



Attach. "1" - Offer and Acceptance

Solicitation No. ADSP011-00000704

STATE OF ARIZONA

Agency: Arizona Department of Administration

Customer: Arizona Independent Redistricting Commission

Description: State Redistricting Mapping Services

OFFER

TO THE STATE OF ARIZONA:

The Undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies Small Business status.

Arizona Transaction (Sales) Privilege Tax License No.:

Federal Employer Identification No.:

77 0609721

Ph: 202-546-4764

Fax: 202-207-2984

Strategic Telemetry
Company Name

[Signature]
Signature of Person Authorized to Sign Offer

236 Massachusetts Ave NE Suite 205
Address

Ken Strasna
Printed Name

Washington DC 20002
City State Zip

President
Title

By signature in the Offer section above, the Offeror certifies:

1. The submission of the Offer did not involve collusion or other anticompetitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, State Executive Order-99-4 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror certifies that the above referenced organization IS/ IS NOT a small business with less than 100 employees or has gross revenues of \$4 million or less.
5. In accordance with A.R.S. §35-391.06, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Sudan.
6. In accordance with A.R.S. §35-393.06, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Iran.

ACCEPTANCE OF OFFER

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by the State.

This Contract shall henceforth be referred to as Contract No. IRC 001

The Contractor has been cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contract release document or written notice to proceed.

State of Arizona Awarded this 5th day of July 20 11

[Signature]
Procurement Officer

July 5, 2011


**ADSP011-00000704, Mapping Services
Evaluation and Award Determination**

Pursuant to A.A.C.R2-7C316, it has been determined to award Strategic Telemetry the contract to provide the services required by the above-mentioned solicitation and further described by the vendors' proposals submitted in the response to the solicitation. Strategic Telemetry's proposal has been determined to be the most advantageous to the State, based on the evaluation criteria set forth in the solicitation.

Solicitation No. ADSP011-00000704 was conducted pursuant to A.R.S. § 41-2534 and implementing rules. The Arizona State Procurement Office issued the solicitation on May 5, 2011 which then closed on June 9, 2011. The State Procurement Office received seven proposals electronically on Procure AZ in response to the solicitation. The Arizona Independent Redistricting Commission reviewed the submitted proposals. It determined that the proposals of AZAVEA, GIS Southwest and NAVTEQ were not susceptible for award, based on A.A.C.R2-7-311(A)(1). Other proposals were evaluated on a 1000 point scale. Below is the scoring summary:

	Conformance to Statement of Work	Capacity of Offeror	Price	Conformance with Terms, Conditions & Instructions	Total
(Possible Points	400	300	200	100	1000
National Demographics Corp.*	214	147	162	50	573
Research Advisory Services*	202	164	200	100	666
Strategic Telemetry	368	245	102	100	815
Terrasystems South Inc.*	120	90	160	80	450

Based on the proposals and June 24 and 29, 2011 AIRC public meetings, the offerors identified with "*" above were determined not susceptible for award based on A.A.C. R2-7-311(A)(1). Discussions were conducted with Strategic Telemetry, and final proposal revisions were received on July 5, 2011.


Ray Bladine, Executive Director
Arizona Independent Redistricting
Commission

Attachment
3738544

Summary of Arizona Independent Redistricting Commission Evaluations for ADSP011-00000704, State Redistricting Mapping Services

Offerors (points possible)	Methodology for Performance of Work (400)	Capacity of Offeror (300)	Cost (200)	Conformance with Instructions Terms and Conditions (100)	Total Points (1000)
Research Advisory Services	202	164	200	100	666
National Demographics	214	147	162	50	573
Strategic Telemetry	388	245	102	100	815
TerraSystems Southwest	120	90	160	80	450

Based upon initial review of the proposals submitted it was determined that following offers failed to fully meet the requirements outlined in the Statement of Work. AZAVEA - only offers web-based redistricting application but, per response, will not participate in or comment on the actual redistricting process. GIS Southwest - offer focuses on GIS software, lacks detail on methodology, offeror does not have redistricting experience. NAVTEQ - offeror focuses on software solution, did not provide project timeline, does not provide key personnel data for all key personnel listed in response.

Therefore, the Commission determined in a public meeting on June 29, 2011 that the contract should be awarded to Strategic Telemetry.



Ray Bladine, Executive Director



July 5, 2011

Ray Bladine
Executive Director
Arizona Independent Redistricting Commission

Re: Final Proposal Revision – ADSPO11 – 00000704

Dear Mr. Bladine:

To follow up on our earlier letter this evening, I am writing to address the payment option. Originally, we requested the following payment schedule:

- Payment schedule: Strategic Telemetry will receive \$100,000 promptly after execution of the contract for start-up costs. Ten percent of the professional fee (\$60,000) will be retained until one year after execution of the contract. The remaining \$440,000 will be paid in monthly payments of \$40,000 beginning August 1, 2011.

This letter to acknowledge that we are correcting the payment schedule described above. We agree with your explanation of the mistake and agree to correct the mistake. We will follow the payment terms according to the proposal and the process that is described in Solicitation ADSPO11 – 00000704 under the Uniform Terms and Conditions as described in section 4.1. Therefore the payment option described in our earlier letter should be omitted.

We believe this correction is in the best interest of the state.

Sincerely,



Andrew Drechsler, Vice President

Cc: Ken Strasma, President



July 5, 2011

Ray Bladine
Executive Director
Arizona Independent Redistricting Commission

Re: Final Proposal Revision – ADSP011 – 00000704

Dear Mr. Bladine:

Thank you for your letter dated July 5, 2011. We are presenting this addendum to our proposal submitted on June 8, 2011. As discussed, we agree to the following changes:

- To the greatest extent practical maps will be drawn in Arizona with support from Strategic Telemetry's offices in Wisconsin, New York and Washington D.C.
- Strategic Telemetry will revise its work schedule to permit for Commission approval of a final map by October 31, 2011.
- AIRC will provide office space to Strategic Telemetry in the Commission's Offices.
- The total professional fee will be \$600,000 (reduced from \$686,220).
- The professional fee will include 20 public hearings; additional hearings will be billed at \$750 for up to 4 hours, with additional hours billed at \$200.00 per hour up to \$1,500.00 per day.
- The optional work identified in section 3 will be capped at \$25,000 (from \$30,000 estimate).
- Strategic Telemetry will purchase software as directed by the Commission for costs not to exceed those specified in Schedule 3 of the Offer.
- Contractor will be reimbursed for travel expenses pursuant to State policy per Special Terms and Conditions 3.14.
- Payment schedule: Strategic Telemetry will receive \$100,000 promptly after execution of the contract for start-up costs. Ten percent of the professional fee (\$60,000) will be retained until one year after execution of the contract. The remaining \$440,000 will be paid in monthly payments of \$40,000 beginning August 1, 2011.

Thank you for the opportunity to submit this final offer.

Sincerely,


Andrew Drechsler, Vice President

Cc: Ken Strasma, President

COMMISSIONERS
Colleen Coyle Mathis, *Chair*
Scott Day Freeman, *Vice Chair*
José M. Herrera, *Vice Chair*
Linda C. McNulty
Richard P. Stertz



Raymond F. Bladine
EXECUTIVE DIRECTOR

INDEPENDENT REDISTRICTING COMMISSION
1100 West Washington Street
Phoenix, Arizona 85007

July 5, 2011

Ken Strasma
Strategic Telemetry
236 Massachusetts Ave. NE #206
Washington, DC 20002

RE: Request Final Proposal Revision – ADSPO11-00000704 – Mapping Services

Dear Mr. Strasma:

In accordance with the Arizona Administrative Code (A.A.C.) R2-7-C314 and the criteria set forth in the above-referenced Solicitation, the State has determined your Offer is reasonably susceptible for award. Per the Solicitation Instructions, Discussions clause, the State entered into discussions with your firm regarding your offer.

The State hereby requests that you submit, in writing, confirmation of those items discussed today. We ask that you submit your final proposal revisions, in accordance with A.A.C R2-7-C315. Your response to these final proposal revisions must be received no later than today Tuesday, July 5, 2011, at 5:00 PM MST (Arizona Time).

If you do not submit a final proposal revision, your previous Offer will be determined as your final offer. Thank you for your prompt attention to this matter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ray Bladine".

Ray Bladine,
Executive Director,
AZ Independent Redistricting Commission
Phone: 602-542-5221
Email: RBladine@AZRedistricting.org

cc: Solicitation File – ADSPO11 - 0000704



Arizona Independent Redistricting Commission:

Thank you for the opportunity to respond to your RFP. Redistricting is always a contentious process. We hope that by providing timely, accurate and fully-transparent map-drawing and analysis, we can help make the process slightly less contentious.

The detailed criteria outlined in your statement of work provide a clear roadmap for how plans will be developed. However, many of the criteria are unavoidably subject to interpretation. We would not view our role as advocating for any particular interpretation. That is the role of the commission, with input from the public. Rather, if selected to serve as your technical consultants, we would view our role as being to provide you all the information and analysis that you as a commission need in order to arrive at decisions about these subjective questions.

Our firm's senior staff has decades of redistricting experience, and Strategic Telemetry has worked extensively with Census data, GIS mapping, population projections, voterfile data and election results. We have done this sort of work in all 50 states, and have both the experience and the technical infrastructure to handle the data processing, mapping and analysis needs of this project.

As important as it is that we be able to handle the large amount of data involved, it is equally important is being able to explain what we do with the data. Our work over the last 8 years has given us the opportunity to tell the story of the data we process. This project will be no different. We will not simply hand over the maps, rather, we will work with the Commission and the public to make sure they understand what we do and why we did it. Whenever there are major subjective decisions to be made, we will present the alternate options and the supporting material to the commission so that an informed decision can be made. Every step of the process would be documented.

Technological advances over the last ten years will make possible an unprecedented amount of public input. While the flood of opinions into the process may seem daunting, we fully embrace it. We feel that we will be able to categorize and analyze public input in a way that will make it meaningful and usable for the commission.

Not everyone will be happy with the commission's final plans. That is inevitable. However, with a skilled technical consultant, and an open, transparent and fully-documented process, dissatisfaction can be minimized, and to the extent that a member of the public feels dissatisfied with the map, they will know the reasons for each decision, and will not have any cause to question the process.

The proposal represents our best understanding and interpretation of the RFP. Any section of response can be tailored as necessary.

Again, we thank you for this opportunity and would be honored to be selected to assist you.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Strasma", is written over a horizontal line. The signature is fluid and stylized, with a large initial "K" and "S".

Ken Strasma, President

236 Massachusetts Ave., NE #205, Washington, DC 20002

202-546-4764

www.StrategicTelemetry.com



Attach. "1" - Offer and Acceptance

Solicitation No. ADSP011-00000704

STATE OF ARIZONA

Agency: Arizona Department of Administration

Customer: Arizona Independent Redistricting Commission

Description: State Redistricting Mapping Services

OFFER

TO THE STATE OF ARIZONA:

The Undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies Small Business status.

Arizona Transaction (Sales) Privilege Tax License No.:

Federal Employer Identification No.:

77 0609721

Ph: 202-546-4764

Fax: 202-207-2984

Strategic Telemetry
Company Name

[Signature]
Signature of Person Authorized to Sign Offer

236 Massachusetts Ave NE Suite 205
Address

Ken Strasma
Printed Name

Washington DC 20002
City State Zip

President
Title

By signature in the Offer section above, the Offeror certifies:

1. The submission of the Offer did not involve collusion or other anticompetitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, State Executive Order-99-4 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror certifies that the above referenced organization IS/ IS NOT a small business with less than 100 employees or has gross revenues of \$4 million or less.
5. In accordance with A.R.S. §35-391.06, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Sudan.
6. In accordance with A.R.S. §35-393.06, the offeror hereby certifies that the Offeror does not have scrutinized business operations in Iran.

ACCEPTANCE OF OFFER

The Offer is hereby accepted.

The Contractor is now bound to sell the materials or services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by the State.

This Contract shall henceforth be referred to as Contract No. _____

The Contractor has been cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contract release document or written notice to proceed.

State of Arizona
Awarded this _____ day of _____ 20 _____

Procurement Officer



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Attachment "2" - Questionnaire
Solicitation No. ADSP011-00000704

STATE OF ARIZONA

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:

Strategic Telemetry's President, Ken Strasma, has been involved in the redistricting process of dozens of states in 1990 and 2000. Mr. Strasma would be the project lead for Strategic Telemetry's efforts for the Arizona Independent Redistricting Commission (AIRC). Strategic Telemetry would combine the institutional knowledge of two past redistricting cycles with today's modern technology.

From a purely technical standpoint, the requirements in sections 2.1 through 2.4 are simple and straightforward. While sections 2.1 through 2.4 represent a significant amount of work, any GIS firm with even a fraction of Strategic Telemetry's experience could produce districts that meet the requirements set forth in these sections. However, this is not a purely technical exercise. Many of these criteria are subject to multiple interpretations. For example, section 2.2.3 requires that districts be geographically compact. There are hundreds of different approaches to measuring geographic compactness, and while there are a handful that are used most commonly, there is no single consensus measure. Different measures value different attributes of a district. Is a geographically compact district one that looks good on a map, but which may have broadly dispersed population centers, or is it one where the population is concentrated in a more compact area at the expense of a district shape that may not be a perfect rectangle?

How should compactness be balanced with other criteria like the requirement in 2.25 to use visible geographic features? For example, it may be possible to separate two districts based on a major river or road, which winds around creating an irregular boundary, or the districts could be separated using a less-known administrative boundary just to the side of the river or road. These are factors that must be weighed on a case-by-case basis, and it would be impossible to define a set of rules that covered every such situation.

Another good example of conflicting criteria is the preservation of communities of interest. There is no single definition of a community of interest. It is a concept best defined by those who live in the affected areas. Many suburbanites have little or no affinity for their particular Minor Civil Division, but may well identify with the larger city where they work. Whether they feel a greater affinity for their neighborhood association or their school district is a question that would have to be answered by the communities themselves. Public hearings will be key to answering questions about which communities of interest should be given the most weight. Compiling this information, making multiple maps reflecting this input, and presenting the information to the commission in an easily digestible form will be a key responsibility of the technical consultant.

Strategic Telemetry does not presume to answer these questions of competing definitions of the various criteria. Rather, we would view our role as defining the questions, building maps as needed reflecting each of the competing definitions, and making it as easy as possible for the commission members to make an informed decision.

By handling all technical details in a carefully documented and transparent way, we would free the commission to focus on answering the questions that are subject to interpretation.



Attachment "2" - Questionnaire
Solicitation No. ADSP011-00000704

STATE OF ARIZONA

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

Strategic Telemetry has a great deal of experience in distilling highly technical statistical information into understandable language that gets decision makers the information they need.

