

PROPOSAL TO PROVIDE PROFESSIONAL SERVICES
FOR

Broward County Redistricting Plans 2021

March 31, 2021

FIU

Jorge M. Pérez
Metropolitan Center

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I. PROPOSER INFORMATION

The project team is uniquely qualified to provide the proposed services as it brings the expertise of a team of data analysts, redistricting and GIS experts, and communications and outreach professionals.

The project will be housed at the Jorge Pérez Metropolitan Center, the leading urban “think tank” in South Florida and an applied research unit in the School of International and Public Affairs (SIPA) at Florida International University. The Center is located in Broward County, at the FIU Campus in Miramar: [FIU @I75, 1930 SW. 145 Avenue, Miramar, FL 33027](https://www.fiu.edu/miramar). Since 1997, the Center has provided policy solutions to public, private and non-profit organizations in South Florida, taking into account the unique needs of individual communities. The Center offers customized services and studies while adhering to recognized methodologies for applied research. Our staff combines skills and experience in various areas of research and practice, from economic and community development, housing and business analysis, to population studies, survey research, and public policy development and feasibility analysis.

Spatial analysis and graphic displays are included in all the center’s research including GIS-mapping, infographics and videos to illustrate data and information, as well as the importance of the research findings. This provides residents and policymakers with readily transparent data displays to assist in planning and policy considerations. Some of our reports can be accessed online at <https://metropolitan.fiu.edu/research/periodic-publications/recent-reports/>

For a review of some recent infographics on housing, equity, impact of COVID-19 and others, visit our Infographics section: <https://metropolitan.fiu.edu/research/periodic-publications/hot-topics/>

The project team has a demonstrated academic expertise in redistricting and years of experience in the process, including extensive experience and knowledge in community-redistricting outreach efforts, redistricting criteria and analysis, and census products including data collection and analysis at the micro-level, block group and comprehensive technical expertise in different mapping software from ArcGIS to, Google Maps, Google Earth and Mapbox. The team’s technical and practical knowledge in mapping and data analysis will result in a comprehensive, objective, and unique approach to the redistricting process.

Dr. Dario Moreno, principal investigator for this project, has almost thirty years of experience in redistricting process, elections, and public opinion. Dr. Moreno has helped independent commissions and advocacy organizations, mostly in South Florida, to create fair and lasting maps. Dr. Moreno has also provided technical assistance on public opinion research, redistricting, and voter confidence for the State Florida and local governments including the Florida House of Representatives, the Florida Election Department, the Broward Election Department, and the Florida Senate.

Dr. Dario Moreno holds a Ph.D. from the University of Southern California. He conducts research on Miami politics, Florida politics, and Cuban- American politics. He has published over 50 scholarly articles, book chapters and four books. Dr. Moreno is a nationally recognized expert on Florida and Miami Politics and is often quoted in both the national and local media. He has been a Pew Scholar at the Kennedy School of Government at Harvard University, and a Fulbright Scholar in Costa Rica. He teaches a variety of classes in the Department of Politics and International Relations at FIU, including Miami politics, Cuban politics, Florida politics, election and political parties.

Dr. Maria Ilcheva will serve as Co-Principal Investigator on the Broward Redistricting Plans. Dr. Ilcheva is the Assistant Director of Planning and Operations of the Jorge M. Pérez Metropolitan Center. She serves as subject matter expert in data analytics and behavioral research. Over the last fifteen years, she has worked on various economic development, social and behavioral projects, which examine quality of life issues through community indicators such as education, transportation, economic opportunity and resilience. Most of the projects she leads include comprehensive data analysis and community engagement. Some of her recent research projects include the 2020 Miami-Dade County Community Needs Assessment, the Economic Impact of the Nonprofit Sector in Miami-Dade County, Make It Miami Manufacturing Report, Small Business, Big Impact, and the Miami-Dade Status of Women reports. Dr. Ilcheva is currently leading two projects on equity in Broward County and [Boynton Beach](#), which include both extensive data analysis and community outreach.

Dr. Ilcheva leads the Census Information Center at the Metropolitan Center, one of 59 such centers established by the U.S. Census Bureau for the dissemination of information and data produced by the Census Bureau to underserved communities.

Dr. Ilcheva is an instructor at FIU's Steven J. Green School of International and Public Affairs specializing in Russian politics, European politics, comparative politics, international relations and research methods. She holds a Ph.D. in Politics and International Relations from Florida International University.

II. PROPOSER EXPERIENCE AND QUALIFICATIONS

Dr. Dario Moreno, Redistricting Effort Principal Investigator, is unquestionably one of the State's most experienced and recognized experts in the field of redistricting. Dr. Moreno has participated and contributed to last three State redistricting efforts, 1992, 2002 and 2012 – the 2012 effort being the most relevant as Amendments V and VI to the Florida Constitution V and VI were implemented. These amendments radically changed State Law regarding redistricting. Professor Moreno was a consultant for the State House of Representatives and was key in developing a plan for the House that was not only adopted by the legislative body but was also accepted by the Courts. Additionally, Dr. Moreno has published more than 50 scholarly pieces on Florida and Miami politics with a focus on the diverse racial, ethnic, and socio-economic dynamics of Florida and Miami-Dade County. Dr. Moreno has also developed a thorough understanding of these local and statewide dynamics through his previous work as a consultant, expert witness, and research investigator.

Dr. Moreno's experience related to redistricting includes:

- Consultant and expert witness in the *DeGrandy v. Wetherall* case that dealt with Congressional and state legislative redistricting; employed by the Republican Party of Florida and Cuban-American Caucus of Florida, 1991-92;
- Expert witness in *Suarez vs. Dade School Board* and *Negron v. City of Miami Beach* where defendants were suing under Section Two of the Voting Right Act to reform school board elections and change at large elections into single member districts; employed by the plaintiffs, 1994-95;
- Consultant and expert witness for the 2001-02 redistricting process; employed by the Florida House of Representatives, 2001-02;
- Co-principal investigator providing expertise and technical assistance for redistricting in the City of Miami, the City of Boynton Beach, and Kissimmee; employed by Florida International University, 2003;
- Principal Investigator, Broward Voter Confidence Poll; employed by Broward County, 2005;
- Co-Principal Investigator, Broward Exit Poll; employed by Broward County, 2006;
- Principal Investigator, Annexation Feasibility Study; employed by the City of Opa-Locka, 2006;
- Consultant and expert witness for the 2012 Congressional and state legislative redistricting; employed by the Florida House of Representatives, 2011-16;
- Co-Principal Investigator, Annexation Feasibility Study; employed by the City of Miami.

Dr. Moreno's relevant experience also includes:

- 1993-1996 as a member of Miami Dade Boundary Commission on the annexation and incorporation of Miami-Dade Municipalities.
- 2002-2011 as a representative of Florida International University on the advisory committee before Miami-Dade County commissioners on nominee for the Miami-Dade County Citizens Transportation Board.

Dr. Moreno is Associate Professor in the Department of Politics & International Relations at Florida International University. He holds a Ph.D. from the University of Southern California. He conducts research on Miami politics, Florida politics, and Cuban-American politics. He has published over 20 scholarly articles, book chapters, and two books. Dr. Moreno is a nationally recognized expert on Florida and Miami politics and is often quoted in both the national and local media. He is a contributing editor to the *Harvard Journal of Hispanic Policy*. He has been a Pew Scholar at the

Kennedy School of Government at Harvard University, and a Fulbright scholar in Costa Rica. He teaches a variety of classes in the Department of Politics & International Relations at FIU, including Miami politics, Cuban politics, Florida politics, and a graduate seminar in urban politics.

