Proposal

To:
State of Colorado
Department of State (DOS)

For:
RFQ # DQ2-1303-SCORE
Assessment of Voting System Technology
July 17, 2013

Mr. Ryan Moyle  
State of Colorado  
Department of Personnel/General Support Services  
Denver, CO 80203

RE: RFQ – DQ2-1303-Score, Assessment of Voting System Technology

Mr. Moyle:

The State of Colorado Department of State (DOS) and the Colorado Voter Access and Modernized Election Commission must assess our State’s current election systems technology, including counties’ voting systems, certification of voting systems, and the need for upgrading, enhancing or replacing these systems. This assessment will allow the state to have access to current and accurate information about voting products currently deployed, the technology needs of counties to conform to HB 13-1303 and related statutory requirements, and the availability of new voting product solutions and associated costs that meet those needs.

As an EAC-accredited VSTL headquartered in Denver, CO, SLI has the extensive voting system knowledge and proven assessment methodologies that are needed to assist DOS and the Commission with preparing the needs assessment. SLI recognizes the challenge of the timeframe to complete this effort to support the informational needs of the House and Senate affairs committees by September 2, 2013. We have constructed our proposal with this in mind based on our unique expertise in as an accredited EAC Voting System Test Lab (VSTL), as well as our experience with dozens of government agencies providing independent assessment services.

As a Colorado-based company with national reach, we are confident that the SLI solution will fulfill your needs in a cost competitive manner, while helping to ensure results that meet the business needs of the State of Colorado and the citizens it serves.

SLI Global Solutions acknowledges and accepts all term and conditions of this RFQ.

SLI Global Solutions, Inc. is a privately-held Colorado corporation with our office location at:

216 16th Street, Suite 700  
Denver, CO 80202
SLI’s Point of Contact for this proposal is:
Traci Mapps, Senior Director of Operations – Compliance Division
216 16th Street, Suite 700
Denver, CO 80202
720-975-9199 office
480/620-5907 cell
tmapps@sliglobalolutions.com

I, Traci Mapps, as Senior Director of Operations – Compliance Division of SLI Global Solutions (SLI), am authorized to sign this proposal and bind our company to it and any ensuing contract. As well as, serve as the principal point of contact between SLI and Colorado Department of State (DOS) with respect to all operational issues relating to the services and/or deliverables.

We look forward to your review of our proposal.

Sincerely,

[Signature]
Traci Mapps
Senior Director of Operations – Compliance Division
ASSESSMENT OF VOTING SYSTEMS TECHNOLOGY

The purpose of this request is to obtain documented quotes from vendors who can assist the Colorado Department of State (DOS) and the Commission with preparing the needs assessment. The DOS will consider each response to this request as a formal quote and will evaluate them with the intent of awarding the project to the successful respondent.* Submitted quotes should include sufficient information to address the requirements outlined in this request, but should not include confidential information; responses are considered public information and will be handled as such by the DOS.

The report must also include an analysis of election-related technological costs and funding sources. The Commission must present the needs assessment to the State Affairs committees of the House of Representatives and the Senate by September 2, 2013. (Please see the attached bill summary for a comprehensive summary of HB 13-1303.)

The Colorado Voter Access and Modernization Election Committee must assess the current state of voting technology, the voting system certification process and options for enhancing, upgrading or replacing the systems in use today. By statute, a thorough needs assessment must be presented to the State Affairs committees of the Colorado House of Representatives and the Senate by September 2, 2013. The Colorado Department of State (DOS) and the Commission have requested quotes from qualified vendors to provide expert assistance in developing the analyses, assessments and reports needed to comply with this requirement.

SLI Global Solutions (SLI), based in Denver Colorado, has earned a national reputation for helping state election agencies and voting clients ensure projects are planned, executed, monitored, and controlled efficiently and effectively. SLI brings over 12 years of experience with voting system projects for state, federal and international clients. SLI offers DOS and the Commission local access to unparalleled experience and expertise to ensure a comprehensive needs assessment is developed to effectively guide future funding, technology and policy decisions. SLI offers:

- **A Voting System Test Lab (VSTL) with Direct and Relevant Voting Certification Test Experience.** SLI Global Solutions (SLI) has been an Independent Test Authority (ITA) since the National Association of State Election Directors (NASED) first established an ITA certification program in 2001. SLI is an accredited Voting System Test Lab (VSTL) by the National Institute of Standards and Technology (NIST) under the National Voluntary Laboratory Accreditation Program (NVLAP) – ISO 17025, and by the EAC. SLI has provided testing, source code review, independent assessment, IV&V, and security services on voting/election engagements with Secretary of State Offices and Election Boards including California, Florida, Minnesota, North Dakota, New Mexico, New York, Ohio, Oklahoma, and Pennsylvania. Our experience also includes international projects for the Republic of Philippines and helping to establish certification requirements for internet-based systems for uniformed and overseas voters. Colorado can count on SLI to provide detailed and comprehensive Voting System assessment services.

