

Technical Proposal

Catalog of Federal Domestic Assistance (CFDA) Number: 12.217

BAA Number: H98210-FVAP-11-BAA-0001

Title of Proposal: Proposal to Enhance Capabilities for Washington State UOCAVA Voters

CAGE Code: [REDACTED]

DUNs Number: [REDACTED]

Applicant: Office of Elections, King County, Washington
In collaboration with four other Washington counties (Pierce, Clark, Yakima, and Franklin)

Partner Contractor: Everyone Counts

Technical Contact: ~~Laird Hail
Technical Services Manager
King County Elections
919 SW Grady Way
Renton, WA 98357
(206) 296-3360~~

Dale Hartman
Technical Services Manager
King County Elections
919 SW Grady Way
Renton, WA 98357
(206) 477-4242

Administrative Contact: ~~Laird Hail
Technical Services Manager
King County Elections
919 SW Grady Way
Renton, WA 98357
(206) 296-3360~~

William Adams
Business Finance Officer
King County Elections
919 SW Grady Way
Renton, WA 98357
206) 296-1596

Period of Performance: ~~Date of Award to December 31, 2012~~

31 October 2011 through 30 October 2016



Dale R. Hartman
Technical Services Manager

This page is intentionally blank

Table of Contents

TECHNICAL PROPOSAL	I
Table of Contents	iii
Technical Approach and Justification	1
Executive Summary	1
Goals and Objectives.....	2
<i>Blank Paper Ballot Delivery</i>	2
<i>Online Ballot Marking</i>	2
<i>Delivery Options</i>	3
<i>Email Encryption</i>	3
<i>Automated Ballot Duplication</i>	3
<i>Return Envelope Tracking</i>	3
<i>Accessibility</i>	4
<i>Integration with existing EMS Systems</i>	4
<i>Voter Authentication</i>	4
<i>Real-time VRDB Authentication</i>	4
<i>Election Administration Efficiencies and Common Data Formats</i>	4
<i>Common Access Card Authentication</i>	5
<i>Online Voter Registration</i>	5
<i>Integration with existing online systems</i>	5
<i>Signature Challenge</i>	5
<i>Voter Outreach</i>	6
<i>Mobile Kiosks</i>	6
<i>Help Systems</i>	6
<i>Business Continuity</i>	6
<i>Security</i>	7
Evaluation Factors.....	7
<i>Significance</i>	7
<i>Sustainable</i>	7
<i>Impact</i>	8
<i>Strategic Approach</i>	8
<i>Innovation</i>	8
<i>Scalability</i>	9
<i>Collaborative</i>	9
<i>Cost Benefit Analysis</i>	9
Schedule and Milestones	10
Reports	12
<i>On-Demand Reporting Interface</i>	12
<i>Reports Provided</i>	12
<i>On-demand Reporting Interface</i>	13
<i>Ballots Attempted/Completed</i>	13
<i>Voter Location Report</i>	13
<i>Data Logging</i>	14

Data Sample of Logs.....	15
<i>Data Analysis</i>	15
<i>FPCA Signup Activity</i>	15
<i>UOCAVA Voter-Accessible Tracking of Ballot</i>	15
<i>Satisfaction Feedback Loops</i>	15
<i>Voter Satisfaction Surveys</i>	15
<i>Help Desk Statistics</i>	17
<i>Symptom Analysis Example</i>	17
<i>Support Distribution Report Example</i>	17
<i>Regression Analysis of Log Data</i>	18
<i>Messaging</i>	18
<i>Project Management Reports</i>	18
Management Approach	19
Current Process	20
Justification for modification of current processes.....	20
Proposed processes.....	21
Risk identification and mitigation	23
Performance Indicators, Projections, and Performance Measures	25
<i>Voter registration</i>	25
<i>Ballot delivery</i>	25
<i>Ballot return</i>	25
<i>Auto duplication</i>	26
<i>Ballot challenges</i>	27
<i>Other</i>	27
Financial Management	27
Milestones	27
Current and Pending Project Proposal Submissions.....	28
<i>Vendor partner - Everyone Counts</i>	28
<i>King County Elections (Lead county)</i>	30
Budget Proposal	32

Technical Approach and Justification

This grant application is being submitted by a group of counties in the state of Washington. This includes the counties of King, Clark, Pierce, Franklin, and Yakima. This consortium of counties will hereafter be referred to as “the participating counties”. Not every county will use all of the tools described in this grant application, and the implementation of the various modules described may be at different times based on the counties’ elections schedules and workload considerations.

Executive Summary

The participating counties are excited to submit this grant proposal to investigate, evaluate, and field test methods to improve our ability to support our UOCAVA voters. Most of these counties have military facilities within their jurisdiction and significant UOCAVA populations. Based on EAC Survey Findings for 2009, Washington State is the fifth largest state for transmitting UOCAVA ballots. The state of Washington and participating counties are highly committed to ensuring UOCAVA voters are given every opportunity to participate in our democratic process, and have a track record of quality service and continuous improvements to that process. Some of these improvements include:

1. Washington has one of the longest intervals from mailing of ballots to the deadline for receipt from the UOCAVA voters (65 days (45 before, 20 after) for General Elections);
2. Washington allows permanent registration of UOCAVA voters (i.e. does not require annual registration by UOCAVA voters);
3. Washington recently moved the date of its Primary Election to allow sufficient preparation time to meet the 45 day UOCAVA mailing deadline for the General Election;
4. Many of the counties have developed email ballot capabilities to provide ballots electronically to UOCAVA voters who have requested such; and
5. Washington recently passed legislation to permit UOCAVA voters to return their ballots by email or fax (if accompanied by a signature) without also having to return the hard copy of the paper ballot.

Despite these improvements, and Washington’s record of excellent support to UOCAVA voters, there is still much more that can be done to improve military and overseas voters’ ability to vote in a timely manner. Although the state of Washington has developed an online ballot delivery system, it does not allow a voter to mark their ballot online and it currently is unable to scale sufficiently to support a county the size of King County (14th largest county in the country).

At the crux of many issues is the current reliance on postal services (USPS, military, diplomatic, and foreign) for the delivery of ballots and other election materials. With many UOCAVA voters serving in remote locations, such as forward operating bases in Afghanistan or at sea, round-trip transit time can take over a month, if not longer.

Individuals deployed at sea may go months without calling at a port and receiving mail. Other voters may be assigned to temporary duty at a location other than their permanent duty station, requiring that postal mail be forwarded, further lengthening the transit time. This leads to a high likelihood that a voter may be disenfranchised because of inadequate time to receive and return their ballot. This situation is further exacerbated if any issues arise with the voter’s ballot and the elections office needs to communicate with the voter to resolve the issue, requiring a second round-trip transit of materials – almost guaranteeing that the voter’s ballot will not be counted.

Fortunately, there are alternatives to the current system. The ubiquitous nature of the Internet provides for use of technology to provide more real-time support to the UOCAVA voter. Even in areas where postal service is difficult or even non-existence, Internet access is generally available, including ships at sea. Technology presents a considerable opportunity for significant leaps in the ability to provide timely support to UOCAVA voters, increasing their participation in elections, and, more importantly, the success rate of those that do participate.

To this end, the participating counties welcome the opportunity to investigate and use technological solutions to overcome the barriers to full and timely participation by the UOCAVA community and provide better tools to the voter, improving the voter experience.

To assist us in this effort, the participating counties intend to engage the services of Everyone Counts. Everyone Counts is a firm completely dedicated to the use of technology to improve elections processes. They are 100% US owned and have been in the business of supporting elections since 1997. Everyone Counts had the best track record of success in the 2010 election with respect to the previous cycle of FVAP grants.

Goals and Objectives

The participating counties intend to develop a comprehensive solution to address the issues cited above, taking advantage of existing and emerging technologies to engage each voter with a rich voting experience. The participating counties propose to provide the UOCAVA voter with the ability to access their ballot online using any web-enabled computer through the computer's web browser. The voter will have access to their ballot 24 hours a day, 7 days a week for the duration of the voting access period anywhere there is Internet access.

After accessing their ballot, the voter is provided with several options for ballot delivery and return.

Blank Paper Ballot Delivery

1. The voter authenticates with the secure ballot delivery interface
2. Voter is provided with their correct ballot style
3. Ballot is downloaded, along with the associated oath, envelope template, and return instructions, as required by Washington Law
4. Voter marks and completes ballot by hand
5. Voter signs the oath
6. Voter returns the ballot package by one of the following methods, as approved by Washington Law.
 - a. Postal Service
 - b. FAX
 - c. Scanned and Electronically Mailed PDF

Online Ballot Marking

1. The voter authenticates with the secure ballot delivery interface
2. Voter is provided with their correct ballot style
3. Voter marks and completes the ballot online
4. Voter choices are rendered on the ballot as a digital, 2D bar code
5. At this point, the voter has the option to download the ballot and other material or have the ballot delivery system email the ballot and supporting material to the election office.