The basic building blocks would be the Census geography defined in TIGER 2010. This includes Census Blocks, Block Groups, Tracts, Municipalities, Counties, Native American reservations, and other administrative and boundaries. There will no doubt be other geography not defined in TIGER 2010 that we will need to load into the mapping system. For example, communities that may not have traditional boundaries will no doubt want to be kept together. Collection of this sort of information will be an ongoing project. Our process and maps will allow this to be an evolving process that takes into consideration the wide range of opinions from the public comment period.

Once GIS database and supporting population data have been loaded into the redistricting system, Strategic Telemetry would build the initial grid maps as specified in the statement of work. A copy of the initial grid maps would be made available to the AIRC while Strategic Telemetry began work on adjusting the maps to meet the other criteria set forth in the statement of work. Every change made would be logged and documented. We would record hourly snapshots of the map in progress, summaries of the changes made, and the reason for each change. Any change to the initial grid map would be intended to meet one of the criteria set forth in the statement of work. All changes would be documented as to which of the criteria they were designed to better meet, and the impact of the change. Often, these sorts of changes will require a process of trial and error. All the changes will be logged, not only the final districts.

Throughout this process, we would be following the criteria set forth in the statement of work, and would leverage our considerable experience in drafting maps that meet the requirements of the Voting Rights Act.

When drawing the maps, we will not take into consideration where incumbents, declared candidates or potential candidates live.

AIRC requests that a map be available for public comment period for at least 30 days. In order to achieve this, upon awarding of the contract, we would set in motion a number of different parts of the process that can be done right away. We would do our part to eliminate any technical delays so that we could immediately accept recommendations by the AIRC.

We understand that there were be a number of timelines that need to be addressed throughout the process. The nature of our business is one timeline after another. We understand the undertaking of being a consultant to AIRC is not a typical 9 to 5 job. We have endured long hours, long weeks, and long months before and will fully embrace the short timeline associated with the project. While speed is of the essence, we will not sacrifice quality.

Our firm has a demonstrated history of quality work and we welcome the opportunity to put that on display if given the chance to work with AIRC.

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

Offeror's Response:

Strategic Telemetry is a data analysis firm with extensive analytics and GIS mapping experience. Strategic Telemetry's founder and president, Ken Strasma, was the lead statistician for the Wisconsin Assembly Democratic Caucus's redistricting operation in 1990-1991. In 2000 and 2001, Mr. Strasma served as the liaison between the National Committee for an Effective Congress, and the Democratic National Committee's congressional and state legislative redistricting offices. In this role, Mr. Strasma supervised a large staff of data analysts and map drawers, and drew maps himself in approximately 30 states.

In 2008, Strategic Telemetry served as the targeting consultants for the Obama for President campaign, producing targeting models in 50 states in the general election and in most primary and caucus states during the primary process. The primary process, during which we would focus on one or two states, then move on to others a week or



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STATE OF ARIZONA

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two later, put a premium on being able to plan and implement an aggressive timeline. The technical infrastructure that we built to process this unprecedented amount of data has been maintained and expanded upon. This includes GIS capability that allowed for thematic mapping in all 50 states.

While our experience has been largely with Democratic candidates and non-partisan advocacy organizations, we have also worked with independent campaigns and with Republican-turned-Independent Mike Bloomberg. In Mayor Bloomberg's campaign, we had a highly successful experience working with Republican, Democratic and independent campaign staff all in the same organization.

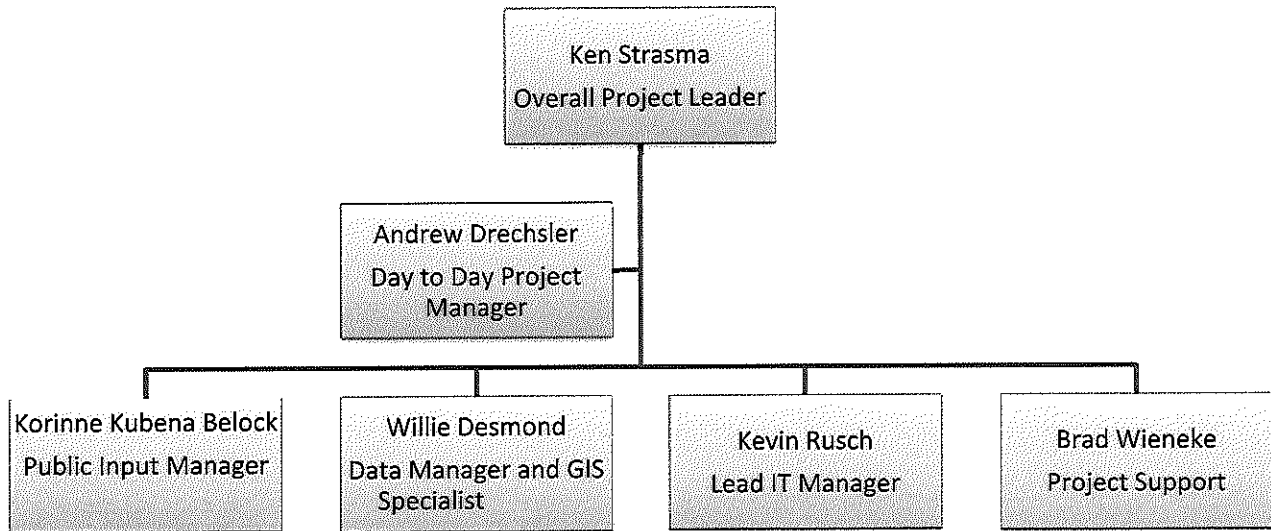
The Obama 2008 experience, and our experience working for more than 100 other campaigns and organizations, has helped us to be able to work well with end-users, making highly technical statistical and geographic information understandable. The technical data processing is only part of the process. We also understand how to work with large staffs across multiple locations, and to balance sometimes competing demands from numerous stake-holders.

The process in AZ relies on extensive public input. While some may find it frustrating that the public questions what we do, we embrace it. This process is inherently a combination of trade-offs. We would see to document all the decisions made, and the arguments both pro and con so that the public would have access to a fully transparent record of how decisions were arrived.

- 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:

Attachment 6 provides greater details/roles on each of the team members.





Attachment "2" - Questionnaire

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- 4 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:

Below is a suggested schedule. The schedule was built taking into consideration the RFP and historical information from last time. We no doubt expect changes to be made to the overall schedule and are ready to expedite as needed.



Attachment "2" - Questionnaire

Solicitation No. ADSP011-00000704

STATE OF ARIZONA

Agency: Arizona Department of Administration

Customer: Arizona Independent Redistricting Commission

Description: State Redistricting Mapping Services

Objectives/Tasks	Week 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28+
Finalize contract																												
Provide insurance information																												
Provide security measures																												
Kick-off meeting																												
Finalize schedule																												
Obtain & setup Census data																												
Determine software package and obtain																												
Develop training guide for software																												
Provide training on software (ongoing as needed)																												
Ongoing progress calls (Assumes twice weekly)																												
Draft plan and map																												
Present first draft of map																												
Collaborate with AIRC to ensure all objectives of map are met																												
Start of 30 Day window for public comment																												
Gather and categorize all public comments and submitted maps																												
Draft PowerPoint to be used in public meetings																												
Finalize PowerPoint																												
Round one of public meetings																												
Provide summaries of public meetings																												
Revise the map as directed by AIRC based on public comments																												
Display version two of the map for 30 days																												
Gather and categorize all public comments and submitted maps																												
Round two of public meetings																												
Provide summaries of public meetings																												
Revise the map as directed by AIRC based on public comments																												
Finalize plan that is to be submitted to the DOJ and US District Court																												
Aim to submit AIRC redistricting plan																												
Ongoing consultation with AIRC as the plan gets approved																												
Such tasks during this period include (not limited to) - Appearances in front of DOJ to defend plan - Charges to map as needed																												



Attachment "2" - Questionnaire

STATE OF ARIZONA

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- 5 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:

We feel the best and most efficient way to respond to each section is to lay out a brief potential work plan. Our intent is to demonstrate our understanding of the work by providing a clear and direct response to each section of the request. When necessary, a narrative is provided to expand upon our response.

Offeror's Response:

2.5.1 Assemble a redistricting database utilizing certified population data from the 2010 US Census for the State of Arizona and voter registration information from the Arizona Secretary of State or as directed by the AIRC.

How Strategic Telemetry would proceed:

Step 1: Obtain copies of the official PL94-171 data delivered to the state.

Step 2: Verify that the official data matches the data available for download from the Census. This is to ensure that there was no corruption of either file, and that members of the public working with downloaded Census data will have access to the exact same population information that is being used by the commission.

Step 3: Load the PL94-171 data into a SQL database at the Census Block level. Population data is provided in great detail, including multiple combinations of racial categories for individuals who selected more than one. Also, Hispanic origin is reported separately for each combination of racial categories. While it will often be useful to report this information at some aggregate level, we would load and maintain the information at the most granular level provided by the Census.

Step 4: Load TIGER 2010 geography into a GIS mapping format. The main format used would depend on the mapping software being used by the AIRC. For ease of communication with other entities, and to facilitate public comment, we would translate the GIS files to various industry standard formats including ESRI .shp shape files, and other open-source GIS formats.

Step 5: Obtain a copy of the Arizona state voter registration file from the Secretary of State's office. The information will be loaded from the Secretary of State's office's format to a SQL database for our internal use.

Step 6: Geocode the voterfile. This is the process of applying latitudes and longitudes to each address on the file and using that information to assign each individual voter to a TIGER 2010 Census Block. The Census Block is the smallest polygon unit of Census Geography, so all other units of geography, like Block Groups, Tracts, Minor Civil Divisions and Counties can be calculated from the Census Block. In addition to matching TIGER 2010 Census Blocks, we would also match in TIGER 2000 Census Blocks for ease in overlaying historical data. The TIGER 2010 Census Block will also be the unit of geography at which we deliver files to the Department of Justice for pre-clearance.

2.5.2 Provide all necessary computerized equipment to house and utilize the redistricting database.

How Strategic Telemetry would proceed:

Step 1: We would allocate sufficient space on a dedicated server in our Washington DC office.

Step 2: Additional storage space would be allocated on a separate server in our DC office. All redistricting files would be mirrored to the backup server at 10 minute intervals.

Step 3: Off-site online storage would be used to back up the redistricting database every 24 hours.

Step 4: Local copies of the redistricting databases would be loaded onto the desktops of each staff member involved in the project, and to the laptops designated for use while collecting public input in AZ.



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Step 5: GIS software and the redistricting database would be loaded onto the computers designated for use by AIRC members and staff.

From a technical standpoint:

Our information-processing facility consists of a collection of industry-standard Dell PowerEdge servers (2x2950, 1x1950, 1xR200, and lesser computers for domain and resource management), MD1000 and MD3000 redundant disk arrays, and multiple backup sites. We have a 50-mbit internet connection with a 5-mbit failover line, redundant network, data, disk, and power connections within our data center, and our only non-redundant resource for the Washington, DC data center is building power. Our offices in Wisconsin and New York will also have backups of the redistricting database, so work could continue even in the event of a citywide power failure in Washington, DC. In the event of such a failure, all of our computers are on UPS (Uninterruptable Power Supply) battery backups that allow us to continue work during a brief power outage, and to shut down the servers safely in the event of a longer outage.

Between our 6 external disk arrays, we have 88 spindles with a total of 76 TB of storage; in addition, we have 6 dedicated onsite backup units with 14TB on site and another 12 TB in our Wisconsin office.

We use a highly secure (3DES/SHA1 Encryption/Auth) VPN connection between our two main offices and our remote sites. Our offices have SonicWall TZ100 firewalls.

We have Symantec Internet Security installed on all our servers and Windows Security Essentials on all of our client computers.

2.5.3 Use GIS software and the redistricting database to display mapping configurations of census units and proposed election districts in relation to federal and State-mandated requirements.

How Strategic Telemetry would proceed:

Step 1: Assess available GIS software.

Step 2: Present options to AIRC and ensure software is compatible to Commission.

Step 3: Secure software and licenses.

Step 4: Merge census data with software.

Step 5: Load all relevant polygon layers to be used in the map drawing process. This will include both official Census boundaries, as well as other local information such as school districts, neighborhood associations and other data that might be relevant in defining communities of interest.

We have worked with a number of different redistricting software packages in the past. We are not wedded to one package. Therefore, functionality, cost, and compatibility with any software already in use by the AIRC will drive our recommendation. We understand that securing a user-friendly interface will be critical to the transparency of the process and to successfully meeting critical deadlines. Among our objectives will be to make the technical aspects of the process work as seamlessly as possible so as to allow the AIRC to keep its focus on the vision it is charged with implementing.

2.5.4 Provide drafts of maps for the congressional and State legislative districts in a timely fashion as directed by the AIRC. Time is of the essence in the preparation of these maps, and a schedule of delivery shall be included in any response to this Solicitation. The AIRC shall review the draft maps and direct changes as necessary.

How Strategic Telemetry would proceed:



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Step 1: The process would begin with drafting of a "grid map" as called for by Proposition 106.

Step 2: The grid map would be modified as needed to meet the other criteria specified in Proposition 106. As modifications were made, we would document the reason for the modification, and the trade-offs that were necessary. For example, we might document that the difference between Draft 114 and Draft 115 was to better achieve population equality between two particular districts, and that the trade-offs necessary were a reduction in the compactness of the districts, and splitting of a Minor Civil Division that had previously been entirely in one district. This documentation will allow the AIRC and members of the public to see how and why certain district configurations were arrived at, and to make their own judgments concerning the trade-offs required.

Step 3: Strategic Telemetry would present the initial maps to the AIRC and solicit input as to modifications needed. We would encourage "what if" modifications, that is, experimental modifications that may or may not improve the map, but which seem worth investigating. We would prepare a version of the map including these modifications, and an analysis of the impact, both positive and negative, on degree to which the new map meets each of the redistricting criteria.

2.5.5 Assist the AIRC in certifying to the Secretary of State the establishment of congressional and State legislative districts.

How Strategic Telemetry would proceed:

Step 1: Prior to completion of the map, Strategic Telemetry would work with the Secretary of State's office to determine the optimum format for delivery of the plan, taking into account the needs of the Secretary of State's office and of local election administration officials.

Step 2: Once the AIRC has decided on the final map Strategic Telemetry would work with AIRC to deliver the plan to the Secretary of State's office, and be available to assist with any questions arising during the establishment of the new districts.

2.5.6 Provide training to the AIRC in utilizing the database and mapping software throughout the term of any resultant contract.

How Strategic Telemetry would proceed:

Step 1: Establish a "How-to Guide" designed for the AIRC and staff as to the use of the software and database. This would be in addition to documentation provided by the redistricting software vendor selected. The "How-to Guide" would include sections for both casual and power users. For power users, the guide would include a section on how to access the advanced reporting and analysis features that are beyond the capabilities of desktop software and would be hosted on the servers at Strategic Telemetry.

