

Technical Proposal

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Title of Proposal: Innovative, Secure, and Sustainable UOCAVA Balloting Solutions that Boost Voter Access, Participation & Confidence

DUNs Number: [REDACTED]

Applicant: Supervisor of Elections, Orange County, Florida
In an informal consortium with 3 additional Florida counties

Partner Contractor: Everyone Counts, Inc.

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Period of Performance: ~~Date of Award to December 31, 2016~~

23 December 2011 through 30 November 2016

Signature: [REDACTED]

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Date: 11/6/2013

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DRAFT

Technical Approach and Justification

This grant application is being submitted by a group of Florida counties. **These counties consist of Orange, Broward, Lee, and St. Lucie.** This consortium of counties will hereafter be referred to as the “E1C/Florida Consortium.” The deployment timeframe of various eLect Platform modules described may vary based on the counties’ elections schedules, workload considerations, and other management goals and variables.

Executive Summary

The E1C/Florida Consortium submits this grant application to investigate, evaluate, and field test methods to improve our overall ability to support our UOCAVA voters. The state of Florida and E1C/Florida Consortium are highly committed to ensuring UOCAVA voters are given every opportunity to participate in our democratic process, and have a track record of high quality service and continuous improvements to that process.

IN THE PAST TEN YEARS, NO OTHER STATE HAS WITNESSED, ADOPTED, FUNDED, AND IMPLEMENTED NEW AND/OR DIFFERENT ELECTION MANAGEMENT TOOLS AND APPROACHES AS HAS FLORIDA AND THE SUPERVISOR OF ELECTIONS (HEREAFTER REFERRED TO AS SOE) COMMUNITY ENTRUSTED TO SAFEGUARD ELECTIONS IN FLORIDA. Despite these across-the-board improvements and Florida’s legacy of high quality service to its sizable UOCAVA voter population, much room remains for the enhancement of military and overseas voters’ ability to access, vote, and return ballots in a timely manner.

A measurable incentive and impetus for uniformed personnel to register as Florida residents is the absence of state income tax assessment in Florida. In fact, approximately 13% of all UOCAVA voters hold current registration status somewhere in Florida. Combining those variables with the presence of military bases throughout the state, it is logical to assert that Florida’s already populous UOCAVA population will likely continue to swell.

At the crux of absentee voter management is the historical reliance on delivery (USPS, private courier, military, diplomatic, and foreign) of physical documentation (ballots and other election materials¹). With many UOCAVA voters serving in highly inaccessible locations e.g. forward operating bases in Afghanistan, months at sea, etc.), round-trip transit time measured in weeks is the rule rather than the exception. This situation is further exacerbated if complications requiring election officials’ remedy arise with the voter’s ballot, often requiring a second round-trip transit of materials – almost guaranteeing that the voter’s vote will not be counted.

Furthermore, Florida’s late primary election means that the SOE community must manage the nation’s fastest turnaround between state primary and the November general election dates.

¹ Includes voter registration material, affirmations/oaths, waiver of privacy form, ballots, envelopes requiring signature, and other forms as laws and regulations have evolved over time

Fortunately, alternatives exist. The omnipresent nature of the Internet provides for use of technology to provide expedited and real-time support for the UOCAVA voter. Even in areas where postal service is difficult or even non-existent, Internet access is generally available. Technology presents a considerable opportunity for significant progress in the ability to provide timely support to UOCAVA voters, increasing their participation and confidence in elections, and, more importantly, the success rate of those that do participate.

To this end, the E1C/Florida Consortium welcomes the opportunity to adopt and deploy 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 E1C/Florida Consortium intends to engage the services of Everyone Counts. Everyone Counts is a US-based firm in operation since 1997, solely dedicated to the highly accessible electronic balloting processes. Everyone Counts also boasts one of the best 2010 election cycle track records with respect to the previous round of FVAP grants.

Goals and Objectives²

The E1C/Florida Consortium intend to deploy and sustain a comprehensive solution (eLect Today and eLect Transcriber) to address the above cited issues, taking advantage of existing and emerging technologies to provide each voter a rich and voter-friendly voting experience. The E1C/Florida Consortium proposes to enable the UOCAVA voter with the ability to access their ballot online using any web-enabled computer via the computer's browser. In terms of security, all communications between the voter's browser and the eLect Today server will be secured using a minimum of 256-bit encryption. The voter will have access to the ballot 24x7 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 voting and returning the ballot.

Blank Paper Ballot Delivery

1. The voter authenticates with secure ballot access interface
2. Voter is provided with their correct ballot style
3. Ballot is downloaded, along with associated oath, envelope template, and return instructions, as required by Florida Law
4. Voter marks and completes ballot by hand
5. Voter signs oath and exterior of return envelope
6. Voter returns ballot package by one of the following methods, as approved by Florida Law.
 - a. Postal Service or other document courier
 - b. FAX
 - c. Scanned and Electronically Mailed PDF pending the implementation of new Florida Rule 1S-2.030

² A summary of eLect features and benefits specific to the (8) EASE grant evaluation criteria at the end of the goals and objectives section

eLect Today provides highly available access to voters regardless of where they reside. The primary EASE grant-related benefits of eLect Today include:

- faster ballot availability for voters;
- providing more time for return of voted ballots;
- ensuring all necessary forms are included with the web-enabled ballot;
- enabling voters to practice voting prior to accessing the “live” ballot.

Elect Today also supports voter-friendly features including customized landing pages, instructions to voters, links to designated resource web sites, multilingual formats, prepopulated voter forms, and WAI-ARIA Landmark development methodology to aid navigation of eLect Today web pages for sight-challenged voters using screen reader assistive technology.

