Technical Proposal

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[redacted] 10/31/2013

MARK THOMAS

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Technical Approach and Justification

This grant application is being submitted by the State of Utah on behalf of its 29 counties. Not every county will use all of the tools described in this grant application and the implementation of the various modules described may occur at different times, based on the counties' elections schedules and workload considerations.

Executive Summary

The state of Utah is excited to submit this grant proposal to investigate, evaluate, and field test methods to improve our ability to support our UOCAVA voters. We look forward to enhancing and building upon the solutions that were utilized in 2010 and expanding the number of counties that will participate. The state of Utah 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:

- In March of 2011, the Uniform Military and Overseas Voters Act (UMOVA), as approved by the Uniform Law Commission, was signed into law.
- Utah recently made dramatic changes to its election deadlines, including moving the candidate certification dates to earlier in the year, in order to ensure the county clerks have a sufficient amount of time to prepare, print, and deliver the ballots before the 45 day deadline for both the primary and general elections.
- For the 2010 general election, Utah collaborated with Everyone Counts and provided a robust website that allowed UOCAVA voters to request and receive an absentee ballot.
- In 2010, Utah launched a website to allow all voters, including military and overseas voters, the ability to track their absentee ballot using a web base program.

Even with these efforts and Utah'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, including:

- Enhancing the ability of military personnel to fully participate in local, state, and federal elections, regardless of deployment status or location.
- Improving opportunities for citizens of Utah who live overseas to continue to contribute to and participate in local political activities and participate in local, state, and federal elections.
- Expanding the availability of accessible voting technology for Utah's voters with disabilities, both those overseas and within the state.
- Providing state and county elections officials with the technology and equipment necessary to more effectively and efficiently provide these services to military and overseas voters.

- Increasing both the quality and the availability of elections information distributed to military and overseas voters and disabled voters, including candidate and party platforms, registration and voting instructions, etc.

One of the primary challenges faced is the long time dependence 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 weeks, 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 their postal mail to 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 vote 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 delivery is difficult or even non-existent, Internet access is generally available. 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 state of Utah and our 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 improve the voting experience for the voter.

To assist us in this effort, the state of Utah has engaged the support of our 2010 vendor from the approved vendor list, Everyone Counts. Everyone Counts is a firm completely dedicated to the use of universally accessible technology to improve elections processes. They are 100% U.S. owned and have been in the business of supporting elections since 1997. Based on the success of our 2010 program, we are convinced they are the right choice for our continued development and testing of UOCAVA voting solutions.

Goals and Objectives

The state of Utah intends to develop a complete and scalable solution to address the above cited issues and goals. We will do this through existing, emerging, and new technologies to provide every UOCAVA voter with a universally accessible and secure voting experience. We will also set out to address administrative challenges that election officials face in providing timely and

complete support for the delivery, receipt,t and processing of these important ballots. The state, through the participating counties, proposes to provide the UOCAVA voter with the ability to access their ballot online using any web-enabled computer through the computer's web browser.

All communications between the voter's browser and the server will be secured using a minimum of 256-bit encryption. The voter will have access to the 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. Voter authenticates with secure ballot delivery 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 Utah Law
4. Voter marks and completes ballot by hand
5. Voter signs oath
6. Voter returns ballot package by one of the following methods, as approved by Utah Law
    a. Postal Service
    b. FAX
    c. Scanned and electronically mailed PDF

Online Ballot Marking

1. Voter authenticates with secure ballot delivery interface
2. Voter is provided with their correct ballot style
3. Voter marks and completes 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**
1. Bar coded ballot is downloaded, along with associated oath, envelope template, and return	1. ~~Voter uploads an image of their signature to the ballot delivery system~~

instructions, as required by Utah law 2. Voter signs oath 3. Voter returns ballot package in one of the following methods, as approved by Utah law: a. Postal Service b. FAX c. Scanned and Electronically Mailed PDF	~~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.~~

~~Email Encryption~~

~~Encrypted, electronic mail services will be provided to each voter for the purposes of electronically mailing their scanned PDF ballots. Access will be provided to each voter through a secure online form. This secure method of electronic mail delivery addresses a concern raised in NISTIR 7551.~~

Automated Ballot Duplication

Ballots produced by the ballot delivery system contain a 2D bar code that contains 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, participating counties could potentially be overwhelmed by the need to manually duplicate thousands of ballots 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.

