

Okaloosa County, Florida



Response to

***Defense Human Resources Activity
Federal Voting Assistance Program (FVAP)***

TECHNICAL PROPOSAL

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Florida Multi-County Absentee Ballot Delivery Project

CAGE Code: [REDACTED]

DUNS Number: [REDACTED]

Applicant: Okaloosa County

(on behalf of Our Mission: Your Vote—the counties of Baker, Bay, Bradford, Clay, Duval, Escambia, Leon Nassau, Okaloosa, Pinellas, Putnam, Sarasota and Wakulla) contracting with Democracy Live and Microsoft

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Volume I

Technical Approach and Justification

1. *Executive Summary*

This application is presented by Okaloosa County, Florida on behalf of the Florida coalition of counties (known hereafter as Our Mission: Your Vote or the consortium) to request funding in support of our acquisition and implementation of a web-based electronic ballot delivery system for our military and overseas citizens. Our goal is to provide greater access to online tools in order to make the voting process easier, simpler and more effective for our UOCAVA voters.

Our Mission: Your Vote recognizes that UOCAVA voters traditionally have a lower voting percentage than domestic voters. The MOVE Act was passed to narrow the gap between UOCAVA and domestic voters. A web-based electronic registration and ballot delivery system will ensure that our County will be in full compliance with the MOVE Act while eliminating the gap between UOCAVA and domestic voters.

The vendor we have selected for this project is Democracy Live, in partnership with Microsoft Corporation. Democracy Live will work with Microsoft Services to develop and deploy a comprehensive set of Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) voter services for Our Mission: Your Vote. This solution integrates Democracy Live's LiveBallot (Software as a Service) solution built on the Microsoft SQL Azure Platform.

The LiveBallot technology was developed by Democracy Live in partnership with Microsoft Corporation and guidance from the University of Washington Center on Technology and Disabilities. LiveBallot has been used in over 200 U.S. jurisdictions since 2008 and has been approved for funding by both the Department of Defense, via the EVSW pilot, and the Department of Health and Human Services under HAVA Section 261.

The team of Democracy Live and Microsoft will extend existing technologies for online identification of our voters, classification of voters under current Florida election law, voter registration assistance, and logging the voter usage of online voter services.

The resulting solution will enable Our Mission: Your Vote to provide complete voter services to our UOCAVA voters. Voters will be provided full services such as voter registration links, absentee ballot notifications, ballot delivery, and ballot tracking. The County will be able to provide complete usage data and reporting of each voter service.

Our Mission: Your Vote is grateful for the opportunity to apply for the EASE Grant. We look forward to working with the Federal Voting Assistance Program (FVAP) and contributing to FVAP's one-stop portal for millions of UOCAVA voters. It is our desire to join with the FVAP to ensure our military and overseas voters are able to cast their ballot, and have it counted, from anywhere in the world as easily as if they were voting in person at a polling place.

2. Goals and Objectives

After a thorough review of the available options, Our Mission: Your Vote has chosen the Democracy Live team, and the LiveBallot system as our preferred solution. LiveBallot offers a proven, robust and reliable solution that will not only meet our immediate MOVE Act requirements, but will deliver a long term solution capable of expanding to meet our current and future goals and objectives.

The primary goals of this project are to increase Our Mission: Your Vote's UOCAVA voter participation base, as well as gather and provide comprehensive data detailing UOCAVA voter activities. More specifically:

- Develop and deploy new technology that will not only integrate with the existing voter database systems, but will also provide complete web-based voter services for our UOCAVA voters. Our goal is to deliver a voter life-cycle website which will include, but is not limited to, voter registration links, ballot request, ballot delivery, and ballot tracking.
- Develop and deploy innovative data tools to provide a comprehensive statistics gathering of the UOCAVA voter services and activities for each election.
- Reduce our overall long term costs of managing and supporting MOVE ACT compliance and UOCAVA services.

Key objectives for this project include:

- Provide tools for citizens of Our Mission: Your Vote's counties to register to vote, determine their UOCAVA eligibility, complete an absentee ballot application and complete an absentee ballot if eligible.
- Improve ballot access for Our Mission: Your Vote's UOCAVA voters, while at the same time, providing a positive solution/experience for the local election officials.
- Provide a solution that Our Mission: Your Vote can build upon in the future as legislative needs catch up with the available technology.
- Provide an overall long term cost-effective solution for Our Mission: Your Vote elections.
- Provide analytical information regarding the usage of the solution.

