

El Dorado County: Sponsor of the
Cal E-Promise California Consortium of Counties
Response to
Defense Human Resources Activity
Federal Voting Assistance Program (FVAP)

Volume I Technical Proposal
Catalog of Federal Domestic Assistance Number: 12.217
BAA number: HQ0034- FVAP- 11- BAA- 0001

Title of Proposal:
**Comprehensive, Automated UOCAVA
Voter Services and eBalloting System**

CAGE Co [REDACTED]
DUNS Number: [REDACTED]
Applicant: County of El Dorado, California
Contractor: DemocracyLive
Technical Contact:
Barbara Dunmore (barbara.dunmore@edcgov.us)
2850 Fair Lane Court, Placerville, CA 95667
(530) 621-7483 / (530) 626-5514 fax
Business Contact:
William E. Schultz (william.schultz@edcgov.us)
2850 Fair Lane Court, Placerville, CA 95667
(530) 621-5494 / (530) 626-5514 fax
Proposed period of performance: ~~9/2011 to 12/2016~~

31 October 2011 through 30 October 2016
July 13, 2011

Submitted by: County of El Dorado [REDACTED]

Signature: [REDACTED]

Name: William Schultz

Date: October 28, 2013

Table of Contents

Volume I

Technical Approach and Justification..... 1

1. Executive Summary 1

2. Goals and Objectives 2

3. Schedule and Milestones..... 8

4. Reports 10

Management Approach..... 1

1. Current and Pending Project Proposal Submissions..... 9

2. Qualifications..... 9

Volume I

Technical Approach and Justification

1. *Executive Summary*

This application is presented by Cal E-Promise, California to request funding in support of our acquisition and implementation of a web-based electronic ballot delivery system for our military and overseas citizens. Cal E-Promise has opted to be the lead sponsor for the largest consortium of counties applying for the EASE Grant. The name of our Consortium is **Cal E-Promise**. The goal of Cal E-Promise is to provide greater access to online services and tools in order to make the voting process easier and simpler for our growing population of UOCAVA voters.

Cal E-Promise represents over 50,000 known UOCAVA voters registered in our 12 participating counties. Our consortium recognizes that UOCAVA voters traditionally have a lower voting percentage than domestic voters and that the MOVE Act was passed to narrow the gap between UOCAVA and domestic voters. A web-based voter services and ballot delivery system will ensure that our participating counties will be in full compliance with the MOVE Act while eliminating the voting and ballot return gap between UOCAVA and domestic voters.

The vendor we have selected for this project is Democracy Live, in partnership with Microsoft Corporation. Democracy Live has worked with Microsoft to develop and deploy a comprehensive set of Uniformed and Overseas Citizens Absentee voting Act (UOCAVA) voter services for California. This solution offers the Democracy Live *LiveBallot* 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 deploy a hosted, web-hosted solution on-demand ballot delivery system that is proven to work with our wide array of counties and their respective VR and balloting systems.

The resulting solution will enable El Dorado County and the rest of the California consortium to provide much enhanced voter services to our UOCAVA voters. Voters will be provided full services such as voter registration tools, absentee ballot notifications, on-demand, accessible ballot delivery and ballot tracking to any voter from any Web-connected computer, anywhere in the world. Through this program, Cal E-Promise will be able to provide complete usage data and reporting of UOCAVA participation.

Cal E-Promise 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.

2. Goals and Objectives

The primary goals of this project are to increase UOCAVA voter participation base in the participating counties, as well as gather and provide comprehensive data detailing UOCAVA voter activities. More specifically;

- Develop and deploy a comprehensive UOCAVA balloting solution that will work with our existing VR and balloting systems to provide complete web-based voter services for our UOCAVA voters. Our goal is to deliver a complete voter life-cycle Web tool which will include, but is not limited to, voter registration tools, ballot request, on-demand ballot delivery, and ballot tracking.
- Develop and deploy innovative data tools to provide 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 eligible Cal E-Promise voters to ~~register to vote~~, determine their UOCAVA eligibility, complete an absentee ballot application and complete and return an absentee ballot in time to be tabulated.
- Improve ballot access for Cal E-Promise's UOCAVA voters, while at the same time, lowering long-term MOVE Act and UOCAVA voter services costs.
- Provide a means for Cal E-Promise to deploy a Web system where any computer can become the balloting tool, without the need to individually email ballot packets.
- Provide a UOCAVA solution that Cal E-Promise can build upon in the future as legislative needs catch up with the available technology.
- Provide analytical information regarding the usage and cost effectiveness of the solution.

