Freeman, Craft, McGregor Group, Inc.

Response to:

Colorado Solicitation #: DQ-1303-SCORE

Colorado Voter Access Commission Needs Assessment

May 31, 2013

Thank you for the opportunity to present our proposal to assist the Colorado Department of State and the Colorado Voter Access and Modernized Election Commission with their preparation of the needs assessment required under Section 1-1-115(6)(a), C.R.S. We are highly experienced in developing and operating statewide voter registration systems as well as online and web based election administration service systems. Our prior contracts with the Colorado Attorney General, the Colorado Department of State and testimony regarding election issues before committees of the Colorado General Assembly give us a thorough understanding of the history and evolution of election laws specific to the State of Colorado. We are excited by the prospect of assisting the State of Colorado with implementing HB 13-1303.

Company Overview:

Freeman, Craft, McGregor Group, Inc. is incorporated in Florida and owned in equal shares by Steven V. Freeman, Paul W. Craft and Kathleen A. McGregor. All three owners are actively employed as consultants by the firm and have a combined total of over 40 years of experience in election administration and the development, evaluation, implementation and management of elections technology. Although best known for our work in voting system certification, our firm specializes in providing election administrators with independent expertise so they can make informed decisions regarding election technology, policies and procedures with confidence. We have developed, authored and participated in the adoption of many of the standards and procedures currently in use throughout the country, including Colorado.

Experience and Qualifications

“Needs assessment” is an integral part of every project we have undertaken. System development, system testing, system acquisition decisions and system maintenance activities are founded on initial and ongoing needs assessment. In systems testing, needs assessment leads to developing standards. In systems development, needs assessment leads to system requirements. Our project for the Colorado Secretary of State’s office in 2009 (PO# 10-024 Revision of Rule 45 and Development of a Requirements Matrix) began with a needs assessment based on an analysis of Colorado Law and House Bill, HB09-1335.

During his tenure as Chief of the Bureau of Voting Systems with the Florida Department of State, Paul Craft was the project manager responsible for developing a state-wide voter registration database in 2002 and oversaw the management team that created a legislatively mandated state-wide voter registration system in 2005. Both projects began with a needs
assessment, an evaluation of existing resources and identifying those changes necessary to meet new statutory requirements. Mr. Craft’s operation was responsible for managing the National Voter Registration Act program, processing voter registration applications filed with the state, operating and maintaining the Division of Elections’ information systems including campaign finance and candidate qualification databases, the web based election night reporting system and the Division’s web presence.

In 2002, while developing the statewide voter registration database, Mr. Craft managed change in a multi-jurisdictional public sector environment. The changes were profound and included developing an interface to the system for driver license offices, matching voter registrations to death and criminal records and handling change of addresses.

All three owners have experience in assessing complex transactional computer systems. One project, conducted jointly for the City of Chicago and Cook County, Illinois, involved preparing a post-election analysis of the conduct of their 2006 Primary election. These systems consisted of two redundant arrays of servers with replication between each one. During the election, the system experienced a high level of communications failures and was extremely sluggish when compiling and producing status reports and election results. Our report included an assessment of the cause of those problems and recommendations to resolve them.

In addition to our knowledge and experience with the design, development, implementation and management of statewide voter registration systems, we are extremely familiar with the recent history and evolution of Colorado Elections Law. To prepare for this response we conducted a detailed analysis of HB 13-1303. We fully understand how implementing the law will require increased data storage and peak throughput. It will also impose new functional, reporting and data output requirements which the existing system may not have been designed and scaled to handle. Failure to properly identify these requirements or properly identify gaps between the requirements and the capabilities of the existing system puts the successful conduct of future elections in Colorado at risk.

In addition to success with the projects discussed above, we have been involved in projects with the Maryland State Board of Elections, the Oregon Secretary of State’s office, and the California Secretary of State’s office.

Staffing for this project will involve all three of our owners. Mr. Craft will act as project manager and will be the lead consultant. Staffing for teleconferences and in person meetings will be determined based on the topic of specific meetings and the specific wishes of the Secretary of State’s staff and the Commission.

Resumes of Mr. Freeman, Mr. Craft and Ms. McGregor are attached.

To our knowledge we have no potential conflicts of interest in this project.
Activity Plan

If the Department of State issues a purchase order to us, we will proceed, as required in item 1 of the Documented Quote Requirements and meet with key Department of State and County staff to finalize the scope of this project and prepare the detailed Statement of Work.

From the date of this response to the due date of the Commission’s report to the legislature, there are only 45 days, some of which will pass prior to issuance of a purchase order and some of which the Commission will need for their review of the final draft document before filing it with the legislature. Accordingly this work must proceed quickly.

Our suggested activity plan is:

To determine the systems’ existing capabilities, we will begin with a review of the design and development records of the statewide voter registration system and the online voter registration system. We will interview key employees who operate and maintain those systems and individuals with experience in their use. System testing and functionality exercises may be conducted to confirm the accuracy and completeness of the information gathered.

Prepare an inventory of requirements in HB 13-1303, paying close attention to new functional requirements and changes in transaction loading. For any requirements mandated in the bill that are not specific as to implementation or allow discretion, we will provide a list of items requiring clarification to the Secretary of State and the Commission.

Build an inventory of gaps between existing system capabilities and the new requirements under HB 13-1303.

Drawing from the interviews conducted with knowledgeable users and county staff members compile the best information available regarding the needs for system changes and resources to bridge the gaps.

Prioritize the needs of the 2013 election cycle over subsequent cycles.

Prepare a report of findings to the Commission for presentation to the General Assembly.

To the greatest extent possible, we will use teleconferencing to minimize travel expense and prevent travel time from consuming the limited number of hours available for work prior to the project deadline. We fully understand that the Commission is likely to want our report presented to them in person and may wish us to be in attendance when they present it to the General Assembly.
Estimated Cost

Since the Statement of Work is to be determined after the Purchase Order is issued and the travel needs are yet to be determined, our estimated cost is an hourly rate for consulting services and travel expenses, not to exceed $24,000.00, as follows:

- Our billable rate for consulting time will be $150.00 per hour.
- Travel time will be at no charge.
- Travel Expense will be calculated and billed at the rates prescribed in Colorado Fiscal Rule 5-1.

We will not present an invoice until our final report is completed, has been accepted by the Commission and presented to the General Assembly.

As with prior purchase orders, 10-024 and 12-073, our invoice will be discounted as necessary so it does not exceed $24,000.00.

We are registered on the Colorado BIDS System and Registered with the Colorado Department of State under ID#20081309287. Our certificate of good standing is attached.