To successfully meet the above stated goals and objectives for Our Mission: Your Vote the resulting solution must offer:

A Reliable, Proven System

Our vendor and their proposed system has been used in over 200 U.S. elections, delivering ballots to thousands of voters in over 60 countries since 2008.

LiveBallot is hosted on Microsoft's Windows Azure platform, providing 99.99% up-time reliability. Windows Azure delivers millions of transactions each month and is capable of automatically scaling up to meet any influx of voters to the system.

Improve the Voting Experience for Our Voters

LiveBallot offers a variety of features and functions that directly improve our voters' balloting experience. By providing an easy to use, online interface, our voters can access their ballot at their convenience. This is especially important to overseas military voters given the obvious time-zone difference as well as the unpredictable schedules of deployed troops. The LiveBallot administrative interface allows us to customize the way the information is presented to our voters, instruction text, messages, as well as the way our LiveBallot site interacts with our voters.

Reduce the Failure Rates of UOCAVA Voters

This proposal has the specific goal to increase the success rates for our UOCAVA population at each stage of the absentee voting process. The key areas of focus are:

- Voter Registration
- Ballot Delivery
- Ballot Return

Historically, the biggest challenge in UOCAVA participation is slow ballot delivery and return. This grant will enable us to deliver new initiatives and technologies to meet our goal of eliminating the gap between our domestic absentee and UOCAVA voters.

Grant funding will allow us to provide voters with an intuitive process to register online and receive notification of ballot availability. In addition it will greatly improve the speed by which ballots are delivered to and from our UOCAVA voters. Streamlining this process will reduce the failure rates of UOCAVA voters.

Provide a UOCAVA Solution Capable of Advancing with Technology

LiveBallot is built on a solid core foundation with a robust *modular architecture*. LiveBallot's modular architecture provides three key advantages: reliable updates, components that can be enabled when we are ready, and the addition of features and improvements over time. The Democracy Live team is able to keep our solution current with the latest LiveBallot updates while continuing to build new features and improvements to meet our future needs.

The Democracy Live team understands the dynamic nature of technology and its effect on the election process. They understand our desire to utilize the best technology, as well as the necessity of never disrupting the voting process. The LiveBallot architecture will enable us to achieve both of these objectives while delivering uninterrupted content to our voters.

Save on Costs and Overhead

LiveBallot utilizes the cost benefits of a cloud based solution by using Microsoft's Windows Azure platform. Using a web-based application, we do not need to acquire additional IT personnel, purchase or maintain any server equipment, spend time developing and testing software, or worry about managing updates. Additionally, when an election drives heavy voter traffic, we are not limited due to pricing plans or server resources, nor will we incur extra charges due to high bandwidth usage.

UOCAVA Improvement Projections

We project that by fully deploying this new technology, we will dramatically streamline and speed the balloting process for our UOCAVA voting population, as well as save significant staff time complying with the mandates of the MOVE Act.

- We anticipate our ballot return rate will improve by well over 50% with the goal of eventually eliminating the ballot return gap between UOCAVA and domestic voters.
- We anticipate UOCAVA voter registration will increase by over 35%.
- We anticipate that our UOCAVA voter participation rate will increase by over 35%.
- We anticipate the percent of ballots delivered to ballots received will climb by over 40%.
- We anticipate voter confirmation (ballot tracking) will climb by over 75%.
- We anticipate that our UOCAVA statistical reporting metrics and data aggregation tools will dramatically improve, thus enhancing our overall data metric reporting by over 75%.
- We anticipate that our staff time complying with the MOVE Act requirements will fall by over 60%.

Ballot return rates are estimated to be similar to the national ballot return rates listed below:

Absentee Ballot Return Rates:

- 91%= General Population
- 67%= UOCAVA voters

The key metric for this consortium is to improve the ballot return rate for UOCAVA voters by at least 50% over the next election cycle, and moving towards future goal of a zero gap between UOCAVA voters and domestic voters by 2016.

The Proposed Our Mission: Your Vote UOCAVA System

The FVAP funding will ensure Our Mission: Your Vote offers an intuitive, one-stop, seamless process to register online, receive notification of ballot availability, access and mark the ballot online, and dramatically improve the ballot return rate.

Summarized below is an overview of our proposed LiveBallot system and its key features which offer us the specific tools to meet our goals and objectives for this grant.

– Voter Specific, On-Demand Ballot Lookup

The LiveBallot system offers a Web-based, on-demand, voter specific ballot lookup. Using the LiveBallot system, voters from anywhere in the world can access their specific ballot online. This is a key feature of LiveBallot and eliminates the need for our staff to manually send email or paper ballots individually to each registered UOCAVA voter.

