

REDISTRICTING CONSULTANT SERVICES AGREEMENT

This Redistricting Consultant Services Agreement (“Agreement”) is entered into by and between the St. Johns County School District, located at 40 Orange Street, St. Augustine, Florida 32084 hereinafter referred to as “SJCS D”, and ARCBridge Consulting & Training, Inc., whose business address is 21515 Ridge Top Circle, Suite 290, Sterling VA, 20166, hereinafter referred to as “Consultant”, each individual referred to as a “Party” and, collectively, the “Parties”.

WHEREAS, the Consultant has offered to provide Redistricting Services for the St. Johns County School Board and St. Johns County Board of County Commissioners, collectively referred to as “St. Johns”, on a non-exclusive basis, that shall conform to the Services (“Exhibit A”), and all associated addenda, attachments and exhibits, incorporated herein by reference and the requirements of this Agreement; and

WHEREAS, the Consultant has submitted a written proposal dated July 23, 2021, hereinafter referred to the Consultant’s Proposal (“Exhibit B”), which is incorporated herein by reference;

NOW THEREFORE, in consideration of the premises and of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereby agree as follows:

1. Term of Agreement. The Agreement shall become effective on the date of the parties’ execution and shall continue through completion of the redistricting process and expire after completion of any additional work requested by SJCS D, the St. Johns County School Board or St. Johns County Board of County Commissioners. SJCS D reserves the right to exercise its option to extend this Agreement for up to one hundred-eighty (180) calendar days beyond the Agreement period. This Agreement may be extended beyond the initial one hundred-eighty (180) calendar day extension period by mutual agreement between SJCS D and the Consultant.

2. Priority of Documents. In the event of a conflict between documents, the following priority of documents shall govern:

First:	This Agreement, then;
Second:	Exhibit A, then;
Third:	Exhibit B

3. Nature of the Agreement. This Agreement incorporates and includes all prior negotiations, correspondence, conversations, agreements, and understandings applicable to the matters contained in this Agreement. The parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this Agreement, and that this Agreement contains the entire Agreement between the parties as to all matters contained herein. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written. It is further agreed that any oral representations or modifications concerning this Agreement shall be of no force or effect, and that this Agreement may be modified, altered or

amended only by a written amendment duly executed by both parties hereto or their authorized representatives.

The Consultant shall provide the services set forth in the Services, and render full and prompt cooperation with SJCS D in all aspects of the Services performed hereunder.

The Consultant acknowledges that this Agreement requires the performance of all things necessary for or incidental to the effective and complete performance of all Services under this Agreement. All things not expressly mentioned in this Agreement but necessary to carrying out its intent are required by this Agreement, and the Consultant shall perform the same as though they were specifically mentioned, described and delineated.

The Consultant shall furnish all labor, materials, tools, supplies and other items required to perform the Work and Services necessary for completion of this Agreement.

4. Manner of Performance. The Consultant shall provide the Services described herein in a competent and professional manner satisfactory to SJCS D in accordance with the terms and conditions of this Agreement. SJCS D shall be entitled to a satisfactory performance of all Services described herein and to full and prompt cooperation by the Consultant in all aspects of the Services. At the request of SJCS D, the Consultant shall promptly remove from the project any Consultant's employee, subconsultant, or any other person performing Services hereunder.

The Consultant warrants and represents that its personnel have the proper skill, training, background, knowledge, experience, rights, authorizations, integrity, character and licenses as necessary to perform the Services described herein, in a competent and professional manner.

The Consultant shall at all times cooperate with SJCS D and coordinate its respective work efforts to most effectively and efficiently maintain the progress in performing the Services.

The Consultant shall comply with all provisions of all federal, state, and local laws, statutes, ordinances and regulations that are applicable to the performance of this Agreement.

5. Compensation and Payment. Prices shall remain firm and fixed for the term of this Agreement, including any option or extension periods. In accordance with Section 218.74 of the Florida Statutes, the time at which payment of the Redistricting Service Fee from SJCS D shall be due forty-five (45) days from receipt of a proper invoice.

Redistricting Services Fee	
Redistricting Services as outlined in this Agreement, which includes any and all costs necessary to complete the Services	\$59,900.00
Project Initialization	10% of Redistricting Services Fee
Completion and Presentation of Draft Redistrict Plans	25% of Redistricting Services Fee
Completion of Community Outreach	20% of Redistricting Services Fee

Completion and Presentation of Final Redistricting Plans	25% of Redistricting Services Fee
Final Adoption of St. Johns of District Boundaries	20% of Redistricting Services Fee

In the event additional services are requested solely by the St. Johns County School Board, SJCSDB shall be responsible for all costs associated with the requested additional services. In the event additional services are requested solely by St. Johns County Board of County Commissioners, the St. Johns County Board of County Commissioners shall be responsible for all costs associated with the requested additional services. All additional services require a Purchase Order by the requesting agency. In accordance with Section 218.74 of the Florida Statutes, the time at which payment of Additional Services is paid from the requesting agency shall be forty-five (45) days from receipt of a proper invoice.

Additional Services	
Hourly Rate for Expert Testimony	\$400.00/HR + Preparation + Travel
Hourly Rate for Additional Community Outreach Meetings	\$250.00/HR + Preparation + Travel
Hourly Rate for Additional Meetings in front of the St. Johns County School Board and/or St. Johns County Board of County Commissioners	\$250.00/HR + Preparation + Travel
Additional Redistrict Plans	\$3,500.00

6. Independent Consultant. Consultant certifies that it is an independent consultant and shall not employ, contract with, or otherwise use the services of any officer or employee of SJCSDB, the St. Johns County School Board or the St. Johns County Board of County Commissioners. Consultant certifies that its owner, officers, directors or agents, or members of their immediate family, do not have an employee relationship or other material interest with SJCSDB, the St. Johns County School Board or the St. Johns County Board of County Commissioners.

Consultant does not have the power or authority to bind SJCSDB in any promise, agreement or representation other than specifically provided for in this Agreement.

7. Personnel. All of the Services herein shall be performed by Consultant or under its supervision, and all personnel engaged in performing these Services shall be fully qualified and, if required, authorized, or permitted under applicable state and local law to perform such Services.

In the event the Consultant wishes to substitute personnel for the key personnel identified by the Consultant's proposal, the Consultant must notify SJCSDB in writing at least ten (10) days prior to the change. Knowledge, skills, and abilities of substitute personnel must be equal to or greater than key personnel identified in Consultant's proposal.

8. Background Check. Consultant and any of its employees performing Services under this Agreement shall comply with all requirements of Sections 1012.32 and 1012.465, Florida Statutes, and, except as provided in Sections 1012.467 or 1012.468 and consistent with SJCSO policy, all of its personnel who: (1) are to be permitted access to school grounds when students are present, (2) will have direct contact with students, or (3) have access or control of school funds, shall successfully complete the background screening required by the referenced statutes and meet the standards established by the statutes and SJCSO. This background screening will be conducted by SJCSO in advance of the Consultant or its personnel providing any services under the conditions prescribed in the previous sentence. Consultant shall bear the cost of acquiring the background screening required by Section 1012.32, Florida Statutes, and any fee imposed by the Florida Department of Law Enforcement to maintain the fingerprints provided with respect to Consultant and its personnel. The Parties agree that the failure of Consultant to perform any of the duties described in this section shall constitute a material breach of this Agreement entitling SJCSO to terminate immediately with no further responsibilities or duties to perform under this Agreement. Consultant agrees to indemnify and hold harmless the SJCSO, its officers and employees from any liability in the form of physical or mental injury, death or property damage resulting from Consultant's failure to comply with requirements of this section or with Sections 1012.32 and 1012.465, Florida Statutes.

- (a) Insurance and Indemnification: Consultant agrees to indemnify and save harmless SJCSO, its officers, agents and employees from and against any and all claims and liabilities (including expenses) for injury or death of persons or damage to any property which may result, in whole or in part, from any negligence or other act or omission on the part of the Consultant, its agents, employees or representatives. Consultant will carry and maintain at a minimum the following coverage from insurance carriers that maintain a rating of "A-" or better and a financial size category of "VI" or higher according to the A. M. Best Company: (a) general liability; (b) automobile liability insurance; (c) workers' compensation where applicable, in the minimum amounts required by Florida Statute. Commercial General Liability. General Liability: Limits not less than \$1,000,000 per occurrence for Bodily Injury/Property Damage; \$1,000,000 General Aggregate. Limits not less than \$1,000,000 for Products/Completed Operations Aggregate.
- (b) Auto Liability: Owned, Non-Owned and Hired Auto Liability with Bodily Injury and Property Damage limits of not less than \$1,000,000 Combined Single Limit. If Awardee does not own any vehicles, hired and non-owned automobile liability coverage in the amount of \$1,000,000 will be accepted.
- (c) Workers Compensation: Workers Compensation Insurance for all employees of the Consultant as required by Florida Statute.

Consultant shall furnish a certificate of Insurance listing the St. Johns County School Board as an additional insured. Consultant shall furnish an additional Certificate of Insurance which lists the St. Johns County Board of County Commissioners as an additional insured.

9. Subconsultant Relations. If the Consultant will cause any part of this Agreement to be performed by a Subconsultant, the provisions of this Agreement will apply to such Subconsultant and its officers, agents and employees in all respects as if it and they were

employees of the Consultant; and the Consultant will not be in any manner thereby discharged from its obligations and liabilities hereunder, but will be liable hereunder for all acts and negligence of the Subconsultant, its officers, agents, and employees, as if they were employees of the Consultant. The services performed by the Subconsultant will be subject to provisions hereof as if performed directly by the Consultant.

10. Termination and Suspension of Work. This Agreement may be terminated by SJCSO with or without cause upon thirty (30) days written notice sent by Certified mail to Consultant.

(a) In the event SJCSO exercises its right to terminate this Agreement, the Consultant shall, upon receipt of such notice, unless otherwise directed by SJCSO:

- i. Stop work on the date specified in the notice ("Effective Termination Date");
- ii. Take such action as may be necessary for the protection and preservation of SJCSO's materials and property;
- iii. Cancel orders;
- iv. Assign to SJCSO and deliver to any location designated by SJCSO any non-cancelable orders for deliverables that are not capable of use except in the performance of this Agreement and has been specifically developed for the sole purpose of this Agreement and not incorporated in the Services;
- v. Take no action which will increase the amounts payable by SJCSO under this Agreement; and

(b) In the event that SJCSO exercises its right to terminate this Agreement, the Consultant will be compensated as stated herein for the:

- i. Portion of the Services completed in accordance with the Agreement up to the Effective Termination Date; and
- ii. Non-cancelable deliverables that are not capable of use except in the performance of this Agreement and has been specifically developed for the sole purpose of this Agreement, but not incorporated in the Services.

(c) All compensation pursuant to this Article are subject to audit.

11. Event of Default. An Event of Default shall mean a breach of this Agreement by the Consultant. Without limiting the generality of the foregoing, and in addition to those instances referred to herein as a breach, an Event of Default shall include the following:

- (a) The Consultant has not provided deliverables on a timely basis.
- (b) The Consultant has refused or failed to supply enough properly skilled staff personnel.
- (c) The Consultant has failed to obtain approval of SJCSO where required by this Agreement.

12. Notice of Default – Opportunity to Cure. If an Event of Default occurs in the determination of SJCSO, SJCSO may so notify the Consultant (“Default Notice”), specifying the basis for such default, and advising the Consultant that such default must be cured immediately or this Agreement with SJCSO may be terminated. Notwithstanding, SJCSO may, in its sole discretion, allow the Consultant to rectify the default to SJCSO’s reasonable satisfaction within a thirty (30) day period. SJCSO may grant an additional period of such duration as SJCSO shall deem appropriate without waiver of any of SJCSO’s rights hereunder, so long as the Consultant has commenced curing such default and is effectuating a cure with diligence and continuity during such thirty (30) day period or any other period which SJCSO prescribes. The default notice shall specify the date which the Consultant shall discontinue the Services upon the Termination Date.

13. Remedies in the Event of Default. If an Event of Default occurs, the Consultant shall be liable for all damages resulting from the default, including but not limited to the difference between the cost associated with procuring Services hereunder and the amount actually expended by SJCSO for re-procurement of Services, including procurement and administrative costs. The Consultant shall also remain liable for any liabilities and claims related to the Consultant’s default.

14. Quality Assurance/Quality Assurance Record Keeping. The Consultant shall maintain, and shall require that its subconsultants and suppliers maintain, complete and accurate records to substantiate compliance with the requirements set forth in the Services. The Consultant and its subconsultants and suppliers, shall retain such records, and all other documents relevant to the Services furnished under this Agreement for a period of three (3) years from the expiration date of this Agreement and any extension thereof.

15. Access to and Retention of Documentation. SJCSO, the United States Department of Education, the Comptroller General of the United States, the Florida Department of Education, or any of their duly authorized representatives shall have access to any books, documents, papers, and records of the Consultant which are directly pertinent to work and services to be performed under this Agreement for the purpose of audit, examination, excerpting and transcribing. The parties will retain all such required records, and records required under any state or federal rules, regulations or laws respecting audit, for a period of three (3) years after the SJCSO has made final payment and all services have been performed under this Agreement.

16. Confidentiality. All developed works and other materials, data, transactions of all forms, financial information, documentation, inventions, designs and methods obtained from SJCSO in connection with the Services performed under this Agreement, made or developed by the Consultant or its subconsultants in the course of performance of such Services, or the results of such Services, or which SJCSO holds the proprietary rights, constitute Confidential Information and may not, without the prior written consent of SJCSO, be used by the Consultant or its employees, agents, subconsultants or suppliers for any purpose other than for the benefit of SJCSO and St. Johns, unless required by law. In addition to the foregoing, all information related to members of the St. Johns County School Board and St. Johns County Board of County Commissioners shall be considered Confidential Information. Neither the Consultant nor its employees, agents, subconsultants or suppliers may sell, transfer, publish, disclose, display,

license or otherwise make available to others any part of such Confidential Information without the prior written consent of SJCSO. Additionally, the Consultant expressly agrees to be bound by and to defend, indemnify and hold harmless SJCSO, and their officers and employees from the breach of any federal, state or local law in regard to the privacy of individuals.

17. Proprietary Rights. The Consultant hereby acknowledges and agrees that SJCSO retains all rights, title and interests in and to all materials, data, documentation and copies thereof furnished by SJCSO to the Consultant hereunder or furnished by the Consultant to SJCSO and/or created by the Consultant for delivery to SJCSO, even if unfinished or in process, as a result of the Services the Consultant performs in connection with this Agreement, including all copyright and other proprietary rights therein, which the Consultant as well as its employees, agents, subconsultants and suppliers may use only in connection with the performance of Services under this Agreement. Submission or distribution by the Consultant to meet official regulatory requirements or for other purposes in connection with the performance of Services under this Agreement shall not be construed as publication in derogation of the SJCSO's copyrights or other proprietary rights.

18. Federal and State Tax. SJCSO is exempt from federal and state taxes for tangible personal property. Consultant shall not be exempted from paying applicable sales tax to the State of Florida and/or the federal government, as the case may be, for the purchase of materials to fulfill contractual obligations with SJCSO, nor shall Consultant be authorized to use SJCSO's tax exemption number in securing such materials.

19. Time is Of Essence. Time is of the essence concerning the performance of all terms and conditions of this Agreement.

20. Standard of Care. In providing Service under this Agreement, Consultant will endeavor to perform in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances. Upon notice by SJCSO, Consultant will correct those Services not meeting such a standard.

21. Assignability. This Agreement is for the Services of the Consultant and may not be assigned by the Consultant except as part of the sale of all or substantially all of Consultant's assets, without the prior written consent of SJCSO, which shall not be unreasonably withheld. Neither a sale of all or substantially all Consultant's assets, a stock sale, merger or change in control shall require the SJCSO's consent. However, in any such event, Consultant's successor shall honor and abide by all the terms and conditions of the Agreement.