Step 2: Identify key personnel from AIRC and do on-site training(s). Strategic Telemetry would schedule one or more on-site trainings in Arizona with AIRC members and staff.

Step 3: Provide on-going support and trainings as needed by AIRC.

Step 4: Provide regularly scheduled web-based trainings where users raise questions that come up during the course of their work. We have found that users often have more questions after working with the software on a regular basis than during the initial trainings. This process will allow users to raise questions as they are encountered during actual work with the redistricting software, and have them worked through in an interactive environment where the users can actually see the solution on-screen, rather than having to attempt to follow steps described over the phone or via email. For complicated questions, users would be encouraged to contact Strategic Telemetry staff ahead of time so that the solution can be researched ahead of the next scheduled web-based training.



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We realize that success in this project will come if all parties are able to collaborate on the mapping process. While we will take the lead on the maps, we strongly encourage input from the AIRC. In order to facilitate feedback on the maps, we will ensure that key individuals will know and hopefully even embrace the software.

2.5.7 Develop a PowerPoint presentation to be used by the AIRC's commissioners, staff or designees to provide public information to community groups. The presentation shall include background information on the initiative and an overview of the project scope as well as how to provide input to the AIRC on the redistricting plans.

How Strategic Telemetry would proceed:

Step 1: Draft an outline of the areas to be covered by the presentation.

Step 2: Solicit input from the AIRC.

Step 3: Build a PowerPoint presentation based on the outline.

Step 4: Circulate the draft presentation for input for AIRC members and staff.

Step 5: Provide ongoing support to make any necessary changes once the presentation is made public.

2.5.8 Provide all equipment necessary to draw maps reflecting the stated concerns and interests of the public participants.

How Strategic Telemetry would proceed:

Step 1: 12 redistricting workstations would be loaded with redistricting software and the redistricting database:

- 3 would be in the Strategic Telemetry offices in Washington, DC, New York and Wisconsin
- 7 would be in AZ for use by AIRC members and staff
- 2 would be loaded on laptops used by Strategic Telemetry and AIRC staff during public hearings.

Step 2: Secure and/or develop a system for displaying maps online.

It is hard to anticipate every need of every participant who may comment or attend a public hearing. As most people will have access to internet, we would work with AIRC to ensure that a comment/suggestion option is available on their website. We would work with the necessary staff to ensure that those comments are directed to our staff and all relevant comments are addressed. We propose meeting three times a week between AIRC and Strategic Telemetry to address such comments and ensure they are being addressed.

Members of the public would be directed to online mapping options, and given guidelines for submission of maps. Notwithstanding the guidelines of map submission, Strategic Telemetry would work with members of the public to facilitate input even in non-standard narrative form, hand-drawn maps, or general suggestions.

2.5.9 Support the AIRC in holding a number of public meetings, as directed by the AIRC, throughout the State to discuss proposed redistricting plans. The Contractor shall be responsible for compiling and soliciting public input as well as providing the public with information as directed by the AIRC, including such items as draft maps and other relevant information.

How Strategic Telemetry would proceed:

We would help develop a formal intake process and also be in attendance at public hearings taking notes as well. As part of the process, we would be sure to gather individuals' contact information as there may be follow up questions



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for such comments. We would want to make sure we are not making assumptions on behalf of those who comment. A close collaboration with the AIRC staff will be in place to ensure that all voices are heard.

Strategic Telemetry will work with AIRC staff to compile and categorize public input from the hearings. This will include assessing both verbatim transcripts of comments submitted, as well as summaries generated by Strategic Telemetry staff. The summaries will categorize the nature of the comments based on the redistricting criteria addressed, whether the comments concern a perceived weakness of a proposed map, and/or whether the commenter is proposing a change that would cause the map to better meet one or more of these criteria.

2.5.10 Provide a process to enable the public to provide input to the mapping process.

How Strategic Telemetry would proceed:

On a very basic level, we will have paper maps available at the public hearings where individuals can draw, highlight, and/or note any concerns or suggestions. Obviously, there will be situations where individuals will want to talk about specific neighborhoods. To address that, we will have a number of poster size maps available at each public hearing. Individuals will have the opportunity to work with our staff to address any such issues on the larger map. Our staff will document and categorize the comments. Such comments will be brought to the attention of the AIRC and responsible staff.

Strategic Telemetry staff will also be available with laptops and projectors in order to zoom in on specific areas of the map as needed during the public hearings.

We will make maps available in open-source formats for the public to view online. If the commission wants to provide the public the ability to draw maps online, that capacity could be provided at-cost through ESRI's online redistricting packages. As directed by the AIRC, we would be happy to work with other providers of open-source online mapping packages in order to make the commission's maps available in those formats. This could, for example, include publishing maps in the format used by AZRedistricting.com, and accepting maps drawn using that program as public input.

Furthermore, we have the ability to scan any maps/materials/comments that would be mailed in or handed in at the hearings. These maps would be categorized and included as part of the documentation process.

2.5.11 Develop coding of maps submitted by the public or developed during public hearings to describe stated concerns and interests of the public participants.

How Strategic Telemetry would proceed:

Step 1: Create a coding system.

The coding system would include categorization for which of the AZ redistricting criteria are addressed by each map submitted.

We would code whether the submitter considered the criteria in question to be a weakness of a plan to which they were responding, or a particular strength of the plan submitted. Also coded would be Strategic Telemetry's assessment of the assertions made, and the objective measures used to arrive at these assessments.

Comments would then be analyzed to quantify the extent to which the proposed changes actually do better meet the criteria. For example, if a member of the public proposes a change intended to make a district more compact, Strategic Telemetry may draw a map based on the proposed changes, analyze whether the proposed district is actually better or worse based on various different measures of compactness, and what impact there is on other districts.

The amount of analysis done will vary on a case by case basis. Many comments will cover the same general concepts, so not all will be analyzed to the same extent.



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Step 2: Modify the coding system as needed based on input from the AIRC.

Step 3: Implement coding system to ensure each and every map is labeled and clearly identifiable as to the source.

Step 4: Store the coded public input in a searchable database that would allow for queries such as a list all submissions and public comments addressing preserving communities of interest in a particular county.

Step 5: Provide regular summaries of the comments that highlight the concerns. For example, the reports will be presented in such a way that gives AIRC a sense of where the comments are coming from geographically and the content of the comments (XX% concern "splitting a community," etc.).

2.5.12 Provide coding of public testimony such that it can be indexed, aggregated and collated to corresponding maps.

How Strategic Telemetry would proceed:

See above (response to work section 2.5.11) for a description of the coding system.

Once coded public input is entered in the searchable database, we would regularly run summary statistics showing the number of comments, and the areas of concern.

2.5.13 Assist the State in submitting the redistricting plan to the United States Department of Justice or the United States District Court.

How Strategic Telemetry would proceed:

Step 1: Prior to submission of the plans, we would be in contact with the legal team and the appropriate staff at the Court and the Department of Justice to determine the best format for them. Generally speaking, the "DOJ format" standard is used for these submissions. We would provide DOJ format and any other format requested.

Step 2: Submit actual plans electronically in DOJ format.

Step 3: Exchange checksum data and summary information with the Court or DOJ to ensure that no errors occurred in data transmission.

2.5.14 Assist the AIRC and the AIRC's legal counsel in complying with the Voting Rights Act of 1965, as amended.

How Strategic Telemetry would proceed:

Strategic Telemetry would work closely with the legal team to ensure that the map is compliant, and to make sure that the legal team has the information they need to defend the map.

Generally speaking, the most important consideration is that the plan have no retrogressive effect on minority voting rights. Demonstrating this will require detailed analysis of the race and origins of voters and non-voting populations in the proposed districts, and analysis of past voting patterns.

While drawing competitive districts is a criterion only to be considered after others, past voting patterns are an important consideration in analyzing certain populations' ability to elect the candidates of their choice. With this in mind, Strategic Telemetry will compile databases of past election results, and disaggregate the information to the Census Block level for use in analyzing the plan's impact as it relates to the Voting Rights Act.



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2.5.15 Ensure an ongoing interaction between the Contractor, the AIRC and the AIRC staff.

How Strategic Telemetry would proceed:

Besides having a direct point of contact on our staff who will always be on call to address any issues or concerns you may have, we strongly advise having a regularly scheduled meeting. The exact time, number of meetings is something that will be an evolving process but at the very least we would be available to have up to daily meetings. As noted above, we are not looking at this as a Monday to Friday job, rather, we will be available seven days a week.

Strategic Telemetry senior project staff would plan to travel to AZ for initial meetings, then be available on-line or via phone while other Strategic Telemetry staff were on the ground in AZ helping to staff public hearings and AIRC meetings as needed.

2.5.16 Provide all equipment required to produce, digitally store, project on screen (for audience viewing), and print all maps desired by the AIRC.

How Strategic Telemetry would proceed:

For this project, we will use GIS redistricting software selected in coordination with the ARIC. Strategic Telemetry has experience working with all major redistricting packages, and will be able to work with whatever package best meets the needs of the ARIC.

Digital storage will be on the servers at Strategic Telemetry which are backed up every ten minutes. Additional off-site backups will be made every 24 hours.

For public hearings and other meetings, we will provide projectors and laptops (a minimum of 2 of each so that backup is always available), and will provide CD and/or thumb drive backups of PowerPoint presentations and maps prepared for public hearings.

Strategic Telemetry has high-speed color printers and a color plotter for producing wall-size printouts of maps as needed.

2.5.17 Develop archival level research materials as directed by the AIRC and deliver these to the AIRC at scheduled times to allow for the archive of this process to be timely and orderly. The term "archival" shall refer to both electronic and paper documents and other such medium as may be deemed applicable. It is the intent of the AIRC that all of the public data that is collected shall be available electronically for the benefit of both the current and future Independent Redistricting Commissions as well as the general public.

How Strategic Telemetry would proceed:

Advances in computer storage over the last ten years make it possible to store much more detailed archives of not only the final plans, but the steps and considerations in arriving at those plans. The following information shall be saved on the servers at Strategic Telemetry, backed up off-site, and delivered to the ARIC in machine-readable form upon completion of the contract:

1. All plans generated by Strategic Telemetry as part of this project
2. Hourly snapshots of plans in progress as they are being worked on by Strategic Telemetry.
3. All plans submitted to Strategic Telemetry for analysis.
4. All reports generated analyzing plans built by Strategic Telemetry, or by others and submitted to the ARIC or Strategic Telemetry for analysis.
5. All plans submitted in machine readable formats through the public hearing process.
6. Scans of paper plans submitted through the public hearing process.
7. Transcriptions of non-plan public comments
8. A full copy of the public input database described in section 2.5.11



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

2.7 The AIRC's staff and the Contractor will work as directed by the AIRC to expeditiously develop and make accessible and interlinked websites, social media and other such open and accessible internet communications data as may be deemed appropriate to maximize the opportunity for public input and access to the activities and actions of the AIRC. These sites may include audio, video, podcast, Skype and other such links as to not limit the AIRC's goal for data and input collection.

Offeror's Response:

We would work with AIRC's staff to ensure that anything solicited, created, or otherwise produced can be displayed on the website. This includes but is not limited to public comments, maps, the ability to make changes to maps & submit plans, the PowerPoint presentation, etc.

Strategic Telemetry has extensive experience in soliciting comments and discussion via social media. We would use the AIRC website, FaceBook, Twitter and blog postings to encourage comment and discussion, and to disseminate information as directed by the AIRC.

In addition to input solicited by Strategic Telemetry and the AIRC, we would employ an automated process to gather data from social media sites like FaceBook and Twitter. This would allow us to collect and categorize comments about the Arizona Redistricting process being made outside of the official public hearing and comment system.

Strategic Telemetry would provide weekly summaries of these comments, including representative samples, and aggregate statistics on the number of comments and the issues addressed. The social media databases would be searchable if the AIRC ever needed to go back and search for comments mentioning a specific set of keywords.

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

2.8 The software employed by the Contractor must automatically display 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 subgroups associated with the proposed change to a district.

Offeror's Response:

As part of our thorough review of the software as addressed in 2.5.3, we would make sure that the software would have this ability. All major GIS redistricting packages currently have this ability.

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

2.9 Contractor shall be required to maintain an ongoing log for each map documenting the basis on which decisions were made and how the AIRC complied with the applicable requirements of the Arizona Constitution and the Voting Rights Act. The log will be subject to regular review and approval by the AIRC and shall include documentation and indexing of all key decisions.

Offeror's Response:

We will have a system in place that stores hourly snapshots of all maps in progress. These snapshots would include the map along with metadata including:

- The operator
- Others participating in the map drawing
- The nature of the map drawing session (i.e. the area of the state and the criteria being focused on)



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In addition to the hourly snapshots, users would save snapshots after each major change, including a brief description of the goals behind the change.

These snapshots would be saved on individual workstations and upload to Strategic Telemetry's servers on a nightly basis. Once uploaded, the change logs and snapshots would become part of the project archive, and would be available at any time to the AIRC members and staff.

We would work with the AIRC members and staff to comply with any public records requests as efficiently as possible within the guidelines set forth by the AIRC.

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

2.10 The AIRC must be provided unfettered access to draft maps, logs, reports and the supporting documentation and data and may, in its sole discretion, obtain independent evaluations of such materials.

Offeror's Response:

As discussed above, the all change logs, and hourly snapshots of draft maps will be made part of the projects archives. This will be available to AIRC members and staff through a secure FTP site.

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

2.11 Contractor shall be required to develop work plans in collaboration with AIRC with deliverables and timelines as specified by the AIRC.

Offeror's Response:

We welcome joint collaboration on the work plans. If it was not required to develop a plan in joint collaboration, we would strongly have encouraged it. We hope that a plan and work schedule would be one of the first things tackled upon receiving the contract. Our most successful projects were those during which we worked extremely closely with the client as we then fully understood their objectives and were able to offer services that suited the objectives.

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

2.12 Contractor shall provide progress reports on as "as needed" basis as determined by the AIRC and/or its Executive Director. Any request for a written or verbal report must be addressed within 24 hours.

Offeror's Response:

As stated in other responses, we would strongly recommend regular meetings to discuss progress and next steps. Along with the tele-conference, we would be able to provide written documentation to share with those not available to be on the calls. We are used to responding to questions in a timely manner and would have no issue addressing written or verbal requests within 24 hours. Furthermore, the AIRC staff will have access to our staff's contact information in the event we need to be reached and are not immediately available in the office.

Strategic Telemetry will meticulously document every step of the process, so there will be no problem providing progress reports whenever needed.

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



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2.13 Contractor shall work in collaboration with and at the direction of the AIRC during all public input hearings. AIRC staff and Contractor will jointly facilitate interaction with the public.