– *Online Federal Postcard Application (FPCA)*

The LiveBallot system features optional links for a voter to electronically complete and submit the FPCA registration forms to ensure the UOCAVA voter successfully registers and can vote a qualified absentee ballot.

– *Interfaces to External Systems*

The LiveBallot system has been deployed in multiple U.S. jurisdictions using a wide variety of voter registration and vote tabulation systems. LiveBallot was designed to handle structured data exports (.txt, and .csv, .edx, and .xml) from the major election management and voter registration systems. In the LiveBallot account setup, the administrator simply selects the system used in the individual jurisdictions. The Data Import Tool then presents import steps specific to the system we identified. A simple mapping tool allows us to quickly and easily upload, import, and interact with the data to insure it is accurately imported into LiveBallot.

– *Data Import/Export Interface*

Our vendor team understands the wide range of election technologies in use today and encourages the standardization of election data. If, however, we require customization or have a unique data structure, a custom importer/exporter can be quickly created by implementing the LiveBallot Data Import/Export Interface. LiveBallot's modular structure allows them to deliver these types of customizations to localities without compromising the core foundation of the application.

– *Customizable Ballot Packages*

LiveBallot delivers a voter's ballot in a return package which includes either a pre-marked (with the voter's selections) or blank ballot along with relevant and required documents such as instructions, oath of voter, and return envelopes. Using the LiveBallot set-up tools, we have the option to fully customize the ballot return packages or to use the default documents provided by LiveBallot. Our own documents can be simply uploaded to the LiveBallot system and included in the package to be delivered to the voters. Customizable return packages enable us to meet federal, state, and local delivery requirements.

– *Flexible Ballot Display and Print Capability*

LiveBallot supports both standard US (8.5x11) and European (A4) sizes. Ballots printed using LiveBallot use standard computer printer paper sizes. Voters have the option to print a blank PDF ballot to be marked by hand or they may mark their selections online before printing. Ballots are downloaded to the voter's computer in a standard PDF format and are sized to print on any home printer.

– *Ballot Tracker Module*

UOCAVA voters may return to our LiveBallot website to monitor the status of their ballot. We have the ability to include multiple tracking dates and/or messages in our voter registration file. Ballot Tracker then displays voter specific tracking information from our voter registration file. Absentee ballot request, ballot access, and returned ballot dates are examples of some of the tracking data that we may choose to display to the voter.

– *Accessibility Qualifications*

The LiveBallot electronic balloting tool has been federally reviewed and approved by the U.S. Department of Health and Human Services and is Section 508 reviewed and approved. Additionally, LiveBallot has been evaluated and shown to have the highest levels of accessibility by the Center for Disabilities and American Council for the Blind. LiveBallot strives to meet Web Content Accessibility Guidelines (WCAG) 2.0 specifications where possible.

– *Multilingual Support*

LiveBallot's flexible layout engine allows for multi-lingual or single language ballot displays. Ballot data and on-screen instructions are managed by a translation system. Translations may be directly entered into LiveBallot or a translation file may be uploaded. If a translation file is not available, we can download a translation file from LiveBallot, enter translations, and then re-upload the file.

– *Reporting*

LiveBallot tracks voter events to offer a number of valuable statistical reports. The LiveBallot dashboard allows a quick view of the number of visitors and other statistics for our jurisdiction. Examples of some of the reports provided by the LiveBallot system include:

- Election data proofing reports
- Number of visitors to our LiveBallot website
- Number of ballots downloaded
- Delivery method usage statistics
- Customized reports derived from LiveBallot data

– *Ballot Delivery*

LiveBallot offers selectable options for ballot delivery to our voters. This includes mail, fax and email ballot return packages that include all of our required documents.

– *Auto-Duplication and Direct Tabulation Ready*

We expect to see a significant increase in returned ballots from our UOCAVA voters due to this implementation. LiveBallot is compatible with an optional ballot-on-demand system which automates the manual ballot duplication. The LiveBallot auto-duplication package reduces duplication time by over 90%. Additionally, our vendor team has partnered with Unisyn and is working jointly on an auto tabulation system capable of directly scanning and tabulating ballots printed from LiveBallot.

– *Protect our voter's privacy and information*

Our vendor team understands that the security of voter information and election data is one of our most important concerns. The Microsoft solution protects the voter's privacy, as well as our election data, with its combined front and back end security. LiveBallot ensures the privacy of all data by providing protection both in transit and in storage.