Online Ballot Marking

1. The voter authenticates with secure ballot access interface
2. Voter is provided with their correct ballot style
3. Voter marks and completes ballot online (choices displayed and indicated on-screen)
4. Voter choices are also redundantly encoded on the ballot as a digital, 2D bar code
5. Voter signs oath and exterior of return envelope
6. Voter returns ballot package by one of the following methods, as approved by Florida Law.
 - a. Postal Service or other document courier
 - b. FAX
 - c. Scanned and Electronically Mailed PDF pending the implementation of new Florida Rule 1S-2.030

For EASE grant evaluation purposes, online ballot marking functionality is easily replicated in other jurisdictions that deploy eLect Today. It also eliminates:

- the need for the voter to possess a marking device,
- the requirement for the voter to possess the ability to grip and aim a voting device, and
- over-voting.

Online ballot marking also requires the voter to view a summary page at the completion of the ballot marking event. This process encourages a complete review of the ballot, remedy of under-voted contests, and also increases voter confidence in that a failsafe 2nd chance voting opportunity is presented to each voter.

Automated Ballot Duplication

To date, Florida’s SOE community has manually duplicated voted/returned UOCAVA paper ballots so they can be scanned and counted by tabulation systems. eLect Transcriber technology imprints a 2D barcode on voted ballots generated by eLect Today system. The bar code contains the ballot style, precinct, and the voter’s preferences. This bar code provides an effective means of duplicating a returned ballot returned to a tabulation-ready ballot produced by a ballot on demand system.

Without this, E1C/Florida Consortium will eventually be overwhelmed by the requirement of manually duplicating thousands of additional ballots voted and returned if our goals for increased participation by UOCAVA voters are achieved. 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, test & approval, and technological challenges, the E1C/Florida Consortium will pursue alternative methods to support efficient integration of voted UOCAVA paper ballots. The most common manner would be to skip duplication of the original paper ballot into a scannable document, and instead directly input scanned bar code data into a tested and approved EMS. This would avoid the use of duplicated paper ballots when used with a 2D bar code, further increasing the efficiency of the process.

For EASE grant evaluation purposes, Elect Transcriber:

- introduces efficiencies that allow the SOE community to save time and staff and materials expenses in the ballot remaking process, and
- safeguards voter privacy and guarantee accuracy in the transfer of voter preferences from original ballots to scan-ready ballots;
- is compatible with a cross section of leading ballot-on-demand (BOD) software; and
- functions with existing county-based BOD hardware (Okidata 9600/9650 duplex printers), reinforcing efficiencies and investment in hardware already made by the counties.

Return Envelope Tracking

The return envelope template contains a bar code with the voter's unique ID and USPS postage paid indicia. This bar code enables identification and flagging of the voter when the incoming ballot envelope is received and processed, the voter in the voter registration system as having returned the ballot.

For EASE grant evaluation purposes, should the voter choose to utilize this envelope template, faster and more efficient ballot return verification processes are supported.

Accessibility

The ballot delivery system is required to be both section 508 (ADA) and section 203 (alternative languages) compliant. **An additional benefit of the eLect Today referenced herein is it has been approved for use with the ES&S Unity EMS by the Florida Division of Elections to serve the absentee voting community at-large, including voters with disabilities.**

Integration with existing EMS Systems

The online balloting system (eLect Today) is tested and approved by the Florida Division of Elections with existing county-based ES&S Unity EMS. eLect Today/Dominion Voting Systems GEMS test & approval is in process. This reduces the complexity, time requirements, and potential errors of transferring ballot definition information to the eLect Today web-enabled balloting system.

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 unique credentials. Authentication will be accomplished by the voter entering data elements into a one or two stage authentication process.

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 can be directed toward an FWAB, or contact their SOE, as safeguards against disenfranchisement.

E1C/Florida Consortium will provide the vendor, Everyone Counts, with an extract of each county's voter registration database. Initially the proposed format is a flat file export that will be periodically re-exported for the purposes of voter history update. As this research project progresses, we will investigate and if appropriate implement more real-time implementation of a web services-based integration.

Near real-time VRDB Authentication

As a part of our ongoing EASE/UOCAVA research, voters who are not found in the county's database will be attempted to be located utilizing a direct link to Florida State's Voter Registration Data Base (VRDB). This will provide maximum flexibility for voters that believe they are registered in a particular participating county when they are actually registered in different county. Once located within the Florida State VRDB, the voter can then be redirected to the jurisdiction in which they are registered. Availability of this enhancement is tentatively scheduled for the second ½ of the 2012 calendar year.

Integration with existing online systems

An already-enabled ballot tracking system provides 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, and that the ballot package has been signature verified.

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 where disenfranchisement is common is ballot validity challenges (e.g. voter forgets to sign the envelope oath or privacy waiver, the signature doesn't match the signature on file, etc.).

However, the same transit time challenges that exist for ballot delivery and return also currently apply for attempts to remedy challenges based on omissions and inconsistencies. Although the exact method of implementing this capability has not been determined, the E1C/Florida Consortium will work with the vendor to develop a process to provide timely assistance to UOCAVA voters with such challenges.

Voter Outreach

E1C/Florida Consortium desires to improve our ability to provide outreach to our UOCAVA community. E1C/Florida Consortium intends to use tools and services provided by Everyone

Counts to facilitate messaging to UOCAVA voters. This messaging will allow EIC/Florida Consortium to be proactive in communicating with voters.

Mobile Kiosks

~~Our vendor has a kiosk solution (eLect Mobile) in development 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). While not part of this grant application, the EIC/Florida Consortium has available to it this additional channel supported by the eLect Platform for serving another segment of UOCAVA voters in the near future.~~

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 EIC/Florida Consortium. This would include:

- 24x7 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 manage technical issues related to the site as well as after-hour calls and EIC/Florida Consortium would field business hour inquiries for election-related items.

To provide a means for improving our implementation and to provide FVAP feedback on research completed, eLect Today supports a client-specified and optional post-voting survey for voters to complete.

Business Continuity

To ensure that our UOCAVA community is well served by this system, the vendor will be required to have a robust business continuity plan that will ensure that 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

All communications between the voters' browser and the server will be secured using a minimum of 256-bit encryption. If local legislation enables voted ballot delivery via email, the email shall be sent encrypted using a minimum of 256-bit encryption.

The ballot delivery system shall not retain any record of the voters' selections anywhere on the system to include transaction logs, cache, etc.

