THE HARRIS COUNTY
ELECTRONIC ABSENTEE SYSTEMS FOR ELECTIONS (EASE)
TECHNICAL PROPOSAL
COVER PAGE

1) Catalog of Federal Domestic Assistance (CFDA) Number:
   12.217

2) BAA Number:
   HQ0034-FVAP-11-BAA-0001.

3) Title of Proposal:
   The HARRIS County Electronic Absentee Systems for Elections Program.

4) CAGE Code and DUNS Number:
   [redacted] and [redacted]

5) Identity of applicant and complete list of contractors, and/or sub recipients:
   The applicant is Harris County Commissioners Court on behalf of the Harris County Clerk's Elections Department. The EASE Project will be almost entirely subcontracted with funding awarded through an open, transparent process.

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8) Proposed Period of Performance:
   October 1, 2011 – June 30, 2012

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Harris County, Texas
County Clerk, Elections Division

Electronic Absentee Systems for Elections (EASE) Grants
For States, Territories and Localities
Solicitation number HQ0034-FVAP-11-BAA-0001

Technical Approach

Executive Summary

Harris County, Texas has close to two million registered voters in the most populous county in Texas and the third most populous in the nation. Harris County has a very diverse global economy that continually has registered voters working and traveling around the world. Additionally, there is a significant military community that has been deployed overseas as well as in the United States outside of Texas. There are even registered voters working in outer space during elections. Every year there are approximately 10,000 military and overseas ballots sent out during an election. Harris County Clerk's Office continually strives to provide excellent customer service for Harris County voters while maintaining confidentiality, security and integrity in the election process.

With the advent of the internet, many modern day processes are achievable electronically. However, to date, processing the federal postcard applications electronically has not been sufficiently developed. Our office has worked tireless to provide the correct ballot to those voters overseas. This is a very labor intensive process, and due to detail-oriented employees, the process has resulted in very few reported failures. It is the desire of the Harris County Clerk's Election Division to automate as much as possible the e-mail federal postcard application and ballot process.

Harris County is seeking $512,131.96, in order to purchase equipment and subcontract with a programming company to develop and implement a user-friendly automated and efficient absentee voting system for overseas voters from Harris County. This program will necessitate travel, training, and supplies to implement.

E-mail was used for the first time to deliver ballots from Harris County to overseas voters in November of 2010. The return rate for the e-mail ballots for military overseas was almost 4 times higher than mailed ballots to military overseas and the return rate for civilian overseas was double that of the mailed ballots.

Goals and Objectives

The Goal of the Harris County EASE Program is as follows:

- Improve the voting experience of UOCAVA voters, reduce voting impediments faced by them, and stimulate the development of innovative approaches to absentee voting by UOCAVA voters.

The Objectives of the Harris County EASE Program are as follows:

- Establish and operate a successful, sustainable, and affordable electronic system for voting by Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) voters;
- Increase the percentage of ballots that are successfully returned by UOCAVA voters;
- Improve the convenience of voting;
- Reduce the failure rates of UOCAVA voters experienced in each stage of the absentee voting process (such as voter registration, absentee ballot request, blank absentee ballot delivery, absentee ballot marking, absentee ballot tabulation, and absentee ballot return verification) specific to Harris County; and,
- Provide the Department of Defense a model and infrastructure of UOCAVA voting that can be replicated regionally and nationally.
- Ensure security measures are instituted to protect users' personal identifying information and any transmitted election material.

The Harris County EASE program will be designed to be accessible and efficient as allowed by law for the UOCAVA voter. Presently, the UOCAVA voter may contact the office through phone, mail, fax and e-mail. The application may be received by fax, mail or e-mail. The Ballot can only be received by mail unless the voter is in a war zone. If the voter is in a war zone, the voter may fax to the Department of Defense who in turn faxes the ballot to Harris County. The Harris County EASE program will allow all UOCAVA voters to register to vote, apply for a ballot, request a sample ballot, download a ballot, mark the ballot online, have the voter's selections recorded securely by a unique identifier such as a bar code, track the progress of the voter's transactions.

There are a number of processes that can be developed by Harris County's dedicated staff and its current vendor, Votec; however, the majority of the heavy programming will need to be conducted by a subcontractor to Harris County Clerk's Elections Division.

Significance

Feature	Benefit
Tracking the registration and ballot processing procedure	User-friendly information will be available to the UOCAVA voter online
Online Voter Registration	Automatic update to the Voter Registration Database, VEMACS which can be programed to automatically communicate to the voter via e-mail or mail as directed by

	the voter.
Online Voter Information Update	Voters will be able to update their records and ensure that their address information is correct and thereby reducing the amount of undeliverable mail.
Online Ballot Application	Automatic recordation of ballot application in VEMACS which will generate confirmation e-mail one week prior to mailing the ballot. Secure automatic ballot delivery as directed by Harris County Elections Division.
Automatic Ballot Duplication	Capture ballot selections by voter online in a secure coded method that will allow the County to immediately access voter's selections from the mailed in ballot and print out the ballot in a County-compatible format to be processed. Human error will be reduced.

Sustainable

Feature	Benefit
Tracking System	• Harris County will be able to monitor and evaluate the process and determine where the vulnerabilities of the process are the greatest so that these vulnerabilities can be addressed and further create a user-friendly online system for the UOCAVA voter.
Harris County controlled server	• Maintain security of the process and ballot selection information. • Reduce annual fees
Standard equipment that can be used by any jurisdiction	• Equipment will not be specialized; therefore, easily maintained and updated as technology develops. • Reduce need to update equipment or go through expense certification process. • Other jurisdictions will be able to use the same equipment without being locked into a particular vendor.