To successfully meet the above stated goals and objectives for Cal E-Promise the resulting solution must offer:

A Reliable, Proven System

Any system with this level of importance must be proven and reliable. Our vendor's 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 who have unpredictable schedules. The LiveBallot administrative interface allows us to customize the way the information is presented to our voters. Instruction text, forms, graphics, theme and ballot look is all highly customizable to make the process feel seamless and localized to our UOCAVA 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.

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.

Provide a UOCAVA Solution Capable of Advancing with Technology

LiveBallot is built on a solid core foundation with a robust modular architecture. The LiveBallot architecture provides three key advantages: reliable updates, components that can be enabled when we are ready, and nothing to install or download onto our IT infrastructure. The Democracy Live team is able to keep our solution current with the automated 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 service to our UOCAVA voters.

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 new mandates of the MOVE Act.

- We anticipate our ballot return rate will improve by well over 50% with the goal of 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 new 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 State 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 Cal E-Promise UOCAVA System

The FVAP funding will ensure Cal E-Promise 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 the moment the system goes live. 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 UOCAVA Registration*

~~The LiveBallot system features customizable links and tools for a voter to electronically complete and submit their registration forms to ensure they are properly registered in time for the election.~~

– *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.

– *Customizable Ballot Packages*

LiveBallot delivers a voter's ballot in a return package which includes a blank ballot along with relevant and required documents such as instructions, oath of voter, and return envelope labels. 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 dates 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 are:

- 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 workshop demonstrations 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 state-wide data, when applicable

The Planning/Development phase consists of the following activities:

- Analyze the results from requirements gathering and determine configuration
- Configure the tools to address election file import requirements
- Develop onscreen instruction requirements based on requirements
- Setup user roles and associated permissions for LiveBallot based on identified requirements
- Create Return Ballot Packages and custom ballot package forms
- Setup the tool to support state-wide elections set-up and county inheritance of state-wide data (as appropriate)

The testing phase will consist of performing the following activities:

- We will conduct a test pilot in the production environment using the LiveBallot tool
- We will conduct acceptance testing procedures to ensure that the requirements identified in the requirements phase are satisfied
- Perform remediation configuration activities on the LiveBallot tool to address any issues/problems uncovered during the pilot test exercise
- We will develop 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
- Go-Live
- Exercise Support Process
- Conduct Final Walkthroughs and Data Validation
- 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 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

Management Approach

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

Cal E-Promise 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 be 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. Cal E-Promise has over 2.6 million registered voters and we are an increasingly mobile population with a growing rate of military personnel. There is no way of knowing who or when a 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

Cal E-Promise 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 County are able to easily register 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 build upon in the future as legislative needs catch up with the available technology.
- 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:

- A complete lifecycle Web-delivered UOCAVA voter services will;
 - Reduce barriers to UOCAVA voter registration, access and information
 - Decrease the voting and ballot return gap between domestic and UOCAVA voters.
 - Decrease cost of MOVE Act compliance, while increasing UOCAVA voting.
- Comprehensive data collection will;
 - Demonstrate effectiveness
 - Enable comparison both over time, and between jurisdictions.
- Use of common data formats, particularly those emerging from IEEE standards will;
 - Enable data mining of statistics from many jurisdictions.

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 balloting 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 UOCAVA voters a multi-platform, electronic ballot application that is available via Facebook, mobile phone, search 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, Cal E-Promise has designed this project to meet the following criteria:

- Low long-term costs - Our vendor's long term payment model offers an option where the County only pays for what we use. 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:

- ✓ The first 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.
- ✓ A seamless, automated method to auto-duplicate ballots.

