

September 29, 2021

Barbara Jones
Anchorage Municipal Assembly
PO Box 196650
Anchorage, AK 99519

Re: Redistricting Services

Dear Ms. Jones:

Resource Data understands that the Anchorage Municipal Assembly (Assembly) is seeking geographic information system (GIS) support during its effort to redraw district boundaries. We know how important this project is and are happy to provide our assistance.

As requested, we are providing a rough order of magnitude estimate to provide full-service redistricting support using the Esri SaaS redistricting option, leveraging the web-based ArcGIS Online (AGOL) platform described [here](#). This platform does not provide support for public participation, including public submission of alternative redistricting plans and public comments. However, we are proposing time to help you manage public comments received via email and during public hearings and town halls. Further, we are proposing support for public submission of redistricting plans. The following proposal outlines the services we anticipate providing and provides the requested cost estimate.

We are committed to the success of this project and look forward to working with you. Please do not hesitate to contact me with any questions at (907) 770-4163 or dianet@resourcedata.com.

Sincerely,



Diane Thompson
Anchorage Branch Manager
Resource Data



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Major Activities

Every redistricting project has a suite of mandatory activities as well as some community involvement activities. We anticipate that our support for redistricting efforts will include the following major activities:

1. Infrastructure and Base Map Configuration: This activity provides a GIS system that is ready to use for redistricting. It licenses the infrastructure and then configures the standard GIS layers needed to visualize your redistricting activities. While we can do most of this, we strongly recommend that the Assembly (or the MOA) purchase the Esri licensing, which will also allow you to take advantage of discounted pricing. However, we can purchase the licensing on your behalf, without your discounts, if desired. Resource Data activities will include the following:

- Assisting with the licensing and installation of Esri software.
- Configuring the Esri Redistricting application.
- Creating and configuring the base map layers for use in the Esri Redistricting application and both private and public web map viewers, and importing the State of Alaska electoral boundaries.
- Configuring private and public web map viewers.

2. Develop Redistricting Alternatives: This activity will result in an initial set of alternative redistricting boundaries for evaluation and selection. The redistricting committee will guide this work, supported by a Resource Data GIS technician who will operate the software, generate reports, and build the actual maps. Typically, the GIS technician will prepare a few trial alternatives based on the committee and legal requirements and then work with the committee in hands-on working sessions to revise and fine tune the options.

3. Cartographic Map Production: The web map viewers are tuned for simple, low-resolution map display. We recommend the GIS technician use ArcGIS Desktop for the production of high-quality presentation maps. We will begin by preparing a set of map templates for your review that can be used to create consistent alternative redistricting maps. We will provide the alternative maps as PDF documents suitable for printing, email distribution, or publishing on your website. We will use our own Esri licenses for this work, assuming we can connect to your data from the Resource Data network.

4. Support for Community Meetings: Most redistricting activities involve some community feedback through a combination of town halls and community presentations. We will help prepare for and/or present at town halls or community presentations. We anticipate that three Resource Data staff will attend these meetings: Project Manager Dennis Wheeler, our GIS technician, and a notetaker who will capture public comments for committee consideration. We can also help prepare any needed materials and assemble any GIS-related analysis products.

5. Redistricting Webpage: Resource Data staff will work with the committee to design and implement a redistricting webpage with information for the public, a link to the public comment system, and links to published redistricting plans, when available.

6. Public Comment System Analysis and Requirements: The Assembly has requested that we support the collection of public comments. There are two components to this effort: creation of a public comment system and monitoring and supporting the public commenting process. Our work for the public comment system assumes you do not have an existing system in place.

Given the probable volume of public comments, we strongly recommend either building or licensing a web-based public comment system that is not hosted by MOA. We propose an initial analysis phase to help you determine the best option. During this analysis, we will develop the requirements for your public comments, evaluate existing comment systems against your needs, and compare the cost of those systems to what we believe it will cost to build a custom comment system. Based on our analysis, you may choose to either procure a commercial product or ask us to build a custom system using a low-code solution such as Caspio.

7. Monitor public comments: Resource Data staff will monitor public comments and identify any submitted alternative plans for evaluation by the GIS technician. We will also flag any inappropriate comments based on your defined standards so they are not publicly visible. We can either allow redistricting committee members to view comments themselves or provide published reports for use at the committee meetings. It is our understanding that the redistricting committee will be responsible for any responses to public comments.

