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Alexandria City Public Schools

**EXHIBIT A
RFP 15-06-01**

SCOPE OF WORK

**REDISTRICTING
FOR THE
ALEXANDRIA CITY PUBLIC SCHOOLS**

**Alexandria City Public Schools
Redistricting Proposal – Scope of Work Revisions
August 14, 2015**

Thank you for the opportunity to submit scope revisions for our proposed work on the Alexandria City Public Schools (ACPS) redistricting project. Our proposed revisions reflect a close look at what components of our scope can be trimmed without sacrificing quality or the ultimate success of our end product: a sustainable, transparent redistricting model for ACPS. We have included below a brief narrative regarding our proposed revisions, which fall into three areas: options development, facilities impact analysis, and community engagement. Additionally, we have included an updated timeline and price proposal to reflect our proposed revisions.

Options Development

We recommend streamlining the options development phase to include internal vetting of redistricting scenarios at the beginning of the project. This will help ensure the redistricting Review Committee considers options that are known to be sustainable and viable for ACPS. In order to facilitate this process, we will combine the Review Committee meeting at the beginning of Community Engagement Stage 2 with the second meeting in that stage—providing an orientation to redistricting and available resources while also providing several sustainable and viable options for the school system. Any input provided by the Review Committee during Community Engagement Stage 1 will be considered as part of the options development process.

The anticipated outcome of this proposed revision is a streamlined process that will include one less Review Committee meeting, reduced time needed by the project team to develop options, and greater likelihood that the project can be completed by the February 2016 end date currently proposed.

Facilities Impact Analysis

In order to facilitate cost savings, we recommend limiting the role of the facilities impact analysis team substantially to the end of the project. A representative from the impact analysis team will contribute to the project kickoff and during key committee meetings to discuss facility impacts, as well as to project team meeting preparation. Formal analysis of facility impacts will commence toward the end of the options development and final recommendation process.

As a result of this streamlining, the project kickoff phase will no longer include a Strategic Asset Value Analysis meeting or the development of an initial long-range planning framework. Additionally, we have eliminated the Project Executive's role in the final recommendations stage, which we believe can be handled by the Senior Project Manager and the Project Planner.

Community Engagement

We recommend streamlining the community engagement component of the project by reducing the scope of some of the repeating activities from each stage (i.e., community roadshows and surveys), as well as trimming some time from Stages 1 and 5.

- **Community Roadshows.** Community Roadshow meetings will be conducted on an as-needed or requested basis throughout the redistricting process, which is anticipated to reduce the amount of time needed for these meetings.
- **Community Surveys.** We will conduct surveys to gauge community input regarding engagement preferences, as well as the initial proposed redistricting options. This will result in two surveys throughout the course of the project, rather than the more iterative approach anticipated in our original scope.
- **Community Engagement Stages 1 and 5.** We recommend reducing the first and last stages of engagement to one community forum and one Twitter Town Hall. It is essential for the transparency and success of the project that we provide opportunities for community members to engage at these junctures; however, the most impactful opportunities for engagement will come during Stages 2-4.

Revised Proposed Timeline

Based on our recommended reductions to our scope of work, we have provided an updated proposed timeline below.

Alexandria City Public Schools - Recommended Timeline (Revised August 14, 2015)

	Aug. '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
Redistricting Modeling and Planning								
<i>Phase 1: Project Kickoff</i>								
<i>Phase 2: Data Collection</i>								
<i>Phase 3: Data Analysis/Assimilation</i>								
<i>Internal Logistics Planning with ACPS</i>								
<i>Phase 4: Background Report Development</i>								
<i>Phase 4: Baseline Options Development</i>								
<i>Phase 5: Community Engagement and Communications Planning</i>								