Delivery Options

Download, Sign and Return	Electronically Sign and Return
<ol style="list-style-type: none"> 1. Bar coded ballot is downloaded, along with associated oath, envelope template, and return instructions, as required by Washington Law 2. Voter signs oath 3. Voter returns ballot package in one of the following methods, as approved by Washington Law: <ol style="list-style-type: none"> a. Postal Service b. FAX c. Scanned and emailed PDF 	<ol style="list-style-type: none"> 1. Voter uploads an image of their signature to the ballot delivery system 2. Ballot delivery system affixes the signature to the oath 3. Provide opportunity for voter to review the ballot, as well as the oath with their affixed signature 4. Ballot delivery system emails the ballot, along with the signed oath to the elections office on behalf of the voter using the voter's email address as the "From" addree.

~~Email Encryption~~

~~If the voter chooses to have the ballot delivery system email their ballot, encrypted electronic mail services will be used between the ballot delivery system and the elections office. This secure method of electronic mail delivery addresses a threat identified in NISTIR 7551 (A Threat Analysis on UOCAVA Voting Systems).~~

Automated Ballot Duplication

Ballots produced by the ballot delivery system contain a 2D bar code that consists of the ballot style, precinct, and the voter's preferences. This bar code provides an effective and efficient means of duplicating a non-machine readable ballot to a tabulation ready ballot produced by a ballot on demand system.

Without this capability, participating counties could potentially be overwhelmed by the need to manually duplicate thousands ballots returned if our goals for significantly increased participation by UOCAVA voters are achieved. Automated duplication will help to ensure these votes will be included in updated election results as quickly as possible. The bar code contains no personal identifying information. Owners of some smart phones with the appropriate app can inspect the bar code to verify personal identifying information is not contained in the bar code.

Over time and subject to overcoming legislative, certification, and technological challenges, we will pursue additional methods to support the duplication of ballots. We will investigate the upload of bar code data into the certified tabulation system using the same memory card technology used for transfer of voting data from DREs. This will avoid the use of duplicated paper ballots when used with a 2D bar code, further increasing the efficiency of the process.

Return Envelope Tracking

The envelope template contains a bar code with the voter's unique ID. This bar code enables identification of the voter when the ballot envelope is scanned by the sorter when received, flagging the voter in the voter registration system as having returned the ballot.

Accessibility

The ballot delivery system is required to be both section 508 (ADA) and section 203 (alternative languages) compliant. An additional benefit of the solution we have chosen is that we will be able to improve our service to the disability community in addition to the UOCAVA community.

Integration with existing EMS Systems

The ballot delivery system is required to be compatible with our election management systems (i.e. Dominion's GEMS, Hart's BOSS, Dominion's WinEDS) to reduce the complexity of transferring ballot definition information to the ballot delivery system in preparation for the election. Our partner vendor has already conducted elections with 2 of the 3 EMSs used.

Voter Authentication

To validate the authentication of voters, and to ensure that all voters receive the correct ballot style, each voter will be required to log on using distinct credentials. Authentication will be accomplished by the voter entering their first name, last name, and other yet to be determined information that will uniquely identify the voter.

In Washington State, the voter's signature and oath are submitted with each ballot. The signature is considered the authoritative authentication of the voter when the ballot is returned for processing. However, authentication of the voter in the ballot delivery system is required to ensure the correct ballot style is provided to the voter.

In the event that the voter is unable to be located in the voter registration database, they will be asked for their address to determine the appropriate ballot style. If the voter does not know their registered address or the provided address is unable to be located, the voter will be provided with a generic ballot to ensure that they are not disenfranchised.

Participating counties will provide the vendor, Everyone Counts, with an extract of their voter registration database. Initially this will be accomplished with a flat file export, which will be periodically re-exported for the purposes of updating on-going registration activity. As this research project progresses, we will investigate and, if appropriate, implement a more real-time web services-based integration, reducing hands-on file transfer efforts.

Real-time VRDB Authentication

As a part of our ongoing research, voters who are not found in the county's database will be attempted to be located utilizing a direct link to Washington State's Voter Registration Data Base (VRDB). This will provide maximum flexibility for voters who believe they are registered in a particular participating county when they are in fact registered in different county. Once located within the Washington State VRDB, the voter can then be redirected to the jurisdiction in which they are registered. This integration will likely be late in the grant cycle.

Election Administration Efficiencies and Common Data Formats

As part of our research, we have chosen to experiment with solutions that could drive down the ongoing cost of the administration of serving UOCAVA voters, while increasing accuracy of the UOCAVA ballots, reducing the potential for human error and serving more voters with their full ballot. Additionally, because this effort will implement Common Data Format, it will make integration of eLect independent of different EMS and voter registration systems.

eLect Administration Wizard – Phase 1 (optional)

This functionality would provide the ability for the counties to build their own ballots through an online wizard vs. contracting with an outside vendor (in this case, Everyone Counts) to produce UOCAVA ballots. By selecting this module, the per election administrative fees associated with this activity – and the ongoing per election fees beyond 2012 – could be eliminated and election administration would be streamlined.

eLect Administration Wizard – Phase 2

In this phase of the technology rollout, the wizard would be integrated with each specific county EMS and Voter Registration Databases using Common Data Format. Everyone Counts will enhance the wizard for ballot building by allowing for the automated export of data into the eLect Administration tools. This second phase delivers a fully integrated module between the county independent of different vendors' products, all databases used in administering the election and Everyone Counts. This solution also supports the common data format project being sponsored by FVAP.

~~***Common Access Card Authentication***~~

~~As a part of our ongoing research, the participating counties will be investigating the use of Common Access Cards (CAC), which are issued to each Department of Defense employee as a form of authentication. This research will require legislation as well as the overcoming of technological and political challenges in order to be accomplished. CAC cards have the potential to provide a more fraud resistant and accurate means of authentication than a signature.~~

Online Voter Registration

The state of Washington has developed an Online Voter Registration system (OLVR) to facilitate voter registration. OLVR will be integrated with the ballot delivery system, and will provide all potential UOCAVA voters the ability to register over the Internet. The complete ballot delivery system will also support the completion of the Federal Post Card Application (FPCA).

Integration with existing online systems

King County has developed a ballot tracking system that provides all (not just UOCAVA) voters with the ability to track their ballot at three different stages of their ballots life – ballot package mailed to the voter, returned ballot package received by King County Elections, and that the ballot package has been signature verified and approved for counting. The ballot delivery system will provide a link for the voter to access this ballot tracking system. Other counties will either use the vendor's ballot tracking feature or the Secretary of State's ballot tracking system.

To provide as much information to voters as possible, the ballot delivery system will contain links to other features on the Secretary of State's or participating counties' websites such as online voter's pamphlet that provides a tailored guide to candidates and measures on which the voter is eligible to vote.

Signature Challenge

In the past, most of the emphasis by FVAP and others has been on improving the timeliness of voter registration, ballot delivery, and ballot return processes. Another area that can cause the voter to be disenfranchised is challenges to their ballot. This can occur if the voter forgets to sign the oath, the signature doesn't match the signature on file, etc. In these cases, counties attempt to

contact the voter and resolve the issue before the certification date so that the individuals' ballot can be counted. However, the same transit time issues that exist for ballot delivery and return also apply for communications concerning challenges. Although the exact method of implementing this capability has not been determined, the participating counties will work with the vendor to develop a process to provide timely assistance to UOCAVA voters with such challenges. The net result, voters will be able to cure their ballot and have their vote counted.

Voter Outreach

Participating counties desire to improve our ability to provide outreach to our UOCAVA community. Participating counties intend to use tools and services provided by Everyone Counts to facilitate messaging to UOCAVA voters, including text messaging, email, and other methods.

This messaging capability will allow participating counties to be proactive in communicating with voters. Example scenarios of possible uses include:

- Reminder for voters who have not yet returned their ballot close to the election deadline
- Encouraging voters to vote early, helping manage system load

Mobile Kiosks

~~Our vendor has a kiosk solution that they are developing and testing that allows a means of setting up a "voting center" type environment that could be used in areas where there is a concentration of voters (such as a military hospital) or where a unit may be deployed and unavailable during the election period (such as a submarine).~~

Help Systems

Although the exact method of implementation remains to be determined, we will implement a robust suite of help features using the resources of both the vendor and the participating counties. This would include:

- 24/7 email and telephone support during the entire voting period
- Online chat support
- Context-specific help and FAQ's

It is expected that the vendor would handle technical issues related to the site, as well as after-hours calls, and participating counties would handle business hour inquiries for election-related items.

To provide a means for improving our implementation and to provide FVAP feedback on research completed, we will include an optional survey for voters to complete.

Business Continuity

To ensure that our UOCAVA community is well served by this system at all times, twenty-four hours a day seven days a week, the vendor will be required to have a robust business continuity plan that will ensure the system remains available in the event of failures of primary servers and communications. This includes proper backups of systems and data, alternate sites in the event of failure of the primary site, and redundant hardware and communications.

In addition, a highly secure (physical and technological) environment will be required to ensure the integrity of the voting process. The vendor will be required to have sufficient capacity to survive high traffic when all jurisdictions have elections at the same time.

Security

One of the challenges of any effort such as this is to balance the availability and ease of use against the security, integrity, and voter privacy of the solution. To this end, security of our proposed solution is paramount and will be one of our prime criteria in the effectiveness of our project and a key factor in its continuance after the grant period.