8. Publicly Submitted Redistricting Plans: We understand that you may want to make it easy for the public to submit alternative redistricting plans. The normal practice is to specify for the public what file formats will be accepted. We propose requiring that publicly submitted plans be GIS shapefiles and that only the boundary layer file be submitted. We will develop instructions outlining the requirements for GIS shapefile submissions, which will be accepted by the public comment system. We will record all public submissions and evaluate the shapefiles for redistricting compliance. We will create reports on all compliant plans and present them to the committee for comparison to redistricting alternatives. The committee will be responsible for any responses to publicly submitted plans.

9. Assembly Public Hearing Support: We anticipate that two Resource Data staff, Dennis Wheeler and our GIS technician, will attend public hearings and be available to support the Assembly by fielding any GIS-related questions.

10. Project Management: Successful projects are well-managed projects. This core belief at Resource Data has driven us to embed proven project management practices in all our projects. We follow a robust project management methodology based on the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK). Our Project Managers are skilled at scaling this methodology to match the size, scope, and specific needs of each project. We propose Dennis Wheeler as the project manager on this effort.

Milestone Schedule

As requested, we have prepared a preliminary schedule assuming a target completion date of February 1, 2022. This schedule is based on the following information provided by the Municipal Clerk and Assembly representatives:

- The Assembly will begin their work as early as possible in October, before receiving final information from the State of Alaska.
- The Assembly is targeting completion of the redistricting by Feb. 1, 2022.
- The first committee meeting will include a discussion of the history of reapportionment in Anchorage, including a breakdown of the districts and the deviation from the mean in historical reapportionments.
- There will be eight committee meetings of no more than two hours each.
- There will be one one-hour work session, and one two-hour work session.
- There will be up to two town halls of no more than four hours each.
- There will be up to two public hearings with the full Assembly.
- Ideally, the first town hall will take place one month after publishing the reapportionment plan.

Milestone Schedule

Milestone	Date	Description
Contract signed, Resource Data work begins	Sep. 27, 2021	Configure AGOL site, load data, create straw man districts for committee revision, prepare for first committee meeting
Committee Meeting 1	Oct. 11, 2021	Introductions, historical perspective, initial discussion
Committee Meeting 2	Oct. 14, 2021	Committee working session
Committee Meeting 3	Oct. 18, 2021	Committee working session
Committee Meeting 4	Oct. 21, 2021	Committee working session
Town Hall 1	Oct. 28, 2021	First town hall with preliminary plans
Committee Meeting 5	Nov. 4, 2021	Review feedback and adjust after first town hall
Assembly Work Session 1	Nov. 5, 2021	

Get Approved SOA Plans	Nov. 10, 2021	Upload and prepare for next committee meeting
Committee Meeting 6	Nov. 15, 2021	Committee working session – review in context of SOA plans
Committee Meeting 7	Nov. 18, 2021	Committee working session – agree on published materials for second town hall
Town Hall 2	Dec. 9, 2021	Second town hall with proposed final plans
Committee Meeting 8	Dec. 15, 2021	Review input from town hall and revise
Assembly Work Session 2	Dec. 17, 2021	
Assembly Ordinance Introduction	Jan. 4, 2022	
Assembly Public Hearing 1	Jan. 18, 2022	
Assembly Public Hearing 2 and Vote to Adopt	Feb. 1, 2022	
Decommission Site	Feb. 26, 2022	Export all information, provide new boundaries to MOA GIDC, and decommission the AGOL site*

*Decommissioning the site should only happen if the Assembly is confident that they will not need to revisit the information.

Cost Estimate

Our cost estimate includes three components:

- **Professional Services** is our estimated labor to support your requested activities based on the assumptions documented below. We can provide more or fewer hours, as needed.
- **Public Comment System** is our estimated cost to select the system required for the projected volume of public comments. We don't believe that we can effectively and efficiently manage public comments using email and Excel. We will evaluate commercial options and either recommend building a solution using a low-code platform such as Caspio or work with you to procure a license for a commercial product.

- **Esri Licensing** outlines the GIS software that you need. We believe the only new license acquisition will be for two seats on the Esri Redistricting SaaS license. Esri will provide a separate quote for this.

Professional Services

The table below shows our estimated costs for each phase of this project. Work will proceed on a time-and-materials basis up to the total authorized budget listed below. We will bill monthly for actual hours worked, at the hourly rates under Resource Data’s ANITA contract, MOA contract #4400001068. If we anticipate any overruns, we will contact you promptly so you can decide to stop work, add to the budget, or adjust the remaining scope to reach a good stopping point.