- **World-Class Methodologies.** SLI is an ISO 17025 accredited test lab and ISO 9001:2008 certified company in Quality Management. Our organization follows the principles espoused by the Project Management Institute (PMI) as embodied in its *Project
Management Body of Knowledge (PMBOK), IEEE, and CMMI Standards. Our process maturity gives you confidence that our efforts will be well managed and effectively executed.

- **Local Team with National Reach.** To assist DOS and the Commission with the assessment of voting equipment and certification, we are proposing Colorado-based staff that is experienced with multiple voting manufacturers in federal as well as state projects. Our team’s extensive credentials, and relevant experience and knowledge, ensures that DOS and the Commission will have access to the most qualified voting systems expertise in the industry. Additionally, since we are Colorado-based, we can effectively interact, meet and coordinate with DOS and Commission staff as required throughout the project.

**Section Organization**

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<th>Section</th>
<th>Description</th>
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<td>Section 5</td>
<td>Cost Proposal</td>
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1. **SLI Voting Experience and Qualifications**

The overview of the company’s experience, qualifications, and expertise in creating needs assessments reports: Specific experience analyzing drawbacks and benefits of implementing standard technology and procedures in a widely-varying, multi-jurisdictional environment; Specific experience in creating effective change-management plans in a multi-jurisdictional public sector environment

SLI Global Solutions, Inc. (SLI) is an ISO 9001:2008 certified and ISO 17025 accredited company headquartered in Denver, with project locations in capital cities within the US and internationally. Since our founding in 1996, SLI’s focus has been on helping customers build quality and innovation into their products and system implementations, while minimizing technology risk. SLI provides the following services to both public and private sector clients worldwide:

- Independent Verification and Validation, including business and technical assessments
- Quality Management, including Quality Planning, Quality Assurance, Quality Control and Testing
- Outsourced Software Test Engineering, including Functional, Regression, System, Integration and Compatibility Software Testing (Load, Stress, Automation, and Performance Testing)
- Test Management for large systems development projects. This includes oversight and direction for vendor-led testing for a State client and development and execution of State-led testing

SLI has provided Voting System Testing and Certification services for over 12 years. Under the auspices of the National Voluntary Laboratory Accreditation (NVLAP) Program of the US National Institute of Standards and Technology (NIST), in partnership with the United States Election Assistance Commission (EAC), SLI is an accredited Voting System Test Laboratory (VSTL). Our VSTL is specifically accredited to laboratory standard ISO 17025. SLI has been there from the very onset of national testing standards for voting equipment and continues today as the premier provider of these services, including:

- Document Review
- Independent Assessments
- Source Code Review
- Functional Testing
- Security Testing
- Hardware Testing
- Election Night Reporting Stress / Performance Testing
- Pre- / Post-Election Verification Services
- Voting System Standards Development

SLI has extensive experience with all variations of voting systems, components, and configurations from the majority of top voting system manufacturers in the US and international markets. SLI has provided in-depth testing and technical analysis on:

- Election Management Systems
- Direct Record Electronic systems (DRE)
- Optical Scanners
- Ballot Marking Devices
- Central Count Scanners
- Ballot on Demand systems
- Internet Voting
- Voter Registration Systems

SLI and our employees have earned a variety of voting related certifications and accreditations in quality, testing, audit, and security. This information is detailed below in the Exhibit 1-1, SLI Certification Profile.
## Recognition and Certification Profile

<table>
<thead>
<tr>
<th>Name of the Certification</th>
<th>Issuing Activity</th>
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</thead>
<tbody>
<tr>
<td>United States Department of Commerce, National Institute of Standards and Technology (NIST) National Voluntary Laboratory Accreditation Program (NVLAP)</td>
<td>Accredited to certify voting hardware and software systems ISO/IEC 17025:2005 NVLAP Lab Code: 200733-0</td>
</tr>
<tr>
<td><strong>International Organization for Standardization (ISO)</strong> ISO 19011 Leader Auditor, ISO 17025 Auditor, ISO 13485 Auditor, Internal 9001 Auditor</td>
<td>International Organization for Standardization (ISO) for Auditing</td>
</tr>
<tr>
<td>Accredited Test Lab (ONC-ATL)</td>
<td>United States Department Health and Human Services, The Office of the National Coordinator for Health Information Technology (ONC)</td>
</tr>
<tr>
<td>Project Management Professional (PMP) Project Management Institute (PMI)</td>
<td>Project management in accordance with PMBOK Standards and Processes</td>
</tr>
<tr>
<td>International Software Testing Qualifications Board (ISTQB)</td>
<td>Certified Tester, Foundation Level (CTFL)</td>
</tr>
<tr>
<td><strong>CISSP Certified Information Systems Security Professional (CISSP)</strong></td>
<td>Independent certification governed by (ISC)² the CISSP program earned ANSI ISO/IEC Standard 17024:2003 accreditation. Approved by the U.S. Department of Defense (DoD) in both Information Assurance Technical (IAT) and Managerial (IAM) categories.</td>
</tr>
<tr>
<td><strong>(CRISC) Certified in Risk and Information Systems Control</strong></td>
<td>ISACA is an independent, nonprofit, global association dedicated to assisting individuals and organization manage IT risk</td>
</tr>
</tbody>
</table>