All communications between the voters' browser and the server will be secured using a minimum of 256-bit encryption.

~~If the voter elects to have the ballot delivery system email the ballot back on their behalf, the email shall be sent encrypted using a minimum of 256-bit encryption.~~

Voter-related data stored on the vendor's system will be encrypted using 2048-bit encryption.

The ballot delivery system shall not retain any record of the voters' selections anywhere on the system, including transaction logs, cache, etc., after the voter has exited the system.

The vendor is required to maintain a physically secure facility using the most secure industry standards for threats against communications and malicious file threats (e.g. highly secure firewalls, intrusion detection, procedures to protect against denial of service attack, anti-virus and anti-spyware applications, etc.).

The copy of the extract of the county's voter registration system will be used for the sole purpose of authenticating voters and will be protected from dissemination to anyone (including internal vendor staff). Ownership of the voter registration data remains with the county and does not transfer to the vendor

Evaluation Factors

Significance

- Addresses **every** stage of the voting cycle - voter registration, ballot delivery, ballot markup, ballot return, ballot tracking, and challenges after ballot return
- Links to our state's Online Voter Registration (OLVR) system
- Retains FPCA capability with planned effort to integrate with county systems
- Links to county and/or state resources such as online, tailored voter pamphlet
- Links to county or state ballot tracking system
- Provides ability for voter to mark up ballot online 24 x 7 anywhere there is Internet
- Allows last minute UOCAVA voters to obtain and return ballots until 8 PM Election Day
- ~~Provides option for the voter to have the ballot delivery system email the ballot on their behalf using encryption~~

Sustainable

- Relatively low annual fees when split between participating counties. When completed, the administrative wizard would eliminate the need for per election fees.
- As a hosted solution, will not significantly increase load of elections staff
- It is anticipated that savings and efficiencies realized from implementation of this system will minimize impact of ongoing costs.
- In the future, some participating counties intend to leverage the capabilities implemented for UOCAVA voters to meet the needs of the disabled community. This would allow us to potentially close some Accessible Voting Centers with remarkable savings, significantly improving the sustainability.

- Some of the features planned for this effort push the envelope. Using the results of this research effort, participating counties intend to seek legislative changes that will allow increased use of electronic means that further ease the burden on UOCAVA voters.

Impact

- All UOCAVA voters will be eligible to use proposed system.
- Between the participating counties, we estimate there will be a total of 33,500 UOCAVA voters for the 2012 General Election,
 - King 17,000
 - Pierce 12,500
 - Clark 2,750
 - Yakima 550
 - Franklin 250
- The features of this proposal will improve our service to the disabled community, as well as voters with last minute requests for replacement ballots
- At least two county-wide elections (Primary & General) each year, at least one Special election per year (generally county-wide half the time) and the possibility of a second Special election
- Anticipate UOCAVA participation will at least double with the use of this system. Increased voter outreach with further increase participation in future years
- Successful extension to disabled community could potentially allow Accessible Voting Centers to be closed in the future. At the very least, it would reduce pressure to create additional AVCs

Strategic Approach

- Overall comprehensive, multi-pronged solution that allows the voter a choice of ways to receive and return their ballot depending on their comfort level with electronic systems.
- Use of the ubiquitous Internet with real-time capability to overcome inherent issues with movement of ballots and other materials via a constrained postal system
- Provides access to ballots 24x7 anywhere there is the capability to connect to the Internet
- ~~Testing of several new concepts (such as CAC card authentication and encrypted email return of ballots) that could allow better integrity of the process~~
- Tests new capability to improve efficiency of processing UOCAVA ballots once received in the elections office through use of 2D bar code technology
- Improves ability to assist UOCAVA voters with previously under-emphasized issue of challenged ballots, which might otherwise go uncounted

Innovation

- Automated ballot duplication; that is, the ability to translate ballots not compatible with tabulation equipment to tabulation ready ballot using 2D bar-code
- Development of a capability to store data in 2D bar codes to memory cards for direct upload into tabulation system bypassing scanning of ballots
- Use of Common Data Format for integration between eLect and multiple EMS, voter registration systems, and other databases makes eLect more agnostic to other vendors' products.
- ~~Research regarding use of CAC card for authentication~~

- ~~Option for voter to upload signature image and have the ballot delivery system attach signature to ballot oath and email ballot on behalf of the voter using encrypted email (future)~~
- ~~Option for voter to upload signature image and have the ballot delivery system and attach to FPCA and email FPCA on behalf of the voter using encrypted email (future)~~
- 24 x 7 capability of obtaining replacement ballot rather than business hours only
- ~~Kiosks~~
- Use of messaging capabilities for voter outreach

Scalability

- The capabilities developed in this effort can be extended to any other county with similar legislative requirements and restrictions.
- The design principals proposed by the participating counties, along with the vendor Everyone Counts, has taken into account the challenges associated with scaling to accommodate additional voters and functionality
- Use of 2D bar code technology on ballots will allow elections offices to absorb significant increases in voters using this system without significant impact on staffing for duplication or tabulation of ballots
- Everyone Counts, using the proven design employed within this grant, has conducted large elections electronically in a number of jurisdictions without any scalability issues
 - Australia March 2011 50,000 Voters
 - Honolulu May 2011 18,000 Voters

Collaborative

- King County has collaborated with the Washington State Secretary of State's Office in the development of this concept.
- The goals, objectives, and methods associated with the proposed project have captured the interest of several Washington State counties who are collaborating on this effort. These counties include: King, Clark, Pierce, Franklin, and Yakima.
- The design of our proposed implementation is such that it should be usable by any other jurisdiction that does not have more restrictive statutes.

Cost Benefit Analysis

A traditional cost-benefit analysis normally compares costs and savings. It is important to note that in efforts like this, benefits are often more qualitative than quantitative. In fact, some of the features discussed may increase costs slightly, but when balanced against the improved service to our UOCAVA voters, increased UOCAVA participation, and the increased probability their votes will count, the slight increase in costs are worth it.

The second important note is that for the most part, features and capabilities proposed in this application are not priced separately, but part of a single license fee/maintenance fee from the partner vendor. The only other costs are per election costs, again for the use of the entire package with costs not broken out by function/capability.

Benefits from use of this system are detailed in depth in the Evaluation Factors subsection above and also in the Performance Indicators, Projections, and Performance Measures subsection under the Management Approach. Costs are detailed in the Budget Section.

Schedule and Milestones

This proposal presents a comprehensive and ambitious set of features and capabilities. To increase probability of success, features/capabilities will be implemented in a phased approach. For the first election, implementation will be limited to current and stable capabilities of the vendor’s product due to the short time period available for implementation. Newer functionality shall be researched, developed, tested, and implemented during the first six months of 2012 and wherever possible used in the spring special election.

The milestones and schedules below reflect those for the lead county - King County. As previously stated, participating counties may elect to implement various aspects of this proposal at various times as dictated by their own readiness and capabilities, as well as the urgency of the need to meet their own business requirements. Some counties (King in particular) have greater technical resources available for them to apply to this effort. Some counties may elect to wait for other counties to resolve any issues before proceeding themselves. This level of collaboration and support is important and valuable.

The following milestones are very preliminary and subject to change. No analysis of level of effort or discussions of priorities between counties has yet occurred:

2011 General	Standard eLect Platform, eLect Today, and eLect Transcriber capabilities. This will allow counties to establish basic processes in support of this new voting channel as well as gather survey feedback in modifications that may be recommended prior to the 2012 election cycle.
2011 General	eLect Notify (email)
‘12 Feb Special	eLect Notify (texting)
‘12 Feb Special	Pilot with disability community
‘12 Feb Special	Envelope voter ID bar code
‘12 Feb Special	Mobile kiosks
‘12 Apr Special	Enhanced eLect Transcriber using memory cards
‘12 Apr Special	Encrypted email return option with signature upload
‘12 Apr Special	Enhanced integration with county voter registration system (dependent on cooperation with county voter registration software vendors)
2012 Primary	Enhanced integration with state VRDB (dependent on ability of Washington State Secretary of State’s office to effect necessary changes in VRDB)
2012 Primary	eLect Administrative Wizard Phase 1
2012 General	eLect Administrative Wizard Phase 2
Feb 2012	CAC card authentication (start research, completion very dependent on support from DOD and other federal agencies)

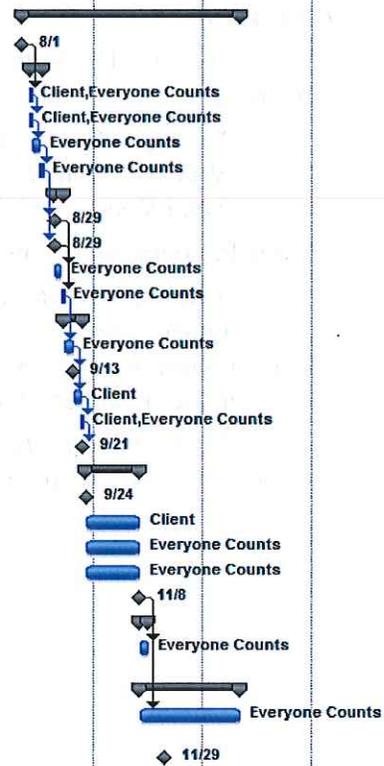
Milestones in the project shall consist of the following for each election during the EASE grant time period:

- **Kickoff Meeting** - the first meeting after the contract has been awarded, during which team members are introduced, stakeholders documented, and key election project properties defined. For subsequent elections, a teleconference meeting takes place to ensure alignment of all parties for that particular election.

