



**OFFICE OF THE COMMISSION AUDITOR  
MIAMI-DADE BOARD OF COUNTY COMMISSIONERS**

**COMMISSION AUDITOR'S  
INFORMATIONAL RESEARCH**

**BOARD OF COUNTY COMMISSIONERS MEETING**

**February 17, 2021**

**9:30 A.M.**

**Commission Chambers**

Yinka Majekodunmi, CPA  
Commission Auditor

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**BCC Meeting:  
February 17, 2021  
Research Notes**

**Item No. 5A  
File No. 210214**

**Research: CB / Reviewer: PGE**

RESOLUTION CODESIGNATING THAT PORTION OF S.W. 68<sup>TH</sup> AVENUE FROM S.W. 48<sup>TH</sup> STREET TO S.W. 56<sup>TH</sup> STREET AS “JOHN R. BRANSTETTER WAY”

**Prime Sponsor:** Commissioner Raquel A. Regalado, District 7

**Requester:** None

**Committee Action Date:** N/A

**RESEARCH FINDINGS**

OCA completed the required background research on “John R. Branstetter” and noted no adverse findings. Pursuant to Ordinance No. 18-79, OCA determined that there is no prior Board of County Commissioners (BCC) codesignation for “John R. Branstetter.” Pursuant to Ordinance No. 19-11, OCA verified that “John R. Branstetter” is deceased.

**FINANCIAL ANALYSIS**

N/A

**ADDITIONAL INFORMATION**

Bulleted below is the relevant legislation relating to the background research process:

- [Ordinance No. 13-29](#), adopted on April 2, 2013, requires OCA to conduct background research on any person, organization, place or thing that is the subject of a naming, renaming or codesignation item or an item approving the codesignation of state or municipal roads and prepare a report detailing the findings of said research prior to the Commission meeting during which the item is scheduled to be considered.
- [Ordinance No. 18-79](#), adopted on July 24, 2018, relates to any item codesignating any Miami-Dade County road, facility, or property, or approving any state or municipal road codesignation, and requires that OCA prepare a report detailing: (1) whether the subject road, facility, or property has been the subject of any prior codesignation and, if so, the location or the end points of each; and (2) whether there are any other roads, facilities, or properties located in Miami-Dade County that already bear the same name as the proposed new codesignation and, if so, the location or end points of each.
- [Ordinance No. 19-11](#), adopted on February 5, 2019, relates to codesignation items, requiring OCA’s report to indicate whether the person to be honored is living or deceased.

**BCC Meeting:  
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Research Notes**

**Item No. 8F3  
File No. 202499**

**Research: TA / Reviewer: PGE**

RESOLUTION APPROVING AWARD OF CONTRACT NO. RFP-01535 TO ARCBRIDGE CONSULTING AND TRAINING, INC. FOR THE PURCHASE OF COMMISSION REDISTRICTING CONSULTANT SERVICES FOR THE REGULATORY AND ECONOMIC RESOURCES DEPARTMENT IN A TOTAL AMOUNT NOT TO EXCEED \$124,750.00 FOR THE PROJECT TERM; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE SAME FOR AND ON BEHALF OF MIAMI-DADE COUNTY AND TO EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION OR EXTENSION PROVISIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38

**Prime Sponsor:** None  
**Requester:** Internal Services Department  
**Committee Action Date:** N/A

**RESEARCH FINDINGS**

OCA's review of the item found no substantive legislative, procedural or administrative noncompliance. See the Additional Information section for historical and other background information on the item.

**FINANCIAL ANALYSIS**

The fiscal impact for this contract award is \$124,750 for the term of the project, utilizing General Funds.

The proposed contract value of \$124,750 is favorable compared to the prior contract that was awarded 10 years ago. The previous contract for the 2011 redistricting process expired in March 2013, when all deliverables were completed. That contract with OlmedilloX5, Inc., a local vendor, was valued at \$138,000. Additional services were requested, bringing the final contract value to \$162,300. OlmedilloX5, Inc. did not respond to this Request for Proposals (RFP), although it shows as an active registered vendor in the Bid Tracking System (BTS). The Internal Services Department (ISD) Strategic Procurement Division (Procurement) confirmed that OlmedilloX5 was one of the 59 vendors that downloaded the solicitation, but ISD Procurement did not have any insight as to why OlmedilloX5 did not submit a proposal.