Impact

Feature	Benefit
Tracking System	Will increase the confidence of the UOCAVA voter.
Online Voter Registration	The ease of registration will positively impact the ability for UOCAVA eligible applicants to register in Harris County and result in an increase of applicants.
Online Voter Information Update	Will reduce the number of ballots that are returned as undeliverable by at least 10% progressively each election as more voters become aware of the process.
Online Ballot Application	• Will create a means for Harris County Elections Division to notify the voter of the ballot to be received

	within a certain time frame, keeping the voter engaged. • Ease of accessibility will increase the number of voters to request a ballot
Automatic Ballot Duplication	• Reduce human error • Speed up the process • Allow more ballots to be processed by the same number of employees

Strategic Approach

Feature	Benefit
Tracking System	Due to the cumbersome process and length of time, UOCAVA may not have the faith in the system as the system deserves. However, being able to track the process will increase the confidence that the UOCAVA voter will have in the system and generally benefit participation of the UOCAVA. Statistics for the 2008 and 2010 elections will set the benchmark for evaluating the benefits of the Harris County EASE program.
Online Voter Registration	UOCAVA applicants will be able to register closer to the time of the election without concern of not being counted.
Online Ballot Application	The Ballots will arrive faster and allow more time for the voter to research the candidates and return the ballot by mail.
Automatic Ballot Duplication	Less human error and ability to process the increase in ballots that are expected.

Innovation

Feature	Benefit
Online processes	• Increase availability to UOCAVA voter • Ballot errors reduced • Increased confidence in the system
Automatic Ballot Duplication	The use of a unique identifying code that records the ballot selection securely will speed up the process significantly.

Scalability

Feature	Benefit
All eligible UOCAVA voters from Harris County will have access to the program.	• With more users, the automated process will accommodate more voters
The system will be designed to be adaptable by other Texas	• Increase in the participation of UOCAVA eligible voters

jurisdictions	

Collaborative **-** Harris County is a leader in the state and the nation in operating elections in the United States and has readily shared information and processes as appropriate.

Feature	Benefit
Development of Tracking System	Allows Harris County Elections Division to evaluate the benefits of the program and share the information with Texas Counties and the Secretary of State
Development of Online Participation	• Once the program has been developed, the program can be made available to any jurisdiction. • Harris County will meet with other jurisdictions to raise any issues that need to be addressed • Harris County is a leader in Texas as well as the nation on Elections and will share the information that is generated.
Automatic Ballot Duplication	• Once the program has been developed, the program can be made available to any jurisdiction. • Harris County will meet with other jurisdictions to raise any issues that need to be addressed • Harris County is a leader in Texas as well as the nation on Elections and will share the information that is generated.

Cost Benefit Analysis

Feature	Benefit
Tracking	Reduce employees hours spent responding to queries
Online Participation	• Reduce employee hours spent responding to individual requests and individually selecting ballots • Increase participation by UOCAVA voters
Automatic Duplication	• Reduce employee hours spent duplicating ballots

The procured system will also offer two sets of functionality: one for the Harris County Elections Division and one for the UOCAVA voter.

For the Elections Division:

- There will be a "back office" website. It will be a secure portal for election and voter management as well as a tool for generating reports and statistics. The service provider will train the Elections Division on how to maneuver through this portal.
- Ballots will be created electronically.
- A voter management module will allow the Elections Division to synchronize the list of eligible voters with the list of maintained registered voters.

For the UOCAVA voter:

- There will be on-screen marking capabilities which ensure that voter error is reduced.
- There will be a bar code on absentee ballot envelopes.
- Voter fraud will be reduced by authenticating email addresses and unique serial numbers.
- A "news feed" will provide UOCAVA voters with information on an as needed basis.
- A ballot return tracking system that allows the UOCAVA voter to track the status of the mailed ballot.
- There will be a "Frequently Asked Questions" (FAQ) hyperlink.
- Sample ballots will be made available online.

Current versus Proposed Failure Rates:

Overseas voters have a much harder time casting ballots successfully than those individuals who reside in the community and are usually walking distance from their polling location. During the last Gubernatorial election (November, 2010), for example, there were 9,204 Federal Post Card Applications (FPCAs) requested. All were mailed. However, 2,037 (22%) were sent to an address that was "undeliverable" for Harris County residents compared to less than one percent for undelivered mail-in ballots sent in Harris County. Only 2,108 (23%) of the overseas Harris County ballots were actually returned successfully.

The Harris County EASE has the potential to double the number of ballots that are successfully returned and cast. Instead of using "snail mail" to deliver ballots overseas and having 23% be returned to the sender, those 77% who were not able to have their vote counted would simply log onto their nearest computer and download the ballot off the internet.

The Harris County EASE Program also has the potential to expedite the process of requesting a ballot. Currently, overseas voters receive a hard copy ballot in the mail. This process can sometimes take up to two weeks. Under the Harris County EASE Program, the ballot can be sent to the overseas voter electronically thereby reducing the time it takes to get to the voter.

Security Measures to Protect Ballot Integrity:

The Harris County EASE Program will include a feature that allows for ballots to be marked electronically prior to being printed. This will allow for voter intent to be very clear from the Elections Department point of view and will prevent issues analogous to "hanging chads."

Moreover, there will be safeguards to ensure "one person, one vote." Specifically, each voter's ballot will have a unique serial number/bar code that is not only electronic, but on the printed ballot itself.

Schedule and Milestones

The Harris County EASE development project will begin September 1, 2011 (assuming the grant money is made available by that time).