- **Data Delivery** - Participating counties provide vendor with data in agreed upon format.
- **Election Logic and Accuracy Testing** - the completion of client User Acceptance Testing, after which the election is locked for voters.
- **Election Go Live** - the first day when voters can vote in the online election (45 days prior to the election for Primary and General Elections and 30 days prior for Special Elections).
- **Election Close** - 8 PM Pacific Time Election Day. No further voting activity. Site remains active for ballot tracking and challenge resolution activity.
- **Election Certification** - In general, 15 days after the election for the Primary and Special Elections and 20 days after the General Election (there are some minor modifications for the 2012 election to accommodate the Presidential year elections and redistricting).
- **Reporting** - upon close of the election, the research data will be aggregated and the final report will be written. As stated in the reporting section, reports are available on-demand, at anytime during the election to authorized individuals.

The following is a preliminary schedule for activities to support the 2011 General Election. This schedule is subject to change dependent upon grant award date and execution of a contract with Everyone Counts.

ID	Task Name	Start	Finish	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter	
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1	Color Legend													
2	Client Task													
3	Project Phase Begin													
4	Milestone													
5	2011 General Election	8/1/11	1/31/12											
6	Contract Awarded	8/1/11	8/1/11											
7	- Initiation	8/8/11	8/18/11											
8	Riskoff Testing	8/8/11	8/8/11											
9	Job Specification Calls	8/9/11	8/9/11											
10	Implementation Plan	8/10/11	8/10/11											
11	Project Plan	8/17/11	8/17/11											
12	- Build	8/29/11	9/5/11											
13	Client Delivers Draft Ballot Data	8/29/11	8/29/11											
14	Client Delivers Initial Voter Registration Data	8/29/11	8/29/11											
15	Draft Election Built	8/29/11	9/2/11											
16	Draft Voter Registration Credentials Loaded	9/5/11	9/5/11											
17	- Test	9/6/11	9/21/11											
18	Everyone Counts Testing and Review	9/6/11	9/13/11											
19	Voter Registration Database to Everyone Counts	9/13/11	9/13/11											
20	Client Testing and Review	9/14/11	9/20/11											
21	Election Logic and Accuracy Testing	9/21/11	9/21/11											
22	Election Locked for Voters	9/21/11	9/21/11											
23	- Election	9/24/11	11/8/11											
24	Election Goes Live	9/24/11	11/8/11											
25	Scheduled Voter Registration Database Releases	9/24/11	11/8/11											
26	Scheduled Voter Registration Database Updates	9/24/11	11/8/11											
27	Election Maintenance and Reporting	9/24/11	11/8/11											
28	Election Closes	11/8/11	11/8/11											
29	- Report	11/8/11	11/15/11											
30	Final Report, Including Measurement against Strategic Goals and Lessons Learned	11/8/11	11/15/11											
31	- Post Election Support	11/8/11	1/31/12											
32	Election Remains Functional and Available in case of recounts or audits	11/8/11	1/31/12											
33	Certification of Election Results	11/29/11	11/29/11											



Reports

Comprehensive reporting will be implemented to monitor and provide analytical tools for all portions of the election management process. This is facilitated by having reports in the following areas:

- On-Demand Reporting Interface
- Logging of Systems Activity (for further analysis)
 - Real-time staffing and process planning by election office
 - Post-Election Analysis of Activity
 - System performance and issue
- Voter Surveys
- Customer Service and Help Desk Log Reports and Analysis
- Project Management Milestone Reporting
- Post-election reports
- UOCAVA Voter available tracking interface

This section is based on currently available reports in Everyone Counts' product suite. During the project planning and implementation phase, additional reports may be requested/required of the vendor. Experience gained through use in actual elections may also drive additional reports to meet the needs of the counties or to satisfy FVAP research needs.

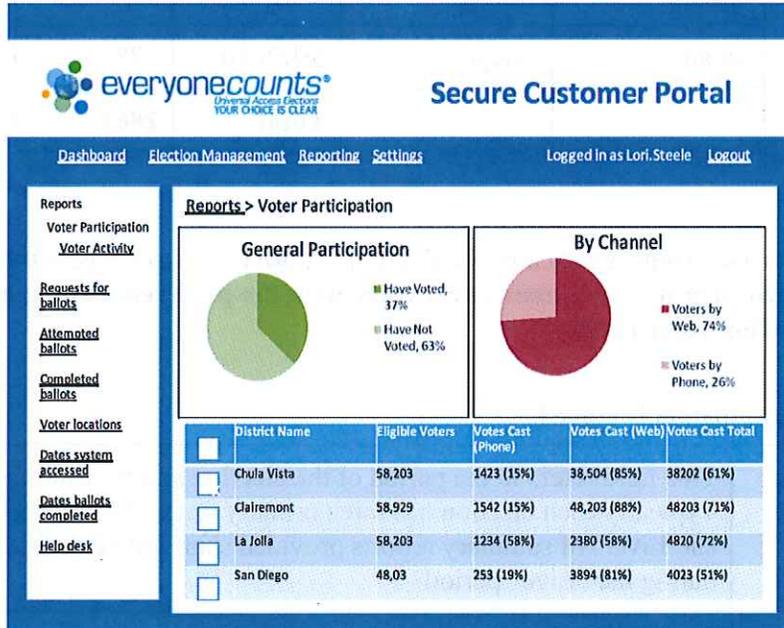
On-Demand Reporting Interface

An on-demand reporting interface will provide real-time access to information regarding the activity of all running elections.

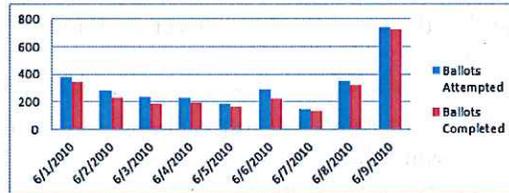
Reports Provided

- **Voter Activity:** The Voter Activity Report provides insight into system use. This includes:
 - Voting Activity / Hour
 - Voting Activity / Day
 - Total Voting Activity (within date range)
- **Voter Participation:** This report provides
 - Turnout by District/Ballot Style
 - Other as requested by individual counties
- **Voter Locations:** Report showing the source location of voting activity. Reports are based on the IP address, and
 - Source City, *ie: Los Angeles, United States*
 - Source Domain, *ie: .mil, .gov*

On-demand Reporting Interface



Ballots Attempted/Completed



Typically, the graph spikes around the time of notification emails and reminders.

Voter Location Report

Country	City	Date	Logins
United States	New York	6/1/2010	377
United States	Los Angeles	6/1/2010	281
Canada	Toronto	6/1/2010	234
Great Britain	London	6/1/2010	228
France	Paris	6/1/2010	182
Germany	Berlin	6/1/2010	288

Canada	Ontario	6/1/2010	182
Japan	Tokyo	6/1/2010	178
		Total	2862

Data Logging

Everyone Counts uses event logs to archive all administrative and user access within the voting system. **No logged data will ever associate a voter with the preferences they have marked on any ballot, ensuring voter privacy.**

The following information is logged:

Access Period	This field refers to the period of the election and is customizable. Typically each election has three primary states: Content Review, L&A, and Live. All summary reports provided shall utilize data acquired during the “Live” period
Time (TimeZone)	This field is the server Date/Time stamp when the event occurred
Time (System Time)	This field is the Coordinated Universal Time, UTC, represented in POSIX Time
SessionID	This field is a browser session hash and is the unique identifier for all voters accessing the system
Event	This field represents the variety of events logged during each election: <ul style="list-style-type: none"> • User Login • User Logout • Ballot Accessed • Ballot Printed • Ballot Submitted (where available)
IP Address	This field is either the standard four-part IP address or optionally a hash of the IP Address, intended to ensure voter privacy IP addresses can be used to identify the city of the user that is voting from

Data Sample of Logs

Access Period	Time (Canada/Pacific)	Time (System Seconds)	SessionID	IP Address	Event
Live	19-04-2010 09:06:29	1271693189	817e203e135bad14dc1cbde203bed87f	207.229.6.250	User login
Live	19-04-2010 09:09:00	1271693340	3200d91b5f9f77526db200a130762ad3	68.147.223.212	User login
Live	19-04-2010 09:09:46	1271693386	a41b590c0dbf2c311acc28fcc72b871d	208.97.113.34	User login
Live	19-04-2010 09:12:19	1271693539	112819fe8deb4f19fb056d1aa7c790e4	203.18.176.243	User login
Live	19-04-2010 09:15:05	1271693705	4c00ed4ca30c952f88e20acdf54de867	208.80.96.57	User login
Live	19-04-2010 09:15:16	1271693716	b742cff12b14d9eb2394352e25dca8cf	74.198.12.3	User login
Live	19-04-2010 09:17:15	1271693835	f76ee37d032ed935a598de4d426f365f	64.39.171.41	User login
Live	19-04-2010 09:18:42	1271693922	c438782c27a8297c22df6d4e5269dff7	199.212.48.2	User login
Live	19-04-2010 09:19:57	1271693997	7eddb3a3633a02cc652c2dbe2119e80d	68.179.94.250	User login
Live	19-04-2010 09:21:16	1271694076	b27d56e7c48a4059ec975dbf1a400eaf	96.49.111.135	User login

The data sample above represents the first 10 logins during a Live Access Period opening at 9am.