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 (web accessibility compliance) and section 203 (Voting Rights Act - 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. The solution can also be accessed by

military men and women wounded in combat through JAWS readers or other assistive devices.

Integration with existing EMS Systems

The ballot delivery system is required to be compatible with our election management system to reduce the complexity of transferring ballot definition information to the ballot delivery system in preparation for the election.

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 the state of Utah, the voter's signature and oath are submitted with each ballot. The signature is considered the authoritative authentication of the voter. However, authentication of the voter in the ballot delivery system is required to ensure the proper 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 that will be periodically re-exported for the purposes of update. As this research project progresses, we will research and, if appropriate, implement a real-time web services-based integration.

Real-time VRDB Authentication

As a part of our ongoing research, voters who are not found in the voter registration database managed by the county will be searched utilizing a direct link to the state of Utah's Voter Registration Data Base system, called VISTA. This will provide maximum flexibility for voters that believe they are registered in a particular county when they are actually registered in different county. After being located in the database, the voter can then be redirected to the jurisdiction in which they are registered. This integration will likely be available during the 2012 calendar year.

Online Voter Registration

The state of Utah launched its online voter registration website in June of 2010. This allows for quick and convenient voter registration, particularly for UOCAVA voters. The website also allows a voter to update their outdated registration information, such as a name, address, or party affiliation. The online registration website will be fully integrated with the ballot delivery system, and will provide all potential UOCAVA voters the ability to register over the Internet.

Election Administration Efficiencies and Common Data Formats

As part of our research, we will be researching solutions that will

- Reduce the ongoing cost of the administration of serving UOCAVA voters
- Increase accuracy of the UOCAVA ballots
- Reducing the potential for human error
- Serving more voters with their full ballot

As supporting research, this effort will enable implementation of the upcoming FVAP Common Data Format (CDF), this will allow the integration of eLect with different EMS and voter registration systems used throughout Utah.

eLect Administration Web Control Panel – Phase 1 (optional)
Everyone Counts and the state of Utah will develop an Administrative Web Control Panel that will allow non-technical Election Administrators to configure and manage elections using a web interface.

This Administrative Control Panel will provide a wizard-style interface for building ballots, and subsequently an election. Through the insourcing and streamlining of this activity, Utah will drastically reduce the overall costs associated with election building when utilizing third-party vendors.

eLect Administration Web Control Panel – Phase 2
The eLect Administrative Web Control Panel will be integrated directly with disparate counties Election Management Systems and Voter Registration Databases utilizing the Common Data Format, where supported by the counties EMS and VR Systems.

Everyone Counts will enhance the Administrative Control Panel to add a wizard that will allow non-technical Election Administrators to import data from individual counties EMS and VR systems, and guides the Election Administrator through the building of an election in a wizard-style web interface.

Integration with existing online systems

In 2010, Utah implemented an online ballot tracking system. This web-based program allows a voter to ascertain several items, including:

- if an absentee ballot is scheduled to be sent
- the date the ballot was sent
- the date the ballot was returned
- if the absentee ballot was counted
- if not counted, a description of why it was not counted

To provide as much information to voters as possible, the ballot delivery system will contain

links to other features housed on the state and/or county websites, such as our Voter Information Website, which allows a registered voter to do the following:

- view their precinct and polling location information
- find out wait time for polling location
- view a sample ballot
- view a list of their current elected officials
- view the voter information pamphlet
- view information on ballot proposition
- obtain the biographical information, website links, and candidate information for whom the voter is eligible to vote.