Dr. Moreno is teaching a course on Florida Politics (POS 4182) in Spring 2021, which provides analysis of the state and county politics of Florida. Special emphasis is placed on the regionalism inherent to politics in the state. The class session on redistricting is available at the link [Redistricting Lecture](https://fiu.zoom.us/rec/share/DL5EXG673d5nemlLCJNm2DZxwXpmbb2NhLDX_Rus3LwV3ssJ8Q7VdwLrBCAISSsU.KclupqONrukNwvzd). (https://fiu.zoom.us/rec/share/DL5EXG673d5nemlLCJNm2DZxwXpmbb2NhLDX_Rus3LwV3ssJ8Q7VdwLrBCAISSsU.KclupqONrukNwvzd)

Additional information is included in [Appendix A: Project Principals CVs](#)

Dr. Maria Ilcheva has past and ongoing projects in Broward County, which underscore her thorough understanding of the county and specific communities within it. She is currently leading the research on the 2021 Status of Women report commissioned by the Broward County Office of the County Auditor. The report details the changing conditions of women over the last decade, with a focus on education, economic development, health and safety. She is also co-leading the research and development of [Broward County Equity Action Plan](#), funded by the Urban League of Broward and Hispanic Unity.

Another research endeavor with intense data collection is the [Broward County Affordable Housing Needs Assessments](#). These ongoing studies, updated every couple of years, provide Broward County and its municipalities with economic and housing market analytics to support new affordable housing policies and strategies.

[Broward County Commercial Linkage Fee Nexus Study](#) (2019): This study prepared on behalf of the Broward County Board of County Commissioners provides an update to the 2014 Broward County Housing Linkage Fee Nexus Study (Commercial/Non-Residential Uses). The 2019 study update focused on the "Microeconomic Jobs Housing Analysis" and "Total Housing Nexus Costs" sections of the 2007 study. The purpose of this study was to determine whether there exists a reasonable connection (linkage) between the construction of new workplace buildings of 100,000+ square feet in Broward County and the demand for affordable housing by the new employees who work within these buildings.

Dr. Ilcheva also participated in the 2020 Census Count effort through the Broward County Complete Count Committee. She led the focus group research in Broward County, assessing barriers and motivators for specific communities in participating in the census. The [Hard-to-Enumerate Community In Broward](#) project entailed recruitment of participants from various groups, organization of logistics to hold meetings at easily accessible community locations – churches, Memorial Hospital locations, libraries, to make participation easier and convenient for residents.

In addition to intense data analytics projects, Dr. Ilcheva's work frequently entails participatory action research in which community members are engaged in an authentic, informed and coherent way, to make them an integral part of the process of finding solutions that affect their community. Dr. Ilcheva's approach to community engagement is predicated on the assumption that authentic community engagement is critical for rebuilding trust in institutions and creating appropriate mechanisms and processes for addressing community concerns.

In the Miami-Dade County [Community Needs Assessment \(2020\)](#) developed for the Miami-Dade County Community Action Human Services Department, Dr. Ilcheva led a research team to assess population trends and needs in the County. In addition, the project entailed community engagement

through the Community Action Committees and the County's Community Action Board and focus groups including CAHSD staff and the Head Start Policy Council.

Dr. Maria Ilcheva's relevant experience includes:

- Broward County Complete Count Committee, 2020
- Miami-Dade Census Task Force, 2020, representing FIU
- The Miami-Dade Women's Fund, Board Member
- Member of the U.S. Census Bureau's ACS Data Users Group (DUG) Steering Committee
- Research Advisory Committee member, ALICE report, United Way

Additional information is included in [Appendix A: Project Principals CVs](#)

Lina Duran, Consultant for Data Collection and Analysis, is an expert in the field of data research and micro-level analysis.

- Ms. Duran collected and analyzed for over three years the economic progress data to prepare reports and strategic plans for the Hallandale Beach Community Redevelopment Area.
 - Ms. Duran served as Project Manager for Palm Beach County Rental Housing Needs Assessment.
 - Ms. Duran performed demographic and economic market research for the Transit Oriented Development project on behalf of the Miami-Dade County Citizens Independent Transportation Trust.
 - Ms. Duran served as a Project Manager in housing market research and micro-level data analysis for the 2012 Broward County Affordable Housing Needs Assessment.
 - Ms. Duran performed social and economic research for the Miami Foundation Soul of the Community Indicator Project.
 - Ms. Duran was hired by Citi Bank to analyze local demographic data to identify and define community impact measures in Miami-Dade County and also developed data to demonstrate community opportunities and measure impact needed to make the case for deeper cross-functional engagement of Citibank's businesses and collaborative institutional investment with Citibank national partners.
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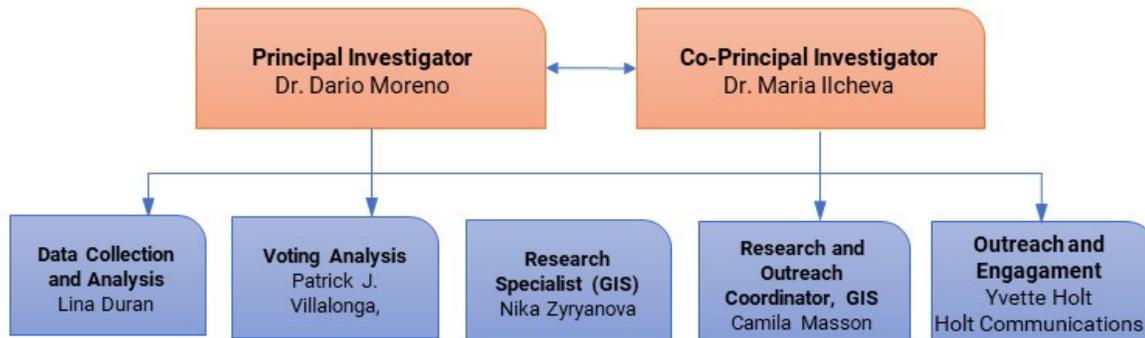
Mr. Patrick J. Villalonga, consultant for Voting Behavior Analysis, is an expert of voting regression analysis

- Mr. Villalonga is currently collaborating with Dr. Dario Moreno to understand how the geographic distribution of ethnic enclaves in the County affects electoral outcomes in different presidential, gubernatorial, and congressional races.
 - In his most recent work, Mr. Villalonga has contributed two chapters to the book entitled *A Divided Union: Structural Challenges to Bipartisanship in America*. In one chapter, he analyzes the consequences of different primary election systems on political polarization. However, his greatest contribution to the volume was an analysis of political segregation and its effects on political polarization.
 - Mr. Villalonga has also conducted advanced statistical analysis using multinomial regression models to understand the influence of race, gender, geographic location, personality traits, media consumption, and others on partisanship.
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III. KEY PERSONNEL AND SUBCONSULTANTS PERFORMING SERVICE

1. Team Chart

Broward Redistricting Team Organizational Chart



Dr. Dario Moreno, Principal Investigator

Dr. Dario Moreno will be the principal investigator and project manager. He will oversee all aspects of the academic and technical research and production of maps as well as the community outreach efforts and all the corresponding reporting, conclusions and recommendations for the project.

Dr. Maria Ilcheva, Co-Principal Investigator

Dr. Maria Ilcheva will be the Co-Principal Investigator and manage the outreach efforts. She will also collaborate with staff and consultants on data analytics. She will also serve as the team liaison with Broward County.

Lina Duran, Consultant for Data collection and Analysis

Patrick J. Villalonga, Voting Analysis

Yvette Holt, Principal of Holt Communications, Inc. will provide the FIU Jorge M. Pérez Metropolitan Center with community outreach expertise for the Broward County Commission Redistricting Process.

Nika Zyryanova, Research Specialist with GIS expertise will be responsible for mapping and collaborate on data analytics.

Camila Masson, Research and Outreach Coordinator, will assist with outreach, GIS mapping and data analysis.

2. Relevant Experience

Dr. Dario Moreno, Principal Investigator, has extensive experience and is a State recognized expert in the Redistricting field:

- Dr. Moreno has participated and contributed to last three State redistricting efforts, 1992, 2002 and 2012 – the 2012 effort being the most relevant as Amendments V and VI to the Florida Constitution V and VI were implemented. These amendments radically changed State Law regarding redistricting. Professor Moreno was a consultant for the State House of

Representatives and was key in developing a plan for the House that was not only adopted by the legislative body but was also accepted by the Courts.