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, procedures to protect against denial of service attack, anti-virus and anti-spy ware 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).

eLect Today and eLect Transcriber Features & Benefits Summary

Significance

- Addresses all phases - voter registration, ballot delivery, preference indication, ballot return, ballot intake, ballot tracking, and challenges after ballot return
- Enhances FPCA capability
- Links to county and/or state resources such (e.g. multilingual help)
- Links to county or state ballot tracking system
- Provides ability for voter to mark ballot preferences
- ~~Provides (future) option for the voter to have the ballot delivery system email the ballot on their behalf using encryption~~

Sustainable

- Extension to different voter segments, especially absentee voters, will dramatically drive down expenses related to postage and 3rd party ballot package assembly contractors
- Augmentation of funds from the counties of leftover HHS/HAVA funding
- Projected savings realized from implementation of the eLect Platform will be sufficient to pay for ongoing costs after one-time implementation costs
- Relatively low annual fees
- As a hosted solution, will not significantly increase load of elections staff

Impact

- The E1C/Florida Consortium universe of UOCAVA voters = approximately 25,190
- The E1C/Florida Consortium universe of voters claiming disabilities = approximately 53,990; there is a groundswell of support throughout the Florida SOE community to extend web-enabled balloting as an option for voters with disabilities, as well as all absentee voters
- Based on cost/benefit analysis, The E1C/Florida Consortium has a stated objective to deploy the eLect Today system for elections that do not elect Federal candidates
- Projection that UOCAVA voter participation will at least double with the use of this system and the increased accessibility inherent in the implementation of this system

Strategic Approach

- Overall comprehensive, multi-channel solution that allows the voter a choice of ways to receive and return their ballot
- Implementation of post-voting surveys to gather voter feedback and introduce improvements based on voter comments and suggestions

- Use of the Internet with real-time capability to overcome inherent issues with access and mobility of ballots and other materials via a constrained postal or other document delivery system
- Provides access to ballots 24x7 anywhere there is the capability to connect to the Internet.
- ~~Testing of several new concepts (e.g. CAC card authentication and encrypted email return of ballots) that could provide better integrity of the process~~

Innovation

- Automated ballot replication; that is, the ability to translate ballots not compliant with tabulation equipment to tabulation-ready using 2D bar-code
- ~~(Future when Florida law permits) Option for voter to upload signature image and have the eLect Platform email ballot on behalf of the voter using encrypted email~~
- ~~Proposed research on use of CAC card for authentication~~
- ~~Mobile kiosks for future specialized needs (eLect Mobile not part of this proposal)~~

Scalability

- The design principals proposed by the E1C/Florida Consortium, along with the vendor Everyone Counts has taken into account the challenges associated with scaling to accommodate additional voters and functionality. Specifically, the following scaling scenarios have been accommodated as a part of the design:
 - Additional voters demand
 - Additional upgrades to initial features
- Everyone Counts has conducted similar eLect Platform web-enabled elections in a number of jurisdictions without any scalability issues, most recently:
 - Australia March 2011 50,000 Voters
 - Honolulu May 2011 18,000 Voters

Collaborative

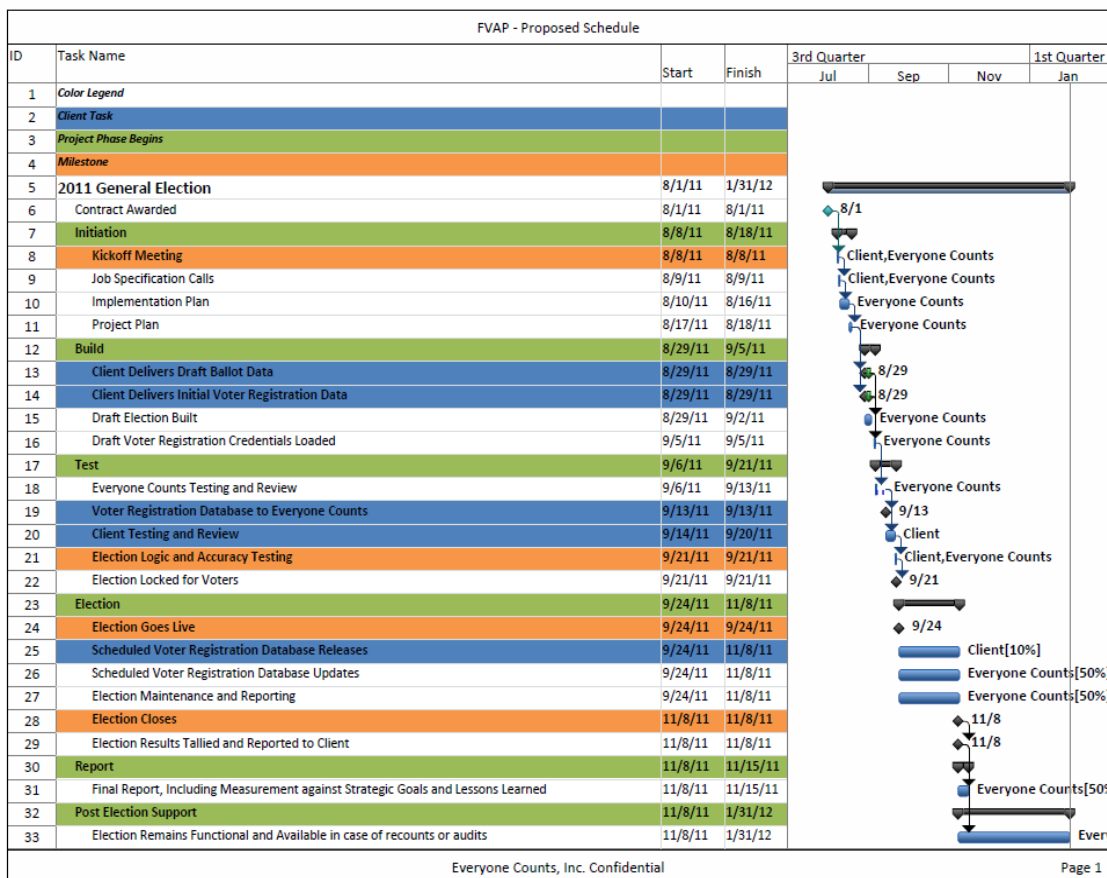
- The Orange Accessibility Task Force and the Orange County SOE has collaborated with Everyone Counts in the development of this concept.
- The E1C/Florida Consortium continues to recruit interested Florida Counties, which will serve additional UOCAVA voters and enable greater cost sharing of eLect licensing
- The design of our proposed implementation is such that it should be usable by any other jurisdiction that does not have more restrictive statues

Schedule and Milestones

At date of grant submission, proposed milestones for this 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
- **Data Delivery** - Consortium Counties provide vendor with data
- **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
- **Election Close** - the final day of voting in the election
- **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 any time during the election to authorized individuals

The following is a sample Gantt chart for one election.