Adjusting the \$138,000 in 2011 to 2021 dollars based on the Consumer Price Index, the equivalent dollar value for the contract in 2021 would be \$160,080 (or approximately 16% higher)<sup>1</sup>. This new contract has a similar scope of services but is 9.6% lower than the last contract. According to ISD Procurement, below are the main differences:

- The 2021 solicitation includes the requirement to meet with all District Commissioners prior to commencing work under the contract and prior to presenting plans to the Citizens Redistricting Advisory Board or the Board of County Commissioners. This requirement was not included in the 2011 solicitation.
- The 2021 solicitation includes the requirement for the Consultant to present at four regional community meetings in addition to the 13 community meetings held in each Commission District. The 2011 solicitation only required 13 community meetings.
- The 2011 solicitation required the consultant to prepare an initial evaluation for redrawing Voter Precinct Boundaries based on revised Commission District Boundaries. This requirement was not included in the 2021 solicitation as it was found to not require the expertise of a redistricting consultant.

<sup>1</sup> The dollar had an average inflation rate of 1.48% per year between 2011 and today, producing a cumulative price increase of 15.80%. <https://www.in2013dollars.com/us/inflation/2011?amount=1>

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In addition, negotiations by ISD Procurement yielded, at no cost, three redistricting software license extensions, including training and support, valued at approximately \$10,500.

**ADDITIONAL INFORMATION**

The solicitation of a redistricting consultant is consistent with the Board's direction via [Ordinance No. 20-31](#) to retain a redistricting expert to provide support to the Citizens Redistricting Advisory Board. It should be noted that this award recommendation was being processed for approval as far back as October 2020 but was not placed on a Board agenda until February 2021 and without the benefit of Committee consideration. ARCBridge signed the contract on September 29, 2020. At this time, the Administration is emphasizing the time sensitivity in moving forward with this contract, given the upcoming qualification period for the August 2022 election and that the revised Commission District boundaries should be completed by December 2021, in accordance with the Home Rule Charter and applicable law.

Normally, a procurement of this type and dollar value would be permitted under the Mayor's delegated authority. However, as codified via [Ordinance 20-31](#), the redistricting expert that will staff the Citizens Redistricting Advisory Board is **to be selected by the Board** (emphasis added).

The previous solicitation for these services (RFQ777 awarded via [Resolution No. R-499-11](#)) yielded only two submissions (both were local firms), and this RFP yielded only four proposals (only one firm was local). The technical criteria that the respondents were evaluated on consisted of experience and qualifications, past performance and capabilities for the Proposer, Experience/Qualifications of Key personnel, and Approach (see attached Proposer Information from the RFP document).

Since 1994, ARCBridge Consulting and Training, Inc. (ArcBridge) has provided Geographic Information Systems (GIS) Services, database management, administration and warehousing, custom software development, systems support, program management and analytical support services, including redistricting services. According to ARCBridge's proposal submission, contracts it has had in the past three years with a similar scope of work include:

- City of New Haven, CT (contract value: \$30,000) – As a Prime Consultant, worked with the City Council of New Haven to update its 30 wards.
- San Diego Unified School District, VA (contract value: \$40,000) – As a Prime Consultant, provided redistricting assistance to the San Diego Unified School District to redraw its school districts.
- Stafford County Public Schools, VA (contract value: \$66,000) – As a Prime Consultant, assisted with the redistricting process.
- City of Parkland, FL (contract value: \$12,500) – As a Prime Consultant, developed three redistricting plans.
- Metropolitan Community College, Kansas City, MO (contract value: \$17,000) – As a Prime Consultant, assisted with plans and mapping.

ARCBridge also disclosed in the proposal that it has an ongoing engagement with Brownsville Independent School District, TX (contract value: \$86,000), providing assistance with their redistricting process.