Offeror's Response:

In public hearings, there is likely to be discussion of objective qualities of a map, such as the total population deviation, minority voting age population or various measures of compactness. There is also likely to be discussion of more subjective qualities, such as which measure of compactness should be used, or the appropriate trade-off between different criteria. An example of this sort of subjective debate might be whether it is better to preserve a compact district at the expense of splitting a Minor Civil Division, or whether it is better to sacrifice some amount of compactness in order to keep the Minor Civil Division entirely in one district.

Our goal is to provide rock-solid answers to the objective questions, so that the commission and members of public can focus on the subjective questions.

We also understand the importance of tone in this sort of public hearing. Members of the public deserve to be heard respectfully and attentively. We have witnessed public hearings where concerns from the public are dismissed with an attitude of "this is complicated, you just don't understand." While this certainly is a complicated subject, members of the public who have taken the time to testify deserve to be heard, and have demonstrated that they are willing to take the time to understand the issue. We would provide the information needed for the public and members of the AIRC to have a substantive and respectful debate over the issues involved.

The documentation and public comment coding system described earlier would also help to set the tone. Members of the public will see that their comments are being taken seriously, documented and recorded.

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

2.14 Contractor must provide information security measures consistent with industry standards in project critical areas including but not limited to data transmission, monitoring, verification, storage, back-up and confidentiality.

Offeror's Response:

The project data will be stored on a server in our Washington DC office's data center. Data will be backed up to a separate server every ten minutes and to off-site backups nightly. The office itself is in a securely locked building. The servers containing project data will be under 24 hour video monitoring with motion detectors. Access to the servers is password protected and will be limited to Strategic Telemetry staff directly involved in the process.

Data transmission for the nightly backups will be encrypted using 128 bit or better pgp encryption.

The Strategic Telemetry data center has a SonicWall firewall that provides industry-standard protection against intrusion. We have a VPN using the encrypted L2TP protocol. This VPN connects off-site users to the main office and also connects the networks in our Washington office with our Wisconsin office, where we keep another copy of our backups.

We have a redundant internet connection with two separate and separate media (cable and copper), so our availability is excellent. Our IT staff (whether working on- or off-site) are alerted to any anomalies with the VPN, internal network, or a detected intrusion attempt.

In addition, we have a suite of automated monitor services running on each of our servers, alerting us to any irregularities with the servers, as well as the latest version of Symantec Anti-Virus products.



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- 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.

Past and Present Clients

Bloomberg for Mayor 2009, Inc.	Hoosiers for Hill	Obama for America
California Labor Federation	Joe Parisi for County Executive	One Wisconsin Network
California State Council of SEIU	John Kerry for President	Progressive Majority - Wisconsin
Campaign for Change - North Carolina	Kentucky Democratic Party	Proteus Fund
Catalist	Lampson for Congress	Reshma 2010
Citizen Action of Wisconsin Education Fund	League of Conservation Voters	Rhode Islanders for Jobs and Tax Relief
Communities for Quality Education	Liberal Party of Canada - British Columbia	Rory 2010
Corzine 09, Inc.	Lunsford-Stumbo for Change	SEIU
DCCC	Maine People's Alliance	Univision
Democratic G.A.I.N.	Matt Entenza for Governor	Utahns for Public Schools
Democratic National Committee	Million More Voters - CA Labor Federation	Voter Link
Democratic Party of Wisconsin	Minnesota Democratic-Farmer-Labor Party	Washington Democratic Party
Dufty for Mayor	MoveOn	Washington State Democrats
Farouk Shami for Texas Governor	NCEC Services	WI State AFL-CIO
FL Democratic Party Coordinated Campaign	New York State Democratic Committee	Williams for Governor
	NJ Democratic State Committee	Wisconsin Citizen Action

For each of the above clients, we have provided data analysis and targeting. For many this included predictive analytics models, GIS mapping and presentation graphics. Often, we would work on retainer providing ongoing strategic consulting. Each of the campaigns varied greatly in terms of the scope or our services. Each of the clients above were/are paying clients.

- 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:

Please see our response above to question 14 for a list of the campaigns, party committees and other organizations for which Strategic Telemetry has provided consulting services. Strategic Telemetry does not lobby, and has not been involved in any ballot initiatives seeking to influence the redistricting process.

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

Offeror's Response:

Strategic Telemetry is a for-profit corporation and does not make political contributions. Strategic Telemetry does not have a Political Action Committee, 527, or other similar entity.

- 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:



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Offeror's Response:

Strategic Telemetry is a for-profit corporation and does not make political contributions. We do not rely, nor receive and outside funding or donations. Furthermore, no outside group has loaned us any money or paid for any of our expenses.

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

Offeror's Response:

No.

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."

Offeror's Response:

No.

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:

None.

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:

We do not have any personal, family or financial relationship or commitments that could influence us while making any redistricting decisions.

22 Response to question set forth in Statement of Work Section 3.1.

3.1 At its discretion, the AIRC may require additional census, voting and/or elections information to be integrated into the redistricting database for analysis as necessary to demonstrate compliance with the Voting Rights Act of 1965. Such sources of information may include the Department of Justice's tabulation of American Community Survey's data regarding citizen voting-age population by race and ethnicity, as well as, precinct-level election data from the past decade that is available from the Arizona Secretary of State. Precinct-level data is available on the Secretary of State's website (www.azsos.gov/election/PreviousYears.htm). Estimated costs for these items are to be provided as separate line items on the Attachment "3" - Pricing.

Offeror's Response:

Data from the ACS (American Community Survey) is easily available from the U.S. Census website. The raw ACS data is not in a format that can be used with GIS mapping programs or for plan analysis. However, Strategic Telemetry has extensive experience working with this data, and with the process for converting the data to a format compatible with GIS mapping programs, the redistricting database, and with our plan analysis software.

Election results present a larger challenge. Although precinct level results are available from the AZ Secretary of State's office, matching these results to current geography will require a great deal of work. Knowing that "precinct 14" voted a certain way in the past is not useful information on its own if the precincts boundaries have changed. A



Attachment "2" - Questionnaire
Solicitation No. ADSP011-00000704

STATE OF ARIZONA

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

common mistake is to assume that a precinct with the same name represents the same geography. In reality, absent information to the contrary, we have to assume that the historical "precinct 14" is different from the current "precinct 14".

In some counties, precinct lines have changed with every election. In some cases these precinct lines are available in GIS-compatible formats. In other cases maps may be available electronically, but in pdf or other formats that will need to be re-drawn or digitized in order to create GIS boundary files. And in other cases, the maps are only available on paper, if at all. Strategic Telemetry has dealt with this kind of situation before, and would follow the work-plan outlined below.

Create a standardized statewide precinct file for each election year.

Compile precinct lines from counties and municipalities that maintain this data in a GIS compatible format.

Convert these various formats to the standard format compatible with the redistricting software being used.

Compile non-GIS maps.

Compile electronic map images (.pdf, .jpg, etc.) for areas that do not have precinct boundaries in a GIS compatible format.

Compile paper maps for areas that do not have maps available electronically.

Digitize non-GIS precinct maps.

Generally speaking this process will involve a human operator drawing the precinct lines using 2010 Census Blocks. The operator would combine Census Blocks to recreate the precinct boundaries shown on a 2nd computer monitor or on a paper map.

Create fall-back geography for precincts that cannot be recreated for a given year.

Based on our experience in AZ in 2001, and in other states, it is possible that precinct maps will not be available for some years and areas. In these cases, we would create political geography at the smallest unit possible that would match election results. For example, a county might have ten precincts for which there are no maps. If the election results for those precincts are split into two State House districts, then political geography would be created based on the combination of county and State House districts. The first priority would be to create exact precinct lines where possible, but where those lines are simply unavailable, the combination of other political geographies would be used to create geography at the most granular level possible that could be matched to the election results. Fortunately, most larger areas will have records of their precinct lines, so the number of voters that cannot be matched based on exact precinct lines is likely to be a very small percentage of the total statewide vote.

Create a Census Block to precinct file for each year

Using the statewide precinct GIS files created using the steps described above, we would then assign each 2010 Census Block to a precinct.

Disaggregate election results to 2010 Census Blocks

Using the share of the precinct's voting age population from each Census Block, we would assign the appropriate share of the precinct's vote to each Census Block.

Note: Various methods exist for estimating the partisan distribution of votes based on the racial composition of the voting age population in each Census Block. The most common method is to use past exit poll information to estimate the party share of the vote for each racial group, and disaggregate each party's vote separately using those support levels. We would not use any of these methods in constructing the main redistricting database of election results. This is because the vote information is likely to be used in racial block voting analysis to determine the plan's impact on racial and origin groups. With that in mind, we would not to use a process that started with an assumption about racial block voting. Instead, the simplest and most



Attachment "2" - Questionnaire
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Agency: **Arizona Department of Administration**

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straightforward disaggregation process would be used, based on total voting age population. The process would be documented at each step.

Reaggregate election results to the 2010 precincts and to proposed plans.

Once election results have been disaggregated to the 2010 Census Block level it will be a simple matter to reaggregate those results to current precinct lines, and to any proposed new districts.

CONFIDENTIAL DRAFT

	Attachment "3" - Pricing: Schedule of Deliverables and Rates	STATE OF ARIZONA
Solicitation No. ADSP011-00000704		Agency: Arizona Department of Administration
Description: State Redistricting Mapping Services		Customer: Arizona Independent Redistricting Commission

Item No.	Statement of Work Section Reference Number	Description of Services	Est'd Qty	Unit of Measure	Unit Price (not incl. tax*)	Amount (not incl. tax*)
(*Unit Price: See Uniform Instructions, section 5.2, Taxes)						
1	Sections 1 through 2	Strategic Telemetry Professional Fee	1		\$ 686,220.00	\$ 686,220.00
2	Sections 3	Strategic Telemetry Professional Fee (note: as we state in the Questionnaire, the amount of work is hard to predict, therefore, this is our best estimate)	1		\$ 30,000.00	\$ 30,000.00
3					\$ -	\$ -
4		Reimbursable expense:			\$ -	\$ -
5	Travel	Assumes 24 Round trips by the team (\$400 per flight), assumes 110 days total days on the ground (using average \$93 per night hotel, \$47 daily per diem, \$25 misc. per day), 53 days of rental car (\$55)	1		\$ 30,665.00	\$ 30,665.00
6	Mapping Software	Maplitude - 12 copies	1		\$ 81,000.00	\$ 81,000.00
7	Mapping Software	Autobound Pro - 12 copies	1		\$ 48,400.00	\$ 48,400.00
8	Mapping Software	ESRI Web Application	1		\$ 78,000.00	\$ 78,000.00
9	Mapping Software Support	ESRI Web Application Support -- Set up \$16,000 and monthly fee \$1,300 per month (assuming 1 year of service)	1		\$ 31,600.00	\$ 31,600.00
10					\$ -	\$ -
11					\$ -	\$ -
12					\$ -	\$ -
13					\$ -	\$ -
14					\$ -	\$ -
15					\$ -	\$ -
16					\$ -	\$ -
17					\$ -	\$ -
18					\$ -	\$ -
19					\$ -	\$ -
20					\$ -	\$ -
21					\$ -	\$ -
22					\$ -	\$ -
23					\$ -	\$ -
24					\$ -	\$ -



Attachment “4” – Conformance to Instructions, Terms and Conditions

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. OFFEROR’S ACKNOWLEDGEMENT/ACCEPTANCE OR EXCEPTIONS/CLARIFICATIONS

By the Offeror’s submission of its Offer for the Solicitation indicated above, the Offeror acknowledges that the Offeror has read and understands fully all the terms, conditions and instructions of this Solicitation. The Offeror shall check **YES** or **NO** to clearly indicate the Offeror’s acceptance of any terms and conditions, instructions, and requirements contained and/or referenced in this Solicitation.

- YES**, I acknowledge that I have read and understand all terms and conditions, instructions, and requirements and will comply in any resultant contract.
- NO**. I acknowledge that I have read and understand all terms and conditions and instructions. However, I (the Offeror) have taken exceptions and/or noted clarifications as indicated below. All other exceptions and clarifications will not be considered valid under this Solicitation, unless clearly identified within this section of this Offer Form (*Note: reference section 1.1 below for further details*)

1.1. EXCEPTIONS (If checked NO)

Offerors that take exception to any terms and conditions, instructions, and requirements contained and/or referenced in this Solicitation shall justify their exception. If an Offeror takes exception to any terms and conditions, instructions, and requirements contain and/or referenced in this Solicitation, that Offeror shall provide its proposed changes to the State’s language with a marked-up copy of the clause in-question. The Offeror’s suggested changes shall be clearly indicated on that marked-up copy. In such cases, the Offeror shall replace those State terms and conditions, instructions, and requirements with their marked-up version within the appropriate location in the proposed contract documents (Ref. Section 2 below). Additional pages may be added (as noted above). Please note, however, that taking exception to any terms and conditions of this Solicitation may affect your evaluation score or eliminate your Offer from possible award.

2. OFFEROR’S EXCEPTIONS/CLARIFICATIONS (IF ANY) AS FOLLOWS:

Offeror Response:



Attachment "5" - List of Key Personnel

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: The Offeror shall list the Offeror's "Key Personnel" in the table below. Please add lines as necessary to include all key personnel for this Solicitation.

NAME OF KEY PERSON	POSITION TITLE
Ken Strasma	Overall Project Leader
Andrew Drechsler	Day to Day Project Manger
Willie Desmond	Data Manager and GIS specialist
Korinne Kubena Belock	Public Input Manager
Kevin Rusch	Lead IT Manager
Brad Wieneke	Project Support



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Complete one of these forms, and attach a digital photograph for each individual identified as a key person in your "Key Personnel form". Complete all information required on this Attachment "5" and maintain this format. In addition, submit a résumé for every person identified in Attachment "4" – List of Key Personnel.

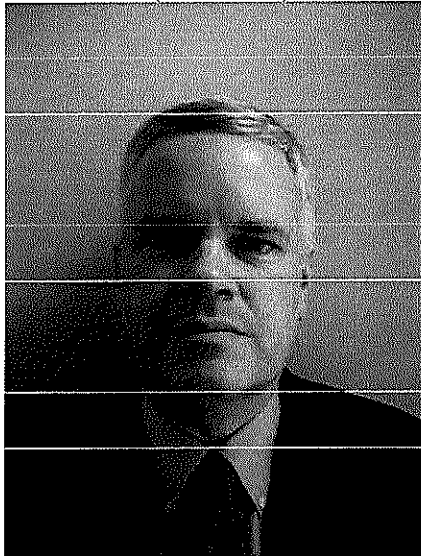
1 INDIVIDUAL.