- In 1991-2 Dr. Moreno. was hired by the Republican Party of Florida and the Cuban American Caucus of the Florida Legislature as a consultant and expert witness in the DeGrandy v. Wetherall case that dealt with Congressional and state legislative redistricting.
- Dr. Moreno was also hired by plaintiffs as an expert witness in Suarez vs. Dade School Board (1994) and Negrón v. City of Miami Beach (1995), where defendants were suing under Section Two of the Voting Rights Act to reform school board elections and change at-large elections into single member districts.
- In 2001-2 the Florida House of Representative hired Dr. Moreno as a consultant and expert witness for the 2001-2 redistricting process.
- Dr. Moreno. was the co-principal investigator on a Florida International University contract to provide expertise and technical assistance for redistricting in the City of Miami (2003), the City of Boynton Beach, and Kissimmee.
- In 2011-6 Dr. Moreno. was hired by the Florida House of Representatives as a consultant and expert witness for the 2012 Congressional and state legislative redistricting.
- In addition, Dr. Moreno is an expert in Census data and led the Metropolitan Center in 2002 in obtaining the prestigious Census Information Center (CIS) certification by the US Census Bureau, which allows early access to release data and data with restricted use.

Functions: Project Lead, Data Analytics, Voting Analysis

Dr. Maria Ilcheva is subject matter expert on research methodology and data analytics. Over the past fifteen years at the FIU Metropolitan Center, she has led over 100 research projects focused on various South Florida issues, including demographic research and analysis, housing and community development, transportation, social justice issues and others. Some of her recent work in Broward County includes the Broward Status of Women report (completion in March 2021), the Impact of Habitat Homeownership Study for Habitat Broward, the Hard-to-Enumerate Focus Groups in Broward County, the Broward Housing Needs Assessment, and the Broward Nexus/Linkage Fee Study. Dr. Ilcheva is also co-leading the research on the Broward Equity Initiative funded by the Urban League of Broward County and Hispanic Unity (commenced in February 2021). Most of Dr. Ilcheva's projects involve public outreach and engagement, with community leaders, public officials and various target populations.

Functions: GIS, Data Analytics, Community Outreach

Lina Duran, Senior Assistant to the Principal Investigator

Lina graduated Magna Cum Laude from Florida International University and later from New York University in Urban Planning. Lina is an expert in data collection, advanced analysis at the micro level, and economic development. Lina Served as Project Manager for Palm Beach County Rental Housing Needs Assessment. She performed demographic and economic market research for planned Transit Oriented Development on behalf of the Miami-Dade County Citizens Independent Transportation Trust. Lina also served as a Project Manager in housing market research and analysis for the Broward County Affordable Housing Needs Assessment and performed social and economic research on the Miami Foundation Soul of the Community Indicator Project. Lina also has work with Citibank analyzing local demographic data to identify and define community impact measures in Miami-Dade County. There she helped develop data to demonstrate community opportunities and measure impact needed to make the case for deeper cross-functional engagement of Citibank's businesses and collaborative institutional investment with national partners

Functions: Data Analytics, Community Outreach

Patrick J. Villalonga, Senior Assistant to the Principal Investigator

Mr. Villalonga is a 3rd year PhD student in Political Science at Florida International University. Mr. Villalonga has a strong background in quantitative research, particularly statistical and geographic analysis using statistical software such as SPSS, STATA, and ArcGIS, as demonstrated in his previous research. Mr. Villalonga relies heavily on ArcGIS in his research. Recently he has used ArcGIS to map the distribution personality traits and neighborhood walkability to determine how they influence political participation. Preliminary multivariate analysis of Miami, for example, shows that more walkable precincts tend to have higher rates of participation in national and local level electoral contests independent of income, race, gender, education, and age. Another paper looks at the geographic distribution of personality traits and its effect on community involvement. This project utilizes complex statistical methods such as multilevel modeling. Mr. Villalonga is an expert in ArcGIS. Mr. Villalonga contributed two chapters to the book entitled *A Divided Union: Structural Challenges to Bipartisanship in America*. In one chapter he analyzes the consequences of different primary election systems on political polarization. However, his greatest contribution to the volume was an analysis of political segregation and its effects on political polarization.

Patrick J. Villalonga will assist the principal investigator with voting behavior analysis using regression analysis at the precinct; district and county level to accurately reflect the results of the evaluation methodology.

Lina Duran will assist the principal investigator with the evaluation methodology. This includes the collection and analysis of strategic data variables and their interrelation at the micro level related to demographics, income and spending, housing, lending, quality of life, economic status, educational attainment, and health in order to determine communities of interest.

Functions: Voting Analysis, Data Analytics

Nika Zyryanova, MSIRE, Research Specialist is a GIS-certified urban planner and a graduate from Florida International University with a master's degree in International Real Estate. Her research areas of interest include real estate development trends, economic dynamics, and urban planning. Her greatest strengths as a planner, which come from her multi-disciplinary background, include the knowledge that urbanism and real estate have a symbiotic relation to larger economic forces, the ability to think critically about complex problems, and finding solutions in the most effective ways.

Ms. Zyryanova's work is focused on a range of customized economic and demographic data analysis, including market competitiveness, housing, local and regional economic development, industry ecosystems, and socioeconomic trends. She has provided community development and planning advisory services to many jurisdictions – counties and local governments, involving the application of planning skills, preparation of market analyses, affordable housing reports, comprehensive plans, economic reports, workforce and business assessments, parcel analyses, and interpretation of technical land use and zoning.

Functions: GIS, Data Analytics

Camila Masson received her Bachelor of Science in Social Work from Florida International University in 2017, and Master's in Public Administration in 2019, also from FIU. Ms. Masson has most recently done work on the Status of Women in Miami-Dade County report for 2020, the Miami-Dade County Community Needs Assessment, and the 2020 Small Business Big Impact report which gives a detailed look into the small business economy in Miami-Dade. She has also participated in and helped facilitate numerous focus groups for the Miami-Dade County Community Needs Assessment, and other projects such as the Census 2020: Perspectives from Hard-to-Count Communities in Miami-Dade County. She has also assisted in outreach efforts at the Metropolitan Center when

needed and has developed GIS technology capabilities, allowing her to further expand her research and analytic skills.

Prior to joining the Metropolitan Center, Ms. Masson worked closely with under-served populations such as homeless individuals and families, and South Florida residents in need of assistance due to a natural disaster or economic hardship. Her main research interests are in gender equity, community development and sustainability, and assessing the needs of vulnerable communities.

Functions: Community Outreach, GIS

Holt Communications is a full-service strategic communications agency, based in Broward County. Yvette Holt is the president of Holt Communications, Inc., specializing in public involvement. She has 25 years of public relations and marketing experience with emphasis in community outreach, media relations and integrated marketing. Holt Communications has certifications as a Disadvantaged Business Enterprise (DBE), Florida Statewide and Inter-Local Minority Business Enterprise (MBE), and Small Business Enterprise (SBE).

Functions: Community Outreach

IV. PROPOSED APPROACH

1. Project Plan

The tasks outlined below describe the required steps for the completion of the redistricting plans by the December 2021 deadline set by Broward County.

- 1) **Comprehensive Demographic Analysis:** The team will conduct a 10-year demographic analysis to describe population changes in each district since the last decennial redistricting effort. The analysis will be conducted at the block group level.

The analysis will determine which districts are currently malapportioned and what boundaries need to be adjusted based on population growth and the shifting of population between districts. In addition to basic demographics covering population characteristics such as counts, ethnic and racial distribution, age, household composition etc., the analysis will also inform the delineation of communities of interest by examining current community conditions and trends in the areas of education, economic development, housing, health and crime and safety, among others.