LiveBallot protects voter data on the front end using highly secure SSL encryption, automatic expiration of a voter's session on the website, and limitations on the information stored in the voter's session. Voter information and election data uploaded to LiveBallot is safely stored on Microsoft's Azure platform and is protected by Microsoft's security standards. The Windows Azure platform offers the highest level of security and was designed with a focus on confidentiality, integrity, and availability of customer data. Microsoft employs some of the leading security and cryptographic experts in the field with subject matter expertise in online security.

LiveBallot is hosted domestically in the United States utilizing the scalability and security of Microsoft's Windows Azure platform. LiveBallot complies with federal and state elections laws and will continue to meet the laws of federal and state elections rules. With billions of transactions securely hosted and delivered, the Azure platform offers us the highest degree of confidence our data will be protected and available when needed.

– *Help Desk and Support Statistics*

The LiveBallot Support Team provides 24/7 support during elections and is available for assistance when needed. The Support Team maintains help desk statistics on call volume, resolution, and response time. Help desk reports are made available upon request.

3. *Schedule and Milestones*

The phases of this project would consist of documenting our requirements to allow for the configuring of the LiveBallot system. During this phase, we will perform the following tasks that allow us to identify our business requirements as they pertain to electronic balloting:

Requirements Gathering

- Provide onsite workshops demonstration of the LiveBallot tools.
- Setup working group sessions to document our business and technical requirements.
- Identify election file import requirements.
- Identify onscreen instruction requirements.
- Identify user roles and associated permissions for the LiveBallot tools.
- Identify Return Ballot Packages and custom ballot package form requirements.
- Identify requirements for election set-up and county inheritance of statewide data, when applicable.

The Planning/Development phase consists of the following activities:

- Analyzing the results from requirements gathering and determining configuration needs.
- Configuring the tools to address election file import requirements.
- Developing onscreen instruction requirements based on individual jurisdiction requirements.
- Setting up user roles and associated permissions for LiveBallot based on identified requirements from each jurisdiction.
- Creating Return Ballot Packages and custom ballot package forms.
- Setting up the tool to support statewide elections set-up and county inheritance of statewide data (as appropriate).

The testing phase will consist of performing the following activities:

- Conducting a test pilot in the production environment using the LiveBallot tool.
- Conducting acceptance testing procedures to ensure that the requirements identified in the requirements phase are satisfied.
- Performing remediation configuration activities on the LiveBallot tool to address any issues/problems uncovered during the pilot test exercise.
- Developing a Test Report that documents Acceptance Test procedures and resulting using the pilot test users.

Project Phase / Milestone

- Initial Meetings
 - Request for Information
 - Determine point of contact and escalation (roles/responsibilities)

- Formalize Requirements
- Sign-off of Requirements Documents
- Configuration (and Customization)
 - Administration Configuration
 - Setup jurisdiction contact information
 - Core Configuration
 - Online Ballot Instructions
 - Ballot Package (Mail, Fax, Email) Completed
- Email Notification to Voter
 - Discuss and verify email notification process
 - Define our PIN Generation Process
 - Discuss Email Reporting (what and when)
 - Formalize notification workflow
- Discovery and Analysis (import data)
 - Upload VR Data
 - Upload and Import Election Data
 - Analyze data for completeness
 - Proof Election Data Mapping
- Internal Testing
 - Verify election ballot data
 - Verify ballot delivery settings
 - Verify county page content and links
- Initial UAT
 - Conduct UAT Prep Meeting
 - Conduct Initial UAT Requirements and Functionality Walk-through
 - Send UAT results and issue tracking XLS
 - Get UAT results confirmation and acceptance
 - Address initial UAT gaps
- Final UAT
 - Schedule Final UAT Meeting
 - Conduct Final UAT Requirements and Functionality Walk-through
 - Send Final UAT results and issue tracking XLS
 - Get Final UAT results confirmation and acceptance
- Exercise Support Process
- Conduct Final Walkthroughs and Data Validation
- Go-Live
- Execute Workflows (e.g. Notification)

4. *Reports*

This grant will allow us to develop and deploy a wide range of detailed reports specific to our UOCAVA Enhancement Project. Previously we had neither the tools nor resources necessary to fully implement a UOCAVA reporting system. With this grant we expect to implement the following reporting capabilities:

- UOCAVA Enhancement Cost Tracker
 - Tracks time spent preparing and deploying electronic ballots for our UOCAVA voters.
- UOCAVA One-time and Annual Payments to our selected vendor
- UOCAVA Enhancement Trend Analysis
 - Measures the rate of improvement for each of the following metrics:
 - Voter Registration
 - Ballot Delivery
 - Ballot Return
 - Time Spent on the Site
 - Voter Access vs. Downloads
 - Voter Registration to Download Trends
 - Voter Access by Geography

All reports detailed here can be made available not less than quarterly—more often during periods of election activity if desired—to the Federal Voting Assistance Program, or any other interested party upon request.

