



Attachment "2" - Questionnaire

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

In accordance with this Solicitation, the Offeror shall complete this Offer Form, indicating the Offeror's responses in the spaces provided. Additional pages may be added, as long as they are clearly referenced to this Offer Form in the spaces provided.

If such additional pages are added, the Offeror shall include the following Solicitation information (as indicated above) at the top of all additional pages: (1) this "Offer Form" number, (2) the Solicitation's number, and (3) the Solicitation's title.

Any Offeror that does not include this completed Offer Form, or that does include an incomplete Offer Form, or that includes a completed Offer Form with unacceptable responses may cause its entire Offer to be deemed unacceptable and, therefore, non-responsive and not available for award.

- 1 Provide a detailed explanation of Offeror's method of approach to perform the Work set forth in the Statement of Work Sections 2.1 through 2.4.

Offeror's Response:

Azavea is proposing District Builder, a web-based redistricting application that can be used by the Arizona Independent Redistricting Commission to develop and share redistricting plans in collaboration with the public. The software will be configured to comply with Arizona legal requirements for creating and verifying a legal redistricting plan. While Azavea will provide the software and hosting services necessary to implement and support the District Builder application, we will not participate in or comment on the actual redistricting process. We will work with the AIRC and any other consultants selected for this project to provide the tools necessary for an open redistricting process based on public participation and input.

- 2 Provide a detailed explanation of Offeror's experience in previous contracts of similar scope to this Solicitation's scope.

Offeror's Response:

The Azavea District Builder team has implemented the District Builder application for the following clients:

- *Arizona Competitive Districts Coalition*
- *Contra Costa County, California.*
- *State of Virginia Redistricting Competition.*

Azavea has also completed additional projects in support of elections and political data analysis, including:

- *Redistricting The Nation, a national-scale website that enables the public to learn more about the redistricting process*
- *An online Citizens Guide for the Committee of 70, an election and campaign reform organization in Philadelphia, to assist voters in finding their polling places*
- *Election results publishing projects that enable the public to visualize and interact with election results*
- *Election incident monitoring and reporting tools for election watchdog organizations to help assess where investigation and documentation teams should be dispatched*
- *The Cicero API, a comprehensive geographic database for data on elections, elected officials and legislative district maps for the United States, Canada, Australia, New Zealand, the United Kingdom and Ireland*

- 3 Provide Offeror's Organization Chart with names and titles clearly noted, all personnel who will provide services and the services each will provide clearly identified as required in Statement of Work Section 2.15, and the relationship of the project leader to management and to support personnel clearly illustrated.

Offeror's Response:

The organizational chart for Azavea's District Builder Project Team and its consultant is provided below:



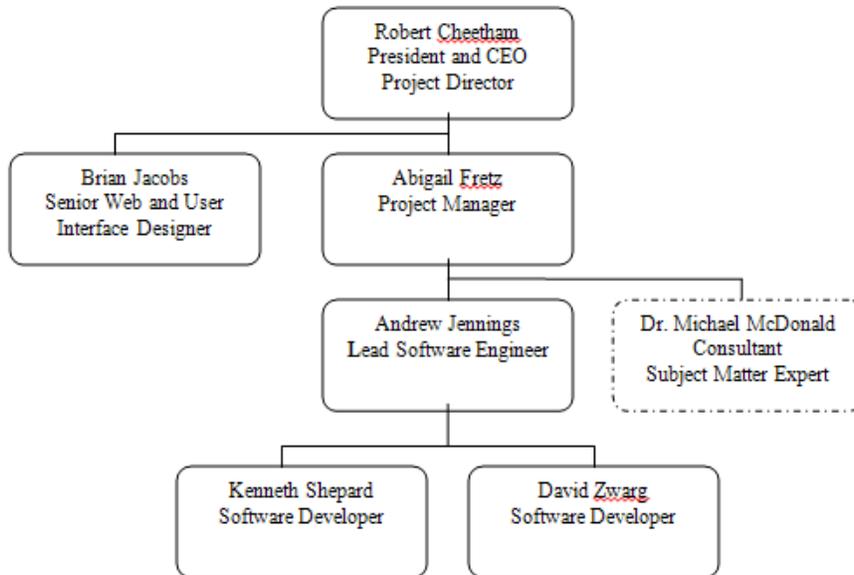
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- Provide a proposed time line detailing a suggested schedule for delivery of maps and a suggested schedule for the Arizona Independent Redistricting Commission (IRC) to follow as required in Statement of Work Sections 2.5.4 and 2.6:

Offeror's Response:

Azavea is not proposing to provide any mapping services as part of this project but will enable the creation of redistricting plans and maps through implementation and support of the District Builder application. Depending on the level of data preparation required, Azavea anticipates completion of District Builder implementation within approximately one month or less of project commencement. Software support services will continue for a total of six months, with the option to continue services on an as-needed or month-by-month basis as directed by AIRC. The AIRC and the general public will be able to develop redistricting plans and maps as soon as the District Builder implementation process is complete and the application goes live.