People not registered will have the opportunity to register online.

Voter Outreach

The state of Utah and key counties are also in need of the ability to provide outreach to our UOCAVA community. After the 2010 election, our office felt we could have done a better job in communicating to the UOCAVA community. Although Utah had the second highest percentage of UOCAVA voters using the online system, much more can be done. Participating counties intend to use tools and services provided by Everyone Counts to facilitate messaging to UOCAVA voters, including SMS text messaging, email, and other methods. This messaging will allow participating counties and the state to be proactive in communicating with voters. Other methods could include simple but effective media campaigns. For example:

- Targeted online media campaign via Facebook. Though there are restrictions on what military and LDS Church missionaries can reveal and when they can visit Facebook, the popular social network has a very cost-effective system for buying advertising that can specifically target Utah voters overseas via their home network and related affiliations. Information can be shared that could drive overseas voters to a specific website and/or make them aware of possibilities to register and/or vote online for upcoming elections. Facebook would also work to drive efforts on a grassroots basis, with development of an "I voted" badge or similar graphic that would entice others overseas to find out more about voting.
- Paid search word optimization buys with Google. Designate keywords for military or overseas voters who may be searching for voting options and standards. Drive them to central website and related online portals of information for registering and voting while out of state.
- Develop media plan for advertising with KSL.com, SLTrib.com, MSNBC.com, FoxNews.com (that "realize" where a voter is and what his/her interests are) to promote messaging ("even if you're overseas….") and availability (via website, or other options) for Utahans serving military or church to discover possibilities even when visiting other news-oriented alternatives.
- Press event held by Lt. Gov. Greg Bell describing our websites and the new possibilities for Utah voters out of the country during election periods; encouraging "friends and

family" to remind military and overseas voters to make sure they're registered and realize the possibilities of voting via absentee ballot or online website.
- Coordinate insertion of basic flyer or information sheet with other materials shared with military, overseas, and, specifically, eligible Utah voters who are on religious missions overseas.

To further support these initiatives, an early demonstration and "practice" site will be set up for voters who wish to view the system before the voting period begins.

Mobile Kiosks

Our vendor has a kiosk solution that allows a means of setting up a "voting center" type of 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. This system may operate independent of the internet and allows for the paper printing of ballots.

We are also considering this mobile unit as a tool for civics and community programs to demonstrate the process for UOCAVA voters.

Help Systems

The state of Utah 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

The vendor will handle technical issues related to the site as well as afterhours calls, and participating counties will 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 implement an optional survey for voters to complete. This will be tailored to the type of UOCAVA voter.

Business Continuity

To ensure that our UOCAVA community is well served by this system, our chosen vendor will maintain 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 is utilized by the vendor to ensure the integrity of the voting process. The vendor provides 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 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. The ballot delivery system shall not retain any record of the voter's selections anywhere on the system to include transaction logs, cache, etc.

Our chosen vendor maintains 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.).

Voter data, including 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).

Evaluation Factors

Significance

- Addresses all known stages - voter registration, ballot delivery, ballot markup, ballot return, ballot tracking, and challenges after ballot return
- Links to our state's Online Voter Registration system
- Retains and increases access to FPCA capability
- 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
- ~~Provides option for the voter to have the ballot delivery system email the ballot on their behalf using encryption~~

Sustainability

- Utah plans to use and maintain this solution through 2016
- It is expected that savings we will realize from implementation of this system will be sufficient to pay for ongoing costs after one-time implementation costs
- Relatively low annual fees – easily maintained by state and counties
- As a hosted solution, will not significantly increase load of elections staff

- The ability to automate the remarking process demonstrates labor savings, reduces the time it takes to process UOCAVA ballots, and will ensure more can be handled in agreed upon times frames