Example- Gantt Chart for a single election with 45 day voting period

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)
 - Post-Election Analysis of Activity
- Voter Surveys
- Customer Service and Help Desk Log Reports and Analysis
- Project Management Milestone Reporting
- Post-election reports
- UOCAVA Voter available tracking interface

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
 - Turnout by Channel (where available)
- **Voter Locations:** Report showing the source location of voting activity. Reports are based on the IP address, and
 - Source City, *i.e.: Los Angeles, United States*
 - Source Domain, *i.e.: .mil, .gov*
 - *Where available via PTR DNS Records*

On-demand Reporting Interface

The screenshot shows the 'Secure Customer Portal' for 'everyonecounts®'. The user is logged in as 'Lori.Steele'. The navigation menu includes 'Dashboard', 'Election Management', 'Reporting', and 'Settings'. The main content area is titled 'Reports > Voter Participation' and features two pie charts and a data table.

General Participation

- Have Voted, 37%
- Have Not Voted, 63%

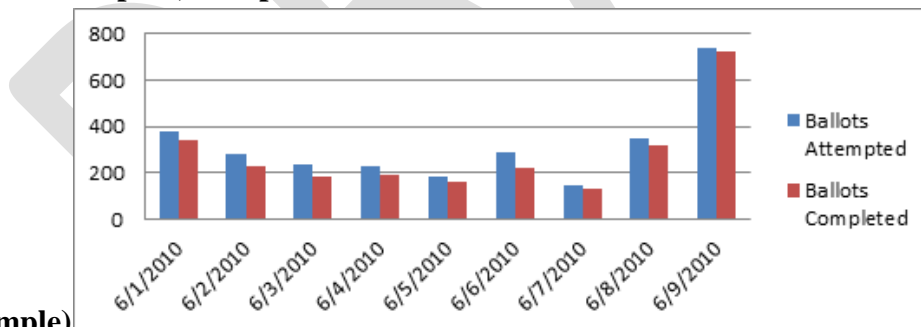
By Channel

- Voters by Web, 74%
- Voters by Phone, 26%

| | District Name | Eligible Voters | Votes Cast (Phone) | Votes Cast (Web) | Votes Cast Total |
|--------------------------|---------------|-----------------|--------------------|------------------|------------------|
| <input type="checkbox"/> | Chula Vista | 58,203 | 1423 (15%) | 38,504 (85%) | 38202 (61%) |
| <input type="checkbox"/> | Clairemont | 58,929 | 1542 (15%) | 48,203 (88%) | 48203 (71%) |
| <input type="checkbox"/> | La Jolla | 58,203 | 1234 (58%) | 2380 (58%) | 4820 (72%) |
| <input type="checkbox"/> | San Diego | 48,03 | 253 (19%) | 3894 (81%) | 4023 (51%) |

(Example)

Ballots Attempted, Completed



(Example)

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

Voter Location Report (Example)

| 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 (Example)

| Access Period | Time (Canada/Pacific) | Time (System Seconds) | SessionID | IP Address | Event |
|---------------|------------------------|-----------------------|--------------------------------------|----------------|------------|
| Live | 19-04-2010 09:06:29 | 1271693189 | 817e203e135bad14 dc1cbde203bed87f | 207.229.6.250 | User login |
| Live | 19-04-2010 09:09:00 | 1271693340 | 3200d91b5f9f7752 6db200a130762ad3 | 68.147.223.212 | User login |
| Live | 19-04-2010 09:09:46 | 1271693386 | a41b590c0dbf2c31 1acc28fcc72b871d | 208.97.113.34 | User login |
| Live | 19-04-2010 09:12:19 | 1271693539 | 112819fe8deb4f19f b056d1aa7c790e4 | 203.18.176.243 | User login |
| Live | 19-04-2010 09:15:05 | 1271693705 | 4c00ed4ca30c952f8 8e20acdf54de867 | 208.80.96.57 | User login |
| Live | 19-04-2010 09:15:16 | 1271693716 | b742cfff2b14d9eb2 394352e25dca8cf | 74.198.12.3 | User login |
| Live | 19-04-2010 09:17:15 | 1271693835 | f76ee37d032ed935a 598de4d426f365f | 64.39.171.41 | User login |
| Live | 19-04- | 1271693922 | c438782c27a8297c | 199.212.48.2 | User |

| Access Period | Time (Canada/Pacific) | Time (System Seconds) | SessionID | IP Address | Event |
|---------------|----------------------------|-----------------------|--------------------------------------|---------------|---------------|
| | 2010 09:18:42 | | 22df6d4e5269dff7 | | login |
| Live | 19-04- 2010 09:19:57 | 1271693997 | 7eddb3a3633a02ce 652c2dbe2119e80d | 68.179.94.250 | User login |
| Live | 19-04- 2010 09:21:16 | 1271694076 | b27d56e7c48a4059 ec975dbf1a400eaf | 96.49.111.135 | User login |

The data above represents the first 10 log-ins 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 through various phases of the ballot access process (e.g. voter registration, ballot access, ballot return, etc.)