Key Activity (What?)	Timeframe (When?)	Responsible Party (Who?)	Progress Report
Grant Award.	9/1/11	Department of Defense (DoD)	Quarterly Reports.
Hire Systems Programmer.	10/1/11	John German, Harris County Administrator of Elections	n/a.
Post Request for Proposal (RFP) for Subcontractor of UOCAVA System.	11/1/11	Harris County Purchasing Department	n/a.
Award UOCAVA System Subcontract.	12/1/11	Harris County Purchasing Department	n/a.
Strategic Planning Orientation - Kickoff Meeting. - Job Specification. Implementation Plan and Timetable.	12/15/11 – 1/15/12	John German, Harris County	Report to DoD on 2/1/12.
Build the System - Harris County Delivers Ballot Data. - Harris County Delivers Voter Registration Data. - Draft Election Built. - Draft Voter Registration Credentials Loaded. - Test the System.	1/15/12 – 2/1/12	Votec (Harris County current Voter Registration and Election database contractor) and Subcontractor	Report to DoD on 2/15/12.
Primary Election Timetable (including runoff).	2/1/12 – 4/1/12	John German, Harris County	Report to DoD on 4/15/12.
General Election Timetable.	10/1/12 – 12/1/12	John German, Harris County	Report to DoD on 12/15/12.
Final Report to DoD.	1/15/13	John German, Harris County	Report to DoD on 1/15/13.
Post Election Support.	1/15/13 – 1/15/17	Subcontractor	n/a.

Reports

The prospective vendor will be asked to comply with a schedule of reports that is determined by the Department of Defense (DoD). These reports will be submitted to the Harris County Elections Division and will be submitted by the Elections Division to the DoD. The reports will be based on milestones, reduction in failure rates of UOCAVA voters in the various stages of the absentee voting process, and other relevant data. These reports will be of four major types:

Type of Report	Timeframe
Programmatic and Financial Progress Reports.	Quarterly.
Data Collection Points Reports. • Number of UOCAVA Visitors to the Website. • Number of Ballots Downloaded. • Delivery Method Requested/Downloaded.	Post Primary Election and General Election.
Final Report • Significance. • Sustainability. • Impact. • Strategic Approach. • Innovation. • Scalability. • Collaboration. • Cost/Benefit.	Post Grant Period.
Standard Reports that are currently sent to the U.S. Elections Assistance Commission and the Texas Secretary of State.	Post Primary Election and General Election.

Management Approach

Key personnel:

Internal Personnel: The Harris County Elections Division will oversee the project utilizing their professionals, processes, equipment, significant knowledge and infrastructure. Participating parties will include the Harris County Clerk's ITC Division, Harris County's ITC Department, the Harris County Tax Assessor-Collector, Votec, the Texas Secretary of State.

The Harris County Elections Division is led by Mr. John German who has served Harris County for over 40 years and 9 years as the Administrator of Elections. Prior to work as Administrator, Mr. German oversaw the Information Technology Department for the Harris County Clerk, honing his significant technical skills. Recently, Mr. German led the Elections Division to success after overcoming a devastating fire that destroyed all voting equipment for Harris County 67 days before the November 2010 election.

Harris County Employee	Title	Skills
Stan Stanart	County Clerk	Elected Official – oversight, technical skills
John German	County Clerk Elections Division - Administrator of Elections	Department Head – oversight, technical skills – 9 years
Jason Williams	County Clerk -	
Sonya Aston	County Clerk Elections Division - Assistant Administrator of Elections	Assistant Department Head – 4 years Voter Registration, Attorney
Jennifer Ballard	County Clerk Elections Division	Manager of Overseas Ballot Process and Ballot By Mail
Tom Moon	Tax Assessor-Collector - Voter Registration – Director of Voter Registration	Department Head – technical skills

External Personnel: Harris County will identify a programming consultant to participate substantially in the larger projects through an open and transparent process. Additionally military overseas voters, civilian overseas voters, military organizations, consulate offices, political parties, and election officials from other jurisdictions will be consulted to provide the most efficient and effective product.

Past, Present, or Proposed Collaborative Activities with other Institutions/Entities

Harris County Clerk's Elections Division has been a leader in the state and in the nation in developing and using electronic voting machines. Harris County's vendor, HART InterCivic has worked closely with and frankly depended on Harris County to troubleshoot and develop solutions for issues that arose due to the sheer volume of polling locations and ballot styles.

Harris County always works closely with the Secretary of State to develop policies that work for any population size of a county. In the Fall of 2010, Harris County experienced a devastating fire that destroyed every single piece of equipment in the Elections Department. Due to the close working relationship that Harris County has with all of the counties in Texas, equipment, support and well wishes flooded Harris County. Against all odds, the November 2010 Election was fully staffed and equipped and was successfully executed. Harris County's success can be attributed to:

- The necessity to manage elections for close to 2 million registered voters in over 850 election precincts with one of the largest ballots in the nation,
- The necessity to provide election materials in three different languages,
- The technological support that is included in the Elections Division and the County Clerk's ITC Division,
- The desire of the leadership of Harris County to be on the forefront of providing the best and most secure methods of voting to Harris County,
- The international work force in Harris County brings many ideas and concerns from around the world and Harris County responds to those concerns to provide a fair and secure election process.
- The Elections Division has highly trained employees who attend the Secretary of State programs regularly, as well as having a CERA Certified employee, attorney.

Strategic Goals

The initial strategic goal of the Harris County Elections Division is to enhance service to UOCAVA voters in a cost-effective, collaborative, and sustainable manner by automating the processes through database programming, web technologies and internet access. Harris County Elections Division's goal is to reduce the number of outdated addresses and increase the amount of automation in the process.

Simultaneously, Harris County Elections Division will use the same technology to address the mail-in ballot process for voters residing in Harris County or temporarily outside of Harris County.