1.1 Name: Ken Strasma

1.2 E-mail address: kstrasma@strategictelemetry.com

1.3 Phone number(s): 202-5464764

1.4 Photo (insert here):



2 INDIVIDUAL'S ROLE(S) AND RESPONSIBILITIES. Describe the role(s) and responsibilities in any contract that may be awarded as a result of this Solicitation and which shall be related to the fulfillment of Work set forth under this Solicitation.

Ken Strasma is the President of Strategic Telemetry and would be responsible for the overall management of the project. The map drawers and analysts working on plans on behalf of the AIRC would be supervised by Strasma, and Strasma would be directly responsible for some of the map drawing and analysis.

3 INDIVIDUAL'S RELATIONSHIP TO OTHER KEY PERSONNEL. Describe relationship of this individual to other Key Personnel's Roles and Responsibilities.

Strasma is the executive responsible for managing all members of the Strategic Telemetry team. He would be responsible for the overall management of the team, and would work closely with project lead Andrew Drechsler who would have day-to-day management responsibility for the project.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

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Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

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4 INDIVIDUAL'S TRAINING AND EDUCATION. List training and education related to the fulfillment of Work set forth under this Solicitation.

Strasma as a BA in political science from the University of Wisconsin. He has extensive training in dozens of GIS mapping, statistics, database and data analysis software packages.

5 INDIVIDUAL'S EXPERIENCE. Describe experience related to the fulfillment of Work set forth under this Solicitation.

Strasma has more than 25 years of professional experience in redistricting, and other data analysis.

6 INDIVIDUAL'S POLITICAL AFFILIATIONS, ACTIVITY, CONTRIBUTIONS AND FUNDING.

6.1 Provide the following information for the ten-year period preceding the offer:

6.1.1 List this individual's political affiliation(s):

Strasma currently resides in Wisconsin which does not have party registration. When he lived in Washington DC and Maryland Strasma was a registered Democrat.

6.1.2 Describe the individual's political activity and/or 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:

Strasma has provided targeting and data analysis at a senior level for the last three Democratic presidential nominees. Over the course of the last 26 years, he has advised hundreds of campaigns in both a professional and volunteer capacity.

6.1.3 Describe services performed by this individual, 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:

None.

6.1.4 Provide the date, nature and amount of political contributions by this individual:

All candidates below are Democrats

- Tammy Baldwin for Congress, \$1,750 -- (2003- 2011)
- Russ Feingold (Via Progressives United PAC), \$6,750 -- (2003- 2008)
- Minnesota DFL, \$300 -- (2002)
- Tom Millier for Attorney General, \$500 -- (2010)
- Oppose California Gay Marriage Ban, \$100 -- (2008)
- Scott Murphy for Congress, \$250 -- (2009)
- Julie Lassa for Congress, \$750 -- (2010)
- Obama for America, \$1,000 -- (2008)
- Progressive Patriots Fund, \$1,750 -- (2005 -2007)

Wisconsin Donations
Nelson for Wisconsin, \$1,500 -- (2010)



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

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Barrett for Wisconsin, \$2,600 – (2009-2010)
Hintz for Assembly, \$150 – (2010)
Friends of Joe Parisi \$200 – (2010)
Jon Erpenbach for State Senate, \$150 – (2010)
Sandy Pope-Roberts for State Assembly, \$100 – (2010)
Democratic Party of Dane County, \$35 – (2009)
Abrahamson for Supreme Court, \$100 – (2009)

7 INDIVIDUAL'S RELATIONSHIPS.

7.1 Describe and explain any personal, family, or financial relationships or commitments this individual has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

None.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Complete one of these forms, and attach a digital photograph for each individual identified as a key person in your "Key Personnel form". Complete all information required on this Attachment "5" and maintain this format. In addition, submit a résumé for every person identified in Attachment "4" – List of Key Personnel.

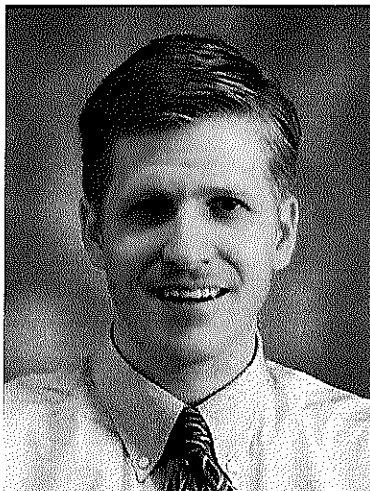
1 INDIVIDUAL.

1.1 Name: Andrew Drechsler

1.2 E-mail address: adrechsler@strategictelemetry.com

1.3 Phone number(s): 202-546-4764

1.4 Photo (insert here):



2 INDIVIDUAL'S ROLE(S) AND RESPONSIBILITIES. Describe the role(s) and responsibilities in any contract that may be awarded as a result of this Solicitation and which shall be related to the fulfillment of Work set forth under this Solicitation.

Andrew is Strategic Telemetry's Vice President for Strategic Services. He would be the project lead for Arizona redistricting, and would be the primary point of contact between the AIRC and Strategic Telemetry.

3 INDIVIDUAL'S RELATIONSHIP TO OTHER KEY PERSONNEL. Describe relationship of this individual to other Key Personnel's Roles and Responsibilities.

Andrew would be the direct supervisor for most key project personnel, and would report directly to company President Ken Strasma.

4 INDIVIDUAL'S TRAINING AND EDUCATION. List training and education related to the fulfillment of Work set forth under this Solicitation.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Andrew's formal education includes an MBA from Johns Hopkins University and Bachelors in Art at Ripon College. This, along with being involved with research for the past 10 years, has prepared Andrew to meet the fast pace and extreme level of detail required to fulfill the RFP.

5 INDIVIDUAL'S EXPERIENCE. Describe experience related to the fulfillment of Work set forth under this Solicitation.

Andrew has been the day to day client representative for dozens of Strategic Telemetry's clients. He often works with individuals who have a wide range of responsibilities to walk them through the complexity of microtargeting. Andrew presented data to clients dozens of times, both over the phone and in-person. Also, Andrew was the responsible for producing all the maps (~100) on the Bloomberg for Mayor Campaign using Arc GIS.

6 INDIVIDUAL'S POLITICAL AFFILIATIONS, ACTIVITY, CONTRIBUTIONS AND FUNDING.

6.1 Provide the following information for the ten-year period preceding the offer:

6.1.1 List this individual's political affiliation(s):

Registered to vote as a Democrat in Washington DC.

6.1.2 Describe the individual's political activity and/or 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:

Finance consultant for Tom Nelson (D), Wisconsin's 5th Assembly District
Finance Director for Martha Fuller Clark (D), New Hampshire, 1st Congressional District
Since 2008 has worked at Strategic Telemetry, thus has worked with a number of campaigns including Obama for America, Bloomberg for Mayor and dozens of campaigns for U.S. Senator, House of Representatives, and state parties.

6.1.3 Describe services performed by this individual, 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:

None.

6.1.4 Provide the date, nature and amount of political contributions by this individual:

Tom Nelson (for various offices) in Wisconsin - ~\$2,000 between 2004 and 2011
Barack Obama \$100, 2008

7 INDIVIDUAL'S RELATIONSHIPS.

7.1 Describe and explain any personal, family, or financial relationships or commitments this individual has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

None.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Complete one of these forms, and attach a digital photograph for each individual identified as a key person in your "Key Personnel form". Complete all information required on this Attachment "5" and maintain this format. In addition, submit a résumé for every person identified in Attachment "4" – List of Key Personnel.

1 INDIVIDUAL.

1.1 Name: William Desmond

1.2 E-mail address: wdesmond@strategictelemetry.com

1.3 Phone number(s): [REDACTED]

1.4 Photo (insert here):



2 INDIVIDUAL'S ROLE(S) AND RESPONSIBILITIES. Describe the role(s) and responsibilities in any contract that may be awarded as a result of this Solicitation and which shall be related to the fulfillment of Work set forth under this Solicitation.

William Desmond is the senior GIS analyst at Strategic Telemetry, and would be the staff person directly responsible for the majority of plan drawing. Desmond would also be the person primarily responsible for trailing individuals in AZ on the use of the redistricting software selected.

3 INDIVIDUAL'S RELATIONSHIP TO OTHER KEY PERSONNEL. Describe relationship of this individual to other Key Personnel's Roles and Responsibilities.

Desmond reports to project manager Andrew Drechsler and would work directly with AIRC members and staff on GIS issues.

4 INDIVIDUAL'S TRAINING AND EDUCATION. List training and education related to the fulfillment of Work set forth under this Solicitation.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

William's formal education includes a Bachelors degree from The George Washington University. Additionally, William has been conducting research and creating and using maps for the past five years.

5 INDIVIDUAL'S EXPERIENCE. Describe experience related to the fulfillment of Work set forth under this Solicitation.

In the years that William has worked for Strategic Telemetry, he has extensive experience drawing maps. He has drawn and worked with data in every congressional district.

6 INDIVIDUAL'S POLITICAL AFFILIATIONS, ACTIVITY, CONTRIBUTIONS AND FUNDING.

6.1 Provide the following information for the ten-year period preceding the offer:

6.1.1 List this individual's political affiliation(s):

Registered to vote in the New York as a Democrat.

6.1.2 Describe the individual's political activity and/or 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:

As a executive board member of the George Washington University College Democrats-organized and participated in bus trips to FL, OH, and PA to support the John Kerry Campaign.
 2006- Worked for Strategic Telemetry on many House and Senate Races
 2008- Served as Liaison to the Obama Campaign and worked on Senate races for the DSCC
 2009- Worked as a consultant to Strategic Telemetry and helped with the Bloomberg Campaign
 2010- Worked on several Congressional, Senate, and Gubernatorial races

6.1.3 Describe services performed by this individual, 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:

None.

6.1.4 Provide the date, nature and amount of political contributions by this individual:

None.

7 INDIVIDUAL'S RELATIONSHIPS.

7.1 Describe and explain any personal, family, or financial relationships or commitments this individual has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

None.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Complete one of these forms, and attach a digital photograph for each individual identified as a key person in your "Key Personnel form". Complete all information required on this Attachment "5" and maintain this format. In addition, submit a résumé for every person identified in Attachment "4" – List of Key Personnel.

1 INDIVIDUAL.

1.1 Name: Korinne Kubena Belock

1.2 E-mail address: [REDACTED]

1.3 Phone number(s): [REDACTED]

1.4 Photo (insert here):



2 INDIVIDUAL'S ROLE(S) AND RESPONSIBILITIES. Describe the role(s) and responsibilities in any contract that may be awarded as a result of this Solicitation and which shall be related to the fulfillment of Work set forth under this Solicitation.

Korinne would be responsible for overseeing the collection, cataloging and analysis of public input. This would include testimony at public hearings, submissions directly to the AIRC, and indirect comments gathered from social media.

3 INDIVIDUAL'S RELATIONSHIP TO OTHER KEY PERSONNEL. Describe relationship of this individual to other Key Personnel's Roles and Responsibilities.

Korinne works as a consultant for Strategic Telemetry. Korinne would report to project manager Andrew Drechsler and would work directly with AIRC members and staff on issue involving public input.

4 INDIVIDUAL'S TRAINING AND EDUCATION. List training and education related to the fulfillment of Work set forth under this Solicitation.

Korinne has ten years of on-the-job training in project management, political relationship management, and event coordination. Korinne worked at the highest levels of government in Washington, DC at The White House and in New York City at City Hall. Her training comes from campaign work as well, including a highly targeted U.S. Senate campaign and two Mayoral races in New York City.

5 INDIVIDUAL'S EXPERIENCE. Describe experience related to the fulfillment of Work set forth under this Solicitation.

Korinne has worked at the highest levels of government both in Washington, DC and New York City. In 2007 and 2008, Korinne worked as an Associate Director for Political Affairs at The White House. In that role, Korinne served as the primary political contact for President George W. Bush to Members of Congress, state and local elected



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

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Customer: **Arizona Independent Redistricting Commission**

officials, and grassroots activists in eight states in the Southeast. She also developed and oversaw strategic travel options for the President, Vice President, First Lady, Cabinet Members, and senior White House officials. Korinne's role required her to manage relationships and projects in a fast-paced and ever-changing environment.

In 2006, Korinne served as Chief of Staff to the Deputy Mayor for Government Affairs at New York City Hall. In this role, Korinne was a liaison to the New York State Congressional Delegation and other regional elected officials. Korinne also oversaw the progress and status of over 100 campaign promises made on the 2005 campaign. Additionally, Korinne honed her event experience as the primary point of contact on special events for local, state, and federal elected officials as well as unions and advocacy groups.

Through government and campaign experience, Korinne has worked extensively in start-up organizations to create the systems and strategies to make those organizations and projects run efficiently. Korinne's experience allows her to quickly distill information and ideas into action plans and manage schedules in a demanding environment.

6 INDIVIDUAL'S POLITICAL AFFILIATIONS, ACTIVITY, CONTRIBUTIONS AND FUNDING.

6.1 Provide the following information for the ten-year period preceding the offer:

6.1.1 List this individual's political affiliation(s):

Korinne is a registered Republican in New York City since 2004. Prior to that, Korinne was registered to vote in the State of Texas.

6.1.2 Describe the individual's political activity and/or 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:

In 2003 and 2004, Korinne worked as a paid employee for the New York City Host Committee 2004, the fundraising arm of the 2004 Republican National Convention. Korinne's role was administrative as it related to the legal and financial activities of the committee.

In 2005, Korinne was a paid employee for the Mike Bloomberg for Mayor (R) re-election campaign. Korinne worked as an Associate Director of Field Operations overseeing voter outreach in Manhattan.

In 2006, Korinne was a paid consultant for the Connecticut for Joe Lieberman (I) campaign for the U.S. Senate. Korinne worked as the Statewide Field Director.

In 2008, Korinne was a paid consultant to the Independence Party of New York State.

In 2009, Korinne was a paid employee for the Mike Bloomberg for Mayor (R) re-election campaign. Korinne worked as the Deputy Director of Field Operations.

6.1.3 Describe services performed by this individual, 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:

In 2008, Korinne was a paid consultant to the Independence Party of New York State, which supported candidates for public office. To Korinne's knowledge, the Independence Party of New York State has not taken a position on a ballot initiative or sought to influence the redistricting process.

6.1.4 Provide the date, nature and amount of political contributions by this individual:

January 2010 – Donation to Michael Allegretti for Congress – \$50



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: **State Redistricting Mapping Services**

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January 2008 – Fort Bend Country Republican Party – \$125

7 INDIVIDUAL'S RELATIONSHIPS.

7.1 Describe and explain any personal, family, or financial relationships or commitments this individual has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

None.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Complete one of these forms, and attach a digital photograph for each individual identified as a key person in your "Key Personnel form". Complete all information required on this Attachment "5" and maintain this format. In addition, submit a résumé for every person identified in Attachment "4" – List of Key Personnel.