22. Laws and Regulations. This Agreement, and all extensions, supplements and modifications thereto, and all questions relating to its validity, interpretation, performance or enforcement shall be governed and construed in accordance with the laws of the State of Florida. Any legal disputes, legal proceedings or actions arising out of or in connection with this Agreement shall be brought in the state courts of St. Johns County, Florida. The parties shall not violate the code of ethics for public officers and employees, Chapter 112, Florida Statutes.

23. Non-Discrimination. Consultant shall not discriminate against any employee or participant in the performance of the duties, responsibilities, and obligations under this Agreement because of race, color, religion, gender, age, marital status, disability, political or religious beliefs, national or ethnic origin.

24. Survival. The insurance and indemnity provisions set forth in this Agreement shall survive the termination of this Agreement.

25. Authority. Consultant hereby represents and warrants that it has and will continue to maintain all licenses and approvals required to conduct its business, and that it will at all time conduct business activities in a reputable manner.

26. Compliance with Laws. Consultant shall comply with all applicable laws, codes, ordinances, permitting, and regulations as well as all applicable SJCS D policies, regulations, rules and guidelines in connection with Services.

27. Severability. If any terms of this Agreement, or the application thereof to any person or circumstances shall, to any extent, be held invalid or unenforceable, such term or provision shall be stricken and deemed unenforceable and every other term and provision of this Agreement shall be deemed valid and enforceable to the extent permitted by law.

28. Conduct While on School Property. Consultant acknowledges that its employees and agents will behave in an appropriate manner while on the premises of any school facility and shall at all times conduct themselves in a manner consistent with SJCS D policies and within the discretion of the premises administrator (or designee). It is a breach of this Agreement for any agent or employee of the Consultant to behave in a manner which is inconsistent with good conduct or decorum or to behave in any manner that will disrupt the educational program or constitute any level of threat to the safety, health and well being of any student or employee of SJCS D. Consultant agrees to immediately remove any agent or employee if directed to do so by the premise's administrator or designee.

29. No Waiver. Nothing herein is intended to serve as a waiver of sovereign immunity by any agency or political subdivision to which sovereign immunity may be applicable.

30. Debarment. By signing this Agreement, Consultant certifies to the best of its knowledge and belief, that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declare ineligible or voluntarily excluded from covered transactions by a federal department or agency.
- (b) Have not, within the preceding five-year period, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property.

- (c) Are not presently indicted or otherwise criminally charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in the preceding paragraph (b).
- (d) Have not within the preceding five-year period had one or more public transactions (federal, state, or local) terminated for cause or default.

Consultant agrees to notify SJCS D within 30 days after occurrence of any of the events, actions, debarments, proposals, declarations, exclusions, convictions, judgments, indictments, informations or terminations as described in (a) - (d) above, with respect to Consultant or its principals.

31. Notice. All formal notices, proposed changes, and determinations between the Parties hereto including but not limited to, changes to the notification addresses set forth below, shall be in writing and shall be sufficient if mailed by the United States mail, postage prepaid, to the Parties at the contact information below:

St. Johns County School District
Attention: Chief of Staff
40 Orange Street
St. Augustine, Florida 32084

ARCBridge Consulting & Training, Inc.
Attn: Sam Mathur
21515 Ridge Top Circle, Suite 290
Sterling, Virginia 20166

St. Johns County School District
Attention: Director for Purchasing
3015 Lewis Speedway, Building 5
St. Augustine, Florida 32084

32. Public Records. This Agreement is subject to and governed by the laws of the State of Florida, including without limitation Chapter 119, Florida Statutes, which generally make public all records and other writings made or received by the parties.

Florida Statute 119.0701 requires the Consultant to comply with Florida's public records laws with respect to services performed on behalf of the School District. Specifically, the Statute requires that the Consultant:

- (a) Keep and maintain public records required by the School District to perform the service.
- (b) Upon request from the School District's custodian of public records, provide the School District with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119 of the Florida Statutes or as otherwise provided by law.
- (c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Consultant does not transfer the records to the School District.


(d) Upon completion of the contract, transfer, at no cost, to the School District all public records in possession of the Consultant or keep and maintain public records required by the School District to perform the service. If the Consultant transfers all public records to the School District upon completion of the contract, the Consultant shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Consultant keeps and maintains public records upon completion of the contract, the Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the School District, upon request from the School District's custodian of public records, in a format that is compatible with the information technology systems of the School District.

IF CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 904-547-7637; sjpubrec@stjohns.k12.fl.us ; OR ST. JOHNS COUNTY SCHOOL DISTRICT, ATTN: COMMUNITY RELATIONS, 40 ORANGE STREET, ST. AUGUSTINE, FL 32084

IN WITNESS WHEREOF, the parties hereunto have executed this Agreement as of the date first above written.

ATTEST (WITNESS):

ST. JOHNS COUNTY SCHOOL DISTRICT

By: 
Print Name: Gina Fallica
Title: Executive Assistant

By: 
James Forson
Superintendent

Date Approved: 8/4/21

ARCBRIDGE CONSULTING & TRAINING, INC.


By: 
Print Name: Sam Mathur
Title: CEO

Exhibit A

Redistricting Services

1.0 **BACKGROUND**

- 1.1 The St. Johns County School District (SJCSB) on behalf of the St. Johns County School Board (SJCSB) and St. Johns County Board of County Commissioners (SJCBC), collectively referred to as “St. Johns”, invites proposals from qualified Consultants to provide professional and technical redistricting and line drawing services in conformity with strict, non-partisan rules designated to create districts that will provide fair representation for all residents of St. Johns County.

All proposals must be submitted no later than Friday July 23, 2021 @ 12:00 PM and must be emailed to:

Patrick Snodgrass
Director of Purchasing
patrick.snodgrass@stjohns.k12.fl.us

- 1.2 Every ten (10) years, following the release of decennial census data, St. Johns is required to amend District boundaries in accordance with applicable law. St. Johns is seeking the services of a qualified Consultant with experience in drawing boundaries on either the municipal, county, state, or federal levels. The Consultant will assist the St. Johns County School Board and the St. Johns County Board of County Commissioners and their respective staff with the process.
- 1.3 St. Johns County is 608 square miles and home to more than 250,000 people. St. Johns County has two incorporated cities, St. Augustine and St. Augustine Beach. Unincorporated communities include Ponte Vedra, Hastings, Switzerland, Crescent Beach, Toco, Bakersville, Picolata, Orangedale, Fruit Cove, Summer Haven and Vilano Beach.
- 1.4 St. Johns has five (5) single member districts of contiguous territory, each as nearly equal in population as practicable. Pursuant to the Florida Constitution, those districts shall be reconsidered after each decennial census. The current districts of the St. Johns County School Board and the St. Johns County Board of County Commissioners are listed in **Exhibit A**. The awarded Consultant will recommend changes to district boundaries for adoption by St. Johns. Recommended changes are advisory in nature and any changes to the boundaries of the five districts must be approved by the St. Johns County School Board and the St. Johns County Board of County Commissioners.

2.0 **MINIMUM QUALIFICATIONS**

- 2.1 Provide information on how the project team would meet the following minimum qualifications:
- Experience coordinating a detailed community outreach effort
 - Knowledge of federal, state of Florida and St. Johns County redistricting criteria

Exhibit A

- Experience specific to the facilitation of redistricting efforts
- Knowledge of census products as they relate to population, race, and ethnicity
- Knowledge of local conditions and communities of interest in St. Johns County

3.0 **SCOPE OF SERVICES**

3.1 The Consultant shall use 2020 decennial federal census data, and all work and proposals shall conform to applicable law. The Consultant's responsibilities shall specifically include, but not be limited to the following:

A. **Public Meetings in Front of the St. Johns County School Board and St. Johns County Board of County Commissioners (1 virtual, 2 in person)**. The Consultant shall participate in redistricting meetings and discussions of appropriate boards and committees. Planned Public Meetings will include both virtual and in person meetings in front of the St. Johns County School Board and the St. Johns County Board of County Commissioners. Dates and times of these meetings will be determined by St. Johns.

1) **One (1) Virtual Presentation**. This virtual presentation will be in a joint public meeting in front of both the St. Johns County School Board and St. Johns County Board of County Commissioners.

The Consultant's role in this meeting will include:

- Describe the process and legal requirements
- Discuss districting principals
- Discuss planned community outreach
- Address comments or questions presented by members of the St. Johns County School Board or St. Johns County Board of County Commissioners

2) **One (1) In Person Presentation**. This in person presentation will be in a joint public meeting in front of both the St. Johns County School Board and St. Johns County Board of County Commissioners prior to community outreach meetings and after release of census data.

The Consultant's role in this meeting will include:

- Presenting four (4) initial redistricting plans
- Address comments or questions from the St. Johns County School Board or St. Johns County Board of County Commissioners

3) **One (1) In Person Presentation**. This in person presentation will be in a joint public meeting in front of both the St. Johns County School Board and St. Johns County Board of County Commissioners after Community Outreach Meetings.

The Consultant's role in this meeting will include:

- Discuss results of community outreach meetings
- Present four (4) final redistricting plans as defined in the Scope of Services for consideration and approval of a final plan

Exhibit A

- Address comments or questions from the St. Johns County School Board and St. Johns County Board of County Commissioners and review the effects of any proposed revisions

B. **Community Outreach Meetings (2 in person)**. The Consultant shall schedule, present, and receive public input at Community Outreach Meetings located at various locations throughout St. Johns County. The Consultant shall schedule and hold two (2) in person Community Outreach Meetings. A virtual tool may be added to the in person meetings at the sole discretion of SJCSJ. Consultant and SJCSJ will work diligently to determine agreed upon dates (weekends and federal holidays excluded). Locations to be determined by SJCSJ.

SJCSJ shall:

- 1) Coordinate a process to advertise the times, locations, and purpose of a series of public meetings to be held on the topic of redistricting.

The Consultant shall:

- 1) Conduct community outreach. Meet and explain the process with key community leaders in business and civic organizations. Determine community leaders' expectations and seek suggestions.
- 2) Prepare illustrative materials and maps.
- 3) Coordinate with staff of St. Johns County School Board and St. Johns County Board of County Commissioners on the preparation of public notices and media releases.
- 4) Provide a formal presentation on the scope, purpose, process, timelines, and legal issues. Present initial four (4) redistrict plans. The Consultant shall elicit input from the public and document input received.

C. **Reporting**. After community outreach meetings, provide a written report to the St. Johns County School Board and St. Johns County Board of County Commissioners which at a minimum will include:

- i. Results of community outreach meetings
- ii. Criterion used in map evaluation
- iii. Review of four (4) original redistricting plans and any proposed revisions based on community outreach meetings and/or feedback from the St. Johns County School Board or St. Johns County Board of County Commissioners

D. **Redistricting Plans**. The Consultant shall create at least four (4) redistrict plans for consideration by the St. Johns County School Board and St. Johns County Board of County Commissioners or committee thereof. Minor revisions based on community outreach and comments from the St. Johns County School Board or St. Johns County Board of County Commissioners shall not be considered a new plan.

- 1) The Consultant shall ensure that each redistrict plan complies with federal, state and local criteria.

Exhibit A

- 2) The Consultant shall ensure compliance with Section 2 of the Voting Rights Act including, but not limited to, testing for vote dilution and polarization.
- 3) The Consultant will produce and provide digitized maps and PDFs of the maps for each proposed district. Final plans presented to St. Johns will include all necessary supporting documentation.

E. Timeline

- 1) The Consultant shall provide and adhere to a detailed timeline which allows for a final adoption of the revised District boundaries by December 14, 2021. The proposed timeline shall meet the following requirements:
 - a. On or Before September 14, 2021: Conduct initial virtual presentation in a joint public meeting in front of both the St. Johns County School Board and St. Johns County Board of County Commissioners (or committees thereof) to describe the process and legal requirements, discuss districting principals and planned community outreach, and address questions or comments from the St. Johns County School Board or St. Johns County Board of County Commissioners.
 - b. Prior to Community Outreach Meetings and After Release of Census Data: Conduct in person presentation in a joint public meeting in front of both the St. Johns County School Board and St. Johns County Board of County Commissioners (or committees thereof) to present four (4) initial redistricting plans and address comments or questions from the St. Johns County School Board and St. Johns County Board of County Commissioners.
 - c. Prior to November 30, 2021: Conduct Community Outreach Meetings.
 - d. Prior to December 7, 2021: Provide a written report to the St. Johns County School Board and St. Johns County Board of County Commissioners. The report shall at a minimum:
 - i. Present results of community outreach, and criterion used in map evaluation, including communication received from members of the public
 - ii. Review four (4) original draft redistricting plans and any proposed revisions based on community outreach and comments from the St. Johns County School Board and St. Johns County Board of County Commissioners
 - e. Between December 8, 2021 and December 14, 2021: Conduct in person presentation in a joint public meeting in front of both the St. Johns County School Board and the St. Johns County Board of County Commissioners. Consultant shall at a minimum:
 - i. Discuss results of community outreach meetings

Exhibit A

- ii. Present four (4) final redistricting plans as defined in the Scope of Services for consideration and approval of a final plan
 - iii. Address comments or questions from the St. Johns County School Board and St. Johns County Board of County Commissioners and review the effects of any proposed revisions
- 3.2 The Consultant shall provide a written weekly report on the project status to the staff of the St. Johns County School Board and the St. Johns County Board of County Commissioners.
- 3.3 The Consultant must disclose and shall have a continuing duty to disclose any financial, business, or other relationship of the Consultant, or an employee or agent of the Consultant, that may have an impact on the work to be performed. This includes any instance where the Consultant, or an employee or agent of the Consultant, represented a political party or an interest group funded by or working on behalf of a political party, candidate, or office holder.
- 3.4 The software employed by the Consultant must be able to automatically show the results of any proposed change in a district by retabulating and presenting on screen the resulting map and the corresponding changes in total population and population sub-groups associated with the proposed change to a district.

In addition to specific line drawing software, the Consultant must have the capability of taking files as submitted by the public and other consultants, and developing shape file equivalents to incorporate the line drawing work. The Consultant must supply all equipment necessary to complete this work.

- 3.5 The following additional services may be required of the Consultant on an as needed basis and at the sole discretion of the St. Johns County School Board and/or St. Johns County Board of County Commissioners. When required, the Consultant will be provided a Purchase Order prior to initiating these additional services. It is important that the proposer demonstrate its ability to perform these services, and provide a rate for such work as specified below:
- A. Additional Services: Expert Testimony. The Consultant shall provide an hourly rate for expert technical assistance to the St. Johns County School Board or St. Johns County Board of County Commissioners in the event any legal action arises relating to the redistricting process of plans developed with Consultant's assistance. The Consultant shall provide expert testimony and technical services, if necessary, in state and federal court in the area of redistricting. This hourly fee does not include any lodging or other travel related costs required to deliver Expert Testimony.
 - B. Additional Services: Additional Community Outreach Meetings. The Consultant shall provide an hourly rate for facilitating additional community outreach meetings beyond the two (2) meetings outlined in the Scope of Services. When requested, the Consultant shall facilitate the requested meetings in accordance with the outlined Scope of Services.

Exhibit A

- C. Additional Services: Additional Meetings. The Consultant shall provide an hourly rate for meetings that are in addition to those outlined in the Scope of Services, in front of the St. Johns County School Board and/or St. Johns County Board of County Commissioners.
- D. Additional Services: Additional Redistricting Plans. In addition to the four (4) redistricting plans identified in the Scope of Services, the Consultant shall provide a fixed fee for additional redistricting plans as may be requested by the St. Johns County School Board and/or St. Johns County Board of County Commissioners. Minor revisions based on community outreach and comments from the St. Johns County School Board and/or St. Johns County Board of County Commissioners shall not be considered a new plan.

