). U.S. Census Bureau Population estimates and evaluation with loss functions. *Statistics in Transition*, 4, 537–549.

Professional Presentations and Conference Participation

- Session Chairman on Invited Session “Assessing the Quality of the 2020 Census”, including Census Director Ron Jarmin at the 2020 Population Association of America meeting May 5, 2021.
 - <https://paa2021.secure-platform.com/a/organizations/main/home>
- “The Effect of the Differential Privacy Disclosure Avoidance System Proposed by the Census Bureau on 2020 Census Products: Four Case Studies of Census Blocks in Alaska”. 2021 American Statistical Association - Symposium on Data Science and Statistics (ASA-SDSS). With Dr. David Swanson.
 - <https://ww2.amstat.org/meetings/sdss/2021/index.cfm>
- “New Technical Challenges in Post-2020 Redistricting” 2020 Population Association of America Applied Demography Conference, 2020 Census Related Issues, February 2021. With Dr. Peter Morrison.
 - <https://www.youtube.com/watch?v=ETvvoEct9sc&feature=youtu.be>
- “Tutorial on Local Redistricting” 2020 Population Association of America Applied Demography Conference, February 2021. With Dr. Peter Morrison.
 - <https://www.youtube.com/watch?v=ETvvoEct9sc&feature=youtu.be>

- “Demographic Constraints on Minority Voting Strength in Local Redistricting Contexts” 2019 Southern Demographic Association meetings (coauthored with Dr. Peter Morrison) New Orleans, LA, October 2019. Winner of annual E. Walter Terrie award for best state and local demography presentation.
 - <http://sda-demography.org/2019-new-orleans>
- “Applications of Big Demographic Data in Running Local Elections” 2017 Population and Public Policy Conference, Houston, TX.
- “Distinguishing ‘False Positives’ Among Majority-Minority Election Districts in Statewide Congressional Redistricting,” 2017 Southern Demographic Association meetings (coauthored with Dr. Peter Morrison) Morgantown, WV.
- “Devising a Demographic Accounting Model for Class Action Litigation: An Instructional Case” 2016 Southern Demographic Association (with Peter Morrison), Athens, GA.
- “Gauging Hispanics’ Effective Voting Strength in Proposed Redistricting Plans: Lessons Learned Using ACS Data.” 2012 Conference of the Southern Demographic Association, Williamsburg, VA.
- “Characteristics of the Arab-American Population from Census 2000 and 1990: Detailed Findings from PUMS.” 2004 Conference of the Southern Demographic Association, (with Samia El-Badry) Hilton Head, SC.
- “Small-Area Identification of Arab American Populations,” 2004 Conference of the Southern Demographic Association, Hilton Head, SC.
- “Applied Demography in Action: A Case Study of Population Identification.” 2002 Conference of the Population Association of America, Atlanta, GA.

Primary Software Competencies

ESRI ArcGIS: advanced

SAS: intermediate

Microsoft Office: advanced

Professional Affiliations

International Association of Applied Demographers (Member and Board of Directors)

American Statistical Association (Member)

Population Association of America (Member)

Southern Demographic Association (Member)

American BAR Association (Affiliated Professional: Solo, Small Firm and General Practice Division)

Relevant Work Experience

January 2001- April 2003 ESRI Business Information Solutions / Demographer

Responsibilities included demographic data management, small-area population forecasting, IS management and software product and specification development. Additional responsibilities included developing GIS-based models of business and population forecasting, and analysis of emerging technology and R&D / testing of new GIS and geostatistical software.

May 1998-January 2001 U.S. Census Bureau / Statistician

Responsibilities: developed and refined small area population and housing unit estimates and innovative statistical error measurement techniques, such as Loss Functions and MAPE-R.

Service

Eagle Scout, 1988, Boy Scouts of America. Member of the National Eagle Scout Association. Involved in leadership of the Boy Scouts of America Heart of Virginia Council.



References

Dr. David Swanson

Professional Peer

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Dr. Peter Morrison

Professional Peer

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ADAM P. KINCAID

COMPLEX PROBLEM SOLVER | CAMPAIGNS & ELECTIONS EXPERT

EXPERIENCE

President & Executive Director

National Republican Redistricting Trust & Fair Lines America, Alexandria, Va., 2017 – Present

- Hired as the first President & Executive Director of both entities.
- Developed a four-year growth strategy for the entities – including budgeting, hiring, data-acquisition, human resources, and litigation plans.
- Built a network of strategic partnerships across multiple national and state organizations.
- Coordinated national and state-specific litigation and engagement initiatives.
- Lead a team of 19 staff and consultants toward achieving the organizations' missions.