Data Analysis

Upon the conclusion of all elections, data will be analyzed to measure the effectiveness of each election.

FPCA Signup Activity

Reports will be provided to Election Administrators showing signup activity and adoption rate of online-based FPCA sign ups.

UOCAVA Voter-Accessible Tracking of Ballot

Each voter has the ability to log into the state or county ballot tracking tools to access all available information regarding their ballot. Additionally a voter may be provided with a distinct receipt code at the end of the ballot marking process that may used to ensure their ballot was received by the county. Tracking information includes:

- Ballot accessed
- Ballot printed
- Ballot in-Transit
- Ballot received by County
- Ballot available for tabulation

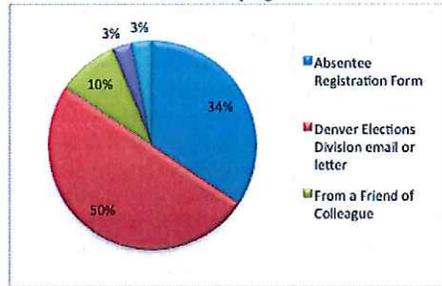
Satisfaction Feedback Loops

Voter Satisfaction Surveys

As a part of each election, voters are asked to complete a voluntary customer survey. These questions are collated and a report generated for each. Below are example questions with

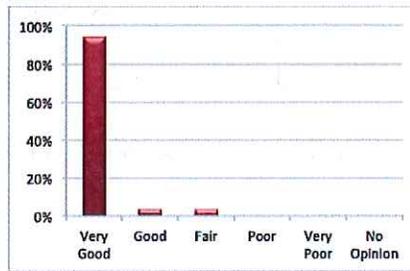
associated responses. Counties will be developing further questions to assist us in improving our UOCAVA operations.

How did you learn about the online ballot access program?



Please rate the following features based on your experience using the online ballot marking tool:

➤ Ease of use



Additionally, free-form questions will be asked, and all responses collated for analysis.

Please provide any additional comments on the online ballot marking tool below:

- ❖ This is definitely a great system. Thank you.
- ❖ Seems like a great improvement over the previous mail in ballots. I have received mail in ballots in the past after the election date. This is an improvement, though I still received the mail in ballot by regular mail along with instructions on how to vote online. Seems like it might have been faster/cheaper/easier to receive electronic notification rather than regular mail.
- ❖ This is by far the easiest way for me to vote as an absentee voter. Fax, email, and mail ballots are all possible but very difficult to complete. This online voting process is easy, keep using and improving it!
- ❖ This (online voting) is great. I feel like my vote will be counted without relying on 2 postal systems. Plus it cuts down on paper, which is always a plus.
- ❖ None
- ❖ I appreciate the ability to still cast my ballot as an American temporarily living overseas. I always felt my mail in ballot never was counted & worried it would not make it in time. I feel my vote will be counted on the day of the election using this method.
- ❖ Much more convenient than faxing.
- ❖ get out the Online Vote! No one knew this was possible until I got my piece of paper and posted it on Facebook. Thank you Amanda Hill for ALL of your help!

Help Desk Statistics

Help desk reports provide the following analysis of the amount of activity and usage of help desk systems throughout an election. Help desk reports provided include:

- E-Mail / Chat / Call Distribution
 - Average Hold Time / Delay for Response
 - Number of Calls
 - By Day
 - By Hour
 - Abandonment Rate
- Symptom Analysis
 - Symptom causing inbound support request
 - Solution Provided

Symptom Analysis Example

Symptom	Resolution	Count
Could Not Login to Voting System	Reset Credentials	38
Forgot Voting System URL	Re-sent URL to Voter	17
Signup Request	Signup user	9
Questions about online voting	Provide documentation	3

Support Distribution Report Example



Regression Analysis of Log Data

At the conclusion of each election, all anonymous log data is analyzed for meaningful data to further the research associated with online voting systems. Intelligence is extracted in the following key areas:

- Peak Voter Activity
- Time to complete ballots
 - Time to complete contest (based on length)
- Preferred method of voting
- Number of errors warned
 - Number of errors corrected

Messaging

Reporting included with eLect Notify (email/text notifications)

- Message Open Rate
- Message Click-Through Rate (if links are included in the message)
- Unsubscribe Rate
- Bounce Report

Project Management Reports

Regular reports on project management milestones, as well as reports regarding financial progress of the project, will be provided to FVAP as key milestones are reached. These reports will address the successes, challenges, and barriers of the implementation and its use.

Management Approach

The strategic goal of the participating counties is to improve service to our UOCAVA voters through increased use of the Internet that is ubiquitous in nature and reduces the reliance on postal services that are inherently slow in delivery, problematic in handling changes in physical location of voters, and, in some areas, unreliable. The participating counties will accomplish this through several options from which that the voter or county can choose.

This proposal provides for a number of different features and capabilities. King County, and our partner counties, intend to implement or research all capabilities discussed herein. However, not every county will necessarily use all capabilities depending on their processes and needs. Counties vary significantly in size from King County with 1.2M registered voters (12K UOCAVA) to Franklin County with 26K registered voters (200 UOCAVA). Capabilities essential for a large county do not have the same benefit for a smaller county. The counties' staffs and technical support capabilities also vary widely, impacting the ability to implement portions of this proposal.

Implementation of various features and capabilities will be a phased approach to increase the probability of success. Neither the participating counties nor Everyone Counts desires to try too much too soon and repeat some of the lessons learned from the 2010 FVAP effort. Different counties will also implement at different times as their capabilities and needs dictate. Some features (primarily capabilities that already exist and are stable in Everyone Counts' products) will be implemented as early as the 2011 General Election (contingent on grant approval and funding and contract development) to allow maximum time to identify and resolve issues in time for the presidential election in the fall of 2012, as well as solicit feedback from UOCAVA voters. Newer more innovative and futuristic capabilities will be implemented in the 2011 Special and Primary Elections after development and thorough testing. ~~Some of the more advanced capabilities (e.g. use of CAC cards for authentication) may be limited to research and testing due to factors beyond our control (e.g. cooperation needed from other military and federal agencies).~~

King County selected Everyone Counts as their partner after inviting several vendors to make presentations to its management team about their product's features, capabilities, and plans for the future. All vendors were provided with King County's needs and vision for the future prior to their presentations. After the presentations, the management team selected Everyone Counts as the vendor that best met those needs and vision. Pierce also participated in vendor presentations and decided that partnering with other Washington Counties under one grant application was in the best interest of the County and State. Other counties made their decisions to join King and Pierce Counties based on independent reviews of the solutions available and the projects vision.

King County will take the lead concerning this grant and coordinate activities between the participating counties. A cross county steering committee will be formed with representation from all participating counties to facilitate this coordination, ensure the collaborative nature of this application is maintained throughout implementation, and that all counties are in concurrence with actions taken. Internal county coordination will be up to each county. For instance, King County with a large staff and separate program divisions, will establish an internal management team to coordinate its internal activities. Smaller counties with staffs of as little as three individuals have little need for such an organization. Where appropriate, Everyone Counts will work directly with each county for implementation where coordinated efforts are not required.

If time permits and appropriate arrangements can be made with local military facilities, we intend to use UOCAVA voters currently in the local area who have been deployed in the past to “test drive” our solutions and provide feedback to fine tune our implementations.

Current Process

Counties receive voter registration requests from UOCAVA voters in several different ways - paper forms mailed to our offices, the state of Washington Online Voter Registration (OLVR) system, and the Federal Post Card Application (FPCA). Although not as prevalent, we also receive few registrations via the Federal Write-in Absentee Ballot (FWAB). In the State of Washington, UOCAVA voters do not need to register annually. They remain registered permanently until they no longer meet eligibility requirements.

All active UOCAVA voters are mailed a paper ballot 45 days in advance of primary and general elections and 30 days in advance of special elections. UOCAVA voters who have requested email ballots (either one time or permanent) will be emailed ballots and instruction at the same time paper ballots are mailed. UOCAVA voters can call, email, or FAX requests for an email ballot anytime up to 8 PM on Election Day.

UOCAVA voters have several options for returning their voted ballot to the elections office. They can mail the paper ballot, email the ballot, or FAX the ballot. Until recently, voters who returned their ballot by email or FAX had to also return their paper ballot with the signed oath by the date of certification of the election. This past legislative session, the state legislature passed a bill allowing UOCAVA voters to return their voted ballots by email or FAX without returning their paper ballot if the emailed or faxed ballot was accompanied by a signed oath.