Management Approach

In the absence of leadership from the State, a collection of Florida counties—referred herein as Our Mission: Your Vote—decided to pursue this project with Democracy Live and Microsoft. As we are an informal consortium, Okaloosa County was selected to act on behalf of the other members as both grant applicant and grant administrator. The other counties represented here are: Baker, Bay, Bradford, Clay, Duval, Escambia, Leon, Nassau, Pinellas, Putnam, Sarasota and Wakulla. All grant monies received by Okaloosa for this project will be paid to the contractors on behalf of the above-listed counties.

Our management approach represents a proven development approach that provides for well-defined phases that take into account development of requirements, architectural design, detailed software design, software development, system testing, and managed release cycles.

Phases for the solution approach that are involved in this project are shown below:

- **Envisioning:** Envisioning involves creating a business vision and defining an approach to bring the vision to reality.
- **Planning and Development:** Planning continues through the development of functional requirements and a project plan for the project.
- **Stabilization:** Our team in cooperation with the vendor will test the solution and make modifications as needed.
- **Deployment:** The Deployment phase includes deployment of the solution and final testing.

Key Activities during the project will include the following:

- Kick-off and Vision and Scope meeting
- Define roles and responsibilities
- Outline key information needed to complete the project
- Confirm project approach
- Build and confirm project plan.

Eight Criteria Areas

Our Mission: Your Vote endorses the eight criteria areas that are used to measure and evaluate this new UOCAVA program. Those areas are:

Significance/Impact

This Grant Request has the specific goal to increase the success rates for our UOCAVA population at each stage of the absentee voting process. The key areas and metrics that we focus on are:

- Voter Registration
- Ballot Delivery
- Ballot Return

Historically, the biggest challenge for the UOCAVA voter population has been in “ballot return.” LiveBallot will help meet the goal of eliminating the gap between domestic absentee voters and UOCAVA voters in all the key metrics, especially ballot return.

In addition, the FVAP grant will allow us to ensure that all voters, regardless of deployment within, or outside of the U.S. will always have a reliable method to register, access, and return their ballot. Our Mission: Your Vote has over 2,250,000 registered voters, nearly 50,000 of which are already identified as UOCAVA voters, and we are an increasingly mobile population with a growing rate of military personnel. There is no way of knowing when or which voter may be out of the country or mobilized. The system we are selecting must be capable of addressing the mobility needs of every voter in our voter registration system.

Strategic goals

Our Mission: Your Vote considers the UOCAVA project a highly strategic opportunity to dramatically ease the process of balloting for overseas and military voters. In addition this project will secure the tools necessary to ensure any of the registered voters in the jurisdictions are able to easily update registration information and become an eligible UOCAVA voter, when necessary.

Key strategic goals for this project are as follows:

- Improve ballot access for UOCAVA voters, while at the same time, providing a positive solution/experience for the local election officials.
- Provide a solution that can be built upon in the future as legislative needs catch up with available and emerging technologies.
- Provide an overall long term cost-effective solution for our elections.
- Provide analytical information regarding the usage of the solution.

Our working hypothesis for this project states:

- Complete lifecycle Web-delivered UOCAVA voter services
 - Reduce barriers to UOCAVA voter access
 - Increase voter participation
 - Decrease errors that have the potential to disenfranchise.
- Comprehensive data collection
 - Demonstrate effectiveness
 - Enable comparison both over time, and between jurisdictions.
- Use of common data formats, particularly those emerging from IEEE standards
 - Data mining of statistics from many jurisdictions.

In summary, our strategy is to offer our UOCAVA voters a one-stop, turn-key electronic ballot and registration tool that offers a dynamic and flexible platform that will reflect our current and future electronic ballot requirements. The end result will be significantly easier access to awareness, registration, online ballot marking, return, and tracking of the ballot for all eligible UOCAVA voters.

Long-term strategy may involve expanding the system to offer LiveBallot as a multi-platform, electronic ballot application that is available via Facebook, mobile phone, Google, Bing or any number of emerging platforms, beyond our website. The elections expertise of Democracy Live and resources of Microsoft offer capabilities to grow with our laws, and our imaginations.