Special Projects Director

The Republican National Committee, Washington, D.C., 2013 – 2017

- Calculated and allocated all delegates to the 2016 Republican National Convention
- Created nationwide turnout estimates and vote goals for the 2014 and 2016 Elections
- Analyzed, compiled, and aggregated national, statewide, and congressional polling
- Reported on all statewide and targeted elections, providing instant analysis and forecasts

National Data Director; Southeast Regional Political Director; Redistricting Coordinator

The National Republican Congressional Committee, Washington, D.C., 2011 - 2013

- Led the NRCC's voter targeting and microtargeting initiatives
- Oversaw 60 congressional races in 7 southeastern states
- Tracked and analyzed redistricting legislation in 43 states

Deputy Political Director and Director of Policy and Research

The Republican Governors Association, Washington, D.C., 2007 - 2011

- Developed strategy that increased the number of Republican Governors from 22 to 29
- Assisted in directing election expenditures, totaling more than \$150 million

Voter Programs Director

The Georgia Republican Party, Atlanta, Ga., 2005 - 2006

- Analyzed statistical and demographic data of registered voters and election history
- Implemented nationally-recognized absentee ballot and early voting program

EDUCATION

Master of Public Administration – Specialization in Public Policy

The University of Georgia, Athens, Ga., 2004 - 2006

Bachelor of Arts – History & Religion

The Florida State University, Tallahassee, Fl., 1999 - 2003

Adam Foltz

EXPERIENCE 2021-PRESENT	Texas Legislative Council/House Redistricting Committee <i>Legislative Analyst</i> <ul style="list-style-type: none">Assisted members and staff with drafting maps for consideration by the Texas House Redistricting CommitteeMet with Democratic and Republican members of the House to advise on matter related to redistrictingProvided technical assistance to members and staff to assist in their drafting effortsWorked with legal counsel to ensure draft maps were compliant with all applicable state and federal lawsAnalyzed amendments offered before the House and the committee	Austin, Texas
2013-2021	Office of the Senate Majority Leader – Senator Scott Fitzgerald <i>Policy Advisor</i> <ul style="list-style-type: none">Advised the Senate and the Department of Justice on matters related to legislative redistricting litigation<ul style="list-style-type: none">Reviewed and provided comments on briefs and motions, including jurisdictional and merits briefs before the Supreme Court of the United StatesAssisted the Wisconsin Department of Justice with trial preparationsWorked with interested parties to develop arguments for amicus briefsParticipated in moot courts in preparation for oral argument before the Supreme Court of the United States in the matter of Gill v. WhitfordManaged the effort to rewrite Wisconsin’s campaign finance laws – 2015 Act 117Oversaw legislation restructuring the Wisconsin Government Accountability Board into two separate agencies – the Wisconsin Elections Commission and the Wisconsin Ethics Commission – 2015 Act 118Aided the Majority Leader and senators in the development of caucus positions on policy mattersCollaborated with stakeholders on legislation, administrative rules and budget priorities	Madison, Wisconsin
2014-2015	Committee to Elect a Republican Senate (CERS) <i>Executive Director</i> <ul style="list-style-type: none">Developed and oversaw campaign plans, budgets and strategy for all targeted state Senate racesWorked with senators, vendors and staff to create and implement successful campaign messagingDirected opposition research effortsInterviewed, hired and trained campaign managers and field staffSelected paid media vendors and collaborated with them to execute an effective paid media strategyBriefed senators and stakeholders on the status of racesCreated debate prep materials and talking points for candidates and staff	Madison, Wisconsin
2011-2012	Office of the Speaker of the State Assembly – Representative Jeff Fitzgerald <i>Caucus Redistricting Coordinator</i> <ul style="list-style-type: none">Served as primary redistricting map drawer for the Assembly Republican caucusDeveloped tools and methods to analyze Wisconsin’s electoral composition and political geographyAnalyzed census data and presented findings to members of the state AssemblyResearched and applied relevant case law on topics of redistrictingOversaw drafting of redistricting maps (2011 Acts 43 & 44) and redistricting process change (Act 39)Worked with legal team to develop defense strategyAssisted expert witnesses in the preparation of materials for their testimonyGave sworn testimony as part of court proceedings	Madison, Wisconsin
2010	Republican Assembly Campaign Committee (RACC) <i>Deputy Director</i> <ul style="list-style-type: none">Taught campaign schools to first-time candidates and RACC field staffDeveloped voter outreach plans for Assembly campaigns statewide – focusing on door-to-door contact and direct mailAided in developing budgets for targeted Assembly racesAnalyzed election history and developed ward-by-ward targeting strategy for all Assembly seats	Madison, Wisconsin
EDUCATION	University of Wisconsin - Whitewater <i>Bachelors of Business Administration</i> Majors: Finance & Economics	