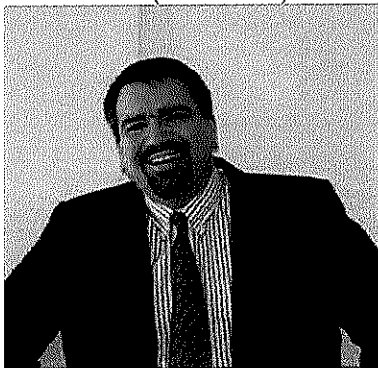
1 INDIVIDUAL.

1.1 Name: Kevin Rusch

1.2 E-mail address: krusch@strategictelemetry.com

1.3 Phone number(s): 202-546-4764

1.4 Photo (insert here):



2 INDIVIDUAL'S ROLE(S) AND RESPONSIBILITIES. Describe the role(s) and responsibilities in any contract that may be awarded as a result of this Solicitation and which shall be related to the fulfillment of Work set forth under this Solicitation.

Kevin Rusch is the head of Information Technology for Strategic Telemetry. He would be responsible for installation, setup, and maintenance of the computer hardware used in the project, and with coordinating the synchronization and backup of the data being used between multiple locations. Kevin would be the person primarily responsible for any trouble-shooting and maintenance of computer hardware used on the project both in Strategic Telemetry's offices and in Arizona.

3 INDIVIDUAL'S RELATIONSHIP TO OTHER KEY PERSONNEL. Describe relationship of this individual to other Key Personnel's Roles and Responsibilities.

Kevin would report primarily to project manager Andrew Drechsler. He would work with William Desmond to provide support for the GIS workstations. Kevin would work directly with Ken Strasma on web-scraping and other new media data collection for analysis of what is being said online about the redistricting process.

4 INDIVIDUAL'S TRAINING AND EDUCATION. List training and education related to the fulfillment of Work set forth under this Solicitation.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Kevin is a senior software developer with skills in current technologies such as .Net (C#, VB, ASP.Net, as well as desktop software), extensive experience designing and developing databases. He has been writing software professionally for 17 years, and have experience with all aspects of software development: management, design, coding, testing, and infrastructure and software support. As either a development team leader or an independent developer, he has fielded two substantial client-server database systems, as well as being a member of teams for many other projects.

Kevin graduated from James Madison University with a Bachelor of Science in Computer Science.

5 INDIVIDUAL'S EXPERIENCE. Describe experience related to the fulfillment of Work set forth under this Solicitation.

Kevin's experience in the information technology field for the past 17 years has exposed him to a number of different challenges and solutions. He has deployed and supported servers and desktop hardware and operating systems from Windows 3.1 through Windows Server 2008 R2 and both Microsoft and MySQL databases for over 10 years. These experiences will directly relate to a lot of the requirements and demands of the RFP. Rusch has been able to address new challenges in a timely and efficient manner.

6 INDIVIDUAL'S POLITICAL AFFILIATIONS, ACTIVITY, CONTRIBUTIONS AND FUNDING.

6.1 Provide the following information for the ten-year period preceding the offer:

6.1.1 List this individual's political affiliation(s):

Registered to vote in VA, not affiliated with any party.

6.1.2 Describe the individual's political activity and/or 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:

Worked as a subcontractor for Mayor Bloomberg NYC 2010 re-election.
Worked as a subcontractor for Obama 2008
Volunteered in GOTV door-to-door volunteer for VA 2006 Senate.

6.1.3 Describe services performed by this individual, 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:

None.

6.1.4 Provide the date, nature and amount of political contributions by this individual:

All dates/amounts approximate:
Barack Obama 2008 \$50-\$100
Jim Webb 2006 \$20-50
Howard Dean 2004 \$5-20

7 INDIVIDUAL'S RELATIONSHIPS.

7.1 Describe and explain any personal, family, or financial relationships or commitments this individual has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

None.



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Complete one of these forms, and attach a digital photograph for each individual identified as a key person in your "Key Personnel form". Complete all information required on this Attachment "5" and maintain this format. In addition, submit a résumé for every person identified in Attachment "4" – List of Key Personnel.

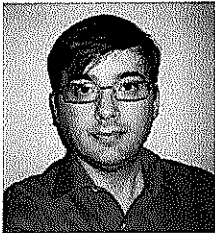
1 INDIVIDUAL.

1.1 Name: Bradley J Wieneke

1.2 E-mail address: bwieneke@strategictelemetry.com

1.3 Phone number(s): [REDACTED]

1.4 Photo (insert here):



2 INDIVIDUAL'S ROLE(S) AND RESPONSIBILITIES. Describe the role(s) and responsibilities in any contract that may be awarded as a result of this Solicitation and which shall be related to the fulfillment of Work set forth under this Solicitation.

Brad would serve as an overall support role. Given his back ground and experiences, Brad will be able to assist on any of the tasks.

3 INDIVIDUAL'S RELATIONSHIP TO OTHER KEY PERSONNEL. Describe relationship of this individual to other Key Personnel's Roles and Responsibilities.

Brad would report to Andrew Drechsler.

4 INDIVIDUAL'S TRAINING AND EDUCATION. List training and education related to the fulfillment of Work set forth under this Solicitation.

Brad graduated with honors from UCLA Anderson with an MBA in 2006. He also has a BA in Computer Science from Middlebury College.

5 INDIVIDUAL'S EXPERIENCE. Describe experience related to the fulfillment of Work set forth under this Solicitation.

Over the past fifteen years Brad has worked a variety of roles within technology organizations. These roles include IT consultant, senior programmer, project manager, program manager and product manager. He has experience



Attachment "6" - Individual Key Personnel Data

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

with a variety of databases and programming languages and has managed many large (20+ people) technology projects. Brad's work has included directly managing programmers and quality assurance staff as well as acting as a liaison to non-technical staff, executives, sales staff and external clients. In addition to projects with Strategic Telemetry, Brad also has experience with GIS through his work at ALK. ALK is a privately owned navigation company best known for its PC*Miler and CoPilot products. Brad was the product manager for CoPilot Truck (in cab software for commercial truck drivers, designed to run on multiple devices) and for CoPilot Central (PC based software that allowed users to extend their digital map data to new areas and carve up maps and plan routes on existing data before uploading their data back to their CoPilot device). The CoPilot and PC*Miler products were based on digital maps owned and created by ALK, but these maps were augmented through public data such as TIGER.

6 INDIVIDUAL'S POLITICAL AFFILIATIONS, ACTIVITY, CONTRIBUTIONS AND FUNDING.

6.1 Provide the following information for the ten-year period preceding the offer:

6.1.1 List this individual's political affiliation(s):

Currently lives in Washington DC, but was last registered to vote in Jersey City, NJ -- registered as a Democrat.

6.1.2 Describe the individual's political activity and/or 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:

Volunteer for Steven Fulop (Independent), Jersey City NJ City Council, Ward E

6.1.3 Describe services performed by this individual, 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:

None.

6.1.4 Provide the date, nature and amount of political contributions by this individual:

Tom Nelson (for various offices) in Wisconsin - ~\$800 between 2004 and 2011
Barack Obama \$200, 2008

7 INDIVIDUAL'S RELATIONSHIPS.

7.1 Describe and explain any personal, family, or financial relationships or commitments this individual has that a reasonable person would consider likely to improperly influence someone making a redistricting decision.

None.



Attachment "7" – Proposed Subcontractors

STATE OF ARIZONA

Solicitation No. ADSPO11-00000704

Agency: Arizona Department of Administration

Description: **State Redistricting Mapping Services**

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Offeror shall provide the following information for any proposed subcontractor(s).

1 Do you propose to use subcontractors to perform any portion of this Solicitation's Work?

1.1 No

1.2 Yes

2 If "yes", please list proposed subcontractor(s) below.

Name of Subcontractor:
Subcontractor's Address:
Subcontractor's Proposed Responsibilities:

Name of Subcontractor:
Subcontractor's Address:
Subcontractor's Proposed Responsibilities:

Name of Subcontractor:
Subcontractor's Address:
Subcontractor's Proposed Responsibilities:

Name of Subcontractor:
Subcontractor's Address:
Subcontractor's Proposed Responsibilities:



Attachment "8" - List of References

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: Arizona Department of Administration

Description: State Redistricting Mapping Services

Customer: Arizona Independent Redistricting Commission

Offeror's Name: Strategic Telemetry

Instructions: Offeror shall provide the following information for a minimum of three (3) references for whom your company has provided redistricting mapping services of type and scope similar to those described in this Solicitation within the past three (3) years. These references may be checked, so please ensure all information is accurate and current.

While we have not done any redistricting projects in the last three years, we have done large scale projects that would be in line with the about of data we would process, handle in the in the state of Arizona. We have provided three references for the past three year period time frame. We have done specific redistricting projects in the past, and those references are also listed below.

Relationship:
Bloomberg For Mayor

Current Company Address:
Tusk Strategies
450 Park Ave. South, 5th FL
NY, NY 10016

Contact Person
Name: Bradley Tusk, Campaign Manager
Telephone Number: 646-254-6718
Email address: btusk@tuskstrategies.com

Contract Title/Name and Number: Bloomberg Campaign, 2009

Company's Role/Tasks
In 2009, Strategic Telemetry provided mapping and microtargeting services for a campaign with an initial universe of 4,205,090 registered voters.

Relationship:
Obama for America

Current Company Address:
Principal at The Victor's Group
1221 12th St., NW, #3
Washington, DC 20005

Contact Person
Name: Michael Simon, Lead Targeting Desk
Telephone Number: 202-640-1771
Email address: mbsimon@gmail.com

Contract Title/Name and Number: Obama for America

Company's Role/Tasks:
In 2007 and 2008, Strategic Telemetry provided microtargeting, data mining, predictive analytics, GIS mapping and other technical services to the Obama for America campaign. This included work in all 50 states in both the primaries and general election.



Attachment "8" - List of References

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

Relationship:

Obama for America

Company President, Ken Strasma served, as the Targeting Director of the campaign.

Name of Company: California Labor Federation, AFL-CIO

Company Address:
600 Grand Avenue, Suite 410
Oakland, CA 94610-3561

Contact Person

Name: Bryan Blum, Political Director
Telephone Number: 510.663.4069
Email address: bblum@calaborfed.org

Contract Title/Name and Number: Million More Voters Project for 2010 Election Cycle

Company's Role/Tasks: In 2010, Strategic Telemetry provided mapping and microtargeting services for a campaign with an initial universe of more than 17,000,000 registered voters.

Relationship:

Democratic National Committee 2000 / 2001 Congressional Redistricting project

Current Company Address:
VELASQUEZ & ASSOCIATES INC.
1875 I Street, NW 5th Floor, Washington DC 20006

Contact Person

Name: Joe Velasquez
Telephone Number: 202-863-8000
Email address: joe@velasquezconnections.com

Contract Title/Name and Number: Project Manager, Democratic National Committee Redistricting Office

Company's Role/Tasks:
Prior to the formation of Strategic Telemetry, company President Ken Strasma served as The liaison between the National Committee for an Effective Congress, and the Democratic National Committee's congressional redistricting office. In this capacity, Strasma supervised a staff of 15 map drawers and data analysts.



Attachment "8" - List of References

STATE OF ARIZONA

Solicitation No. ADSP011-00000704

Agency: **Arizona Department of Administration**

Description: **State Redistricting Mapping Services**

Customer: **Arizona Independent Redistricting Commission**

Relationship: Democratic National Committee

Current Company Address:

ISSI
1401 New York Ave, NW, Suite 721
Washington DC 20005

Contact Person

Name: Amy Chapman (currently CEO of ISSI)
Telephone Number: 248-259-3858
Email address: amychapman652@gmail.com

Contract Title/Name and Number:

Co-Director, Democratic National Committee Legislative Redistricting Office

Company's Role/Tasks:

In addition to his work with congressional redistricting, Strasma managed the technical staff for the Democratic National Committee's legislative redistricting process. This involved drawing of legislative maps, analysis of maps proposed by others, and litigation support for court challenges.

Relationship: National Committee For An Effective Congress

Company Address:

NCEC
122 C Street NW Suite 650
Washington, DC 20001

Contact Person

Name: Mark Gersh (CEO of NCEC)
Telephone Number: (202) 639-8300
Email address: mgersh@ncecservices.org

Contract Title/Name and Number:

See below

Company's Role/Tasks:

Research director. Prior to the founding of Strategic Telemetry in 2003, Strasma served as the research director of the National Committee for an Effective Congress. In that capacity, he worked on a large number of redistricting projects, and supervised staff compiling redistricting databases, setting up redistricting software, and drawing plans. This included meeting with dozens of members of congress, and discussing the implications of various redistricting plans with users ranging from non-technical to expert.

Since 2003, Strategic Telemetry as served as a technical consultant to NCEC Services on numerous statistics and data analysis projects.

Ken Strasma

KStrasma@StrategicTelemetry.com

Professional Experience

President, Strategic Telemetry

2003-present

Chief executive of the leading Democratic microtargeting firm. Strategic Telemetry was founded in 2003, and has served hundreds of clients, including Mike Bloomberg for Mayor 2001, Obama for America 2008 and Kerry for President 2004.

Targeting Director, Obama for America

2007 - 2008

Oversaw the targeting operation for the Obama for American campaign in both the primaries and general election. Recruited and trained targeting department staff. Through Strategic Telemetry, produced microtargeting models for all primary and general election battleground states.

Research Director, National Committee for an Effective Congress (NCEC)

1997- 2003

Supervised staff of 15 in two-year redistricting effort and served as liaison to the Democratic National Committee's legislative redistricting project.

Developed method to disaggregate election results to the Census Block level, and reaggregate to new precinct boundaries in order to compare election results before and after reprecincting.

Director, Minnesota House Democratic Caucus

1996

Drafted and implemented plan and record budget of \$750,000 campaign to defend House majority. Defeated 5 Republican incumbents, lost no Democratic incumbents and added to the Democratic majority despite facing the best-funded and most serious Republican campaign in years.

Director, Wisconsin State Senate Democratic Caucus & Wisconsin State Senate Democratic Committee

1995

Recruited and supervised staff of 12 providing legislative analysis and technical support for Senate Democrats. Worked with Senate and Assembly leadership on coordinated message development. Led State Senate Democrats to victory in targeted special election. Retired debts from previous campaign cycle and built large individual fundraising base. Instituted in-house polling & voter ID.

Voter File Manager, Wisconsin State Senate Democratic Committee & State Assembly Democratic Committee 1994

Maintained statewide voter file for Democratic legislative candidates. Implemented first-ever overnight turnaround of all list and label requests. Recommended phone and mail universes to candidates based in voter ID results. Pulled polling samples for labor unions.