4.0 PREPARATION OF PROPOSALS AND REQUIRED CONTENT

In order to maintain comparability and enhance the review process, it is required that proposals be organized in the manner specified below. Include all information in your proposal.

A. MINIMUM QUALIFICATIONS

Demonstrate how the Proposer meets the minimum qualifications outlined.

B. QUALIFICATIONS AND EXPERIENCE OF CONSULTANT:

- 1) Submit a brief executive summary (abstract) stating the Proposer's understanding of the nature of the Scope of Services to be provided and the capability to comply.
- 2) Provide a general overview and brief history of your firm, including parent and/or subsidiary companies and the number of employees.
- 3) Describe experience of your firm in providing similar services to other school districts and/or counties.
- 4) The Proposer must complete and submit the attached **Conflict and Impartiality Form**. In this disclosure, the Proposer must include information regarding situations that might create an appearance of a lack of independence, regardless of whether the Proposer believes that the situation creates an actual conflict of interest, and how the Proposer intends to manage such situations. If the Proposer believes there may be an appearance of a conflict of interest or lack of independence based on any previous or ongoing work the Proposer has performed, the Proposer shall specifically address how it plans to address and manage that appearance, including, but not limited to, how the appropriate safeguards would be applied by the Proposer to guard against that appearance.

If the Proposer believes that no conflict of interest or appearance of lack of independence as described above exists, then a statement to that effect must be made in the proposal.

Exhibit A

- 5) Provide a list of all projects for which your firm has drawn electoral district maps in the last twenty (20) years. For each project, the Proposer must identify:
 - a. Who was directing the line drawing (i.e., commission, legislative body, agency officials, etc.)?
 - b. Whether any of the maps were challenged for failing to meet legal requirements including Voting Rights Act compliance.
 - c. Whether any of the maps that were subject to a legal challenge were implemented as originally drafted, or subject to changes based on the challenge.
 - d. Whether the Proposer or any of the Proposer's staff provided testimony in defense of the challenged map.
- 6) Select three (3) projects from the list above and provide specific information including name of organization, contact person, address, phone number, email address, and a brief description of services provided. Proposer must complete and submit the attached **Reference Form** with their proposal.
- 7) Name the personnel that would be assigned to St. Johns. Information should include:
 - a. Biographical Information
 - b. Experience working with other school districts and/or counties
 - c. Number of years of experience in this field
 - d. Number of years with your organization
- 8) Describe the responsibilities of personnel assigned to St. Johns and the primary point of contact.
- 9) The Proposer must disclose and have a continuing duty to disclose any financial, business, or other relationship of the Proposer or an employees or agents of the Proposer that may have an impact on the work to be performed.

C. CONSULTANT'S APPROACH AND METHODOLOGY:

- 1) The Proposer shall demonstrate their ability and describe their approach in carrying out the Redistricting Services listed in the Scope of Services.
- 2) The final four (4) district maps must be presented to the St. Johns County School Board and St. Johns County Board of County Commissioners by December 14, 2021. Consultant must provide a structure and detailed timeline addressing the required services. Proposed dates for Community Outreach Meetings must be included in the timeline.
- 3) What software(s) will be used by the Proposer, and how has this software been used in previous projects?
- 4) Proposer may propose procedural or technical enhancements or innovations to the Scope of Services.

D. PRICE:

Exhibit A

The Proposer must complete the attached **Fee Schedule and Certification** and:

- 1) Submit a firm price for Redistricting Services as outlined in this document. This Fee must incorporate any and all goods and services necessary to complete the defined work. No additional costs, fees or charges of any kind will be accepted.
Payment to the awarded Consultant for Redistricting Services shall follow the pay schedule below:
 - Project Initialization: 10% of Proposed Fee
 - Completion and Presentation of Draft Redistrict Plans: 25% of Proposed Fee
 - Completion of Community Outreach: 20% of Proposed Fee
 - Completion and Presentation of Written Report: 25% of Proposed Fee
 - Final Adoption of St. Johns of District Boundaries: 20% of Proposed Fee
- 2) Submit a firm price for Additional Services as outlined in this document. Additional Services must be accompanied with a Purchase Order. Payment will be made upon completion of goods or services rendered, and consistent with the Florida Prompt Payment Act.
- 3) The Proposer may submit an alternate proposal. Any alternate proposal must be clear and concise in services offered and provide a total amount which incorporates any and all goods and services necessary to complete the proposed work.

Redistricting Services	
A firm price for Redistricting Services as outlined. This fee must incorporate any and all goods and services necessary to complete the work defined.	
Additional Services	
Hourly Rate for Expert Testimony	
Hourly Rate for Additional Community Outreach Meetings	
Hourly Rate for Additional Meetings In Front of the St. Johns County School Board and/or St. Johns County Board of County Commissioners	
Additional Redistricting Plans	

Alternate Proposal for Redistricting Services	
A firm price for Redistricting Services as submitted in the Alternate Proposal. This fee must incorporate any and all goods and services necessary to complete the work defined.	

Company Name: _____

Authorized Signature: _____

Print Name: _____

Date: _____

Exhibit A
St. Johns County School District
CONFLICT AND IMPARTIALITY FORM

The questions that follow are intended to alert St. Johns to potential conflicts. A potential conflict identified is not an automatic disqualification, but is information that will be considered in the evaluation process. St. Johns reserves the right to review and make a final determination on any actual or potential conflict that would violate St. Johns policies or Florida law. Failure to fully disclose conflicts may result in rejection of the proposal or immediate termination of any contract awarded therefrom.

1. To the best of your knowledge, do any St. Johns County School Board member or employee, or St. Johns County Board of County Commissioner or employee, have any of the following financial relationships with your company?

Owner:	_____ Yes	_____ No
Partner:	_____ Yes	_____ No
Officer:	_____ Yes	_____ No
Employee:	_____ Yes	_____ No
Contractor or Consultant:	_____ Yes	_____ No

If "Yes" to any of the above, did this Board member or employee participate in formulating your submittal? _____ Yes _____ No

2. Are you, or to the best of your knowledge, any officers or key employees of your company an immediate family member of any current St. Johns County School Board member or employee, or St. Johns County Board of County Commissioner or employee?
_____ Yes _____ No
3. To the best of your knowledge, is a St. Johns County School Board member or employee, or St. Johns County Board of County Commissioner or employee, being considered for employment by your company?
_____ Yes _____ No
4. To the best of your knowledge, have you or any officers or key employees of your company provided contributions directly or indirectly to a St. Johns County School Board member or St. Johns County Board of County Commissioner?
_____ Yes _____ No
5. Have you or any of your current employees been employed by the St. Johns County School Board or St. Johns County Board of County Commissioners?
_____ Yes _____ No
6. Do you, or to the best of your knowledge, any officers or key employees of your company, have any personal, family, financial relationships, commitments, or aspirations that a reasonable person would consider likely to improperly influence someone making a redistricting decision?
_____ Yes _____ No

Exhibit A
St. Johns County School District
CONFLICT AND IMPARTIALITY FORM

7. Has your company, during the past ten (10) years, performed services of any kind, whether for a fee or voluntary basis, for any political party, interest group or other entity that has supported, donated money to, raised money for candidate for public office, taken a position on a ballot initiative or sought to influence the redistricting process? If Yes, please provide the details of the activity below.

_____ Yes _____ No

Explain any potential conflict below (additional pages may be attached if needed):

I declare under penalty of perjury of the laws of the State of Florida that the foregoing is true and correct.

Company Name: _____

Authorized Signature: _____

Print Name: _____

Title: _____ Date: _____

Exhibit A
St. Johns County School District
Reference Form

Submit one (1) form for each reference. Any client referenced may be contacted by SJCSD.

Company Name: _____

Client Name: _____

Client Address: _____

Client Contact Name: _____

Client Title: _____

Client Phone Number: _____

Client Email Address: _____

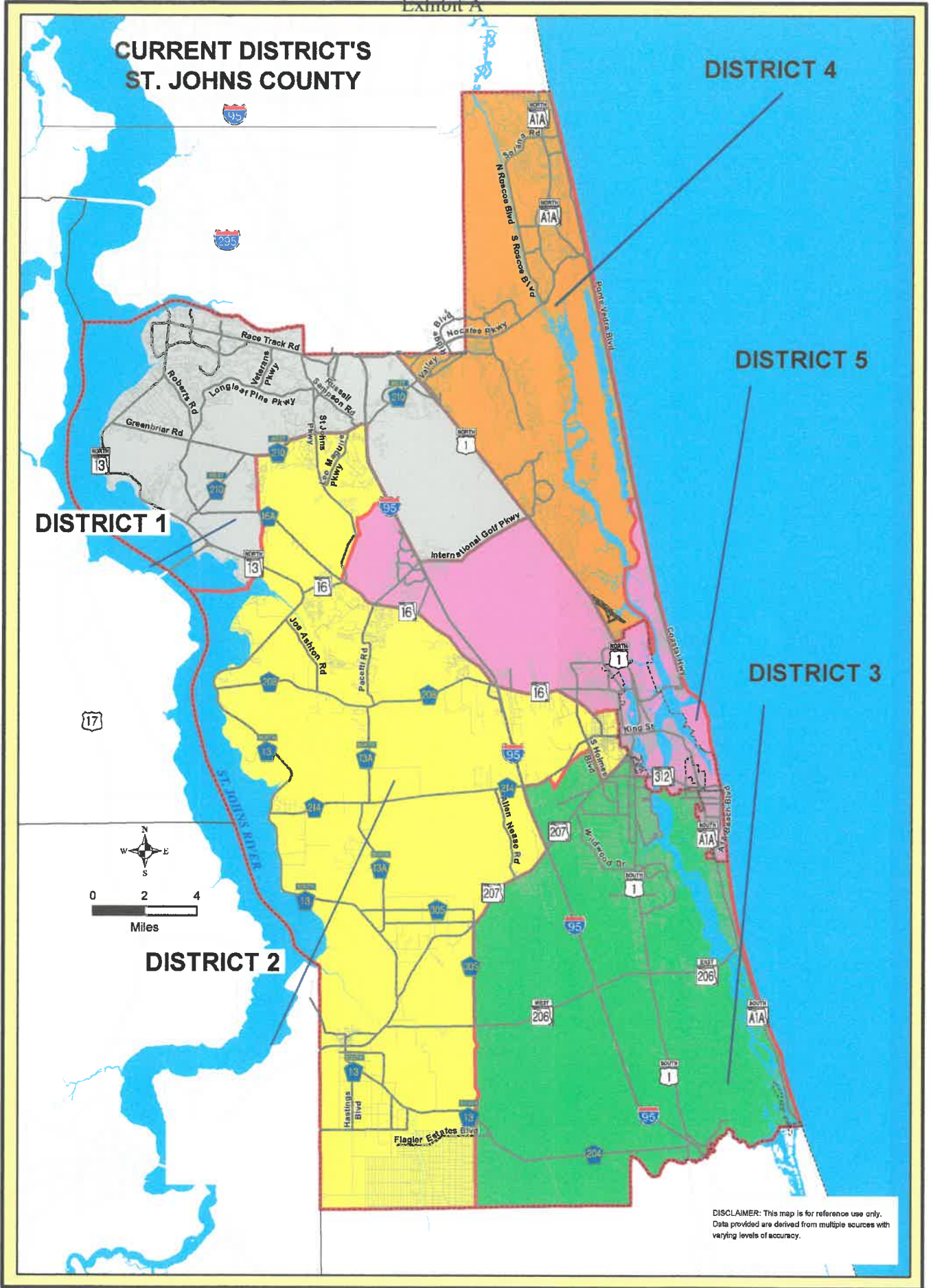
Duration of Client Relationship: Date Started: _____ Date Ended: _____

Additional Information:

Describe the services provided; provide total value of the contract, result of the project, Proposers role in the project, difficulties experienced during implementation or ongoing operations.

If contract was terminated, state the reason(s) for termination.

CURRENT DISTRICT'S ST. JOHNS COUNTY



DISTRICT 4

DISTRICT 5

DISTRICT 1

DISTRICT 3

DISTRICT 2

DISCLAIMER: This map is for reference use only. Data provided are derived from multiple sources with varying levels of accuracy.

ARCBRIDGE CONSULTING & TRAINING INC.



ARCBridge Response to St. Johns County for Redistricting
Services

7/23/2021

12 PM EST



Patrick Snodgrass
Director of Purchasing
patrick.snodgrass@stjohns.k12.fl.us

21515 Ridge Top Circle, Suite 290 Sterling VA 20166 - www.arcbridge.com 703-834-6511 703-834-6514(f) Attn: Sam Mathur, sam@arcbridge.com

7/23/21



21515 Ridge Top Circle
Suite 290
Sterling VA 20166

Patrick Snodgrass
Director of Purchasing
patrick.snodgrass@stjohns.k12.fl.us

Dear Mr. Snodgrass:

ARCBridge Consulting & Training, Inc. a Virginia based woman owned business corporation is pleased to offer its response to the St. Johns County (SJCBC) and the School Board (SJCSD) RFP for Redistricting Services. We are excited about this opportunity as we are currently working with the County of Miami Dade and have served several Florida jurisdictions in 2011 and 2019

I, Sam Mathur, will be responsible for all contract negotiations. My contact information is given below. Please feel free to contact me directly with any questions. We look forward to the possibility of working with you on this project in the near future.

Sincerely,

A handwritten signature in blue ink that reads 'S Mathur'.

Sam Mathur
sam@arcbridge.com
ARCBridge Consulting & Training, Inc.
21515 Ridge Top Circle
Suite 290
Sterling VA 20166
(703) 834-6511 (703) 834-6514 Fax
703-932-9749 (cell)

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A. MINIMUM QUALIFICATIONS

ARCBridge Consulting has in-depth experience working with all aspects of redistricting. We have participated in community outreach since 2011 redistricting cycle.

ARCBridge has attended public meetings, created hand-outs, created PowerPoint presentations, developed agendas, maps and reports for the website. Here are some links to public meetings and maps –

https://www.newhavenindependent.org/index.php/archives/entry/east_rock_dont_make_us_wooster_square/

<https://issuu.com/yaledailynews/docs/0420issuu>

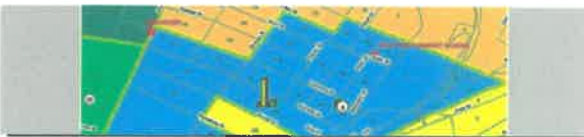
https://fredericksburg.com/news/local/stafford-public-schools-offers-preview-of-elementary-school-redistricting-process/article_a4690fd0-95c7-5c9f-9c91-422b6b27e815.html

https://fredericksburg.com/news/local/stafford-school-board-to-consider-three-new-redistricting-plans/article_d1bd697c-92ef-5eb3-93d2-b8d6989b27c5.html



Ward 9—with the exception of the Ward 8 intrusion—follows the natural boundary of the lower East Rock neighborhood, Giampietro (pictured) said. If Bradley Street were separated, “we’d lose that continuity.”

Michael Wilson lives in Ward 8 at the corner of East Rock’s Pearl and Pleasant streets. “I always get confused which ward I’m in,” he said. “It’s this gerrymander issue where we really are part of Ward 9 but we’re in Ward 8.”



First to speak was Lisa Siedlarz (pictured), who lives at 53 Pearl St. She considers herself an East Rocker, but her home is located in a three-block spur protruding from the north slope of Ward 8, which otherwise consists largely of the Wooster Square neighborhood.

“We’re so separated from the rest of Ward 8,” Siedlarz said. “It’s frustrating.”