Exhibit 1-1: SLI Certification Profile. SLI and its staff have earned a number of industry certifications to support the IV&V, QA, Testing, and Assessment work we perform for a wide variety of clients.

### 1.1 Relevant Voting Experience

SLI has extensive knowledge of the voting industry which includes practical application of standards and best practices, and an end-to-end understanding of the election process. SLI has the experience with Voting Systems and Voting manufactures that is needed to perform the work
required by this RFQ. SLI’s portfolio of satisfied customers includes US state governments, the EAC, and international election bodies, and most major electronic voting system manufacturers around the globe. Our experience covers all evaluation criteria in your RFQ. The following table shows several examples of how our experience aligns with RFQ evaluation criteria. Following this table we provide a narrative summary of selected projects that are directly related to this RFQ.

<table>
<thead>
<tr>
<th>Project</th>
<th>Requirement Met</th>
</tr>
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<tbody>
<tr>
<td>Wisconsin Voter Registration System (SVRS)</td>
<td>✔</td>
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<tr>
<td>Florida Voter Registration System IV&amp;V Services</td>
<td>✔</td>
</tr>
<tr>
<td>Pennsylvania Department of State QA Assessment of Election Readiness</td>
<td>✔</td>
</tr>
<tr>
<td>Iowa Eligibility (ELIAS) QA</td>
<td>✔</td>
</tr>
<tr>
<td>Pennsylvania Department of State QA Assessment of Election Readiness</td>
<td>✔</td>
</tr>
<tr>
<td>UOCAVA (Uniformed and Overseas Citizens Absentee Voting Act) Voting System Testing</td>
<td>✔</td>
</tr>
<tr>
<td>Alabama SACWIS QA and IV&amp;V</td>
<td>✔</td>
</tr>
<tr>
<td>Louisiana DCFS One Transformation QA</td>
<td>✔</td>
</tr>
<tr>
<td>Washington Provider Compensation System (PCS) QA</td>
<td>✔</td>
</tr>
<tr>
<td>Wisconsin Voter Registration System (SVRS)</td>
<td>✔</td>
</tr>
<tr>
<td>North Carolina MMIS + Program – Test Management Services</td>
<td>✔</td>
</tr>
</tbody>
</table>

Selected examples of our related experience in the Voting industry are summarized below:

**New York State Board of Elections (NYSBOE) Independent Assessment**

*Client: New York State Board of Elections*


SLI is contracted by the NYSBOE to act as the State’s federally certified Independent Testing Authority (ITA) for the purpose of examination and testing for the State Board’s certification, decertification, and re-certification of voting systems. SLI employed examination and testing
procedures, as required by the US Election Assistance Commission (EAC) program, plus the additional requirements specified by NYSBOE and required by New York State laws and regulations to test ES&S and Dominion systems submitted to NYSBOE for certification. Assessments include:

- All source code reviewed for compliance to the 2005 VVSG
- All source code had security review for NIST/FIPS compliance in the areas of encryption, back doors, SQL Injection, Trojans, Viruses, Worms
- All source code was hashed to assure no changes were made, then binaries were generated from this source code and place in a repository
- Thousands of pages of technical and training documentation were reviewed for accuracy and completeness
- All data transmitted and/or written to removable media was examined to assure that data was either encrypted and/or digitally signed
- Full functional and physical configuration audits were completed
- Voting system hardware was tested for compliance to standards

Since the initial certification of voting systems for the State of New York, SLI has continued to assist NYSBOE in testing modifications and enhancements to the Dominion and ES&S systems to ensure compliance with all requirements is maintained.