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

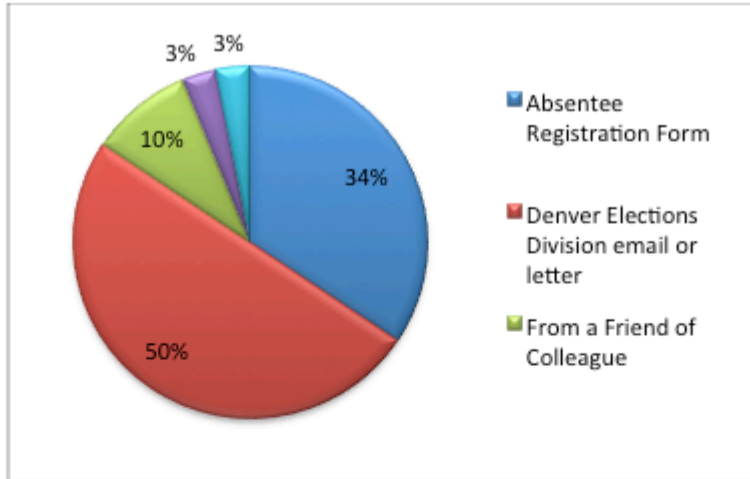
Each voter has the ability to track the progress of their ballot. Most of this functionality currently exists via existing local VR Systems product functionality. -eLect functionality will support ballot tracking via issuance to the voter of a distinct receipt code used to access unique ballot status. Specifically:

- Ballot Printed
- Ballot Submitted
- Ballot In-Transit
- Ballot Received
- Ballot Counted

Satisfaction Feedback Loops and Voter Satisfaction Surveys

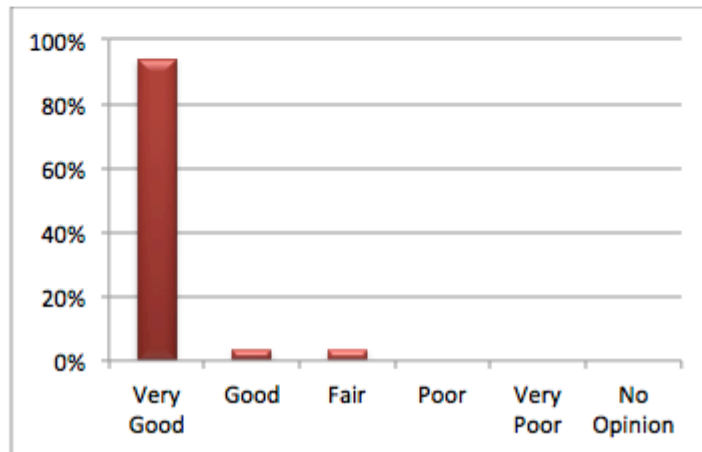
As a part of each election, voters are asked to complete a voluntary customer survey. These questions are collated and a report generated for each. Below are example questions with associated responses:

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 |
|---------|------------|-------|
|---------|------------|-------|

| 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



| Date | Completed | Abandoned | Total Calls | Complete / Abandon / Volume |
|----------|-----------|-----------|-------------|---|
| 02/07/05 | 19 calls | 4 calls | 23 calls | 83% Complete / 15% Abandon / 17% Volume |
| 02/08/05 | 26 calls | 9 calls | 35 calls | 74% Complete / 23% Abandon / 26% Volume |
| 02/09/05 | 17 calls | 4 calls | 21 calls | 81% Complete / 14% Abandon / 19% Volume |
| 02/10/05 | 23 calls | 9 calls | 32 calls | 72% Complete / 21% Abandon / 28% Volume |
| 02/11/05 | 22 calls | 3 calls | 25 calls | 88% Complete / 17% Abandon / 12% Volume |
| 02/12/05 | 0 calls | 0 calls | 0 calls | no completed or abandoned calls / 0% |
| 02/13/05 | 0 calls | 0 calls | 0 calls | no completed or abandoned calls / 0% |
| 02/14/05 | 13 calls | 0 calls | 13 calls | 100% Complete / 9% Abandon / 9% Volume |
| 02/15/05 | 0 calls | 0 calls | 0 calls | no completed or abandoned calls / 0% |

(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

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.

DRAFT

Management Approach

Key personnel:

Internal: Reference the Florida Supervisor of Elections experience statements included at the end of the Management Approach section of this EASE grant application.

External: Reference the Everyone Counts experience statements included at the end of the Management Approach section of this EASE grant application.

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

The E1C/Florida Consortium's lead county (Orange) boasts a measurable legacy of leadership, collaboration, sharing of best practices, and internal innovation within the Florida SOE community. This has been accomplished via leveraging of

- The availability of scalable, well-equipped, high quality and educationally-friendly facilities at the Orange County election offices;
- Orlando's accessible and central geographic location within the state of Florida;
- A history of process and technological innovation by the county's election management and IT staff as the demands and size of the voter populace have expanded; and
- The necessity to continually evolve and improve under the overwhelming national and global scrutiny placed on Florida's SOE community in the past decade.

Strategic Goals

The E1C/Florida Consortium selected Everyone Counts after:

- inviting (4) solution providers to make presentations and demonstrations to its stakeholders in a late-May Orlando meeting, and
- participating in a recent presentation and clarification of services and terms at the June 2011 FSASE conference in Ft. Lauderdale.

After the presentations, the counties individually comprising the E1C/Florida Consortium chose Everyone Counts as the solution provider that best met near-term and future needs of these counties.

The initial strategic goal of the E1C/Florida Consortium is to enhance service to UOCAVA voters in a cost-effective, collaborative, and sustainable manner via leveraging of web technologies and internet access to reduce reliance on document-based delivery services that are inherently slow in delivery, highly process-challenged in managing changes in where UOCAVA voters reside, and in many areas systemically unreliable. Attaining this goal will allow the SOE community the best ability to meet the challenges of a tight (just 12 weeks) turnaround timeframe between the primary and general election dates.

A secondary and equally important near and mid-term horizon strategic goal is to leverage the eLect Platform's scalability and accessibility by extending the solution to various segments of the voter populace resident within the Consortium's databases as permitted by state law.