On February 4, 2021, OCA contacted ARCBridge to request additional and more detailed information regarding its previous experience and background, including specifically providing redistricting consulting services. Attached are the responses received from Subash "Sam" Mathur, Chief Executive Officer, on February 9, 2021. OCA further inquired as to whether the company has any plans or commitment to utilize the assistance of a local firm, if the need

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arises; ARCBridge advised that it was not anticipating the need to hire any subcontractors. A search of both the Bid Tracking System (BTS) and the Business Management Workforce System (BMWS) on February 10, 2021 confirmed that ARCBridge has had no prior contracts with the County.

The solicitation had a Small Business Enterprise (SBE) Selection Factor in accordance with [Section 2-8.1.1.1.1 of the County Code](#) and [Implementing Order 3-38](#), but no certified SBEs submitted a proposal. Local Preference pursuant to [Section 2-8.5 of the County Code](#) did not impact the outcome of the award because the next highest ranked firm, Dario Moreno, Inc. (a local firm), did not score close enough to the top ranked firm. Dario Moreno, Inc. scored 413 out of 500 possible points, while ARCBridge scored 445. For Local Preference to have applied, the local firm's score would have needed to be at least 422.75. The Competitive Selection Committee elected not to hold oral presentations, thus making its award recommendation based solely on the written proposal submissions.

<b>PROPOSER INFORMATION</b>
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**Proposer's Experience, Qualifications, Past Performance and Capabilities**

1. Describe the following about the Proposer:

- (i) the number of years that the Proposer has been in existence;
- (ii) history and background;
- (iii) tax status;
- (iv) principals, officers, owners, board of directors and/or board of trustees;
- (v) the total current number of employees and the current number of professional employees by classification; and
- (vi) the primary markets served.

[Click here to enter text.](#)

2. Describe the Proposer's past performance and experience in the redistricting process and consulting. Specifically address each of the following areas:

- (i) experience in coordinating detailed community outreach efforts;
- (ii) knowledge of federal, State of Florida and Miami-Dade County redistricting criteria;
- (iii) experience specific to the facilitation of redistricting efforts;
- (iv) proficiency and experience in the use of ArcGIS software and the ability to utilize redistricting software to accomplish the scope outlined in this RFP;
- (v) experience specific to bloc voting analysis for compliance with applicable law;
- (vi) knowledge of Census products as they relate to population and ethnicity;
- (vii) knowledge of local conditions and communities of interest in Miami-Dade County.

[Click here to enter text.](#)

3. Discuss Proposer's understanding of major metropolitan county redistricting issues and key issues to the County and describe what unique aspects of Proposer's experience and qualifications makes Proposer different than other potential proposers.

[Click here to enter text.](#)

4. Provide a detailed description of comparable contracts (similar in scope of services to those requested herein) which the Proposer has either ongoing or completed within the past three years. The description should identify for each project:

- (i) client,
- (ii) description of work,
- (iii) total dollar value of the contract,
- (iv) dates covering the term of the contract,
- (v) client contact person and phone number, and
- (vi) statement of whether Proposer was the prime Consultant or subconsultant.

Where possible, list and describe those projects performed for government clients or similar sized private entities (excluding any work performed for the County).

[Click here to enter text.](#)

5. List all contracts which the Proposer has performed for Miami-Dade County. The County will review all contracts the Proposer has performed for the County in accordance with Section 2-8.1(g) of the Miami-Dade County Code, which requires that "a Bidder's or Proposer's past performance on County Contracts be considered in the selection of Consultants and Contractors for future County Contracts." As such the Proposer must list and describe all work performed for Miami-Dade County and include for each project:

- (i) name of the County Department which administers or administered the contract,
- (ii) description of work,
- (iii) total dollar value of the contract,
- (iv) dates covering the term of the contract,
- (v) County contact person and phone number, and
- (vi) statement of whether Proposer was the prime Consultant or subconsultant.

[Click here to enter text.](#)

6. Describe Proposer's experience attending and participating in redistricting meetings and discussions of appropriate boards and committees such as the Citizens Advisory Board and Board of County Commissioners meetings.

[Click here to enter text.](#)

7. Address Proposer's ability to comply with the reporting requirements in the Scope of Services. Describe the proposed report outline (i.e., sections, contents, etc.) and attach a sample report (if available).