New Mexico Ballot on Demand Testing
Client: New Mexico Secretary of State
09/2011 – 01/2012
SLI performed testing on the multi-vendor and multi-jurisdiction ballot generation systems for adherence to Ballot on Demand Standards for New Mexico. The scope of work for this project was completed in seven (7) phases:

1. **Project Start Up**: Coordinated a kickoff meeting with the New Mexico Secretary of State and Runbeck Election Systems (Vendor) to clarify all tasks associated, discuss the timeline and to identify any potential obstacles.
2. **System Familiarization**: SLI underwent a familiarization of the various on demand ballot generation systems to gain a sufficient knowledge base of the systems under test.
3. **Documentation Review** Conducted a document review to evaluate the extent to which the Vendor’s on demand ballot generation system conforms to the hardware requirements identified in the Ballot on Demand Standards for New Mexico.
4. **Test Creation and Validation**: SLI created and validated test cases using the Ballot on Demand Standards for New Mexico. SLI applied our validated suite of voting system test methods to ensure that repeatability and transparency of results are attained in a cost-effective manner.
5. **Official Test Execution**: Performed certification testing to validate that the Vendor’s on demand ballot generation system operates as expected against the Ballot on Demand Standards for New Mexico.
6. **Administration and Reporting:** Prepared a final Test Report that outlined the testing performed for the Ballot on Demand Testing project and documented SLI’s findings based upon the reviews and tests executed.

7. **Project Close Out:** SLI returned equipment to the identified Vendor and archived test materials.

**Oklahoma Certification Voting System**  
**Oklahoma Secretary of State and Hart InterCivic**  
**8/2011 – 10/2011**

SLI conducted a certification assessment of Hart InterCivic’s voting system for the use in the State of Oklahoma. The certification process included document review, source code review, accuracy testing, security testing, functional testing and a hardware review to verify Hart’s voting system compliance with requirements given by the State. SLI’s task and deliverables included:

- **TDP and Hardware Delivery:** Received and conducted a Technical Data Package (TDP) Check-in of any/all delivered documentation and source code.
- **Documentation and Source Code Review:** Conducted a document review to evaluate the extent to which it conforms to the requirements. Performed validation of fixes provided by Hart on discrepancies reported. Documentation review was limited to a technical data package (TDP). Performed Source code review on systems updates.
- **Functional Configuration Audit and Readiness Test:** Performed Functional Configuration Audit of Hart test documentation and functional tests and conduct a sampling of the tests executed by Hart. SLI also repeated the agreed “Readiness Test” performed by Hart.
- **Hardware Review and Check-In:** Performed an Operational Status Check on incoming hardware to confirm the operational status of the equipment and ensure its preparedness for the Readiness Test.
- **Administration and Reporting:** Prepared a final Test Certification Report that described the testing performed for the Oklahoma State Certification Testing project.

**UOCAVA Voting System Testing**  
**Client: FVAP/CALIBRE**  
**11/2010 – 01/2011**

In 2009, Congress passed the Military and Overseas Voters Empowerment Act (MOVE) instructing the Federal Voting Assistance Program (FVAP) that they may run pilot programs to test the ability of new or emerging technology to better serve uniformed and overseas citizens. MOVE went on to mandate that should FVAP choose to run a pilot program, the Election Assistance Commission (EAC) and the National Institute of Standards and Technology (NIST) are to help support FVAP by providing best practices or standards to support the projects. In addition, MOVE reiterated the 2004 mandate from Congress requiring EAC to create guidelines to be used by FVAP for the development of a remote electronic voting system.

SLI conducted a onetime test of voting systems to the entire EAC’s Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) “Pilot Program Testing Requirements” date 25 August,
2010. Upon completion of test execution, SLI generated a final test report that documented the testing performed and the associated findings.

**Washington DC Forensic Analysis and Audit of Voting Equipment**

**Client: District of Columbia Board of Elections and Ethics (DCBOEE)**

**9/2010 – 12/2010**

DCBOEE acquired a new voting system to conduct its 2010 September Primary and November General Election. The system is comprised of two hundred Direct Record Electronic (DRE) voting machines, one hundred seventy-five optical scan voting machines, two central count voting units, one Election Management System, and all other peripheral equipment to be used by all voters and accessible to voters with physical, vision and literacy challenges.

SLI was contracted to provide a forensic analysis of the voting system prior to and post the September 2010 primary election as well as the November 2010 general election to ensure (1) that the deployed system was identical to the certified baseline and (2) no improper data entry or security penetration occurred that would affect count accuracy.

SLI first established a system baseline to confirm as-built hash codes and the internal hardware, software, and firmware configuration of the DCBOEE system. After both September and November 2010 elections, SLI conducted a site visit at the DC warehouse to examine randomly selected voting machines. SLI used our NIST-compliant (FIPS certified) hashing algorithms to provide independent verification and validation and confirm that the software and data were not modified in any manner from the originally tested baseline. Analysis was designed to pinpoint any altered files, scripts, or other components and identify the presence of any malicious or altered information. Based on on-site forensic work, a report was delivered to DCBOEE that detailed the results of the election analysis.