Methodology of the Approach

A phased approach is envisioned. The E1C/Florida Consortium and Everyone Counts sees the implementation of processes to pursue the strategic goals listed above as an evolution, and not a revolution. Different counties may extend the solution 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 2012 Presidential Preference Primary Election (contingent on grant approval and funding and licensing status) to allow maximum time to identify effectiveness and resolve issues in time for the primary election and presidential election in November 2012.

Internal county coordination will be provided by county personnel leadership in collaboration with the lead county (Orange) and Everyone Counts. Everyone Counts will work directly with each county for implementation when coordinated efforts are not required.

Definition and Formalization of the Applicants Strategic Goals

The E1C/Florida Consortium will pursue strategic goals via multiple channels as defined below:

- 1. Voter registration/enfranchisement:** eventual integration of FPCA processes with existing voter registration databases as permitted by Florida election law;
- 2. Ballot access:** make ballots more highly available and accessible, provision of tools and materials that enhance the probability that voted ballot will be validated for counting;
- 3. Back office automation:** deploy technology and processes that streamline ballot duplication processes (recreating scan-ready ballots); saving time, money, and most importantly boosting accuracy rates of duplicated ballots.
- 4. Scalability of the solution:** an intent to extend web-enabled ballot access to voters with disabilities, and eventually to absentee voters regardless of where they reside; and
- 5. Impact of the solution:** evaluate the proposed solution as a potential successor to current hardware-intensive voting systems as "Vote Centers" approach gains traction and acceptability in Florida.

Analysis and Measurement of Current Processes

- 1. Voter registration/enfranchisement:** the FPCA registration process (among other means) is too cumbersome and often too time-consuming to enable potential UOCAVA registrants to become eligible to vote in a timely manner
- 2. Ballot access:** see above; even those that successfully register are still encumbered with delays in accessing a document-based ballot delivered by various means, and even then then physical return requirements imperil timely return and validation of these ballots
- 3. Back office automation:** voted and returned ballots require tedious and error-prone duplication so that they can be properly processed by optical scan technology
- 4. Scalability of the solution:** overhead expenses of the UOCAVA solution can be leveraged to other voter segments to achieve measurable cost/benefit ratios
- 5. Impact of the solution:** sustainability and safeguard against obsolescence of the eLect platform can be maximized by focusing on approaches that are not hardware-intensive

Identification of Each Process and Elements Related to the Processes

1. **Voter registration/enfranchisement:** voter registration requests from UOCAVA voters are received in several different ways (e.g. mailed paper forms, via Federal Post Card Application (FPCA) or the Federal Write-in Absentee Ballot (FWAB)).
2. **Ballot access:** ballots are transmitted via a mailed paper ballot, an emailed blank PDF ballot, or web-enabled access to an FWAB
3. **Back office automation:** voted ballots received by statutory deadlines are validated, then manually duplicated by manual retrieval of the proper ballot type from secured document archives; voter marks are manually transferred by teams of (3) personnel as follows: one that reads aloud voter preferences, one that marks these preferences on a scannable document, and another that observes the accuracy of the reader and the marker.
4. **Scalability of the solution:** voters with disabilities currently must appear at a the designated early or election day polling location, to vote and cast a ballot;
5. **Impact of the solution:** election day polling locations continue to be dominated by hardware-based solutions that are increasingly obsolete in shorter periods of time

Identification of Potential Risks & Mitigating Strategies

| Risk | Impact | Prob. | Mitigation |
|---|--------|-------|---|
| Election system vendor is unable to meet the needs of the project on schedule. | 1 | 2 | Select a vendor with a strong track record of success at election projects. Manage vendor deliverables with weekly status updates. |
| Ballot data is finalized with insufficient time to implement online election project. | 1 | 1 | Integrate online election vendor systems with EMS systems for direct transfer of data. |
| UOCAVA voter registration data changes frequently during the course of the election. | 3 | 1 | Integrate the Federal Post Card Application with the online election system. Schedule voter registration database updates in advance. |
| UOCAVA voters may not have Internet access. | 1 | 1 | Deploy Mobilized Universal Ballot Access solution for areas with high UOCAVA voter populations but low Internet access. |
| Tight project timescales mean that delays will lead to missed election go live date. | 2 | 2 | Front load election project with draft election produced well in advance of actual ballots. Choose vendor with strong track record of success in deploying on-time elections. |
| Ballots of online election contain errors. | 1 | 2 | Audit vendor's quality assurance process. Ensure all acceptance, Logic and Accuracy |

| | | | |
|---|---|---|--|
| | | | tests are completed successfully before election go live date. |
| Project subject to malicious electronic attack | 4 | 1 | Work to security based on DCA approved and other standards. Create a detailed business continuity and disaster recovery plan. |
| Physical security at data center may be compromised | 4 | 1 | Maintain security management measures compliant with SAS 70 Type II defined in the data center service level agreement. A mandated security plan is currently on file w/ the Florida Division of Elections. |
| Vendor staff may present a security risk to the project | 4 | 1 | Undertake security checks on vendor employees to assess risk of possibility of such occurrences. |
| Customer demand for the election services might be larger than anticipated. | 2 | 1 | Ensure that the technical system is built to cope with the largest possible demands. Automatic monitoring of system configured for notifications 24x7 should system go outside of expected parameters. |
| Negative news stories about the new voting methods appear in the local press. | 2 | 1 | Assist county 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. | 3 | 3 | Start voter engagement and promotion of the new services early in the year and build up to a crescendo around voting time in order to encourage voting. |
| Culture change issues may generate negative feelings in internal staff and stakeholders working on the project. | 1 | 1 | Start internal promotion of the project as soon as possible after contract agreement. Also provide complete visibility of the service development to end users throughout the process. |
| Some technologies may be new to some election staff | 1 | 3 | Ensure staff receives relevant training before they employ their skills. Establish skills hierarchy and provide technology briefings that highlight specific issues of importance to the implementation of each pilot. |