She said it can be difficult to get the help she needs from her alderman, Mike Smart, since he’s more focused on Wooster Square.



Ward 9 neighbors Donald Harvey (pictured) and Cynthia Chegwiddden spoke up in favor of eliminating the notching of Ward 9 by Ward 8. “Lisa [Siedlarz] is our block watch captain” but can’t participate in the neighborhood in other ways because she’s part of a different ward, Chegwiddden said.

ARCBridge has in-depth knowledge of the Voting Rights Act, and Florida redistricting requirements. ARCBridge will work with the County and School Board to determine the redistricting criteria to incorporate local county requirements.

ARCBridge has worked with many counties, cities, special districts and have provided them full redistricting services.

ARCBridge has been working with Census data since 1990. Our team understands census geography and the PL94-171 data required for redistricting. Due to the pandemic, this PL94-171 redistricting data has been delayed.

ARCBridge will work with the County and school district staff and the community to identify communities of interest.

B. QUALIFICATIONS AND EXPERIENCE

Incorporated in 1994, ARCBridge Consulting & Training Inc. (ARCBridge/ ARCBridge Consulting), a woman-owned business, with its headquarters in Sterling VA. ARCBridge has been involved with legislative redistricting and Census Bureau data since the 2000 census, while our staff has worked with the 1990 Census data as well. We have provided redistricting assistance nationwide to a wide spectrum of clients to include counties, special districts, State, Cities, and Schools.

ARCBridge has been using Esri GIS mapping products since 1997 and all our staff has experience working with ArcGIS family of products. Our principal and proposed Technical Manager, Ms. Priti Mathur, has a MS in Geography (Virginia Tech) with a concentration in Geographic Information Systems. She has over 25 years of experience working with census data and redistricting and 5 years' experience working at the US Department of Justice Civil Rights Division, Voting Section where redistricting plans are evaluated.

In 2011, ARCBridge provided redistricting services to many jurisdictions across the nation, including, the San Diego Unified School District (SDUSD) the County of Santa Barbara CA, City of New Haven CT, Orange County FL, City of East Providence RI and more. This year, ARCBridge will be working on Redistricting Projects for 2021 to include, the County of Los Angeles, LA Unified School District, County of Miami-Dade, FL and more.

ARCBridge team is very excited about this opportunity as we have been very successful in completing these projects in record time, attending on-site/virtual community meetings/public hearings and producing and evaluating several plans for the redistricting committee/task force to review. We were not local to any of these jurisdictions but with our experience with the census data and redistricting process in general, we were able to achieve less than 1% deviation between districts. We worked very closely with the client personnel to accomplish their local redistricting goals and fulfill the Federal and state requirements by law while addressing the local community needs as brought forth in the community meetings.

All work will be performed at our Sterling Offices. We will attend 1 virtual and 2 on-site joint meetings with the County and the School Board and 2 in-person community meetings. ARCBridge will process census data and prepare 4 redistricting plans. The plans will be submitted to the School Board, the County and the community for comments. The plans will be updated and one final plan will be adopted by the County and the School Board. ARCBridge will provide a written report. The project will be completed by December 14th.

ARCBridge does not propose to use any subcontractors. ARCBridge will use desktop ArcGIS and our DISTRICTSolv extension to ArcGIS to perform all the tasks as listed in the RFP.

ARCBridge REDISTRICTING EXPERIENCE

ARCBridge Employees have been working with Census data and redistricting since 1990. This is their 4th cycle of redistricting –

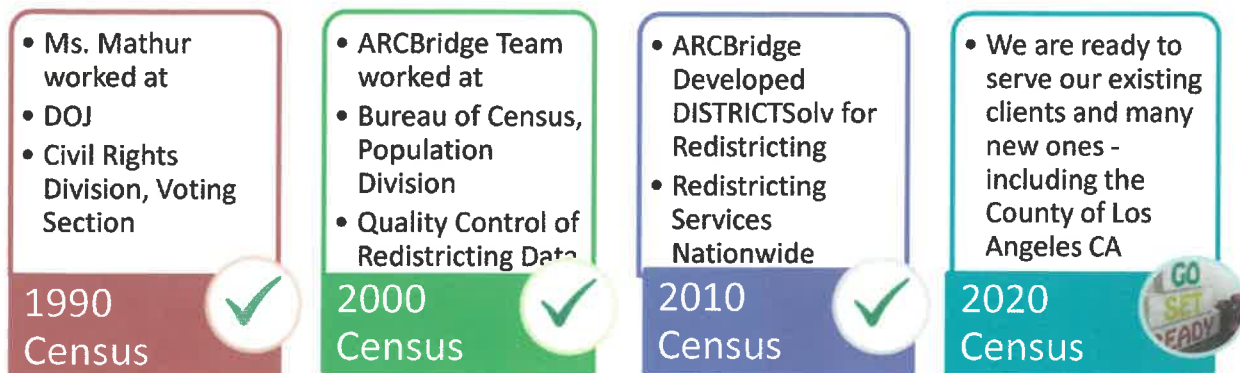


Figure 1 - Redistricting Experience

After 1990 Census, our proposed technical manager worked on-site at the Department of Justice, Civil Rights Division, Voting Section where she assisted attorneys in using GIS, Esri tools, PL94-171 data to evaluate the plans for Voting Rights Act compliance.

After 2000 Census, the ARCBridge team was processing Census pre-release data and creating applications at the Bureau of census, population Division for state representatives to review the data for their states.

For 2010 Census, our team developed DISTRICTSolv, our very own redistricting toolset within the ArcGIS framework. DISTRICTSolv was used by ARCBridge and several jurisdictions including the County of Santa Barbara CA for redistricting. ARCBridge provided redistricting services to several jurisdictions as described below.

For 2020 Census, ARCBridge is ready with its experienced team, hardware, software and spatial data from the Bureau of Census. The spatial data was released in February while the PL94-171 data release has been delayed due to the pandemic. This redistricting data, usually released in April, will now be released in August (in legacy format) and September 2021 (in a more user-friendly format). **ARCBridge provides the advantage of getting an early start on the data as we have the tools to process data in legacy format.**

ARCBridge has worked with several counties, cities and towns and have drawn their council districts. Listed below are jurisdictions where we have drawn council districts, worked with the public, commission and city departments. We have provided training on redistricting requirements and collected community feedback on creating alternate redistricting plans. We have worked with diverse stakeholders and assisted them in coming to terms with the inevitable changes in supervisory districts.

Our clients span from Alaska to Florida and California to the East Coast. Some are listed below:

Recent/Current Clients

County of Los Angeles – Demographic Services CA
San Diego Community College District CA
County of Miami Dade FL
City of Dallas TX
City of Parkland FL
Orangeburg County School District SC
Strafford County Public Schools VA

2011 Clients

City of New Haven CT-- ARCBridge worked with the City Council of New Haven to update their 30 wards after 2010 Census. ARCBridge developed several plans for the City Council including an alternate plan creating a new district in the eastern side of the city and eliminating a low-population district on the west side of the city. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

San Diego Unified School District-- ARCBridge provided redistricting assistance to the San Diego Unified School District for their school board. We have processed their data, developed 5 alternative plans, have attended their public hearings and the committee selected one of the plans with less than 1% deviation. The plan was then presented to the board and was unanimously accepted.

County of Santa Barbara, CA – ARCBridge has assisted the County of Santa Barbara in creating their districts. ARCBridge processed the PL94-171 data and the TIGER shapefiles and provided them with a ready to use data sets. ARCBridge provided them with DISTRICTSolv extension and training in redistricting principles and creating their districts using total population and other demographic variables.

Golden Triangle Planning and Development District, Inc. MS-- ARCBridge is supporting the redistricting services provided by the Golden Triangle Planning and Development District in MS. We provided DISTRICTSolv software for redistricting. ARCBridge processed the PL94-171 data and the TIGER shapefiles and provided them with a ready to use data sets for Choctaw, Clay, Noxubee, Oktibbeha, Webster, and Winston counties. ARCBridge provided them with DISTRICTSolv extension and training in redistricting principles and creating their districts using total population and other demographic variables.

Metropolitan Community College MO-- The MCC is made of 12 school districts and 4 counties. ARCBridge compiled the data and held three public meetings to gather input on how the 3 alternative plans will be drawn. The meetings were scheduled in July and August 2011. All work was done using PL94-171 census demographic data and TIGER shapefiles within the ESRI ArcGIS framework. The committee voted on one of the plans as their final districts. The final plan was accepted by the MCC Board. ARCBridge provided large E-Scale maps and walking descriptions for each district.

City of Pawtucket, Rhode Island- ARCBridge assisted the City in redrawing their districts based on the Census 2010 population. We provided them with an initial report based on existing districts and then created alternative plans. We then attended public meetings to help them select a plan which met the goals of the City and the Voting Rights Act of 1965.

Boone County MO – ARCBridge is assisting Boone County MO with their voting districts and registered voter files. As each precinct boundary is adjusted, the voter registration file is updated

Exhibit B

ARCBridge Response to St. Johns County for Redistricting Services

with the new district information. The updated voter registration file is exported in a text delimited file, which is then imported into their voter database.

Other clients supported by ARCBridge are –

Client Name	Services Provided	Census 2010 Population
Brownsville Independent School District	Evaluation of Capacity and School Attendance Areas	183,229
City of Newport RI	Redistricting and Reprecincting	24,672
City of East Providence RI	Redistricting and Reprecincting	47,037
City of Central Falls RI	Redistricting and Reprecincting	19,376
Smithfield RI	Redistricting and Reprecincting	21,430
Boone County MO	Redistricting and Reprecincting	162,642
Davidson County TN	Redistricting Software & Service	626,681
Jefferson County CO	Reprecincting	582,881
Campbell County VA	Redistricting Software & Service	54,842
Bedford County VA	Redistricting Software & Service	68,676
Nelson County VA	Redistricting Software & Service	15,020
Roanoke VA	Redistricting Software & Service	92,376
City of Baltimore MD	Redistricting Software & Service	620,961
Clinton County MI	Redistricting Software & Service	75,382
Franklin County VA	Redistricting Software & Service	56,159
Greenwood County SC	Redistricting Software & Service	69,661
City of Newport News VA	Redistricting Software & Service	24,672
Kenai Peninsula AK	Redistricting Software & Service	55,400
Orange County FL	Redistricting Software & Service	1,145,956
Rockingham County VA	Redistricting Software & Service	76,314
City of Augusta-Richmond County GA	Redistricting Software & services	195,844
Gloucester County VA	Redistricting Software and Services	36,858
Prince Edward County VA	Redistricting Software and Services	23,368
York County Public Schools	Redistricting of Elementary Attendance Areas	68,280
City of New Haven CT	Redistricting of City Wards	
San Diego Unified School District	Redistricting of School Board Areas	
Metropolitan Community College KS	Redistricting of Trustee Areas	
Stafford County Public Schools VA	Redistricting of Elementary School Areas	
Orangeburg County Public Schools SC	Consolidation of School Attendance Areas based on current and Future Enrollment	
Orange County School District FL	Redistricting Software and Services	
City of Parkland FL	Redistricting Services	
County of Miami Dade FL	Redistricting Services	

Detailed Project Descriptions

1. Project Details – City of New Haven Redistricting 2011-2012

a) Project Name - Redistricting of City of New Haven Wards

b) Project Scope Summary-

ARCBridge worked with the City Council of New Haven to update their 30 wards. With Census 2010, the population had shifted and the current wards had over 60% Maximum deviation. ARCBridge presented more than four plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. We attended four community meetings and several on-line WebEx meetings with the committee. The council unanimously voted on the final plan in May 2012. ARCBridge developed an alternate plan to create a new district in the eastern side of the city and eliminate a low-population district on the west side of the city. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

The City of New Haven is very diverse in population with minorities concentrated in different parts of the city. The community feedback was very helpful in identifying communities of interest. The meetings were held in different parts of the city. As consultants, we presented the redistricting requirements, software, as-is plan to the community. The community wanted to do what-if scenarios and try different ways of drawing the districts and see the impact. We used ArcGIS and our DISTRICTSolv to do live what-if scenarios.

c) Dates when the project was performed - 2012

d) Project costs - \$30,000.00

e) Proposer's role and responsibilities in the project – Prime Contractor. Our team was led by Ms. Mathur

f) Proposer's performance on delivering the project on schedule and on budget – ARCBridge completed the project within the client's schedule and budget.

g) Proposer staff members who worked on the project; - Ms. Priti Mathur, Mr. Sam Mathur, Mr. Michael Burgess, Ms. Thien Nguyen

h) Client name, reference, and contact info -

Albert Lucas, Director of Legislative Services
165 Church St. New Haven CT
203-946-6483
alucas@newhavenct.gov

2. Project Details – San Diego Unified School District Redistricting of Trustee Areas

a) Project Name - Redistricting of San Diego Unified School District Board Areas

b) Project Scope Summary-

ARCBridge worked with the San Diego unified School District to update their districts after the 2010 Census. ARCBridge presented more than four plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. We attended four community meetings and several on-line WebEx meetings with the committee. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

The community feedback was very helpful in identifying communities of interest. The meetings were held in different parts of the District. As consultants, we presented the redistricting requirements, software, as-is plan to the community. The community wanted to do what-if scenarios and try different ways of drawing the districts and see the impact. We used ArcGIS and our DISTRICTSolv to do live what-if scenarios.

ARCBridge provided full redistricting services to include –

- Data preparation and processing
- Redistricting Training & Criteria
- AS-IS Plan (current districts) and 4 alternate plans
- Prepared maps and reports for each plan
- Attended public meetings; presented at the meetings
- Gathered community feedback; revised alternate plans based on feedback
- Recommended a final plan to the school board
- Created final electronic maps and district shapefiles

c) Dates when the project was performed - 2011

d) Project costs - \$40,000.00

e) Proposer's role and responsibilities in the project – Prime Contractor. Our team was led by Ms. Mathur

f) Proposer's performance on delivering the project on schedule and on budget –

ARCBridge completed the project within the client's schedule and budget.

g) Proposer staff members who worked on the project; - Ms. Priti Mathur, Mr. Sam Mathur, Mr. Michael Burgess, Ms. Thien Nguyen

h) Client name, reference, and contact info –

Bernie Rhinerson – Chief of Staff SDUSD (now at SD Community College) -
brhinerson@sdccd.edu

Roy MacPhail, Director (now retired)
 Instructional Facilities Planning Department
 Office of the Deputy Superintendent, Business
 Now serving as a Redistricting Commissioner at the City of San Diego
wrmacphail@gmail.com

3. Project Details - Stafford County Public Schools (SCPS)

a) Project Name - Redistricting of Elementary School Attendance Areas-2019

b) Project Scope Summary-

ARCBridge team was led by Ms. Mathur and performed all the tasks listed below -

- Understanding and implementation of redistricting criteria, school capacity and applying them for balancing elementary school enrollment
- Used current enrollment to create AS-IS scenario to determine areas of growth/negative growth
- Used our own DISTRICTSolv, an ArcGIS extension to create plans/scenarios and generate the enrollment for new plans/boundaries
- Presented the redistricting process to the public, explained AS-IS scenario and prepared alternate plans
- Attended SCPS organized Town Hall Meetings, School Board Meetings, Board Work Sessions and Public Hearings.
- Facilitated community interaction/participation by setting up communication tools like a dedicated email account for community feedback; Added a Facebook Page for community communication
- Aggregated the community concerns in an excel spreadsheet and forwarded to the SCPS planning office
- Created reports, E-size maps of proposed plans which were then posted online by SCPS staff.
- Created PowerPoint presentations
- For more information, please visit bit.ly/SCPS_ES_2018

c) Dates when the project was performed - Fall of 2018 – Spring 2019

d) Project costs - \$60,000.00

e) Proposer's role and responsibilities in the project – Prime Contractor. Our team was led by Ms. Mathur

f) Proposer's performance on delivering the project on schedule and on budget – SCPS requested additional alternate plans and required additional meetings. ARCBridge completed the project within the client's schedule and budget.

g) Proposer staff members who worked on the project; - Ms. Priti Mathur, Mr. Sam Mathur, Mr. Michael Burgess, Ms. Lesley Romero

h) Client name, reference, and contact info -

Dr. Scott Kizner, Superintendent
Stafford County Public Schools Elementary School Redistricting
31, Stafford Ave, Stafford VA
540-658-6620
kiznersr@staffordschools.net

The ARCBridge Team

ARCBridge will assign a very knowledgeable team to the project. The team has over 10 years of working on Redistricting projects.