Methodology of Approach

The Harris County Elections Division will work with various stakeholders to design a multi-phase program.

The tracking portion will allow the UOCAVA voter to monitor the progress of their application, their ballot delivery, ballot receipt and ballot process. This system will also allow the Harris County Elections Division to monitor the process of applications coming in and ballots being delivered and returned, a useful managerial and statistical tool.

Working with Voter Registration, the Harris County Elections Division plans to design a program that will automatically populate the existing Voter Registration database from the receipt of electronic voter registration documents from UOCAVA voters. Once in the database,

the ballot style will be determined and eventually automatically delivered to the UOCAVA voter. The database will also be used to send e-mail and/or mail to the UOCAVA voters to communicate any necessary information.

The Online Voter Address update will be a simple vehicle to allow UOCAVA voters to update their address electronically and thereby decreasing the undeliverable rate.

The Online Ballot will allow UOCAVA voters to make their selections online and then print out the ballot to be mailed back to Harris County. The electronic version will be easier to read and duplicate, reducing human error.

Automatic Duplication can be achieved by adding a bar code or some other technology to hold the UOCAVA voter's selection. Once the ballot is received in the mail, the Harris County Elections Division employee will be able to merely scan the bar code and immediately duplicate the ballot. There will still be the necessity of a team of two persons reviewing the mailed in ballot and the computer generated ballot to ensure consistency.

The Harris County Elections Division will approach the goals of the UOCAVA voter for this grant by

- Identifying the following
    - Labor intensive portions of the process
    - Low response factors from the UOCAVA voters compared the general electorate
    - High costs of the FPCA process

- Gathering data to benchmark the following
    - Labor intensive portions of the process
    - Low response factors from the UOCAVA voters compared the general electorate
    - High costs of the FPCA process

- Developing plan of improvement
    - Working with current vendor – Votec
    - Working with vendor to be announced
    - Consulting with stakeholders for input

- Execute the plan of improvement
    - Working with vendors to implement the plan

- Assess progress on a monthly basis
- Develop long-term solutions through the execution of the improvement plan

The Harris County Elections Division will begin the program as soon as possible to have as much of the programming and development completed by January to be used in the March 2012 Primary Elections. This election will be the testing waters for the November 2012 Presidential Election.

Definition and Formalization of the Applicants Strategic Goals

The Harris County Elections Division will pursue strategic goals via multiple channels as defined below:

1. **Tracking system:** this will be an affordable, sustainable electronic tool to improve the voting system. In addition to the benefits to the UOCAVA voter, the Election Division will gain easily accessible valuable statistical analysis reporting.

2. **Voter registration:** integration of FPCA processes with existing voter registration databases to generate automatic responses, both e-mail and postal mail, to the application process. This portion of the program is designed to increase UOCAVA voter turnout;

3. **Voter Address:** work with stakeholders to increase the probability of maintaining the voter's most current address. This portion is designed to increase UOCAVA voter turnout and decrease the undeliverable mail percentages;

4. **Online Ballots:** work with stakeholders to identify where ballots are being slowed down in the process from delivery through printing and return and reduce the obstacles that hinder the process. This portion will help increase the percentage of ballots successfully returned by UOCAVA voters;

5. **Duplication automation:** deploy technology and processes that streamline the ballot duplication processes (recreating scan-ready ballots); saving time, money, and most importantly boosting accuracy rates of duplicated ballots.

Analysis and Measurement of Current Processes

1. **Tracking system:** Currently the tracking process for UOCAVA voters is a manual process. There is an online process for Voter Registration; however, no online tracking exists for the ballot application and subsequent activities on a local level, but is available on the state website.

2. **Voter registration:** the FPCA registration process is cumbersome, time-consuming, and contingent upon location and assets of the voter, difficult if not impossible, to enable potential registrants to become eligible to vote in a timely manner.

3. **Voter Address:** Overseas voters can rely on applications sent in over two federal election cycles, up to five years. Oftentimes, the addresses change without notification to the County Clerk's Office. Current law now requires a new application every year, but there is potential to reduce the number of outdated addresses by working with the stakeholders.

4. **Online Ballot:** see number 2 above; even those who successfully register are still encumbered with delays in accessing a document-based ballot delivered by various

means, and even then physical return requirements imperil timely return and validation of these ballots.

5. **Duplication automation:** voted and returned ballots require tedious and error-prone duplication so that they can be properly processed by optical scan technology

Identification of Each Process and Elements Related to the Processes

1. **Tracking:** development of the tracking system should be fairly simple and accomplished quickly. The key will be to design a page viewable by the UOCAVA voter that will provide sufficient information from the existing database maintained by Votec.

2. **Voter registration:** voter registration requests from UOCAVA voters are received in several different ways (e.g. mailed paper forms, via Federal Post Card Application (FPCA)). It will be necessary for the designated programmer to work with Votec to automatically upload the information from an e-mail; thereby decreasing the dependence on employees to monitor incoming e-mails.

3. **Voter Address:** the voter is responsible for updating their change of address. Currently there is not sufficient time to send a confirmation card to ensure the correct address. Notification through e-mail will greatly enhance the return of UOCAVA ballots.

4. **Online Ballot:** ballots are transmitted via a mailed paper ballot, an emailed blank PDF ballot, or potentially a web-based access. The Online ballot will allow the UOCAVA to type in their selections and have it printed on a PDF document.

5. **Duplication automation:** voted ballots received by statutory deadlines are validated, then manually duplicated by manual retrieval of the proper ballot type from secured document archives; voter marks are manually transferred by teams of (2) personnel as follows: one clerk reads aloud voter preferences, while second clerk marks those preferences on a paper ballot, and then both clerks checks the accuracy of the duplicated marked ballot.