Formalization of Performance Indicators for Each Process

1. **Voter registration/enfranchisement:** compare voter registration rates of UOCAVA voters across like elections (ref. reports section)
 - a. **Ballot access:** compare and measure the following UOCAVA criteria:
 - b. ballots made available (electronically) via eLect Today across like elections;
 - c. ballots voted via eLect Today across like elections;
 - d. ballots returned across like elections;
 - e. ballots counted across like elections;
 - f. ballots invalidated for various reasons;
 - g. implement optional post-voting surveys to gauge effectiveness, friendliness and accessibility of web-enabled balloting solution (ref. reports section)
2. **Back office automation:** measure amount of staff time required to duplicate returned and validated UOCAVA ballots compared to manual processes previously employed
3. **Scalability of the solution:** continue to engage and measure appropriateness within and acceptance of accessibility-challenged community to promote web-enabled ballot design and access
4. **Impact of the solution:** promote and measure appropriateness, acceptance, and cost/benefit of web-enabled balloting to voter populace at-large

Justification for Modification of Current Processes

1. **Voter registration/enfranchisement:** greater participation of the UOCAVA voter populace because registering to vote will be easier and more rapid; the FPCA registration process (among other means) is too cumbersome and often too time-consuming to enable potential registrants to become eligible in a timely manner; online ballot marking wizard reduces spoiled ballots; allow voters to track status of voted/returned ballots online
2. **Ballot access:** see above; increased time to vote and return a ballot because current process is too reliant on document-based delivery vehicles; email addresses are “stickier” than physical addresses for UOCAVA voters; easier electronic remedy of issues as compared to document-based delivery approaches
3. **Back office automation:** measurable cost/benefit return via increase in the efficiency and accuracy of duplication of voted and returned ballots; as UOCAVA participation increases, ROI will increase; as a hosted solution, eLect Today requires no additional staff resources or time allocation
4. **Scalability of the solution:** overhead expenses of the UOCAVA solution can be leveraged to other voter segments to achieve measurable cost/benefit ratios; voters with disabilities often cannot use their own (familiar) assistive devices when voting on accessible devices in the traditional polling place locale
5. **Impact of the solution:** safeguard against obsolescence and overall sustainability of the eLect platform can be maximized by focusing on approaches that are not hardware-intensive and in sync with polling location management trends

Projections of the Effectiveness of the Modifications

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

1. Voter registration/enfranchisement:

- Increased participation - with more readily available electronic access to an on-line tool, expect more individuals to be able to easily register
- Data entry error reduction - if voters are able to enter data electronically to the database, transcription errors (e.g. from illegible handwriting) are drastically reduced.
- Cost savings - data entry expenses reduced if voters self-enter data
- Expectation that registrations submitted on paper forms will migrate to online registrations. Forecast for 2012 General Election that more voters will register on-line as register by paper
- Percentage of potentially challenged UOCAVA ballots not counted due to return delays/certification demands of an election will be measurably reduced

2. Ballot access:

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

3. Back office automation:

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

4. Scalability of the solution:

- Elect Today engineered and continually enhanced with accessibility issues at the forefront
- Scalability: Absentee voting trends nationwide mandate increased accessibility to the ballot

5. Impact of the solution:

- Cost/benefit: Government budgets perpetually under pressure to do more with less
- Sustainability: migration toward software –vs- hardware solutions
- Access & enfranchisement: Populace increasingly mobile and connected
- Impact: technological illiteracy continues to erode as older voters embrace new methods

Measurements of Performance

Refer to the reports overview provided at the conclusion of the Technical Approach and Justification overview. Many statistics will attempt to compare statistics across “like” elections

to measure program popularity and effectiveness. An example of legacy data that will be examined is displayed in the following sample table:

| ELECTION | Total requests received | Ballots transmitted paper | Ballots transmitted electronic | Ballots returned | Ballots counted | Ballots returned not counted | Ballots not returned |
|----------------|-------------------------|---------------------------|--------------------------------|------------------|-----------------|------------------------------|----------------------|
| 2006 PRIMARY | | | | | | | |
| 2006 GENERAL | | | | | | | |
| TOTALS | | | | | | | |
| 2008 P PRIMARY | | | | | | | |
| 2008 PRIMARY | | | | | | | |
| 2008 GENERAL | | | | | | | |
| TOTALS | | | | | | | |
| 2010 PRIMARY | | | | | | | |
| 2010 GENERAL | | | | | | | |
| TOTALS | | | | | | | |

Current and Pending Project Proposal Submissions (not included in page limitations)

Orange County and The E1C/Florida Consortium do not have any current or pending project similar to the one being proposed in this grant proposal.

Qualifications -Personnel

Vendor partner - Everyone Counts

Our preferred vendor for this program brings 14 years of experience and proven success of these types of projects. 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 all over the world.

Qualifications -Deployments

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 accessed, marked 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 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." said 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 – DeGregorio began his career in elections in 1985, when he was appointed Director of Elections for St. Louis County, Missouri. 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). 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.

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.

Pedro Cortés - Everyone Counts, Inc.– Executive Vice President – former Pennsylvania Secretary of State (2003 to 2010) leveraged technology to improve operations and services in every facet at the Department of State. In the area of elections, Cortés and his team successfully administered 15 Primary and General Elections. He led the implementation of the federal Help America Vote Act; during his tenure, the state revolutionized voting, moving from paper and lever machines to electronic voting systems, and voter registration information that is now housed in a centralized system designed to ensure the accuracy and integrity of the commonwealth's voter registration records maintained by Pennsylvania's 67 counties.

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, Florida, and West Virginia that utilized Everyone Counts'

eLect software to provide better voting solutions for electors with disabilities and military and overseas electors.

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, served as a Project Manager for Premier Election Solutions for three years, focusing on serving their California and Florida State clients, particularly on the implementation of new voting systems and certification.

Orange County Elections (Lead county)

Bill Cowles – Supervisor of Elections

Bill Cowles has been an integral part of the Orange County Supervisor of Elections office since 1989, after serving thirteen years on the staff of the Central Florida Council, Boy Scouts of America. He was elected as the Orange County Supervisor of Elections in 1996, and re-elected in 2000, 2004 and 2008. Bill supervises the fifth most populous county in the State of Florida.