GIS Analyst, Wisconsin State Assembly Democratic Caucus 1992 - 1994

Geographic Information Systems Specialist. Supervised computer support staff. Leveraged computer equipment, software, data and staff expertise assembled for redistricting to set up system for geographic analysis of the impact of proposed legislation.

Lead Programmer/Statistician, Wisconsin Redistricting Project 1991 - 1992

Provided computer programming and statistical analysis during redistricting. Prepared election analysis for federal court defense of the legislative redistricting plan. Assisted campaigns, labor unions and national consulting firms in conversion to new district lines.

Computer Facilitator, Wisconsin Assembly Democratic Caucus 1988 - 1991

Worked with legislative offices to build and maintain constituent lists and voter files. Trained legislative staff in the use of various database systems.

Manager, Metz for Lieutenant Governor 1985 - 1986

Coordinated successful state-wide primary campaign. Responsibilities included recruiting staff, fundraising, direct mail, constituency mobilization, candidate scheduling, earned and paid media, visibility and targeting for persuasion and GOTV.

Programmer, University of Wisconsin Agricultural Economics Statistics office 1984 - 1985

Provided statistical analysis, programming and computer support to faculty and students using a variety of programs, including SPSS, SAS and dBase on DOS, VAX and UNIX platforms.

Education

Bachelor of Arts in Political Science 1991
University of Wisconsin - Madison

Andrew Drechsler



Creative and results-oriented manager with diversified experience in competitive business environments. Successful record of conceptualizing and implementing effective strategies to help grow a consulting company. Unique combination of experience in operations, management and financial side of business. Recognized for ability to institute quality-assurance of vendors and arranging cost saving pricing terms. Well-developed interpersonal skills with proven ability to lead, motivate, and inspire cross-functional teams to meet objectives.

PROFESSIONAL EXPERIENCE

STRATEGIC TELEMETRY (Washington, DC)

Vice President of Strategic Services – July 2008 to Present

Oversee the day-to-day operations of the company and a key member of the modeling team. Since 2008 campaign cycle, the company did the micro-targeting for the Obama For America Campaign in sixteen battleground states, sixteen US Senate races, five Gubernatorial race and numerous congressional seats.

- ◆ **Oversee all aspects of the business.**
Responsible for general business operations, including AP/AR, payroll and contracting. Provide the President weekly updates on the company and provide and implement strategic advice on business operations.
- ◆ **Key member of the micro-targeting.**
Perform data analysis and prepare graphs, charts and maps to display data and analysis results in a meaningful way. Regularly use ArcGIS, Microsoft Visual FoxPro, Access and Excel to enter, search and analyze datasets. Write and edit reports and memos describing data analysis methods and results to non-technical audiences.

KRC RESEARCH (Washington, DC)

Vice President – April 2004 to February 2009

Oversaw the financial and field operations of a \$12 million company. Worked closely with the president to project and plan monthly and quarterly budgets. Oversee payments of nearly \$6 million per year in expenditures to our network of over 50 vendors. Assisted the executive vice president with workflow management for a staff of 30 employees.

- ◆ **Budget analysis of all projects to ensure project fees reflected time worked.**
Analyzed and established budgets for nearly 300 projects a year. In 2007 revamped pricing structure to help reflect our professional time versus a fixed project fee while remaining competitive.
- ◆ **Ensured the company was Sarbanes/Oxley compliant.**
Worked to ensure the proper paperwork was in place and executed for every project. KRC has successfully passed internal, external and government audits.
- ◆ **Lead vendor negotiations that contribute significantly to the bottom line.**
Assess top vendor relationships and work out agreements which have contributed over 8% to our net revenue in 2007 and 11% in 2008. Continually assessed possible new vendor relationships based on new technologies and/or value-added products that can be offered to clients.
- ◆ **Oversaw compliance process for federal government contracts.**
Was the leader of a team that ensured KRC eligibility for work on federal government contracts. In 2007 led effort to establish KRC on the GSA schedule. Contract work accounted for 5% of work in 2006 and 10% in 2007, 14% in 2008.
- ◆ **Managed the field department which oversees all logistics of qualitative and quantitative research.**
Regularly met with and counseled the field team. Talked about on-going, past and upcoming projects to assess fielding techniques to allow us to be smarter and more cost effective for each project.

Financial Manager/Field Director – July 2001 to April 2004

- ◆ **As Financial Manager, was responsible for all accounts payable and receivable.**
Oversaw credit card reconciliation, travel, reimbursable payments and billing. Provided weekly detailed reports of revenue projections and expenditures to CFO of the parent company.
- ◆ **As Field Director, served as logistics coordinator for all research.**
Worked with fifteen project managers in fielding, monitoring progress and problem solving on surveys and focus groups.

PROFESSIONAL EXPERIENCE

US Department of the Interior (Washington, DC)

Deputy Director – Secretary's Office of Scheduling and Advance – August 2000 to January 2001

As a Schedule C Presidential Appointee, responsible for all aspects of daily and long term scheduling for Presidential Cabinet Member. Designed, developed and organized message events in conjunction with the communications, legislative and political goals of Interior Department. Traveled in advance of Interior Secretary, coordinating all logistical components of official and political objectives of Interior Department.

- ◆ **Served as point person in communicating the Secretary's agenda with others in the administration.**
Served as a liaison between Interior Secretary and Chief of Staff, Deputy Chief of Staff, senior White House and Administration officials, Congressional members, governors and other government officials in coordinating and negotiating their involvement in activities, meeting or events with Interior Secretary.
- ◆ **Worked logistics for dozens of trips for the Secretary.**
Traveled in advance of Interior Secretary, coordinating all logistical components of official and political objectives of Interior Department.

Special Assistant – Office of Surface Mining – October 1999 to August 2000

Helped formulate mission and strategic plan for AmeReclaim, a coalition of intergovernmental, non-profit and private sector parties to provide an initiative to reclaim abandoned mine lands. Responsible for maintaining the schedule of the Director.

Democratic Fundraiser Consultant (Nationwide)

Finance Director – September 1997 to present

Worked on various campaigns as a fundraiser for Democratic candidates running for local and national offices. Entered each campaign and assessed the existing donor base and established plans to maximize existing donor potential and develop new donors. Targeted constituents by matching candidates' policy to issues that mattered most to individual donors.

- ◆ **Finance consultant for Tom Nelson, Wisconsin's 5th Assembly District**
In 2004, helped the campaign establish an early fundraising advantage that prevented a primary. The effort helped knocked off a well funded incumbent. Today the campaign is near the top of all assembly seats in money raised.
- ◆ **Finance Director for Martha Fuller Clark, New Hampshire, 1st Congressional District**
In 2001, helped raise \$250,000 in an eight-week period for an open Congressional seat. The total for the six-month filing period of \$300,000 surpassed a national record of \$224,000 for an open seat during the same period in 1998.
- ◆ **Finance Director for Carl Stokes, Mayor for Baltimore**
In 1999, during the course of a ten-week tenure, raised over \$500,000. Coordinated a finance committee and conducted weekly meetings keeping members abreast of political and fundraising activities.
- ◆ **Deputy Finance Director and Treasurer for Jay Johnson, Wisconsin, 8th Congressional District**
In the 1998 campaign cycle, raised \$845,000 (\$200,000 over previous record). Organized high dollar fundraising events with Al Gore, Dick Gephardt and members of the President's Cabinet. Managed campaign's financial records and daily cash flow. Prepared Federal Election Commission reports.

EDUCATION

JOHNS HOPKINS UNIVERSITY, CAREY BUSINESS SCHOOL, (BALTIMORE, MD), May 2006

- ◆ **Master of Business Administration, Concentration in Finance**

RIPON COLLEGE, (RIPON, WI), May 1997

- ◆ **Bachelor of Arts, Majors: Economics, Global Studies and Politics & Government**
- ◆ **Semester Abroad: ACM Zimbabwe Program, Spring 1995**

HONORS and ACTIVITIES

- ◆ Financed a personal fact finding trip through twelve West African Countries, Spring 1999
- ◆ Ripon College Alumni Board of Directors, 1998-2002
- ◆ President, Ripon College's Class of 1997
- ◆ Qualified for, ran 2004, 2008 Boston Marathon
- ◆ Federal Reserve Bank of Chicago Internship, Milwaukee Office, 1996
- ◆ Congressional Internship, Senator Herb Kohl, Summer 1995
- ◆ Founder, President, Ripon College Democrats, 1995
- ◆ Eagle Scout, 1993

William Desmond

Education The George Washington University, Washington DC; Bachelor of Arts, 2006; Political Communication
Minor: Fine Arts/ Art History
Cumulative GPA: 3.7/4.0
Honors/Awards: Magna cum laude, Deans List 7 of 8 Semesters, Honors Program, Presidential Scholarship, Alumni Award, and Exhibitor Senior Art Awards Show

Experience Strategic Telemetry; Washington, DC

Senior Microtargeting Analyst; August 2009 – Present

- Created Primary/General election maps for marketing, publication, and client use
- Client Liaison- trained campaign staff and end users to implement and utilize microtargeting models

On-Site Liaison to the Obama for America Chicago Headquarters Targeting Team; Sept. 2008 – December 2008

- Coordinated microtargeting model updates; worked with targeting/data desks, voterfile vendors, and end-users to schedule updates and execute them using newly created and specialty indicators
- Facilitated communication between Obama targeting/data teams and Strategic Telemetry
- Participated in technical and operational planning of election day boiler room
- Staffed election day boiler room; during voting hours tracked turnout and support offering strategic advice on campaign resource allocation; after polls closed led effort to augment county level vote totals with precinct results allowing greater precision in end of day projections
- Continually tested Obama microtargeting support models, findings used to either validate support assumptions or initiate model changes

Senior Microtargeting Analyst; June 2007 – August 2008

Obama for America- General Election

- Analyzed phone vendors and paid IDs on an ongoing basis; recommendations offered were used to allocate several million dollars in contracts, determine which paid IDs were used by the campaign, and guarantee quality of the ID data
- Assisted in development of microtargeting models, including data allocation, organization, and evaluation
- Took part in strategic planning to determine general election targeting objectives and techniques
- Staffed Obama for America data camp, led trainings on microtargeting methodology and implementation, assisted in the interview, evaluation, and placement of campaign data staff

Obama for America- Primary Election

- Maintained official campaign popular vote tally, including estimates of caucus attendance, reporting to campaign leadership
- Organized acquisition and implementation of election day tracking data for Iowa, Feb. 5th, and Ohio boiler rooms
- Computed and tracked delegates; used for election day results and disputes between Obama campaign's official tally and state/media counts
- Assisted in the development and implementation of support, persuasion, and turnout microtargeting models for all early contests, February 5th Caucus states, and all post February 5th contests
- Produced campaign resources, including vote goals, ID crosstabs, and maps, and worked with end users to facilitate application
- Worked with campaign leadership in long term planning of February 5th strategy

Other Strategic Telemetry Responsibilities

- Microtargeting assistance, worked with candidates, party organizations, labor unions, and special interest groups on a variety of campaigns providing microtargeting, strategic advice, other campaign materials
- Sales and Marketing; met with prospective clients, produced marketing materials, and represented Strategic Telemetry at various industry functions

Data Analyst; July 2006 – May 2007

- Used GIS mapping software to create a nationwide congressional results map for publication
- Helped in the development, organization, and testing of microtargeting models for Democratic House, Senate and Governor races
- Prepared for and staffed Election Day boiler room that monitored races, helped allocate election day resources, and analyzed returns
- Maintained voterfiles and wrote reports describing various microtargeting models

Skills Proficient in Microsoft Office, Visual Foxpro, ArcView GIS, Adobe Photoshop; Experience using SPSS, MYSQL

Korinne Kubena



Experience

URBAN SIMPLICITY

September 2010 to Present

Owner

- Founded organizational consulting company working with small business owners and individuals to help them streamline their lives and make the most of their space and their time

BLOOMBERG FOR MAYOR 2009

January 2009 to January 2010

Deputy Director of Field Operations

- Managed the most aggressive field program in New York City's history with a multi-million dollar budget
- Hired, trained and supervised approximately 90 field staff in 22 offices across the City
- Planned and oversaw all direct voter contact to two million voters, including door-to-door canvassing, phone calls, visibility and events
- Supervised volunteer operations that culminated in nearly 9,000 active volunteers
- Developed sophisticated database of 4.3 million registered voters
- Implemented a voter identification plan which identified 550,000 supporters

THE WHITE HOUSE

January 2007 to August 2008

Associate Director, Office of Political Affairs

- Served as primary political contact for the President to Members of Congress, state and local elected officials, and grassroots activists in eight states in the Southeast
- Developed strategic travel options for the President, Vice President, First Lady, Cabinet Members, and senior White House officials
- Served as the project officer on all domestic and political travel to the Southeast states for the President, as well as political travel for the Vice President and First Lady
- Advised the President and senior aides on politics, policy issues, and candidates for Presidential appointments in the region
- Wrote political and event briefing materials for the President, Vice President, First Lady and senior aides
- Built support for the President's legislative agenda and policy proposals through contacts in region

OFFICE OF THE MAYOR - CITY OF NEW YORK

January 2006 to January 2007

Chief of Staff to the Deputy Mayor for Government Affairs

- Worked as liaison to New York State Congressional Delegation and other regional elected officials
- Served as point of contact and planning on Mayor's fundraising efforts for local and regional candidates
- Prepared regular status updates and oversaw progress on over 100 official campaign promises
- Planned and executed special events for local, state and federal elected officials, unions and advocacy groups
- Organized all aspects of staff development strategy sessions for over 125 government affairs representatives from each City agency

BLOOMBERG FOR MAYOR 2005

January 2005 to December 2005

Associate Director of Field Operations

- Planned, staffed, and organized large campaign events (500 - 2000 attendees), including labor rallies, volunteer gatherings and breakfasts
- Created and implemented City-wide Street Team Program, managing 50 captains and 500 volunteers attending over 450 events
- Directed creative development and production of campaign materials, successfully adhering to deadlines and overall budget of \$650,000
- Wrote plan for petitioning process to secure third party line for Mayor Bloomberg
- Managed staff in 27 borough offices with logistics, reporting, and scheduling for Senior Citizen Breakfast Program, the second largest program in the field plan
- Managed full time staff of 11

Manhattan GOTV Director

- Wrote and managed execution of 11-day Manhattan Get Out the Vote (GOTV) plan
- Managed full time staff of 20 from 7 Manhattan offices on Election Day
- Directed training and deployment of 4,000 volunteers over 11-day GOTV period
- Managed the training and deployment of 1,200 volunteers from Midtown Manhattan office site on Election Day

REPUBLICAN NATIONAL CONVENTION – NEW YORK CITY HOST COMMITTEE 2004

Manager, Legal and Financial Affairs

July 2003 to December 2004

- Prepared summaries of all contracts including consulting contracts, contractor agreements, trademark licenses, in-kind donation agreements and publishing agreements
- Monitored contract status and summarized progress in weekly report distributed to top Committee officials
- Analyzed Site City Agreement and all contracts to determine Committee obligations
- Reconciled funds on a weekly basis to determine available cash balance
- Managed staff of 5 interns

WINSTEAD CONSULTING GROUP LLC

November 2001 to June 2003

Marketing Coordinator

Washington, DC

- Researched and monitored legislation related to clients and potential clients; summarized action
- Wrote content and oversaw creative development of company's new website
- Wrote, edited and designed biographies, newsletter articles, news releases and announcements
- Promoted January 2002 and September 2002

Political Consulting

THE BUSINESS COUNCIL OF NEW YORK STATE, INC.