Community Engagement – Ongoing Activities								
<u>Community Roadshows</u> Engage people where they are to determine engagement preferences and gauge reaction to initial redistricting options.								
<u>Community Surveys</u> Survey community members regarding engagement preferences and project process, as well as proposed redistricting options.								
Community Engagement Stage 1								
	Aug. '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
<u>Steering/Review Committee Meetings</u> Community engagement planning discussions.								
<u>Community Forum #1 (1 location/event)</u> Gauge community preferences for engagement and set platform for meaningful engagement throughout the process.								
<u>Twitter Town Hall (1 event)</u> Provide community members the opportunity to provide feedback regarding proposed engagement efforts and ask questions before process launch.								
Community Engagement Stage 2								
	Aug. '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
<u>Community Forum #2 (2 locations/events)</u> Present project process, criteria, timeline, and redistricting objectives to community. Solicit initial feedback to inform the overall process and initial options development.								
<u>Twitter Town Hall (2 events)</u> Provide community members the opportunity to provide feedback and ask questions regarding objectives, criteria, and process.								
<u>Steering/Review Committee Meetings</u> Orientation to redistricting, review background data, introduce baseline options, obtain feedback.								
<u>Steering/Review Committee Meetings</u> Review/revise options, discuss logistics for Community Forum #2.								
Community Engagement Stage 3								
	Aug. '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
<u>Community Forum #3 (2 locations/events)</u> Present preliminary redistricting options to community for comment/feedback.								

<u>Twitter Town Hall (2 events)</u> Provide community members the opportunity to provide feedback and ask questions regarding preliminary redistricting options (information made available online).								
<u>Steering/Review Committee Meetings</u> Review forum results, options development.								
<u>Steering/Review Committee Meetings</u> Review forum results, options development.								
<u>Steering/Review Committee Meetings</u> Options development, begin recommendations.								
Community Engagement Stage 4								
	Aug. '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
<u>Community Forum #4 (2 locations/events)</u> Present updated redistricting options to community for comment/feedback.								
<u>Twitter Town Hall (2 events)</u> Provide community members the opportunity to provide feedback and ask questions regarding updated redistricting options (information made available online).								
<u>Steering/Review Committee Meetings</u> Review public input, options development, finalize recommendations.								
<u>LREFP Impact Analysis</u> Detailed analysis, recommendations, and writing of final impact analysis of redistricting recommendation on the long range plan.								
Presentation of Final Recommendations to the School Board								
Community Engagement Stage 5								
	Aug. '15	Sept. '15	Oct. '15	Nov. '15	Dec. '15	Jan. '16	Feb. '16	Mar. '16
<u>Community Forum #5 (1 location/event)</u> Present final redistricting model and next steps to community and solicit feedback for implementation.								
<u>Twitter Town Hall (1 event)</u> Provide community members the opportunity to ask questions regarding final recommendations and next steps for implementation.								



Revised Price Proposal

Team Reingold has developed a comprehensive approach for ACPS's redistricting process that will result in a sustainable model for your system's boundaries that aligns with the recently approved Long Range Educational Facilities Plan, as well as the School Board's criteria for redistricting. Our approach involves an open and inclusive community engagement process that will ensure all relevant stakeholders have multiple opportunities to engage in the redistricting process. While such a comprehensive approach can at times be resource-intensive, we wholeheartedly believe our team and our approach are unparalleled. Together, we will help you ensure a collaborative redistricting process that connects our efforts with existing plans, provides a platform for evolving capacity needs, and offers planning efficiencies regarding the impact of redistricting on your long range plan.

Given the additional information we have received during the proposal process, we have scaled back our approach to streamline some initial project work and eliminate any redundancies, especially during project kickoff and in the community engagement stages. Based on our estimated level of effort and associated pricing throughout the redistricting process we recommend a **firm-fixed price of \$133,705**, which can be invoiced monthly through the duration of our engagement. This represents a **20 percent reduction** of our originally proposed scope and associated price of \$167,305. We have included with our proposal detailed breakdowns outlining total project costs.

Our estimated prices are fully labor inclusive; our hourly rates across our project team are competitive with similarly scoped projects in the Washington, DC region. *Our estimated total prices do not take into account other direct costs, such as travel and accommodations, refreshments, printing services, and translation services.* When the potential for other direct costs arises, we can discuss the appropriate arrangement of services and payment, as needed. It is anticipated that some local travel, as well as travel and accommodations for out-of-town project team members will be handled outside of this proposed scope.