Identification of Potential Risks & Mitigating Strategies

Risk	Impact	Prob.	Mitigation
Election system vendor is unable to meet the needs of the project on schedule.	1	2	Select a vendor with a strong track record of success at election projects. Manage vendor deliverables with weekly status updates.
Ballot data is finalized with	1	1	Integrate online election vendor systems with

insufficient time to implement online election project.			Election Management Systems for direct transfer of data.
UOCAVA voter registration data changes frequently during the course of the election.	3	1	Integrate the Federal Post Card Application with the online election system. Schedule voter registration database updates in advance.
UOCAVA voters may not have Internet access.	1	1	Deploy Mobilized Universal Ballot Access solution for areas with high UOCAVA voter populations but low Internet access.
Tight project timescales mean that delays will lead to missed election go live date.	2	2	Front load election project with draft election produced well in advance of actual ballots. Choose vendor with strong track record of success in deploying on-time elections.
Ballots of online election contain errors.	1	2	Audit vendor's quality assurance process. Ensure all acceptance, Logic and Accuracy tests are completed successfully before election go live date.
Project subject to malicious electronic attack	4	1	Work to secure based on DCA approved and other standards. Create a detailed business continuity and disaster recovery plan.
Physical security at data center may be compromised	4	1	Maintain security management measures compliant with SAS 70 Type II [TI1] defined in the data center service level agreement.
Vendor staff may present a security risk to the project	4	1	Undertake security checks on vendor employees to assess risk of possibility of such occurrences.
Customer demand for the election services might be larger than anticipated.	2	1	Ensure that the technical system is built to cope with the largest possible demands. Automatic monitoring of system configured for notifications 24/7 should system go outside of expected parameters.
Negative news stories about the new voting methods appear in the local press.	2	1	Engage with local press during the voter engagement campaign and provide them with positive stories and photo opportunities to educate them about benefits.
Turnout is low.	3	3	Start voter engagement and promotion of the new services early in the year and build up to

			a crescendo around voting time in order to encourage voting.
Culture change issues may generate negative feelings in internal staff and stakeholders working on the project.	1	1	Start internal promotion of the project as soon as possible after contract agreement. Also provide complete visibility of the service development to end users throughout the process.
Some technologies may be new to some election staff	1	3	Ensure staff receives relevant training before they employ their skills. Establish skills hierarchy and provide technology briefings that highlight specific issues of importance to the implementation of each pilot.

Formalization of Performance Indicators for Each Process

1. **Tracking:** once UOCAVA voters can follow their communication as it is processed, the tracking program will be complete.
2. **Voter registration:** compare voter registration rates of UOCAVA voters across like elections.
3. **Voter address:** substantial decrease in returned mail.
4. **Online Ballot:** compare and measure the following UOCAVA criteria:
    a. ballots made available electronically across like elections;
    b. ballots voted electronically across like elections;
    c. ballots returned across like elections;
    d. ballots counted across like elections;
    e. ballots invalidated for various reasons;
    f. implement optional post-voting surveys to gauge effectiveness, friendliness and accessibility of web-enabled balloting solution.
5. **Duplication automation:** measure amount of staff time required to duplicate returned and validated UOCAVA ballots compared to manual processes previously employed.

Justification for Modification of Current Processes

1. **Tracking:** the current system is limited to voter registration and needs to be expanded to the FPCA process. Additionally, the tracking system will collect information for reporting purposes of Harris County Elections Division.

2. **Voter registration:** to increase the participation of the UOCAVA voter populace because registering to vote will be easier and more rapid; the FPCA registration process (among other means) is too cumbersome and often too time-consuming to enable potential registrants to become eligible in a timely manner.

3. **Voter address:** to decrease the amount of mail and e-mail that is returned undeliverable as the UOCAVA mail undeliverable rate is much higher than the local mail-in ballot process.

4. **Online Ballot:** to increase time to vote and return a ballot because current process is too reliant on document-based delivery vehicles; email addresses are more immediately verifiable than physical addresses for UOCAVA voters; easier electronic remedy of issues as compared to document-based delivery approaches.

5. **Duplication automation:** measurable cost/benefit return via increase in the efficiency and accuracy of duplication of voted and returned ballots; as UOCAVA participation increases, ROI will increase.

Projections of the Effectiveness of the Modifications

NOTE: as time passes and prior to the start of the research project, Harris County aims to more fully embellish statistics if their current capabilities allow the enumeration of such data by UOCAVA voters.

1. **Tracking:** The tracking system will be highly effective and engender a higher degree of confidence in the system by the UOCAVA voter.

2. **Voter registration:**

   - Increased participation - with more readily available electronic access to an on-line tool, expect more individuals to be able to easily register

   - Data entry error reduction - if voters are able to enter data electronically to the database, transcription errors (e.g. from illegible handwriting) are drastically reduced.

   - Cost savings - data entry expenses reduced if voters self-enter data

   - Expectation that registrations submitted on paper forms will migrate to online registrations. Forecast for 2012 General Election that more voters will register on-line as register by paper

- Percentage of potentially challenged UOCAVA ballots not counted due to return delays/certification demands of an election will be measurably reduced

3. **Voter Address:**

- Decrease the amount of ballots returned undelivered will drop at least by 30%.