[Click here to enter text.](#)

#### **Key Personnel and Subconsultants Performing Services**

8. Provide an organization chart showing all key personnel, including their titles, to be assigned to this project. This chart must clearly identify the Proposer's employees and those of the subconsultants or subconsultants and shall include the functions to be performed by the key personnel. All key personnel includes all partners, managers, seniors and other professional staff that will perform work and/or services in this project.

[Click here to enter text.](#)

9. List the names and addresses of all first tier subconsultants, and describe the extent of work to be performed by each first tier subconsultant. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of the subconsultants who will be assigned to this project.

[Click here to enter text.](#)

10. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of all key personnel, including those of subconsultants, who will be assigned to this project.

[Click here to enter text.](#)



11. Provide resumes with job descriptions and other detailed qualification information on all key personnel who will be assigned to this project, including any key personnel of subconsultants.

[Click here to enter text.](#)

12. Information concerning any prior or pending litigation, either civil or criminal, involving a governmental agency or which may affect the performance of the services to be rendered herein, in which the Proposer, Proposal Team, subcontractors/subconsultants, and/or any of its employees is, or has been, involved within the last three (3) years.

[Click here to enter text.](#)

13. Provide a staffing plan that clearly illustrates the key elements of the organizational structure proposed to accomplish the services required under this solicitation. The staffing plan should include the availability of the personnel proposed for this project. The staffing plan should also indicate the individual who will serve as the primary contact. Proposer is to also clearly detail the role of all its proposed subcontractors/subconsultants.

[Click here to enter text.](#)

**Note: After proposal submission, but prior to the award of any contract issued as a result of this Solicitation, the Proposer has a continuing obligation to advise the County of any changes, intended or otherwise, to the key personnel identified in its proposal.**

#### **Proposed Approach to Providing the Services**

14. Describe Proposer's specific project plan and procedures to be used in providing the services in the Scope of Services (see Section 2.0).

[Click here to enter text.](#)

15. Describe Proposer's approach to project organization and management, including the responsibilities of Proposer's management and staff personnel that will perform work in this project.

[Click here to enter text.](#)

16. Describe Proposer's approach to coordinating and conducting community outreach efforts.

[Click here to enter text.](#)

17. Describe Proposer's approach to providing expert testimony and technical services in state and federal court in the area of redistricting.

[Click here to enter text.](#)

18. Describe Proposer's approach to conduct performance tests to ensure compliance with Section 2 of the federal Voting Rights Act including, but not limited to, testing for vote dilution and polarization.

[Click here to enter text.](#)

19. Describe Proposer's approach to producing bloc voting analysis for compliance with applicable law.

[Click here to enter text.](#)

20. Provide a project schedule identifying specific key tasks and duration.

[Click here to enter text.](#)

21. Indicate the number of additional County-specified ArcGIS-compatible redistricting software licenses for use during the course of this project.

[Click here to enter text.](#)

22. Identify if Proposer has taken any exception to the terms of this Solicitation. If so, indicate what alternative is being offered and the cost implications of the exception(s). Only those exceptions identified herein will be considered by the County. Exceptions not specifically delineated will not be accepted from any Proposer(s) that may be invited to participate in Negotiations as outlined in Section 4.8 of the Solicitation.

[Click here to enter text.](#)



1. Have you had experience doing comparable work for a jurisdiction or county of a comparable size and demographic to Miami Dade County, beyond the examples in the past three years that you provided in your proposal submission? Please specify the scope of work and your role, such as a Prime Consultant or a Sub.

Here is a list of our Redistricting Clients -

Agency	Work Performed	Prime/Sub
San Diego Unified School District	Complete redistricting Services of Board member service areas. Worked with Redistricting Committee; attended meetings, drew alternate plans using the redistricting criteria; gathered community feedback and helped in adoption of the final plan	Prime
Orange County FL	Provided software and Redistricting data and technical support	Prime
Orange County Public Schools	Provided software and Redistricting data and technical support	Prime
Davidson County TN	Provided software and Redistricting data and technical support	Prime
City of Baltimore MD	Provided software and Redistricting data and technical support	Prime
Metropolitan community College MO	Provided full redistricting services for redistricting the trustee areas. MCC serves Kansas City and 4 surrounding counties. The population is given for Kansas City. Worked with Redistricting Committee; attended meetings, drew alternate plans using the redistricting criteria; gathered community feedback and helped in adoption of the final plan	Prime
County of Santa Barbara CA	Provided software and Redistricting data and technical support	Prime
County of Albany NY	Provided software and Redistricting data and technical support	Prime
City of Orlando FL	Provided software and Redistricting data and technical support	Prime
City of Augusta-Richmond County GA	Provided software and Redistricting data and technical support	Prime