Key Personnel

ARCBridge will assign the following team to the project. All proposed members are ARCBridge Employees or consultants.

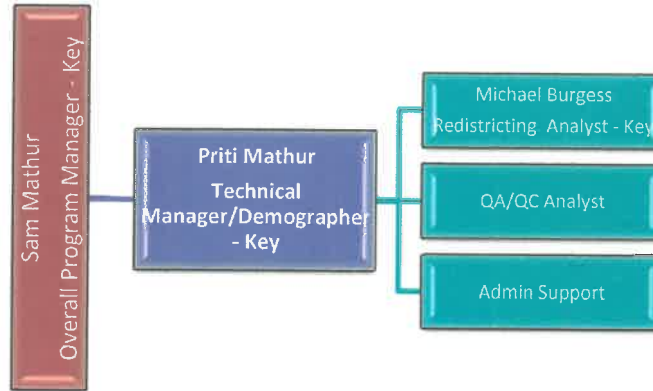


Figure 2 - Team Organization

Mr. Sam Mathur is a Principal at ARCBridge Consulting. Mr. Mathur has a MS. in Information Systems from Virginia Tech and has over 25 years of management and technical experience. Mr. Mathur has successfully managed most of ARCBridge projects over the last 20 years. Mr. Mathur will serve as the overall Program Manager. He will be responsible for all contractual matters. He has the overall responsibility for staff allocation, schedules, and responsibility to complete the project accurately on-time and within budget.

Ms. Priti Mathur is a Principal at ARCBridge Consulting. She has over 30 years of GIS consulting, application development and Database experience. She has extensive experience working with Census demographic and spatial data, leading the ARCBridge team in a nation-wide Metropolitan Areas delineation project conducted for the Bureau of Census, Population Division. Ms. Mathur has worked for over 5 years at the Department of Justice (DOJ), Civil Rights Division where she worked with DOJ Attorneys in helping them assess the redistricting plans submitted by jurisdictions. Ms. Mathur has presented several papers at professional conferences. She holds a Masters in Geography from Virginia Tech, Blacksburg, VA (1989). Ms. Mathur will lead the redistricting effort as ARCBridge’s Technical Manager. All ARCBridge staff will be reporting to her. Ms. Mathur will be the technical point of contact. She will attend meetings, gather input and prepare and present alternate redistricting proposals.

Mr. Michael Burgess has over 10 years of experience in processing Census data, using ArcGIS 10.x and developing maps and reports. He will assist in processing the Census block files, PL94-171 data, preparing plans, maps and reports. He has assisted Ms. Mathur with all the redistricting projects in 2011 and the school and city redistricting projects from 2011 – 2020.

Resumes

Resume of Ms. Priti Mathur, ARCBridge Technical Project Manager/Demographer

EDUCATION

M.S. Geography with concentration in GIS, 1989, Virginia Polytechnic & State University

EXPERIENCE

ARCBridge Consulting & Training, 1997 - present

Ms. Mathur, President of ARCBridge Consulting & Training Inc. founded the company to provide state-of-the-art GIS services to federal, state and local governments. Ms. Mathur has over 30 years of experience in data analysis and GIS. She has been leading GIS efforts at ARCBridge; Ms. Mathur spent over 5 years at the Department of Justice, Civil Rights Division, Voting Section assisting attorneys analyze plans submitted to DOJ for preclearance.

SELECTED PROJECTS

- ***Los Angeles Unified School District – Redistricting Services 2021***
- ***San Diego Community College District - 2021***
- ***Los Angeles County Redistricting Services – 2021***
- ***Miami Dade County Redistricting Services – 2021***
- ***Stafford County Public Schools VA – Redistricting 2018-2019***
Attended public meetings, gathered community feedback, developed alternate plans for elementary attendance areas; attended school board meetings; prepared electronic maps and reports for the community meetings and school redistricting website; presented the alternate plans to the School Board and the community and assisted the board in selecting the final plan.
- ***City of Parkland FL – Redistricting 2019***
Worked with the City Clerk, community to draw council districts. Used parcel layer to estimate the population, used census data, developed alternate plans, had virtual meetings with the city staff and prepared maps and reports.
- ***Brownsville ISD TX – School Enrollment and Assessment of Attendance Areas – 2020***
Worked with the school planning staff; analyzed capacity utilization of elementary, middle and high schools; identified schools that are currently over capacity; generated enrollment forecast by schools and recommended changes to balance the school enrollment; made presentations to the school board and prepared maps and reports.
- ***York County Public Schools VA- Balancing Elementary School Boundaries - 2016-2017***
Worked with the school staff to prepare alternate boundaries for school attendance areas; prepared enrollment forecast; presented to the school board; prepared electronic maps and reports.
- ***Redistricting for the City of New Haven CT – 2012***
Attended public meetings; meetings with the Board of Aldermen; processed census data; generated alternate boundaries for the 30 wards in the city; followed the redistricting requirements; collected community feedback to create 3 alternate plans;
Redistricting for the City of East Providence RI, City of Newport RI, San Diego USD, Metropolitan Community College Kansas City MO and many more
- ***Developed DISTRICTSolv for Redistricting – ArcGIS-based tool***
- ***Census Count Review: (1999 – 2004):*** Managed a team to successfully analyze the Census 2000 data. Worked with a team of Census experts to develop and apply measures of

evaluation of Census 2000 Counts. The model was applied to short form variables and then to long form variables. This was the first time GIS was used in conjunction with data processing tools like SAS to evaluate the spatial distribution of population counts. The comparison datasets used were Census 2000 Estimates and Claritas estimates.

- ***New York City Homeless Census:*** ARCBridge used the New York city street files and study areas to determine the best routes for census enumerators.
- ***HUD Colonias Study:*** Priti led the Colonias Project for HUD. ARCBridge made field visits to the counties on US-Mexico border to collect data on Colonias. The states covered in the study were New Mexico, Arizona and California. Colonias data was matched to census tracts.
- ***Census Urban Area Delineation study:*** Until 2000, Urban Areas were delineated using semi-automated procedures and delineation was subjective based on the analyst. Census Bureau wanted to develop a model where various predefined conditions were used to model the process. The urban areas started with urban cores defined by population density by block. The definition process worked with blocks, Street files and demographic data. The model was extremely complicated but ARCBridge under the leadership of Ms. Mathur completed the project in time. Urban areas were then created for 1990 to create comparable areas.
- ***Census Metropolitan Area Study:*** Metropolitan areas are created using counties as building blocks. Ms. Mathur worked with the Census Researchers to generate the model, and then developed routines so that the model could be run for a given area. 1990 Census data was processed. The Journey-to-Work was processed so that it could be used. The project was done using ArcView.
- ***Evaluation of Racial Discrimination by Police Officers:*** Managed the data analysis effort; Geocoded Police Traffic Violation data; assigned the geocoded data to census blockgroups; assessed the racial composition of the census areas in study, compared the ratio of tickets to minorities with the ratio of minorities in the area. The study was done for the Department of Justice. It involved working with Census demographic data, census geographic data, and GIS Analysis.

Northrop Grumman (Originally Sylvest management Systems, Lanham MD) 1991 - 1997

- ***NASA Congressional Districts Database Development:*** Managed the conversion of USPS zip+4 files into Arc/Info coverages which were spatially overlaid on congressional districts coverage to create a nation-wide database of zip+4 with congressional district information.
- ***US Department of Justice Redistricting Data Analysis:*** Worked with Census PL94-171 data to evaluate the redistricting plans submitted by jurisdictions. PL94-171 data was processed at all block, blockgroup, tract, place, MCD and county summary levels. TIGER Line files were processed to create corresponding census geography boundary files. ARC/INFO and ArcView was used on UNIX machines.

Greenhorne & O'Mara Engineering Firm in Greenbelt MD (1989-1991)

- ***Federal Emergency Management Agency (FEMA):*** Automated the conversion of the Census

PUBLICATIONS/PRESENTATIONS:

- "Implementation of a Large Scale GIS at the U.S. Department of Justice for Redistricting Analysis", Presented at the Twelfth Annual Esri User Conference, Palm Springs, CA., June 1992. The paper is published in the 1992 proceedings.
- "Delineating Metropolitan Areas using commuting data, for the year 2000", Presented at the Twelfth Annual Towson GIS Conference at Baltimore Convention Center, May 1999.

Resume of Mr. Michael Burgess, Redistricting Analyst

EXPERIENCE

ARCBridge Consulting & Training, 2004 - present

Mr. Burgess is a GIS Analyst/Technician at ARCBridge Consulting. He has over 10 years of experience working with ArcGIS 10.x., DISTRICTSolv, Network Analyst, COGO, Spatial Analyst and more. He has worked on several ARCBridge Projects.

Mr. Burgess has worked on some notable projects listed below -

- San Diego Community College District 2021
- Los Angeles County CRC 2021
- Orangeburg County School District 2020
- Brownsville ISD 2020
- Stafford County Public Schools – 2018-2019 – developed reports and maps
- City of Parkland FL – Redistricting
- Brownsville ISD – Student Enrollment
- York County Public Schools Redistricting – developed data, maps and reports
- City of Philadelphia (2010 – present) Created a time and distance model for Fire Response Analysis for the City of Philadelphia Fire Department
 - Created a database in SQL Server to import 911 data for analysis for the City of Philadelphia (PA) Fire Department PA. - present
 - Developed tools to model what-if scenarios for the city.
- Supported Fauquier County Fire Department with Response Planning and Analysis.
- BLM Project (2016) - Creating a File Geodatabase of Right of Way for BLM – using ArcGIS 10.3.1 and COGO extensions, working with pdf case files, drawings, aerial imagery, legal descriptions, survey documents and more. Using COGO extension as needed. The Right of Way is granted to oil & Gas Companies.
- Worked on FRA Datasets and updated the network database using Rail lines and Freight Stations.
- Created the Master Address Repository for the District of Columbia (Washington DC) government; (Used ArcGIS and Oracle). Used Parcel layer and Pictometry data; Used Imagery to locate addresses - 2004 – 2005.
- Aligning the Fire Response Areas to the Parcels for Fairfax County (VA) (Used ArcGIS, Aerial imagery, Parcel and other layers) 2006
- Creating a Geodatabase for Redistricting for the City of New Haven CT (Used ArcGIS) Created a Metes and Bound description of New Council Districts. (2012)
- Developed map template for Jefferson County CO and supported the county with creating precincts and description
- Created a workflow and provided assistance to Jefferson County CO for realigning their precincts based on 2010 Census.
- Created a nationwide database of Citizen Voting Age population from American Community Survey using population tables and TIGER Line files
- Created a Geodatabase for ARCBridge product clients across the country

C. ARCBridge’s APPROACH AND METHODOLOGY:

Here is our understanding and proposed workplan.

Time Frame	Task	Task Details	Deliverables	Meetings
August	Award to ARCBridge	Online Kick-off meeting Joint Virtual Meeting with County and School Board	1. Project Schedule/time-line 2. Redistricting Process PowerPoints	Joint Virtual Meeting In-person meeting to discuss the preliminary
August/ September (last week of September)	Census Data Release and in-person joint meeting with County and School Board	Process Census Data and Prepare preliminary report and work on preliminary plan ideas; Prepare 4 Plans to discuss with the County and the School Board	3. AS-IS Plan 4. 4 Preliminary Plans	4 plans (last week of September)
October (3 rd / 4 th week)	Community Meetings	Prepare maps and reports as pdfs for each preliminary plan; Present preliminary plans to the public in 2 community meetings	5. Map and Data Reports for each preliminary plan	2 In-person community meetings in 3 rd /4 th week of October
November	Receive input from Community and Update the 4 plans	Use Community feedback to update plans Prepare report to include community feedback and 4 plans	6. 4 Alternate Plans with maps, reports, charts	
December	Prepare Report		7. Final Report	
December 13 th	Final Meeting	Present Community feedback and 4 final plans		In-person meeting

Redistricting Principles and Requirements

ARCBridge will prepare a PowerPoint presentation to describe the redistricting criteria, the redistricting process, community involvement and seek feedback from the County and the School District We will the redistricting criteria -

- Population Equality: All districts will be drawn such that they are as equal in population as possible. The maximum deviation will not be more than 10%.

- The districts shall be compact and contiguous. Use Census blocks as building blocks
- As per Voting Rights Act, Minority vote will not be diluted. Minority populations will be fairly represented such that the minorities will not be ‘packed’ into a district or ‘cracked’ into more than one district to dilute the minority voting power.
- Communities of Interest will be identified and all attempts will be made to keep them in one district as long as the population and other criteria are met.
- attempts will be made to avoid splitting neighborhoods, where possible, without violating the other requirements.
- And conform to the federal Voting Rights Act (VRA), and other local applicable laws

Meetings

ARCBridge has been using zoom/MS Teams for over a year now. These tools provide robust capabilities and the advantage of attending the meetings from the comfort of your home. We will participate in 1 virtual, 2 in-person joint meetings with County and School Board and 2 community outreach meetings.

Process Census Data and Prepare Preliminary Data Report

The 2020 PL94-171 demographic data is expected to be released in August/September 2021. Our team will download the file from the Bureau of Census website and process it to create a database with total and voting age population by race and ethnicity. The table below shows the variables that will be used for redistricting. We will download the block shapefile/file geodatabase and will process the PL94-171 data at the block level.

Total Population	Voting Age Population
Total Population	Total Voting Age Population
Hispanic	Voting Age Hispanic
Non Hispanic White	Voting Age White
Non Hispanic Black	Voting Age Non Hispanic Black
Non Hispanic Asian	Voting Age Non Hispanic Asian
Non Hispanic Hawaiian/Pacific Islander	Voting Age Non Hispanic Hawaiian/Pacific Islander
Non Hispanic Native Americans	Voting Age Non Hispanic Native Americans
Non Hispanic Other	Voting Age Non Hispanic Other
Non Hispanic Persons of 2 or more Races	Voting Age Non Hispanic Persons of 2 or more Races

We have already processed the 2010 data and have included examples. We will perform similar analysis and create similar reports.

ARCBridge will use its own redistricting software, DISTRICTSolv and ArcGIS to create alternate districts and prepare maps and reports. Below we have provided examples of reports from St. Johns County and other jurisdictions using 2010 demographic data.