March 2010 to April 2010

Consultant

- Managed launch of Enough Already! campaign to urge New York State elected officials to reduce government spending and to stop raising taxes

INDEPENDENCE PARTY OF NEW YORK STATE

September 2008 to December 2008

Campaign Manager

- Managed mail, phone, and field activities for six targeted races – three State Senate and three Congressional
- Formulated voter targets for mail, phone and field operations
- Hired and managed three staffers to run day-to-day field activities

CONNECTICUT FOR LIEBERMAN

September 2006 to November 2006

Statewide Field Director

- Wrote and managed execution of the field and GOTV plan
- Wrote Election Day plan and oversaw recruitment and deployment of 2,800 volunteers statewide
- Managed field staff of 15 in 5 offices across the state

Education

THE UNIVERSITY OF TEXAS AT AUSTIN

May 2001

Bachelor of Science, Communications

Kevin C. Rusch

SUMMARY

I am a senior software developer with skills in current technologies such as .Net (C#, VB, ASP.Net, as well as desktop software), extensive experience designing and developing databases. I have been writing software professionally for 17 years, and have experience with all aspects of software development: management, design, coding, testing, and infrastructure and software support. As either a development team leader or an independent developer, I have fielded two substantial client-server database systems, as well as being a member of teams for many other projects.

TECHNICAL SKILLS

Programming Languages

- C/C++
- ASP, ASP.Net
- VB.Net/C#.Net
- Visual Basic (v3-v6)

Database platforms/tools

- MS-Access
- MySQL
- Microsoft SQL Server
- Oracle

Other Environments

- Win32 API
- OpenCL/CUDA
- SQL Server Reporting Services
- Search Engine Optimization

EDUCATION

James Madison University, Harrisonburg, VA
1994, B.S. Computer Science

EXPERIENCE

My career has varied among independent consultant, contract employee and permanent employee, with many dates overlapping. A chronological work history is available; the following are highlights.

Association of Builders and Contractors Insurance, Arlington, VA

I was the co-developer of an ASP.Net and DotNetNuke system using SQL Server Reporting Services to create complex quotes for corporate insurance products. We used Plinqo to map data objects to code, and SSRS to generate presentation-quality output to prospective customers.

IdentityFinder.com, New York, NY

I am writing in C# a set of tools to administer a web-enabled database of 2 million documents and a dynamically-managed browsing structure to maximize Google's indexing of the documents. I have designed a set of SEO standards to increase Google's ranking of these documents.

Strategic Telemetry, Washington, DC

In addition to being the general IT resource, I wrote four significant pieces of software:

- A custom file-archiving system written in C# that stores and compresses multiple versions of very large (20gb+) data files across the network.
- A high-performance C program to assist with analyzing large amounts of voter-demographic data to determine where presidential candidate resources would be best applied.
- A document-scanning program in C# to process scanned voter-outreach lists, revert the questionable data to the user for resolution, and output the resulting data to decision-makers.
- A tool using the OpenCL toolkit to use an nVidia video card to perform highly-parallel mathematical computations on data files.

Segue Technologies, Arlington, VA

I was the lead developer on a system that used ASP.Net 2008 and MS SQL Server, as well as SQL Server Reporting Services and the DotNetNuke CMS. Our project processed scanned paper applications and nominations for scholarships, matched & merged the paperwork against existing web-based data, and performed a series of business rules against this data before presenting it to subject-matter experts for evaluation and resolution.

Perot Systems Government Services, Fairfax, VA

I was a member of a team to port a large ASP accounting application from three US Army client commands to 10. I was also the senior VB developer responsible for managing import, export, and secure transfer of data to other Army systems. In addition, I was the lead developer for porting two commands' systems from a non-secure hosting location to a secure US Navy data center.

SRA International, Fairfax, VA

I wrote an ASP.Net program to assist the US Senate organize its Continuity of Operations planning tasks. I am currently modifying the application to support multiple datacenters and a capability to seamlessly continue operations in the event of the loss of one datacenter. Additionally, I have written a similar ASP.Net using Ajax and JSON tool for a small DHS client.

Citizens for Global Solutions, Washington, DC

As the sole technical consultant to CGS, I was responsible for gathering requirements, developing, testing, and deploying both the member management system for CGS, as well as administering their computer hardware. I developed and maintained, for over 10 years, a VB/SQL Server application using several technologies to serve CGS' data needs.

SRA International, Fairfax, VA

At SRA, I had anywhere from 1 to 3 developers working under my direction, and we were able to field a 50,000-line VB6 client-server (Oracle back-end) application. The project had been underway since 1998, and I was the senior developer responsible for the final development, testing, and fielding efforts, joining the team in November 2001 with acceptance in July 2003. I was instrumental in project direction and planning, and was responsible for configuration management, build and deployment procedures, and major reworking of several fundamental features of the application, and product support through Fall 2004. Throughout 2005, I worked on numerous small .Net projects, from C# to ASP.Net to SQL Server Report Server.

Advisory Board Corporation, Washington, DC

I wrote code to customize a Siebel installation; notably including VB/COM systems to perform global updates Siebel data, and an extensible VB/COM framework to calculate and report data. This framework dynamically built and referenced SQL Server tables for reporting purposes. I developed two VB apps to port data from new enterprise-wide customer relations software to legacy apps. Given just the source and target data layouts, I designed, developed, tested, and implemented robust, reusable code to perform the data transfers smoothly and reliably.

Brainbench, Inc., Chantilly, VA

In 1998, I developed a COM/DCOM certification test for Brainbench.

DAOU/Sentient, Chantilly, VA

As a senior developer, I was a member of a team developing a comprehensive military medical tracking system. I independently developed an ActiveX DLL to act as a component of an Outlook-style GUI. I implemented DCOM communications between multiple ActiveX components to manage data transfers between the client DLL, third-party GOTS component, and external databases.

Computer Sciences Corporation, Arlington, VA

I was a member of a team that performed Year-2000 updates to 900,000+ lines of Visual Basic and Oracle PL/SQL Code. The team used a CMM Level III process to analyze and locate risky code, repair and document fixes.

America Online, Inc., Dulles, VA

As a member of a QA team at AOL, I developed and followed quality procedures to test and deploy an internal contract-management system. I also independently developed several small custom VB and Intranet applications.

Noblestar Systems Corp., Falls Church, VA

I independently developed a complex standalone database application using Visual Basic and JET data to provide data collection and analysis for an Ernst & Young consultation program. I developed a web-based database application, using Cold Fusion templates and JavaScript client-side automation to connect to a SQL database and output HTML documents. I also developed software for USRobotics/3Com PalmPilot using SoftMagic's Satellite Forms and Visual Basic for desktop data transfer, and C for other tasks.

Bradley J. Wieneke



PROFESSIONAL EXPERIENCE

Wieneke Consulting *Consultant*

Jersey City, NJ/Washington, DC
Apr. 2009 – Present

- Designed a scanning operation to assist the Bloomberg for Mayor 2009 campaign team with processing daily walk-sheets that tracked voter preferences. This included: 1. Researching and purchasing production quality scanners capable of turning 20,000 walk-sheets a day into black and white .tiff images. 2. Working with the operations staffs in both New York City and Washington, D.C. to create a network connection capable of moving several gigabytes of scanned images in under an hour. 3. Working with the Bloomberg design team to create walk-sheet surveys that were compatible with both the scanners and software. 4. Researching and choosing software and SDK packages to process the scanned survey images. 5. Creating scanning templates necessary for the scanning software to process the images. 6. Working with the Bloomberg data team to assure that our processed data could be fed into their database. 7. Managing the daily scanning operations.
- In its two months in operation, the system scanned over 400,000 walk-sheets and phone sheets and processed data from over 1.5 million voters. The system supported over 600 volunteers and staff who were contacting voters on a daily basis. It could process over 20,000 walk-sheets or 75,000 records in a 24 hour period, and it saved the Bloomberg team over 3,000 man hours previously used for manual data entry.

Register.com *Product Manager*

New York, NY
Nov. 2007 – Mar. 2009

- Responsible for the domain-based email and Hosted Exchange products. Managed over 200,000 customer accounts and 400,000 end users
- Increased overall email revenue by 6.6%. Increased renewal rates on existing email products by 9.5% and increased the renewal revenue by 14.3% or \$500,000 year over year. Revamped the renewal communications, term discount structures and the number and means of customer touch points.
- Led the search for a new vendor to host the email product. The lower cost structure with the new vendor created more than \$480,000 in annual savings. The new product should provide over \$400K in additional revenue opportunities through advertising, up-sells to higher lines of the email product, new add-on product (particularly mobile), and integrated cross-sell of additional products.
- Managed the reconciliation and payment of vendor invoices totaling more than \$1.6 million per year.
- Worked directly with the finance, design, development, customer sales and service, reporting, quality assurance teams to release new products, tests and campaigns.

ALK Technologies *Senior Product Manager*

Princeton, NJ
Nov. 2006 – Oct. 2007

- Oversaw the development of CoPilot Laptop 11 personal navigation software. Collaborated with business development, sales and marketing teams to gather the internal requirements. Conferred with external clients to ensure that the new designs met their needs. Researched and used competing products. Managed a team of developers and coordinated with Quality Assurance and Graphics department managers to ensure that the product met deadlines and quality requirements.
- Directed the development of CoPilot Truck 10 professional navigation software. Communicated with large customer accounts (fleets of over 2,000 vehicles) to create the functional and technical requirements. Ensured that the product was available on the prevalent in-vehicle Windows XP and CE systems and developed working relationships with the product managers of the companies that manufactured these devices. Made sure that the direct-to-consumer version retained the traits that independent drivers desired.

- Supported the existing CoPilot Laptop 10 and CoPilot Laptop 9 Truck software. Protected the 10,000 unit and \$1.8 million annual sales these products generated, while working towards new releases. Also, worked with technical support, marketing, sales and development to identify and build necessary software patches.
- Managed the FleetCenter and CoPilot Live websites that allowed fleets and individual consumers to track CoPilot devices online. Confirmed that the 28,000 users and 150 fleets have constant access to the site. Coordinated with the technical support team to identify and correct ongoing issues. Gathered requirements for annual infrastructure and feature enhancements.
- Oversaw a team of four developers to build and release the new product, CoPilot Central. Worked with the stakeholders of Smart Phone, Pocket PC and Windows CE platforms to guarantee that CoPilot Central could deliver updates and upgrades to all versions of CoPilot and serve as a sales platform for the company.
- Reviewed and refined the Marketing Requirement Document and Functional Requirement Document templates and accompanying processes.

Singingfish.com/America Online
*Project Manager*Seattle, WA
Jan. 2004 - July 2004

- Managed a 10 person project team with members in three different regional offices to integrate Singingfish's front end database with AOL's backend search engine. The integrated system saved more than \$600,000 annually in third party costs.
- Oversaw the transition of Singingfish's 15 person engineering team to AOL's project management systems after AOL purchased Singingfish from Thompson.

Singingfish.com/Thomson
*Program Manager*Seattle, WA
June 2003 - Dec. 2003

- Responsibilities included market research, initial product and project scoping, project scheduling, project tracking, resource scheduling and the design and development of tools and metrics to help management and sales find usage and growth trends.
- Researched the usage patterns of typical Singingfish users through mining the archival database. Developed reports on number of searches performed per visit and per category, number of links followed per visit and per category, time spent on the site per visit and per category, frequency of repeat visits, popularity of categories and subcategories and hour of usage by geography.
- Recommended ideas to enhance the monetization of the paid inclusion program. Based on the recommendations, the program was changed to allow 'spidering' for paid inclusion content which resulted in the addition of a new large paid inclusion partner.
- Researched options to increase size of the search index. The adopted ideas resulted in a 15% increase in size.
- Completed a market size study aimed at researching the necessity of adding Flash content to the Singingfish database. As a result of the study, a working relationship with Macromedia was fostered.

Singingfish.com/Thomson
*Senior Software Engineer*Seattle, WA
Oct. 2000 - June 2003

- Managed a small group project to provide a data feed of annotated and filtered records to our search provider, Inktomi.
- Key member of the team that developed a prototype Media Asset Management System (MAM) for Technicolor.
- Worked directly with internal clients and consultants while implementing the Technicolor Electronic Distribution System, which is used to transfer large movie content files between producers, directors, special effect shops and Technicolor.
- Responsible for the "Promoter" code module. This module selected the links to audio and video files that were searchable by the end users.
- Wrote Technical and Functional Requirement Documents for multiple projects. Technologies used: Java, C++, JavaScript, SQL, Oracle, MySQL, Apache Tomcat, Linux

Commissioner.com/CBS-Sportsline
*Web Developer/Programmer*New York, NY
Sept. 1999 - Aug. 2000

- Brought in by a former AMS manager as the 12th employee and one of four developers for Commissioner.com. Commissioner.com was sold to CBS-Sportsline and the original code base still serves as CBS-Sportsline's fantasy sports engine.
- Responsibilities included designing and programming modules and projects for the Commissioner.com fantasy sports products.
- Designed and implemented small websites on client contracts. Worked directly with the clients to maintain and enhance these sites to meet their needs.
- Technologies used: Mod-Perl, Apache, Linux

American Management Systems
*Programmer/Analyst*Fairfax, VA
June 1996 - Sept. 1999

- Managed small group and individual projects while implementing client/server systems for client companies.
- Responsibilities included programming custom client/server systems, technical writing, creating technical and functional designs of new systems and maintaining existing code.
- Projects included claims processing, healthcare data modeling, healthcare survey reporting and procurement systems.
- Served as the client contact for multiple projects on the Towers Perrin account.
- Technologies used: C, Visual C++, Java, Powerbuilder, Classic ASP, Visual Basic, VBScript SQL, Pro*C, Oracle, DB2, SQL Server, MS IIS and Crystal Reports

EDUCATION

UCLA ANDERSON SCHOOL OF MANAGEMENT
*MBA*Los Angeles, CA
June 2006

Honors: Member UCLA Anderson Honor Society, Recipient of Dean's Fellowship (merit-based award)
GPA: 3.78 (4.0 scale)

Middlebury College
B.A. Computer ScienceMiddlebury, VT
May 1996