Appointed in 2007, Bill serves on the Federal Elections Assistance Commission Board of Advisors. His other professional involvement includes being Past President of the Florida State Association of Supervisors of Elections, as well as Past President of the International Association of Clerks, Recorders, Election Officials, and Treasurers

Bill graduated in 1976 with a degree in Public Administration, from Florida Technological University, (now known as University of Central Florida). He is a member of the Alumni Association Legislative Committee.

Participating Consortium Member- Broward County

Dr. Brenda Snipes- Supervisor of Elections

Dr. Snipes is a highly regarded education consultant and has traveled to other counties and states to serve as a consultant in leadership for principals and district level administrators. Because of her extensive and successful leadership and administrative skills, Dr. Snipes was asked by Governor Jeb Bush to serve out the term of Supervisor of Elections in Broward County. She began this appointment on November 20, 2003. She was re-elected for a four-term in November 2004, and again in November 2008. During her tenure in this position, she has administered several successful elections and under her leadership more than 30,000 local high school and college students have been registered to vote.

Due to her commitment to continuous improvement through voter education, awareness and outreach, Dr. Snipes has served as keynote speaker for hundreds of groups and organizations throughout Broward County. She is also an active member of the Florida State Association of Supervisors of Elections (FSASE) where she serves on committees and participates in state conferences and meetings. Dr. Snipes serves as the chairperson of the Strategic Planning Committee and co-chair of the Continuing Education Program (CEP) for supervisors and their

staff. She recently served on the United States Election Assistance Commission (EAC) study group regarding Elections Management Guidelines.

Participating Consortium Member- St. Lucie County

Gertrude Walker, Superintendent of Elections

Gertrude entered the election management space as Deputy Supervisor of Elections in 1968; she was appointed Supervisor of Elections for St. Lucie County in 1980 by Governor Bob Graham. Gertrude is Florida's first African-American elected Supervisor of Elections in Florida. Her FSASE leadership roles include (among numerous others) Board of Directors (twice), By-laws and Resolutions Committee Chairperson, Legislative Committee member, Budget Committee Chairperson, FSASE Scholarship Chair, and other roles. Gertrude was also elected President of IACREOT in 2005.

Participating Consortium Member- Lee County

Sharon Harrington, Supervisor of Elections

A Cleveland OH native, Sharon relocated to Fort Myers in 1975. She joined the Lee County Elections office in 1989 as Fiscal Officer/HR Director. In January 2004, Governor Jeb Bush appointed Sharon as Lee County SOE; she took office that February. Her leadership roles include serving as a Board Member on the Southwest Florida Crime Stoppers Board of Directors. Sharon is a Lifetime Member of Kiwanis International and has served as Charter President, District Chairman and was presented the Distinguished Kiwanis Lady Award in 1994. She has served on numerous committees and boards for the FSASE, including the Florida Delegation Director for IACREOT.

Budget Proposal (not included in page limitations)

a) Direct Labor

The engagement of eLect Today and eLect Transcriber are accomplished via a bundled license, annual maintenance, and ongoing per election fees. Ongoing annual maintenance and support fees cover periodic eLect Today and eLect Transcriber application enhancements, maintenance of application hosting assets, and so on. Labor burdens on county personnel associated with the adoption of eLect solutions will be minimal.

b) Administrative and clerical labor

This research project and eventual goal of sustainably mainstreaming of eLect voter management tools into the broader umbrella of county election management tools will not require extensive amounts of administrative or clerical support measurably greater than normal routine levels of effort.

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

None anticipated or applicable for the purposes of this grant application.

d) Travel

No air or ground travel outside the state of Florida is anticipated as a result of deploying eLect Today and eLect Transcriber solutions. Some limited and occasional travel of consortium

members to the Orange County election meeting room in Orlando may be necessary as the initiation of the solution deployment approaches. Limited contractor travel, if any, is covered in terms of the eLect Today license fee and ongoing annual maintenance and support.

e) Subcontracts/sub awards

No subcontracts or sub awards are anticipated.

f) Consultants

No fee-based consultants have been contractually retained nor are any anticipated. The Orange County Accessibility Task Force will likely be engaged at no charge for accessibility research. consultation. Orange County has previously and regularly engaged this advocacy group to enhance accessibility of its voting solutions.

g) Materials and Supplies

eLect Today and eLect Transcriber are hosted solutions. No IT infrastructure directly related to deployment of eLect Today will be purchased or leased by E1C/Florida Consortium members.

h) Other Direct Costs

| | 2011- 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---|-------------------------|--------------------------|-------------------------|--------------------------|
| eLect Today license & maintenance | \$280,000 (one-time fee) | incl. | incl. | incl. | incl. |
| eLect Transcriber license & maintenance | \$40,000 (one-time fee) | n/a | n/a | n/a | n/a |
| eLect Administrator license & maintenance | \$150,000 One-time fee | n/a | n/a | n/a | n/a |
| Per election fee (\$8,000/election) ^{1 & 2} | (3) elections: \$24,000 x 4 counties = \$96,000 | Assumes (1) election | Assumes (2) elections | Assumes (1) election | Assumes (3) elections |
| Ballot converter software (\$22,355/county license) | \$89,420 | n/a | n/a | n/a | n/a |
| TOTALS | \$655,420 | \$0 | \$0 | \$0 | \$0 |

^{1 & 2} eLect Administration Wizard functionality enhances program sustainability by freeing the SOE community from reliance on the vendor in downstream years as described below.

eLect Administration Wizard – Phase 1

This functionality will provide the ability for the county election staff to build their own ballots through an online wizard vs. contracting with an outside vendor (in this case, Everyone Counts) to produce eLect Today web-enabled ballots. These enhancements are tentatively scheduled for CY 2012 release.

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. Everyone Counts will enhance the wizard for eLect Today ballot building by allowing for automated export of data into the eLect Administration tools. This solution also aims to support the common data format project currently under review by FVAP. These enhancements are scheduled for a CY 2013 release.

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