**Pennsylvania Department of State QA Assessment of Election Readiness**

**Client: Pennsylvania Department of State**


SLI was contracted to conduct a Quality Assurance assessment of each of the Commonwealth of Pennsylvania’s 67 counties. Current voting system and infrastructure were assessed to develop a concise understanding of the county’s readiness for the November 2004 General election. The assessment process included a final report that summarized the readiness of each county. The assessments provide a detailed analysis of the improvements needed for the current and subsequent elections. Each of the county assessments produced a report that identified the Counties readiness to serve the electorate on Election Day. In addition, the team’s responsibilities included assessments to confirm that Pennsylvania’s own State election code requirements were being satisfied within the assigned Counties and a determination on whether or not those counties were in compliance with the HAVA laws.

The assessment confirmed that Help America Vote Act (HAVA) requirements were being satisfied and that each county was in compliance with regulations. The final assessment and recommendations for improvements were completed and presented to the Commonwealth.
Ohio State Certification of Voting Systems  
Client: Ohio Secretary of State Office  
SLI (then SysTest) was contracted with the Secretary of State in Ohio to conduct an assessment of their current and future voting equipment to be used throughout the state. Services included independent testing and certification of voting equipment to VVSG standards. Ohio general election possible ballot anomalies were reported to the Secretary of State. SLI assisted the Ohio Bureau of Investigation personnel in a forensic investigation into the anomaly.

Minnesota Voting System Assessment  
Client: Minnesota Secretary of State  
SLI completed an independent, third party software evaluation of each of the State of Minnesota’s voting systems to provide a detailed assessment of system security and functional accuracy. The purpose was to certify to the Office of the Secretary of State that the voting system records and counts votes as represented by the voting system vendor. There were three separate reviews performed on each voting system. The results of these activities provided a perspective of the system’s ability to record and count votes as represented by the voting system Vendor. This approach presented additional assurances that the assessment covered all aspects that may influence and affect the vote tabulation and reporting processes, instead of relying on the results of each area individually.

Other examples of recent voting certification and assessment projects include:

<table>
<thead>
<tr>
<th>Project</th>
<th>Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>AES Certification Testing for the 2013 National Election</td>
<td>Republic of the Philippines – COMELEC</td>
</tr>
<tr>
<td>AES Certification Testing for the 2010 National Election</td>
<td>Republic of the Philippines – COMELEC</td>
</tr>
<tr>
<td>California Security Source Code Review</td>
<td>California Secretary of State Office – Election Division</td>
</tr>
<tr>
<td>Dominion Voting Systems Assure 1.3 EAC Federal Certification Testing</td>
<td>Dominion Voting Systems</td>
</tr>
<tr>
<td>Florida Voter Registration System IV&amp;V</td>
<td>Florida Department of State</td>
</tr>
<tr>
<td>New Jersey Central Count Functional Testing</td>
<td>New Jersey Division of Elections</td>
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<tr>
<td>New Mexico Central Count Functional Testing</td>
<td>New Mexico Secretary of State</td>
</tr>
<tr>
<td>OH Election Technology Assessment/EVEREST Project</td>
<td>Ohio Secretary of State</td>
</tr>
<tr>
<td>Ohio, Cuyahoga County Post Election Test and Analysis</td>
<td>Cuyahoga Ohio</td>
</tr>
</tbody>
</table>
2. Voting Assessment Approach and Process

The respondent’s quote must fully address each of the requirements listed below. In preparing the quote, respondents should consider all activities necessary to meet requirements and the associated costs for each. The selected vendor must meet with key DOS and county staff on the scope of this project and prepare a Statement of Work that includes activities, timelines, and deliverables.

The State is requesting a needs assessment both the for the current technology of each county’s voting system, as well as the election related cost and funding for updating/replacing any system. Our assessment for Colorado DOS will include:

- Analysis of each of the county’s current voting systems and services
- Analysis of voting systems certified by Colorado and the EAC
- Analysis of the process for certification
- Analysis and recommendations for the replacement of voting systems
- Estimated equipment costs
- Analysis of funding resources available to counties and State

2.1 Assessment Approach

The SLI approach to a needs assessment for the Colorado Voting System Technology effort includes looking at the broad aspects of the ongoing systems currently in place throughout the State. Our approach will include:

- Project Assessment Kickoff Meeting
- Assessment Process
- Election Officials Interviews
- Weekly Reporting to the DOS
- Final Assessment Report and Presentation
2.1.1 Project Assessment Kickoff Meeting

The assessment begins with a Kickoff Meeting between the SLI Team and the DOS Management. The purpose of the Kickoff Meeting is to introduce the SLI Team to the project and project personnel. It is expected to be our first meeting with the DOS and other oversight partners. Among the key objectives of the meeting are to coordinate the assessment processes and to plan the interaction and scheduling of project status coordination meetings, deliverable reviews, and stakeholder interviews for the assessment period. It is also important for the SLI Team to establish a collaborative relationship with DOS to verify a consistent understanding of roles and responsibilities to assure a complimentary approach to project activities.