4. **Online Ballot:**

- 24 x 7 during the 45 day voting period
- voter ensured of receiving the ballot styles, contests, and candidates specific to their registered address.
- delivery of ballot guaranteed for UOCAVA voters compared to traditional document-based delivery
- Significance: prevent over-votes and warns about under-votes; voter errors will be virtually eliminated (HAVA-mandated 2nd chance voting).
- Ballots accessed online and completed online using an electronic marking tool to eliminate voter intent issues

5. **Duplication automation:**

- Cost/benefit: lower staff costs and time as manual effort is reduced
- Enhanced accuracy: automated duplication of ballots via a 2D bar code will reduce errors introduced in manual duplication efforts
- Scalable: auto duplication allows election offices to absorbed increased UOCAVA participation without increasing ballot processing staff. It also allows election offices to expand the capabilities being developed for the UOCAVA community to other communities (e.g. disabled voters) in a cost effective manner.

Measurements of Performance
Refer to the reports overview provided at the conclusion of the Technical Approach and Justification overview.

Current and Pending Project Proposal Submissions (not included in page limitations)
Other than the Help America Vote Act Grant, there are no other submission by the Harris County Elections Division.

Qualifications – Resumes

JASON BRADLEY WILLIAMS

SUMMARY:

Over seventeen years of extensive information technology administration with a strong focus on PC/Server platforms and network installations, configuration, troubleshooting and LAN/WAN management.

EXPERIENCE:

Harris County Clerk's Office, Texas
2002-Present

Director of Information Technology **2007-Present**

- Oversee daily operations of the Information Technology department consisting of 42 staff members including Network Administrators, Software Developers, Database Administrators, Helpdesk Technicians, various supervisors and Data Entry Clerks.
- Designed the Harris County Clerk's Office current Data Center, in the design careful consideration was give when focusing on energy conservation to maximize energy and cooling savings. Room security was solved by adding badged security access at the only entry point; the room is under video surveillance.
- After Hurricane Ike funding was authorized to partner with a Co-Location partner and *all* SAN attached storage is real time replicated to a secure data center located in Phoenix Arizona. During this process an overarching project plan was developed to create an enterprise storage solution, as a result a Compellent SAN was installed replacing an aging EMC solution.
- Put together the request to replace the County Clerks aging mainframe Court Case Management system, from the RFP to serving on the RFP committee and currently overseeing the technical installation.
- Overseeing a Mainframe migration project which is developing Windows Applications to replace the Unisys Mainframe.

Network Administrator
2002-2007

- Maintain the Harris County Clerk's Office entire network including WAN connections all annexes.
- Current projects are the implantation of Emc Clariion CX 500 to create an environment for a 4 node SQL 2005 cluster to migrate data from a aging Unisys mainframe.
- Maintain many aspects of Active Directory – User Administration, Group Policy, DNS/WINS.
- Designed current Altiris installation including PXE installation, silent software installations.
- Installed and configured a Dell Power Vault NAS for storage of images of public records.

- Implemented a network based video security system to monitor various locations and recorded to a central location.
- Maintain all Election Servers during early voting and election times, including all communications to Early Voting sites. On election night I serve as one of the two system operators for tabulation of votes in Central Count.
- Engineered online disaster recovery system, for Citrix, SQL, and Oracle servers.
- Configured and maintain several Citirx servers and over 200 Citrix Users.

HealthHelp, Houston, Texas

HealthHelp is a premier Radiology Management Company serving over 6 million people.

Technical Services Manager **1999-2002**

- Provide server and back end network support for LAN/ WAN and Phone Switch.
- Installed and manage Shiva VPN solution.
- Maintain all WAN connections to 4 locations across the country.
- Travel to remote locations and maintain all hardware including phone system support.
- Responsible for the installation and maintaining an enterprise fax solution.
- Installed all Exchange Servers and responsible for day-to-day operations.
- Reporting to the Director of IT, created the company wide network infrastructure including WAN connections.
- Maintain PBX (moves, adds, and changes), Telco services including T1, PRI, ISDN, POTS, and long distance rates.
- Responsible for maintaince on all Cisco products including Catalyst switch, enterprise routers, and PIX firewall solutions.
- Installed and configured nightly backup process that is maintained by the HelpDesk.
- Maintain, install, and configure in-house custom software applications.
- Maintain overall Server Room support including security, additional A/C for 24hr constant cooling, cleanliness, space allocation, and all emergency power.

Allright Corporation, Houston, Texas

1998 – 1999

The largest parking management services company, with 110 business units and over 5,000 employees.

Systems Administrator

- Directly responsible for NT Administration including domain management, user profiles, share management, DNS, DHCP, WINS, login scripts, and entire nightly system backup.
- Responsible for all hardware and software workstation equipment purchase, installation and training.
- Exchange administration - installing exchange servers, maintaining e-mail accounts and connectivity.

- Responsible for network connectivity for employees over Token Ring, Ethernet, and Fast Ethernet topologies.
- Setup/install VPN for 110 business units and corporate subsidiaries for email and mainframe access.
- Provide desktop, network and VPN support to 5000 employees with both mobile and office-based equipment.
- Maintain imaging process, which reduces user rollout time and day-to-day operations.
- Act as an information systems liaison for 110 business units.
- Manage all network printing including connectivity and software management.
- Maintain continuous technology knowledge and training in parking lot management hardware and software.
- Managed migration from Windows 3.11 to Windows 95 and Windows NT workstation.
- As a part of a Move Team responsible for the coordination of office cabling for voice and data and moving of 100 employees to a new corporate headquarters.