- Provide a detailed explanation of how Offeror will satisfy each of the individual requirements set forth in Statement of Work Sections 2.5.1 through 2.5.17:

Offeror's Response:

Data preparation work (section 2.5.1) will be performed by Dr. Michael P. McDonald, an expert in redistricting law and voter data (and principal on the District Builder software development project), to identify and integrate appropriate historic voter history datasets to be used in determining metrics for measuring district competitiveness and fairness. Once prepared, Azavea will load the data layers into the District Builder instance. Azavea will not provide any on-site hardware or software to the Arizona Independent Redistricting Commission, but will instead provide all hardware, software and related support services necessary to develop and host the web-based District Builder solution proposed for this project in our Philadelphia data center. These services will include provisioning three Linux servers using Azavea's virtual machine infrastructure, installing GeoServer, PostgreSQL, Python, Django and other necessary components, installing and configuring the District Builder application, and providing daily database back-ups. AIRC will have the opportunity to develop its own draft redistricting plans using the District Builder application, potentially in conjunction with a second consultant to this project as well as the general public. Azavea has provided two options for training, including on-site training in Arizona for members of the AIRC staff and optional webinar training over the internet for AIRC staff and/or members of the general public. Azavea will provide an ability to export publicly submitted redistricting plans from District Builder in shapefile or CSV format for archiving purposes at the end of the project. Azavea will not be involved in public meetings or similar outreach projects except through provision of the public-facing District Builder website.



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Azavea makes the following additional assumptions related to Statement of Work Sections 2.5.1 through 2.5.17:

- We assume that these 2010 US Census data are the PL94-171 redistricting data produced by the Census Bureau.*
- We assume that the voter registration data provided by the Arizona Secretary of State will be in a format that can be integrated with the census geography in a reasonable time.*
- Since this work must stand above reproach in the event of court action, we have assumed that we will need to conduct a verification of the data.*

- 6 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.7.

Offeror's Response:

The District Builder application has been designed as an internet-based solution that can be simultaneously used by many people, both internally at AIRC and through a public-facing website. We have designed the user interface to be equally as simple and useful for experienced redistricting administrators and public users of the software in order to maximize the opportunity for public input and access. However, District Builder does not provide audio, video, podcast or Skype.

- 7 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.8.

Offeror's Response:

The District Builder plan statistics panel illustrates both plan summary and individual district statistics in a simple tabular format. As a user edits their redistricting plan the statistics panel updates in real time, illustrating to the user how their most recent edits have affected the underlying demographic and election data associated with each district.

- 8 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.9.

Offeror's Response:

Azavea will not provide these services.

- 9 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.10.

Offeror's Response:

Azavea will provide activity logs and other materials related to public use of District Builder to accommodate AIRC access requirements outlined in 2.10.

- 10 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.11.

Offeror's Response:

Azavea has included a work plan with deliverables and project timelines in the proposal as specified by the AIRC. Tasks have been outlined for data preparation, software installation and configuration, graphic design, application support, hosting, training and data export.

- 11 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.12.

Offeror's Response:

Azavea will provide progress reports as requested by AIRC within twenty-four business hours of said request.



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- 12 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.13.

Offeror's Response:

Azavea will not be involved in public meetings or similar outreach projects except through provision of the public-facing District Builder website. Azavea will provide application support and updates to facilitate District Builder's availability and interaction with the public as well as video recordings of any webinar training session and powerpoint slides describing use of the application.

- 13 Provide a detailed explanation of how Offeror will satisfy the requirements set forth in Statement of Work Section 2.14.

Offeror's Response:

District Builder supports Secure Sockets Layer (SSL) for encrypting account information. The software's architecture has been reviewed for security by an expert in computer security, Dr. Micah Altman during the design and development and continues to be reviewed on an ongoing basis.