- 2) **Voting Behavior Analysis:** This task involved the analysis of Broward's County voting behavior in every countywide election between 2012 and 2020 to test for ethnic and racial voting polarization and other relevant voting patterns. The team will utilize a double step approach: first a regression analysis and then a homogenous precinct analysis. The regression analysis allows for the examination of voting patterns by race/ethnicity even when there are no homogeneous precincts. The homogeneous precinct analysis will compare voting patterns in "homogeneous precincts" – precincts that are 90% or more single race/ethnicity, and this analysis will determine voter polarization.
- 3) **Community of Interest Aggregation:** The analysis in Tasks 1 and 2 will lead to the delineation of communities of interest across Broward County, with a special attention to how these communities of interest are currently represented through the existing district structure.
- 4) **Census Redistricting Data Analysis:** According to the U.S. Census Bureau timeline as of March 2021, the Bureau will release the 2020 Census redistricting data by September 30. The research team will compare the official census data with the American Community Survey analytics in Tasks 1 and 3, to determine if changes need to be made in the conclusions drawn from these tasks related to current community characteristics. In this task, the consultant will apply redistricting criteria, as prescribed by law and common practice, including compactness, contiguity, communities of interest, competitiveness, prohibition on favoring or disfavoring an incumbent or candidate etc. Maps will be tested for compactness based on selected mapping software.
- 5) **Outreach:** The project team, in collaboration with Broward County will develop an outreach plan, incorporating various strategies and tools to achieve maximum exposure and community interest in the process. A detailed description of the outreach plan is described in the next section.
- 6) **Draft Redistricting Plans:** The consultant will develop four county-wide redistricting maps based on the demographic, voting and socio-economic analysis, considering natural and man-made barriers, such as canals and highways, municipal boundaries and natural boundaries such as bays, rivers, inlets and national parks. The maps and supporting analysis will be presented to the Broward County Board of County Commissioners and to the residents of Broward County in the form of public meetings and workshops. The proposed maps will be

adjusted based on feedback from Broward County Board of County Commissioners, residents, and other stake holders.

- 7) **Final Redistricting Plans:** Present final map to Broward County Board of County Commissioners for final comments before submission to the Board of County Commissioners.

2. *Community Outreach Plan*

As Broward County prepares to launch the redistricting process, ensuring strong community engagement and input will be key to a successful outcome that will be supported by residents. The Metropolitan Center in collaboration with Holt Communications, will develop a comprehensive outreach campaign that involves direct outreach, digital and social media, and media relations to reach residents and inspire them to participate. The campaign will include facilitating public meetings where residents input will be obtained.

STRATEGIES

- a. Develop compelling messaging about the importance of the redistricting process that inspires residents to participate and generates their support for the final outcome.
- b. Create collateral materials that concisely explain the process and provide details on opportunities to participate.
- c. The team can also work with Broward County to establish a web page with information on redistricting and which allows residents to share questions and feedback.
- d. Implement a social media strategy that targets residents and business leaders in each of the districts leading up to community meetings, and also educates them throughout the process.
- e. Coordinate public meetings in each of the districts of the County that generate strong community participation and allow for open feedback from participants.
- f. Implement a media relations campaign that will support efforts to generate attendance at the community meetings and generate awareness about the overall process.

TACTICS

Messaging and Materials

The Metropolitan Center will start by developing key messaging and documents that will effectively communicate to residents the importance of the redistricting process, opportunities to become involved, and resources for more information. We will work to develop the following materials for the campaign:

- Key Messages Document—An internal document with key points about redistricting that we will make throughout the campaign. The messages in this document will guide the creation of all outreach materials.
- FAQ—An external Frequently Asked Questions document that will outline expected questions from residents and clear, concise answers and resources for more information.
- E-flyer—A flyer with key information on upcoming community meetings that can be customized to each of the nine districts. This flyer will primarily be used to be emailed to resident databases for each area.
- Mailers—A mailer about upcoming district and regional community meetings to be sent via traditional postal system to the homes of residents in each district. *[County will send directly]*
- Door Hangers—A door hanger that reflects key messages and shares information about upcoming meetings. *[County will distribute]*

Direct Outreach

The Metropolitan Center, in collaboration with Broward County, will work to directly reach residents and community leaders through various tactics including:

- Emails—We will work with the County and District Commissioner offices to compile lists of emails by district. The Metropolitan Center will then devise a direct email campaign that shares 2-3 emails with residents leading up to community meetings and calls for RSVPs to get a sense of attendance for each one in advance.
- Direct Mail and Door Hangers—The Metropolitan Center, will also design strategic mailers to residents leading up to meetings, and door hangers that the County can pass along to homes in each district, thus ensuring we reach residents without access to or regular involvement with the web and social media.

Media Relations

If desired by Broward County, the Metropolitan Center will work collaboratively with Broward County to develop and manage a media relations campaign that will: 1) amplify awareness surrounding the redistricting process, 2) help generate attendance at community meetings, and 3) ensure strong community engagement throughout the process. The media relations strategy will involve:

- Kick-off Press Release and Pitch – The Metropolitan Center will collaborate with Broward County in developing a press release to kick off redistricting process that will outline the process, share details on upcoming meetings, and call on residents to become involved. We will pitch coverage of the release across all local and regional media outlets—including print, online and broadcast.
- Event Calendar Listings—we will work to ensure all upcoming meetings are included in calendar listings across local publications and broadcast outlets.

Web and Social Media

In today's world, most people access news and information online and through social media. For this reason, it will be important for the redistricting campaign to have a strong web and social presence. The Metropolitan Center will work with Broward County on the following tactics to achieve broad online presence:

- Broward County Redistricting Web Page –The Metropolitan Center team can work with the County to plan and develop a page on the County's website dedicated to redistricting. The web page will be a digital focal point that will provide information and capture your audience's data. It will ensure ensures an effective user experience that informs people about the process, provides relevant content, and directs the user to enter their information in a brief form to use for educational outreach.
- Organic Social Media— Organic social media is still important for individuals and organizations to communicate with their audiences. Because Broward County has an extensive following on both Twitter and Facebook, the Metropolitan Center will create a content calendar with strategic posts for the County to include on its social handles throughout the campaign. Consistent organic social content will increase awareness among residents about the redistricting process and help generate input and attendance at community meetings.

Ideas for engaging organic social posts include:

- ✓ Video/Animation – 30-second video that shows the importance of redistricting and calls on residents to attend meetings.

- ✓ Infographic – Create a shareable infographic that shows data on the importance of redistricting
- ✓ Broward leaders/elected – Reach out to Broward leaders to share posts leading up to community meetings
- ✓ Campaign hashtag – Develop hashtag that drives home call to action.

Community Meetings

The consultant's redistricting team will work with the County to coordinate and facilitate community meetings. Our work will include:

- Logistics and Scheduling— The team will work with the County to identify dates for community meetings, performing conflict checks, sharing strategic counsel on optimal timing, and checking availability of venues. We will also work on logistics for the venues, ensuring the set-up is worked out in advance of each meeting.
- On-site Staffing –We will have a team on-site for each meeting, coordinating sign-in and working with the redistricting team to complete set-up.
- Program Development—The Metropolitan Center will provide strategic counsel on development of the program for each meeting, working with the team to develop a detailed agenda for each event.

3. Expert Testimony Examples

The Metropolitan Center, proposed approach to providing expert testimony relates to an in-depth analysis of voting behavior and whether proposed districts perform to elect candidates of choice or minority as required by Section 2 of the Voting Rights Act. This approach is a combination of statistical analysis of voting behavior and how they correspond to the performance of a proposed district. Dr. Dario Moreno has successfully used this expert testimony approach in the following cases:

- In 1991-1992 Dr. Dario Moreno was hired by the Republican Party of Florida and the Cuban American Caucus of the Florida Legislature as a consultant and expert witness in the DeGrandy v. Wetherall case that dealt with Congressional and state legislative redistricting.
- Dr. Moreno was also hired by plaintiffs as an expert witness in Suarez vs. Dade School Board (1994) and Negrón v. City of Miami Beach (1995), where defendants were suing under Section Two of the Voting Rights Act to reform school board elections and change at-large elections into single member districts.
- In 2001-2002 the Florida House of Representative hired Dr. Moreno as a consultant and expert witness for the 2001-2 redistricting process.
- Dr. Moreno was the co-principal investigator on a Florida International University contract to provide expertise and technical assistance for redistricting in the City of Miami (2003), the City of Boynton Beach, and Kissimmee.
- In 2011-2016 Dr. Dario Moreno was contracted by the Florida House of Representatives as a consultant and expert witness for the 2012 Congressional and state legislative redistricting.

4. Performance Tests and Bloc-Voting Analysis

The standard for compliance with the voting rights act is to ensure that racial minorities and language minorities have the ability to elect candidates of their choice in minority majority districts. In order to ensure a representative number in minority majority districts The Metropolitan Center, will strictly

avoid over packing districts with minority residents cracking minority neighborhoods and putting them in different districts and finally ensuring that the districts represent tangible communities of interest. In addition, we will ensure that the districts are compact according to legally recognized software and measurements to avoid minority majority districts mainly and additionally we will respect geographic and man-made boundaries when applicable.