This kickoff meeting will occur within one week of the start of our contract. The SLI Project Lead will draft the agenda and distribute it two days prior to the meeting. Any materials that will be discussed will also be provided at that time. The SLI staff who will be involved in the project will attend and explain their role and responsibilities. SLI will serve as the meeting scribe and will document any decisions and action items that are a result of the meeting. The kickoff meeting notes will be distributed the following business day.

2.1.2 Assessment Process

Our approach to the assessment includes:

- Kick-off/Planning Meeting, where SLI will meet with the State to coordinate efforts for the project, as well as granularize each specific goal of the project to a level that ensures understanding and agreement to the final deliverables.
- Review of pertinent documentation available for the project as well as creation and distribution of survey to all counties
- Conduct of surveys and interviews with selected state election staff
- Compilation and assessment of accumulated data
- Report on findings

The Activity Plan table below details the activities within the assessment process:

**Activity Plan**

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-off/Planning</td>
<td>7/26/2013</td>
<td>7/26/2013</td>
</tr>
<tr>
<td>Kick-off/Planning meeting</td>
<td>7/26/2013</td>
<td>7/26/2013</td>
</tr>
<tr>
<td>Review of Documentation and Survey Distribution</td>
<td>7/11/2013</td>
<td>7/30/2013</td>
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<tr>
<td>Current Voting System Analysis</td>
<td>7/11/2013</td>
<td>7/12/2013</td>
</tr>
<tr>
<td>Create County Survey</td>
<td>7/26/2013</td>
<td>7/29/2013</td>
</tr>
</tbody>
</table>
### Task Name

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deploy County Surveys</td>
<td>7/29/2013</td>
<td>7/30/2013</td>
</tr>
<tr>
<td>Contact manufacturers for cost est.</td>
<td>7/26/2013</td>
<td>7/29/2013</td>
</tr>
<tr>
<td><strong>Compilation and Assessment</strong></td>
<td>7/26/2013</td>
<td>8/23/2013</td>
</tr>
<tr>
<td>Compile County Survey Returns</td>
<td>8/8/2013</td>
<td>8/13/2013</td>
</tr>
<tr>
<td>Assess Current/Future County needs</td>
<td>8/13/2013</td>
<td>8/16/2013</td>
</tr>
<tr>
<td>Gather data on voting systems certification status</td>
<td>7/26/2013</td>
<td>7/29/2013</td>
</tr>
<tr>
<td>Identify State Needs</td>
<td>8/19/2013</td>
<td>8/20/2013</td>
</tr>
<tr>
<td>Complete Replacement Recommendation</td>
<td>8/21/2013</td>
<td>8/23/2013</td>
</tr>
<tr>
<td>Compile cost estimated information</td>
<td>7/29/2013</td>
<td>7/30/2013</td>
</tr>
<tr>
<td>Compile information on funding</td>
<td>7/26/2013</td>
<td>7/30/2013</td>
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<tr>
<td>Initial report development</td>
<td>8/21/2013</td>
<td>8/26/2013</td>
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<tr>
<td>Report review</td>
<td>8/26/2013</td>
<td>8/27/2013</td>
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### Project Work Site

The services to be provided by SLI personnel will be performed at the SLI facility in Denver, Colorado.

#### 2.1.3 Election Officials Interviews

A central component of our approach involves structured interviews. This consists of preparing pertinent written questions or topics for voting systems and voter services and delivering the Interview Guide to the interviewee three days before the interview appointment. In this way, the project expert has a chance to prepare for the discussion and gather information that needs to be researched. The SLI Team is able to focus upon subject matter questions that have been provided. The outcome is that the staff members interviewed appreciates the opportunity to constructively participate and the information gathered is accurate, pertinent, and useful.

For the voting assessment we plan to Interview the following individuals:

- DOS Executive Director
- DOS Management and Staff
- County Clerks
County Recorders

Questions for the interviews will cover relevant aspects contained in HB 13-303. The data from the interviews will be summarized and provided in an integrated format to the Voting System and Services Assessment Report.