Ballots with problems (e.g. oath not signed, signatures on oath does not match signature on file, etc.) are challenged and every attempt is made to contact the voter to resolve the issue through letters, email (if an email address is on file), and telephone. Unfortunately, many UOCAVA voters cannot be reached in time, due to their remote locations.

Justification for modification of current processes

The current process is too reliant on a delivery service (postal service) that takes too long to deliver the ballots (or registration requests) both to and from the UOCAVA voter. Additionally, the transient nature of many UOCAVA voters means that additional delivery time is required to forward the ballot to the voters’ actual location. This is particularly true of deployed military personnel.

Many UOCAVA voters do not keep their mailing address current with the election office resulting in mail never delivered or delayed even further by forwarding. Nationally, FVAP estimates that 17% of military voters never receive their ballots. Use of the Internet allows the voter access to their ballot and a means of voting anywhere there is access to the Internet anytime after 45 days prior to the elections. Additionally, email addresses have a higher likelihood of remaining current than physical mailing addresses. Even if the physical or email address is no longer current, an interested UOCAVA voter can proactively access their ballot twenty-four hours a day, seven days a week through our partner’s (Everyone Counts) services by going through the links available on the FVAP web site.

The UOCAVA voter can immediately return their ballot electronically via several means. A process that previously took several weeks or longer can now be completed and in the election

office in an hour, as early as 45 days prior to the election and up to 8 PM Pacific Time Election Day.

Proposed processes

To facilitate UOCAVA voter absentee registration, we will use Everyone Counts' eLect Platform to provide a link to the state of Washington's Online Voter Registration (OLVR) system where the voter can provide the required information electronically. Alternatively, voters can continue to complete a FPCA electronically and either print, sign and mail the FPCA to the elections office, or upload a signature and have Everyone Counts deliver it to the appropriate county's election office electronically.

This FPCA method would also be required of individuals that did not meet the requirements for using OLVR (e.g. do not have a Washington State driver's license). A future enhancement to our implementation will be an interface to our state's Voter Registration Data Base (VRDB). This will allow a voter who mistakenly believes they are registered in the incorrect county to determine the actual county in which they are registered.

Forty-five days prior to the election (30 days for special elections), UOCAVA voters will be able to access their ballot through Everyone Counts' eLect Today product. Through the authentication process, they will receive the proper ballot for their registered address. The voter will then have several choices regarding voting and returning their ballot

1) Print a blank ballot, cast their ballot by hand, sign the oath, and mail the paper ballot and oath to the election office by postal service;

2) Use the online wizard to cast their ballot; download the cast ballot, oath, and other materials; sign the oath; and mail the paper ballot and oath to the election office by postal service;

3) Use the online wizard to cast their ballot, download the cast ballot, oath, and other materials, sign the oath, attach the ballot and oath to an email, and email or FAX the packet to the election office; or

~~4) Use the online wizard to cast their ballot, upload their signature to eLect Today, eLect Today attaches their signature to the oath, eLect Today attaches ballot and oath to an email, and eLect Today emails (encrypted) packet to the election office using voter's email address (This feature is an enhancement to be developed).~~

eLect Today will print a 2D bar code on cast ballots with the voter's choices embedded, as well as the precinct and ballot style. (Important note: No personal identification information will be included in the bar code, which can be verified using some smart phone apps.)

When ballots are received at the elections office, the elections office will use eLect Transcriber to auto duplicate ballots received into tabulation ready ballots using the 2D bar code. This auto duplication process will save staff hours for handling the increased number of UOCAVA ballots generated by this proposal. A future enhancement we are planning is to develop a means of storing the voter's choices on a memory card (similar to current DRE process), which would be used to upload into the tabulation system, further improving the efficiency of the process.

We intend on using Everyone Counts' eLect Notify product to improve outreach and communications to UOCAVA voters. eLect Notify allows elections officials to send emails or text messages to voters. For instance, this could be used to notify a voter that there was an issue

with their ballot (e.g. forgot to sign) or to warn voters that had not yet returned a ballot and the election date was fast approaching.

Using Everyone Counts' eLect Platform, counties will provide access to various county and state reference material such as online voter pamphlets and ballot tracking. This will allow UOCAVA voters to obtain additional information about candidates and measures. The ballot tracking features will allow voters to verify that the election office has received their ballot.

Everyone Count is developing a mobile kiosk solution (eLect Mobile) that we intend to test for providing service to concentrated areas of UOCAVA voters, such as at military hospitals or local military bases.

Everyone Counts' application is already compatible with 2 of the 3 elections management systems (EMS) that are used by participating counties to develop their ballots and is developing the third. As part of this grant, Everyone Counts will be developing an Administrative Wizard using Common Data Format technology to allow election officials the ability perform some of these tasks themselves and eliminate the per election fee) and to make the process less dependent on other vendors' products.

Initially voter data will be transferred to Everyone Counts' eLect system by flat file, As the project proceeds, we intend to develop more real-time integration between our voter registration systems and eLect Today to ensure the most up to date information about UOCAVA voters is available. This integration could also pass information back about voters who have voted to assist election officials in their staff and resource planning and to update tracking information.

To protect the integrity of data and enhance the secrecy of the voters' choices, participating counties and Everyone Count intend to make maximum use of encryption technology for communication between the voters' browser and eLect Platform, the email transmitted to the election office by eLect Today, and data stored on eLect Platform. If the voter emails the ballot on their own, we will not be able to provide encryption services.

Participating counties are committed to continually improving our service to the UOCAVA voter. To facilitate this effort, we intend to make maximum use of the survey tools offered by the eLect Platform to solicit feedback from the UOCAVA voter and identify areas needing improvement.

Many of the features being developed to provide better services to UOCAVA voter will also permit participating counties to provide better service to other communities of interest, particularly the disabled community. We expect to be able to do this without increased costs. Efficiencies gained by using these tools with other communities can help pay for the services to UOCAVA voters.

Risk identification and mitigation

Risk	Impact	Prob	Mitigation
Election system vendor is unable to meet the needs of the project on schedule.	high	med	Selected a vendor with a strong track record of success. Manage vendor deliverables with weekly status updates.
Ballot data is finalized with insufficient time to implement online election.	high	high	Integrate online election vendor systems with EMS systems for direct transfer of data. Thorough pre-testing. Timeline same as print vendor.
Will vendor be able to demonstrate system integration with voter registration system?	high	very low	Currently use flat file transfer - well established method for current processes.
UOCAVA voter registration data changes frequently during the course of the election.	low	high	Link to WA state OLVR. Schedule frequent voter registration database updates to vendor in advance.
UOCAVA voters may not have Internet access.	high	med	Continue current practice of mailing paper ballots for those voters
Tight project timescales mean that delays will lead to missed election go live date.	med	med	Limit features/capabilities implemented first election to current, stable capabilities. Selected vendor that has previously stood-up an election on tight timeline.
Ballots of online election contain errors.	high	low	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	med	med	Work to security based on DCA approved and other standards. Create a detailed business continuity and disaster recovery plan.
Submission of multiple ballots by the same voter.	very low	high	Control detection and control of multiple ballots at election office using existing controls
Physical security at data center may be compromised	high	low	Maintain security management measures compliant with SAS 70 Type II[TII] defined in the data center service level agreement.

Risk	Impact	Prob	Mitigation
Vendor staff may present a security risk to the project	med	med	Require security checks on vendor employees to assess risk of possibility of such occurrences.
Customer demand for the election services might be larger than anticipated.	med	med	Ensure that the technical system is built to cope with the largest possible demands. IT work closely with sales for capacity planning. 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.	med	high	Engage with local press during the voter engagement campaign and provide them with positive stories and photo opportunities to education them about benefits.
Turnout is low impacting research results.	low	low	Strong UOCAVA voter outreach and messaging program starting well before first election.
Culture change issues may generate negative feelings in internal staff and stakeholders working on the project.	high	high	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.
Risk that the vendor will not maintain leadership position in fast changing industry.	med	low	Selected vendor with strong track record and committed leadership
Risk that CEO and other key leaders may leave company	med	low	Strong succession planning and employee development program. Cross training. Strong process documentation
Some of the technologies may be new to some election staff	med	med	Limit number of new features/capabilities implemented first election. Ensure staff receives relevant training before they employ their skills.

Performance Indicators, Projections, and Performance Measures

Note: For purposes of this application process, we have utilized the baseline figures noted below from King County data. Prior to the start of the project, each participating county will develop similar base lines relative to their UOCAVA voters.