Sustainability

Our elections offices are understaffed and under-resourced. Accordingly, Our Mission: Your Vote has designed this project to meet the following criteria:

- Low long-term costs - Our vendor's long term payment model offers an option where an individual jurisdiction only pays for what it uses. For example, beyond the grant years, our jurisdiction will only pay based on the number of ballots actually downloaded.
- Secure, cloud-based systems are proven to offer significantly lower server and hosting costs.
- To ensure long-term sustainability, the LiveBallot solution offers a suite of applications that can be deployed to ensure our UOCAVA voters are getting a broad-based level of use from a wide variety of features and tools.

Innovation

Democracy Live has been an innovative pioneer in the voter information technology space having developed and deployed:

- ✓ Web-based, interactive accessible voter information guide.
- ✓ The first multimedia, interactive electronic ballot and sample ballot specific to each voter.
- ✓ The first comprehensive, multi-station, end-end mail ballot tracking system.

Microsoft Corporation has some of the world's leading innovators in areas of privacy, identity, data propagation, cross-platform utilization and security.

All of the above tools are integrated into our proposed MOVE Act solution and may be turned on at the discretion of participating counties and as state laws allow.

The combination of Democracy Live and Microsoft ensures that our team has the resources and capabilities to make sure we have constant adaptation to the evolving market, and add innovative ideas to the system.

Scalability

Scalability, security and stability are the key reasons LiveBallot is hosted in the Microsoft Azure cloud environment. With a proven 99.99% uptime and real time, multi-geographic server redundancy our voters can be assured their ballot will be available. Elections are a classic case for a cloud-based application. The LiveBallot server environment will automatically scale to meet the spikes and voter rush typically associated with elections. Using a cloud-based auto-scale environment our staff need not worry if we have enough server capacity. Microsoft Azure will ramp up automatically at no additional cost.

With tens of millions of monthly transactions, Azure is the second largest server network in the United States, second only to the U.S. Department of Defense. We are confident in the scalability of this system.

Additionally, the Our Mission: Your Vote consortium is made up of a diverse cross-section of Florida's sixty-seven counties. With small counties like Baker and Bradford, medium counties like Okaloosa and Escambia, and larger counties like Duval and Pinellas, this project will be a true vetting of the LiveBallot system's ability to adapt to a variety of environments.

Collaboration

A key objective for Our Mission: Your Vote is to offer a seamless, integrated solution for each of the thirteen elections jurisdictions that comprise the Coalition. This informal coalition has the extended benefit of sharing innovative ideas and providing for cross-county communication on best practices and procedures while offering a similar balloting experience to each jurisdiction's UOCAVA voters.

Our program will serve UOCAVA voters associated with all five service branches—US Army Rangers and the 7th Special Forces Group; NAS Jacksonville and NAS Pensacola; Eglin AFB, MacDill AFB, Tyndall AFB, and Hurlburt Field; and Coast Guard Stations Clearwater and Destin. Together we serve a vast majority of Florida's military and their family members.

Cost Benefit

Our Mission: Your Vote has over 2,250,000 registered voters. The award of this FVAP grant will enable participating counties to deploy a comprehensive, automated MOVE Act and UOCAVA services tool for years to come. A truly comprehensive MOVE Act and UOCAVA solution must be able to touch each of our registered voters, since any one of them may become UOCAVA eligible at any time.

We expect to offer the LiveBallot system to every UOCAVA voter for every election. We believe that a Uniformed or other eligible voter should have equal access to the ballot, regardless of the size of the election. Therefore, we expect to use this solution not just for primary and general elections, but also for municipal and special elections.

We estimate a minimum of 975 hours of manual staff time to successfully comply with the MOVE Act and UOCAVA assistance per election at a rate of \$50 per hour. This total equates to a 4 year total of \$585,000 (At three elections per year). Processing and mailing ballots individually is an additional 4-year cost of nearly \$195,000 per year.

Without this grant, the County Coalition expects a total UOCAVA and MOVE Act compliance cost of nearly \$936,000 over a four year period. As noted in the table below, this grant will enable us to deploy a perpetual system with manageable annual fees that will dramatically lower the coalition's twelve year costs by over \$1,300,000 (see Table, next page).

The deployment of the LiveBallot solution will eliminate the need for elections staff to manually register a UOCAVA voter application, and send a paper or email ballot. LiveBallot reduces staff time substantially, while fully complying with all the provisions of the MOVE Act.