For some activities, and especially the public comments, the Assembly and Clerk’s office could choose to do more of the work and we do less of it. One obvious area of cost savings would be the daily review of public comments to identify those that meet your standards for display on the public website which would save you about \$3,400 in professional services in exchange for about 40 hours of internal labor. Similarly, you can request that we provide additional services beyond what is proposed below at the contract rates.

Estimated Costs

Task	Hours	Cost
1. Infrastructure and Base Map Configuration	70	\$6,470
2. Develop Redistricting Alternatives	194	\$18,050
3. Cartographic Map Production	54	\$5,475
4. Support for Community Meetings	47	\$4,990
5. Redistricting Webpage	23	\$2,930
6. Public Comments System Analysis and Requirements	14	\$1,750
7. Monitor Public Comments	73	\$6,205
8. Publicly Submitted Redistricting Plans	86	\$7,670
9. Assembly Public Hearing Support	47	\$5,490
10. Project Management	90	\$13,500
Project Total	698	\$72,530

Public Comment System

While we cannot estimate the cost to license and implement a public comment system until we evaluate and select the system, we anticipate that this will cost between \$15,000 to \$30,000, depending on the solution.

Esri Licensing

MOA has an Esri Enterprise GIS agreement that should be able to support the licenses for an independent AGOL site with 3 Creator and 5 to 15 Viewer licenses, upon request. The Creator licenses will support two Resource Data GIS staff and a service account recommended for best site operation. The Viewer licenses will be used by the committee members, Dennis Wheeler, and any members of the Clerk's Office or Assembly who the committee would like to have the ability to see the working data.

The Assembly will also need to procure up to two SaaS Esri Redistricting user licenses. Esri has submitted a proposal to the Clerk's Office for those licenses, leveraging existing contracts. While Resource Data could purchase those licenses on your behalf, we would not be eligible for your discounted pricing.

Assumptions

Resource Data's project approach and estimated costs are based on the following assumptions. However, all of this work is scalable. We can provide support for additional efforts if authorized or reduce our support if you need less, resulting in cost savings.

- The Assembly will license the Esri-hosted Enterprise solution per Esri's proposal.
- Resource Data will provide all GIS services to support redistricting.
- Resource Data will use existing published MOA map services to support map production where possible.
- The State of Alaska will make its redistricting boundaries available for import or publish them as map services for our use.
- There will be up to six committee meetings lasting no more than two hours each, one one-hour work session, and one two-hour work session. Dennis Wheeler and our GIS technician will attend all sessions. The committee will request an average of six hours of additional GIS analysis per committee meeting and work session.
- MOA will print any paper maps needed to support the work sessions.
- There will be two town hall meetings or community presentations of up to three hours each.
- Our GIS technician will complete both pre- and post-meeting analysis and configuration activities.

- Dennis Wheeler and our GIS technician will attend two Assembly meetings with redistricting public hearings.
- We will prepare publication-quality PDF maps for up to five alternative redistricting plans.
- The Assembly will work with MOA Reprographics (print shop) to produce publication-quality printed maps, if needed.
- The Assembly will receive up to 25 publicly submitted alternative redistricting plans.
- The Assembly does not have an existing system to collect public comments that is appropriate for this effort but will procure or authorize building a solution to do so.
- The Assembly will accept public comments for up to 60 days.
- The Assembly will receive up to 300 public comments.
- All reporting for the demographic and geographic attributes of the redistricting plans will use the Esri SaaS in-app tools and templates.
- Resource Data will configure the public comment system and provide training, but the Clerk's Office or committee will respond to comments.
- Public statements made at public meetings will not be recorded into the public comment system.
- The redistricting committee could make laptops available for public entry of comments into the public comment system at public meetings, if desired.
- The requirements for public comments and the public comment system have not been defined, but we believe the minimum requirements include the following:
 - Comments must be associated with an individual, including name, address, and email address.
 - Comments should identify which alternative plan and district the individual is commenting on.
 - Users will not be able to comment on previous comments (no threaded comments).
 - Comments will log standard metadata such as the date and time of the comment.
 - The public comment system will not validate that addresses are valid or known to be associated with the name of the commenter.
 - Users submitting comments must be able to submit attachments.
 - The redistricting committee and designees must have access to the public comments via login.
 - We will develop up to three reports that can be used for viewing comments.
 - Public comments will be published to the website for viewing.
 - The redistricting committee will want the ability to prevent comments containing inappropriate content such as profane, obscene, vulgar, or criminal content or

attachments. The committee will define the rules for what comments should not be visible to the public and Resource Data will review the comments and make the decisions.

- The redistricting committee will not respond to individual comments using the public comment system.