The research team will use rigorous and court-approved methodologies to ensure that minority communities have the opportunity to elect representatives of their choice. Specifically, we will use regression analysis homogenous precinct analysis to analyze voting patterns in Broward County. Our report will include an analysis of racial bloc voting and a determination of minority voting strength in the County. This analysis will assure that any proposed majority/minority district will perform to elect candidates of choice.

The performance test will be based on all countywide Broward County elections between 2012 and 2020, using both regression analysis and homogenous precinct analysis to determine ethnic and racial bloc voting and polarization. These two methods are currently the more accurate and widespread accepted as the Federal Courts and the Department of Justice approve them both. A breakdown of the voting analysis will be provided at the County, municipal and for the proposed county commission districts geographies. This analysis will allow all the districts to be tested for performance.

5. Project Schedule

Task	Month							
	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Demographic Analysis of Commission Districts								
Voting Behavior Analysis								
Community of Interest Aggregation								
Census Redistricting Data Analysis								
Community Meetings								
Redistricting Draft Plans Development and Revisions								
Final Redistricting Plans								

6. Costs

Completion of Four Redistricting Plans: \$147,653.45

Cost per additional plan: \$20,000

Reprecincting Plan: \$30,000 (Requires state-approved plan for congressional and legislative districts to avoid split districts)

Hourly Rates for personnel who will be involved in additional redistricting plans:

Team Member	Hourly Rate
Dr. Dario Moreno	\$90
Dr. Maria Ilcheva	\$75
Nika Zyryanova	\$35

Appendix A: Project Principals CVs

Florida International University

Education

- Ph.D. University of Southern California, School of International Relations, 1987.
Dissertation: "The Role of Foreign Policy Beliefs Systems in United States Central American Policy."
- M.A. University of Southern California, School of International Relations, 1982.
- A.B. University of Southern California, School of International Relations and Journalism, 1980.

Academic Positions

Associate Professor, Political Science, Florida International University, 1992-Present
Director, Metropolitan Center, Florida International University, 2002-2010. Director of Graduate Programs, Florida International University, 1994-1997

Assistant Professor, Political Science, Florida International University, 1987-1992.

Visiting Professor, Universidad Nacional de Heredia, Costa Rica, 1990

Visiting Professor, School of International Relations, University of Southern California, Los Angeles, California, summer, 1990.

Visiting Professor, Department of Political Science, International Institute, Madrid, Spain, 1987.

Visiting Scholar, Hoover Institute of War, Peace and Revolution, Stanford University, Palo Alto, California, summer 1982.

Contracts and Grants

Co-Principal Investigator, Survey of Citizens, Miami Beach, \$15,500.

Principal Investigator, 311 - Government Call Center, Miami-Dade County, \$84,815, 2007-2010

Principal Investigator, CDQA, Countywide Secret Shops, Miami-Dade County, \$242,903, 2007-2009

Principal Investigator, Transportation Impact Study: City of Sweetwater, Florida Department of Transportation, \$120,000

Principal Investigator, Earned Income Credit Outreach Program, City of Miami, \$793,000, 2003-Ongoing
Principal Investigator, Hialeah Economic Outlook, City of Hialeah, \$35,000, 2007-2008

Co-Principal Investigator, Miami-Dade Voter Confidence Poll, Miami-Dade County, \$35,000, 2006
Co-Principal Investigator, Broward Exit Poll, Broward County, \$30,000, 2006

Principal Investigator, Broward Voter Confidence Poll, Broward County, \$25,000, 2005
Principal Investigator, Annexation Feasibility Study, City of Opa-Locka, \$25,000, 2006
Co-Principal Investigator, Miami-Redistricting, City of Miami, \$40,000, 2003.

Principal Investigator, EITC Poll, Human Service Coalition, \$10,000, 2002.

Research Team member, Miami Annexation, City of Miami, \$49,500, 2002.

Co-Principal Investigator, Target Industry Studies, City of Miami, \$59,500, 2003.

Co-Principal Investigator, Miami Annexation II, City of Miami, \$25,000, 2003.

Co-Principal Investigator, Homeless II, City of Miami, \$35,000.

Principal Investigator, Key Biscayne Visioning Project, Village of Key Biscayne, \$15,000.

Principal Investigator, Earned Income Credit Outreach Program, City of Miami, \$205,000, 2004

Professional Activities

Expert Witness, *Romo v. Detzner* 2012-2018

Editor-in-Chief, *Florida Political Chronicle* 2008-2011.

Member, Miami-Dade County Community Affordable Housing Strategies Alliance (CAHSA) Redistricting Consultant, Florida House of Representative

Editorial Board, *Florida Chronicle*

Editorial Board, *American Political Review* Redistricting Consultant, City of Miami, 2003. Expert Witness, *Martinez v. Bush*

Redistricting Consultant, Florida House of Representative, February 2002-December 2002. Contributing Editor, *Harvard Journal of Hispanic Policy*.

Survey Research Consultant, Campaign Data, 1996-present. Vice Chairman, One Nation Inc. 1996-1998, 1999-2001.

Chairman, One Nation Inc. 1998-1999.

Section Chair, Race and Ethnicity, Southern Political Science Association, 1999. Member, Boundaries Commission, Miami-Dade County, 1995-1999.

Member, Mayor's Blue Ribbon Panel on Charter Reform, City of Miami, 1997.

Expert Witness, Election Reform Committee, Florida House of Representative, February 1997. Section Chair, Foreign Policy Section, American Political Science Association, 1996.

Acting Director, One Nation Inc., 1995. Expert Witness, *Diaz v. City of Miami Beach*

Expert Witness, *Suarez v. Miami Dade School Board*

Member, Ralph Bunche Award Committee on Ethnicity and Pluralism, American Political Science Association, 1993.

Expert Witness, *DeGrandy v. Wetherall*

Contributing Editor, *Hemisphere*, 1988-1991.

Publications

Books:

A Divided Union: Structural Challenges to Bipartisanship in America, co-edited Eduardo Gamarra, Patrick Murphy, David Jolly (New York: Routledge, 2020)

Florida Politics: Ten Media Markets, One Powerful State, co-edited Kevin Hill, Susan McManus (Tallahassee: Florida Institute of Government, 2004).

The Struggle for Peace in Central America: The Arias Plan (Gainesville: University Press of Florida, 1994)

U.S. Policy in Central America: The Endless Debate (Gainesville: University Press of Florida, 1990)

Articles and Book Chapters:

"The Geography of Polarization" (with Patrick J. Villalonga) in *A Divided Union: Structural Challenges to Bipartisanship in America*.

"The Structure of Primaries" (With Steve Vancore, Glenn Burhans, Anthony Kusich, Patrick Villalonga) in *A Divided Union: Structural Challenges to Bipartisanship in America*.

"Carlos Gimenez Conservative Reforms in Miami Dade County, (With Maria Ilcheva) In Marion Orr and Domingo Morel (eds) *Latino Mayors: Political Change in the Postindustrial City*, Philadelphia: Temple University Press, 2018.