Using the one-stop LiveBallot application, UOCAVA voters may update registration information online, access and mark their ballot, print or fax all the required materials, and track their ballot. Staff need only add the voter into their VR system, and send the email notification to the

	Number of Work Hours Per Year	Cost to State and Localities – 4 Years	Cost to State and Localities – 8 Years	Cost to State and Localities – 12 Years	FVAP Project Cost	12 Year Savings
MOVE ACT Compliance	2,925	\$585,000	\$1,117,000	\$1,755,000		
UOCAVA Registration	780	\$156,000	\$312,000	\$468,000		
Materials – Server, Equipment, paper and postage		\$195,000	\$390,000	\$585,000		
Total	3,705	\$936,000	\$1,819,000	\$2,808,000	\$1,639,878	\$1,168,122*

* Not including \$1.00 per ballot download fee beginning 2017

UOCAVA voters of ballot availability. We anticipate a significant impact on our staffing and resources, saving over 60% of time while still fully complying with the MOVE Act.

The optional LiveBallot Auto-duplication solution is designed to reduce manual ballot duplication time by over 90%. This can be a substantial cost savings as the gap between UOCAVA and domestic voters is narrowed.

Analysis and measurement of current processes

We agree with the authors of the MOVE Act that due to logistical, geographical, operational and environmental barriers, military and overseas voters are burdened by many obstacles that impact both the voter registration process and, most importantly, their right to vote. Most critical are problems transmitting balloting materials and not allowing enough time for ballot delivery.

As the MOVE Act underscores, county jurisdictions clearly play a critical role in addressing these problems and providing appropriate voting solutions, such as LiveBallot.

Our Mission: Your Vote’s UOCAVA voter population has expanded over the last decade, due in part to increases in the number of military personnel deployed overseas. We estimate nearly three quarters of our UOCAVA personnel are affiliated with the armed services. In order to serve this growing constituency, we traditionally have deployed a variety of tools to ensure timely access to the ballot. These measures include links to the FPCA and the Federal Write-in Absentee Ballot (FWAB) on our elections home page. Additionally, we mail and email ballots to eligible UOCAVA voters.

While the spirit of the law is a welcome improvement, we are now faced with the challenge of meeting the MOVE Act requirements while working with an overburdened election team during the critical days of an election. The MOVE Act law requires electronic ballot delivery 45 days prior to a federal election; this requires staff to spend precious election time ensuring full compliance with the law.

Our elections administrators have determined that we have narrowed the gap between our domestic and UOCAVA population in areas of voter registration and voter participation. However, we still have a significant gap in ballots returned in time to be tabulated. Our key success metric is to improve the process of successfully transmitting and receiving (*return rate*) the ballot in time to be accepted and counted.

Our current procedure is a labor-intensive process that has been magnified due to the MOVE Act requirements. This grant funding will allow us to acquire new technologies to automate our registration, transmittal and the processing of UOCAVA ballots for our voters, thus significantly increasing our ballot return rate for our military and overseas voters.

Identification of each process and the elements that are related to the process

Our UOCAVA voter population has expanded over the last decade. In order to serve this growing constituency, our current process is as follows:

- Voters apply to vote as a UOCAVA voter using the Federal Post Card Application.
- Once registered and in the system, we mail and or email a physical ballot to the voter. Over the past few years we have emailed a ballot and the requisite balloting information to those voters on file with a valid email address.
- Our goal has been to send our registered UOCAVA voters a ballot at least 45 days in advance of an election.
- The ballot is returned by the voter, along with the signed affidavit attesting to their validity as a registered, eligible voter.
- Faxed and printed e-mail ballots are typically duplicated, or re-made onto a ballot card that must be machine-tabulated.
- Eligible ballots are processed and submitted for tabulation.

Identification of potential risks and mitigating strategies

We believe the rewards of implementing an automated, fully compliant MOVE Act solution that has been used and tested in hundreds of localities around the country greatly outweigh the risks associated with deploying new technology. However, any successful project must understand that there are risks associated with initial deployments. These risks entail:

- Newer technology in the early part of the life cycle
- Lack of voter awareness of new electronic balloting tools

In order to mitigate the above listed risks we plan to deploy the following risk mitigation strategies:

- We will conduct a test pilot in the production environment using the new technologies.
- We will conduct acceptance testing procedures to ensure that the requirements identified in the Envisioning Phase are satisfied.
- Perform remediation configuration activities on the LiveBallot electronic ballot tool to address any issues/problems uncovered during the pilot test exercise.
- We will develop a Test Report that documents Acceptance Test procedures and results using the pilot test users.
- Revise and refine our back end processes to handle the expected increase in UOCAVA ballots.
- Promote an aggressive PR campaign to raise UOCAVA voter awareness of the new online tools.