Voter registration

- Increased participation - with more readily available electronic access to an online tool, we expect more individuals will be able to register.
- Reduced errors - if voters are able to enter data electronically directly to the database, transcription errors (e.g. from illegible handwriting) will be drastically reduced.
- Cost savings - if voters enter the data themselves, costs for data entry will be reduced. Costs will be further reduced by increased accuracy, reducing the need for follow-up.
- Expect that voter registrations submitted on paper forms (state registration form, FPCA, FWAB) will migrate to online registrations (OLVR). Forecast that for the 2012 General Election, more voters will register online than use paper.
- Baseline figures for source of registrations:

	<u>total registrations</u>	<u>State paper form</u>	<u>FPCA/FWAB</u>	<u>online</u>
last 12 months -	793	473	88	232
2008 (presidential) -	2460	824	125	348

Ballot delivery

- Availability - will provide the UOCAVA voter with twenty-four hour, seven day a week access during the 45 day voting period (30 days for Special Elections).
- Ballot Accuracy - voter is assured of receiving the correct ballot styles, contests, and candidates specific to their registered address.
- Increased voter participation - with a user-friendly tool to assist in voting in a timely manner, expect more UOCAVA voters will exercise their right to vote.
- Guaranteed delivery - delivery of ballot guaranteed for UOCAVA voters using eLect Today, whereas ballots sent via postal service may not be delivered due to incorrect addresses, slow service, voter on temporary duty elsewhere, etc.
- Forecast that for the 2012 General Elections the percent of UOCAVA voters obtaining their ballot electronically will double, with that number tripling by 2014 (2010 outreach with survey resulted in nearly doubling percent sent electronically).
- Baseline figures for ballots delivered electronically:

	<u>Total UOCAVA Ballots Issued</u>	<u>Ballots delivered electronically</u>
2010 General -	12757	2704 (21%)
2009 General -	12253	1523 (12%)
2008 General -	12739	1779 (14%)
2007 General -	5841	23 (.3%)

- Statistics for non-delivery of ballots not available locally.

Ballot return

- Availability - will provide the UOCAVA voter access 24 x 7 during the 45 day voting period (30 days for Special Elections).
- Increased voter participation - with a user-friendly tool to assist in voting in a timely manner, expect more UOCAVA voters will exercise their right to vote.

- Improved timeliness - with the ability for UOCAVA voters to immediately access ballots when they are available, 45 days before the election (30 days for Special elections) rather than waiting for postal service delivery and return, UOCAVA voters will be better able to meet statutory deadlines. This should eliminate “returned too late” ballots for those that use the electronic ballot delivery system.
- Voter errors - since eLect Today will prohibit over-votes and warn about under-votes, voter errors will be virtually eliminated. Ballots completed online will eliminate voter intent issues, as stray marks and non-compliant marking of the ballot will be impossible.
- Ballot tracking - UOCAVA can track receipt and acceptance of their ballot by the elections office via ballot tracking link.
- Online voter pamphlet - UOCAVA voters will have access to comprehensive information about candidates and measures online through links on Everyone Counts’ eLect Platform. Currently, UOCAVA voters generally do not receive voter pamphlets because they are frequently not printed before ballots are mailed.
- Figures for accessing the online voter pamphlets and ballot tracking applications are not currently broken out for UOCAVA voters. Everyone Counts will be asked to capture this data for UOCAVA voters accessing these items via their site.
- Forecast that for the 2012 General Elections the gap between the turnout of UOCAVA voters and the general turnout for the election will be cut in half, and cut in half again for the 2014 General Election.
- Baseline figures for UOCAVA voter turnout compared to overall voter turnout:

	UOCAVA turnout	Overall turnout	UOCAVA % of overall
Average ‘07-’10 General	38.4%	65.1%	59.0%
- Forecast that all ballots that are delivered, voted, and returned electronically will be returned on time.
- Forecast that with use, UOCAVA voters will migrate from printing ballots and mailing them back via postal service, to allowing eLect Today email them back on the voter’s behalf. No statistical data currently available for a baseline, but counties will track how voters cast their votes and return their ballots (print blank ballot; mark votes electronically, print, mail back; faxed back; emailed back themselves; or eLect Today emails back) after implementation of the project. Goal is that by 2016, 75% of ballots are returned electronically through email.

Auto duplication

- Reduced costs - lower staff costs and time as manual effort is reduced. As an alternative method for the traditional transcribing of ballot preferences from a voter-submitted 2D barcode to a scannable ballot paper, ~~King County anticipates scanning 2D barcodes directly to a memory card that is readable by a tabulation system directly.~~ This streamlined, alternate method of ballot reproduction will significantly reduce ballot reproduction costs.
- Better accuracy - the automated duplication of ballots from the 2D bar code will reduce errors that could occur with a manual duplication effort.
- Scalable - auto duplication allows election offices to absorb increased UOCAVA participation without significantly increasing ballot processing effort and 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.

- There is no baseline figure, as duplication of UOCAVA ballots is not currently needed. Performance in this area will be judged by computing what manual duplication would have cost without auto duplication compared to actual costs using auto duplication.

Ballot challenges

- Improve resolution rate - for those participating in the electronic process. Ballots will be returned and processed earlier since ballot round trip transit time is greatly reduced, leaving more time to resolve challenges. With email or mobile phone numbers, UOCAVA voters with challenged ballots can be notified electronically in a timely manner, again leaving more time to resolve.
- Lower incident rate - use of the online tool will help reduce challenges in the first place by electronic enforcement of business rules.
- Forecast that the percentage of UOCAVA voters whose ballots are not processed due to unresolved challenges will be cut in half.
- Baseline figures for % of UOCAVA ballots not counted due to unresolved ballot challenges:
Average '07-'10 General 1.23%

Other

- To measure if voters are having problems using the system, we will track the number of individuals that start to use eLect Today, but abandon the process before completion.
- Will also ask Everyone Counts to report and track statistics concerning system reliability and system and application errors encountered.

Financial Management

As the lead county, King County will be the recipient of grant funds. King County will pay the license fee. King County will work with our partner vendor, Everyone Counts, and the participating counties to develop a model for the disbursement of the variable costs (e.g per election fees) to each county. This model will use in some fashion the number of UOCAVA being licensed as its basis. Similarly, a method will be developed to allocate the ongoing maintenance cost after the grant has expired. Each participating county will provide King County with any information in a timely manner for any reporting and accounting requirements.

King County, with the concurrence of other participating counties, will negotiate payment terms for the license fee with Everyone Counts that will be based on milestone completions rather than a single payment. To further foster our collaboration, a user committee will be established between the counties and Everyone Counts.

Milestones

Milestones are shown in the Technical Approach section above.

Current and Pending Project Proposal Submissions

None of the participating counties have any current or pending project similar to the one being proposed in this grant proposal.

Qualifications

Vendor partner - Everyone Counts

Our preferred vendor for this program brings 14 years of experience and a track record of proven success with projects of a similar nature. A world leader, Everyone Counts uniquely combines election and technology expertise to deliver the most reliable, transparent, secure election solutions for all voters.

100% U.S. owned and based in San Diego, California, Everyone Counts, Inc., is uniquely positioned to ensure that our election can successfully combine America's oldest values with its newest technologies. Their mission is to help election officials deliver reliable and cost-effective universal access to the ballot.

Since 1996, the company's core and primary business has been to provide innovative technology solutions in public and private elections through eLect™, Everyone Counts' proprietary family of secure and transparent voting solutions. Their clients have included governments, political parties, labor unions, associations, and private organizations. With local elections expertise on six continents and the highest-integrity end-to-end web-based voting solution in the world, Everyone Counts' elections are accessible, accurate, secure, audit-able, and completely transparent.

Examples of Relevant Projects

Customer: State of Utah

Point of Contact: Mark Thomas, State Election Director

Period of Performance: 2010 General Election

Description of project: Electronic ballot delivery for Utah 2010 General Election; UOCAVA ballots deployed early and seamlessly, coinciding with existing election processes and FVAP project requirements. Ballot marking solution a "success," says Utah Elections Director Mark Thomas.

Customer: Numerous Counties in West Virginia

Point of Contact: Jackie Harris, Policy Director

Period of Performance: 2010 General Election

Description of project: Using secure credentials, UOCAVA voters could access, mark and cast their ballot online. Ballots were accessed and cast using military-grade encryption technology, and were decrypted on-site at the local election office where each voter's marked ballot was printed to be included in the count. 100% of surveyed voters said they would use the system again and 95% found the system very easy to use.

Customer: El Paso County, Colorado

Point of Contact: John Gardner, Chief Deputy and Director of Operations

Period of Performance: 2010 General Election

Description of project: When El Paso County's assigned vendor for MOVE Act compliance failed to meet their needs for the 2010 General Election, they turned to Everyone Counts. Having provided online ballot marking for El Paso County's 2010 Primary Election, they knew from

experience Everyone Counts could deliver. "Everyone Counts saved the day. We called you on Saturday and four days later you had the election up and available for voters." says John Gardner, Chief Deputy and Director of Operations for El Paso County, Colorado.

Customer: Clackamas County, Oregon

Point of Contact: Sherry Hall, County Clerk

Period of Performance: 2010 General Election

Description of project: Clackamas County offered secure transmission of online ballots for UOCAVA voters. "It is an honor to be the first County in Oregon to have the privilege of partnering with Everyone Counts in implementing an online tool for Military/Overseas voters. As Clackamas County Clerk, I want to ensure that the Military/Overseas Vote counts. This system provides a seamless, secure and simplified method to facilitate this process" said Sherry Hall, Clackamas County Clerk.

Everyone Counts Management

Everyone Counts has built a strong team of professionals who are the best at what they do. Their experience in this innovative area of voting is second to none. Led by the executive team, Everyone Counts is headquartered in San Diego, California and administers elections all over the world.