- "Cuban American Partisanship: A Secular realignment?" (With James Watts) In Kyle L. Kreider and Thomas J. Baldino (eds) *Minority Voting in the United States*, Vol 1: 254-269. Santa Barbara: Praeger, 2016
- "The Obama Doctrine in Cuba" (With Maria Ilcheva) in Hanna S. Kassab and Jonathan Rosen (eds) *The Obama Doctrine in the Americas* Lanham MD: Lexington Books, 2016.
- "Miami." In *Oxford Bibliographies in Latino Studies*. Ed. Ilan Stavans. New York: Oxford University Press, 2014. Refereed Ch 4: Latino in Florida Politics (with Maria Ilcheva) in Edwin Benton 5 edition of *Government and Politics in Florida* 2014
- "The Miami Renaissance" in *The Roots of Latino Interurban Agency*" Rodolfo Rosales and Sharon Navarro (eds) (Dallas: North Texas Press, 2013)
- "Cuban-Americans." In *Oxford Bibliographies in Latino Studies*. Ed. Ilan Stavans. New York: Oxford University Press, 2013.
- "Fool Me Once: Voter Confidence in Florida" (with Maria Ilcheva and Vanessa Brito) *Florida Political Chronicle* V19, Winter 2008-2009.
- "Cuban Political Power: Challenge and Consequences" *Cuban Affairs Quarterly* Vol. 2, No. 1 (October 2006). (Electronic Journal)
- "Hispanic Vote in Florida: 2004 Election" (with J.C. Flores and Maria Ilcheva) In De la Garza, Rodolfo O., Louis DeSipio, and David L. Leal (eds.). *Beyond the Barrio: Latinos in the 2004 Elections*. South Bend, IN: University of Notre Dame Press, forthcoming 2009.
- "Politics and the Challenge of Ethnicity" (with Kevin Hill) In J. Edwin Benton (ed.) *Government and Politics in Florida, (3rd ed.)* Gainesville: Florida: University Press of Florida, forthcoming 2007.
- "Cuban American Political Power: Challenges and Consequences," *Cuban Affairs*, Vol. 1, Issue 4 (October 2006).
- "Exiles Power: Cubans in the U.S. Political System" in Ernesto Verdeja, Jorge Romero, and David Plotke (eds.) *Cuba and the Valrela Initiative from Dissent to Democratization*, (New York: New School for Social Research, 2004)
- "Simulating Globalization," *International Studies Perspectives*, Vol: 5 (August 2004)
- "Florida Hispanic Voters: Regional Concentration, National Origin Diversity, and Partisanship" in *Florida's Politics: Ten Media Market, One powerful State* in Hill, MacManus, and Moreno (eds.) (Tallahassee: Florida Institute of Government) 2004
- "South Florida" (with Kevin Hill) in *Florida's Politics: Ten Media Market, One powerful State* in Hill, MacManus, and Moreno (eds.) (Tallahassee: Florida Institute of Government) 2004
- "Battleground Florida," Co-authored with Kevin A. Hill. In Rudy de la Garza and Louis DeSipio (eds.) *Muted Voices: Latinos and the 2000 Elections*, Boulder, Colorado: Westview Press, 2003.
- "Power without a Program: Hispanic Incorporation in Miami," Co-authored with Christopher L. Warren in Ruphus Browning, Dale A. Marshall, and David H. Tabbs (eds.) *Racial Politics in American City* (third edition) Boston: Massachusetts: Longman, 2003.
- "A Community or a Crowd: Racial, Ethnic, and Regional Bloc Voting: The Florida House of Representative 1989-98." Co-authored with Kevin A. Hill in *Politics and Policy*, March 2002.
- "Racial and Partisan Voting in a Tri-Ethnic City: The 1996 Dade County, Florida Mayoral Race." Co-authored with Kevin A. Hill and Lourdes Cue in *Journal of Urban Affairs*, Winter 2001.
- "Second Generation Cubans." Coauthored with Kevin A. Hill in Susan McManus (ed.) *Florida Redistricting*, Tallahassee FL: Institute of Government, 2001.
- "Language as a Variable: English, Spanish, Ethnicity and Political Opinion Polling in South Florida." Coauthored with Kevin A. Hill, *Journal of Hispanic Behavioral Science*, May 2001.

"Teaching, Using Role Playing Simulation: Bureaucratic Bargaining Revisited. Coauthored with Heidi H. Hobbs in John Bohrer (ed.) *New Techniques for Teaching Political Science*, New York: Random House, 1999.

"The Limits of Sovereignty in a Bifurcated World," In Heidi H. Hobbs (eds.) *Pondering post-Internationalism*, Albany, New York: State University of New York Press, 1999.

"Cuban-Americans in the 1996 Election." Coauthored with Christopher Warren in Rudy Garcia and Luis DeSipio (eds.) *Awash in the Mainstream: Latinos in the 1996 Election*, Boulder, Colorado: Westview Press, 1998.

"Florida Politics and the Challenge of Ethnicity," Coauthored with Christopher Warren and John Stack in Robert Huckshorn (ed.) *Government and Politics in Florida* (second edition) Gainesville: Florida: University Press of Florida, 1998.

"Cuban-American Political Empowerment." In Chris Garcia (ed.) *Latinos and the United States Political System*, Notre Dame, Indiana: University of Notre Dame Press, 1997.

"Second Generation Cubans." Coauthored with Kevin A. Hill, *Hispanic Journal of Behavioral Science*, May 1996.

"Cuban-Americans in Miami Politics: Understanding the Cuban Model." In Wilbur Rich (ed.) *The Politics of Minority Coalitions: Race, Ethnicity, and Shared Uncertainties*, Westport Connecticut: Greenwood Press, 1996.

"Nicaragua," In James Malloy and Eduardo Gamarra (eds.) *Latin American and the Caribbean Contemporary Record*, New York: Holmes & Meier, 1996.

"The Endless Debate Revisited: U.S. Policy in Central America." Coauthored with Dario Perez in David Dent (ed.) *Handbook of U.S. Latin American Policy*, Westport Connecticut: Greenwood Press, 1995.

"Respectable Intervention: The United States and Central American Elections." In John Both and Mitchell Seligson (eds.) *Elections and Democracy in Central America*, Chapel Hill, North Carolina: University of North Carolina Press, 1995.

"The Conservative Enclave Revisited: Cuban-Americans in the 1992 Election. Coauthored with Christopher Warren in Rudy de la Garza and Luis DeSipio (eds.) *Ethnic Ironies: Latino Politics in the 1992 Election*, Boulder, Colorado: Westview Press, 1995.

"The Cuban Community in the 1992 Presidential Election." *Harvard Journal of Hispanic Policy*, 1992-1993.

"Ethnicity & Partisanship: The Case of the 18th Congressional District in Miami," Coauthored with Nicol Rae in Guillermo Gerner *Miami Today*, Miami, Florida, Florida International University Press, 1992.

"The Conservative Enclave: Cubans in Florida," Coauthored with Christopher Warren in Rudolfo de la Garza, *From Rhetoric to Reality: Latino Politics in the 1988 Election*, Boulder, Colorado: Westview Press, 1992.

"Peace and the Nicaraguan Revolution." *Current History*, September 1988.

Reviews:

Review of Lisa Brock's, *Between Race and Empire: African Americans and Cubans before the Revolution*, in Cuban Studies.

Review of Jeremy M. Brown's, *Explaining the Reagan Years in Central America: A World System Perspective*, in *Hispanic American Historical Review*, 1992.

Review of Thomas Carother's, *In the Name of Democracy: U.S. Policy Toward Latin American in the Reagan Years*, in *Hispanic-American Historical Review*, 1992.

Review of Coleman & Herring, *Central American Politics*, in *Hispanic-American Historical Review*, 1991.

"Thunder on the Left: Radical Critics of U.S. Central American Policy," in *Latin American Research Review*, Summer, 1991.

Review of Perez-Brignoli's *History of Central America* in *Hispanic-American Historical Review*, November 1991.

"Review Essay on the *Closest of Enemies and the Imperial State and Revolution* in *Journal of Inter-American Studies and World Affairs*, Spring 1988.

Newspapers, Magazines and Encyclopedia Articles

Editorial in Miami Herald: "Rick Scott Support among Hispanics at Risk," April 3, 2014.

Viewpoint on Reforming Miami Politics, *Miami Herald*, March 8, 1998.

Opinion article on Corruption in Miami, *Fort Lauderdale Sun Sentinel*, March 1, 1998.

"Calling the Shots: Cuban-American Politics drives Presidential Foreign Policy." *Hemisphere*, Summer 1994.

"Cuban-Americans," *Latino Encyclopedia*, Los Angeles, California: Salem Press, 1996.

"Reapportionment and Gerrymandering in the Latino Community," *Latino Encyclopedia*, Los Angeles, California: Salem Press, 1996.

"Experts Lose at the Ballot Box," *Orlando Sentinel*, March 4, 1990.

"Building Democracy in Nicaragua," *Tampa Tribune*, November 26, 1989.

"A Cuban Homecoming." *Cuban Heritage Magazine*, Fall 1987.

Papers & Presentations

Academic Papers:

"Conservative Reformer: The Election of Carlos Gimenez in Miami-Dade" conference at Brown University, November 2013.