TECHNICAL BACKGROUND:

- **Networking OS:** Windows 2003 & 2008 Server & Advanced Active Directory, Windows 2000 Server & Advanced
- **SAN:** Emc Clariion CX 500 Series, Compellent
- **Desktop Management:** Altiris – NS/DS 6.x, Client Management Suite Level 1-3, Dell Open Management – Management/Managed Station
- **Server Hardware:** Dell Poweredge
- **Firewall:** Resilience Ndurant Express 30 w/Management Station
- **PC Hardware:** Dell, Compaq/Hewlett Packard, and clones.
- **Software:** Windows 9x - 7, Microsoft Office 9x - 2010, Ghost, PC Anywhere, HP Web Jet Administration, Veritas Backup Exec, MS SQL 2000-2008, EMC Networker, Solarwinds.Net
- **Print Servers:** HP Jet Direct, Lexmark
- **Terminal Server Packages:** Citrix Xenapp Server
- **Network Topology:** 10/100/1000 Ethernet, Gigabit, Fiber
- **Email Systems:** Exchange 2003-2010 Microsoft Exchange Server 5.5 – Enterprise
- **Phone System:** Inter-Tel Axxess and management software, NEC2400IPX w/ACD and Wygant Voice Recorder
- **Mainframe Servers:** Unisys ClearPath
- **Remote Access:** Microsoft VPN/Dial-up
- **Miscellaneous:** Voice & Data cabling, RAID array, KVM, Tape/Autoloader – DLT & DAT, CD/CDRW/DVD, T1s, PRI, ISDN, POTS
- **Emergency Power:** Liebert Series 300 75kva w/ Liebert PDU, Onan 400amp diesel generator, Onan Automatic Transfer Switch

EDUCATION:

Tomball College, Tomball Texas
Blinn College, Bryan Texas

General courses toward Computer Science Degree

CERTIFICATIONS:

Dell Certified Technician – December 5, 2000

- PowerEdge Server
- Precision Workstation
- Latitude Notebook
- Optiplex Desktop
- Dimension Desktop

Jennifer Lee Ballard
Supervisor of Elections
Harris County Clerk Elections Division
1001 Preston Street, Suite 400
713-755-3150
jballard@cco.hctx.net

Experience:

2/1998 – present Harris County, Texas – County Clerk's Office – Elections Division. **Supervisor of Elections.** Duties include supervisor over 60 employees to complete the following tasks: Ballot By Mail, Overseas Voters, Voter history, Logic and Accuracy Testing, Liaison with Ballot Board, Provisional Ballot processing, Limited Ballot processing, voting fraud audit, astronaut voting. Per election, approximately 60,000 – 80,000 ballots are processed by the absentee ballot section. Designed and Implemented new voting system for astronauts in 2010. Played an integral role on the team to implement the Voter Election Management System.

1/1996 – 1/1998 Harris County, Texas – County Clerk's Office – Elections Division. **Clerk.** Duties: Ballot By Mail. Processed applications for absentee ballots and punch card ballots for elections.

5/1991 – 12/1995 A-Z Landscape and Lawn Maintenance. **Business Owner**. Duties: billing, advertising, collecting.

1/1989 - 6/1990 Harris County, Texas – County Clerk's Office – Personal Records. **Clerk.** Duties: processed personal records for Harris County.

Education: Aldine High School 1986

Special Skills: management of the Mail-In Ballot program for Harris County

Computer Skills: Ballot Now, VEMACS, TEAM, EXCEL, VoteSAFE

Awards: Hart InterCivic **"Eslated for Success"**; Harris County Commissioners Court Resolution – November 23, 2010 – for pulling together the Election after the August 27, 2010 fire.

Thomas Middleton Moon
Senior Manager of Voter Registration
Harris County Tax Assessor-Collector's Office
1001 Preston Street, Texas 77002
713-368-2200
tom.moon@tax.hctx.net

Experience:

1/1/2011 – present	Harris County Tax Assessor-Collector's Office – *Senior Manager of Voter Registration*. Responsible for the registration of close to 2 million voters in Harris County. Harris County is the third most populous county in the nation. Oversees multiple sections including: mapping, data entry, voter call center, application review, volunteer deputy training, imaging and voter incoming mail center.
8/2005 – 12/2010	Harris County Clerk's Office – *Assistant Administrator of Elections*. Responsible for locating and staffing 37 early voting locations and over 740 election day locations for each election. Supervised training of election day workers, early voting, and technicians. Handled open records requests data extracts for the Elections Division.
3/2000 – 7/2005	Harris County Tax Assessor-Collector's Office – *Special Projects Manager*. Designed and Implemented voter registration system, time clock system design.
10/1999 – 2/2000	Cathy McConn Campaign Texas Congressional District 7 – *Campaign Manager* – Supervised campaign projects including fundraising, marketing, speaking engagement schedules, stakeholder meetings.
6/1971 – 9/1999	Cameron Ironworks – *Information Technology Liaison*. Participated on the design team to implement SAP system world-wide. Additionally designed management information system and extracted information from the management information system for company leadership decision-making. Managed production inventory control program

Education:

Texas A&M University, College Station Texas, Bachelor of Science – Industrial Technology – 1971

Special skills: ACCESS database, EXCEL, VEMACS

Sonya L. Aston
Harris County Clerk's Office
Assistant Administrator of Elections
1001 Preston Street, Suite 400
Houston, Texas 77002
saston@cco.hctx.net
714-755-5792

Education: **SOUTH TEXAS COLLEGE OF LAW**, J.D. - May 1993
Articles Editor: *Currents*, International Trade Law Journal
Varsity Advocate: Semi-finalist & quarter-finalist Mock trial, Regionalist Client Counseling
Quarter-finalist Negotiation Competitions, SBA officer: Outstanding Officer Award
UNIVERSITY OF TEXAS AT AUSTIN, B.A. in History, December 1986

Governmental Attorney working for Harris County Clerk, Harris County Tax Assessor-Collector, and City of Houston.

LAWYER

03/11-present **Harris County Clerk,** Houston, Tx. Assistant Administrator of Elections. Oversee training, election poll staffing and legislative activities. Assist with contracts and grant writing and other duties as assigned.