Impact

- All UOCAVA voters will be eligible to use proposed system
- The State of Utah represents the 3,000 UOCAVA voters
- The features of this proposal will improve our service to the disabled community as well as voters who wait until the last minute to request replacement ballots.
- At least 2 county-wide elections (Primary & General) each year
- Anticipate UOCAVA participation will at least double with the use of this system within the first year (over two elections) and the increased outreach that accompany implementation of this system

Strategic Approach

- Overall comprehensive, multi-pronged solution that allows the voter a choice of ways to receive and return their ballot
- Use of the Internet with real-time capability to overcome inherent issues with movement of ballots and other materials via a constrained postal delivery system
- Provides access to ballots 24/7 anywhere the Internet can be accessed
- Testing of several new concepts (such as mobile voting units and encrypted email return of ballots) that could provide better integrity of the process

Innovation

- Automated ballot duplication, that is, the ability to translate ballots not compliant with tabulation equipment to tabulation ready using 2D bar-code
- ~~Option for voter to upload signature image and have the ballot delivery system email ballot on behalf of the voter using encrypted email~~
- Kiosks and remote voting stations
- Use of email and SMS messaging capabilities for voter outreach

Scalability

- The design principals proposed by the state, along with the vendor Everyone Counts have 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 voter demand
    - Additional upgrades to initial features
- 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
    - National Student Parent Mock Election 2004 hosted 4 million voters on one day

Collaboration

- The state of Utah will be acting as the lead in the development of this concept. A county task force will be assigned to collaborate in the program development, election set up, setting of testing parameters, and analysis of results.
- The design of our proposed implementation is such that it should be usable by any other jurisdiction that does not have more restrictive regulations.
- We also plan to engage with like jurisdictions to review approaches once grant awards are made and project implementations begin.

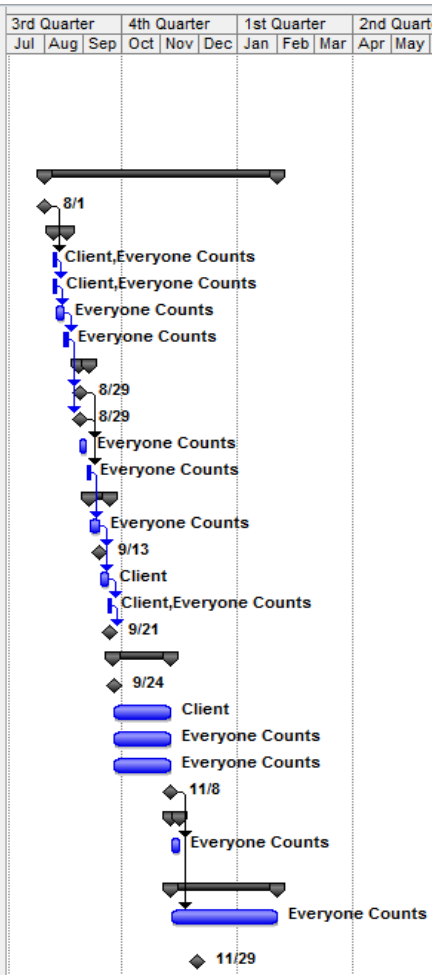
Schedule and Milestones

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.
- **Finalize full project scope** and detailed requirements. To include measurable objectives by project deliverable.
- **Active Project Management** Cycle including delivery of components for user acceptance testing and release.
- **Data Delivery** - 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.
- **Election Certification -** In general, 15 days after the election for the Primary and Special Elections and 21 days after the General 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 anytime during the election to authorized individuals.

The following is a sample Gantt chart for one election.