Exhibit B

ARCBridge Response to St. Johns County for Redistricting Services

rcMap

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frmDistrictReportWithAttributes2
100%
Find Next

District Summary

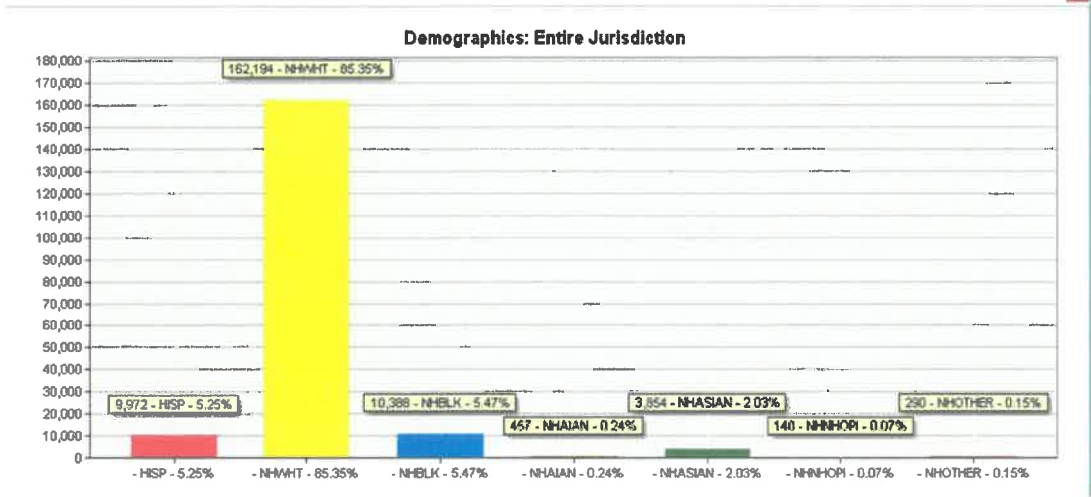
SJFL

Demographic Totals

HISP:	9,972	5.25%
NHWHT:	162,194	85.35%
NHBLK:	10,388	5.47%
NHAJIAN:	457	0.24%
NHASIAN:	3,854	2.03%
NHNHOPI:	140	0.07%
NHOTHER:	290	0.15%

District Count:	5
Total Population:	190,039
Maximum Deviation:	1,137
	2.99%
Average Deviation:	389
	1.02%
Minimum Count:	37,475
Maximum Count:	38,612

Demographics Graph



District Summary
100%
Find Next

District Summary

SJFL

District Count	5
Total Population	190,039
Maximum Deviation	1,137
	2.99%
Average Deviation	389
	1.02%
Minimum Count	37,475
Maximum Count	38,612

District	Planner	Count	Optimum	Deviation	Deviation %
1		38,275	38,000	277	0.60%
5		37,569	38,000	-439	-1.16%
2		38,612	38,000	604	1.59%
4		38,148	38,000	140	0.37%
3		37,475	38,000	-533	-1.40%

Total Population by Race and Ethnicity (example from another jurisdiction)

1	2	3	4	5	6	7
Population: 28,807	Population: 28,867	Population: 28,634	Population: 29,539	Population: 28,913	Population: 28,493	Population: 28,936
Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884	Optimum: 28,884
Deviation: -77	Deviation: -17	Deviation: -250	Deviation: 655	Deviation: 29	Deviation: -391	Deviation: 52
-0.27%	-0.06%	-0.87%	2.27%	0.10%	-1.35%	0.18%
HISP: 9,600	HISP: 4,681	HISP: 16,299	HISP: 14,749	HISP: 6,740	HISP: 6,940	HISP: 4,063
33.33%	16.22%	56.92%	49.93%	23.31%	24.36%	14.04%
NHWHT: 7,631	NHWHT: 18,307	NHWHT: 3,723	NHWHT: 7,899	NHWHT: 12,935	NHWHT: 14,577	NHWHT: 17,484
26.49%	63.42%	13.00%	26.74%	44.74%	51.16%	60.42%
NHBLK: 8,928	NHBLK: 1,827	NHBLK: 6,443	NHBLK: 3,086	NHBLK: 1,671	NHBLK: 911	NHBLK: 1,369
30.99%	6.33%	22.50%	10.45%	5.78%	3.20%	4.73%
NHAIAN: 65	NHAIAN: 37	NHAIAN: 51	NHAIAN: 46	NHAIAN: 49	NHAIAN: 58	NHAIAN: 41
0.23%	0.13%	0.18%	0.16%	0.17%	0.20%	0.14%
NHASIAN: 1,290	NHASIAN: 2,744	NHASIAN: 1,492	NHASIAN: 2,950	NHASIAN: 6,402	NHASIAN: 5,145	NHASIAN: 5,007
4.48%	9.51%	5.21%	9.99%	22.14%	18.06%	17.30%
NHNHOPI: 20	NHNHOPI: 69	NHNHOPI: 14	NHNHOPI: 20	NHNHOPI: 25	NHNHOPI: 20	NHNHOPI: 15
0.07%	0.24%	0.05%	0.07%	0.09%	0.07%	0.05%
NHOTHER: 144	NHOTHER: 107	NHOTHER: 72	NHOTHER: 87	NHOTHER: 107	NHOTHER: 85	NHOTHER: 78
0.50%	0.37%	0.25%	0.29%	0.37%	0.30%	0.27%

Yellow – Majority; Green – 2nd Majority

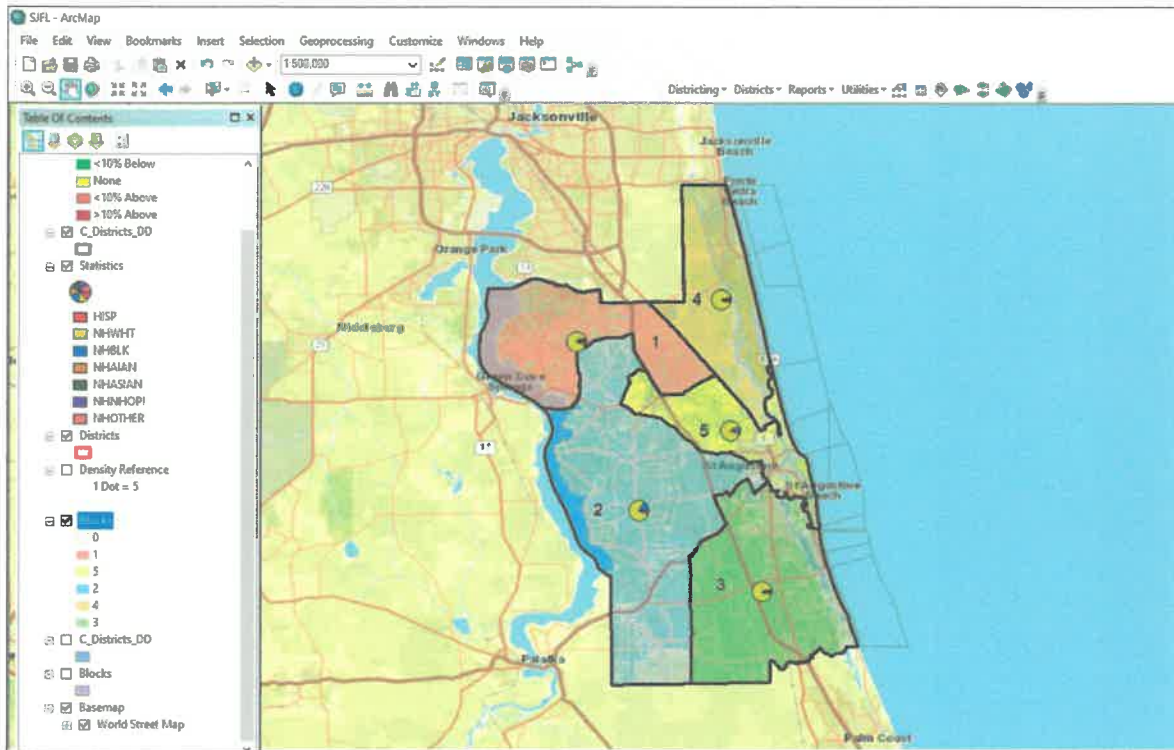
Exhibit B

ARCBridge Response to St. Johns County for Redistricting Services

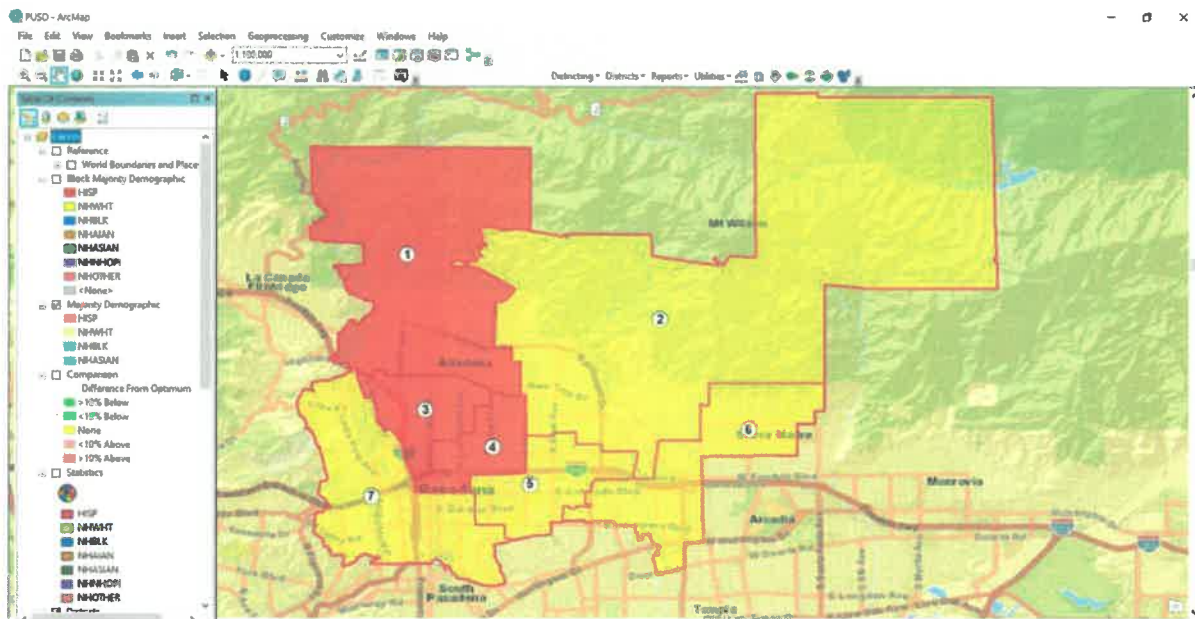
	HISP18:	6,476	22.48%		
	NHWHT18:	6,380	22.15%		
	NHBLK18:	7,247	25.16%		
	NHAIAN18:	47	0.16%		
	NHASIN18:	1,092	3.79%		
	NHNHOP18:	19	0.07%		
	NHOTH18:	105	0.36%		
	NHP2RC18:	687	2.38%		
2		28,867	28,884	-17	-0.06%
	HISP18:	3,301	11.44%		
	NHWHT18:	15,181	52.59%		
	NHBLK18:	1,513	5.24%		
	NHAIAN18:	35	0.12%		
	NHASIN18:	2,294	7.95%		
	NHNHOP18:	48	0.17%		
	NHOTH18:	61	0.21%		
	NHP2RC18:	583	2.02%		
3		28,634	28,884	-250	-0.87%
	HISP18:	11,061	38.63%		
	NHWHT18:	3,281	11.46%		
	NHBLK18:	5,108	17.84%		
	NHAIAN18:	42	0.15%		
	NHASIN18:	1,314	4.59%		
	NHNHOP18:	12	0.04%		
	NHOTH18:	53	0.19%		
	NHP2RC18:	355	1.24%		

Voting Age Population

Exhibit B
ARCBridge Response to St. Johns County for Redistricting Services



Current Districts



Majority Districts (Yellow – NH White, Red – Red)

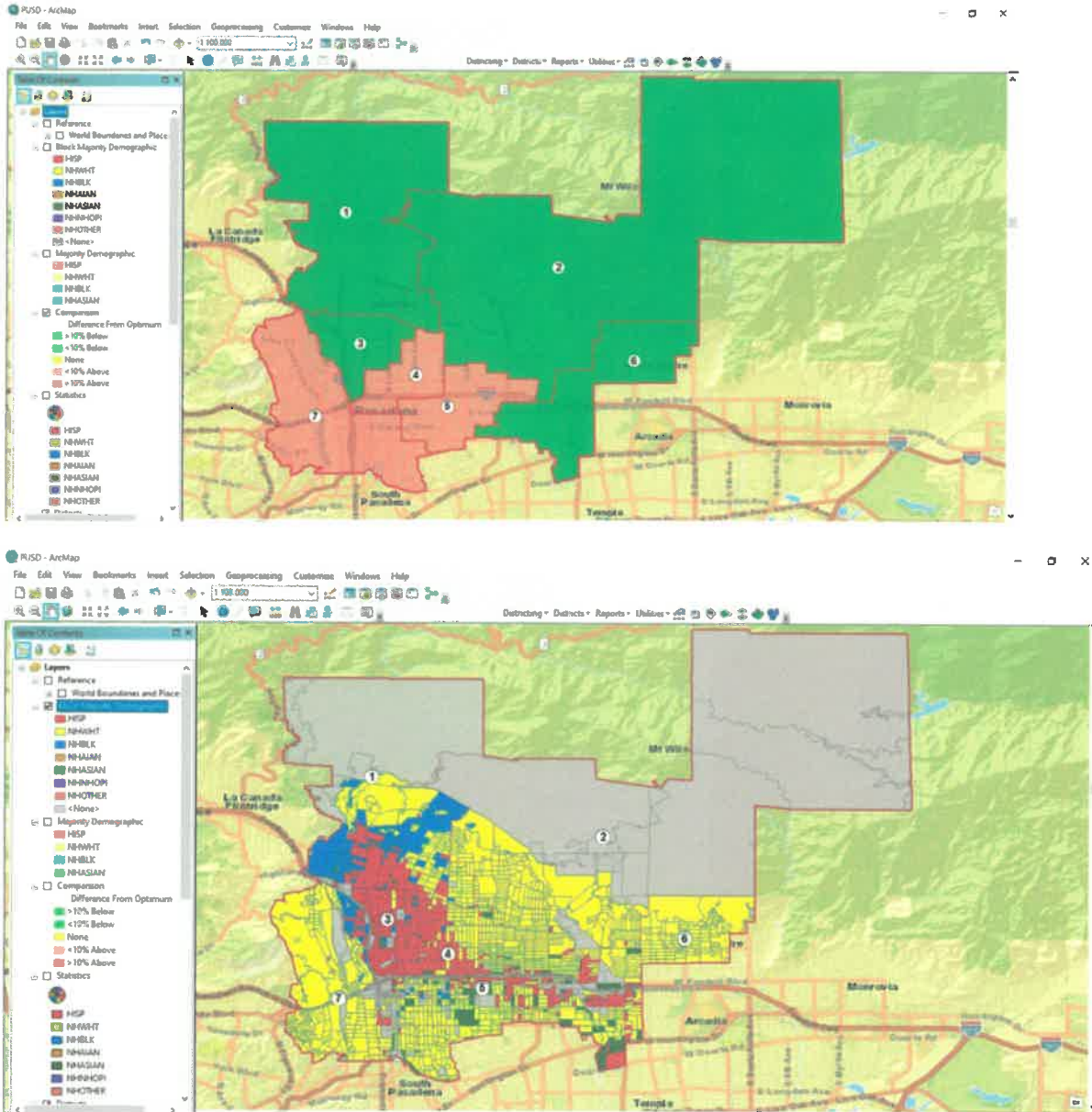
Exhibit B

ARCBridge Response to St. Johns County for Redistricting Services

4 Alternate Plans with maps, reports, charts

ARCBridge will create an AS-IS map using the 2011 districts with 2021 data to determine the changes that need to be made in the districts.

We will calculate the Ideal Population and create color-coded maps to determine the districts which have more than the ideal population (in red) and less than the ideal population in green as shown on the right-hand side map.