The deployment phase will consist of the following activities:

- Execute operational test procedures to ensure the technology is functioning properly.
- Provide our team access to the tool to allow execution of administrative procedures and to run reports.
- Provide operational support during an election to ensure the electronic ballot solution is made available to our voters.

The following general procedures will be used to manage project issues and risks:

- Identify and document
- Assess impact and prioritize
- Assign responsibility
- Monitor and report progress
- Communicate issue resolution

A mutually agreed upon issue escalation process will be defined at the outset of the project.

Formalization of performance indicators for each process

It is critical for us to be able to manage and compile reports for each of our key performance metrics. These metrics include a wide array of measurables, including detailed statistical reports on the voter registration, balloting activity and cost tracking. LiveBallot tracks voter events to offer statistical reports for each jurisdiction. The LiveBallot dashboard allows a quick view of the number of visitors and other statistics for each jurisdiction.

Justification for the modification to the existing processes

Our current UOCAVA process is a labor-intensive, manual environment in which our elections staff must spend a disproportionate amount of time. We believe that every eligible voter should have equal access to the ballot. Therefore, regardless of the time it takes, our staff will ensure that all ballots get delivered and processed. Our key objective is to narrow the gap between domestic ballot return and UOCAVA ballot return. By automating the process with the

LiveBallot system, our UOCAVA voters will be able to update registration information, access and mark their ballot, and track the status of their ballot, on-demand and online. In addition, automating the MOVE Act compliance requirements will free up our staff to do other necessary elections critical activities that relate to all our voters, both domestic and abroad.

We are confident that an automated, Web hosted solution will greatly narrow the gap between UOCAVA and domestic voters, while reducing the costs associated with such a manual process. By deploying the LiveBallot system we can offer voter registration, ballot access and ballot return at nearly a 60% quicker rate than our tradition manual process. As a result of LiveBallot, we expect that a least 50% less man-hours will be spent on UOCAVA related voter registration, ballot delivery, ballot processing and ballot duplication.

The LiveBallot system will be available to every eligible voter around the world, on-demand, without relying on any one individual to mail or email a ballot package. Every laptop or computer with a browser will become an electronic balloting tool, delivering the correct ballot to the correct voter, no matter where in the world they live, regardless of physical disabilities.

Finally, our selected system has been reviewed and approved for the highest level of accessibility for disabled voters by the University of Washington Center on Disabilities Council for the Blind. Using the LiveBallot system, every eligible UOCAVA voter, from Waziristan to Walter Reed will have access to their ballot, where and when they want it.

Measurements of performance

Our objective is to continually assess, measure, and track our improvement relating to our UOCAVA population. The technology we have chosen offers an array of reporting tools to ensure we are able to performance measure what we are managing. The reporting tools include, but are not limited to:

- Number of voters requesting a ballot
- Number of visitors viewing a ballot
- Number of ballots downloaded
- Delivery method requested/downloaded
- Ballot sent to ballot received ratio
- Ballot sent to ballot downloaded ratio
- Locality and Region of voter activity
- UOCAVA Enhancement Cost Tracker
- UOCAVA Enhancement Trend Analysis

An annual final report will summarize the entirety of the data and financial reports. This is the report that is to be made available to FVAP by the 15th of February for each of the grant-supported years, but at least through 2016.

1. Current and Pending Project Proposal Submissions

We currently have no current or pending projects that overlap with this initiative. We have been in strategy discussions about the various balloting tools that are available to assist not only our UOCAVA voters, but also ways to assist our disabled population. However, we have no current or pending program or proposal developed or planned at this time.

2. Qualifications

Democracy Live, Inc., our technology and solution provider is a pioneer in the emerging voter information technology industry. With decades of elections experience, Democracy Live has successfully deployed innovative voting assistance products to empower voters and has met the requirements of the MOVE Act. The Democracy Live system has been used in over 200 U.S. elections, delivering ballots to thousands of voters in over 60 countries.

Microsoft Corporation is the worldwide leader in software, services, and solutions that help people and businesses realize their full potential. Microsoft has been supporting the Department of Defense, Microsoft's largest customer in the world, for more than 30 years. Microsoft has been providing on-line services to hundreds of millions of users for more than 15 years.

Specifically, Microsoft Corporation has extensive experience developing the Washington State Statewide database and working on the New York State Voter Registration project. Microsoft was the Prime contractor for the 2010 FVAP Project, using Democracy Live technology. Microsoft's largest customer is the U.S. Department of Defense, the sponsor of the FVAP funding.