REINGOLD

Reingold Price Proposal

Personnel	Hourly Rate	Total		Project Management and Planning		Project Kickoff and Options Planning		Community Forums (8)	
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Project Director (Akin)	\$195	74	\$14,430	8	\$1,560	8	\$1,560	16	\$3,120
Principal/Creative Director (Ney)	\$175	20	\$3,500	15	\$2,625	0	\$0	5	\$875
Project Advisor (Barenbrugge)	\$150	43	\$6,450	15	\$2,250	15	\$2,250	5	\$750
Project Manager (Pegarido)	\$120	132	\$15,840	18	\$2,160	20	\$2,400	24	\$2,880
Engagement Director (Abaite)	\$120	109	\$13,080	10	\$1,200	5	\$600	24	\$2,880
TOTAL BUDGET	--	378	\$53,300	66	\$9,795	48	\$6,810	74	\$10,505
Community Roadshow Meetings (Ongoing)									
Twitter Town Halls (8)									
Community Surveys (Ongoing)									
Committee Meetings (approximately 7)									
Personnel	Hourly Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Project Director (Akin)	\$195	15	\$2,925	8	\$1,560	5	\$975	14	\$2,730
Principal/Creative Director (Ney)	\$175	0	\$0	0	\$0	0	\$0	0	\$0
Project Advisor (Barenbrugge)	\$150	0	\$0	0	\$0	8	\$1,200	0	\$0
Project Manager (Pegarido)	\$120	15	\$1,800	16	\$1,920	18	\$2,160	21	\$2,520
Engagement Director (Abaite)	\$120	15	\$1,800	16	\$1,920	18	\$2,160	21	\$2,520
TOTAL BUDGET	--	45	\$6,525	40	\$5,400	49	\$6,495	56	\$7,770

REINGOLD

Cropper GIS Price Proposal

Project Task	Price
Data Collection/Development	
Collection of data and validation of datasets.	\$1,000
Geocoding of student enrollment databases.	\$1,000
Conversion of attendance boundaries into GIS format, or validation of existing boundaries.	\$500
Development of planning block layers.	\$6,500
Mapping of student densities using planning blocks.	\$1,000
Background Report	
Format and development of background report for Steering/Review Committees.	\$3,500
Development of various statistical reports throughout the course of the project.	\$1,500
Options Development	
174 hours at \$125 per hour	\$21,750
Level of effort expected for the development of redistricting options, including conversion of committee engagement meeting notes into GIS format, mapping of options, and development of statistical tables.	
Community and Steering/Review Committee Meetings	
130 hours at \$125 per hour	\$16,250
Level of effort expected for attendance at kickoff, five committee meetings, and two community forums. Time includes preparation (presentations, GIS maps, handouts), actual meeting time, and post-meeting follow-up work.	
Total	\$53,000

Brailsford & Dunlavey Price Proposal

		Rates		Director	Sen. PM	Planner	Total By
				\$255	\$220	\$165	Task
Project Initiation and Strategic Visioning							
1	Collect & Review Data				3	6	
2	Kick Off Meeting	2			2	4	
3	Strategic Visioning	-			-	-	
4	Develop Planning Framework	-			-	-	
	<i>Subtotal Task I</i>	\$510		\$1,100		\$1,650	\$3,260
	<i>Subtotal Hours by Position</i>	2		5		10	17
Community Engagement Support							
1	Preparation for meetings	4			4	15	
2	Meeting attendance*	8			8	-	
	<i>Subtotal Task II</i>	\$3,060		\$2,640		\$2,475	\$8,175
	<i>Subtotal Hours by Position</i>	12		12		15	39
LREFP Impact Analysis							
1	Preliminary Redistricting Options	6			12	24	
2	Final Recommendations	-			12	12	
3	Meeting Attendance (2 meetings)	4			4	8	
	<i>Subtotal Task III</i>	\$2,550		\$6,160		\$7,260	\$15,970
	<i>Subtotal Hours by Position</i>	10		28		44	94
	Total Project Fees	\$6,120		\$9,900		\$11,385	\$27,405