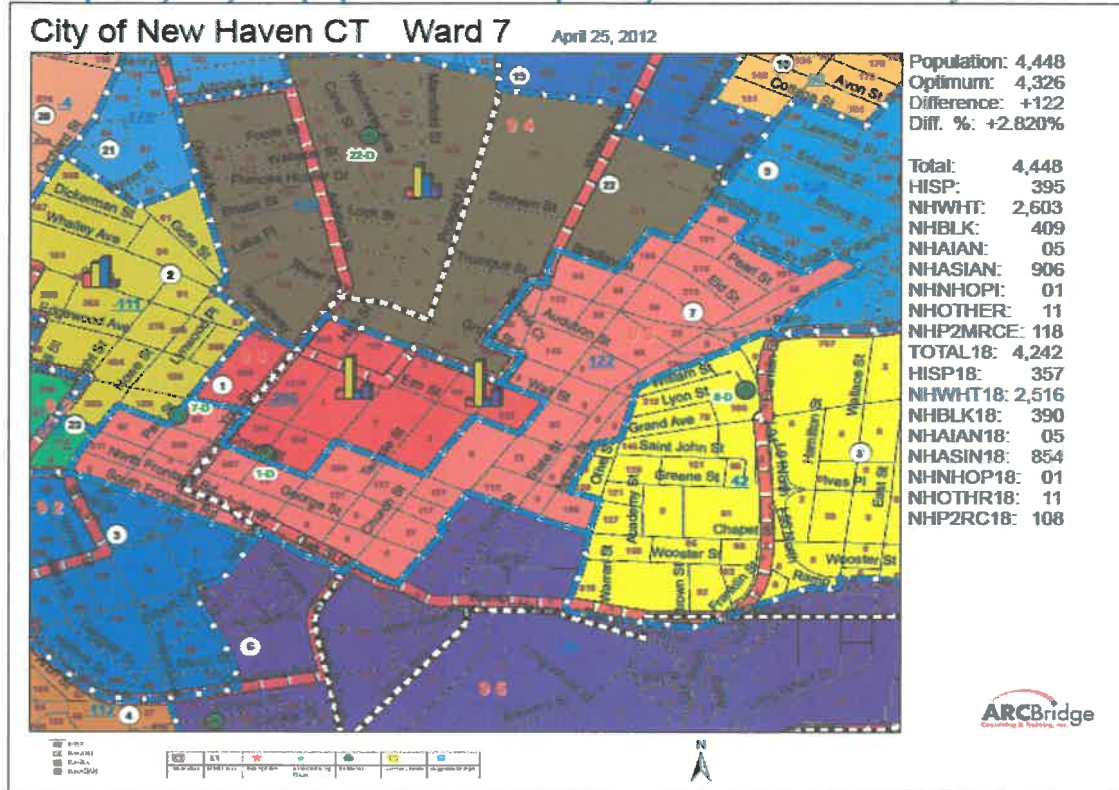


Adjusting the plans based on community feedback

Exhibit B

ARCBridge will make the edits as required as long as the plans conform to the redistricting criteria.

Examples of draft maps provided to the public for comment to the City



D. Price

See attached forms

Additional Information

Examples of final maps approved by the jurisdiction

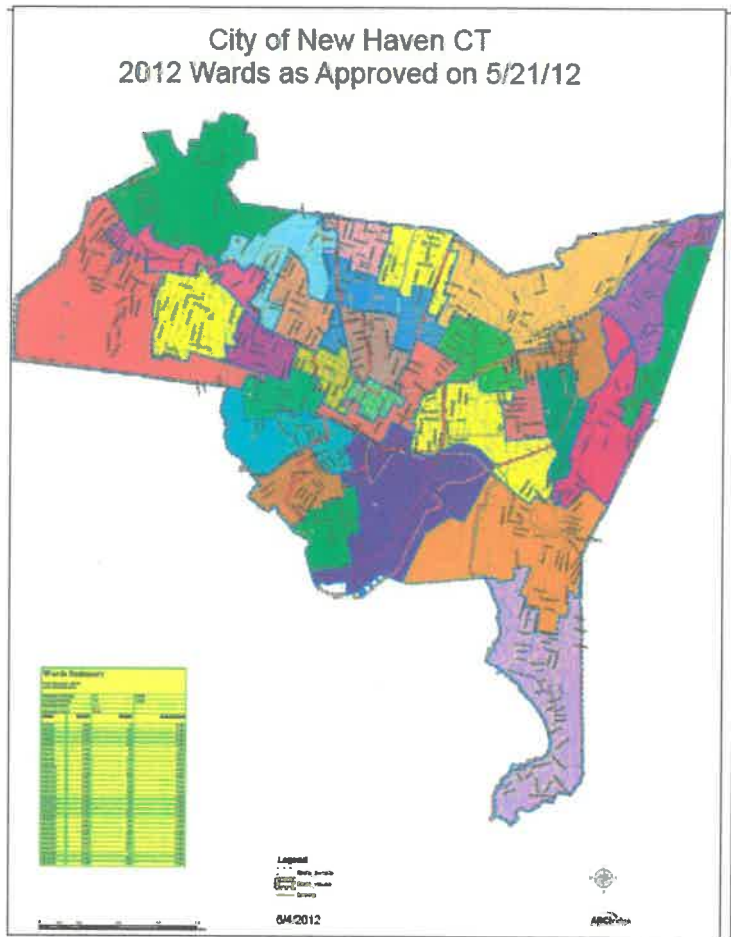


Figure 3 - City of New Haven - Final Large-Scale Map

blockid	wardid
090091401001005	1
090091401001015	1
090091401001016	1
090093614011000	1
090093614011001	1
090093614011002	1
090093614011003	1
090093614013003	1
090093614013007	1
090093614022004	1
090093614022005	1
090093614022006	1
090093614022007	1
090091407002000	2
090091407002001	2
090091407002002	2

Figure 4 - Block-Equivalency File

Examples of draft maps provided to the public for comment to SDUSD

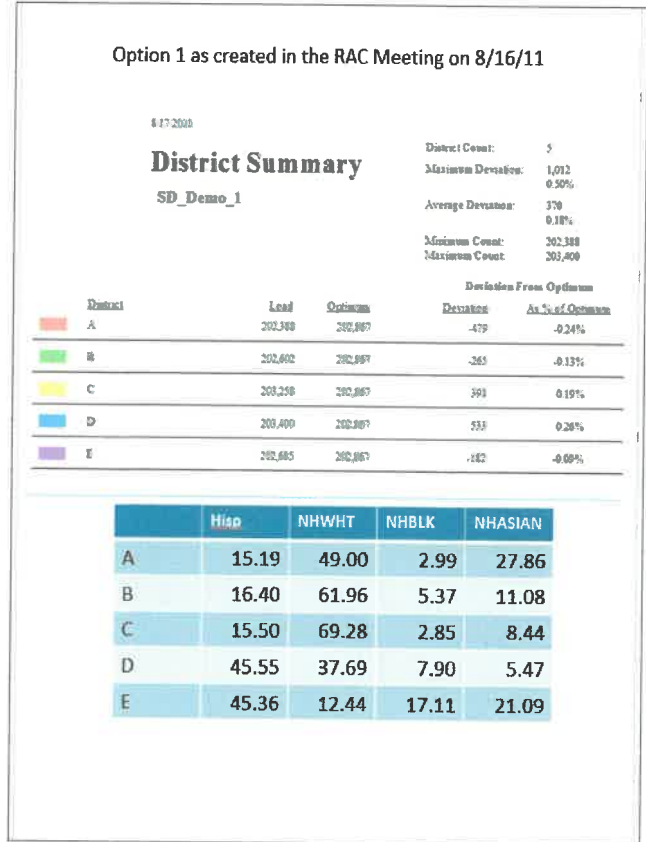
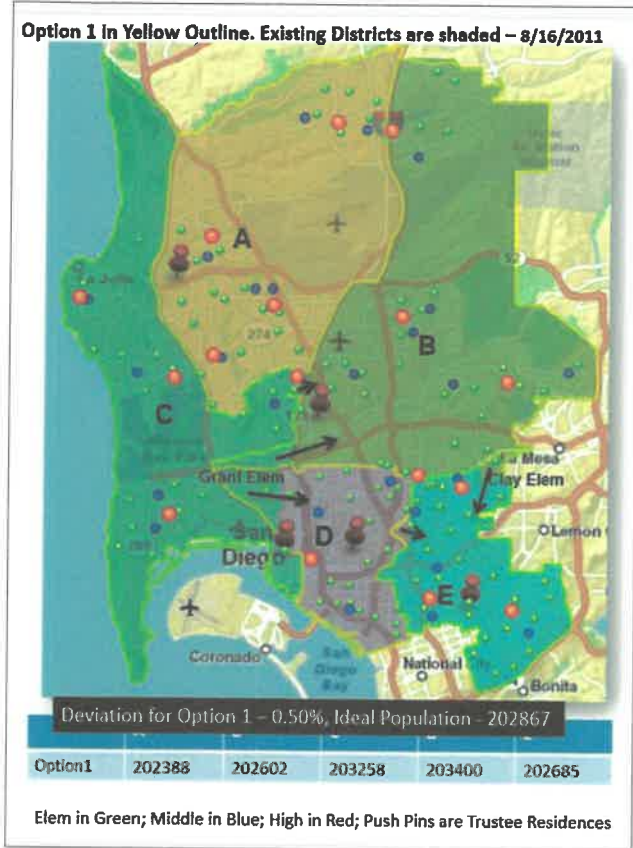
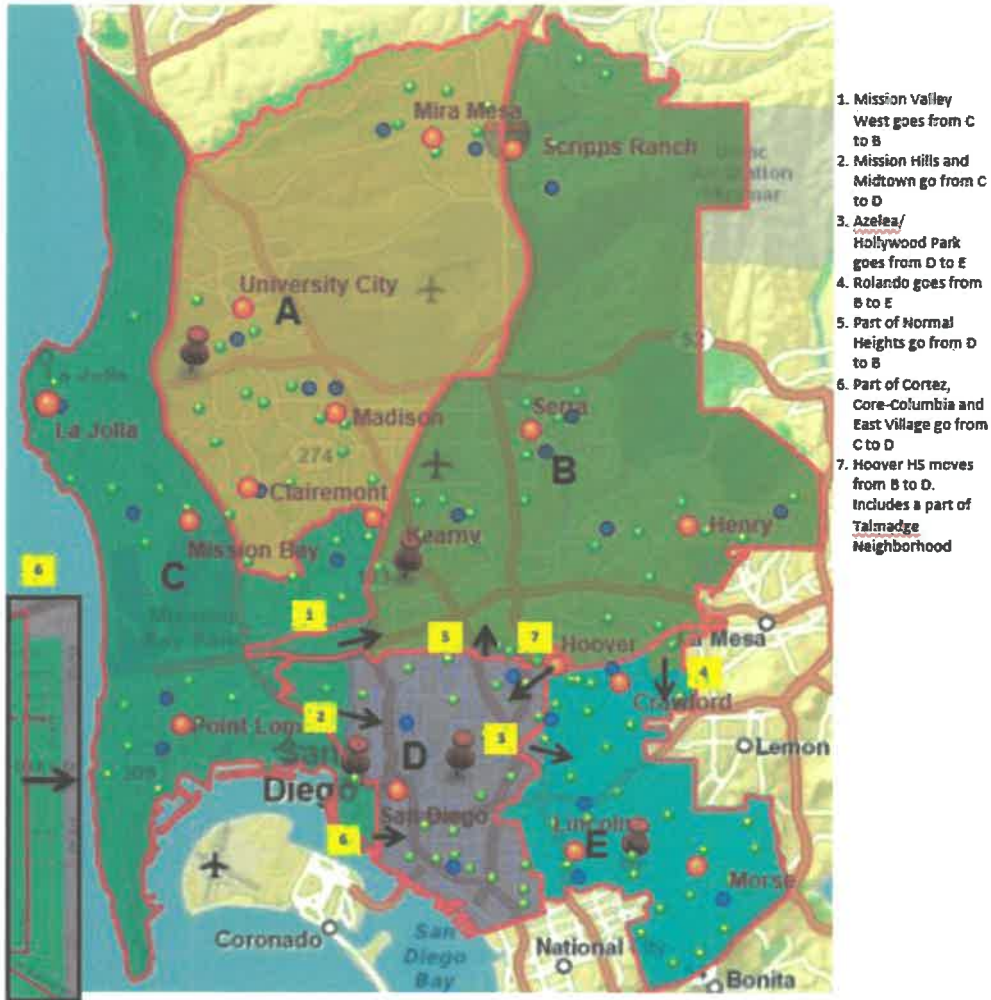


Figure 5 - Draft Option Plans and Data

San Diego Unified School District - Boundary Adjustment Option5
 As Adopted by the Redistricting Advisory Committee on 9/1/2011




Deviation for Option 5 – 0.9%, Ideal Population - 203058

	A	B	C	D	E
Option5	202388	203141	202867	204208	202687
	-670	83	-191	1150	-371


Elem in Green; Middle in Blue; High in Red; Push Pins are Trustee Residences

Figure 6 - Draft Option Plans with Explanation of Changes

Testimonials



CITY OF NEW HAVEN
BOARD OF ALDERS
OFFICE OF LEGISLATIVE SERVICES
 165 Church Street, New Haven, CT. 06510
 Phone (203) 946-6483, Fax (203) 946-7476
 Email alucas@newhavenct.gov



Albert E. Lucas
 Director

To Prospective ARCBridge Redistricting Customer:

I am pleased to offer my reference for ARCBridge. I can do so without hesitation based on the work they did in 2012, when ARCBridge worked with the New Haven Board of Alders to update their 30 ward boundaries based on 2010 PL94-171 data.

With Census 2010, the population had shifted, and our wards had over 60% Maximum deviation. We engaged ARCBridge to assist in rectifying this. The ARCBridge team attended several in-person and on-line community meetings and created and presented more than three plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. ARCBridge also developed an alternate plan to create a new district on the eastern side of the city and eliminate a low-population district on the west side of the city.

ARCBridge then used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data to present the Board of Alders with 3 final plans. One of which was adopted and serves us to this day.

Based on this experience I highly recommend that you contract them. The ARCBridge team exceeded our expectations complete their work for us in our scheduled timeframe and budget and can do the same for you.

Best Regards,
Albert E. Lucas
 Director, Legislative Services

RE: Here is the new districts map Inbox x

Rhinerson Bernie <brhinerson@seandf.net>
 to me, Macphall, Sam

Thu, Sep 15, 2011, 4:48 PM

Priti

Thanks for this final map.

Again it was a pleasure working with you. Thanks for the excellent service, expertise and responsiveness during this project.

Bernie Rhinerson

Scott R. Kizner, Ph.D.
Superintendent



STAFFORD COUNTY PUBLIC SCHOOLS

31 Stafford Avenue
Stafford, Virginia 22554-7246
Phone: 540-658-6000
www.staffordschools.net

Office of the Superintendent

SCHOOL BOARD

Holly Hazard, Chair
Gene Hollerback, Vice Chair
Dr. Sarah Chase
Patricia Healy
Susan Randall
Dr. Elizabeth Warner
R. Pamela Young

August 5, 2020

Dear Prospective ARCBridge Redistricting Customer:

ARCBridge provided redistricting services for elementary school attendance areas for Stafford County Public Schools in 2018-2019.

ARCBridge staff processed the student enrollment and enrollment projection data to create plans to identify school areas that required adjustment. ARCBridge conducted public information meetings to gather feedback from the community, created alternate plans to meet the needs of the community, and met the requirements of the school board's redistricting criteria. With the goal of collecting community feedback, large scale maps were posted on Stafford County Public Schools website and communication tools (email and Facebook) were established. The ARCBridge team met with our school board and community, presented the alternate plans, and listened to feedback, which was used to draw and edit alternate plans.

The ARCBridge team exceeded our expectations and the project was completed within our scheduled timeframe and budget. If you have any questions, please contact me.

Sincerely

A handwritten signature in black ink, appearing to be "SK", written over a light blue horizontal line.