"Realignment of the Cuban American Vote (with James Wyatt)" conference at Florida International University, October 2013.

"Between Service and Research: The Role of Urban Centers," Annual Meeting of the Coalition of Urban and Metropolitan University, October 22, 2006, Coral Gables, FL

"Hurricanes and Politics: Managing Disasters and the Ballot Box." (with Maria Ilcheva) Annual Meeting of the Western Political Science Association, March 9, 2007. Las Vegas, NV.

"Manny Diaz and the Miami Renaissance" (with J.C. Flores and Jessica Lavariega Monforti) given at the Western Political Science Association Meeting, Albuquerque, New Mexico

"2005 Hurricane Season Lessons Learned from Katrina, Rita, and Wilma," Inter-Department Hurricane Conference, Mobile, Alabama

"Precinct Assessability in Miami-Dade County," Western Political Science Association, Oakland, CA, March 16-19.

"The Limits of Ethnic Voting: the 2001 Coral Gables and Weston, Florida Municipal Election." Coauthored with Kevin A. Hill, Florida Political Science Association, Sarasota, Florida, March 2002.

"Miami as a Global City." Southern Meeting of the International Studies Association, Brigham, Alabama, October 2000.

"Incorporation as a form of Political Reform: The Case of Miami Dade." Florida Political Science Association, Miami, Florida, April 2000.

"A Community or a Crowd: Racial, Ethnic, and Regional Bloc Voting: The Florida House of Representatives 1989-1998." Co-authored with Kevin A. Hill, Southern Political Science Association, Savannah, Georgia, November 1999.

"Language and Survey Research lessons from Miami-Dade County, Florida." Coauthored with Kevin A. Hill, Southern Political Science Association, Savannah Georgia, November 1999.

"Cuban-American Politics Post-Mas Canosa." Latin American Studies Association, Chicago, Illinois, September 1998.

"Racial and Partisan Voting in a Tri-Ethnic City: The 1996 Dade County, Florida Mayoral Race." Coauthored with Kevin A. Hill and Lourdes Cue, Midwest Political Science Association, Chicago, Illinois, April 1997.

"The Role of Florida in United States Immigration Policy." Western Political Science Association, San Francisco, California, March 1996.

"Second Generation Cubans." Coauthored with Kevin A. Hill American Political Science Association, Chicago, Illinois, September 1995.

"District Elections and Majority Empowerment: The Evidence for Miami-Dade County." Coauthored with Nicol Rae, Western Political Science Association, March 1994.

Cuban-Americans and Clinton's Foreign Policy." Caribbean Studies Association, Ocho Rios, Jamaica, May 1993.

"Cuban-American and U.S. Cuban Policy." International Studies Association, Acapulco, Mexico, April 1993.

"Redistricting in Florida." Western Political Science Association, Pasadena, California, March 1993.

"Florida's Latinos in the 1992 Election." Western Political Science Association, Pasadena, California, March 1993.

"The Role of External Actors in Central American Democracy and Elections," Latin American Studies Association, Los Angeles, California, September 1992.

"Reasserting the Hegemonic Presumption." Latin American Studies Association, Washington, D.C. April 1991.

"The Nicaraguan Right." Southeastern Council on Latin American Studies, Jacksonville, Florida, March 1990.

"Cuban-American Political Empowerment," Inter-University Program for Latino Research National Conference: Latino Research Perspectives in the 1990s, Pomona, California, May 1990.

"Bush and the Sandinista." Southeastern Council on Latin American Studies, Tampa, Florida, March 1990.

"Recruitment of Latinos in Graduate School." American Political Science Association, Atlanta, Georgia, September 1989.

"The Sandinista and their Enemies." Southeastern Council on Latin American Studies, Myrtle Beach, South Carolina, April 1989.

"U.S.-Nicaraguan Relations after Reagan." International Studies Association, London, England, March 1989.

"The U.S. and the Arias Peace Plan" The Prospect for Peace in Central America." Florida Political Science Association, Ft. Lauderdale, Florida, April 1988.

"Democracy and the Restructuring of Spanish Foreign Policy." International Studies Association, St. Louis, Missouri, March 1988.

"El papel de los Factores Internos y la Política Internacional de los Estados Unidos." Coauthored with Mark Rosenberg, Venezuelan Association of Caribbean States, Caracas, Venezuela, March 1988.

"The United States and the Caribbean." Coauthored with Mark Rosenberg, Venezuelan Association of Caribbean States, Caracas, Venezuela, March 1988.

"The Collapse of Containment and U.S. Central America Policy." American Political Science Association, Chicago, Illinois, September 1987.

"U.S. Security Policy in Central America." International Studies Association, Washington, D.C., March 1985.

"Presidential Decision-Making." Coauthored with Heidi Hobbs, International Studies Association, Atlanta, Georgia, March 1984.

"American Foreign Policy the Limits of Consensus." Coauthored with Heidi Hobbs, International Studies Association, Mexico City, Mexico, 1983.

"Measures and Trends in U.S. and Soviet Strategic Force Effectiveness." Coauthored with PepinoDeBiao, International Studies Association, Mexico City, Mexico, 1983.

Invited Presentations

"Election Reform and 2002 vote." National Association of Hispanic Public Administration, Miami, Florida, April 2002.

"Dealing with Immigration: The Case of Florida." National Association of Latino Elected and Appointed Officials, San Jose, California, June 2001.

"Diversity in Florida." International Rotary Club, Miami, Florida, December 2000.

Roundtable on Florida Politics, Florida Political Science Association, Miami, Florida, March 2000.

"The Hispanic Vote in Florida." National Immigration Forum, Washington, D.C., March 2000.

"The One Florida Initiative." National Association of Hispanic Public Administration, Miami, Florida, February 2000.

"Naturalization in Miami." National Association of Latino Elected and Appointed Officials, Philadelphia, Pennsylvania, July 1999.

"Fighting Corruption in Miami-Dade County," National Association of Hispanic Public Administration. Coral Gables, Florida, January 1999.

"The politics of Immigration in Florida." Leadership Miami, Miami, Florida, May 1999.

"Cuban-Americans in the 1998 Election." National Immigration Forum, Washington, D.C. November 1998.

"Racially Polarized Voting in Dade County." National Community Relations Conference, Miami, Florida, February 1997.

"Cuban-American and the New Immigration Law." National Immigration Forum and Carnegie Endowment for International Peace, Washington, D.C. December 1996.

"Cuban-Americans and the 1996 Election." Hispanic National Bar Association, Miami Beach, Florida, September 1996.

"Cuban-Americans and other non-traditional actors in the U.S. Foreign Policy." Stimson Institute and Overseas Development Council, Austin, Texas, May 1996.

Participants in Roundtable on "Shaping American Foreign Relations: The Critical Role of the Southeast." Stanley Foundation, Seabrook Island, South Carolina, April 1996.

Participant in Roundtable on "United States and Cuba: Where we go from here?" Stanley Foundation, Airlie Center, Virginia, October 1995.

"Citizenship and Political Mobilization: The Case of Dade County." National Association of Latino Elected Officials, Austin, Texas, May 1995.

"The Immigration Crisis in South Florida." Donor Group, Miami, June 1995.

"The Cuban-American Community and Clinton's Cuban Policy." Institute of Latin American Studies, Moscow, Russia, October 1993.

"*The DeGrandy v. Wetherall* impact on the Voting Rights Act. University of Miami School of Law, April 1993.

"Cuban-Americans and the Clinton Campaign." John F. Kennedy School of Government, Harvard University, March 1993.

"Bush's Central American Policy." Association of Diplomats Accredited to Honduras, Tegucigalpa, Honduras, April 1990.

"Cuba and Panama," Miami Press Club, Miami, Florida, January 1990.

"United States Policy Towards Central America Under Reagan." Universidad de San Carlos, Guatemala City, Guatemala, October 1987.

Awards and Honors

Teaching Incentive Program, State University System of Florida, 1999. Teaching Incentive Program, State University System of Florida, 1995.

Pew Faculty Fellowship in International Politics, Harvard University, 1992.

Distinguished Leadership Award, International/Global Education Program, Miami-Dade County Public Schools, 1992.