Boone County MO	Provided software and Redistricting data and technical support	Prime
20 more jurisdictions	Provided software and Redistricting data and technical support	Prime

2. What other experience do you have doing redistricting consulting and for what jurisdictions? Have you done any work of a similar scope, but not specifically for redistricting, for any large counties? Please specify the scope of work and your role, such as a Prime Consultant or a Sub.

We have worked with several Counties Cities and Federal Agencies on large contracts. Here is a list of our federal and local government clients (not redistricting)

Federal Agencies	Work Performed	Prime/Sub
Bureau of Census (2000-2017)	Many Projects including Urban Area Delineation, Metropolitan area delineation, Census 2000 data quality analysis and nation-wide Census field data count review (Project value 2.5 million)	Prime
Dept of Homeland Security (since 2009)	Classified intelligence work and IT Product development Project (Worth over 4 million)	Prime and sub to Perspecta
Military Health services (2006-2019)	IT Development and Support of epidemiological events World-wide (Project value > 4.5M)	Sub to General Dynamics
Department of Veterans Affairs (2014-2018)	Field analysis of Veterans Transportation Services (Value > 1.5 M) Project 2- Transportation data analysis - Value 980K)	Prime
National Park Services - 5 Projects	Complete Audit of Grants since year 2000 - Field Variations (Value 800K)	Prime
NOAA - 2017-2022	5 Year BPA for Research and evaluations 3 projects completed (.5 M)	Prime
Many other agencies including USDA, Federal Railroad Admin and more....		

State & Local Agencies	Work Performed		Prime/Sub
Los Angeles County Fire Department – 2017	Updated Street Centerline file for e-911 system & Updated address point data -Pop 10M		Prime
City of New York NY	Complete Census of Homeless Population- Pop 9M		Prime
San Diego Unified School District CA	Complete redistricting Services Pop-4M		Prime
City of Philadelphia PA	Fire Data Analysis (Since 2006) Pop 1.4M		Prime
Orange County FL	Provided software and Redistricting data and technical support		Prime
Orange County Public Schools	Provided software and Redistricting data and technical support		Prime
Fairfax County VA	Created the Master Address Repository. While being a sub, ARCBridge's Priti Mathur was the Project Manager and ARCBridge performed all the work.		Sub
Montgomery County MD	Supporting Crime Analysis (2005-2015)		Prime
Prince George's County MD	Fire Data Analysis		Prime
District of Columbia	Created the Master Address Repository. While being a sub, ARCBridge's Priti Mathur was the Project Manager and ARCBridge performed all the work.		Sub
City of Portland OR	Fire Data Analysis		Prime
Jefferson County CO	Provided tools for the county to update their voter registration data after precincts were updated		Prime
Anne Arundel County MD	Fire, Crime and Redistricting Analysis		Prime
Prince William County VA	Fire Department; Schools		Prime
Loudoun County VA	Special Needs Students Transportation Analysis		Prime
Brownsville Independent School District TX	Evaluation of Capacity and School Attendance Areas		Prime

Augusta County VA	Fire Response Analysis		Prime
Fauquier County VA	Fire Department Response Planning		Prime

3. You have been in business since 1994; how many years do you have doing redistricting consulting work in general and with a similar scope to this contract?

**Our Experience with Redistricting:**

ARCBridge staff has been involved with redistricting work for last 25 years. Here is a presentation of our experience.

**DOJ Experience** - Our Project Lead, Ms. Priti Mathur, has been involved with redistricting work for over 25 years. She worked at the Department of Justice, Civil Rights Division, Voting Section for 5 years where she assisted attorneys in evaluating the redistricting plans submitted by cities, counties and states. She has a thorough understanding of redistricting data, redistricting criteria and what attorneys look for in redistricting plans.