12/06 – *02/11* **Harris County Tax Office,** Houston, Tx. Director of Compliance. Harris County is the third largest county in the United States. Provide legal review and support for property tax collection, automobile registration, voter registration, liquor permitting, legislative presentations and analysis. Supervised multiple projects involving entire Tax Office Staff and projects with other governmental entities. Coordinated development and presentation of new employee handbook.

12/05-11/06 **Collier Legal Search –** Houston, Tx. Legal Recruiter. Highly successful in bidding and staffing large attorney contract projects. Supervised over 40 attorneys on variety of projects.

06/03-08/05 **Mayer, Brown, Rowe & Maw** – Houston, Tx. Lead Contract Attorney. Supervising team of 30 contract attorneys on discovery issues in major securities litigation.

09/02-06/04 **Campbell, George & Strong** – Houston, Tx. Of Counsel. Environmental permitting, administrative proceedings, commercial litigation. Activities involve discovery preparation, privilege review, motion drafting, client counseling, business development.

08/00 – 09/02 **Conoco, Inc. -** Houston, Tx., Environmental Group. Environmental Regulatory and Litigation Attorney. Responsibilities included interpretation of highly technical and analytical materials; comprehension, over-sight and decision-making on groundwater modeling projects; trial preparation; witness preparation; client counseling and coordination of experts and outside counsel for filings in the California Charnock Wellfield MTBE regulatory and litigation matters. In addition, handled California UST Fund reimbursement, Internal Environmental Audit issues, and retail site contamination issues.

10/96 - 08/00 **City of Houston, Tx. Legal Dept**., Land Use - Environmental Law Section. Responsibilities included development of environmental policy, first chair on administrative and civil litigation; client counseling; legislative analysis; negotiation and drafting contracts for settlement and right of entry; permitting; interaction with EPA, TNRCC and other governmental agencies; and general knowledge of air, water and land environmental issues. Also, acted as an integral member of the Mayor's executive air policy team - focusing on enforcement in the region and development of legislation.

2/94 - 10/96 **City of Houston, Tx. Legal Dept**., Business Litigation - Construction Section. Duties: litigation management, client interview, technical and legal research, drafting pleadings and summary judgment motions, expert witness preparation, drafting jury charge, hearings and trial argument, City ordinance drafting. Daily issues concern breach of contract, commercial law, government, construction and environmental causes of action.

LEGAL ASSISTANT

8/89 - 2/90 **Heller** - Anchorage, Ak. Lead Legal Assistant in charge of responses to federal grand jury subpoenas served on Alyeska Pipeline Service Co. regarding the Exxon Valdez spill and Alyeska's operations and role in the response. Duties: supervision of attorney review of over 1 million documents, privilege log preparation, production of documents, and assisted in factual and legal research on pertinent issues.

4/88 - 7/89 **Heller** - San Francisco, Ca. Lead Legal Assistant in large municipal securities litigation. Duties: deposition preparation, computerization & coding of over 600,000 documents, proofing and supporting motions for summary judgments, cite checking, and legal assistant training.

Language: Semi-Fluent in German

Budget Proposal

BUDGET PROPOSAL

Itemized Budget:

Items	Total
A. Direct Labor:	
n/a	$0.00
Subtotal	**$0.00**
B. Administrative and Clerical Labor:	
n/a	$0.00
Subtotal	**$0.00**
C. Fringe Benefits and Indirect Costs:	
n/a	$0.00
Subtotal	**$0.00**
D. Travel:	
San Antonio, TX - 3 Clerks - 2 nights (Travel $658.56, Lodging $780, Meals $210)	$1,648.56
Austin, TX - 3 Clerks - 2 nights (Travel $540.96, Lodging $780, Meals $210)	$1,530.96
Belton, TX - 3 Clerks - 2 nights (Travel $601.44, Lodging $612, Meals $210)	$1,423.44
San Diego, CA - 3 Clerks - 2 nights (Airfare $1,065, Lodging $1,380, Meals $210)	$2,655.00
Subtotal	**$7,257.96**
E. Subcontracts/sub awards:	
One time fee for subcontractor to develop and implement a user-friendly automated and efficient absentee voting system for overseas voters from Harris County.	$0.00
Business Analyst: 160 hrs.@ $142 to gather and analyze business requirements for the project.	$22,720.00
Project Manager: 680 hrs. @ $142 to manage to overall project	$96,560.00
Solution Architect: 560 hrs. @ $142 to define the software architecture	$79,520.00
Senior Developer: 680 hrs. @ $119 to develop the application	$80,920.00
Data Analyst (DBA): 480 hrs. @ $119 to setup databases for the application	$57,120.00
10 % for contingencies	$33,684.00

Subtotal	**$370,524.00**
F. Consultants:	
n/a	$0.00
Subtotal	**$0.00**
G. Materials and Supplies:	
n/a	$0.00
Subtotal	**$0.00**
H. Other Direct Costs:	
SQL Server: Dell Server with 5 yr. of warranty	$18,000.00
MS SQL License	$40,000.00
Backup agent for SQL Server	$1,000.00
Fiber connections	$7,500.00
Exchange Server: Dell Server with 5 yr. of warranty	$12,000.00
MS Exchange License	$7,500.00
Backup agent for Exchange Server	$1,000.00
2 Production document scanner setup including high speed document scanner, pc, software	$40,000.00
2 HP LJ 9050 high speed printers	$7,500.00
10 Handheld bar code scanners	$3,850.00
Subtotal	**$138,350.00**
I. Total Direct Cost (sum of A through H):	
Subtotal	**$512,131.96**
J. Total Indirect Cost (sum of A through H).	
Subtotal	**$0.00**
K. Grand Total Cost (sum of A through H).	**$512,131.96**