ID	Task Name	Start	Finish
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	Kickoff Meeting	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



Reporting

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

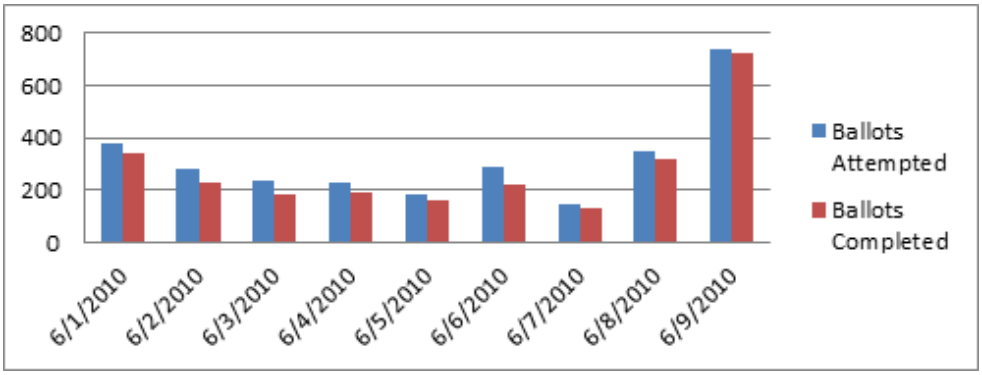
On-Demand Reporting Interface

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, *ie: Los Angeles, United States*
    - Source Domain, *ie: .mil, .gov*
        - *Where available via PTR DNS Records*

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: • 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 from which the user is voting.

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	b742cfff2b14d9eb2394352e25dca8cf	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	7eddb3a3633a02ce652c2dbe2119e80d	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 a ballot portal and track the progress of their ballot. This facility is provided by giving the voter a distinct receipt code that can then be used to access all available information regarding their ballot. Specifically:

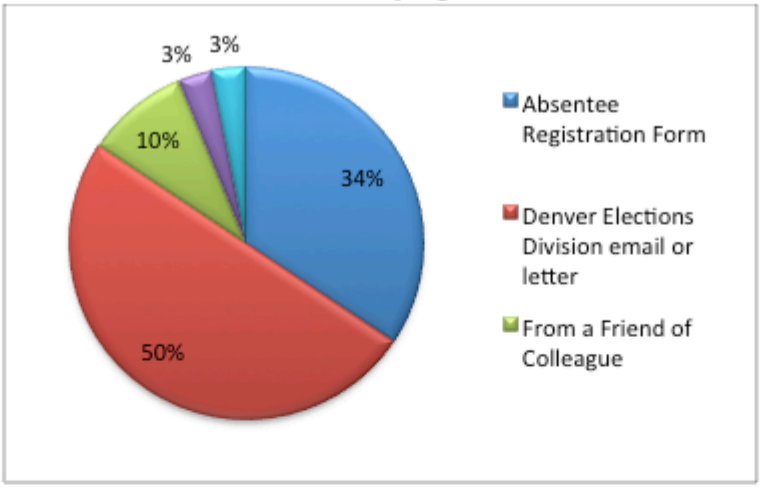
- Ballot Printed
- Ballot Submitted
- Ballot In-Transit
- Ballot Received
- Ballot Counted

Satisfaction Feedback Loops

Voter Satisfaction Surveys

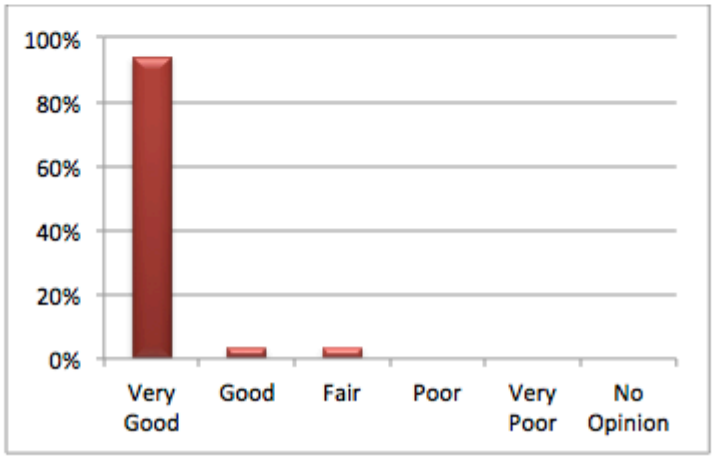
As a part of each election, voters are asked to complete a voluntary customer survey. These questions are collated and a report generated for each. Below are example questions with associated responses:

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 help desk systems experience 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

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

Regression Analysis of Log Data

At the conclusion of each election, all anonymous log data is analyzed for meaningful statistics 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.