Interview Guide Tool - SIGNaL

SLI has developed and implemented a structured interview technique that has been used in multiple projects to the advantage of all stakeholders. This cornerstone process consists of preparing pertinent written questions for the topic area and delivering the Interview Guide to the interviewee at least three days before meeting. In this way, the project expert has a chance to prepare for the discussion and information that needs to be researched, and the project Team has a written record of the information to be gathered. Staff interviewed appreciates the opportunity to constructively participate and information gathered is accurate, pertinent, and useful.

Successful implementation of this interview approach over several years has resulted in the creation of the SLI Interview Guide Notes and Library (SIGNaL) tool, which contains over 1,200 interview questions covering 21 Project Task Areas. Exhibit 2.1.3-1, **SIGNaL: Main Menu** provides a listing of the components of the system that allow SLI to quickly and easily manage the interview process and generate and update specific questionnaires.

Exhibit 2.1.3-1: **SIGNaL Main Menu.** This screen allows SLI IV&V Team members to manage our automated tool for conducting structured interviews.

The SIGNaL repository allows our team to search for relevant questions that have elicited valuable information in the past, by topic area. The repository also allows the team to easily add new questions based on the requirements defined in the RFQ, components of the voting system and voting services, and/or the unique project circumstances that exist at the time of the interview. Exhibit 2.1.3-2, **SIGNaL Interview Maintenance**, provides an example of the screen SLI uses to customize interview questions for specific client needs. After the appropriate questions are selected and the interviewee information has been added to the database, the Interview Guides are automatically generated in Microsoft Word format and are ready to be sent to the
interviewees. The SIGNaL tool allows the SLI team to focus on the content of the questions being asked rather than the mechanics of creating questionnaires.

![SIGNaL Interview Maintenance](image)

**Exhibit 2.1.3-2: SIGNaL Interview Maintenance.** Questions can be easily selected and interviews generated from within SLI Interview Guide tool.

Interview Guides are designed to produce structured output from the relatively unstructured process of human conversation. Using Interview Guides produces more usable information with less interview time, often saving the project stakeholders from having to revisit discussions on the same topics. The library that is compiled using Interview Guides to collect information on processes and products is an important resource for the project. The SLI interview guides are used by SLI's Team for all encounters with county election officials to formalize and document the topics, considerations, and observations exchanged in an interview.

### 2.1.4 Weekly Reporting

The SLI Project Manager is responsible for providing status reports on a weekly basis. Weekly status reports include a concise summary of project schedule and cost status, business and technical issues, and identified project risks. A status reporting process is defined for the project during the initial project planning effort. The status reports document work activities and major accomplishments achieved during the reporting period, in addition to any problems or issues that require attention.

### 2.1.5 Final Assessment Report and Presentation

Once the assessment is complete the results will be compiled into a final Assessment Report. The following table provides a high level summary of the work components used to prepare and deliver the Voting System Technology Assessment Report.
Assessment Report

Task Description

The assessment report created by the SLI Team evaluates each county’s voting systems and the scope of work detailing the RFP. The Assessment Report provides project context and quantitative data on each area analyzed and includes detailed recommendations on how the county and State can improve processes and/or products.

General Approach

The SLI Project Lead submits the assessment report summarizing the observations and assessments developed during the project. The assessment report is organized by technology and cost and funding topics.

Subtasks

- Review of key project deliverables
- Project meetings and reviews
- Interview key project personnel
- Review preliminary finding discussion topics with the DOS prior to completion
- Consolidate findings into the Assessment Report
- Submit Assessment Report to the DOS Project Director, and if so directed, to the Executive Committees and Agency Stakeholders

Timeframe

The assessment report is submitted within 5 weeks of the contract start date, unless a mutually agreed upon alternate date is selected.

Deliverable

Needs Assessment Report on the Voting System Technology

Staff Assigned

SLI Team

SLI will prepare and formally present the findings of the Assessment Report to project stakeholders. The SLI team will respond to questions regarding the methods employed, findings and recommendations of the Voting System needs assessment report. All documentation associated with the presentation will be delivered in hardcopy and electronic media.

3. Voting Technology Assessment

Under the direction of the DOS and in consultation with the Commission, the needs assessment must describe:

A. The current state of technology relating to:

1. Voting Systems. This must include an analysis of voting systems currently used in Colorado and voting systems that may be available that allow counties to conduct elections in accordance with the provisions of HB 13-1303 and the Colorado election code.
2. Certification of Voting Systems. This must include an analysis of voting systems currently certified for use in Colorado, the availability of voting systems that are certified by the U.S. Election Assistance Commission (EAC) but not yet certified in Colorado, and the process and timeline for certifying voting systems that are not currently certified by Colorado, the EAC or any other State.