All of the above tools are integrated into our proposed MOVE Act solution and may be turned on at the discretion of Cal E-Promise. Of note, is the innovative feature integrating the candidate statement (voter guide) tools into the system to better inform our UOCAVA voters at the time of balloting.

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

The combination of Democracy Live and Microsoft ensures that our team has the resources and subject matter expertise to ensure we constantly adapt to the evolving market, while adding innovative features.

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.

Collaboration

A key objective for the Cal E-Promise is to offer a seamless, integrated solution in collaboration with each of the elections jurisdiction in our California consortium of counties. Cal E-Promise 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.

Cost Benefit

Cal E-Promise has over 2,600,000 registered voters. 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. Additionally, the award of this FVAP grant will enable Cal E-Promise to deploy a comprehensive, automated MOVE Act and UOCAVA services tool for years to come.

We expect to offer the LiveBallot system to every UOCAVA voter for every election. We believe that our UOCAVA voters should have equal access to the ballot, regardless of the size of the election. Therefore, we expect to use this solution for a minimum of three elections per year.

We estimate a minimum of 750 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 \$450,000 (at three elections per year). Processing and mailing ballots individually is an additional significant cost of nearly \$195,000 over four years.

The Cal E-Promise anticipates a total UOCAVA and MOVE Act compliance cost of over \$800,000 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 twelve year costs by over \$900,000.

	Number of work hours per year	Cost to State and Localities in Years			FVAP Project Cost	12 Year Savings
		4	8	12		
MOVE Act Compliance	2,250	\$450,000	\$900,000	\$1,350,000		
UOCAVA Registration	780	\$156,000	\$312,000	\$468,000		
Materials - Server, Equipment, paper and postage		\$195,000	\$390,000	\$585,000		
	3,030	\$801,000	\$1,602,000	\$2,403,000	\$1,485,000	\$918,000

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

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 access ~~online registration tools~~, access, ~~mark their ballot~~, print, fax, or mail all the required materials, and track their ballot. Staff needs only add the voter into their VR system, and send the email notification to the UOCAVA voters notifying them of ballot availability. We anticipate a significant impact on our coalitions' 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 timely delivery.

As the MOVE Act underscores, localities clearly play a critical role in addressing the challenges UOCAVA voters face and providing appropriate solutions.

The consortium's UOCAVA voter population has expanded over the last decade due in part to increases in the number of military personnel deployed overseas and an increasing global world. We estimate nearly two thirds 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.

The spirit of the MOVE Act is well-intentioned and we must now rise to the challenge of meeting the new requirements of the law utilizing an already taxed 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 to keep the jurisdiction in compliance with the new law.

Our elections administrators have determined that we have narrowed the gap between our domestic and UOCAVA population in area of voter registration and are making progress in the area of voter participation. There remains, however, 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 the ballot in time to be accepted and counted.

Our current procedure is a labor-intensive process that is amplified by 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 Absentee Application
- Once registered and in the system, we mail or email a physical ballot to the voter. Recent efforts have included emailing a ballot and the requisite balloting information to requesting UOCAVA voters with a valid email address.
- Our goal has been to send our registered UOCAVA voters a ballot no later than 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.
- Emailed ballots are typically duplicated, or re-made onto a ballot that may be 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 a 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 resulting using the pilot test users.
- Revise and refine our back end processes to handle the expected increase in UOCAVA ballots.

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 procedure 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 measurable elements, including detailed statistical reports on the voter registration, balloting activity and cost tracking. LiveBallot tracks voter events to offer statistical reports for our jurisdictions. 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 the ballots gets 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 ~~register to vote~~, access, ~~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, 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 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 at least 50% less work-hours will be spent on UOCAVA related voter registration, ballot delivery, and 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 ballot 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 voter information technologies in hundreds of jurisdictions. The Democracy Live system has been used in over 200 U.S. elections since 2008, 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.