Management Approach

The state of Utah has established the goal of improving accessibility and service to our UOCAVA voters through increased use of new and proven emerging technologies. Through use of the Internet, we reduce the dependency on the postal services that are by nature slow in delivery, problematic in handling changes in physical location of voters, and, in some areas, unreliable.

This proposal provides for a number of different features and capabilities the state will secure on behalf of Utah's election officials. We plan to research and implement the capabilities provided within this application. Each county will have the choice to use those capabilities that best meet their needs. Furthermore, we have committed to continuing with this research through the 2016 elections.

Implementation of various features and capabilities will be a phased approach to increase the probability of success. While building on our collective 2010 success, neither the participating counties nor Everyone Counts desires to try too much too soon. We will enhance and refine the survey tools to solicit relevant feedback from UOCAVA voters. Newer, more innovative capabilities will be implemented in the 2011 Special and Primary Elections after development and thorough testing.

The state will be taking the lead concerning this grant and coordinate activities between the participating counties. A cross county steering committee is being considered to ensure collaboration throughout the project. Internal county coordination will be up to each county. Where appropriate, Everyone Counts will work directly with each county for implementation where coordinated efforts are not required.

Current Process

Counties receive voter registration requests from UOCAVA voters in several different ways - paper forms mailed to county offices, the state of Utah online voter registration system, and the Federal Post Card Application (FPCA). Although not as prevalent, we also receive a few registrations via the Federal Write-in Absentee Ballot (FWAB).

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 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.

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 voter's 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 failure to deliver or delay of delivery even further by forwarding. Nationally, FVAP estimates that 17% of military voters never receive their ballots. Use of the Internet allows the voter to 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 in the election office in an hour, as early as 45 days prior to the election and up to 8 PM on 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 Utah's voter registration 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.

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 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 by the voter using some smart phone apps.)

When ballots are received at the elections office, the elections office will use eLect Transcriber to auto duplicate returned ballots 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.

An enhancement for future development is a means of storing the voter's choices on a memory card (similar to current DRE process), which would be used to upload choices into the tabulation system, further improving the efficiency of the process.

We intend to use Everyone Counts eLect Notify product to improve outreach and communications to UOCAVA voters. eLect Notify allows elections officials to send emails or communications to UOCAVA 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, access will be provided to various county and state reference materials 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.

As part of this grant, Everyone Counts will be developing an Administrative Wizard using Common Data Format technology to provide election officials with the ability perform some of

the election administration and ballot build tasks themselves and eliminate the per election fee. This will result in less dependence on outside 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 voter's choices, participating counties and Everyone Counts intend to make maximum use of encryption technology for communication between the voter's 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.

The state of Utah is 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 voters 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	Probability	Mitigation
Election system vendor is unable to meet the needs of the project on schedule.	High	Low	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.	High	Med	Integrate online election vendor systems with EMS systems for direct transfer of data.
UOCAVA voter registration data changes frequently during the	low	High	Integrate the Federal Post Card Application with the online election system. Schedule voter registration

course of the election.			database updates in advance.
UOCAVA voters may not have Internet access.	Med	Med	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.	Med	Med	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.	High	Low	Audit vendor's quality assurance process. Ensure all acceptance and Logic and Accuracy tests are completed successfully before election go live date.
Project subject to malicious electronic attack I. A related risk is the inadvertent submission of multiple ballots by the same voter.	Med	Low	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	High	Low	Maintain security management measures compliant with SAS 70 Type II [TI1] defined in the data centre service level agreement.
Vendor staff may present a security risk to the project	Med	Low	Undertake security checks on vendor employees to assess risk of possibility of such occurrences. I. How often is employee security data updated? Also, these costs should be the vendor's responsibility and not Utah, as the issue should be addressed via their current client base.
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. 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	Low	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.	Med	Med	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.	Med	Low	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 of the technologies may be new to some election staff	Low	Low	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.