Lori Steele - Everyone Counts, Inc.– Chief Executive Officer – brings more than 20 years of sound investment management and corporate finance experience to Everyone Counts. In addition, Steele has detailed experience in promoting fair elections and improving voting methods and technologies across the globe. She has built a strong team and led her company to deliver a number of firsts that have enabled innovative voting channels to empower voters, particularly those with access issues and those whose participation rates are low.

Paul DeGregorio - Everyone Counts, Inc.– Chief of Elections – has served in significant policy-making, management, assessment, and training positions for several prominent institutions. In 2006 he served as Chairman of the United States Election Assistance Commission (EAC). As the USA's chief election official, DeGregorio focused on implementing the Help America Vote Act (HAVA) and fostering higher standards for electronic voting, best practices for election officials, and encouraging the use of new technology to serve voters, particularly voters with special needs. From 1993-2003 DeGregorio worked as a technical expert and later as the COO and Executive Vice-President of the International Foundation for Election Systems (IFES). DeGregorio began his career in elections in 1985, when he was appointed Director of Elections for St. Louis County, Missouri.

Aaron Contorer - Everyone Counts, Inc.– Chief of Products and Partnerships – spent 10 years at Microsoft where he was an executive on Windows, MSN, and Visual Studio, building and running product-development teams of up to 200 professionals. He helped lead the conversion of MSN from proprietary to Internet standards, and from his early work on Windows networking he holds several patents in distributed systems and network security. At Microsoft, Contorer also served as Bill Gates' technical advisor.

Karen Clakeley – Everyone Counts, Inc.– Vice President of Sales – has more than 20 years progressive experience in building and leading world-class sales, marketing and business development teams for market leading, global companies. Before joining Everyone Counts, Karen led the strategic account planning and client services activities for the nation's largest

producer of printed and electronic customer communications. Karen is results driven and moves fluidly from vision and strategy to implementation and successful achievement of desired results.

Mike Joyce – Everyone Counts, Inc.– Senior Program Manager –For over 8 years Mike has managed and scaled Telecommunications professional services, operational, and sales organizations. Overseeing development, deployment and support of over 10,000 Asterisk PBX systems, Mike specializes in building and organizing highly technical teams through a lead-by-example approach. As a former software development and systems engineer, Mike has a deep understanding of Linux / UNIX, Telecom, Networking and Systems Integration. Mike has designed and deployed customized, highly versatile IVR systems for Governments and Businesses Worldwide. Mike also has a deep background in designing and implementing professional, highly technical training and certification programs.

Jared O’Brien - Everyone Counts, Inc.–Lead Elections Administrator - supervises the successful conduct of all phases of public and private sector elections administered by Everyone Counts; he has worked with clients located in the United States, Canada, Australia and the Russian Federation. Jared has overseen the administration of over 50 elections, including public elections in the US States of Hawaii, Washington, and West Virginia that utilized Everyone Counts’ eLect software to provide better voting solutions for electors with disabilities and military and overseas electors. In addition to overseeing the elections conducted by Everyone Counts, Jared brings over 4 years of project management experience. He is a graduate of the University of Southern California.

Nick Coudsy - Program Manager - Nick has 15 years of experience in U.S. public sector elections and is a certified Project Management Professional (PMP). He has worked for many years as an election administrator and as the director of training for Los Angeles County, the largest electoral jurisdiction in the USA; and, for Contra Costa County, California. Nick, who is an election hardware and software specialist, was also a Project Manager for Premier Election Solutions for three years, focusing on serving their California and Washington State clients, particularly on the implementation of new voting systems and certification. Nick is an alumni of Loyola Marymount University, and has performed graduate work at the H. John Heinz III School of Public Policy at Carnegie Mellon University.

King County Elections (Lead county)

King County Elections has been recognized nationally as a leader in the development and implementation of innovative processes and use of technology in elections. Elections managers from across the country visit King County to view and discuss our processes. King County Elections is the recipient of an 2006 NACRC Best Practices Award for its mail ballot reconciliation process. In 2010, King County Elections was recognized by CIO Magazine as one of the top 100 organizations for innovation in the use of technology. Also in 2010, the National Association of Counties (NACo) honored King County Elections’ Vote-by-Mail implementation with an Achievement Award for innovative county government programs.

Sherril Huff - Director

Sherril’s election administration experience spans 30 years. She served two terms as the elected Auditor of Kitsap County and was elected in 2009 as King County’s first elected Elections Director having previously serving as King County’s appointed Elections Director. In 2009, Sherril was recognized as the Washington State Auditor of the year.

Throughout her time at King County, Sherril has championed significant reforms and partnered with staff to propel King County Elections as a leader in mail voting. Under Sherril's leadership, King County Elections received a national award for its mail ballot reconciliation efforts and implementation of quality assurance best practices in August 2006. King County was also the first county in Washington to allow election candidates to file for office online using banking industry encryption technology. She oversaw hundreds of election reforms and developed an outreach program to hire a new generation of technologically-savvy poll workers to run new, federally required, voting equipment at the polls. In 2011, Sherril the King County Elections staff were recognized for her outstanding efforts to increase voter participation through outreach efforts.

Laird Hail - Technical Services Manager

Laird has served as Technical Services Manager for King County Elections for five years managing all technical aspects for the agency. Laird has a total of 22 years experience in information technology having served as Director of Court Technology for the Municipal Court of Seattle and several IT management positions with the U.S. Coast Guard before coming to King County Elections. Laird also has an appreciation for the plight of the UOCAVA voter having served in the U.S. Coast Guard as a senior officer for 26 years including 12 years either overseas or deployed on ships at sea.

Evelyn Arnold - Superintendent of Elections

Evelyn has a total of 21 years experience in managing elections. She has served for the past year and a half as the Superintendent of Elections for King County overseeing Voter Registration, Ballot Processing, and Elections Operations programs. Prior to coming to King County, Evelyn served as the elected Auditor for Chelan County, Washington for 19 years including management of elections. Evelyn is a Certified Elections and Registration Administrators (CERA) and also a Certified Public Accountant.

Travis Elsom - Project Manager

Travis has 14 years of IT experience as well as a year of elections operational experience in all aspects of conducting elections. In his current position, Travis provides support to both voter registration and tabulation operations. As a member of the project team that selected and implemented King County's voter registration system, Travis provided technical oversight and coordination including specification development, vendor coordination, data migration, testing, and training. Prior to joining King County Elections, Travis was a systems network engineer with a data center. Travis is a Washington State Certified Elections Administrator.

Elections Management Team

Members of the management team that will be significantly involved in this effort include:

- Anthony Harris - Quality Control Manager
- Jacqueline Timmons - Voter Service Program Manager
- Rene Lebeau - Ballot Processing Program Manager
- Sandy McConnell - Election Operations Program Manager

These program managers bring the operational experience of the elections processes to this project. Each has been in their position for at least four years with each having significant additional experience in elections before assuming their current roles. All three program managers are Certified Elections and Registration Administrators (CERA).

Budget Proposal

Direct Labor

Project Manager (@ 15% FTE)	\$12,300	
Project Manager (@ 33% FTE)	<u>\$27,300</u>	
		\$39,600

Administrative and clerical labor

Budget Analyst (@ 10% FTE)	\$9,000	
Fiscal Analyst (@ 10% FTE)	<u>\$5,500</u>	
		\$14,500

Fringe Benefits and Indirect Costs (F&A, Overhead, G&A, etc.)

Project Manager (@ 15% FTE)	\$4,700	
Project Manager (@ 33% FTE)	\$4,700	
Budget Analyst (@ 10% FTE)	\$1,600	
Fiscal Analyst (@ 10% FTE)	<u>\$2,600</u>	
		\$13,600

Travel

o Two trips for 2 to Washington, DC for program review/report out	\$4,000	
o Two trips for 4 (2 ea from 2 counties) to San Diego, CA for technical consultation, design review, etc.	<u>\$5,200</u>	
		\$9,200

Subcontracts/sub awards

Item	Cost	Frequency	Total
Software Licensing Fees (40,000 UOCAVA Voters and 5 Counties) online ballot marking and automated ballot remaking, help desk	\$115,000	One Time Fee	\$163,000
Election Administration Fee: Election Configuration and Ballot Build	\$6,000	Per Election, Per County 2011: 1 per county (3 counties) 2012: 4 per county	\$18,000 \$120,000
eLect Administration Wizard Customization, Activation, Testing Configuration, and Integration	\$120,000	One Time	\$120,000

FPCA Integration w/ County VR database	\$25,000	One Time	\$25,000
Ballot on Demand Software and Hardware (see notes)	\$220,00	One Time	\$220,000
Mobile Kiosks	\$4,000	Per Unit	\$8,000
eLect Notify	(See notes)	Per Election	\$23,000
Total (Other Direct Costs)			\$697,000

Consultants

None

Materials and Supplies

Scanners (for eLect Transcriber) \$500

Other Direct Costs

Voter outreach to inform UOCAVA voters of new services and gather email addresses \$50,000

Total Budget

\$824,400