**Bureau of Census Experience** – Since year 2000, ARCBridge has completed several projects at the Bureau of Census – Delineation of nationwide Metropolitan Areas and Urban Areas, Quality Control of TIGER Line files, American Community Survey, supporting the SAIPE program and more. We did a complete census count review and verification for the 2000 census. Our staff supported the Bureau of Census Population Division in use of Esri GIS technology.

**Redistricting Training:** Since year 2000 ARCBridge has been involved in Redistricting training for County and city staff nationwide. We have held several webinars on redistricting training over 500 participants.

**Software Experience** - We have developed our own Software **DISTRICTSolv** which we use for redistricting and has been used by many jurisdictions nationwide. DISTRICTSolv builds on the Esri platform which is state-of-the-art in GIS Technology. This software is used by many clients to independently do their redistricting projects.

**Redistricting Services** - We have provided redistricting services to many jurisdictions from across the country. Our services include –

- Attending public meetings
- Include state and local requirements in the redistrict criteria
- Training the public/redistricting committee/redistricting commission/Citizens Advisory Board on redistricting process and legal requirements

- Demographic analysis – concentration of minorities and voting patterns
  - Preparation of PL94-171 data analysis
  - TIGER Shapefiles – Block data analysis
  - Drawing of alternate plans
  - Provide redistricting data, software and technical support
  - Assist in updating precincts
  - Using community feedback to tweak the alternate plans
  - Make maps and reports
  - Provide assistance if a plan is challenged
  - Adopt a final plan
  - Update the adopted plan in the voter registration data
4. What work have you done for Orange County?  
 ARCBridge processed the redistricting data – PL94-171 and Census TIGER Line Files. Provided the county with ready-to-use data, redistricting software tool – DISTRICTSolv and provided technical assistance for one year. We provided similar services to Orange County Public Schools FL, and the City of Orlando FL.
5. Have you participated in any redistricting processes or plans that have resulted in a legal challenge, and if so, where and what was the outcome? Do you have in-house legal counsel?

ARCBridge ensures that plans developed by us meet or exceed the DOJ and local requirements. So far none of the plans developed by us have been challenged in court. Our lead analyst Ms. Priti Mathur who will be leading this project **has 5 years of direct working experience at the US Department of Justice, Civil Rights Division, Voting Section.** She has worked with attorneys and has supported the evaluation of Redistricting Plans submitted to DOJ. With her experience, Miami-Dade County can be assured that the plans developed by us will meet all redistricting criteria and will be developed in close association with the Citizen Advisory Board and the County Commissioners. We have all the technical skills and knowledge to support our plans if they are ever challenged.

We develop plans based on the data that we collect about each jurisdiction and ensure all redistricting criteria both Federal and Local are adhered to. We make sure that all plans follow the redistricting requirements of compactness, contiguity, maximum deviation less than 10% (or lower), makes sure that minorities are not packed into a district or split in more than one district; we work with communities of interest, we use blocks as the building block; and check for any unassigned units. We meet with the local community, the commissioners and other stakeholders to fully understand all the needs and concerns. We make plans based on public input and concerns and fully ratify them with public comment.

### **CONTRIBUTORS**

Phillip G. Edwards, Esq., Research Manager

Tracie Auguste, M.P.A., Research Analyst

Cedric J. Brazle, Jr., Executive Secretary

### **The Office of the Commission Auditor, Miami-Dade Board of County Commissioners**

The Office of the Commission Auditor (OCA) was established in September 2002 by Ordinance 03-2 to provide support and professional analysis of the policy, service, budgetary and operational issues before the Miami-Dade Board of County Commissioners. The Commission Auditor's duties include reporting to the Board of County Commissioners on the fiscal operations of County departments, as well as whether the fiscal and legislative policy directions of the Commission are being efficiently and effectively implemented

These research notes, prepared in collaboration with the Miami Dade County departments as subject matter experts, is substantially less detailed in scope than an audit in accordance with the Generally Accepted Auditing Standards (GAAS). The OCA plans and performs the review to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on its objectives; accordingly, the OCA does not express an opinion on the data gathered by the subject matter expert(s).