Scott R. Kizner, Ph.D.
Superintendent

Exhibit B

ARCBridge Response to St. Johns County for Redistricting Services



August 7, 2020

RE: Letter of Recommendation for ARCBridge to Provide Redistricting Services

To Prospective ARCBridge Redistricting Customer:

ARCBridge provided redistricting services to the City of Parkland, FL in 2019.

- ARCBridge has worked with the Census Blocks and PL94-171 data.
- ARCBridge used population estimates derived from parcel database for the City of Parkland. The team used ArcGIS, DISTRICTSolv, and Census geography to create alternate plans.
- ARCBridge worked with the City Commission, Mayor, and City Clerk to draw the alternate plans.
- ARCBridge presented the plans at the Commission meetings and prepared maps, reports, and alternate boundaries.
- ARCBridge used ArcGIS-based DISTRICTSolv for creating alternate plans.

The ARCBridge team met our expectations and the project was completed within our scheduled timeframe and budget.

If you would like to speak further regarding ARCBridge, please feel free to contact me directly.

Regards,

Nancy Morando
City Manager
nmorando@cityofparkland.org
954-753-5040 x 4123

CITY OF PARKLAND – OFFICE OF THE CITY MANAGER
6600 University Drive | Parkland, Florida 33067 | Office: (954) 753-5040 | Fax: (954) 341-5161
www.cityofparkland.org

Other References

1. Gayla Hartsough Ph.D. | Executive Director

Los Angeles County Citizens Redistricting Commission

<http://redistricting.lacounty.gov>

ghartsough@crc.lacounty.gov

Other Contact Information:

KH Consulting Group, 1901 Avenue of the Stars, Suite 200, Los Angeles CA 90067

KH website: www.KHConsultingGroup.com

((310) 203-5417 | Ê(310) 203-5419 | gayla@khcg.com

2. Metropolitan Community College Kansas City MO

Cindy Johnson (now retired)

Board Services Manager/Special Assistant to the Chancellor

Metropolitan Community College

Office: 816-604-1010 ; 816-604-1011

3200 Broadway, Kansas City, MO 64111

Cindy.Johnson@mccckc.edu | www.mccckc.edu

Services - ARCBridge provided full redistricting services to include –

Data preparation and processing

Redistricting Training & Criteria

AS-IS Plan (current districts) and 4 alternate plans

Prepared maps and reports for each plan

Attended public meetings; presented at the meetings

Gathered community feedback; revised alternate plans based on feedback

Recommended a final plan to the school board


Created final electronic maps and district shapefiles

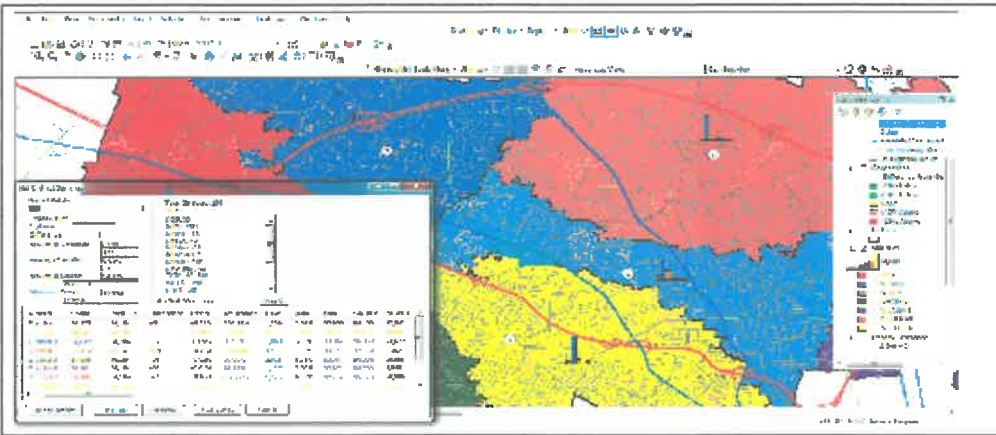
Redistricting Software Experience – DISTRICTSolv and ArcGIS

Our DISTRICTSolv has been used by our clients across the country. Here is information about its functionality.

DISTRICTSolv

ArcGIS Extension for Redistricting
Creates Districts, Precincts, School Attendance
Areas, Planning Areas, Service Areas and more






Key Features of DISTRICTSolv

- Create any number of Plans
- Create Plans based on existing plans
- Automatically create districts
- Import Plans
- Use any polygon base layer
- Merge plans
- Save edits to Plans
- Save Snapshots of plans and revert to a snapshot
- Rename Plans, Rename Districts, Delete Districts
- Create New plans based on the control field which could be total population, total voting age population
- Add political data
- Perform What-If Analysis – interactively move blocks from one district to another and see the impact of the change- see the statistics change
- Use default colors or user-specified colors for districts
- Create plans based on a base map
- Export Plans as Block-Equivalency files/XML
- Use census geography and additional layers
- Select features by using Point, line, poly selection tools
- Select features using other layers
- Use the District Summary dialog to display information about the districts, max deviation, ideal population & more
- Add additional demographic data at any time.
- Draw or select features to create Community of Interest (COI) Areas
- Choose to keep the COI together
- Import COI from another layer
- Create Reports of Communities of Interest
- Add comments/notes about the plan.
- Lock Districts/mark them as complete
- Highlight districts <> ideal pop
- Identify unassigned areas
- If unassigned areas are islands in districts, automatically assign them to districts
- Allow the user to interactively fix the unassigned areas
- Identify non-contiguous areas
- Show majority demographic
- Create charts/bars
- Compare two plans
- Compute area, perimeter, population density, length-width, convex hull ratio, Reock, Polsby-Popper, tests of compactness.
- Create Map Books, Reports in pdf/text files
- Works with ArcGIS 10.x

Excellent client Support
Email, phone & web support
Please call for a web demo

Phone: 703-834-6511
info@arcbridge.com
sam@arcbridge.com
www.arcbridge.com

ARCBridge Consulting & Training Inc.
21515 Ridge Top Circle,
Suite 290, Sterling VA 20166



Testimonials for DISTRICTSolv

To Prospective ARCBridge/DISTRICTSolv User:

Roanoke Valley-Alleghany Regional Commission used ARCBridge's software – DISTRICTSolv for our redistricting efforts in 2011. We have used the software for redistricting efforts in Alleghany County, Craig County and the City of Covington. DISTRICTSolv is an ArcGIS extension and works with ArcGIS 10.x. We were very satisfied with the product as it provided all the redistricting functionality in an easy-to-use Graphic User Interface that works within the familiar ArcGIS environment. It allowed us to prepare and refine multiple redistricting options.

ARCBridge also provided ready-to-use Census geography files with PL94-171 data and the software generated all the reports and maps that we needed. It saved us countless hours of work and I recommend DISTRICTSolv.

Regards,



Matt Miller, 540-343-4417 mmiller@rvarc.org

To prospective ARCBridge DISTRICTSolv users:

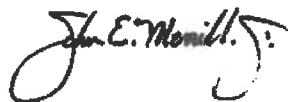
Albany County, NY used ARCBridge's software DISTRICTSolv for their redistricting efforts in 2011. DISTRICTSolv is an ArcGIS extension and integrates very well with ArcGIS 10.x.

We were very satisfied with the product, as it provided all the redistricting functionality, we needed in an easy-to-use Graphic User Interface that works within the familiar ArcGIS environment.

Also, ARCBridge provides ready-to-use U.S. Census geography data with PL94-171 data and their program was able to make all the reports and maps that we needed.

Best of all, though, was the personal and friendly technical support we received whenever it was needed.

I liked using the program and highly recommend DISTRICTSolv for your use.



John Merrill

Exhibit B

A. PRICE:

Redistricting Services

St. Johns County School District
Fee Schedule and Certification

Redistricting Services	
A firm price for Redistricting Services as outlined. This fee must incorporate any and all goods and services necessary to complete the work defined.	\$ 59,900.00
Additional Services	
Hourly Rate for Expert Testimony	\$ 400.00/Hr + Preparation+ Travel
Hourly Rate for Additional Community Outreach Meetings	\$ 250.00 + Preparation + Travel
Hourly Rate for Additional Meetings In Front of the St. Johns County School Board and/or St. Johns County Board of County Commissioners	\$ 250.00 + Preparation + Travel
Additional Redistricting Plans	\$ 3500.00

Alternate Proposal for Redistricting Services	
A firm price for Redistricting Services as submitted in the Alternate Proposal. This fee must incorporate any and all goods and services necessary to complete the work defined.	N/A

Company Name: ARCBridge Consulting & Training Inc.

Authorized Signature: *SMathur*

Print Name: Sam Mathur

Date: 7/23/2021

Exhibit B
St. Johns County School District
CONFLICT AND IMPARTIALITY FORM

The questions that follow are intended to alert St. Johns to potential conflicts. A potential conflict identified is not an automatic disqualification, but is information that will be considered in the evaluation process. St. Johns reserves the right to review and make a final determination on any actual or potential conflict that would violate St. Johns policies or Florida law. Failure to fully disclose conflicts may result in rejection of the proposal or immediate termination of any contract awarded therefrom.

1. To the best of your knowledge, do any St. Johns County School Board member or employee, or St. Johns County Board of County Commissioner or employee, have any of the following financial relationships with your company?

Owner:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Partner:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Officer:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Employee:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Contractor or Consultant:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

If "Yes" to any of the above, did this Board member or employee participate in formulating your submittal? Yes No

2. Are you, or to the best of your knowledge, any officers or key employees of your company an immediate family member of any current St. Johns County School Board member or employee, or St. Johns County Board of County Commissioner or employee?
 Yes No
3. To the best of your knowledge, is a St. Johns County School Board member or employee, or St. Johns County Board of County Commissioner or employee, being considered for employment by your company?
 Yes No
4. To the best of your knowledge, have you or any officers or key employees of your company provided contributions directly or indirectly to a St. Johns County School Board member or St. Johns County Board of County Commissioner?
 Yes No
5. Have you or any of your current employees been employed by the St. Johns County School Board or St. Johns County Board of County Commissioners?
 Yes No
6. Do you, or to the best of your knowledge, any officers or key employees of your company, have any personal, family, financial relationships, commitments, or aspirations that a reasonable person would consider likely to improperly influence someone making a redistricting decision?
 Yes No

Exhibit B
St. Johns County School District
CONFLICT AND IMPARTIALITY FORM

7. Has your company, during the past ten (10) years, performed services of any kind, whether for a fee or voluntary basis, for any political party, interest group or other entity that has supported, donated money to, raised money for candidate for public office, taken a position on a ballot initiative or sought to influence the redistricting process? If Yes, please provide the details of the activity below.

_____ Yes X No

Explain any potential conflict below (additional pages may be attached if needed):

None

I declare under penalty of perjury of the laws of the State of Florida that the foregoing is true and correct.

Company Name: ARCBridge Consulting & Training Inc.

Authorized Signature: SMathur

Print Name: Sam Mathur

Title: CEO Date: 7/23/2021

Exhibit B
St. Johns County School District
Reference Form

Submit one (1) form for each reference. Any client referenced may be contacted by SJCSD.

Company Name: ARCBridge Consulting & Training Inc.

Client Name: Stafford County Public Schools VA

Client Address: 31 Stafford Ave. Stafford Ave. Stafford VA

Client Contact Name: Dr. Scott Kizner

Client Title: Superintendent

Client Phone Number: 540-658-6620

Client Email Address: kiznersr@staffordschools.net

Duration of Client Relationship: Date Started: Fall 2018 Date Ended: Spring 2019

Additional Information:

Describe the services provided; provide total value of the contract, result of the project, Proposers role in the project, difficulties experienced during implementation or ongoing operations.

ARCBridge team was led by Ms. Mathur and performed all the tasks listed below -

- Understanding and implementation of redistricting criteria, school capacity and applying them for balancing elementary school enrollment
- Used current enrollment to create AS-IS scenario to determine areas of growth/negative growth
- Used our own DISTRICTSolv, an ArcGIS extension to create plans/scenarios and generate the enrollment for new plans/boundaries
- Presented the redistricting process to the public, explained AS-IS scenario and prepared alternate plans
- Attended SCPS organized Town Hall Meetings, School Board Meetings, Board Work Sessions and Public Hearings.
- Facilitated community interaction/participation by setting up communication tools like a dedicated email account for community feedback; Added a Facebook Page for community communication
- Aggregated the community concerns in an excel spreadsheet and forwarded to the SCPS planning office
- Created reports, E-size maps of proposed plans which were then posted online by SCPS staff.
- Created PowerPoint presentations
- For more information, please visit bit.ly/SCPS_ES_2018

If contract was terminated, state the reason(s) for termination.

Exhibit B
St. Johns County School District
Reference Form

Submit one (1) form for each reference. Any client referenced may be contacted by SJCSD.

Company Name: ARCBridge Consulting & Training Inc.

Client Name: City of New Haven CT

Client Address: 165 Church St. New Haven CT

Client Contact Name: Albert Lucas

Client Title: Director of Legislative Services

Client Phone Number: 203-946-6483

Client Email Address: alucas@newhavenct.gov

Duration of Client Relationship: Date Started: May 2012 Date Ended: September 2012

Additional Information:

Describe the services provided; provide total value of the contract, result of the project, Proposers role in the project, difficulties experienced during implementation or ongoing operations.

ARCBridge worked with the City Council of New Haven to update their 30 wards. With Census 2010, the population had shifted and the current wards had over 60% Maximum deviation. ARCBridge presented more than four plans, large e-size digital maps and individual ward maps to obtain input from the community and the redistricting committee. We attended four community meetings and several on-line WebEx meetings with the committee. The council unanimously voted on the final plan in May 2012. ARCBridge developed an alternate plan to create a new district in the eastern side of the city and eliminate a low-population district on the west side of the city. ARCBridge used ArcGIS, DISTRICTSolv and Census 2010 demographic and geographic data. Ms. Mathur led the Redistricting Team.

The City of New Haven is very diverse in population with minorities concentrated in different parts of the city. The community feedback was very helpful in identifying communities of interest. The meetings were held in different parts of the city. As consultants, we presented the redistricting requirements, software, as-is plan to the community. The community wanted to do what-if scenarios and try different ways of drawing the districts and see the impact. We used ArcGIS and our DISTRICTSolv to do live what-if scenarios. The team was led by Ms. Priti Mathur

If contract was terminated, state the reason(s) for termination.

Exhibit B
St. Johns County School District
Reference Form

Submit one (1) form for each reference. Any client referenced may be contacted by SJCSD.

Company Name: ARCBridge Consulting & Training Inc.

Client Name: San Diego Unified School District

Client Address: 4100 Normal St. San Diego, CA 92103-2682

Client Contact Name: Bernie Rhinerson; Roy McPhail

Client Title: Bernie - Chief of Staff; Roy McPhail - Director -Instructional Facilities Planning Department

Client Phone Number: Bernie Rhinerson - 619-300-7015 (now Trustee at San Diego Community College District

Client Email Address: brhinerson@sdccd.edu wmacphail@gmail.com (now Redistricting Commissioner at the City of San Diego)

Duration of Client Relationship: Date Started: Summer 2011 Date Ended: September 2011

Additional Information:

Describe the services provided; provide total value of the contract, result of the project, Proposers role in the project, difficulties experienced during implementation or ongoing operations.

ARCBridge provided full redistricting services to include –

- Data preparation and processing
- Redistricting Training & Criteria
- AS-IS Plan (current districts) and 4 alternate plans
- Prepared maps and reports for each plan
- Attended public meetings; presented at the meetings
- Gathered community feedback; revised alternate plans based on feedback
- Recommended a final plan to the school board
- Created final electronic maps and district shapefiles

The team was led by Ms. Priti Mathur

If contract was terminated, state the reason(s) for termination.