Performance Indicators, Projections, and Performance Measures

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. Forecast that for the 2012 General Election, more voters will register online than use paper.

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).

Ballot return

● Availability - will provide the UOCAVA voter access 24/7 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.
● 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. An alternative method for the traditional transcribing of ballot preferences from a voter-submitted 2D barcode to a scannable ballot paper. Future enhancement will focus on 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 absorbed 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 challenges.
● 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 will be at county and state level.

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

The state will receive the funds, procure solutions, and interact with counties and the vendor. A method will be developed to allocate the ongoing maintenance cost after the grant has expired.

Milestones

Milestones are shown in the Technical Approach section above.

Current and Pending Project Proposal Submissions

The state of Utah does not have any current or pending project similar to the one being proposed in this grant proposal.

Qualifications

State of Utah – Key Personnel

Greg Bell has served as the Lieutenant Governor of Utah since September 1, 2009. Previously he served in the Leadership of the Utah State Senate having been a state senator representing Utah's 22nd District from January, 2003 until becoming Lieutenant Governor. He was born and raised in Ogden, Utah and graduated from Weber State University and the S.J. Quinney College of Law at the University of Utah. He practiced law at the firms of Kirton & McConkie and later at Fabian & Clendenin specializing in real estate law and has had extensive experience with real estate development, land use and finance. Lieutenant Governor Bell is a past mayor and city councilman of Farmington. He has been the Chair of Envision Utah, an internationally acclaimed collaborative land use and transportation planning organization

Mark Thomas currently serves as the Director of Elections for the State of Utah under Lieutenant Governor Greg Bell. Prior to this position, he served as the Office Administrator during Lieutenant Governor Gary Herbert's administration. He is a member of the U.S. Election Assistance Commission's Standards Board. Mr. Thomas is a graduate of the University of Utah and was a Hinckley Institute of Politics intern for U.S. Senator Hatch and the Republican National Committee in Washington, D.C.

Vendor Partner – Everyone Counts

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

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, which has made the electoral process more secure, efficient and accessible to voters. 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, 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 alumnus of Loyola Marymount University, and has performed graduate work at the H. John Heinz III School of Public Policy at Carnegie Mellon University.

Budget Proposal

A. Direct Labor

B. Administrative and clerical labor

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

D. Travel : $7,000

- Two trips for 2 to Washington, DC for program review/reporting meeting $4,000
- One trips for 2 to San Diego, CA for technical consultation, design review, etc. with vendor $3,000

E. Subcontracts/sub awards

Item	Cost	Frequency	Total
Software Licensing Fees for Utah's UOCAVA Voters • online ballot marking • automated ballot remaking • help desk	$145,000	One Time Fee	$145,000
Election Administration Fee: Election Configuration and Ballot Build	$6,000	Per Election, Per County 2012: 1 per county @15 counties	$90,000
eLect Administration Wizard Customization, Activation, Testing Configuration, and Integration	$110,000	One Time Will be readied for 2012 General	$110,000

		Election and replaces per election fees above for federal, state and municipal elections	
FPCA Integration w/ County VR database	$25,000	One time	$25,000
Ballot on Demand Software and Hardware (see notes)	$30,600	Per unit – 4 units requested	$122,400
Mobile Kiosks	$4,000	Per Unit	$8,000
Email and SMS messaging to voters. Outreach solutions	See notes on proposed activity	Per Election	$25,000
Budget Total:			**$532,400**