- 14 For the ten-year period preceding this offer, provide a detailed explanation of Offeror's political activity and services performed, whether voluntary or for a fee, for a political candidate, as an officer of a political committee, or as a campaign worker or fundraiser.

Offeror's Response:

As the individual authorized to sign this offer on Azavea's behalf, background information has been provided in this section for Robert Cheetham only. Similar information for all Key Personnel to be involved in this project has been provided individually as part of Attachment 6.

Robert Cheetham, founder and President of Azavea, has carried out pro bono or volunteer work related to posting signs and creating maps for the following campaigns:

- * Sam Katz for Philadelphia Mayor (Republican)*
- * Obama for President (Democrat)*
- * Brett Mandel for Philadelphia City Controller (Democrat)*
- * Haile Johnston for Philadelphia City Council (Democrat)*

- 15 For the ten-year period preceding this offer, provide a detailed explanation of services performed by Offeror, whether voluntary or for a fee, as a lobbyist or consultant for any political party, interest group or other entity that has supported, donated money to, or raised money for, or provided in-kind support for a candidate for public office or taken a position on a ballot initiative or sought to influence the redistricting process.

Offeror's Response:

No such services have been provided by Robert Cheetham, the individual authorized to sign this offer.

- 16 For the ten-year period preceding this offer, provide the date, nature and amount of political contributions by Offeror:

Offeror's Response:

Robert Cheetham, founder and President of Azavea, and the individual authorized to sign this offer, has made the following political contributions:

Nutter for Mayor 2007
1/25/2007, \$100
4/11/2007, \$100
4/27/2007, \$100
5/5/2007, \$100



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Tinkelberg for Congress 2008
10/20/2008, \$50

Obama for President 2008
3/29/2007, \$50
9/30/2007, \$50
1/31/2008, \$100
4/30/2008, \$100
7/31/2008, \$100
9/27/2008, \$100
10/19/2008, \$100

Haile Johnston for Philadelphia City Council
4/11/2007, \$100
5/10/2007, \$100

Brett Mandel for Philadelphia City Controller
4/26/2009, \$200
5/11/2009, \$100
12/29/2010, \$100

Anthony Ingargiola for PA State Assembly 2010
3/25/2010, \$100

John Kromer for Philadelphia Sheriff 2011
3/15/2011, \$100

Stephanie Singer for Philadelphia City Commissioner 2011
2/6/2011, \$200
4/15/2011, \$100

Andy Toy for Philadelphia City Council 2011
5/9/2011, \$100

- 17** For the ten-year period preceding this offer, describe the date, source, nature and amount of any donations or other funding from any source whether in cash or in kind used to support the operations of Offeror:

Offeror's Response:

Azavea remains owned primarily by the founder, Robert Cheetham, who own 87% of the shares. Rachel Cheetham-Richard invested in the firm in 2002 and owns the remaining 13%. No other funding from any source has been used to support the operations of the Offeror.

- 18** Has Offeror filed bankruptcy within the last five (5) years?

Offeror's Response:

Azavea has not filed for bankruptcy at any time during its eleven-year history.

- 19** Has Offeror had a contract within the last five (5) years that was terminated for cause due to breach or similar failure to comply with that contract? If "yes," please identify and summarize applicable details. Otherwise, if "no," state "No."



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Offeror’s Response:

No, Azavea has not had any contracts terminated for cause due to breach or other failure to comply.

- 20** Offeror must list any lawsuits against the Offeror that have occurred within the last five (5) years, including any that may be currently pending.

Offeror’s Response:

Azavea, then known as Avencia, became the target of a trademark dispute that sought to have our registered trademark canceled four years ago. While neither company ever had any experience with a customer demonstrating confusion between the two names, the other party persisted in their effort. We vigorously defended ourselves but taking it to its conclusion in federal court would have been distracting and expensive. Robert Cheetham therefore decided to end the dispute in order to preserve the financial health of the firm and to focus on the company’s mission and commitment to our clients. This was an administrative proceeding (rather than a lawsuit) before the US Trademark Trial and Appeal Board (TTAB). Although the company name changed, the firm’s mission and ownership have remained the same.

- 21** Describe and explain any personal, family, or financial relationships or commitments that Offeror has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

Offeror’s Response:

Neither Azavea nor its staff have any prior relationships or commitments that would influence the redistricting process in any manner.