Excellence in Teaching Award, Florida International University, 1991. Fulbright Fellowship, Costa Rica, 1990.

MARIA D. ILCHEVA, Ph. D.

Jorge Pérez Metropolitan Center, Florida International University
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Phone: [954-438-8652](tel:954-438-8652) • E-mail: milcheva@fiu.edu

EDUCATION:

Ph.D.	Political Science Department Florida International University, April 2009
M.A.	Political Science Department Florida International University, April 2002
B. A.	American University in Bulgaria Blagoevgrad, Bulgaria, May 2000

PROFESSIONAL EXPERIENCE:

November 2018 – present	Assistant Director and Research Professor Jorge Perez Metropolitan Center, Florida International University
November 2009 – November 2018	Senior Researcher/Assistant Scholar Metropolitan Center, Florida International University
August 2004-present	Adjunct Instructor, Departments of Political Science and International Relations, and Public Administration, FIU

JOB DESCRIPTION AND RESPONSIBILITIES:

Dr. Ilcheva has experience and responsibility in a number of areas critical to the Metropolitan Center's operations, including project management, research, administration, training, outreach material design and dissemination, and others. Some of her duties include:

- Serves as Principal Investigator and/or Project Manager on contracts and grants funded by governmental, nonprofit and for-profit organizations, with both research and administrative responsibilities for developing timelines, budgets, resource allocation and staff commitment
- Ensures adherence to university policies and procedures, as well as funding requirements, including budget monitoring, human subject research procedure compliance, time management, performance reporting etc.
- Develops and applies advanced research methodologies for demographic, economic, statistical and GIS analysis.
- Prepares and disseminates research reports, presentations and findings to stakeholders, including senior decision-makers, elected officials, community leaders, and professional audiences.
- Mentors and supervises undergraduate and graduate students, and junior staff in research projects.
- Develops and delivers face-to-face and online instruction materials in research methods, political and institutional analysis, and public policy. Various courses offered by the FIU Political Science and International Relations Department in World Politics, Russian Politics, European Politics and Comparative Politics; Additional courses taught from the curriculum of the Department of Public Administration include the capstone course for students in their last semester of study and Applied Research Methods class. Teaching a graduate class on Research Methods and Tools in the Master's in Arts in Global Affairs program.
- Collaborates with Director and senior FIU leaders in preparing the Center's self-assessment reports for university administrators and Board of Governors

TEACHING EXPERIENCE: Graduate classes in Research Methods taught in the Master's in Arts in Global Affairs program. Various courses offered by the FIU Political Science and International Relations

Department in World Politics, Russian Politics, European Politics and Comparative Politics; Additional courses taught from the curriculum of the Department of Public Administration include the capstone course for students in their last semester of study and **Applied Research Methods** class.

OTHER AREAS OF EXPERTISE: Learning Management Systems (Blackboard, Moodle and Canvas), Statistical analysis software (SPSS, STATA and R), Presentation and Visualization (Tableau, Piktochart, PowerPoint, Prezi), Graphic design (Adobe and Corel), Project management (Microsoft Project, Smartsheet, Teamwork Projects).

SELECTED RESEARCH PROJECTS (serving as principal investigator, last two years), funder, and duration:

Impact of Habitat for Humanity Homeownership, funded by Rogers Family Foundation (2020-ongoing):

The research entails detailed analytics of the neighborhoods in which Habitat homes are located in Broward County, including demographics, economic and housing data, property appraiser analysis etc. Additionally, the research entails the administration of a survey with homeowners measuring any changes related to education, income, health and other household characteristics as a result of homeownership.

Broward Equity Action Plan, funded by Urban League of Broward and Hispanic Unity (2021 – ongoing):

The Jorge M. Pérez Metropolitan Center is developing assessments on the "State of Black and Latinx Broward." The assessments including the analytical framework, key data points, baseline indicators, and findings for seven subject areas, including baseline demographics, economic development, education, housing, criminal justice and safety, public health and voter engagement. The assessments will provide the underpinnings for the subsequent "Broward Equity Plan of Action." The plan will include specific planning and policy recommendations for each topic area.

Broward Status of Women Report 2021, funded by Broward County (2020-2021): The Status of Women in Broward County Report 2021 is the first biennial report that tracks disparities between men and women and progress toward closing the gender gap. The 2021 Report tracks women's progress in Broward County based on educational attainment, economic development, and overall health and safety. Women's status in each of these categories is evaluated over ten years from 2010 to 2019, across racial and ethnic boundaries, and compared to their male counterparts.

Building Prosperity in Miami-Dade County, The Miami Foundation/JP Morgan Chase (2019-2021): The FIU Metropolitan Center is the evaluator of the workforce and small business interventions implemented by the Miami Foundation and community partners to train local residents and businesses to be more resilient to chronic financial stresses, such as lack of access to well-paying jobs and insufficient business opportunities. The evaluation entails working with community partners on developing assessment tools, the collection of data from their clients and the assessment of success in achieving desired goals in terms of program outputs, outcomes and systems change.

Miami-Dade County Comprehensive Community Needs Assessment, Miami-Dade County Community Action and Human Services Department (2019-2020): The report provides a comprehensive assessment of the community, outlining in depth the characteristics that point to its strengths, weakness and opportunities to improve. The report examined a variety of factors across topical areas such as demographics, education, economic opportunity, health, crime and safety and community resources, for the county as well as for specific neighborhoods and opportunity zones. The research also included primary data collection through a survey administered over the phone, online and in person, with approximately 3,000 collected responses. Additional qualitative information was collected through eight focus groups with community members, department staff and board members.

The Small Business Ecosystem of Miami-Dade County, JP Morgan Chase (2019-2020): The research entails the creation of a detailed inventory of all institutional, nonprofit and private organizations serving small businesses, with a categorization of services with the outcome will be a resource for businesses and for service providers to direct clients to appropriate resources; a comprehensive analysis identifying areas of need and opportunities for service enhancements through the collection of first-person

information from service providers on their observations of small business needs and challenges; and development of a platform for collaboration and knowledge exchange among service providers, and within the business community with the hosting service providers meetings improving collaboration and know-how for businesses and service-providers. The funding will also be used to update the [Small Business. Big Impact.](#) report produced by the Metropolitan Center in 2018.

Hurricane Preparedness and Mitigation, Florida Legislature, (recurring annual funding since 2006): The research involves the administration of an annual Hurricane Preparedness poll which gauges the culture of preparedness of Florida residents and includes an assessment of their ability and willingness to engage in mitigation measures. Each year the research has a specific focus, including the impact of flooding and development on the ability of regions to deal with hurricanes, social vulnerability assessments by region, as well as the impact of climate change and sea level rise on the decision-making processes and actions of local residents and decision-makers.

[Status of Women in Miami-Dade County, Miami-Dade County Office of the Commission Auditor, \(recurring annual funding since 2016\):](#) The first annual report on the status of women and girls in Miami-Dade was presented to the Board of County Commissioners Tuesday, December 6, 2016. The findings shed a light on areas where women and girls are succeeding or struggling, including in education, health and safety and economic development. The annual reports track progress towards reducing the gender pay gap, across educational levels, industry sectors and occupations, and assess the challenges women face.

211 Helpline Quality Assurance Assessment, Jewish Community Services/The Children's Trust (recurring annual funding since 2011): Assessment of the customer service and quality of information provided by 211 agents. JCS operates the 211 Helpline with funding assistance from the Children's Trust. The assessments are completed through phone secret shops in English, Spanish and Creole, with the analysis provided to JCS in quarterly evaluation reports.

[Make It Miami: Report on the Manufacturing Sector in Miami-Dade County, Citi Community Development \(2019\):](#) The report, a collaboration of the FIU Jorge M. Pérez Metropolitan Center and the Florida SBDC at FIU, outlined the strength of the manufacturing sector in the county, the types of establishments and subsectors of manufacturing firms, and their characteristics in terms of functions, sales and employment. The report found that the manufacturing sector connects with many other sectors in Miami-Dade's economy through a multiplier effect—a way of measuring how important one industry is to the others in a region. For every job gained or lost in the manufacturing sector, 2-3 jobs are similarly affected. The research also included a survey with manufacturing companies that assessed the challenges and opportunities for their business.

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