3. Replacement of Voting Systems. This must include an analysis of counties’ needs for replacing voting systems, the types of systems necessary under the new election model, as well as timing issues based on the elections calendar. This analysis must also consider the implications of the DOS initiative to develop a uniform voting system throughout the state.

The voting technology assessment is the cornerstone of this project. The assessment will allow the DOS and Commission to understand the current status of each individual county, as well as how each fares in comparison to all other counties in the state. The assessment will also provide the DOS and Commission the insight to all the latest systems certified or not certified, with a comparison of the capabilities of each. With the knowledge of the needs for each county coupled with the timing available to implement new systems, the DOS and Commission will be better able to determine the feasibility of developing a uniform voting system throughout the state.

3.1 Current Voting Systems

SLI will compile an assessment of the voting systems (ES&S, Hart, Premier and Sequoia) currently in use throughout the State of Colorado using our Interview Guide Tool - SIgNaL process and other relevant information provided by DOS. Using SLI’s experience in state and federal voting systems, we will develop a set of interview questions to assist in gathering the necessary information and documentation from key personnel. SLI will conduct the reviews and analyze the results. Taking into consideration Colorado’s wishes to move to a uniform voting system throughout the state, SLI will also provide information on other available systems that allow elections to be conducted based on the provision of HB 13-1303 and the Colorado election code.

After gathering the appropriate information, SLI will develop a comprehensive report detailing the systems and configurations in use and provide this to the State.

3.2 Certification of Voting Systems

Analysis of Colorado and EAC-Certified Systems: Based on the information gathered on the current systems in use, SLI will develop a detailed report identifying what systems and configurations are available either that have been certified in the state of Colorado or through the EAC program. In addition, as a current accredited VSTL, SLI will provide an estimate for attaining EAC Certification for the systems that are not yet certified, as well as estimates for certifying systems at the state level.

Process/timeline for systems not currently certified by CO, EAC or any other State: SLI will analyze the overall process, major milestones and any considerations the state will need to be aware of surrounding federal and state based certifications. Using experience gained on other state certification projects, along with quantitative information from current EAC programs, SLI will analyze the process currently in use in Colorado and provide a range of alternatives that may be available to potentially reduce certification cost and schedule without compromising testing integrity or transparency. The estimation will be based on SLI’s expertise in the area of voting
system testing and certification along with our in-depth knowledge of the lifecycle for certification.

3.3 Replacement of Voting Systems, including DOS Uniform Voting System Goals

SLI will leverage its extensive knowledge of voting system configurations in performing a thorough analysis of all 64 county’s needs for replacing voting systems. SLI will conduct a detailed analysis of the latest voting systems available, appropriate configurations based on state and local requirements, and latest technology trends in voting systems for consideration. SLI will consider key factors like the age of systems, how many succeeding iterations of patches and code updates have been provided by the vendor, how far out of date the jurisdiction is from the latest version, and failure rates each jurisdiction is experiencing. SLI will also consider the timeframes of system availability and the possible implications of implementing a unified voting system across the state such as; behaviors, architecture capabilities and limitations of the system.

4. Costs and Funding Sources

Under the direction of the DOS and in consultation with the Commission, the needs assessment must describe:
B. The election-related technological costs and funding sources, including:
1. An estimate of necessary equipment costs to conduct elections as described in HB 13-1303 and the Colorado election code
2. An analysis of funding sources that is or may be available for the purchase of new voting systems.

While assessment of the current and available technologies is an important aspect in the exercise of acquiring new systems, equally important is understanding the cost for implementation and where that funding will come from. Utilizing the data gained from the interviews conducted with counties, and understanding the abilities of the currently employed voting systems, SLI will evaluate the cost of replacement of current implementations while maintaining current efficiencies, if not improving on them. Analysis of potential sources of funding available will also be reviewed.

4.1 Estimate of Equipment Costs

As part of the information gathering process and documentation review, SLI will identify the current rate of election data throughput from old equipment to newer models, as well as take into consideration future plans for jurisdictions to determine if a different implementation model will better suit the future plans. This will allow SLI to determine how many new machines are required to replace the current models in order to maintain high efficiency.

SLI will work with the manufacturers for a cost estimation based on the needs assessment for each individual county, as well as on the concept of the statewide uniform voting system, and include the information provided in the detailed reports.
4.2 **Analysis of Funding Sources**

Based on the information gathered during the interview process, SLI will assist in determining what funding sources may be available to the State. SLI will conduct research on existing funding sources such as HAVA and other state & federal level assistance.

5. **Cost Proposal**

For purposes of fees and payment, this proposal is priced on a Fixed Price basis, with a total price of $24,000, inclusive of travel or other project related costs.